

Results

Towards the establishment of a National Urban Park in the Rouge Valley

Meeting date: 9 November 2011

Group: 43 participants

Facilitated and reported by: John Miller and Emma Sobel, ICA Associates Inc.

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facilitating a culture of participation

ICA ASSOCIATES INC.

655 Queen Street East. Toronto, Ontario, Canada. M4M 1G4

Phone: (416) 691-2316 • Toll-free: (877) 691-1422 • Fax: (416) 691-2491,

www.ica-associates.ca • General delivery email: ica@ica-associates.ca

Background

The Government of Canada announced its commitment to create a national urban park in the Rouge Valley in the *2011 Speech from the Throne*. This will be a new concept in Canada and will require an innovative conservation and management approach to respond to the park's unique urban context.

The national urban park establishment process will be inclusive of consultations undertaken with the public and a broad range of partners, including local, municipal, regional and provincial partners, Aboriginal communities, community groups and other non-governmental organizations.

As a first step and launch to this engagement and consultation effort by Parks Canada, a visioning workshop was held on Wednesday, November 9, 2011 to provide an opportunity for partners to share their experience and views on a concept and vision for the management of a national urban park in the Rouge Valley.

Forty-three participants representing various organizations met with Parks Canada to identify the key elements and broad guiding principles for Canada's first national urban park. Workshop participants included current partners directly involved in the park, along with a few other key representatives to ensure a broad-range of perspectives were represented, such as farming, tourism, recreation, education and youth.

Moving forward, Parks Canada is committed to engaging more organizations and individuals to truly help shape a "people's park" in the Rouge Valley.

The workshop was held very early in the consultation process and this report captures "what was heard" during this one day event. The concept for a national urban park will be developed utilizing these guiding principles as a starting point. However, concepts will evolve as part of the planning phase and workshop participants will again have an opportunity for input and to provide comments prior to public consultations.

Objectives, Products and Use

The primary objective for the workshop was to:

1. Arrive at a shared understanding of key elements of a vision and concepts for Canada's first national urban park.
2. Identify varying perspectives to be worked through in the creation of this national urban park.

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In order to meet the objectives for the workshop, the decided approach was to first stimulate dialogue and build a solid consensus on an initial set of “guiding principles” among the participants, followed by each articulating their view on key elements of a “vision” for the new park. These important outputs, which were produced at this early stage, will be critical to the overall process for the following reasons:

Guiding principles:

- Will provide general guidance, with flexibility, to the planning process for Parks Canada
- can be used by participants as their own filter for assessing draft plans at the next round of discussions

Key elements of a vision:

- provides Parks Canada with broad concepts to help guide the establishment of a national urban park and future management plans

Providing “input towards decisions” is a relatively high level of involvement. To help set the context for the role of workshop participants in this regard, the facilitator sketched a “Ladder of Involvement”, a tool which identifies the various levels of involvement for decision-making, and highlighted level 5 of 8 to help frame discussions (see Appendix F).

Parks Canada, as the workshop organizer, was sensitive to the fact that there had been 30 years of hard work and determination by innumerable volunteers, agencies, municipalities and other organizations. As a result, a broad base of representatives who were involved in this 30 year timespan were invited to participate in a highly interactive and participatory first meeting, to ensure that both past experience and expertise was heard and that new insights could be built upon. It was also seen as important to strengthen working relationships in what has been and will continue to be a collaborative effort.

Processes

A Certified Professional Facilitator (CPF) was hired as a neutral third-party to design and lead the greater part of the meeting. Group processes used included:

- The Consensus Workshop Method¹; a large group process to frame the discussions about guiding principles and produce a shared product (Appendix A)
- The Focused Conversation Method² to elicit dialogue in numerous shorter discussions
- World Café³ to explore different ways of looking at the vision for the park in small groups (Appendix B)

¹ Brian Stanfield, The Workshop Book: From Individual Creativity to Group Action, New Society Publishers, 2002.

² Brian Stanfield, The Art of Focused Conversation: 100 Ways to Access Group Wisdom in the Workplace, New Society Publishers, 1999, 2009.

³ Juanita Brown, The World Café: Shaping Our Futures Through Conversations That Matter, Berrett-Koehler Publishers, 2005.

- Participation Guidelines to promote open and respectful communication (see Appendix E)

Initial Agenda

- 1) Registration of participants
- 2) Opening remarks and a speech from Canada’s Environment Minister and Minister Responsible for Parks Canada, the Honourable Peter Kent
- 3) Welcoming remarks from the Chief Executive Officer of Parks Canada, Alan Latourelle
- 4) General introductions/overview of the workshop from the Facilitator, John Miller, and description of the overall planning process from the Project Director for the Rouge Park Initiative, Catherine Grenier (See Appendix D)
- 5) Consensus-building workshop on ‘Guiding Principles Creation’
- 6) Lunch
- 7) Managing Different Perspectives Discussion
- 8) Input to the Vision roving discussions
- 9) Summary of Input round-up of ideas
- 10) Closing reflections conversation

Actual Agenda

Participants felt it necessary to continue with the consensus building exercise (#5 above) for more time than the original agenda had allotted for. Several different perspectives, and thus the need to address these, were raised during this session. The facilitator, with consent from the participants and organizers, opted to leave out the 7th agenda item and proceed straight into discussion of applying the guiding principles to an emerging vision.

Results

Enthusiastic and supportive comments from participants, during the closing reflection on the day, clearly indicated that the objectives had been accomplished. To illustrate this, the following is an overview of the workshop accomplishments:

- Guiding Principles were produced in a way that held the consensus of the whole group (see appendix A and the summary on page 5);
- Hundreds of vision elements were generated (Appendix B) and summarized (Appendix C);
- Participants expressed surprise at their ability to work together productively and respectfully despite their diverse perspectives and interests;
- Some of the participants, who had worked on this topic for decades, expressed satisfaction that they can “pass the torch” and entrust Parks Canada to do a good job, balancing the wisdom of the past with new perspectives;
- One critical factor cited was the presence, throughout the day, of Minister Kent, who attentively listened and circulated among tables. Participants also appreciated his candid words of commitment at the outset; and,

- The products produced captured the overall wisdom of the group and each envisioned using it as a “filter” to assess park plans as they come together.

Guiding Principles

Participants invested tremendous time and energy into the creation of a set of guiding principles for the park. Use of the *Consensus Workshop Method* created an organized, conducive structure for productive conversation and learning.

Process

The *Consensus Workshop Method* is a gradual building-up of ideas, from individual clues to collective wisdom, as follows:

1. Context setting by the facilitator and some clarification by participants. A “focus question” was posted clearly in the room where participants could refer to it routinely throughout the day. The question was; “*What are the PRINCIPLES that need to be upheld and reflected throughout the creation of a national urban park in the Rouge Valley?*”
2. Silent individual brainstorming by participants
3. Participants individually picked their most important ideas
4. Small groups clarify a range of guiding principles from all participants and write them clearly onto large cards
5. The whole group shares their cards gradually, in rounds. The facilitator reads each card aloud and fastens it to the wall, then moves the cards in response to patterns seen by participants. Eventually all the ideas are shared and clustered into columns
6. Title cards were then created for each column, through an open and methodical discussion that included the whole group
7. The final set of title cards were discussed for further clarity and to ensure consensus

Product

A detailed listing of the brainstormed ideas conveyed by participants is found in Appendix A, with a summary of the group’s “consensus” listed below in no particular order:

- Governance: Inclusive, progressive governance by Parks Canada
- Foster a culture of community, youth volunteering, engagement, respect, and partnership
- Inspire people to experience this park
- Encourage people (especially youth) to learn and connect with nature
- Respect, integrate and support sustainable agriculture and other compatible land uses
- Maintain and improve ecological health and scientific integrity
- Honour diversity, local heritage, and cultural inclusiveness; past, present and future
- Environmental leadership in park operations
- Collaborate to ensure multi-modal connectivity and access

- An overarching theme of “people’s park” resonated throughout the discussions

Summary Vision Input

Following the *Guiding Principles Creation*, exercise participants were directed to engage in roving discussions on slightly different aspects of the park vision. Participants captured their ideas directly onto large sheets of paper in words and diagrams that answered the visionary question of “*What do we want to see...?*” No specific effort was made at building consensus, however, at day’s end facilitator observations and participant reflections noted the personal nature of discussions, relationship building and respectful exchange of ideas.

As with the development of the *Guiding Principles*, the input to the park vision was an important first step towards the creation of a national urban park in the Rouge Valley. This was the first of several planned opportunities to contribute to the longer-term process. Workshop participants will again have an opportunity for input and to provide comments prior to public consultations.

Process

- 1) Participants were divided into small groups at different workstations and encouraged to write or draw their answers. In an effort to respect the integrity of this group exercise, the product lists that follow contain typographical errors, spelling mistakes, and some attempts by documenters to explain visual graphics.
- 2) The groups were divided again, assigned the other workstations and asked to review the previous ideas, while adding more insights, hopes and dreams in answer to a slightly revised question.
- 3) The groups were divided a final time and assigned to a third workstation, this time to review and add insights if they wished, but to place their focus on extracting the insights they wanted to emphasize to the whole group.
- 4) In a final plenary session, the key insights were shared and captured in a separate Appendix C.

Product

Brainstormed lists were generated and captured in Appendix B in answer to the questions of “*What would it look like to uphold our guiding principles in the area of...?*”

- *connecting hearts and minds*
- *managing a working landscape*
- *preserving cultural heritage character*
- *conserving natural heritage*
- *working together*

Product Summary

Details from all 5 worksheets are documented in Appendix B, with some of the most prominent ideas highlighted by participants during the final plenary listed below in no particular order:

- Rouge park as a hub-and-spoke experience connected to other parks;
- Restore and preserve sensitive habitats;
- Multi-faceted connections among and between all stakeholders;
- Clarity of what businesses could exist harmoniously;
- “Classroom without walls” concept. Rouge could be magnet for students with “special needs” (broadly defined);
- Accessible to everyone = free admission. (And maybe fees for other things);
- Restoration of heritage buildings and infrastructure (such as bridge) through the use of volunteers;
- UK model of “open countryside” that connects food production to diverse cultures;
- Rouge Park is “good medicine” – vitamin “N” (Nature);
- A natural corridor where animals and people are able to move between Lake Ontario and the Oak Ridges Moraine;
- Story-telling – Aboriginal, pioneer, even the future;
- User groups that reflect the diversity of the GTA;
- Cultural events – activities, plays, etc;
- Bring a “youth voice” to the table; and,
- Foster Youth Leadership. Students are involved already – tree planting, etc. Students engaged from local schools and colleges.

Conclusion

The workshop was stimulating and thought-provoking, bringing together various perspectives and knowledge to guide the idea for something new: the creation of a national urban park.

While the need to celebrate the past and build upon the legacy was clear, it was agreed that continuing to work together, in a forward-thinking manner will contribute to positively shaping the future of this park, so that it may truly be a “people’s park” – a park where people can connect with nature and history, while ensuring its protection for generations to come.

Appendices

- A: Guiding Principles
- B: Input to Vision for the Park
- C: Summary / Highlights for the Vision Input
- D: Park Planning Process Overview
- E: Participation Guidelines
- F: Ladder of Involvement
- G: Participant list

Note: To capture the integrity of workshop participant views and input, the appendices were written in a similar manner with how the information was delivered during workshop brainstorming sessions. All information captured on the cards and large sheets of paper were copied and listed as they were presented by participants, which was generally in a point-form, concise manner.

Appendix A: Guiding Principles

Focus Question: "What are the principles that need to be upheld and reflected throughout the creation of a national urban park in the Rouge Valley?"

Brainstormed ideas were shared, clarified, patterns discerned then named → Consensus →

Integrate Agricultural and Other Land Uses with Natural Features and Function	Respect and Support Sustainable Agriculture (& other compatible land uses)	Honour Diversity, Local Heritage, Cultural Inclusiveness, Past, Present & Future	Foster a Culture of Community, Youth Volunteering, & Engagement, Respect & Partnership	Encourage People to Learn and Connect with Nature, (Especially Youth)	Inspire People to Experience this Park	Maintain and Improve Ecological Health and Scientific Integrity	Environmental Leadership in Park Operations	Inclusive, Progressive Governance led by Parks Canada	Collaborate to Ensure Multi-Modal Connectivity & Access
<ul style="list-style-type: none"> Diverse land uses. Integrates agricultural and natural landscapes. 	<ul style="list-style-type: none"> Enables farming sustainability (Environment & economic) Preserve Agricultural Land in Production 	<ul style="list-style-type: none"> Respect the culture and history, including agriculture Cultural and history embrace and diversity (reflect / inclusivity) Park that employs complex systems thinking Sustainable, adaptable & flexible to meet needs of future generations 	<ul style="list-style-type: none"> Collaboration & partnership underpin process "Local" community engaged and involved Continue public engagement Treasure partnerships that got us here Cooperation to resolution (All participants, native, government, groups) Continue collaboration 	<ul style="list-style-type: none"> Balance tourism with environment sensitivity Relevance to & sensitivity to Urban setting Broaden natural awareness combined with stewardship Programming appreciates the unique spaces and needs Demonstrate how Urban areas can coexist with nature Accessibility / connection to nature 	<ul style="list-style-type: none"> Diversity of Experiences Human visitation is an essential strategic priority To be an inspiration that "connects" with all people of Canada Allow public use and accessibility Inclusive, and accessible, education for all Canadians Safe, Quiet, Unique visitor experience National Point of PRIDE – Celebrate Natural & Cultural heritage Promotes a variety of recreational opportunities Respectful use and accessibility (i.e. user fees, wheelchair access, etc.) A Park for people – It belongs to Canadians. 	<ul style="list-style-type: none"> Maintaining & Improving ecological health Natural systems based approach to planning (L. Ontario to Moraine) Healthy, vibrant thriving natural ecosystem (People incl.) Grounded in the natural value of R. V. Urban Limited (Rouge Valley) Greater ecosystem management (surrounding areas) Minimal disturbance to sensitive areas Ecological management thru science-based, fair, just decisions Protecting natural heritage (balanced use) Demonstrate conservation 	<ul style="list-style-type: none"> Assess and Manage (& Build) Infrastructure to Achieve Net Social and Environmental Benefits. Mitigate existing infrastructure if having a damaging ecological impact. Avoid new infrastructure or employ eco-alternatives. Works with Urban infrastructure (current /future). 	<ul style="list-style-type: none"> An inclusive governance model Model of Partnership (Agriculture, Education, Recreation, Conservation, Restoration) Single governance Model under Parks Canada Creation of new legislation should start with an existing framework Ensure steady implementation progress. Process accessible via inclusion 	<ul style="list-style-type: none"> Accessible to all Canadians and within the Park Sensitivity to transport corridors – access to Park Accessibility to, through and within the Park Connectivity with existing infrastructure & facilities Open & accessible to all interested to use Park (Transit) (Fee)

Appendix B: Input to Vision for the Park

Multiple workstations were set up with coloured marker pens and large sheets of paper draped over the table. A list of guiding principles was hung on the wall. Slightly different questions were posed at each station to stretch the thinking of participants while still honouring the existing parameters of Parks Canada’s mission.

- connecting hearts and minds
- managing a working landscape
- preserving cultural heritage character
- conserving natural heritage
- working together

Therefore the reader is cautioned to accept all these ideas as the products of brainstorming where participants were encouraged to be both creative and practical, both concrete and visionary, with no “wrong” answers and a challenge to inspire one another as well as Parks Canada.

Question: “What would it look like if we upheld our guiding principles in the area of... Connecting Hearts and Minds?”

Answers: “We want to see...”

- Conservation volunteering for Youth and others
- Citizen science projects – birds, etc.
- Youth leader
- Farm volunteers and farmer market. (Venue like brick works)
- Docent program
- Cultural events – connecting with human history
- Multi-cultural nature events – links to nature in other parts of world
- Lectures, talks, music, concerts / plays
- Connecting art & nature
- Celebrating our cultural and landscape diversity
- Take great pictures
- Learn-by-doing (Adaptive management)
- Think – Measure – Act
- Community Stewardship programs
- “Show up” and plant trees on any weekend

- Weekend education programs
- Volunteer wardens supervised by professional worker
- Special accent on volunteers from Correll New Box Game Committee
- Lots of ads in GTA with good pictures
- School classes in nearby areas
- Have weekdays “Party in the RVP” – connects to the heart
- Connecting kids to the park. Creates a tie for life. Set them young.
- Spoke and Spring Board Hub to other NPs + NHS
- Growing specialty “Local” reliant crops that reflect our diverse connection
- Celebrating aboriginal culture and history by holding community events
- Each School group will take ownership of the tree or other nature park elements they plant and come back to that area each year to provide the annual care of those trees and get to watch them grow
- Involving volunteers in stewardship activities – i.e. “Buckthorn Busters”
- Holding “explore” + discover events with educational hands on activities i.e. farming, education wildlife protection, water conservation, given “ownership” to the users “our Park”
- Marketing the features of this new special park
- Rouge Park food brand – grown in Rouge
- Growing foods that are of interest to our communities
- Create a sense of “place” around features or trails within the park – along with opportunities for experience, stewardship and appreciation.
- Identify hubs for interpretation, on site, on-line
- Teaching opportunities that grow with visitors – young kids return annually for progressive learning opportunity.

Question: “What would it look like if we upheld our guiding principles in the area of... Managing a Working Landscape?”

Answers: “We want to see...”

- Continuum-education-prevention-law enforcement in order that we don’t recourse to enforce provide opportunities for a sense of connection to the place. If they love it, they won’t harm it.
- Land use is ‘balanced’
- Opportunities for recreational users
- Educational opportunities for all ages
- Keep certain ‘at risk’ ecological landscapes out of bounds

- Observe the local tree bylaws
- Remove the business incompatible with beings in a park (car wreckers, boat storage etc.
- Control tendency to store things in rural areas (lots of land =storage)
- Let farmers run their businesses
- Park “zoning” laws
- Aware of near urban land as “storage” – can’t happen in an NP
- U.K. model of opening countryside where working farms and people work together and learn about food production-Costa Rica model as well of sustainable tourism
- Have NO airport that would conflict with the park
- Expand park to include federal lands in Pickering
- The Pickering “Agriculture Preserve”
- Use sustainable soil management principles
- Make the landscape relevant
- A park can have ANY good uses
- Wide ecological corridors around all waterways and reconnection of isolated woodlands
- Reduce footprint and promote local food production “murr system”
- 600 m L.Rouge Ecological
- Respect agriculture
- Working landscape-respect agriculture
- Reduce footprint- promote “local”
- Best practices promoted.... Promote corridors, buffer, respect open waters (rivers, streams, wetlands)
- Ecological services
- Protect and grow tree canopy for storm water management and other environmental benefits (carbon sequestration, air polluted capture, urban forest as working landscape.)
- Protect high quality habitat to “work” for protection of biodiversity. Manage invasive pests and access to such areas.
- Recognize water causes as storm water conveyance channels as well as fish habitat- manage water quality flow-protect seepage.

Question: “What would it look like if we upheld our guiding principles in the area of... **A Conservation Approach for Natural Heritage?**”

Answers: “We want to see...”

- Use Zoo to promote conservation and biodiversity
- Sustainable trail design
- Awareness of and minimizing intrusion into natural habitats
- Habitat restoration
- Continue planting native species for wildlife food and shelter and forest sustainability/viability
- How human and pet interactions affect naturally local wildlife
- Urban star park
- It’s beautiful here, please come and enjoy it responsibly”
- Reduce carbon footprint of park activities
- Plant riparian zone to filter storm water
- Educate and involve people in conservation activities through a central learning center-multi- purpose
- Wetland restoration and protection. Inventory park species
- Nature and human activity side by side
- Promote the park and its biodiversity to the world
- Agriculture B.M.P’s- involving groups in conservation activities
- Restore and preserve sensitive habitats
- Allow only passive recreation
- Lake to Moraine connection
- Restore wildlife corridors, particularly along intercourses
- Agricultural hershours use best practices
- Adjacent committees have positive hydrological impact
- Engage partners (e.g.) business institutions in active participation in park management and planning.

Question: "What would it look like if we upheld our guiding principles in the area of... **Preserving Cultural Heritage Character?**"

Answers: "We want to see..."

- Variety of interpretive cultural heritage sites. Aboriginal "storytelling"
- Historic mills and ponds
- Lake to moraine- eco-link
- Historic connection to lake. Ship building, rock slinging
- Sharing traditional knowledge and experience Mast trail
- Celebrate first nation and pioneer agriculture and heritage
- Small market garden!
- Keep the hedge rows
- Set up hedge building restoration fund
- Minimal changes
- Put a mill on the river @ boy grove
- Heritage buildings and infrastructure (bridges)
- Restore and educate
- Agriculture heritage and celebrate family farms, family history, agro-ecology
- Learn and share values
- Make cultural heritage features accessible
- Communal farms/garden
- Park for all seasons
- Built heritage adaptive re-use river. Restored B+B café
- Artist enterprise areas
- Visual and performing arts
- Celebrate common values
- Tours to provide cultural heritage experiences. Agro-nature. Mix.
- Celebrate and provide new Canadians/experience to build/plant trees in park.
- Carrying place trail. (First Nations)- Recreate
- Know history and teach the story- learn and share values
- Ethnic-international foods-community garden
- (Specific) programming for special- needs-kids- health, socio-economic
- Rouge valley will be an oasis for urbanites and suburbanites- local source for organic foods
- Contributing to health (mental and physical of the population)

- Rouge valley NUP will be gathering place for commune valued priorities that see it as a valued, important place they want to keep protected
- Communities of interest- seniors, photographers artists, cooks, chefs, youth, ethno-cultural festivals, music festivals
- Vitamin 'N'
- City kids are more comfortable (not scared) in Nature
- Bigger picture with other NUP's throughout Canada
- Catalytic experience for next generation of environmental leaders
- Nature 1st- planning and design on the wider landscape w. Rouge Park at the core
- CO2 CO2 CO2
- Core of interconnected system
- Great jobs
- Youth learning and playing
- JK-PhD- 3-35 years old!!!!
- Ethnic and cultural shows/activities that reflect the regional population
- Rouge Park is prescription for mental health and spiritual well-being (fewer drugs prescribed or used because of the rouge)
- Rouge is a drug
- 50 years from now what does this park look like?
 - Active
 - Local organic foods
 - Great wild life
- Place where region spends its free time- Daytrips, not the trip of a lifetime
- Becomes a must-visit element of GTA
- Every kid in GTA and beyond has had a meaningful experience in the rouge NUP
- An educational component- ongoing agricultural educations
- The environment goods and services that farms provide
- The connection between farms and the environment
- What are the environmental best management practices
- Where does are food come from
- 50 years from now
 - Wild Atlantic salmon
 - Otter population
 - Local community stewards
- "Halo" effect to other watersheds- e.g. Don System

- Local community will have highest quality of life
- Intact native flora

Question: “What would it look like if we upheld our guiding principles in the area of... **Working Together?**”

Answers: “We want to see...”

- Topic of collaboration- is the park relevant to you? why? What can we do to make it relevant?
- Impact
- Access
- All stakeholders work in one group
- Foster two way collaboration i.e. stakeholders are not only a part of the National Urban Park, but are also expanding principles within their communities
- 1 yr pass- Get out of Urban Areas- for new Canadians and for Rouge
- School groups would use park
- People working in park would reflect diversity
- First Nations would interpret their own sites
- Virtual “tour” of the park
- Cross- pollination of group that would not normally appreciate
- Incorporate the accumulated wisdom of Rouge Activists Past
- Make programming relevant to new Canadians and Youth
- Use as gateway for other National Parks and the Natural World in General
- Pass – “get out of urban areas” – for new Canadians, for Rouge
- Maintain a common vision
- *Elaborate Image*: A pie chart with PC at center connected to: Visitors and Tourists, Community Groups i.e. Boy scouts, Universities and Colleges, Canadian “youth”, Cities, Towns, Provinces, Business, Community, Schools and Hospitals, Zoo, Native People / First Nations, Flora and Fauna, Watershed management, Hikers, Farmers, TRCA,
- Alternate view: Not a pie but a 3D arc. Same as pie above but inclusive of: future 7 generations, decision makers of tomorrow, capturing a time dimension

Appendix C: Summary/Highlights for the Vision Input

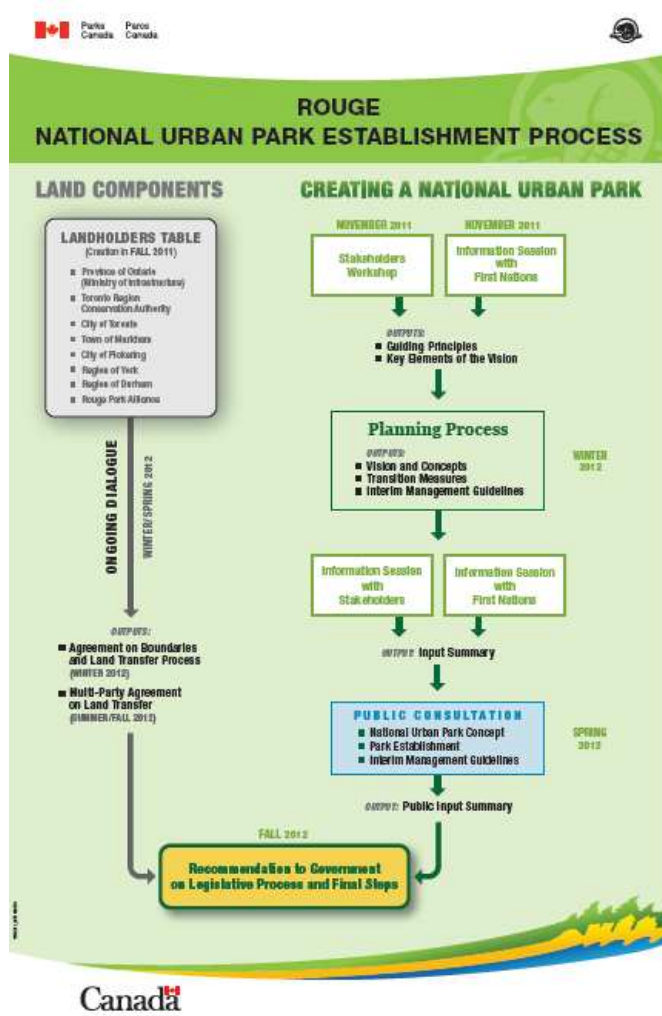
Focus question: “*What have you heard us saying are possible “Key Elements” of a Vision for this National Urban Park?*”

- Rouge park as a Hub-and-Spoke experience connected to other parks
- Restore and preserve sensitive habitats
- Multi-faceted connections among and between all stakeholders
- Clarity of what businesses should happen harmoniously in the park
- Classroom without walls – A magnet for students with “special needs”
- One-year pass / free admit
- Accessible to everyone: Free Admission
- Restoration through use of volunteers of heritage buildings and infrastructure (such as bridge)
- UK model of open countryside that connects food production to diverse cultures
- Rouge Park is good medicine: Vitamin “N”
- A natural corridor where animals and people are able to move between Lake Ontario and the Oak Ridges Moraine – a link
- Story-telling – Aboriginal, Pioneer
- User groups reflect diversity of GTA
- Cultural events – activities, plays, etc
- Bring a “youth voice” to the table
- Foster Youth Leadership
- Students are involved – tree planting, etc
- Students engaged from local schools and colleges

Appendix D: Park Planning Process Overview

Item 4 on the agenda included a general overview of the park planning process as conceived by Parks Canada staff.

It was presented as a "working model" to help understand the whole process. The reason why it was shown at this point was to situate this particular workshop very early in the general process, and not to discuss revising the model.



Appendix E: Participation Guidelines

This list of values-based ethics were verbally reviewed by the facilitator at the outset of the meeting, posted on the wall where they could be seen throughout the meeting, and participants were invited to hold the facilitator accountable for upholding them.

- Everyone HAS wisdom
- We NEED everyone's wisdom to produce the wisest results
- There are no "wrong" answers
- Everyone will "hear" and "be heard"
- The whole is greater than the sum of its parts

Appendix F: Levels of Involvement

The facilitator informed participants at the outset of the meeting by verbal instruction and hand drawn "ladder" image that their participation was at about level 5: "Input towards decisions", meaning that this was not the last word, others will need to be heard, and that they were not solely responsible for the final decisions about the park. That said, only these participants can decide what they truly believe in and hence, what they think the guiding principles need to be.

LEVELS OF INVOLVEMENT IN DECISION MAKING		
<i>(Inspired by Sherry R. Arnstein's "Ladder of Citizen Participation" in American Institute of Planners Journal, July 1969.)</i>		
<i>Note: The "rungs" in this ladder / model are related to the decisions at hand and not to be confused with levels in a bureaucracy.</i>		
	Description	Intent & Examples
Responsibility for Planning & Action	Full Responsibility 8	Participants have full responsibility for all aspects of the given situation, project or organization. The intent is for a group to be given or to take total responsibility for all its decisions through mandated delegation, contracts, commissions, self-organizing community groups, etc.
	Decision Making Authority 7	Participants are authorized to make specific decisions within clearly defined terms of reference. The intent is to transfer specific authorities for certain decisions to a specific group through independent teams, committees, organizations, elected bodies, etc.
	Implementation Accountability 6	Participants are assigned to implement a specific decision or project decided by a higher authority. The intent is to involve people in the implementation of an existing decision, project or activity through action teams, departments, taskforces, sub-committees, etc.
Providing Input	Input Toward Decisions 5	Participants provide ideas to be considered by authorities when making their decision. The intent is to include people's input in decision making through stakeholder consultation, workshops, focus groups, surveys, special commissions, etc.
	Input Toward Implementation 4	Participants provide ideas on how an existing decision can be implemented. The intent is to gather input on how to carry out a decision through focus groups, advisory groups, project briefings, brainstorming sessions, etc.
Receiving Information & Services	Education 3	Participants are assisted in understanding decisions, how they are affected and what is expected of them. The intent is to enable people to understand and operate on the basis of a decision through training events, meetings, instruction memos, policy briefs, etc.
	Persuasion 2	People are encouraged to agree or give consent to decisions. The intent is to help people take a relationship to a decision through presentations, media, public speeches, direct contact, etc.
	Information 1	People are informed of decisions and operate out of decisions and guidelines established on their behalf. The intent is to inform people affected by a decision through direct contact, memos, announcements, media, newsletters, advertising, etc.
Levels of Involvement in Decision Making © The Canadian Institute of Cultural Affairs, 2000. http://www.icn-associates.ca http://www.icacan.ca		

Appendix G: Participant List

Participant	Organisation	Title
Alan Latourelle	Parks Canada	Chief Executive Officer
Alan Wells	Rouge Park Alliance	Chair
Amanda O'Rourke	8-80 Cities	Director, Policy and Planning
Andrew Arifuzzaman	University of Toronto Scarborough	Chief Strategy Officer
Andrew Campbell	Parks Canada	VP, External Relations and Visitor Experience
Beth McEwen	City of Toronto	Manager of Urban Forest Renewal
Bill Duron	Greenbelt Foundation	Director, Greenbelt Fund
Brian Denney	Toronto Region Conservation Authority	Chief Administrative Officer
Bruce Singbush	Province of Ontario - Ministry of Infrastructure	Director, Real Estate Policy Branch
Carol Sheedy	Parks Canada	VP, Operations East
Caroline Schultz	Ontario Nature	Executive Director
Clyde Smith	Town of Whitchurch-Stouffville	Councillor Ward 3
Colin Creasey	10 000 trees for the Rouge Valley	Chairman
Corneliu Chisu	MP, Pickering Scarborough East	MP, Pickering Scarborough East
Dave Harvey	Park People	Executive Director
Dave Pearce	CPAWS - Wildlands League	Forests Conservations Analyst
David Armitage	Ontario Federation of Agriculture	Manager, Policy Research
David de Launay	Province of Ontario - Ministry of Natural Resources	Assistant Deputy Minister
David Lawrie	Rouge Valley Foundation	Program Director
Dr. Faisal Moola	David Suzuki Foundation	Program Director, Terrestrial Conservation and Science
Glenn De Baeremaeker	City of Toronto	Councillor Ward 38, Scarborough Centre
Hon. Pauline Browes	Waterfront Regeneration Trust Corporation	Director

Ian J. Davidson	Nature Canada	Executive Director
Jack Heath	Region of York	Deputy Mayor Town of Markham, Regional Councillor for York
Jane Wadden	Hillside Outdoor Education School	Assistant Coordinator/Site Director
Jane Weninger	City of Toronto	Senior Planner
Jim Robb	Friends of the Rouge Watershed	General Manager
John Livey	City of Toronto	Deputy City Manager
John Riley	Nature Conservancy of Canada	Senior Science Advisor
John Schmitt	YMCA Greater Toronto Area	VP, Camping and Outdoor Recreation
John Tracogna	Toronto Zoo	CEO
Kim Empringham	York Federation of Agriculture	Board Secretary
Lesli Tomlin	Finance Canada - Minister's Office	Director of Regional Affairs
Logan Kanapathi	Town of Markham	Councillor Ward 7
Malcolm Campbell	University of Toronto Scarborough	VP, Research
Marianne Bernardo	ParticipAction	VP, Marketing
Michael Chong	MP, Wellington - Halton Hills	MP, Wellington - Halton Hills
Mike Bender	Rouge Park	General Manager
Paul Calandra	MP, Oak Ridges - Markham	MP, Oak Ridges - Markham
Peter Rodrigues	Region of Durham	Regional Councillor, Councillor for City of Pickering
Rathika Sitsabaiesan	MP, Scarborough - Rouge River	MP, Scarborough - Rouge River
Tom Melymuk	City of Pickering	Director of Sustainability
Victoria Vidal-Ribas	Province of Ontario - Ministry of Infrastructure	Assistant Deputy Minister, Strategic Real Estate Asset Management Division, Ministry of Infrastructure