

Travel & Tourism Global Partnership  
Sustainable Development of National Parks.



# The European Bison Park (Russia)

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## Acknowledgement

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- Borovoi P.P., director of the Bison Park
- Konstantinov P.I., chief forester of the Park
- Kazakova N.P., forester

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## **1. Introduction**

### **1.1. Aims and objectives of the case study/research.**

- to carry out a detailed research of the Bison Park
- to inform the professional community about business opportunities in the Park
- to inform the general public about the Park as a tourist attraction
- to evaluate the environmental situation in the region and to consider possible consequences of tourism development and ecological problems
- to evaluate business opportunities the Park could support
- To enable students to learn about one of the Wild Life reserves inhabited by rare species located in the European part of Russia and possibilities it provides as a tourist attraction.
- to provide students and teachers involved in Global Travel and Tourism Partnership with additional study material

## 1.2 Russia, St-Petersburg. Background information.

The vast territory of Russia lies in the eastern part of Europe and in the northern part of Asia. The history of the country dates back to the 9<sup>th</sup> century.

For a long time Russia was considered to be wild and unknown as it “lived” separately from other countries.



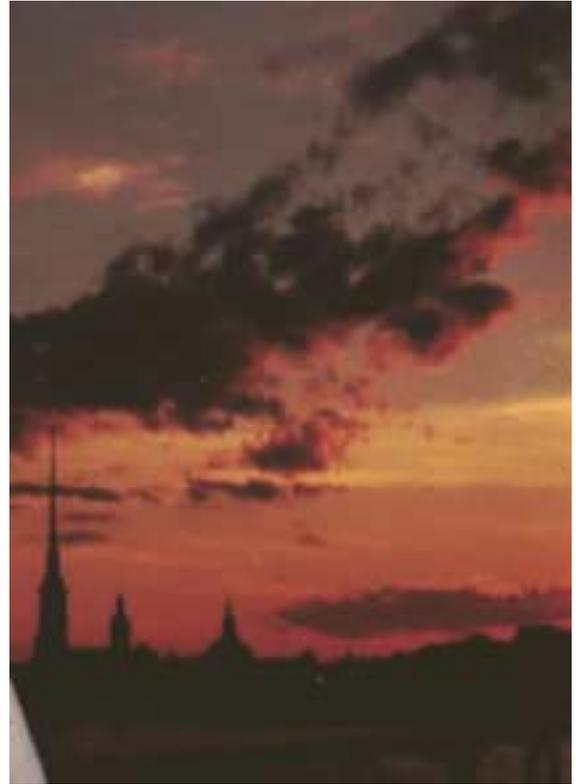
The foundation of St-Petersburg changed the situation in many perspectives. The northern capital of Russia is sometimes called “the window to Europe”. It was founded by Peter the Great in 1703. It’s no wonder the name of the city has both Russian and European roots as Peter I wanted to emphasize the close relationships between Russia and Europe.



One of the 1<sup>st</sup> constructions in the city was the Peter and Paul Fortress built on Hare Island. St-Petersburg is built on islands, that's why it is often compared with Venice.

St.-Petersburg differs much from other Russian cities in its planning and architecture even the climate is special, which is accounted for by the city's location. By the middle of the 18th century St-Petersburg had developed into a bustling densely populated city. Nowadays it's not only a big industrial centre but a city of magnificent architectural monuments and the splendour of white nights.

St-Petersburg is the only city in Russia which ranks among the top ten cities of the world for its tourism appeal ( according to UNESCO data).



The following figures show the situation in St-Petersburg tourism:

- there are about 800 tourist firms in St-Petersburg
- 2,3 mln visitors came to the city in 1998, including 1,8 mln from abroad and 500 000 from Russia and CIS countries
- more than 100 000 cruising tourists visited St-Petersburg in 1998
- 450 000 residents from the city and surrounding region travelled abroad as tourists
- there are more than 140 different class hotels with about 38 000 beds( including resorts); the average occupancy rate is about 50%, ranging from about 15% in low season up to 100% in high season ( average length of stay in St-Petersburg hotels was 2,5-3 nights in 1998)
- revenues from tourism gave the city and federal budget \$175 million
- about 100 000 city residents work in the tourism industry

### 1.3 Toksovo



Population -  
35,000

Distance from  
St-Petersburg  
-about 30 km

Toksovo is a small picturesque settlement, not far from St. Petersburg. People are mostly involved in agriculture (vegetable growing and dairy farms).

Among industrial and scientific establishments there is the "News" clothes factory, the subsidiary branch of the mining Institute named after Plechanov. But nowadays these factories don't provide the population of Toksovo with much. A lot of people have to commute to St-Petersburg to their working places.

It's important to mention that in summer lots of people come from the city. Thus the population increases twice. This proves that Toksovo is a place worth-visiting.

Moreover, it's famous for Kavgolovsky hills, which are popular among Russian skiers. International competitions are held there every winter. Due to this it was decided to develop a ski resort in Toksovo. The government with the help of the St. Petersburg's bank developed the plan for construction of a large resort with Sport's centre, hotels, cottages and cafes. This Centre is intended to bring in 1000s of dollars. The construction will be finished at the end of 2001.

### 1.3.1 Novo-Kavgolovsky Park

Novo-Kavgolovsky Park is situated in the centre of the Karelian Isthmus between Ladoga Lake and the Gulf of Finland in the settlement Toksovo. These places are very picturesque and popular as holiday destinations in the north-west of Russia.

Novo-Kavgolovsky Park is a part of a big National park which is situated in the hills covered with evergreen forests. A lot of lakes (Kavgolovskoe, Kruglovskoe, Heppo-Yarve), rivers adds to the beauty of this region.

The construction of the Park started in 1970 when Lenin's centenary was celebrated. It lasted for about 6 years. During that period the wild forest was turned into a huge National Park. Its area is about 100 square kilometers.

The Park can be divided into three parts: for active rest, for walking and a strict nature reserve. It was especially constructed in such way that man-made objects blend in with natural attractions for the benefit of the ecological system and the visitors, not to spoil the natural beauty.

The trees most typical of this region are: pine and fir-trees. An artificial birch grove was planted to make the view more interesting. After a few decades it now impresses visitors suddenly appearing from the dark of the forest.

An artificial lake "Izumrudnoe" ("Emerald") was created at the sight of the former sand-pit and two beaches attract people during the summer period to this area. Another lake "Svetloe" ("Radiant") was created near the river Okhta. It is also popular with those fond of swimming and sunbathing.

A net of special tourist footpaths with the hard surface was created to protect the forest, provide tourists with comfortable paths and ease visitors access to the distant parts of the park.

The Park provides a good opportunity for rest all the year round: sunbathing and swimming in summer, walking in the forest and gathering mushrooms and berries in autumn and skiing in winter. The majority of visitors are attracted to the Park by the unique animals in this region – Bison.

### 1.3.2 Bison Park.

The staff of the park try to preserve the flora and fauna of the forest. It was their idea to organise a Bison Park.

Historically the European Bison (*Bison bonasus*) was distributed through western, central and south-eastern Europe. By the early 20<sup>th</sup> century free-ranging populations became extinct. Only 54 animals (29 males and 25 females) survived in European Zoos. European Bison are protected by law in the countries where they live (Belarus, Lithuania, Poland, Russia, Ukraine).

So, in 1974 two European Bison were brought from the St-Petersburg Zoo (Malish and Lira). The territory was fenced in the forest to provide a special place for animals. They got accustomed to the climate rather quickly and in 1976 the first baby was born (Lima).

Animals feel at home in the Park, they are very friendly and ready to communicate with visitors.

Now there are nine bison in the sanctuary. The youngest were born this spring ( 24.04, 4.05).

This sanctuary is the most northern sanctuary of European Bison in the world



#### Staff Tale

*Some years ago the staff of the Park was surprised with the unusual behaviour of the Bison.*

*The fence around the Bison ground was broken and no member of staff noticed it. You should remember that the place is situated in the middle of the forest and animals felt the call of the wilds and rushed out.*

*In the morning the guard saw a huge hole in the fence and realized that a few animals had left the Park. It could cause a problem. Besides the loss of valuable and quite expensive animals there was a potential danger for the local population which could feel terrified with the idea of finding a wild hungry bison in their garden.*

*So, the fence was restored, the rest of the animals were fed and all members of the staff were running to and fro in the forest searching for the bison.*

*The next morning they were exhausted and lost hope of finding them. What a shock it was when all the animals returned exactly to the place of the hole in the fence – tired and hungry! They enjoyed their walk in the forest but decided to stay in the Park.*

*And the staff had to solve another problem : how to make them go to the gates and not ruin the newly restored*

### Animals in the Bison Park.

name	Date of birth
Vega	1986
Vetka	1990
Malish	1989
Mira	1993
Pobeda	1997
Maika	1997
Rad	1999
?	24.04.2000
?	04.04.2000

Note: There is no common principle in giving names to animals in the Park. Sometimes they are called according to the month of their birth ( Maika – May), to the nearest national or religious holidays (Pobeda – Victory Day, Rad – Christian Holiday).

### 1.3.3 Tourist Footpaths

#### "Northern Forest". Tourist routes

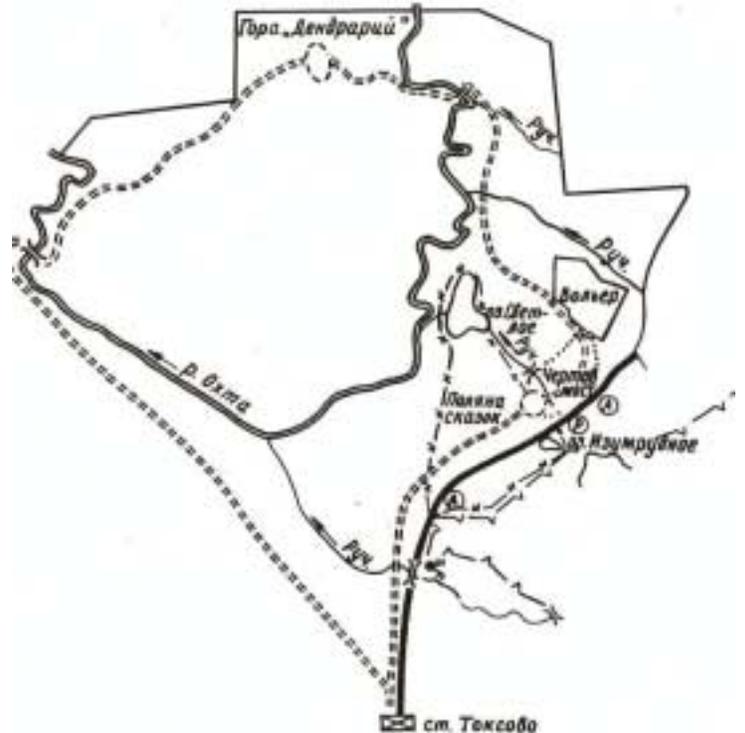
Four main routes were organised in the park. The plan at the starting point helps tourists to choose and follow them. All the routes are interesting and lead to the main attractions of the park. They differ in length and level of difficulty.

- 1) Walking (4,5 km)
- 2) Family (1,5 km)
- 3) Skiing (3-20 km)
- 4) for experienced tourists (7 km)

If tourists do not want to follow any route they may walk on their own and enjoy the nature of the park

#### **Walking Route.**

The footpath, which is about 4,5 kilometers, starts near the bus stop. It combines possibilities for walking and swimming in the lakes. At the starting point you can see a scheme of the Park which helps tourists not to lose their sense of direction. Fir trees dominate here and that is why the birch grove, which was created by the staff of the park, attracts tourists attention.



===	skiing route
-~-	walking route
-----	family route
^	for experienced tourists
	Park office
	Bus stop
	Parking

There are special places for rest in the grove. Many visitors enjoy spending time in this part of the Park especially in spring and early summer when it is possible to listen to birds singing here.

Walking along the route tourists see the changes in the forest : pine and fir trees appear and the route is going up the hill. From the hill in good weather one can enjoy the view of the surrounding Park and village, the famous Kavgolovsky ski-jump and a mark of 104 meters above sea level.

Then the path goes to the foot of the hill and the coast of the lake «Emerald» which gets water from underground springs. The greatest depth of the reservoir – 3,5 meters. Sandy beach is built on the coast. In the centre of the lake there is a peninsula with a boat «Hope». The distance from the starting point to the lake is 800 meters and on hot days some tourists stay here. It is rather convenient as on the other side of the lake is a parking place.

The route crosses the road and in the next 300 meters it coincides with the family route.

Then tourists go to the left down the hill and come to the other lake «Light» which was marshy ground which is impossible to cross. Now it is a popular place among tourists and the local population. It was turned into a nice lake with a sandy beach by the staff of the Park.

During any season the lake is a good place for walking.

The route ends near the bus stop

### **Family Route**

It starts from the highway near the parking place and lake «Emerald». The whole route is about 1,5 km long. Passing through the forest with huge fir trees tourists reach an open place with wooden sculptures – favourite characters of children's fairy tales: Baba-Yaga, Wood-goblin, dragon and others.

Another interesting place on the route is so called «Devil's Bridge» – it is a wooden suspension bridge which is quite unusual for the region. Not more than 3 people can cross it at the same time. At the bottom one can see a small waterfall and the river

### **Route for Experienced walkers.**

This is the longest route - it is about 7 km and allows tourists to enjoy all kinds of landscapes. It comprises some parts of the other routes and leads to Kavgolovskoe Lake with an artificial sandy beach and ends near the Park office.

### **Skiing Route**

Obviously this is a seasonal route. In winter the staff of the Park make several ski-paths of different lengths.

One of the most popular routes starts at the railway station Toksovo, crosses the river Okhta and goes up to the hill "Dendrarij" ( in winter it is one of the most picturesque places of the park), then passes the Bison ground, the Devil's Bridge and returns to the station. It is about 15 km long.

### **Museum**

There is a small museum near the Park Office which tells the history of the Park and contains some interesting samples of wooden furniture and sculpture made in the special department of the Park.

## 2. Current Situation.

### 2.1 How to get to the Bison Park?

The Park is situated on the edge of the big settlement Toksovo. Toksovo is one of the suburbs of St-Petersburg. It takes about 40 minutes by train or by car to get there.

There are parking places near the Park office and lake "Emerald" ( which is the centre of all tourist routes). Modern petrol stations are located not far from the Park.

The train starts from Finland Railway Station every 30-40 minutes.

There is a well-developed system of mini-buses which take passengers to the nearest metro station "Prosveschenie Prospekt". The buses go every 15-20 minutes and cost about 0,8\$.

Means of transport	Price
train	0,6\$ rubles ( return ticket)
Mini-bus	0,8\$rubles ( single)

## 2.2 Official Status of the Park and Government Policy.

On the one hand, The Park is a part of the State Enterprise “Forests and Parks of St-Petersburg Region” which works with all parks of this kind near St-Petersburg and is situated in the city. This organization is in charge of parks and forests, road construction, environmental protection and has nothing to do with Tourism development. Actually the enterprise is a part of the Municipal Road Construction Committee.

On the other hand, The Park is situated in St-Petersburg Region with its own government and plans for development.

The city of St-Petersburg and St-Petersburg region are independent Federal Subjects, they have independent plans for development, different authorities and budgets.

Obviously, this vague situation leads to dual policy as the state enterprise mentioned above and the local authorities may have different aims and plans for the development of the Park

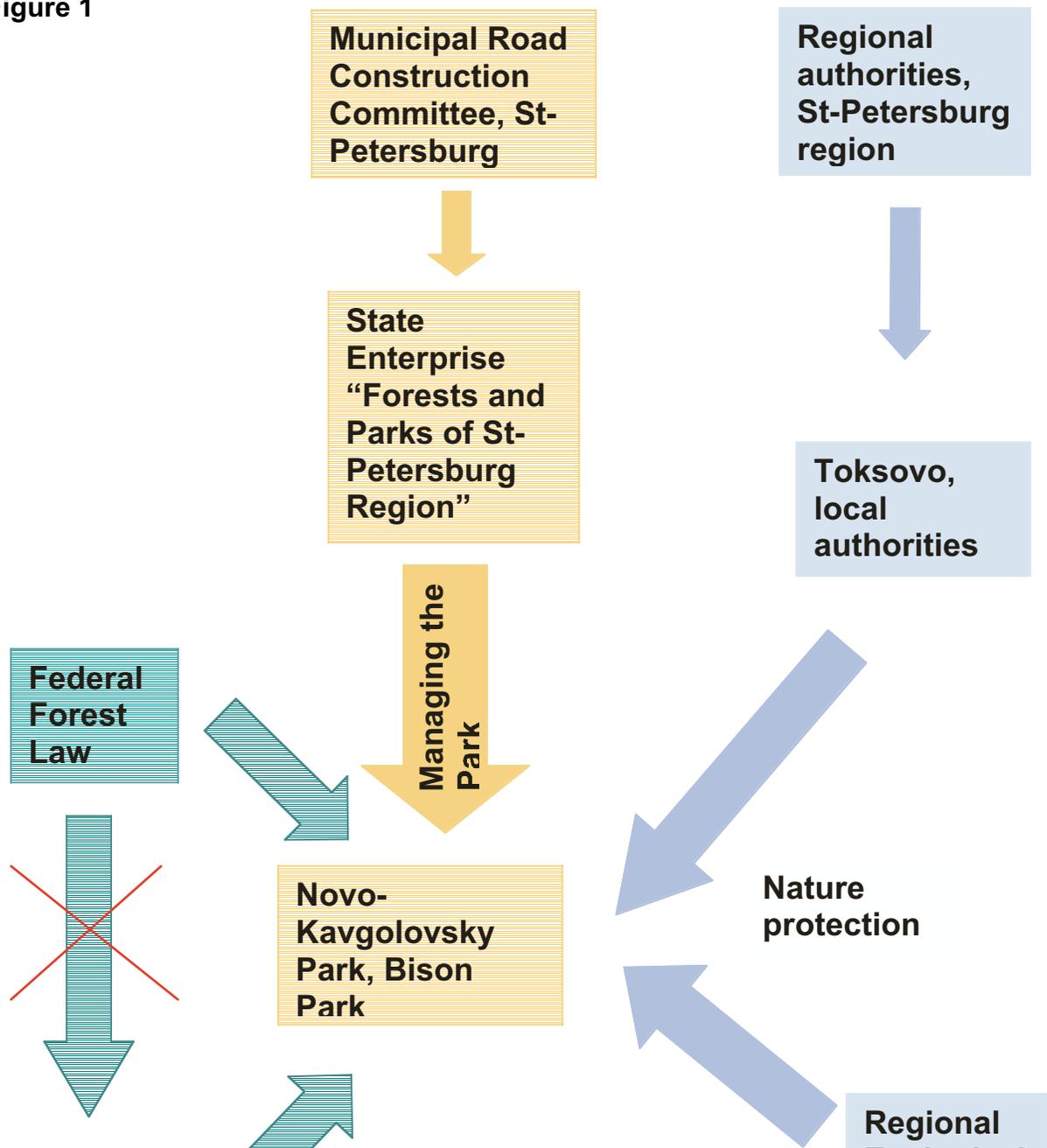
The staff of the Park is managed according to the plans of “Forests and Parks of St-Petersburg Region” and they see their main aim in preserving forests, flora and fauna of the Park. As they believe this is the main attraction for visitors

People in the local authorities, Toksovo, understand the great potential of the Park as a tourist attraction and they make their plans in this direction. But, actually, they do not manage the Park and their role here is in controlling ecological balance and nature protection. Besides local authorities, there is the regional Ecological Fund which also controls nature protection work in the Park.

The other difficulty in developing this park commercially is that it is classified as a National Park. That means this huge forest territory is protected by Federal Forest Law and business activity is limited here. For example, serious construction work is not allowed in such places ( hotels, houses, big restaurants). Entrance to all forests in the country is free of charge for all

Looking at the scheme below (fig.1) one can understand that the number of organisations involved and Laws which all parties should follow create complications for the development of a National Park. That's why some people just do their job without thinking about global changes in the park and others try to change the situation radically. It is clear that it makes cooperation even more complicated and sometimes minor decisions need much effort.

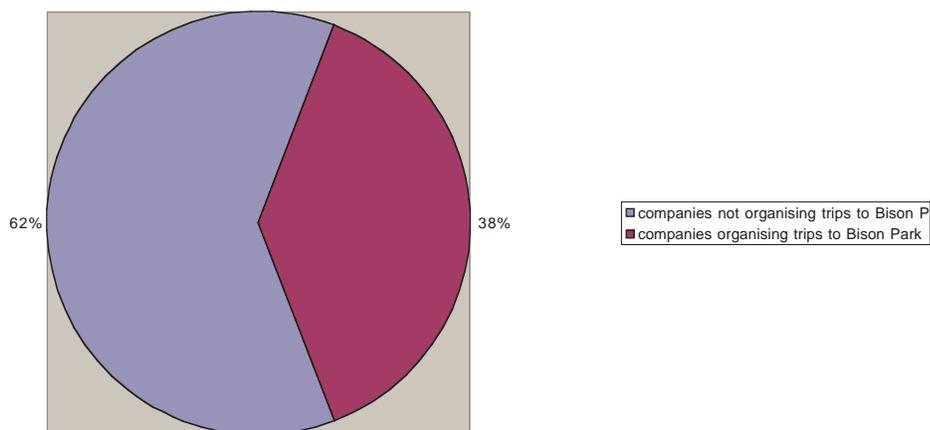
Figure 1



### 1.3 Tourist companies working with the Park.

Having carried out a thorough research in St-Petersburg we found ten companies organising trips to the Bison Park (see table 1). Seven of them have special guides who travel with tourists from the city, giving information about settlement Toksovo, the Park, animals and plants.

Companies organising trips in St-Petersburg Region



The quality of excursions may vary as no special license is needed at the moment to guide such tours. Actually, some companies were ready to organise such trips when they heard that somebody is interested in it, which means that they are able to give rather superficial information.

It is interesting to mention that in some companies we contacted staff who had not heard about the Bison Park and they could not believe such Park exists in the St-Petersburg region.

**Table 1**

	company	Telephone, e-mail
1	ADM	325-22-33, <a href="http://www.adm.ru">www.adm.ru</a>
2	Centre "North Capital"	226-30-50, <a href="http://www.freelines.ru/home/northcap">www.freelines.ru/home/northcap</a>
3	Golden Age	252-73-24
4	Magaron plus, without guides	279-11-52
5	Nevo-Style-Club	311-88-78
6	Five Corners	164-12-92
7	Raton	272-40-82, 272-13-71
8	Eclectics	275-05-59
9	LAVS, without guides	279-11-52
10	_____, without guides	346-08-48

We asked several companies about peculiarities of work with the Bison Park. The most detailed answer we got from the “North Capital” centre which proves to be one of the most professional and best informed companies in domestic tourism in St-Petersburg. (Questionnaire is given in the appendix 1)

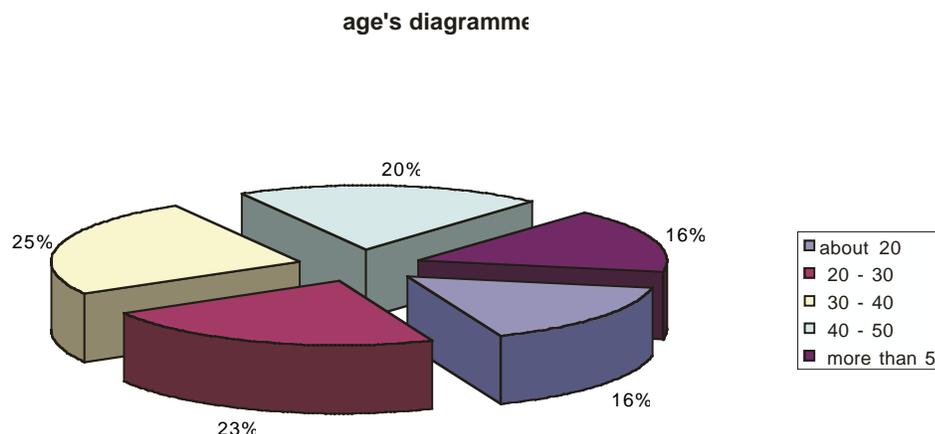
The general situation is as follows:

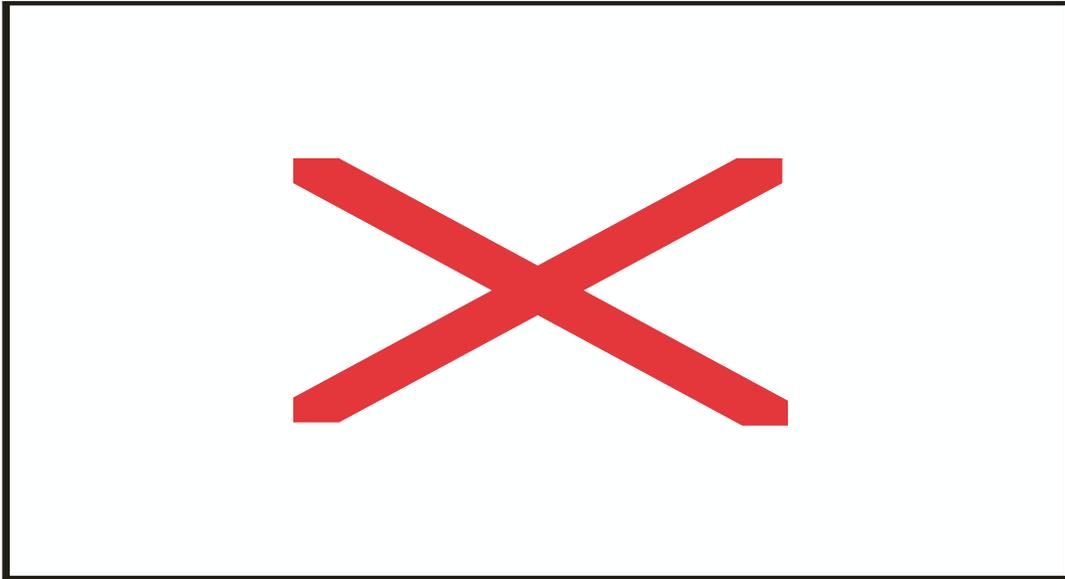
- on average a company organises 10-15 excursions to the Bison Park a year
- the business has seasonal character: the majority of organised groups travel in late spring and early autumn
- the target group are school children
- an excursion costs about 2\$/person ( bus, guide, time:5-6 hours)

## 2. Business opportunities: problems and possible solutions.

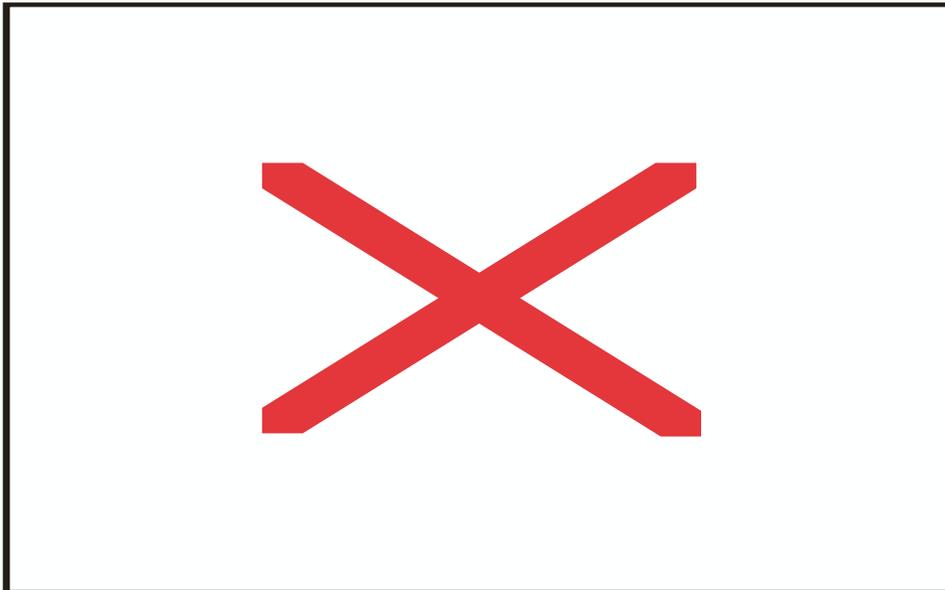
### 2.1 Needs analysis

To evaluate opportunities for business activity in the Park we conducted a survey and asked about 200 people in the streets in the central part of St-Petersburg and on public transport. (Questionnaire is given in the appendix 2) From the two diagrams below it is clear that age distribution is quite even and range of occupations is wide. It makes us believe the results of the survey reflect the situation in general.



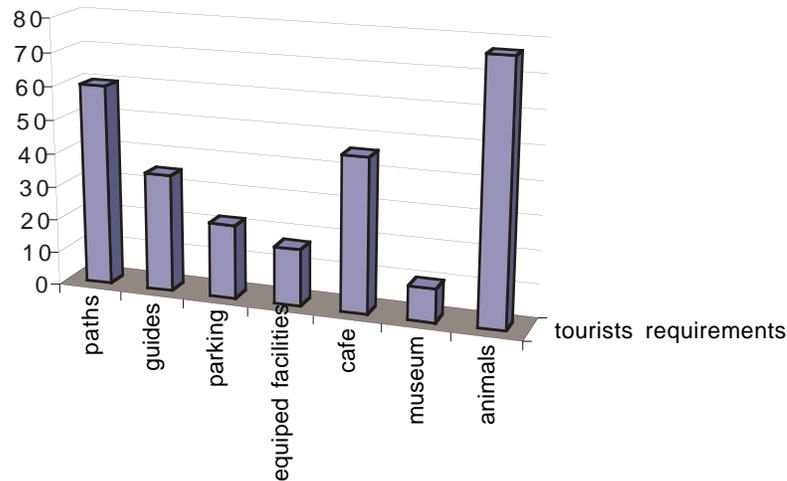


The most striking result is that 85% of those interviewed being local citizens have never heard of the Bison Park and never visited it.



We were glad that almost 100% were interested and answered that they would like to visit the Park.

Then we asked people about their expectations and requirements. We can see from the results that the two top attractions are animals ( bison) and convenient paths, followed by an interest in cafes and professional guides.



	paths	guides	parking	equipped facilities	cafe	museum	animals
tourists requirements	60	35	22	17	46	10	77

The survey shows that:

- the target market can be much wider than those tourist companies work with at the moment
- two main visitors requirements are met to some extent and need further development.
- The most promising business opportunity may lie in organising cafes and guided tours around the Park

### 3.2 Professionals' opinion.

**Pavel Ivanovich Konstantinov, chief forester of the Park.**

“First of all, our Park is a subject of Federal Forest Law and according to it the main aim of our work is to preserve forests, flora and fauna of the region, ecological balance of the Park. That’s why we don’t have special people on the staff who deal with visitors. Our foresters take care of trees and plants and help to improve roads in the Park. On the other hand, our Park was organised as a place for rest for local people and citizens of St-Petersburg and a system of footpaths were created, places for rest were organised. We try to sustain it with our limited budget.

The Park is situated in St-Petersburg region (so, its territory doesn’t belong to the city) but it is controlled by the State Enterprise “Forests and Parks of St-Petersburg Region” which is St-Petersburg enterprise. That leads to a lack of financing: we are one of many similar Parks and the Municipal Committee which manages the State Enterprise “Forests and Parks of St-Petersburg Region” concentrates more on road building than on our needs and problems. Moreover, active business in the Park may damage the Park itself, I mean serious construction work, many cars, ...

I believe, we may progress in our work if we try to improve our footpath system. That’s all we can do now with our budget.

We really need money to restore wooden sculptures, children’s playgrounds and equip new places for rest in the Park. We can get some money for that from local businessman who run kiosks and mini-shops during the summer period on the beaches in the Park. But that’s not enough.

Some people say we can get additional revenue from charging visitors. We believe it contradicts the main idea that the Park is free for people, especially local people who spend their weekends here. Of course, tourist companies which bring buses full of tourists could pay something... At least, for vehicle parking.”

**Valeriy Anatolievich Lvov, head of local government, Toksovo.**

“The Bison Park is situated on the territory of Toksovo and really attracts people from the whole of the St-Petersburg region. We see a lot of opportunities to attract even more people to the Park and develop infrastructure there and make it a profitable enterprise. Some businessmen are interested in the project.

I think we can combine environmental work with commercial activity here. Youth club “Nature” has already started its work in the Park. The members of the club help with litter collecting but one of their aims they see is in educating people – both visitors and the local population. Some special events were held: “Day of the Earth” - talks with local people, students from schools (about separate litter collecting), eco-shop was organised ( problem of recycling); “Boomerang” – action devoted to reconstructing and cleaning the territory. One of the problems that needs urgent attention is the building of a fence around some part of the Park ( see fig.2) which attracts great numbers of visitors. At the moment the entrance to the Park is free and even tourists companies which take crowds of tourists here and make their business pay nothing. The Park staff carries out a great amount of work to sustain footpaths, feed animals, restore wooden sculptures, ... It’s fair that we will get something in return.

Admission fee will give some money for this work.

We are planning to provide visitors with various kinds of things to make their walks in the Park more pleasant and enjoyable: more places for rest will be organised, special places for fires and all necessary equipment for those fond of barbecue, special people will monitor these places and help visitors if necessary. It will also minimize environmental damage and risk of forest fires. Kiosks with snacks and summer cafes will be organised. (Municipal enterprise “Toksovo” is planning this work)

In the distant future we are thinking about bringing other animals besides bison to the Park, Russian Zoos are ready to help with this. Horse-riding can be organised in the Park. I think many people will enjoy it.

Souvenirs production can be easily organised in the Park department which makes wooden sculpture and furniture. Our local guides can give detailed

**Raidhard Danovan, a tourist from the Netherlands, theme parks manager.**

“I was surprised that the entrance is free and nobody invests money in the development of the Park. In my opinion, the Park would have a good future, if somebody paid attention to it.

I think, it should include some attractions for children as I see many of them here. Unfortunately, they have no good place to play and enjoy themselves (merry-go-round).

The other surprising thing is that there are no places where people can eat and they put their food on the ground and benches. I believe it's not very convenient. I would solve this problem by organising a summer cafe and placing plastic furniture all over the Park. As I see it, the cafe shouldn't be ordinary, plain – there should be something connected with the pearl of the Park – bison. For example, the shape of the cafe or the speciality.

As I have been working in this field for some years I believe that it is very important to make the Park more attractive, every detail every small thing matters. First of all, the fence around the animals ground should be reconstructed. The new one would cheer up both animals and visitors.

Frankly speaking, the way from the station to the Park is really exhausting. So, a special charter bus could take people from the station and back.

To make the Park more attractive for visitors I would add several more species of animals.”

I appreciate the ideas of the staff to improve the path system for visitors, add some new attractions... but still, all this is too old and needs “repairing”.

### 3.3 Business opportunities.

We evaluated the current financial situation in the park and tried to estimate potential income from organising some additional facilities.

#### 3.3.1 Running costs of the Park, 1999

		actual	planned
Monthly running costs, \$		6107	14035
Sources of money	Commercial activity of the Park, \$	4845	
	City budget, \$	1262	
Staff of the Park		52 people	170 people
Keeping bison, \$		268	363

As you can see from the table the city budget covers only about 20,7% of the running costs. So, the Park staff develop commercial activity to sustain the Park. The main fields of their activity are: wood cutting and selling and evaluating land. Wood cutting is limited in the Park and thus it can't bring more money.

It's necessary to mention that a visit to the park is free for everybody and taking an admission fee can not be the option for raising money at the moment ( see above 2.2, 3.2). So running costs of the Park don't depend on the number of visitors now.

Planned costs mentioned in the table correspond to the 10-year plan of the Park development. The plan includes all necessary measures to maintain the work of the Park and combine it with environmental work and forest protection. Its sustainability would bear 10 000 visitors a day without damaging the ecological balance.

The main directions of work in the Park ( according to the plan):

1. Forest protection ( cutting out old trees, trees planting and growing , protection from fires, litter collecting)
2. Construction and repairing of roads and bridges.
3. Development of tourists facilities in the Park ( reconstruction of beaches, building toilets, development of a tourists footpath system, organising

comfortable places for rest equipped with wooden furniture, sports grounds, children playgrounds, car parking).

4. Repair of buildings.
5. Taking care of Bison.

So the park lacks about 8000\$ a month, which means that some necessary work doesn't get done: children playgrounds need reconstruction, wooden furniture – repairing and animals living conditions could be improved. For example, Bison need 363\$ per month. In 1999 the Park could spend only 268\$.

### 3.3.2 Possible sources of additional income

As we mentioned above the Park is managed by the State enterprise. So, there are two principal directions for getting revenue for the Park: getting rent from companies working in the Park or commercial activity of the Park. The money can also be raised from regional Ecological Fund and Nature Protection Fund, but its difficult to estimate it in advance and this money can not be a source of regular income .

In the table below you can see anticipated revenue for the present moment ( 100 visitors a day) and possible revenue if number of visitors increases (500 visitors a day).

#### Anticipated revenue from organising additional facilities in the Park.\*

	3000 visitors a month		15000 visitors a month	
	Rent,\$	Organising business by the Park,\$	Rent,\$	Organising business by the Park,\$
Cafe	1250	2000	1250	10000
Souvenirs kiosk	250	900	250	4500
Car parking	300		1500	
Coach parking	300		1500	
Advertising boards	1500		1500	
museum	750		3750	
Gross	4350	5750	9750	22750
Taxes(32,5 %)	1413,72	1868,75	3168,75	7393,75
nett	2936,25	3881,25	6581,25	15356.25

\*Note: calculations are performed according to the following scheme in appendix 3

It is clear from the table that to sustain the Park on the appropriate level ( and at least to fulfill the plan for the development of the Park, which includes only essential work) it is necessary to attract more visitors.

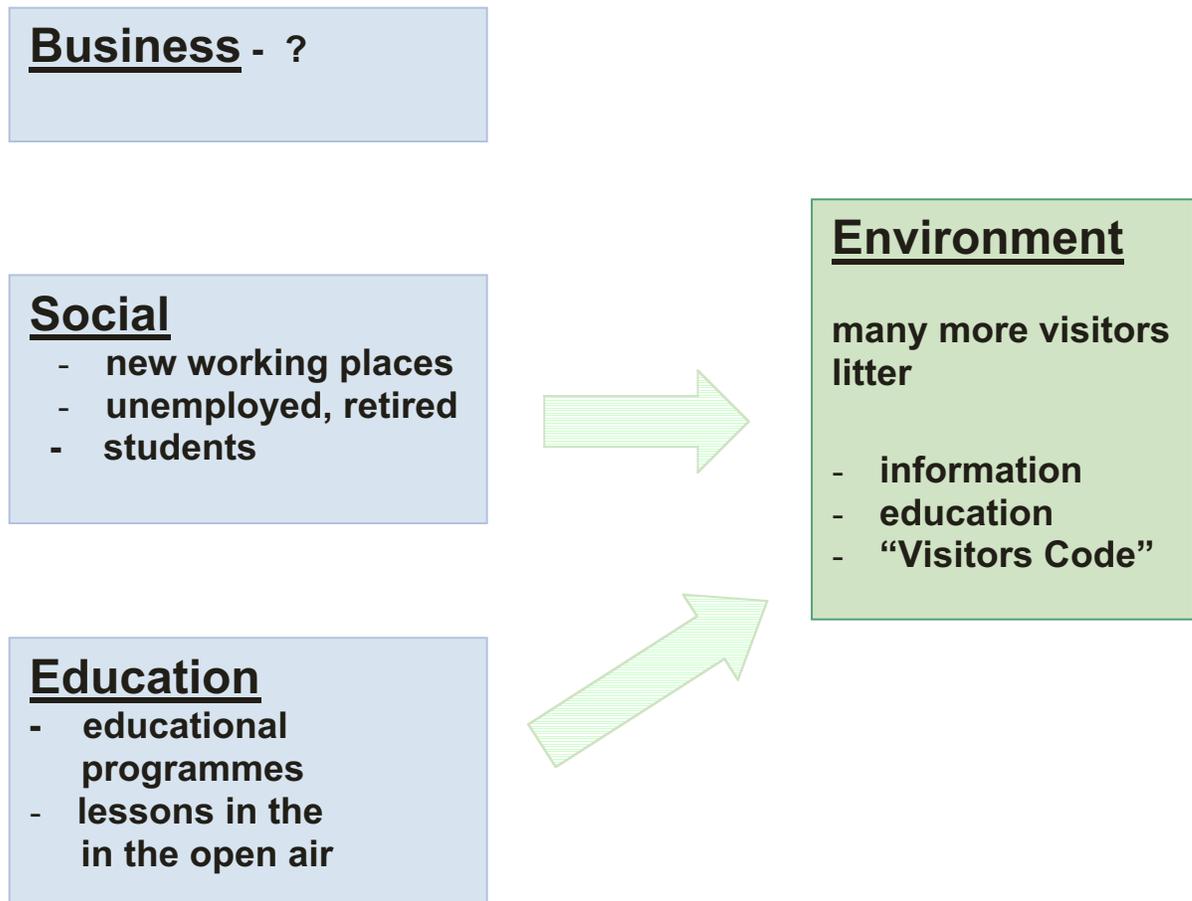
#### **4. Impact of the Park development in other spheres.**

It is difficult to estimate the potential impact of the development of the Park in business and social spheres because its a bit theoretical at the moment. We can only say that according to interviews with local people they welcome the idea of the Park development as they see opportunities to find new interesting jobs here. It can give a chance not only for the unemployed but also for students (during the holidays) and retired people. The possibility to work near to home would be a great pleasure, especially for those who don't have permanent job.

We would like to discuss in more details the potential impact in educational and environmental spheres.

The Park provides a good opportunity to develop educational programmes both for children and for grown-ups. Some work has been done in this direction. Youth club "Nature" organised several events in the Park for students of the local school and for the local population(see 3.2). Lessons in the open air can be organised in such subjects as biology, geography and natural sciences which are compulsory in all schools in Russia. Professionals from the Park staff can help teachers with it.

This educational work is closely connected with environmental problems. It helps people realise the necessity of environmental protection and possibility of their own work in this field. As we have already mentioned the Park is big enough to accommodate many more visitors. A potential problem is the increase in litter and therefore litter collection. So information and educational work in this direction may be of great help. A special "Visitors Code" may be developed by the Park staff.



## 5. Conclusion

We have studied various aspects of the Bison Park work. As we can see now the Park seems to be an interesting tourist attraction but a lot of work should be done to develop it and attract more visitors.

Therefore several questions arise for discussion:

1. What is the main obstacle to development of the Park?
2. How can more visitors be attracted?

## Appendix 1

### Companies questionnaire.

1. Does your company organise trips to the Bison Park?
2. Is it a guided tour?
3. Does a guide need a license to work in the Park?
4. What is the average number of excursions per month?
5. During what season are these trips most popular?
6. What groups of tourists are interested in the Park?
7. How much does it cost ?

## Appendix 2

### Visitors questionnaire

1. Have you been to the Bison Park? Have you heard of the Bison Park?
2. Would you like to visit the Bison Park?
3. What would you like to see/visit in the Park?
  - Bison only \_\_\_\_\_
  - convenient footpaths
  - professional guides
  - car parking
  - equipped places for rest in the Park
  - other (Please, specify)
4. What is your age?
5. What is your occupation?
6. Where do you live?

## Appendix 3

Revenue from rent ( in case of getting rent The Park pays 50% of revenue to the regional authorities):

1. cafe:  $50\$/m \cdot 50m = 2500\$ \cdot 50\% = 1250\$$
2. kiosk:  $50\$/m \cdot 10m = 500\$ \cdot 50\% = 250\$$

Potential revenues in the Park:

1. cafe:  $2\$ \cdot 100\text{people} \cdot 30\text{ days/month} = 6000\$ \cdot 30\% = 2000\$$
2. kiosk:  $1\$ \cdot 100\text{people} \cdot 30\text{days/month} = 3000\$ \cdot 30\% = 900\$$

The following facilities don't need additional investments because they exist in a primitive form in the Park and the "Perspective plan" mentioned above includes their development and improvement:

3. car parking:  $0,5\$ \cdot 20\text{cars/day} \cdot 30\text{days/month} = 300\$$
4. coach parking:  $10\$/\text{bus} \cdot 1\text{bus} \cdot 30\text{days} = 300\$$

(in calculations we took an average number of cars/coaches equally distributed throughout a year)

5. advertising board:  $1500\$/\text{month} \cdot 1\text{ board} = 1500\$$
6. museum:  $0,5\$ \cdot 50\text{visitors/day} \cdot 30\text{days} = 750\$$

#### **Appendix 4 Glossary**

**White nights** – a seasonal natural phenomenon when it doesn't get dark at night.

**CIS** – Commonwealth of Independent States (former Soviet Republics).

**National Park** – a territory protected by Federal Forest Law: strict reserves, forest parks, animal sanctuaries. Commercial activity is prohibited there and parks are closed for general public. For professionals a special permission is necessary to visit National Parks

**Lenin** – a revolutionary leader, head of Soviet Russia, 1917-1924.

**Baba-Yaga** – a character of Russian folk-tales, a witch.

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