

Thousand Islands National Park

Phase 8 Report

September 9, 2021

**Final Conceptual
Development Plan and
Implementation Plan**



Lord Cultural Resources is a global professional practice dedicated to creating cultural capital worldwide.

We assist people, communities, and organizations to realize and enhance cultural meaning and expression.

We distinguish ourselves through a comprehensive and integrated full-service offering built on a foundation of key competencies: visioning, planning and implementation.

We value and believe in cultural expression as essential for all people. We conduct ourselves with respect for collaboration, local adaptation, and cultural diversity, embodying the highest standards of integrity, ethics, and professional practice.

We help clients clarify their goals; we provide them with the tools to achieve those goals; and we leave a legacy as a result of training and collaboration.



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1. Introduction

This final Visitor Experience Strategy Report for Thousand Islands National Park (TINP) represents the completion of an eight-phase project to develop a menu of Visitor Experience options and related products that enable TINP to achieve its mandate and goals. Lord Cultural Resources worked with Parks Canada Staff at TINP, the Agency's National Office, and community partners, to develop high-quality experiences with low ecological impact that encourage longer and repeat visits. The offer is part of a long-term strategy for providing access and connecting visitors to meaningful visitor experiences, while protecting and preserving cultural and natural resources, managing visitor use and generating benefits for both local people, Indigenous partners, and the private industry.

Phases 1 and 2 of this project included background research and review as well as Goals and Vision confirmation with park staff. Phase 3 culminated in a Target Market Assessment Report (**Appendix A**), which analyzed recent visitation data, the regional tourism offer, and then made recommendations of future target markets and a growth strategy for each. Phase 4 was an assessment of the current and recent VE offer at TINP against the project criteria, which can be found in **Appendix B**.

In Phases 5 and 6 the consultant team worked with Parks Canada Agency (PCA) to craft a site-specific Visitor Experience (VE) vision and associated products for Thousand Islands National Park (TINP) and then identified the steps and considerations for implementation of these offers.

In the first sub-phase of Phase 5, the PCA team along with the consultants identified and confirmed site-specific options for VE product development (See **Appendix C**.) Together we undertook research related to sustainable tourism product development, including adventure-based and eco-tourism. Our research focused on products and experiences that are environmentally sustainable and support efforts for Reconciliation, as well as other primary and secondary targets.

In the final sub-phase of Phase 5 we presented the findings of the earlier sub-phases to TINP VE Staff and key external stakeholders through collaborative workshops and consultations. In these sessions, we identified the VE product needs at the selected sites prioritized for redevelopment and began to plan for improvements.

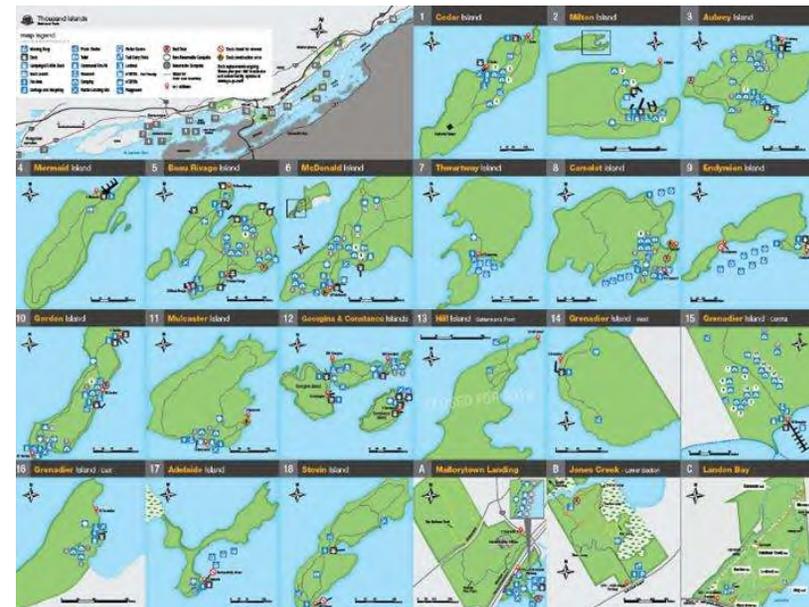
The recommendations in this final report are based on this work completed in Phase 5 as well as the outcomes of the preceding phases, and address TINP specific characteristics and features, notably:

- the fragmented nature of the park and the dispersed nature of its facilities;
- the current limited offer at most locations;
- the ecological sensitivities;
- the intent of TINP's VE redevelopment as outlined in TINP/ Global Sustainable Tourism Council (GSTC) guiding principles;
- the identified target markets for new and improved VE products.
- the strong integration of Indigenous partners in a collaborative approach; and
- the necessity to integrate the new Management Plan's targets and goals.

In phase 6 the Lord team assisted PCA in developing an action plan for potential VE offers retained following phase 5 including, but not limited to interpretive requirements, preliminary timeline, potential impacts, alternative transportation options, operational and financial considerations, performance indicators, as well as partnership development and third-party business opportunities, including Indigenous communities as primary partners. The SWOT and PESTLE analyses conducted in Phase 3 informed this process.

PCA is in the process of developing a visitor management strategy for the retained offers/sites established following the evaluation process. The strategy will provide a framework to avoid and mitigate the undesirable impacts of tourism including setting limits of acceptable change and corresponding indicators. The Lord team has collaborated with PCA on the development of this strategy.

Phases 7 and 8 included Site Concept Development for key park sites, as well as the compilation of all previous work into this Final Report.



Maps of Thousand Islands National Park mainland and island properties



2. Essence of Place

The Essence of Place for a Parks Canada site captures its spirit, its reason for being, the 'why' people would choose to visit, and what makes the location unique and special. It's the site's *joie de vivre*, depicting the mood, the emotion, and the very sense of being.

Much like a well-developed brand, a well-articulated Essence of Place provides a framework behind which everything else follows: target markets, promotion and, most importantly, development of visitor experiences.

Developing experiences that fit the Essence of Place gives the potential to boost the TINP's brand and its visitor attraction factor. Developing experiences that do not fit the Essence of Place is much harder, takes longer, can cause confusion with visitors, and does not support the brand of the site.

The Essence of Place Statement for Thousand Islands National Park is:

Thousand Islands National Park is a natural crossroads where ecosystems of the north and south come together, erupting into awe-inspiring diversity. It's a land held sacred by the Haudenosaunee and Anishinaabeg, where peaks of ancient mountains surface as islands in the swirling channels of a waterway that connects the Great Lakes to the Atlantic.

Immerse yourself in the wonders of nature as you hike to a cliff-top lookout, or savour a shoreline picnic and breathe in the sun-baked scent of pine. This is a land of lush greenery speckled amidst rugged granite ridges that overlook the ever-changing waters of the St. Lawrence River. Go with the flow as you paddle to a secluded bay, pitch a tent under the starry night sky, or simply kick back on a dock and enjoy the view, as a myriad of watercraft glide by.

Be at home in the Thousand Islands, and fulfill your quest for discovery, transformation, inspiration, and connection.



Pitch pine on Georgina Island



3. A New Vision: Visitor Experience Improvements

In Phase 2 of this project the consultants conducted a SWOT (Strengths, Weaknesses, Opportunities and Threats/Challenges) workshop that led us to establishing our Visitor Experience goals for new products and offers.

Establishing goals helps to direct future activities and define what TINP is trying to accomplish with respect to the visitor experience. Goals are actions or initiatives designed to capitalize on TINP visitor experience strengths, minimize weaknesses, seize opportunities, and meet challenges with the purpose of delivering inspiring, authentic, and immersive visitor experiences.

The Visitor Experience specific goals are:

- Formulate a cohesive visitor experience with **improved access to mainland and island sites** through park programs and partnerships with third party operators.
- Enhance awareness of the park through a defined visitor experience brand and creation of a “**signature draw**” that celebrates the unique attributes of the park.
- Capitalize on the large potential market of new and repeat visitors living in and visiting **nearby urban centres**, and those travelling along the Hwy. 401 corridor.
- **Take advantage of technology and optimize built infrastructure** to facilitate efficient operations and remove pressure on ecosystems while allowing visitors to plan and enjoy their visit with increased ease.
- **Increase and diversify mainland camping accommodations** based on market assessment/ demand.
- Create an **island day use experience** that includes transportation for all visitors.
- **Strengthen Indigenous cultural program** offers, including partnerships with the Mohawks of Akwesasne and other regional groups.
- Develop high-quality **immersive experiences and learning opportunities** while protecting sensitive ecosystem features using a sustainable tourism approach and green design.
- Design experiences that include **options to expand into shoulder and winter seasons** in keeping with operational capacity, park infrastructure, and regional tourism growth and opportunities.

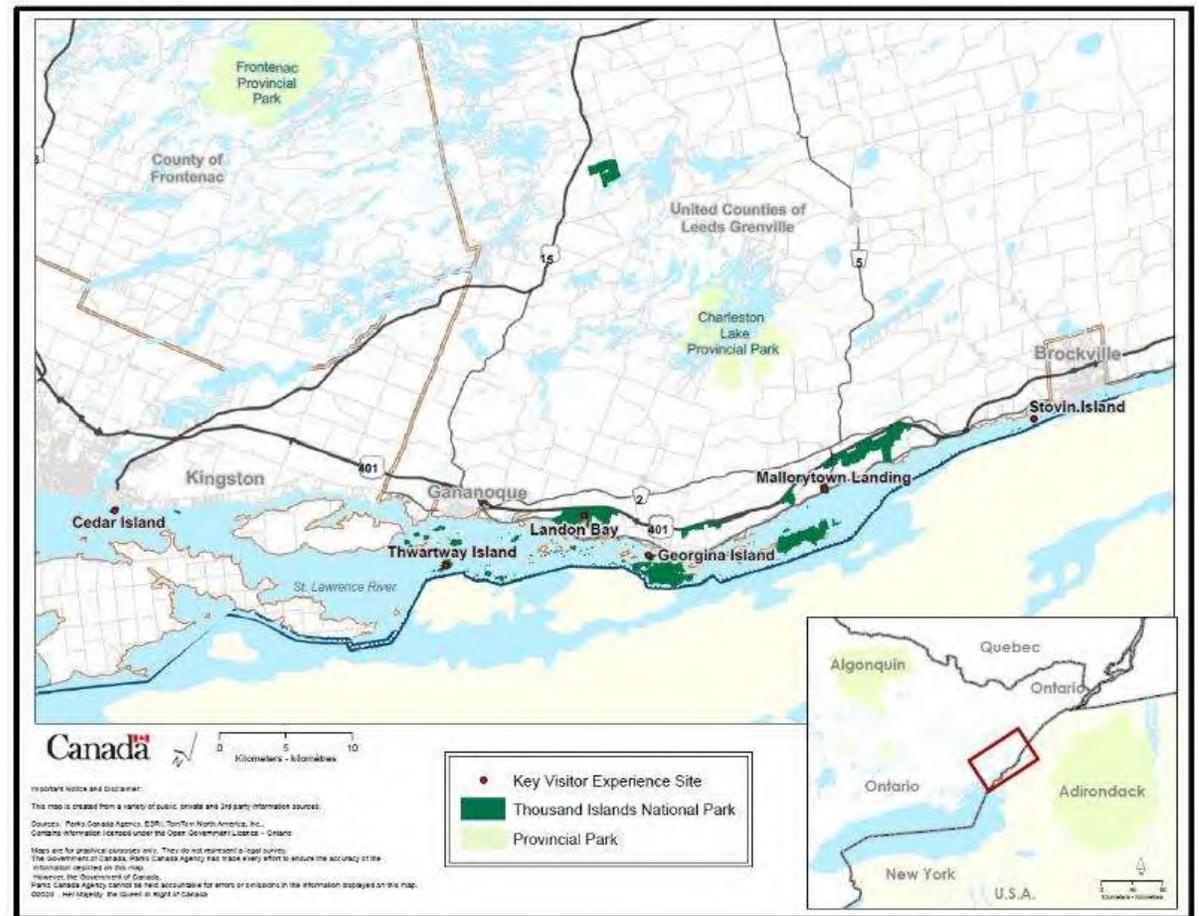


SWOT Workshop with TINP Park Staff

Key Sites for Redevelopment

The key sites prioritized for Visitor Experience improvements at Thousand Islands National Park and represented on the map below are:

1. Mallorytown Landing
 - a. Waterfront property
 - b. Office compound
2. Landons Bay
 - a. Zone 1: open grass/disturbed area
 - b. Zone 2: canopy/trail systems
 - c. Zone 3: waterfront property (pending partnership with St. Lawrence Parks Commission)
3. Thwartway Island
4. Georgina Island
5. Cedar & Stovin Islands





Goals and New Visitor Experience Offers

In Phase 5 we turned the goals identified in Phase 2 into objectives to inform product development in parallel with the information gathered during Phases 3 to 4. The goals outlined above in Chapter 3 have been realized into specific proposals for new visitor experiences. More detailed information on these visitor experience products will be outlined below in each of the site chapters.

Goal	New/Enhanced Visitor Experience Product (further detailed below)
<ul style="list-style-type: none"> Improve access to mainland and island sites through park programs and partnerships with third party operators. 	<ul style="list-style-type: none"> Enhanced mainland offers at Mallorytown Landing and Landons Bay Educational offer at Landons Bay Indigenous space and programming at Landons Bay Island day use offer with interpretation and programming at Thwartway Programming at Georgina, Cedar, and Stovin Islands “Green” mass transit vehicle to pick up and drop off visitors at different Park sites along the Parkway (long-term plan)
<ul style="list-style-type: none"> Enhance awareness of the park through a defined visitor experience brand and creation of a “signature draw” that celebrates the unique attributes of the Park. 	<ul style="list-style-type: none"> Signature hiking trail experience at Landons Bay Eco-Innovative Visitor Centre Beach/water and island recreation access
<ul style="list-style-type: none"> Capitalize on the large potential market of new and repeat visitors living in and visiting nearby urban centres, and those travelling along the 401 corridor. 	<ul style="list-style-type: none"> Signature hiking trail experience to Landons Bay Lookout Eco-Innovative Visitor Centre Beach/water and island recreation access
<ul style="list-style-type: none"> Take advantage of technology and optimize built infrastructure to facilitate efficient operations and remove pressure on ecosystems while allowing visitors to plan and enjoy their visit with increased ease. 	<ul style="list-style-type: none"> Outdoor Wi-Fi hotspots to facilitate trip planning and registration Digital interpretation at Thwartway Island Digital interpretation for trails at Landons Bay Eco-Innovative Visitor Centre “Greening” of all operations, e.g., electric upgrades for charging stations
<ul style="list-style-type: none"> Increase and diversify mainland camping accommodations based on market assessment. 	<ul style="list-style-type: none"> Phase camping and green roofed accommodations offer at Landons Bay.
<ul style="list-style-type: none"> Create an island day use experience that includes transportation for all visitors. 	<ul style="list-style-type: none"> Island day use offer with transportation, interpretation, and programming at Thwartway Island Transportation and programming at Georgina, Cedar, and Stovin Islands, including 3rd party offers and “Green” transit considerations.
<ul style="list-style-type: none"> Strengthen Indigenous cultural program offers including partnerships with Akwesasne and other regional groups. 	<ul style="list-style-type: none"> Indigenous space and programming at Landons Bay Indigenous-themed trail features and programming at Thwartway Island
<ul style="list-style-type: none"> Develop high-quality immersive experiences and learning opportunities while protecting sensitive ecosystem features using a sustainable tourism approach and green design. 	<ul style="list-style-type: none"> Eco-Innovative Visitor Centre Educational offer at Landons Bay Signature hiking trail experience at Landons Bay Island day use offer with interpretation and programming at Thwartway “Greening” of all operations, e.g., electric upgrades for charging stations
<ul style="list-style-type: none"> Design experiences (with partners/third parties) that include options to expand into shoulder and winter seasons in keeping with operational capacity, park infrastructure, and regional tourism growth and opportunities. 	<ul style="list-style-type: none"> Educational offer at Landons Bay



4. Mallorytown Landing

Current State of Mallorytown Landing

Current Key Features:

- Waterfront
- Visitor Centre
- Parking
- Playground
- Docking space
- Boat launch
- Paddle landing site
- Picnic shelter
- oTENTik accommodation
- Toilet
- Trails

Current Challenges/ Restrictions:

- Visitor Centre in poor condition
- Competing interests (parking, boat launch)
- Waterfront not very accessible/inviting
- Limited space
- Current trail system requires updates
- Critical Habitat/Species at Risk (SAR)

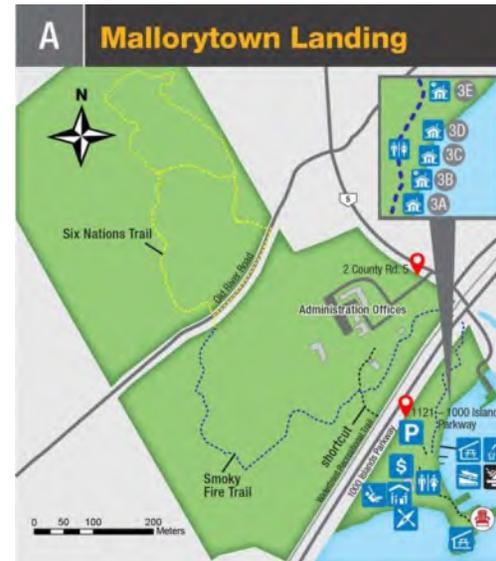
Sensitive Ecological Areas

Red zones (development not recommended in these zones):

- The most westerly riparian edge - historically undisturbed area required to maintain wildlife (including SAR) life processes
- 100+ year old forest stand north of Old River Road
- Western chorus frog breeding area north of Parkway

SAR Critical Habitat: Blanding's Turtle, Stinkpot Turtle, Pugnose Shiner, Gray Ratsnake, Western Chorus Frog

Other SAR/Rare species: Deerberry (transplanted site), Pitch Pine



Current plan of Mallorytown Landing property



Ecological Sensitivity Map for Mallorytown Landing

Green Zones - Least Sensitive
Yellow Zones - Moderately Sensitive
Red Zones - Highly Sensitive Habitat

Mallorytown Landing Redevelopment

We propose establishing Mallorytown Landing as “the gateway” to the Park, featuring an emblematic visitor amenities building using innovative green technologies, and an iconic day use area with both land and water immersive activities. If executed properly, this site could be cherished by local recreationists and travelers alike, offering breathtaking views and well-designed infrastructure to create instant connections to the Park’s essence.

Parks Canada is developing a visitor use management framework to ensure sustainable use of the site in the face of existing and emerging visitor use management challenges and to ensure we can continue to meet our mandate. To reduce user-conflict, improve visitor safety and protect critical habitat, the site will be reconfigured. (Ex. relocating the boat launch to the east of the property, the trailer parking to the main compound and accommodations to the Landons Bay site).

The hiking trails north of the Parkway will be enhanced and become a gateway experience that could promote all of PCA’s places in an outdoor setting. Through immersive interpretive experiences, the learning nature of these trails would become a new “wow” experience.

This centralized land planning would optimize the park operations, allowing for more effective and efficient servicing, reducing overall carbon footprint, and requiring less additional resources in terms of staffing, assets, and utilities.

A long-term plan will be developed to allow for pick-up and drop-off of passengers from a “green” mass transit vehicle along the PCA mainland sites including Mallorytown Landing, Landons Bay, Jones Creek, and other access points. This solution will increase access to sites for visitors but with a reduced carbon footprint and may be offered through partnership with a third-party operator or by PCA itself. It is recommended that the park form a permanent Park Advisory Committee to increase collaboration and communication with key partners such as the St. Lawrence Parks Commission (SLPC), Akwesasne, local municipalities and others on transit solutions, parking, access, programs, etc.

* Recent energy audits have revealed significant deficiencies in the existing structure and HVAC components of some office buildings at Mallorytown Landing, requiring major repairs. A strategy for asset rationalization and consolidation is being developed. Including this work as part of the visitor experience recapitalization of the site would reduce construction costs and facilitate operation phasing.

National Office is providing technical expertise on office compound improvement including energy efficiency and accessibility compliance. PCA office space will be reconfigured.



Rendering of new entry plaza at Mallorytown Landing (Brook McLroy)





MALLORYTOWN LANDING		NEW PRODUCT/ INFRASTRUCTURE INSPIRATION	
Segment Match <i>(EQ profiles and other target markets)</i>	<ul style="list-style-type: none"> • Cultural Explorer • No Hassle-Explorers • Gentle Explorers • School Groups • New Canadians • Locals/ Families 	<p>SAFE PASSAGE ACROSS THE PARKWAY, GREEN PARKING LOT.</p>	<p>ECO-INNOVATIVE VISITOR CENTRE WITH GREEN ROOF, INTERACTIVE HANDS-ON EXHIBITS AND LIVE ANIMAL DEMONSTRATIONS</p>
Visitor Offer	<ul style="list-style-type: none"> • Family-friendly, waterfront-fun prime destination • Communal/social space for groups and gathering • Ecological and cultural learning opportunities • Accessible trail experience with some interpretation • Access to basic amenities and snacks • Easy access to information and orientation 	<p>CREATIVE CHILDREN'S PLAYGROUND WITH NATURAL FEATURES</p>	<p>ACCESSIBLE, FLEXIBLE WATERFRONT ACCESS AND RECREATION SPACES</p>
Primary Activities	<ul style="list-style-type: none"> • Natural waterfront recreation activities • A versatile well-designed day-use offer suitable for groups and families including self-guided short hike, picnic area, playground, etc. • An eco-innovative, easy to navigate visitor centre serving as the gate to the park by providing basic services (washrooms, rest area, iconic view, snacks), orientation and hands-on activities related to park ecology. 	<p>CREATIVE CHILDREN'S PLAYGROUND WITH NATURAL FEATURES</p>	<p>ACCESSIBLE, FLEXIBLE WATERFRONT ACCESS AND RECREATION SPACES</p>
Investments Required	<ul style="list-style-type: none"> • Make site accessible and inclusive • Eco-innovative relatively small Visitor Centre featuring passive design components and green features such as green roof to improve and blend in the natural environment • Renewable exhibition space featuring hands-on components both inside and outside • Picnic areas with a mix of natural and artificial shade / coverage • Innovative playground area creating a safe environment for children • Water recreation infrastructure such as swimming dock/pontoon to limit shoreline occupation • Relocation of the boat launch within the far end of the property to reduce conflicts of usage and optimize space • Relocation of the trailer parking within the office compound to maximize space and reduce conflict of usage • Design a safe passage across the parkway (bridge, light, etc.) • All new green parking space • Water fill stations and electric charging stations strategically located • The Administration cottage and Ecology house will be demolished. The lost office space will be relocated within upgraded energy efficient Eco Ed building and new VC • Improve trail system including interpretive features and accessibility • Possible area for campsites on north side of parkway • Outdoor wi-fi hotspot 	<p>CREATIVE CHILDREN'S PLAYGROUND WITH NATURAL FEATURES</p>	<p>ACCESSIBLE, FLEXIBLE WATERFRONT ACCESS AND RECREATION SPACES</p>
Potential Partners -Development and Implementation	<ul style="list-style-type: none"> • Akwesasne (MCA, Travelling College) and other Indigenous partners : Direct consultation about the Indigenous elements to be included in the new Visitor Centre are key to our short-term and long-term goals of reconciliation. • Tourism Partners (Aquarium, Town of Gananoque, City of Brockville, 1000 Islands Kayaking, RTO 9, Community groups such as Thousand Islands Fine Art Association - TIFAA). These partners are essential to create a complementary offer of service and to strengthen ties with the regional tourist industry. 	<p>OUTDOOR WI-FI HOTSPOTS (SHOULD BE CONSIDERED FOR OTHER SITES AS WELL)</p>	<p>ENHANCED TRAIL SYSTEM AND INTERPRETATION NORTH OF THE PARKWAY</p>



Mallorytown Implementation

Interpretation requirements:

Visitor Centre (outdoors and indoors):

- Interpretation to be focused on casual visitors (day trippers or those camping at Landons Bay), on-the-spot interpretation (e.g., exhibits or smaller drop-in programs) vs. more in depth interpretation and programming, which will operate out of the Landons Bay site.
- Orientation map/ kiosk outside of the building to orient visitors to the park and help them plan their visit. Map can identify different park sites, where visitors can go, and key features. This map should be outside and in a sheltered area so that visitor can view it when the Visitor Centre is closed.
- Outdoor interpretation to acknowledge Indigenous presence and interpret relevant aspects of Indigenous culture (content to be developed in consultation with Indigenous partners).
- Outdoor interpretation should also highlight green design of the building and site. Design of these signs should be integrated into the building or other features (e.g., benches, parking lot, building itself) where possible and not be standalone pieces
- Any exhibit space must be flexible, emphasis should be on interpretation in situ rather than exhibit "galleries."
- The goal of interpretation inside the Visitor Centre is to show visitors what is outside at the Park and encourage them to go experience it.
- There should be a flexible demonstration space that could be used for various activities, e.g. live animal demonstrations.
- Interpretation should focus on the river ecosystem, what is special about this place, and its location within the Frontenac Arch Biosphere.
- Visitor Centre should have good views out to the river itself, to make the connection between interpretation inside and the actual physical environment outside. Emphasize that you (the visitor) are in that environment.

Hiking Trails (north of the Parkway):

- Theme of trail – As gateway to Parks Canada places (system of protected spaces located in every province and territory, range from mountains and plains, to boreal forests and tundra, to lakes and glaciers, and much more)
- Self-guided tours for day visitors. Could be a brochure, downloadable materials, or an app. Content to focus on what you can see and learn along the trail (e.g., at the Pitch Pine stand, learn about how PCA is encouraging growth of these tree species through prescribed fires.)
- Physical interpretive signs (design TBD) and a system of trail markers. Any signage be affixed to concrete pads as opposed to installing wooden posts into ground which rot and need replacement.
- Incorporate some bench areas for people to rest, which could include some interpretation as part of the seating.
- Provide clear and safe connection to trails from the south side visitor centre.
- Safe passage across the busy parkway might entertain a raised walkway or tunnel.(Inspections and upkeep cost might not make this the best option)

- From Parkway to Old River Road –use a smoother compacted gravel for accessibility.
- North of Old River Road routed to stay away from wet lying areas to reduce future maintenance.

Functional infrastructure needs — space, program, connectivity, and servicing

Visitor Centre (outdoors and indoors):

- New Visitor Centre building needs to be eco-innovative, relatively small, with passive design components and green features such as a green vegetative roof.
- Any green technology needs to be either user serviceable or have local maintenance capacity available.
- Building does not have to be in existing footprint. Location that is further away from shoreline/flood risk.
- Highly visible entry/reception point.
- Visitor Centre should include space for a Point-of-Sale terminal and 2 phones.
- It should also include two flexible workstations, one for PCA operations and one that can be used by partners.
- Eco Ed Building expansion and administrative building consolidation - redesigned to be energy efficient and accessible (to be completed by PCA independent from this project).
- Visitor Centre needs to be open to visitors June 1 through to Thanksgiving weekend. It should have the capability to be opened in the off-season, or at least not need to be winterized. It should have air conditioning for the summer months.
- Washrooms to accommodate up to 500-day use visitors (up to 300 visitors at one time). Washrooms should be gender inclusive with private stalls.
- Utility room to be centrally located in the building to feed power/water to areas in need.
- Water system, UV units, water softeners etc. to be laid out for easy access for future repairs.
- Need to review current septic capacities - potentially require new waste treatment (green options).
- Electrical panel large enough to leave room for future electrical demands.
- Consideration in outside design to not be a bird nest attracting area. Ledges etc.
- Exterior lighting to be accessible for easy cleaning.
- Windows that are designed to clean easily.
- Small staff break room, mini fridge, sink, microwave, small table for 2. (10' X 10')
- Welcome and reception/promotion space. Approx. 20' X 20'. Food & coffee, small lounge area with view of the river with a lot of windows.
- Gift shop/camp store set-up to catch visitors as they leave approx. 16' X 16'.
- Keep roof lines simple to prevent future leaking and debris gathering spots.



Thousand Islands National Park

- Outdoor plugs on building.
- Outdoor Wi-Fi hotspots
- Four separate Storage spaces (Part of building if OHS permits)
 - A) 12' X 12' for push lawn mower and gardening tools.
 - B) 12' X 12' Janitor's closet for chemicals and supplies. Paved/flat area to washrooms and showers for rolling cleaning equipment (Kaivac)
 - C) 16' X 16' Rental equipment & merchandise storage space with shelves.
 - D) 10' x 24' Bike storage.

Parking (South Side of Parkway):

- There are two options for relocating the boat launch. In order of preference these are:
 - 1) Relocate the public launch to the staff boating area at the east end of the property, redirect boat trailer traffic to the north side of the parkway.
 - 2) Closer to where oTENTIK 3A currently is (other side of picnic shelter) and current boat trailer parking to north side of parkway.
- The number of docks needed at the boat launch is to be determined by PCA. Need to think about docks with some length, and ability to separate PCA and visitor boats.
- Traffic flow for boat launching has to be improved to prevent congestion. This must include pull-off spot to prepare boat for launching, and provide for safe crossing of trailers to the parking area on the north side of the parkway. Could include a staging pull off for truck/trailers.
- Green parking lot. Hardened permeable surface to reduce gravel dust, drainage, and pothole issues.
- One-way entrance/exit to parking lot (can be in different location than it currently exists) (consider public safety and different user groups). Turn around space for transit/shuttle options.
- Security gate or kiosk for parking lot – offset from the road (security, enforce payment - like hospital, push for ticket – pay to leave, grace period enter/leave washroom breaks, manned during the day to take payments).
- Replace sewer pipes under parking lot during construction.
- Plugs in parking area for electric vehicles in prime parking spaces. Lay electrical cable for car charging stations (to prepare for national program of charging stations).
- Way finding signs.
- Traffic flow obvious and clear.
- Minimum of 60 parking spots for regular sized automobiles.
- Temporary parking space near boat ramp for divers to unload gear at boat launch.

Trails and Camping (North Side of Parkway)

- Trail upgrades and maintenance

- Plan for a few primitive campsites north of the parkway for cyclists and tent campers. One central water access and toilet (could be compost) facility for trail users. Sites do not require electricity but could offer power/charging access. Potential for an outdoor area associated with the redeveloped park offices on that side. Simple transient camping spots would be good for bikers, etc.

Parking (North Side of Parkway):

- Entrance off of County Road 5.
- Entrance should allow for efficient flow of trailers and regular passenger vehicles associated with the office compound.
- Parking lot for trailers, need minimum 18 spaces and maximum of 48.
- Potential removal of Ecology House, Admin building.
- Provide pathway and safe pedestrian crossing back to launch on the south side.

Swimming Access

- Waterfront access and recreation (e.g., dock, accessible ramp, picnic areas with natural and artificial shade).
- Sandy bottom swimming area (stretching from existing boat launch southwest to where gunboat building was) with cantilever deck design, stairs going into the water, options for those with mobility challenges. Would need to have swimming area roped off for safety and ecological considerations. Some sections of shoreline could be improved/restored to offset activity in this locale.
- Constructed artificial turtle nesting habitat, basking islands, sloped shoreline if possible.
- Access into deeper water off the rocky point. Design to consider safety related to deep water, currents and boat traffic.
- Any stairs entering the water need to take ice into consideration to not get destroyed, perhaps removable for winter.

Day Use Facilities/Grounds:

- Washrooms, 2 outdoor showers, outdoor dish-washing station, water, garbage and recycling receptacles.
- Charcoal barbecue facilities around site. Currently 8 and keep the same number but may be relocated.
- Reservable picnic shelters (one near boat launch and one near the point) will remain. Will want to add electricity (min. 4 plugs in each). Requires an upgrade to cable/plugs and reconnection of power.
- Playground (re-vamp if possible – 2 more swings, interactive components for boat, action added to tree house, remove murals for views to river), telescope for river views out.
- Specific area for bicycle lock-up, racks for private users.
- Photo ops near water (at both points) views not obscured.
- Create a trail and picnic opportunity at the east point.
- Change current trail system to a 1KM easy loop starts and ends at the new north side parking lot. Add 6 car parking lot at trailhead. This will be a part of the larger parking lot for the boat trailers. With self-guided activities along trail. Trail should have a minimum of 4 wider areas for potential benches and interpretive signage.
- Trails that connect the core services at the site (parking, Visitor Centre, picnic shelters)
- Safe passage (pedestrian crossing, bridge, or tunnel) across the 1000 Islands Parkway permitting flow from north and south side.
- Add water fountain/water bottle filling station on the outside of Reception/Welcome Centre.

- Outside garbage/recycling facilities located around site at locations accessed by gator. Minimum 7 locations (dishwashing, boat ramp, point picnic shelter, swimming location, playground, reception centre).
- Outside lighting plan throughout site for all facilities.
- Ablution station (Brown's Bay example). Suitable for Muslim ritual washing use and people washing sand off feet.

High level cost estimates to develop short, mid, and long-term capital budgets

- Estimated cost: \$4-8 million TBD
- Marketing and Communications budget TBD

Operational considerations (e.g., staffing, length of season, maintenance, A-base budget)

- Initial staffing requirements will include temporary season extensions for interpretation staff to develop interpretative programs for Mallorytown Landing.
- Current visitor services staffing levels for the Mallorytown Landing location will support the proposed operations.
- Extend the Visitor Centre season to Thanksgiving to match the island season, with minimal staff and staggering of staff. This increases revenue opportunities in September.
- Maintenance considerations:
 - Sewage lines and bed (north of parkway) need review.
- The existing A-base operations budget for Mallorytown Landing would require an increase of 5K for mainland VE operations at this location.

Timeline to start development (planning and design)

- | | |
|----------------------------|-------------|
| • Trailer Parking: | Immediate |
| • Visitor Centre: | Short Term |
| • Boat Launch Relocation | Short Term |
| • Waterfront Recreation: | Short Term |
| • Trails North of Parkway: | Medium Term |
| • Parkway Crossing: | Medium Term |

Delivery method

- **Visitor Centre:** Public RFP process for design of building. Recommend design-build RFP for indoor and outdoor interpretive components.
- **Waterfront Recreation:** Suggest this area be part of the Visitor Centre architectural/engineering RFP.
- **Trails North of Parkway:** Recommend that planning and design of physical interpretive elements (e.g., interpretive seating) be part of the RFP for the Visitor Centre interpretive components, while fabrication and installation may be phased.

Partnership development and third-party business opportunities, including Indigenous communities as primary partners.

- Collaborate with Indigenous community members to develop interpretation for Visitor Centre and trail content.
- Collaborate with St. Lawrence Parks Commission representatives to develop traffic plan for MTL upgrades.
- Collaborate with Municipality Front of Yonge to ensure that historic intention for site is respected (as a day use picnic area).

Outreach Strategy (promotion and marketing)

- PCA website and social media
- Local/regional tourism marketing organizations
- Physical signage, e.g., on the highways, nearby towns





Key Performance Indicators

There are a number of intended outcomes for the new visitor experience offers at Thousand Islands National Park, which can be measured by key performance indicators (KPIs). The following are the KPIs relevant to the new offer being proposed for Mallorytown Landing:

OUTCOME CATEGORY	GOAL	KEY PERFORMANCE INDICATOR
Visitor Experience	Visit Satisfaction	<ul style="list-style-type: none"> • Visit met or exceeded visitor expectations. • Visitors felt they got good value for their money (parking, camping fees). • Visitors felt their visit was a good use of their time. • Visitors were “wowed” by their experience. • Positive reviews and images posted on TripAdvisor.
	Return Visitation	<ul style="list-style-type: none"> • Visitors would return, to do the same experience or one of the other experiences (e.g., other park sites, other programs, or activities). • Visitors extend their “length of stay”
	Word of Mouth	<ul style="list-style-type: none"> • Visitors would recommend the experience to friends/family. • People are talking about TINP as a worthwhile place to visit. • Increase in positive social media posts.
	Visitor Demographics	<ul style="list-style-type: none"> • Number of visitors from targeted markets is showing an increasing trend. • Diversity of visitors (from urban centres, as well as Indigenous and New Canadians).
Education and Understanding	Resource Conservation	<ul style="list-style-type: none"> • Improvement of carbon footprint. • Innovative design (e.g., green design, use cultural and Indigenous components in design, etc.) increases and improves asset efficiency within ten years.
	Education	<ul style="list-style-type: none"> • Visitors learned about the natural ecology and cultural history of Thousand Islands National Park. • Visitors leave understanding the importance of protecting the species and landscapes of the Park.
	Enrichment of Understanding	<ul style="list-style-type: none"> • Visitors consider the park meaningful. • Visitors understand the connection between this place and Frontenac Arch Biosphere. • Visitors have been inspired to want to learn more on the topics presented in the visitor experience. • Visitors learned something they did not know before their visit.
	Emotional	<ul style="list-style-type: none"> • Visitors made personal connections between the experience and their own lives. • Visitors had fun. • The visit was exciting. • Visitors were inspired.
Agency Goals	Revenue generation	<ul style="list-style-type: none"> • Increased revenue generation through diversity of offers.

OUTCOME CATEGORY	GOAL	KEY PERFORMANCE INDICATOR
		<ul style="list-style-type: none"> • More efficient revenue collection through improved booking and payment systems.
	Brand Awareness	<ul style="list-style-type: none"> • Parks Canada's regional brand improves because of an increase in awareness of the National Park and strengthening partnerships.
	Sustainable Growth	<ul style="list-style-type: none"> • Visitation and infrastructure growth are properly managed. • Visitor engagement/length of stay with the park increases, but without having a negative impact on sensitive species and other natural resources.
	Community Engagement	<ul style="list-style-type: none"> • Increase in the number and quality of community partnerships. • Increased recruitment of volunteers. • Connection to the Park is maintained on a regular basis, through the active use of social media and the web.

5. Landons Bay

Current state of Landons Bay

Current Key Features:

- Trails
- Parking
- Toilets
- Natural Lookout
- Nature Camp (Summer Camp)
- Activities Hall
- Swimming Pool

Current Challenges/ Restrictions:

- Waterfront access (south of Pkwy) not owned by PCA
- Aging infrastructure that needs to be demolished
- Critical habitat/Species at Risk (SAR)

Sensitive Ecological Areas

Red zones (development not recommended in these zones):
(Red, yellow, green zones extend to Fitzsimmons Mtn.)

- All wetland habitat
- 15m buffer adjacent to wetland habitat
- Rock barrens with Five-lined skink, SAR snake observations
- A parcel of 100+ year old forest on the eastern portion of the property
- Gray Ratsnake hibernaculum and suitable buffer
- Suitable buffer around Peregrine Falcon cliff nesting area

SAR Critical Habitat for 3 species: Blanding's Turtle, Stinkpot Turtle, Gray Ratsnake
Other SAR/Rare species: Five-lined Skink, Northern Map Turtle, Snapping Turtle, Eastern Ribbon Snake, Milk Snake, Least Bittern, Wood Thrush, Eastern Wood-Pewee, Golden Winged Warbler, Pitch Pine.



Current plan of Landons Bay



Ecological Sensitivity Mapping of Landons Bay

Green Zones - Least Sensitive
Yellow Zones - Moderately Sensitive
Red Zones - Highly Sensitive Habitat

Landons Bay Redevelopment

We propose to develop Landons Bay as a “Learn-to” hub to host group activities such as interpretive hikes and educational programming. The site would be partially revegetated, while multifunctional assets and facilities would be added to support a variety of activities and programs that could also be delivered during evenings and the shoulder seasons. The revegetation of the property would be accomplished along with partners such as school groups to raise awareness and promote visibility. Landons Bay will also be home to an Indigenous Gathering Space that can be used for private and public programming by Indigenous partners. The site will be designed with visitor use management in mind and include a variety of strategies and tools to achieve and maintain desired resource conditions and visitor experiences (ex. gate systems, improved signage, bus parking and turnarounds).

We also recommend making the existing lookout trail the TINP signature hiking experience with the addition of built infrastructure — such as a cantilever or platform lookout, canopy walk and innovative interpretive tools and unique ecological designs and features. A backcountry trail to Fitzsimmons Mountain will be explored, taking into consideration ecological sensitivities, maintenance feasibility and visitor management.

This redevelopment will position TINP as a regional pillar in environmental education and nature programming, especially among school-age children, new and urban Canadians, and families.

Landons Bay would become an ideal site to host special events such as “Learn-to-Camp” and Indigenous Peoples Day celebrations, and long-term collaboration with key partners such as the Frontenac Arch Biosphere Foundation (FABF), Frontenac Arch Biosphere Network (FABN) and the Mohawk Council of Akwesasne would live on through renowned youth and Indigenous programming.

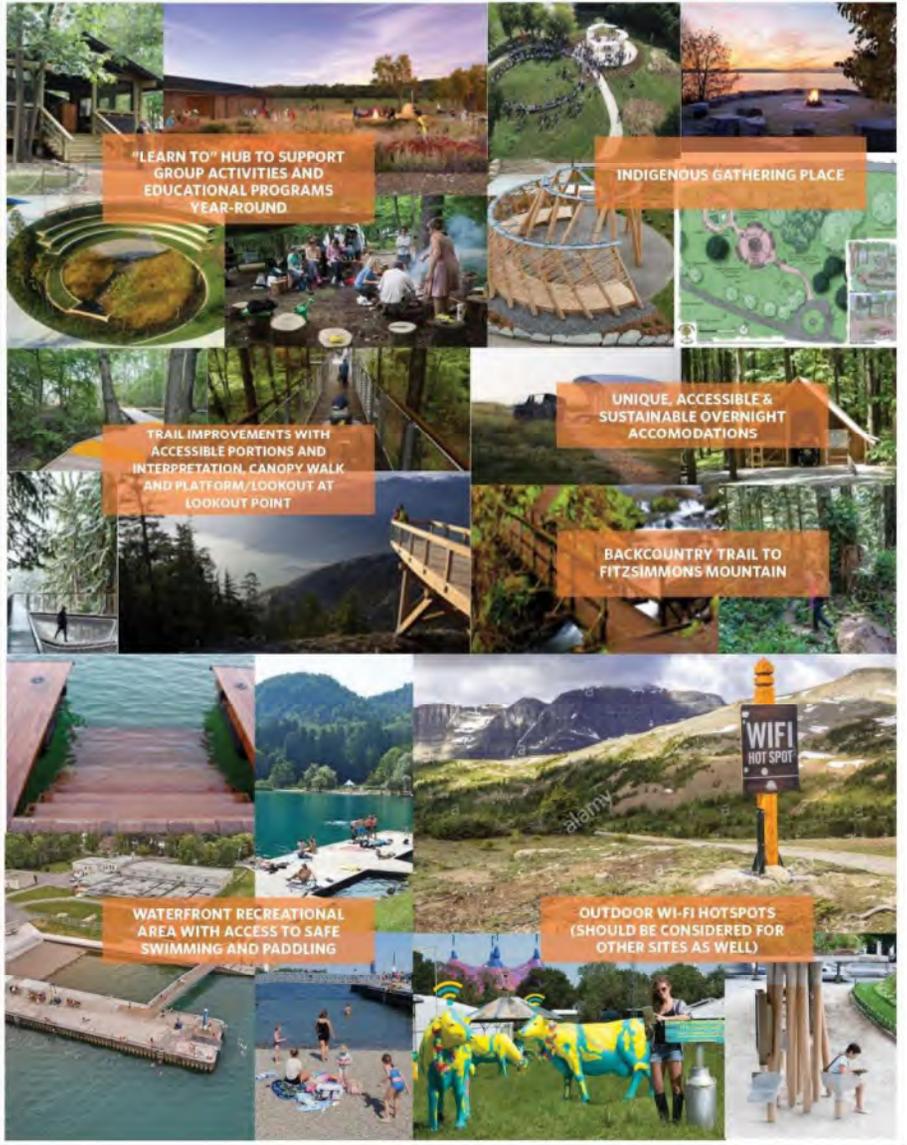
In the eventuality that a partnership can be made with the provincially-owned waterfront river property south of the Parkway, it would be recommended to create safe crossing infrastructure and a basic day use area for facilitated activities such as swimming and paddling. The Landons Bay concept plan also includes design considerations for future incorporation of a visitor camping/roofed accommodation area.



Renderings of entry plaza and Indigenous gathering space at Landons Bay (Brook McIlroy).



LANDONS BAY	NEW PRODUCT/ INFRASTRUCTURE INSPIRATION
Segment Match <i>(EQ profiles and other target markets)</i>	<ul style="list-style-type: none"> • Cultural Explorer • School Groups • Locals/Families • Urban market
Visitor Offer	<ul style="list-style-type: none"> • Communal/gathering space for larger groups, families and communities such as Canada Day, Indigenous Day, school groups, FABF and FABN activities, etc. • Diversified hiking experience: self-guided hike, short accessible lookout trail with interpretive programs, and possible wilderness hike to Fitzsimmons Mountain • Ecological and cultural learning opportunities throughout the year • Family-friendly waterfront recreation (*if acquired)
Primary Activities	<ul style="list-style-type: none"> • A "Learn To" hub to support group activities and educational programs all year long including a well-designed, flexible indoor/outdoor gathering space to support all kind of activities (which will be used as all staff meeting room) • Indigenous Gathering Place • The lookout trail will become an iconic signature trail (and as accessible as possible) • The trail system will be enhanced and improved to provide an experience for all, from the inexperienced to more avid hiker • The river waterfront would offer low impact day use recreation opportunities (*if acquired) • The site will be revegetated to enhance habitat and offer nature immersion
Investments Required	<ul style="list-style-type: none"> • Multipurpose facility with open indoor/outdoor space that is flexible and adaptable to programs including on site staff facilities, meeting room, washroom facilities, etc. Needs to offer shelter for keeping people dry/safe during bad weather • Indigenous Gathering Place; planned in consultation with Indigenous partners • Accessible – signature trail with boardwalk/canopy walk • Improved marker and interpretive material on trails including self-guided virtual tour and hands on interpretive features • Elevated platform at the lookout designed to protect skink habitat • Possible backcountry trail to Fitzsimmons Mtn. • Improved green parking space for cars and buses • New septic system and well • Water fill stations and electric car charging station strategically located • Natural river waterfront recreation area with breakwater for safe swimming and paddling (*if acquired) • Outdoor Wi-Fi hotspot • Camping and roofed accommodations • Revegetation of selected open areas with native trees, shrubs and wildflowers
Potential Partners -Development and Implementation	<ul style="list-style-type: none"> • Frontenac Arch Biosphere Foundation: strong current and historical connection to Landons Bay: continued partnership would greatly benefit the site, programming and activities. • Frontenac Arch Biosphere Network: continued partner for children's programming and activities • Akwesasne (Mohawk Council of Akwesasne, Travelling College) and other Indigenous partners : development of Indigenous Gathering Place, leading both private and public programs and activities. • School Groups: e.g. schools involved in envirothons, ecoschools program, One Earth Once Chance Summit, Queen's University outdoor education program • Kingston Field Naturalists: nature based events and activities • Stewardship groups (planting, botany, etc.)





Landons Bay Implementation

Interpretation requirements:

Learn-to-Hub

- Building on the interpretive programs TINP already offers out of Mallorytown Landing, such as school programs and Learn-to-Camp, but adjust to focus on the **special features of Landons Bay**
- Focus of interpretation likely to be on **Species-At-Risk, Ecological Corridors, Indigenous themes**, etc.
- For example, a **half day program with a guided hike** and interpretation at the Learn-To-Hub.
- Develop a **core interpretive program** for Landons Bay and then tweak it for the different grade levels.
- Offer both day-use and overnight **educational programs mainly in three seasons**, but perhaps some limited programs in the winter, e.g. FABN's snowshoe hikes.
- Need a **campfire/ storytelling space** near the building for hearth side presentations and programs.
- PCA to run the formal education programs in fall and spring, and weekend Learn-to activities in the summer, and FABN to run the **weekday summer camp** in the same space. Requirements would be the same. FABN spaces would require day long use and need kitchen space. FABN to do **weekend family programming** as well such as hikes, bird watching, etc.
- Explore doing **virtual/ distance school programs** from Landons Bay, e.g., downloadable guides and lesson plans, resources for homeschool groups, etc. (Look into California State Parks Online Resources for Teachers and Students (PORTS) as a best practice).
- **Orientation map/ kiosk** to orient visitors to the property and help them plan their visit (e.g. trails, other features of interest).

Indigenous Gathering Place/Healing Forest

- Any interpretation/programming needs to be developed with **Indigenous partners**.
- Any **infrastructure needs to be backed up with programming**, e.g., interpretive programming around Reconciliation.
- Programming around a **shared campfire/hearth space**

Trail Interpretation

- **Interpretive signage and guided or self-guided hike programs** to focus on: Indigenous themes for the lookout trail. What is this region? What does it contain? What is significant about it? Species-at-risk and critical species found at Landons Bay, particularly at the rock outcrop and marsh.
- **Define the phases and locations of restoration/ naturalization at this property**

Waterfront site:

- Primarily a recreational hub, fishing, paddling, etc.; no significant interpretation needs

Functional infrastructure needs in terms of space, program, connectivity, and servicing

Overall

- Lighting plan for entrance area and Learn-To-Hub
- Signage welcome and wayfinding plan
- Roads that are dust free that provide access to all sites and facilities
- Roads do not necessarily have to be where they are currently located
- Parking for up to 20 staff vehicles spread among key locations in the campground (entrance, central washroom, community hall, and maintenance).
- Garbage/recycling stations that minimize interactions with wildlife and are placed so that they do not affect campsite views.
- Emergency fire stations/infrastructure
- Appropriate accessible sites in all visitor parking areas
- Incorporate visitor safety in design
- All design concepts must consider and minimize ongoing maintenance, ease of cleaning, and replacement costs of materials.
- Defined areas for revegetation/reforestation programs (Indigenous Gathering Space, community outreach, overnight accommodations etc.)

Learn-to-Hub

- Potential entrance kiosk for future traffic management (ex. U-turn option for visitors who are just looking for information and have to leave.) Consider larger vehicles, i.e. buses and motorhomes, etc. in this requirement.
- Parking lot with 50 minimum identifiable spots for cars, a bus shuttle drop off area close to the welcome/reception centre, and 3 bus parking spots.
- The entrance/parking area must be designed to ensure that day user hikers park in the front parking lot (i.e., access to group program/community hall area is controlled) and positioned in a way to control foot traffic to the welcome facility.
- Electrical service upgrade required. Include layout for electrical service to a row of car charging stations (wiring in for future development).
- Easy to pay kiosk for day user parking (electronic payment station). Network capacity required (Wi-Fi).
- Welcome reception facility near the entrance to the site and positioned to control entry and exit for both the lookout trail and special programs at the community hall area. Includes: a break room for staff with sink, counter for microwave and a workstation; small store with souvenirs, food and beverages; small map/brochure display and sitting area; drinking water bottle fill station; space to administer first aid; Wi-Fi zone throughout building and adjacent outdoor area.
- Washroom facility for trail/staff users near the entrance (incorporated in the welcome center facility) Must be able to accommodate capacity of 150 users on site at one time. Accessible from interior and exterior of building.
- Parking spaces (5) for staff working at welcome centre and 5 extra accessible /short term parking spots adjacent to building.



Thousand Islands National Park

- Bike rack. May want to consider bike rental kiosk/storage if individual campsites developed in future.
- Learn-to-Hub building needs to look towards the outdoors, so that even inside, you feel like you are in nature. Ideally, able to open it up to the outside, but also ensure it's warm and sheltered for bad weather.
- Needs to be usable for programs for at least 3 seasons, and accessible to staff in all 4-seasons.
- Need to think carefully about where the building is placed to make winter access easier, e.g., snow removal.
- Ideally the building will be visible as you arrive from the road, this is a special place. Do not want the first thing you see to be the parking lot. Location in green zone immediately inside the current front gate with a nice view of the river. With the ridge behind it will have a feeling of being ensconced in nature.
- School group interpretive programs need a covered space that can accommodate a class of 30. Open flexible space. Needs storage for props, other materials to support programming. Suggest it be planned to be used for all season all-staff meetings (50 people), other group meetings (value for investment).
- FABN spaces would be for day long activities, therefore they need kitchen space.
- Suitable digital presentation space so someone could deliver an online outreach program from there. Need to think about technology, props, etc., that would be needed for digital sharing.
- Staff Office needed.
- Need a campfire/ storytelling space near the building. Hearth side presentation space for small groups, and Amphitheatre seating for bigger groups (like at Chimney Court at Evergreen Brickworks, Franklin Children's Garden on Toronto Island)
- Parking spaces (35) for group events such as learn to camp/day camp plus 1 drop-off area.
- Bus drop-off, turnaround space.
- Unique, accessible and eco-friendly roofed accommodations.

Group Camping Area:

- Located adjacent to hall facility.
- Large green space to fit 40 tents with potential for partial restoration/naturalization.
- Food storage area near tenting area or attached to outside of a facility in shade.
- 10-15 large picnic tables
- Space for 6 outdoor workshops 20 X 20 feet (leave lawn space)
- Enough space for an event tent 40 X 60 (overlap with the workshop space?)
- Storage for all tents, sleeping pads and gear built into the facility. May be combined with food storage. A 20 X 20 enclosed facility. (High level of consideration given to rodent proofing by design).
- Secure storage for firewood (10 x 10).

Indigenous Gathering Space

- Need a campfire/ storytelling space near the building. Hearth side presentation space for small groups, and Amphitheatre seating for bigger groups (like at Chimney Court at Evergreen Brickworks)
- Design to be determined through consultation with Indigenous partners.
- Indigenous Gathering Place outdoor gathering campfire area with seating, and a natural Healing Forest trail.

Washroom

- Large Central Washroom (may be incorporated with the hall) with the following:
 - Washrooms should be gender inclusive with private stalls.
 - Stalls to accommodate 100-150 overnight users.
 - At least 4 shower stalls (to be determined) incorporated with this washroom - showers to have their own, outside entrance. Include details such as locations of hooks, type of lighting, locations of benches and counter space.

- Potable water fountains at washrooms with bottle fill feature.
- Janitors closet 6 X 10.
- Waste treatment - potentially explore green options

Day User Facilities:

- Platform at Lookout to offer views, ensure visitor safety, and protect SAR habitats. May be raised/cantilevered.
- Boardwalk/ canopy walk along Lookout Trail to offer accessibility. (investigate code compliance requirements for maintenance and inspection)
- Look-out hiking trail loop - consider appropriate trail upgrade for accessibility - Type 1, Easy trail.
- Viewing platform at the lookout to provide a safe viewing area at cliff edge and to discourage foot traffic to sensitive habitat.

Maintenance (may be located at current barn site):

- Building located at the back of the site for maintaining and storing asset equipment (20' x 40'), and storage of firewood and maintenance supplies. Current building is not secure enough and does not meet future needs.
- Building for propane and fuel storage.
- Garbage and recycling to be accessible by garbage contractor.
- Signage to be installed on pads rather than wooden posts.

Waterfront Recreation (pending partnership with SLPC)

- Waterfront may need a breakwater if people are going to swim or paddle there as current and waves are strong.
- New septic system and well needed.
- Water fill station and electric car charging stations
- Bridge/crossing over Parkway to get to and from the waterfront

To consider for future development - Campsites (Tent/Small Trailer):

- 20 sites with hardened surface parking area for two vehicles.
- Tenting areas must accommodate two tents and be permeable to rain (National Standards)
- Fire pit with grate and picnic table on each site.
- Privacy as much as possible.
- Walking distance to community hall facilities.

High level cost estimates to develop short, mid, and long-term capital budgets

- Estimated cost: \$5-7 million TBD
- Marketing and Communications budget TBD



Operational considerations (e.g., staffing, length of season, maintenance, A-base budget)

- Additional VE Staff, 2 GTO1 interpreters (0.34) scheduled to cover the shoulder seasons and overlapping at the core of the season (July/Aug), one GSMPSO4 visitor attendant (.5 FTE) and some students. Extend season of PMO3 Visitor Services Team Lead to full FTE (currently 0.8) to support visitor season extending into shoulders. What the base was at MTL previously. (Need some further discussion here). Maybe someone in charge of school, learn-to and Indigenous programs here- PMO2 position (.5 FTE), could be a portion of an Indigenous Liaison position. Should be a long-term position. Need some consistency, someone who can reflect on the school program and adjust as needed.
- Staffing requirements for 1 MANO3 and 1 MANO5 (each 0.55 FTE)(code compliance, potable water, grass cutting, trail work, road maintenance, building upkeep, inspections). Maintenance equipment requirements would consist of Lawn mowers, truck, tractor with loader, small dump trailer, grounds tools (weed eaters, push mowers, chainsaws and various hand tools) ladders and all general use equipment.
- New visitor services operations budget required for new programs (4K).

Timeline to start development

- | | |
|---|----------------------------------|
| • Learn to Hub: | Short Term |
| • Indigenous Gathering Space and Site Features: | Short Term |
| • Lookout Trail and Platform: | Medium Term |
| • Trail to Fitzsimmons Mountain: | Medium Term |
| • Waterfront Recreation: | Depends on partnership with SLPC |

Delivery method

- **Learn to Hub:** Public RFP process for design/build of building
- **Indigenous Gathering Space:** PCA to work with Mohawk Council of Akwesasne and other local Indigenous communities to plan for this offer. Procure services of a Landscape Architect to work with PCA to plan and design the space? LA should be an Indigenous Designer or have extensive experience with Indigenous projects.
- **Lookout Trail and Platform:** RFP for design of the platform, PCA to do trail work.
- **Trail to Fitzsimmons Mountain:** To be done internally by PCA.
- **Waterfront Recreation:** TBD
- **Roofed Accommodations:** To be selected/procured with assistance from PCA Accommodations team.

Partnership development and third-party business opportunities, including Indigenous communities as primary partners.

- Frontenac Arch Biosphere Foundation (FABF)
- Frontenac Arch Biosphere Network (FABN)
- Mohawk Council of Akwesasne, Native North American Travelling College and other Indigenous partners
- St. Lawrence Parks Commission
- Municipality Leeds and Thousand Islands

Outreach Strategy (promotion and marketing)

- PCA website and social media
- Local/Regional tourism marketing organizations
- Through FABN and FABF networks
- Communication with regional school boards
- Signage



Key Performance Indicators

There are several intended outcomes for the new visitor experience offers at Thousand Islands National Park which can be measured by key performance indicators (KPIs). The following are the KPIs relevant to the new offer being proposed for Landons Bay:

OUTCOME CATEGORY	GOAL	KEY PERFORMANCE INDICATOR
Visitor Experience	Visit Satisfaction	<ul style="list-style-type: none"> • Visit met or exceeded visitor expectations. • Visitors felt they got good value for their money. • Visitors felt their visit was a good use of their time. • Visitors were “wowed” by their experience. • Positive reviews and images posted on TripAdvisor.
	Return Visitation	<ul style="list-style-type: none"> • Visitors would return, to do the same experience or one of the other experiences (e.g., other park sites, other programs, or activities). • Visitors extend their “length of stay”, more hours/overnights.
	Word of Mouth	<ul style="list-style-type: none"> • Visitors would recommend the experience to friends/family. • People are talking about TINP as a worthwhile place to visit. • Increase in positive social media posts.
	Visitor Demographics	<ul style="list-style-type: none"> • Number of visitors from targeted markets is showing an increasing trend. • Diversity of visitors (from urban centre, as well as Indigenous and New Canadians).
Education and Understanding	Resource Conservation	<ul style="list-style-type: none"> • Innovative design (e.g., green design, use cultural and Indigenous components in design, etc.) increases and improves asset efficiency within ten years. • Visitor engagement with the park increases, but without having a negative impact on the species and other natural resources.
	Education	<ul style="list-style-type: none"> • Visitors learned about the unique ecological features of TINP, with a particular focus on the Landons Bay site. • Visitors appreciate and are inspired by Thousand Islands National Park as a place of Indigenous culture and history. • Visitors have learned about the history of Landons Bay. • For teachers, the visit met school curriculum requirements.
	Skill Development	<ul style="list-style-type: none"> • Visitors acquired outdoor skills that they can apply in their own lives.

OUTCOME CATEGORY	GOAL	KEY PERFORMANCE INDICATOR
	Enrichment of Understanding	<ul style="list-style-type: none"> • Visitors consider the Park meaningful. • Visitors understand the connection between this place and Frontenac Arch Biosphere. • Visitors have been inspired to want to learn more on the topics presented in the visitor experience. • Visitors learned something they did not know before their visit.
	Emotional	<ul style="list-style-type: none"> • Visitors made personal connections between the experience and their own lives. • Visitors had fun. • The visit was exciting. • Visitors were inspired.
Agency Goals	Revenue generation	<ul style="list-style-type: none"> • Increased revenue generation through diversity of offers. • More efficient revenue collection through improved booking and payment systems.
	Sustainable Growth	<ul style="list-style-type: none"> • Visitation and infrastructure growth are properly managed. • Visitor engagement/length of stay increases, but without having a negative impact on the species and other natural resources.
	Indigenous Collaboration and Partnerships	<ul style="list-style-type: none"> • Greater Indigenous involvement and collaboration with PCA in Thousand Islands National Park. • Parks Canada continues to communicate effectively with Mohawk Council of Akwesasne and to build that relationship.
	Community Engagement	<ul style="list-style-type: none"> • Number of partners involved in Park increases as new partnership opportunities are developed to support Parks Canada’s mandate. • The surrounding community continues to feel connected to Landons Bay and a sense of ownership; they are not alienated by any new offers. • Number of volunteer opportunities and volunteers show an increasing trend. • Connection to the Park is maintained, on a regular basis, through the active use of social media and the web. • By 2024, new relationships are established, the essence of these are formalised and collaborative work has begun.
	Outreach	<ul style="list-style-type: none"> • Increased participation in programs targeting youth and outreach events (local and regional, tourism, etc.).