



# **Implication from the feasibility study on strategic park management using concession in Japan**

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# 1 Background and Purpose

## Agendas for Japanese nature parks

- Compatibility of “Promotion of effective use” and “Conservation of environment”

	Great walks in New Zealand etc.,	Most of the JP national parks	Nature preservation area
Attribute of the area	Source of income	Compatibility of use and conservation	What about this area ?
Strategy for effective use	Tie-up with airline company, Receive	How to promote effective use ?	No need
Strategy for environmental conservation	Eco-freindly facilities	Donation for conservation, Paid-for voluntary workers	Prohibition of entry, Nature restoration

They have discussed like the following pages

**Purpose: Suggestion for effective use to be of help environmental conservation**

## 2-1 Admission: The existing park management in Japan

### 4 Try by “Admission” of Entry

- Try : since 1993

- ☞ Let's solicit for donation by setting “park entrance gate”

- Error

- ☞ Remain “Inequality” among park users who donate and who ignore it

- ☞ But it is distant to array the observer in view of labor cost

- Re-try : since 2003

- ☞ Let's introduce “Land use control area” and oblige the payment as a certificate there.

## 2-2 Non concession fee: The existing park management in Japan

### 4 Try by “non-concession fee”

#### ▫ Try : since 1984

↳ Let's raise “the land use fee” from business operators such as mountain huts in the parks because of the concern of over-use arose from trekking boom.

#### ▫ Error

↳ Objection from some mountain huts (in dispute till 2003)

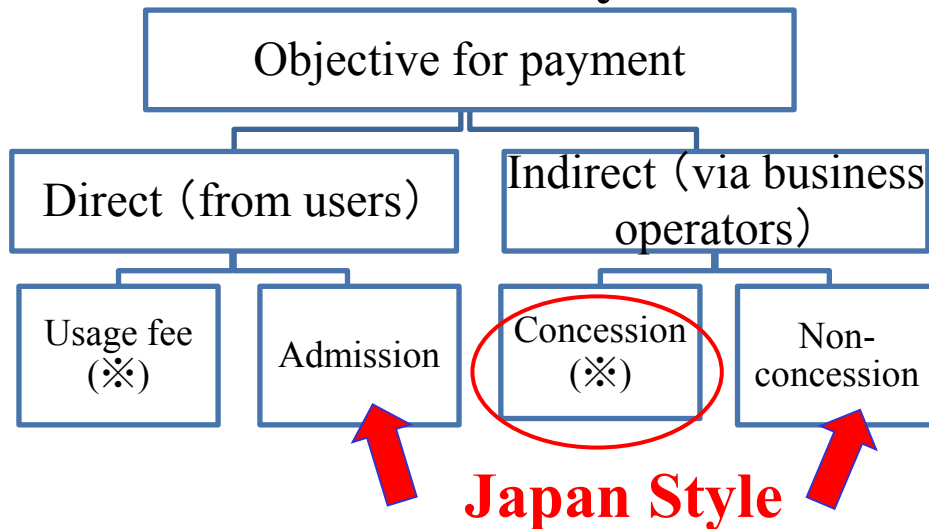
↳ It is preoccupied with collecting national property use fee.  
There is no framework to reinvestment to national parks.

#### ▫ Re-try : since 2001

↳ Let's introduce Paid-for park labors (green-workers, active rangers)

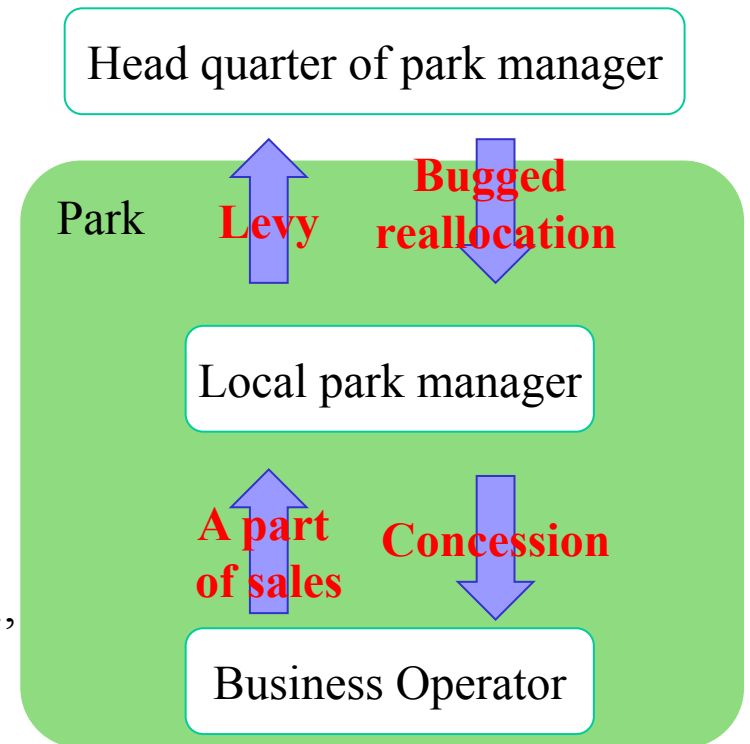
# 3-1 What is Concession?

## User control by fee



(⊗) Usage fee and Concession are collected through hotel, guide service, hunting license, entry license etc., The former is directly paid by users and the latter is paid by business operator who has received “concession (exclusive goodwill)” from park managers

## 4 Framework of Concession



## 3-2 Concession: Is it effective ?

### Merits of Concession

- Guarantee the standards of service, risk management and eco-friendliness of operators
- Compatibility between access free and benefit principle

### Demerits of Concession

- The levy = Unaccounted for fund
- Insufficient function for environmental education and enlightenment
- Legal barrier to the introduction for the government-designated park

**Yes, it is effective !**

But for the introduction, we need to do . . .

- ① Maximize the merits
- ② Minimize the demerits
- ③ Get over the legal barrier

### a **The reason why not introduced**

- The land owner(s) is different to park manager (Not the government-owned park)

# 4-1.Suggestion 1: Use Park Management Association System

Base system: **Park Management Association System (※)** under Natural Parks Law



Utilize **the concept of concession**

Introduce the standards for service quality & risk management as a requirement of the designation

**Maximize  
the merits**



Improve the system

Introduce the standards for eco-friendliness & education as a requirement of the designation

**Minimize  
the demerits**

Outsource preferentially some park management operations to the designated association

**Minimize  
the demerits**

It is possible to improve the park management way even under the existing law by using “Park Management Association System” and “the concept of concession”, **but who should be designated ?**

(※) The system to delegate some park's operations to private associations (NPO, or judicial foundation) as Park Management Association



## 4-2 Suggestion 2: Use eco-tour guide

Who should be designated? Who will be suitable for the compatibility between promotion of use and environmental conservation?

Promotion of Use  
(Travel Agency etc.)

**Balanced group**  
**(Local Eco-tour Guide)**

Environmental Conservation  
(Nature Conservation Group etc.)

Because

### Required Function for Promotion of Use

- Hospitality
- Entertainment
- Ability for safety risk management

### Required Function for Environmental conservation

- High environmental consciousness
- Educational and enlighten role towards customer
- Their daily activities are feasible to do monitoring and maintenance of facilities

## 4-3 Implications

Attributes  
of concession

### Key Points

- ① Introduce the standards for service, safety and eco-friendliness of the operators
- ② Only user gets the service from the operators, pay a fee
- ③ The operators employ local guides familiar with the area
- ④ Add environmental education for users to a role of the guides
- ⑤ Increase the merit to be Park Management Association by preferential subcontracting instead of giving concession

Promotion of  
Effective Use

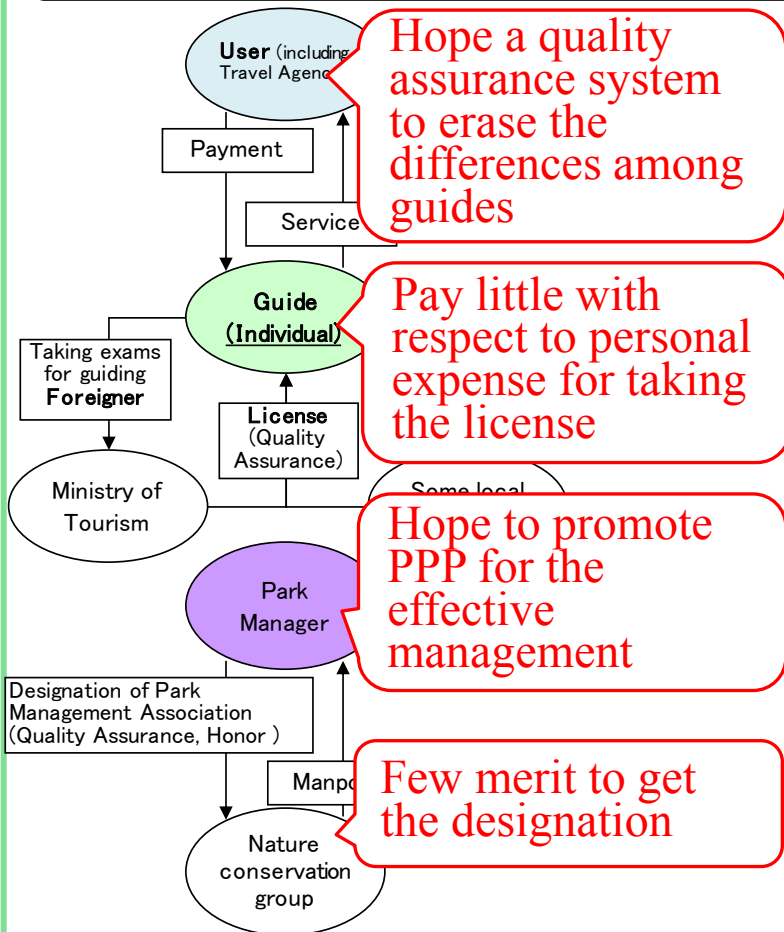
Support of  
Environmental  
Conservation

**Actively utilize the  
Park Management  
Association  
System by the aid  
of concessions'  
concept**

The operators = Eco-tour guide association(s)  
in this case

# 4-4 Summary of suggestion and the expected effects

## Present: No linkage between Use and Conservation



## Suggestion: Linkage between Use and Conservation

