

Executive Summary

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HAVE Plan for Rouge Park  Rouge Park

What Is Heritage Appreciation And Visitor Experience (HAVE)?

HAVE is a suite of programs, activities and services that can assist Rouge Park and its partners and stakeholders in achieving the park's mission, vision and goals.

What HAVE Is

HAVE consists of education and interpretation programs delivered by professional educators ,plus the signs, brochures, booklets, and websites that inform and orient park users. HAVE also inspires them to care and engages and involves them in the stewardship of the park.

What HAVE Does

HAVE provides visitors and supporters of the park with opportunities to explore, understand, appreciate and participate in the stewardship of the park's natural and cultural heritage. Many of its initiatives enhance public awareness of our relationship to and dependence upon the natural world, and our connections with the past.

Benefits of HAVE

These services are provided for their utility value (e.g., reducing visitor impacts to parks), and to meet community service obligations to inform the public about the park's mandates and heritage assets. The benefits of heritage appreciation and visitor experience services can be understood from several perspectives.

HAVE services can help to achieve the park's mandates and goals as they relate to:

The Park:

- a) foster appropriate use
- b) minimize impacts to fragile features through education and carefully managing visitor pressure
- c) develop advocates and support for the park
- d) minimize visitor/neighbor impacts and/or conflicts
- e) reduce the need for regulation, enforcement and rescue
- f) encourage the adoption of the "greater ecosystem concept" in the management of neighbouring properties



Beyond the Park's Boundaries:

- a) extend connections beyond the park to the natural region, the province, country and planet
- b) produce environmentally aware and environmentally literate citizens who value the neighbourhood's natural and cultural heritage, and that of the broader environment
- c) develop advocates and support for values under management
- d) foster sustainability (changing values and behaviours, consideration for future generations)

The Park's Managers and its Partner Agencies and Groups:

- a) be a visible presence in the community
- b) enhance image of the park and partners
- c) inform the community about purpose and nature of the park and partner agency programs
- d) develop advocates and support for the park and partner agency programs
- e) encourage public participation in management

The Visitor/Participant:

- a) answer questions—provide information
- b) provide a better understanding of what to expect
- c) provide enjoyment and recreation
- d) heighten awareness and appreciation of the natural and cultural landscapes under management
- e) inspire and add perspective to their lives
- f) enhance visitor safety
- g) provide explanation of current resource management practices
- h) promote exploration, experience and life-long learning: “get out there and experience!”
- i) support sense of place, pride and citizenship
- j) provide opportunities to connect to and understand the natural and cultural history of the area

The Community:

- a) identify, celebrate and sustain locally, provincially and nationally significant places and stories
- b) recognize and appreciate active citizenship
- c) establish or re-establish and maintain a healthy relationship between nature and culture
- d) celebrate or commemorate, deepening bonds of belonging and identity

The Tourism Industry:

- a) attract visitors
- b) help to meet the increasing demand for educational visitor experiences
- c) provide interesting and memorable experiences that ensure visitor satisfaction, positive word-of-mouth advertising and repeat visitation
- d) develop a substitute experience for places that are fragile and/or difficult to visit, e.g., wetlands, species at risk, and topics that are impossible to experience directly, e.g., history



Introduction

In March 2007, Rouge Park staff awarded the contract for the development of a Heritage Appreciation and Visitor Experience Plan (HAVE) to EcoLeaders Interpretation and Environmental Education. The complete detailed plan, completed on 6 June 2008, is the culmination of over a year's site visits, consultation, research, review and planning and comprises over 700 pages. This is an extensive summary.

Rouge Park is one of North America's largest urban parks. It is a 47 square km. unique partnership park made up of land held by the federal and provincial governments, several municipalities holding land that protects a natural setting near Toronto, Canada's largest city, plus a single non-government organization (NGO). Rouge Park contains some of the largest and best examples of Carolinian forest habitat, meadow, and coastal wetlands in the Greater Toronto Area. In response to public concerns about the natural environment in the area, the province, of Ontario announced its intent to create a park in the Rouge River valley in 1990. In 1994, the Rouge Park Management Plan was approved by the Province and in April 1995 Rouge Park was launched and the Rouge Park Alliance established as the decision-making body for the park.

Up to the time of writing, Rouge Park was in a land acquisition and restoration phase, with its small staff focused mostly on putting together a park that stretches from Lake Ontario northward, almost to the Oak Ridges Moraine. In addition to acquiring land, park staff have also been intent on restoring many areas within the park from old field and agricultural lands back to native forest and wetland. Restoration activity will continue in parts of the park for the foreseeable future.

Even though, at the time of writing, Rouge Park is still likely to add significant amounts of new lands to its holdings, it will soon enter its next phase of a park's development cycle; a management and service phase. The pace of growth will slow and/or remain constant, and the focus of park management will shift increasingly to serving park users and maintaining ecological and cultural integrity.

This HAVE plan foreshadows this shift as the HAVE program expands to serve the needs and interests of park users. The HAVE program is also expected to contribute to park management through its participation in the Three-E management model (Education, Engineering and Enforcement).

Plan at-a-Glance

What this Plan Is

A toolkit for Rouge Park's HAVE staff.

This tool kit is designed to be used by HAVE staff to define, plan, deliver, evaluate and support a suite of programs that inform, inspire and involve park users in the stewardship of Rouge Park.

It provides answers to the following questions:

Why provide have services?

The plan reviews the mandate (vision, mission, goals and objectives) of the park (Chapter 1) and the mandates of the Rouge Park Alliance (Chapter 2). This review provides HAVE staff, park management and the members of the Rouge Park Alliance with a clear understanding of the reasons behind the park and its HAVE program.

The plan also examines the mandates of park partners, potential partner and other groups that are currently delivering education services in Rouge Park (Chapter 3). This information allows HAVE staff to assess and choose partners who have similar purpose and values.

What is special about this place?

The features inventory (Appendices 1 and 2) and features analysis (Chapter 4) identify the key natural and cultural features and processes that can be found in the park, and looks at how these may be used in HAVE services. HAVE staff can use this information as a starting point for developing interesting and engaging heritage interpretation and education services. It is expected that, over time, HAVE staff will add more information as it is discovered.

Who are these people?

Chapter 5 is an audience analysis that provides some insight into the interests, activities, knowledge, skills and attitudes of park users. This information can be used by have staff to develop activities and programs that are interesting and relevant to target groups and are presented at appropriate levels. This chapter also identifies gaps in knowledge that must be addressed.

What will we say?

Chapter 6 identifies the six themes and associated subthemes for the HAVE program. These represent the main ideas that park users will leave with after participating in a HAVE program. HAVE staff will use themes in the planning evaluation processes.

How will we do?

Chapter 7 identifies, describes and analyses the strengths and weaknesses of the methods and media available to HAVE staff.

How can we get there?

Chapter 8 is a miniature strategic plan that looks at the mission of the Rouge Park's HAVE program, reviews the current situation of knowledge and resources, identifies issues and concern and develops approaches and strategies to address them.

HAVE staff can use this information to remove barriers to delivering effective HAVE services.

How shall we organize the work?

Chapter 9 identifies ten core competencies (areas of service necessary to do the complex job of delivering HAVE services) and identifies what is needed (knowledge, skill and resources to define, plan, deliver, evaluate and support each).

How can we implement this plan?

Chapter 10 is a set of recommendations for setting up and delivering the HAVE program over the next five years.

What This Plan is Not

This plan is not a list of instructions for all the HAVE-related activities to be undertaken in the next 5–10 years. No maps showing the location and design of major park infrastructure have been developed.

Can Anyone Do This Work?

Designing, delivering, evaluating and supporting heritage interpretation and visitor experience services requires a rare mixture of competencies. Practitioners must be disciplined and rigorous about setting objectives, understanding park users, and measuring effectiveness. But they must also have creative freedom to succeed in the art of interpretation—the lighting of the spark that reveals meaning and can change people's attitudes to the world around them. The best practitioners combine the skills of the ecologist, historian, artist and storyteller, all tempered with the responsiveness of the market researcher.

Competencies like these are not easy to come by. Generally, they are developed through training and experience within organizations that create an internal culture of learning and that purposefully manage interpretation and education services according to recognized best practices.

Rouge Park is very different from destination parks, where visitors go to once or twice over their lifetimes. A majority of Rouge Park users appear to be long-time multiple-repeat visitors, who are in the park many times per year, who know a lot about many aspects of the park, and who often have deep emotional and spiritual connections with the site. At Rouge Park, HAVE programs will need to have more depth of information and also to provide opportunities for program participants contribute to the park and its stewardship. HAVE staff must be trained professionals with a deep understanding of their craft and deep knowledge of the park's features and user groups. This is not a job for short-term summer students.

This plan aims to provide needed information and guidance for HAVE staff to do the work required. It will also provide park managers and planners with guidelines to design, manage and support an effective HAVE program.



Executive Summary

Key Findings

Foundations of Rouge Park

Rouge Park has a clear set of foundations as seen on the park's website and in key planning documents including:

- Rouge Park Management Plan, 1994
- Rouge North Management Plan, 2001
- Little Rouge Corridor Management Plan, 2006
- Bob Hunter Environmental Area Master Plan, 2006

Rouge Park's three management plans provide clear direction and support for HAVE services.

The review of the park's foundations has identified

- ✿ a clear mandate for higher-level services that enable participants to:
 - build capacity (knowledge, skills and attitudes) that enable them to work with the park:
 - to be effective stewards of the park and adjacent lands
 - to support a sustainable Rouge Park
 - to be good environmental citizens
 - participate in meaningful projects that contribute to the development of an ecologically sound, sustainable Rouge Park
 - to receive recognition for participation and contribution to the work of the park
- ✿ a clear mandate for traditional programs including:
 - programs at the awareness, appreciation and understanding levels (see sidebar: The Stewardship Development Model)
 - formal school programs in
 - environmental education/literacy
 - local history and geography
 - outdoor education
- ✿ a limited mandate to encourage stewardship contributions from private landowners in terms of:
 - habitat restoration and enhancement on their lands
 - establishment of conservation covenants
 - land donations
- ✿ a limited mandate to deliver education for sustainability programming.

Foundations of Alliance Members and Partner Groups

Rouge Park Alliance

A detailed review of the foundations of the members of the Rouge Park Alliance makes up 62 pages of the park's HAVE plan. Mission, vision, goals and objectives of these agencies and their relevant departments were analysed. It was found that the members of the Rouge Park Alliance have strong interest in encouraging and enabling:

- environmental citizenship
- stewardship of cultural and natural heritage
- sustainable living
- citizen participation and responsibility for stewardship and sustainability initiatives

Concepts such as community engagement, involvement, volunteerism, participation, stewardship and contribution were found again and again in the foundations of Rouge Park and of the members of the Rouge Park Alliance.

It is clear that Rouge Park and its HAVE program will deliver on many of the strategic goals and objectives of the members of the Rouge Park Alliance.

Government of Canada

The federal government was a major player in the park at its beginning, providing seed funding of \$10 million and extensive technical assistance from Parks Canada.

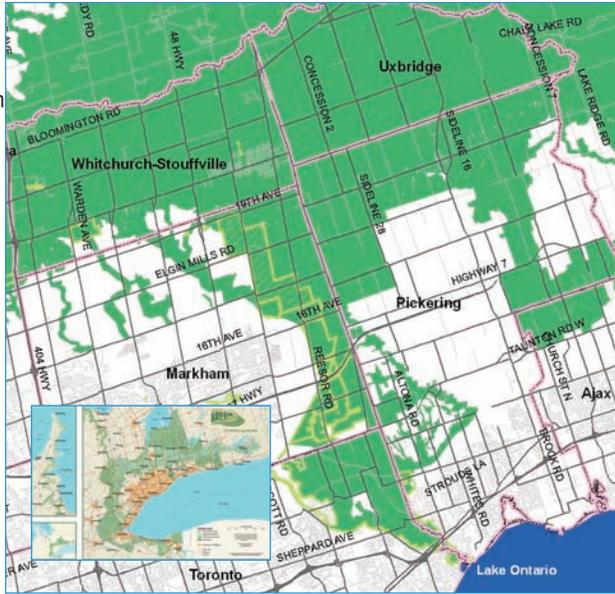
Rouge Park has three key assets of national importance:

- the easternmost extent of the rare Carolinian forest that once covered much of southern Ontario
- Bead Hill National Historic Site, a major 17th-century First Nations trade centre
- the Carrying Place Trail National Historic Event, the major trade and travel route of pre-contact First Nations and later a major fur-trade portage connecting Lake Ontario and Lake Huron

Parks Canada Mandates Supported

These assets fit Park's Canada's mandate of preserving sites of national cultural and natural importance and educating Canadians about them. Parks Canada has noted in many of their documents a gap in its system which is limited contact with Canadians in urban centres.

Rouge Park (yellow outline) is one of the few north-south corridors in the Greenbelt (green) that runs mostly east to west. Extent of the Golden Horseshoe Green belt (inset).



Government of Ontario

The Ontario Government is one of the most significant players in the founding and on-going growth and management of the park. Much of the province's direct support comes through the Ministry of Natural Resources.

Ministry of Natural Resources (MNR)

The MNR has a broad mandate that includes Ontario Parks, an agency which has many functions similar to HAVE functions being considered for Rouge Park.

The MNR mission, goals and objectives are compatible with the Rouge Park Foundations. Key points include:

- making the interest of natural capital available to individuals and communities
- meeting today's needs and ensuring the resources are available for future generations
- sustainability is a theme shared by MNR and Rouge Park

Ontario Parks Branch

The Parks Branch of the MNR has many of the same foundations as Rouge Park. Plus, they have expertise and a long tradition of formal and informal education services.

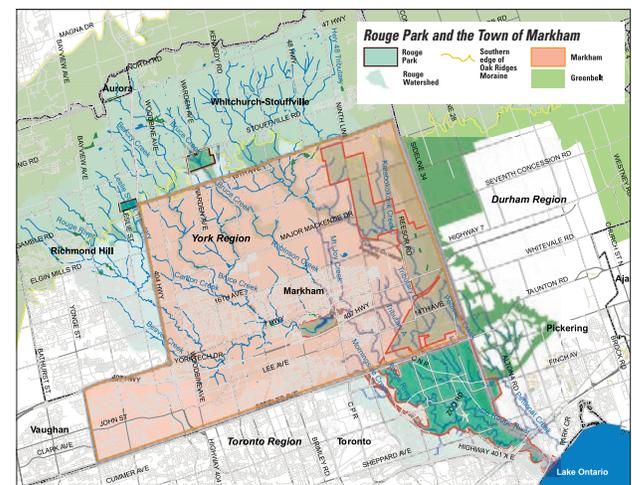
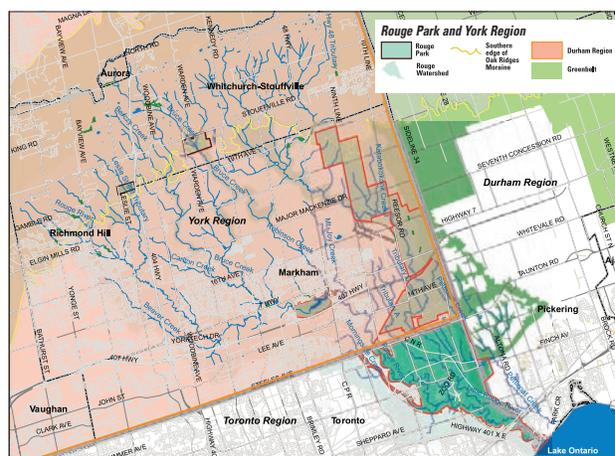
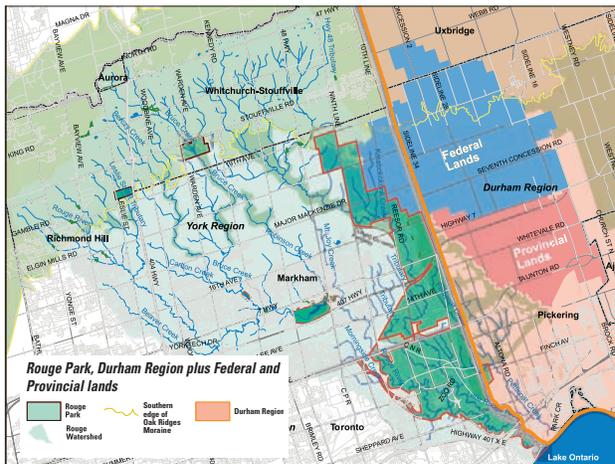
The Golden Horseshoe's Greenbelt

The Greenbelt Act protects environmentally sensitive land and agricultural land in the Golden Horseshoe from urban development and sprawl. Rouge Park is an important component of the Greenbelt (see map on this page).

The Duffins Rouge Agricultural Preserve

This agricultural preserve is part of the Golden Horseshoe Greenbelt protecting includes about 4,700 acres of prime agricultural lands in north Pickering.

At present public awareness of this important provincial initiative is very limited



Region of Durham

At the time of writing, Durham Region is not a major player in the ongoing operations of the park. However, parts of the park and much of the federal and provincial lands held adjacent to the park are located in Durham Region (see map on facing page). If some or all these lands are eventually incorporated into the park this region will likely have an increased role in management. Many of the region's citizens will be visiting the park and participating in its programs, including HAVE services.

A review of the region's foundations as stated in Durham Region's Community Strategic Plan indicates that the park and its HAVE services can contribute to the community vision and many of its strategic objectives including:

Strategic Objectives

- B. To protect and enhance the environment.
- C. To ensure balanced growth and livable communities.
- D. To support safe, healthy and caring communities.
- E. To build the region's economy.

Rouge Park is a major site for protection, restoration, and stewardship of natural habitats and species within the GTA. Recent medical studies have shown that access to natural areas greatly contributes to physical and mental health. The park's presence adjacent to Durham Region will ensure that the region's citizens will have a large natural area for rest and recreation that will contribute significantly to their health and the general livability of the region. This large natural area will increase the attractiveness of the region as a place to live and boost the regional economy by making it an attractive place to maintain a business.

Region of York

At the time of writing, York Region is becoming a more active player in the park. The region contains most of the lands covered in the Rouge North Management Plan (2001).

York Region Official Plan

Our review of the region's foundations in the region's official plan indicates that the park and HAVE services contribute to the community vision and many of its strategic goals.

Rouge Park is a centerpiece of natural habitat and habitat restoration which is, or will be, supporting many of the region's environmental heritage and cultural initiatives. The park's restored forests and wetlands will be major contributors to the region's proposed linked green space, clean water and air, conservation and agricultural initiatives. The HAVE program will educate the region's citizens about the importance of the region's environmental and cultural initiatives, inspire them to care, provide opportunities to become involved in the park's stewardship activities, and provide them with the skills and knowledge to be better stewards of their own land holdings. A large natural park with an effective heritage appreciation program will make major contributions to the quality of life and a livable region. The park's HAVE program will also provide many opportunities and follow best practice in involving citizens in important land stewardship initiatives.

York Region Greening Strategy

The strategy has many connections to the foundations of Rouge Park. See sidebar: Green. It's Our Nature for a brief description.

Town of Markham

The Town of Markham is becoming a major player in the park. This rapidly-growing municipality has jurisdiction and title over lands in and adjacent to the park.

Environmental Management

The Town of Markham has an extensive and progressive environmental management program. Its goals of prevention of habitat loss, natural habitat improvement and expansion and development of a system of linked open spaces mesh very neatly with the Rouge Park foundations and activities.

The park is a major zone that preserves important wetland, forests and watercourses and native flora and fauna, includes or will include (after reforestation) large tracts of urban forest, preserves and enhances wetlands and riparian forests that reduce flooding and erosion and improve water quality, and is dedicated to preservation and enhancement of fisheries.

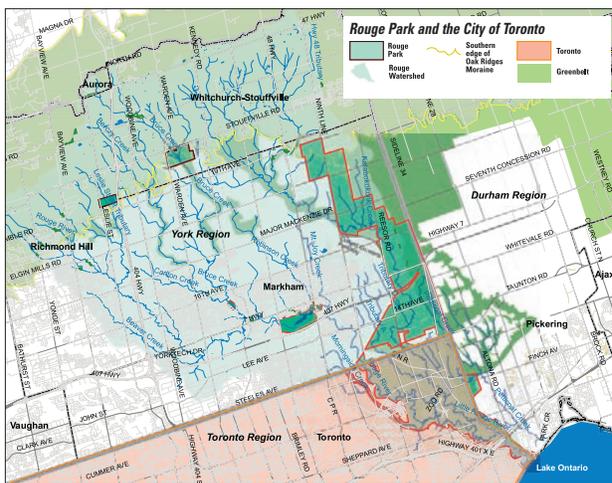
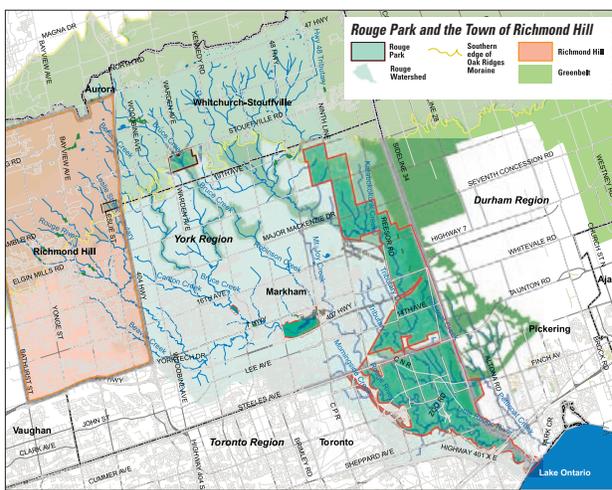
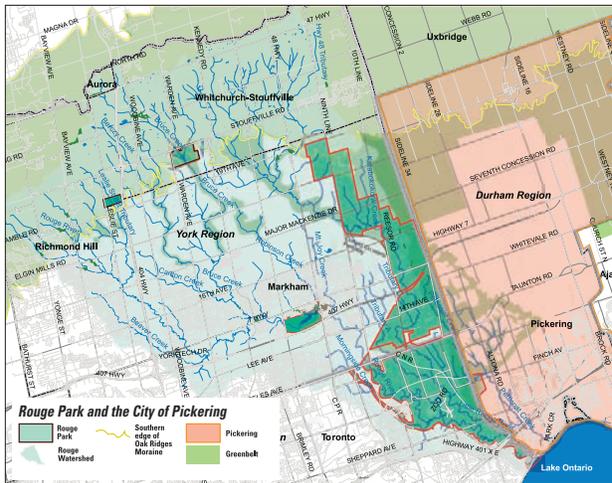
Other Key Areas of Connection to Rouge Park

Greenway System

The town supports the development of a linked greenway system to; support ecological functions, provide access to natural areas, provide continuous trails linking the town's greenway system.

Aquatic Resources

The town has plans to deal with water issues including the protection of fisheries and aquatic habitat in the Rouge River and its tributaries, storm water management, and protection and restoration of wetlands that contribute to improving aquatic habitat and reducing storm floods.



Stewardship Programs

The purpose of the town’s stewardship program is to: work with other government agencies, property owners and businesses to restore natural habitat to public and private lands and increase public awareness and appreciation for the need for stewardship and conservation.

Heritage Conservation

The Town of Markham is conscious of its heritage, reflected in the motto “Leading While Remembering.”

Rouge Park has a strong cultural heritage preservation mandate that can support the heritage conservation goals and objectives of the Town of Markham.

City of Pickering

The City of Pickering is not a major player in Rouge Park. This municipality is located along the eastern edge of the park. Currently only small sections of the park lie within this city. However, additional lands located in Pickering could be added to the park in the future.

The review of the foundations of the city’s Official Plan indicates that the park and its HAVE services contribute to the community vision and many of its goals. These include:

Relevant Goals of Pickering’s Ecological Systems Policy

- to conserve natural resources, especially non-renewable resources;
- to respect ecological carrying capacity, and sustain renewable resources;
- to protect the health and integrity of Pickering’s ecological processes, functions, cycles and systems;
- to promote ecosystem diversity, stability, equilibrium and exchanges; and
- to involve residents, business-people, landowners, relevant public agencies, and other interested groups and individuals in making decisions concerning the ecological system.

Rouge Park and its HAVE program contribute toward Pickering’s ecological systems policy and goals by existing as a major corridor and linkage and by promoting conservation and positive attitudes, understanding and actions by Pickering citizens.

Town of Richmond Hill

The Town of Richmond Hill is becoming a bigger player in the park. Its importance comes from the location of Phyllis Rawlinson Park, a satellite of Rouge Park, and the town's strong commitment to environmental protection and enhancement.

The review of the foundations of the town's Strategic Plan (2002) and its Natural Heritage Strategy (2006) indicates that the park and its HAVE services contribute to the community vision and many of its goals.

The town's strategic plan identifies three goals of relevance Rouge Park's HAVE plan:

- to preserve and restore our unique natural features
- to enhance our healthy and safe community
- to promote citizen responsibility through involvement in our community

The park's HAVE program can contribute to the development of citizen responsibility in conservation and restoration. These healthy activities support stewardship and community connections and safety.

By attracting, educating and involving citizens, HAVE services can foster appreciation, high quality of life and support for preservation and restoration of both natural and cultural assets.

City of Toronto

The City of Toronto is one of the major players in Rouge Park. At the time of writing of this plan, Toronto contains the largest tracts of natural parkland and receives the heaviest visitation.

The review of the foundations of the city's Official Plan and its strategic plan for parks indicates that Rouge Park and its HAVE services contribute to the community vision and many of the city's goals.

Principles for a Successful Toronto

The official plan lists a number of principles that also have direct links with the park and its HAVE Program. These include.

- A City of Diversity and Opportunity
- A City of Beauty
- A City of Connections
- A City of Leaders and Stewards

Toronto's Green Space System and Waterfront

The goal of the green space system is to support and advance the following ecological and social roles:

- the core of the City's ecosystem providing habitat for flora and fauna

- recharging groundwater, cleaning the air and water and limiting flood damage
- natural beauty and landscapes for reflection, contemplation and nature appreciation
- opportunities for passive and active recreation, community gardens and environmental education
- unique tourism destinations

The policies listed above include the concept of expanding parks to include linkages with other open spaces. The reasons for this connectivity can also be included in the interpretation and education programs.

The Natural Environment

Toronto's Official Plan puts strong value and support on nature in the city including interpretation and education about the natural history of the park, habitat restoration, the urban forest, green infrastructure/ ecological services and stewardship.

Rouge Park, with its expanse of natural forest and wetland plus significant areas of land under restoration, has a major part to play in many of the City of Toronto's environmental and livable city initiatives.

Town of Whitchurch-Stouffville

The Town of Whitchurch-Stouffville is currently a minor player in the park. This rapidly growing town is located on the Oak Ridges Moraine at the headwaters of the Rouge River (see map on facing page).

The review of the foundations of the town's strategic plan indicates that the park and its HAVE services contribute to the community vision and goals in a minor way.

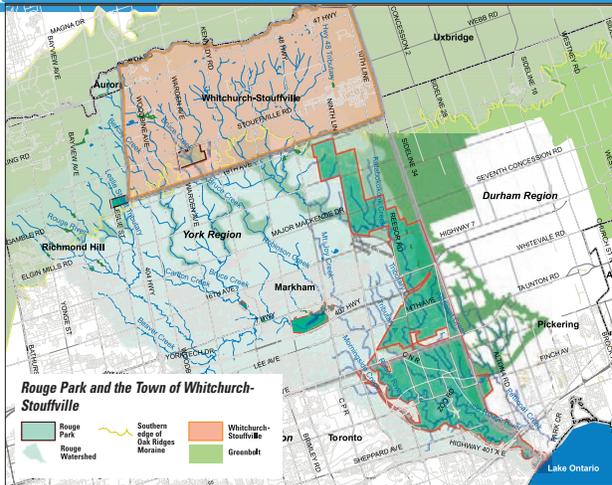
Toronto and Region Conservation Authority

The Toronto and Region Conservation Authority (TRCA) is currently a major player in the park, providing many operational services. The TRCA is a major landholder on behalf of the Rouge Park system. This land base includes Bruce's Mill Conservation Area which the park views as a northern gateway to Rouge Park.

Objectives:

Healthy Rivers and Shorelines

- To restore the integrity and health of the region's rivers and waters...



Regional Biodiversity

- To protect and restore a regional system of natural areas that provide habitat for diverse plant and animal species, improve air quality and provide opportunities for the enjoyment of nature.

Sustainable Communities

- To facilitate broad community understanding, dialogue and action toward integrated approaches to sustainable living and city building that improves the quality of life for residents, businesses and nature.

As would be expected, the foundations of Rouge Park are in complete accord with the TRCA's objectives.

Other Connections

The goals and activities of Rouge Park are also consistent with the TRCA's:

- Natural Heritage System Strategy
- Rouge River Watershed Plan

Toronto Zoo

The Toronto Zoo is located within the park. The zoo is currently a smaller player in the Rouge Park Alliance. However, the zoo has many attributes that make it potentially a more important partner.

Conservation and Education Initiatives

The Toronto Zoo's focus is conservation and education about the various plants and animals it exhibits. They also address local conservation issues. It has a number of programs that have existing or potential connections with the park's HAVE program. These include:

- Urban Turtle Initiative
- Adopt-A-Pond Programme
- Biological Survey of Rouge Park–Critical Habitat Use of Snapping Turtles
- and many others

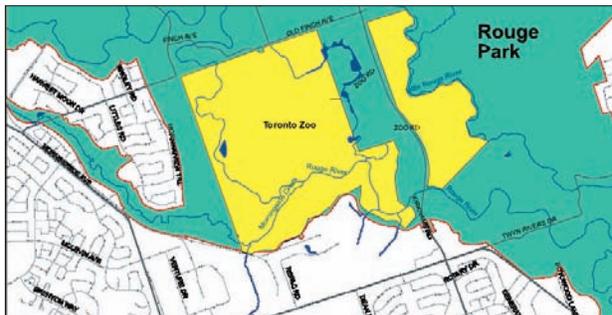
Waterfront Regeneration Trust Corporation

The Waterfront Regeneration Trust Corporation is a non-profit, non-government organization that is in charge of the development of a waterfront trail system along the shore of Lake Ontario.

The trust plays a minor role in the ongoing operations of the park.

The activity that makes the corporation a major player is that it manages the park's \$8.5 million trust fund. This investment income supplies a major part of the park's operating budget.

Location of the Toronto Zoo



Save the Rouge Valley System Inc.

This is a non-government organization whose members played a large role in the early establishment of Rouge Park. It does not appear to be currently active.

Independent Groups Using Rouge Park as a Site for Interpretation and Education Programs

Key Community Groups Active in the Park

The community groups identified below also have strong commitment to stewardship and capacity building within the community. They have already developed participatory habitat restoration programs.

10,000 Trees for the Rouge Valley

10,000 Trees is an entirely volunteer-run non-profit group dedicated to regeneration of natural habitat in the park. They conduct an annual tree planting event and raise funds (often provided by Rouge Park) for the planting projects.

10,000 Trees is a dedicated, effective community group that provides opportunities for park visitors, neighbours and the local community to make meaningful contributions to the park.

Friends of the Rouge Watershed

Friends of the Rouge Watershed (FRW) was formed in 1991 as a non-profit, community-based conservation and advocacy group. This group has several employees and a volunteer component.

Rouge Valley Foundation

The Rouge Valley Foundation (RVF) is a nonprofit charitable organization and the parent organization of a number of smaller organizations including Rouge Valley Naturalists, Citizen Scientists and the Community Resources Centre of Scarborough.

The RVF delivers fee-based K-12 curriculum-based school programming and public interpretation programming through the Rouge Valley Conservation Centre (Pearse House) in Rouge Park.

Milne Park Conservation Association

The Milne Park Conservation Association (MPCA) was formed in March 1985 by a group of citizens concerned for the future of Milne Park.

Activities include habitat restoration, river clean-up and development of information/interpretation signs featuring several sites in Milne Park.

Toronto District School Board (Hillside Outdoor Education School)

This school is operated year-round by the Toronto District school board. Many of the school's programs take place in Rouge Park and other greenspace and are open to schools in the east region of Toronto. The school delivers cross-curricular programs for Grades K- 8.

Issues Relating to Independent Groups Operating in Rouge Park

Rouge Park is the largest natural and cultural reserve in eastern Toronto and Markham. As such, it will become increasingly attractive to community organizations and private businesses as a site for delivery of programs including interpretation, education and tourist programming. The park must develop a protocol for managing these groups and programs in order to ensure that the park's resources, visitors and reputation are protected.

With growing visitation from expanding adjacent urban centres, park management will focus more on visitor behaviour and HAVE programming will reflect this management focus. A key concern is that behaviours learned in any program in the park will be repeated when participants return. It is essential for effective management and protection of park resources that in every program delivered in the park, only appropriate behaviours are learned and modeled, and that information about the park be accurate, up-to-date and positive.

With these new management concerns, the relationship between the park and community groups, outside agencies and tourism businesses will change. Park managers have the responsibility to manage programming by these groups to some degree.

Recommended Approach

A general approach of cooperation and respect will be best. A first line of approach could be through Rouge Park sharing some of the training and support proposed in later chapters of this plan.

We recommend park management require that staff and volunteers working for groups delivering programs in Rouge Park attend Rouge Park training workshops, meet the performance standards and undergo regular evaluations similar to that done for HAVE staff.

Conclusion

The HAVE program at Rouge Park can make significant contributions to the core functions of the park, the agency members of the Rouge Park Alliance, and to the key community group partners that are active in the park.

Foundations for the Rouge Park HAVE Program

HAVE at Rouge Park

The review of Rouge Park's Foundations (Chapter 1) and the Foundations of the Alliance Partners (Chapter 2) indicate very strong mandates for community action and involvement in conservation and restoration of park lands and in life-long learning.

Concepts such as community engagement, involvement, volunteerism, participation, stewardship and contribution were found again and again.

Two-way Communication, Action-based HAVE Services Model Needed

Traditional message-only services will not facilitate these outcomes at higher levels of the Stewardship Development Model (see sidebar: A Stewardship Development Model on facing page). What is required instead are more interactive and conversational learning experiences. Most of today's audiences are ready for higher level critical thinking and questioning skills. And most North Americans already care about the environment and can recall plenty of facts. They want to experience, to compare and connect ideas, to apply their prior learning to interesting and relevant questions and projects, exercise their skills, generate and test ideas, to share and discuss their findings, conjectures and meanings with others, and to make a difference through their direct actions. These "visitor wants" complement the language of the foundations beautifully (see Chapters 1 and 2).

A review of the park's foundations and those of its key partners has revealed a need to move forward to meet a mandate that includes traditional interpretation and education services, but more importantly seeks to empower visitors to make hands-on discoveries, develop and follow interests, communicate and share their discoveries with park staff and their peers, and contribute to park initiatives and relevant initiatives of members of the Rouge Park Alliance. There is a desire to:

- positively influence visitor behaviour to prevent/ reduce negative impacts on the park
- to also involve park neighbours (landowners and other citizens) in conservation, restoration and sustainability issues and projects as well as involving traditional park visitors in heritage appreciation programs
- to develop the overall environmental literacy of park visitors, park neighbours and adjacent communities
 - this includes the knowledge, skills and attitudes

citizens need to sustain their environment, lifestyles and communities for the foreseeable future

- a key part of this will be to better understand and cope with the interactions of their built communities with the park and other natural landscapes that they hold dear
- they will also develop fuller understanding of the initiatives of the park and its partners
- reach audiences outside park boundaries
 - including people who do not currently visit the park

The Stewardship Development Model

This model was adapted by EcoLeaders Interpretation and Environmental Education from various sources to aid other clients to extend beyond traditional territory. It was included in our proposal, and the foundational review confirms that it will be of significant use in future chapters of this HAVE plan.

The model represents a learning progression in environmental stewardship ranging from unsupportive and unaware, through levels of awareness, understanding, to changing values and behaviours all the way to leadership in the community. It recognizes that learning is not usually a linear progression. Rather, many people can be at various points on the scale at the same time.

Stewardship: Tangible Actions

Stewardship of natural and cultural heritage is a cornerstone of the park's mission. Involving park visitors and neighbours in stewardship of Rouge Park and perhaps the greater park ecosystem will therefore be a key activity of the HAVE Program.

The Land Stewardship Centre of Canada (www.landstewardship.org/learnabout.asp) provides a basic working definition of land stewardship which can be applied to all forms of stewardship in the park:

"The practice of carefully managing land usage to ensure natural systems are maintained or enhanced for future generations."

The Importance of the Stewardship Development Model

This model reflects Rouge Park's foundations, and the foundations of the members of the Rouge Park Alliance. As such it provides a solid framework for HAVE service planning.

The proposed goals and objectives of the Rouge Park HAVE program are listed below order of priority.

Stewardship Development Model

Leads

- exemplify stewardship
- effects change in awareness, appreciation understanding and behaviour in others

Behaves

- voluntary contributions to stewardship initiatives
- tangible stewardship actions

Values

- considers the environment to have intrinsic worth
- the environment becomes an important part of her/his identity

Understands

- has in-depth knowledge
- precisely grasps meanings
- able to interrelate concepts

Appreciates

- can comment on the content and importance of specific environmental components

Aware

- has learned something about the natural and cultural environment
- can remember some elements

Unaware

- not equipped with specific or general knowledge

Unsupportive

- behaves in ways that do not support environmental and cultural stewardship

**Fan
the
Flame**

*Engage in
Stewardship*

**Light
the
Spark**

*Traditional
HAVE
Approaches*

Goals of Rouge Park's HAVE Program

Goal 1. Light the Spark of Discovery

Objectives:

- 1.1 Aim to address park visitors at each of the lower levels of the Stewardship Development Model
- 1.2 Focus on basic interpretation—e.g., awareness, appreciation, understanding of natural and cultural heritage of the park aimed at park visitors and located within the park
- 1.3 Assist in the management of visitor impacts and foster proper park use
- 1.4 Enrich visitor experience, providing enjoyment and supporting health and wellness
- 1.5 Include school classes among HAVE audiences, facilitating programs that fit the park's mandate as well as being designed to meet specific curriculum-based learning outcomes as dictated by the Ontario Ministry of Education
- 1.6 Strengthen local communities by identifying, celebrating and sustaining locally significant places and stories (develop a sense of place)

Goal 2. Fan the Flames of Stewardship

Objectives:

- 2.1 Develop advocates for Rouge Park and the values under management
- 2.2 Enable engagement by removing barriers and providing information, facilities and viable alternatives, and developing skills and capacity of participants
- 2.3 Provide learning opportunities at each of the upper levels of the Stewardship Development Model (*Values, Behaves, Leads*)
- 2.4 Build on audience interests and knowledge of the park's natural and cultural heritage initiated by light the spark activities or already present in some individuals

Goal 3. Engage and Involve Citizens in Stewardship

Objectives:

- 3.1 Engage park visitors and other interested parties to become involved in the park's stewardship activities, such as restoration and monitoring, through co-productions with community groups, deliberative fora (discussion/conversation/meetings) and personal contacts, using existing networks where possible

3.2 Encourage on-going and additional involvement and other contributions from park visitors, individual citizens and community groups through recognition and rewards (the counterpoint of regulations and enforcement), perhaps including expenditures such as micro-grants to community groups

3.3 Develop collaborations and partnerships with groups and agencies to deliver appropriate HAVE services to park visitors

Goal 4. Promote Best Practices in Natural and Cultural Heritage Stewardship

Objectives:

4.1 Lead by example

4.2 Use these examples in HAVE offerings, ensuring that they are visible, accessible, and interpreted

4.3 Assist immediate park neighbours to identify with the park and to manage their properties in a sympathetic manner as per greater park ecosystem concept

4.4 Assist other landholders within the Rouge watershed to restore and enhance the natural ecosystem attributes of their properties

Goal 5. Deliver Information/Orientation about the park

Objectives:

5.1 Assist park users, park neighbours, local media and decision makers, Rouge Park Alliance members, participating community groups and all Rouge Park staff to be able to:

- sketch the location of the park on a map, including its boundaries and size
- mark the locations of key park infrastructure (e.g., trails and visitor facilities)
- describe some of the park uses and regulations associated with them, including learning and participation opportunities
- locate, access and enjoy park features and experiences

5.2 Provide orientation and information needed for safety

5.3 Promote upcoming HAVE services and events and take program registration when appropriate

Goal 6. Support Tourism and Marketing

Objectives:

6.1 Attract visitors from further afield or encourage them to lengthen their stay

6.2 Maintain and increase the profile of Rouge Park as a positive, cooperative community asset

Goal 7. Build Trust and Teamwork

Objectives:

7.1 Support the Rouge Park Alliance and other park partnerships by developing trust and facilitating cooperation among Rouge Park staff, Alliance members, partners, collaborators, community groups, researchers and the public through the friendly, positive, cooperative tasks of providing HAVE services

7.2 Be a positive, visible presence in the community

Analysis of Key Park Features

Some Glacial Features in Rouge Park



Whitby Formation



Cliff Faces



Glacial Erratic



Drumlin

EcoLeaders conducted extensive, but by no-means exhaustive, research on the geological, natural and cultural features of Rouge Park. The result is a 167-page Feature Analysis (Chapter 4) and an 87-page Natural History Features Inventory (Appendix 2) and a 17-page Cultural History Features Inventory. Within this analysis there were over 230 recommendations to HAVE staff for developing HA programs and services. The following is a summary of key recommendations,

Recommendations About Geological Features and Concepts

- Geomorphology of Rouge Park should be included in the overall story of the park.
- We encourage park management to commission studies of the geology and geomorphology of Rouge Park north of Steeles including the satellite areas.

Whitby Formation

- One or both of the major exposures of the Whitby Formation should be featured in the HAVE program.
- Further scientific study should be conducted on the Whitby shales within the park.
- HAVE staff should contact local researchers to access molds or specimens of typical Ordovician fossils.

Georgian Bay Formation, York Till, Don Beds, Scarborough Formation, Sunnybrook Till, Thorncliffe Formation, Halton Till and the Lake Iroquois Deposits

- All should be featured in the HAVE program.

Recent Stream Deposits, Cutbanks and Sandbars and the Rouge River Baymouth Bar

- The ongoing river dynamics of the rivers and Lake Ontario should be used in programs to explore the impacts of urbanization and other human use patterns where the exposure can be clearly seen and where visitors and the resource are safe.

Recommendations About Biological Features and Concepts

Big Picture Concepts

Watersheds

- The watershed concept is a key concept to be described, illustrated and interpreted in Rouge Park.
- The importance of forests and wetlands to the maintenance of a sustainable watershed system (provision of free ecological services—green infrastructure) is a core idea within the watershed concept and should be stressed in HAVE communications.

Rouge Park and the Rouge River Watershed

- Models, illustrations and maps of the Rouge River watershed should be used to educate park visitors and neighbours about the watershed.
- The Duffins and Petticoat Creek watersheds, which have portions within Rouge Park, should be included to a lesser extent.

Original State of the Rouge Watershed

- Further research into what the original pre-European settlement forest looked like should be undertaken.
- The story and description of the pre-European settlement forests and watershed should be part of the HAVE program.

Current State of the Rouge Watershed

- The current issues facing the Rouge and adjacent watersheds are important components of the HAVE Program. The authors of the Rouge River Watershed Plan indicate that the watershed is at an important tipping point, where concerted municipal and citizen action is needed to restore and maintain viability. HAVE programs can contribute to public education and information needed to generate citizen support for these initiatives.

Plans to Deal with Increased Urbanization in the Rouge Watershed

- The reasons, effects and importance of the plans for restoring and protecting habitat in Rouge Park should be an important component of HAVE services. This should include the expected effects throughout the entire watershed.
- The importance and contributions of the green infrastructure within Rouge Park and elsewhere in the watershed as contributing to quality of life must be included in HAVE services.
- The Rouge Park HAVE services should include opportunities for citizen involvement and participation in stewardship and habitat restoration and monitoring programs within the park.

Climate Change

- Climate change and its effects on park ecology, the ecology of the watershed and its influence on the region's green infrastructure should be part of the HAVE program in Rouge Park.
- HAVE staff should keep abreast of new developments, findings and predictions in climate change science in southern Ontario to ensure accuracy.

Major Habitats and Related Concepts

Ontario Tallgrass Prairie

- Tallgrass prairie habitat should be featured in HAVE programming when it is established in the Little Rouge Corridor.
- HAVE staff can greatly assist park management. The maintenance of tallgrass prairie habitat requires periodic prescribed, controlled burning. This type of activity can be disturbing to nearby park neighbours and people who have deep emotional connections to the park and insufficient understanding of the natural role of fire as well as to those unsupportive or unaware of the park and its values.

Meadows

- The importance and role of old field habitat in natural succession from farm field to forest should be included in HAVE offerings.

Forests

- The importance of forests to a sustainable Rouge River watershed should be a key component of the HAVE program.
- Forests are a highly visible component should be used as an focus of identity of the park.

Carolinian Forest

- The story of Carolinian forests should be a central part of the HAVE forest education program.
- To ensure that the story of Carolinian forests in Rouge Park be as accurate as possible, we recommend further studies of historical records to determine if the park's forests were at one time home to a broader range and higher populations of diagnostic Carolinian species.
- HAVE staff should keep abreast of restoration activities and plans to plant diagnostic Carolinian species within the park and the greater park ecosystem.

Great Lakes-St. Lawrence Forest

- HAVE services should focus on the transitional status of the park's and the watersheds' forests, and includes the fact that current forests have many characteristics of the Great Lakes–St Lawrence forests that lie to the north.

Major Habitats in Rouge Park



Prairie/Meadow



Forest



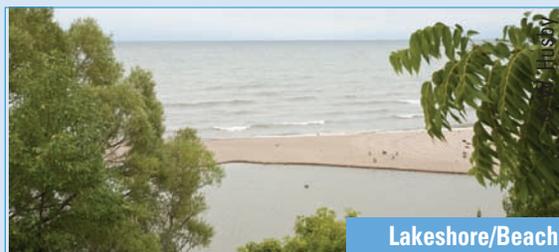
River



Wetland



Pond



Lakeshore/Beach

Forest Concepts

Succession

- Succession is a key concept in the fabric of the park's forests and within the park's ambitious habitat restoration program, and must be included as a key component of park's HAVE Program.

Urban Forests

- HAVE services should feature the importance of urban forests in Rouge Park, the three major watersheds and the municipalities and regions that are members of the Rouge Park Alliance.
- Outreach: HAVE services should develop and build community capacity to carry out urban forest husbandry activities. Individuals and companies can do this on their own land holdings or on available park and other public land. This could include a focus on native plant gardening and xeriscaping.

Invasive Species

- HAVE services should feature the effects of invasive species on the park's habitats, what the park is doing to control them.

Riparian Habitat

- HAVE programming should stress the importance of riparian habitat in the park and within the watersheds that contain the park and how citizens, especially park neighbours, can help.
- Some trails in the park should pass through riparian habitat so that visitors have chances to experience its lush diversity and so that it can be featured in HAVE programming.

Rivers: River Concepts

The Water Cycle

- The water cycle in the Rouge River watershed (and to a lesser degree that of the Duffins and Petticoat Watersheds) should be a part of the HAVE program.

Flooding

- HAVE programs should include a focus on:
 - the causes of flooding in the park and in the watershed
 - the effects of flooding in the park and in the watershed
 - what is being done and what is planned to mitigate flooding in the park and the watershed

Natural Characteristics of Rivers

River Ecology

- The many aspects of river ecology (discussed below) should be a central part of HAVE services.

River-Based Food Webs

- HAVE programs should include river-based food webs and food chains as a means of demonstrating the close interconnections of aquatic and terrestrial systems within the park's watersheds.

Aquatic Ecosystem Integrity

- ➔ The HAVE program should include opportunities for individuals and groups in regular monitoring of populations of river creatures

Challenges to River Ecology

Ecological Degradation

- ➔ The concept of habitat degradation with specific reference to the Rouge River system should be included in HAVE services.

Water Pollution

- ➔ Water pollution and its effects on watersheds is an important topic for the HAVE program.
- ➔ Citizen action campaigns such as marking of storm drains to indicate their connection to fish in streams to home owners can be excellent activities to increase awareness and to reduce some types of pollution.

Aquatic Invasive Animal Species

- ➔ HAVE services should include:
 - identification of key aquatic invasive species
 - information about how they are responsible for environmental degradation in specific areas of the river system

River Habitat Quality

- ➔ HAVE program can publicize past and present river habitat quality, inform visitors and park neighbours of trends and the activities by governments, agencies and NGOs taking place to deal with them.

Management of the Rouge River

- ➔ HAVE services can:
 - highlight the need for the plan
 - identify key issues to be addressed by the plan
 - feature management activities taking place in management zones which enclose segments of the park

Wetlands

Wetlands General

- ➔ HAVE services should emphasize the importance of wetlands to the ecology of the park and watershed, as well as their value and importance to the green infrastructure of the human communities that are located in the watershed.

Rouge Marsh

- ➔ This is a regionally important wetland for the GTA. HAVE services should feature the importance of this wetland and also the ecological and green infrastructure functions that take place here.

Townline Wetland Complex

- ➔ Amos Pond is biologically isolated with roads immediately adjacent to it on the south on housing immediately adjacent to the wetland on the east and farmland to the north. This part of the wetland complex

would be the most obvious location for a wetland education development (e.g., a boardwalk for groups to dip for pond creatures as part of an education program) since it would not impose much more stress to this part of the complex than already exists.

- ➔ Carrick's Swamp may have some potential as a wetland study centre.
- ➔ Townline Swamp is the most intact and isolated part of the wetland complex. We recommend that it remains in its current state without any HAVE development.

Beare Hill Wetland Complex

- ➔ HAVE and park management should meet regularly with the Rouge Valley Foundation (which uses the site for programming) at least twice each year before the Foundation's education program begins in September and after it is completed in June. This will increase understanding and trust and ensure that resource management issues are identified and addressed.
- ➔ An alternative to the Lower Beare Hill Pond should be found or created for pond education programming. Ideally, this could be located near Pearse House to facilitate the Rouge Valley Foundation's programming.
- ➔ Experts on the nesting of trumpeter swans should be consulted to determine if trail re-routing is required to reduce the impact of people on nesting trumpeter swans.

Finch Wetland

- ➔ This wetland is located close to the highest concentration of visitors to the park area; visitors to the Toronto Zoo. HAVE staff may be able to develop a wetland program that attracts some of these visitors before they head for home or for a separate visit.

Riparian Wetlands

- ➔ Streamside wetlands can be incorporated into HAVE programs, especially those relating to the importance of riparian habitat.

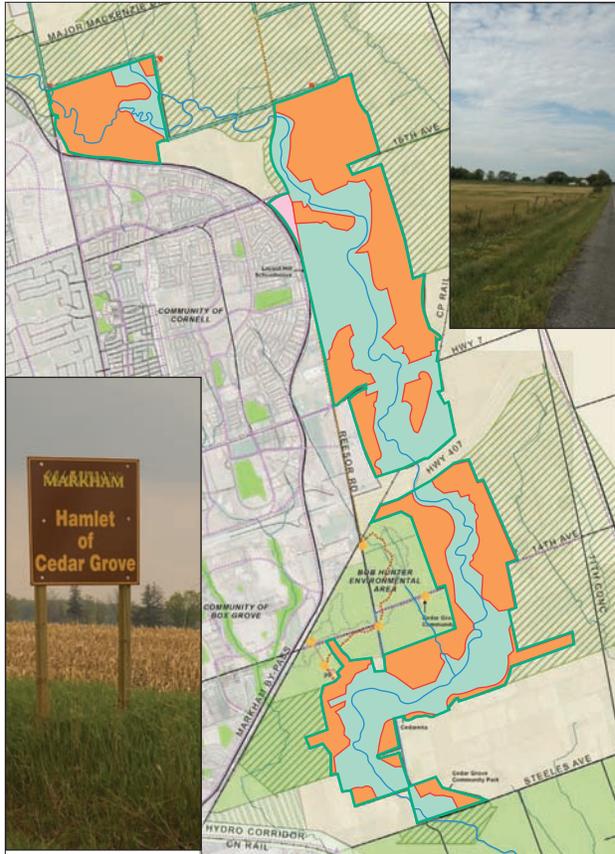
Ponds

- ➔ Selected natural or man-made ponds can be effectively used as pond ecology discovery activity sites.
 - Criteria for selection should include:
 - location near areas of visitor concentration
 - visitor safety
 - protection of rare and endangered species

Vernal Pools

- ➔ Vernal pools are an important habitat component in Carolinian forest. They should be included in interpretation and environmental education programming delivered by HAVE staff.
- ➔ At least one demonstration vernal pool should be

Restoration lands (orange) in Rouge Park north of Steeles Avenue



constructed near a place where visitors gather e.g.,

- in Bob Hunter Memorial Park
- near the Woodlands Parking Area
- near the Twyn Rivers parking Area
- near Hillside School or Pearse House

Beach/Lakeshore

- The high visitation to the beach area and the easy access to Lake Ontario and Rouge Marsh make this site an ideal location for interpretive programming during sunny spring and fall weekends and daily during the summer holidays.

Major Park Activities and Functions

Habitat Restoration

Key Concepts

Biodiversity

- Maintaining and enhancing forest, wetland and riverine biodiversity is a key goal of Rouge Park. HAVE programming should inform, inspire and involve visitors and park neighbours in the park's biodiversity restoration and preservation activities.
- HAVE programs should make the connections between high biodiversity and the resilience and capacity of the watershed's green infrastructure.

Interior Forest and Habitat Fragmentation

- One of the key objectives of the park's restoration program is to increase forest plot size and decrease habitat fragmentation. HAVE programs can highlight and illustrate these concepts, and show how the habitat restoration program is addressing these issues.

Island Effect and Ecological Corridors

- Developing and maintaining ecological corridors are a key reason for the park's habitat restoration initiatives. HAVE services should feature these concepts, and how the park is working to deal with the island effect, and why ecological corridors are being developed.

Greater Park Ecosystem

- HAVE services should include communication about the Greater Park Ecosystem and its importance to management of the park and the Rouge River watershed.

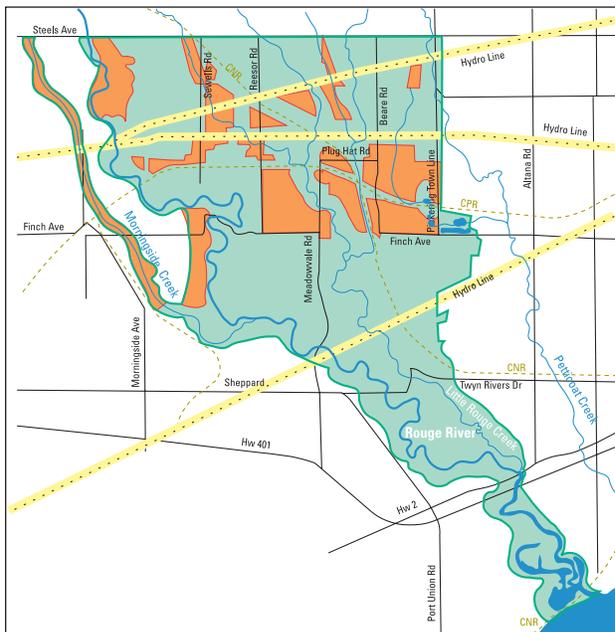
Habitat Restoration Issues

- Rouge Park's HAVE program can communicate the findings about restoration issues and work with partners to build restoration capacity in Rouge Park Alliance members, citizens, and especially neighbouring landowners.

Progress of Forest Habitat Restoration

- The park's HAVE program should actively celebrate Rouge Park's restoration efforts and achievements .

Restoration lands (orange) in Rouge Park south of Steeles Avenue



Watershed Management

- Maintain existing citizen-participation monitoring programs in the park. There are several on-going programs connected to the Toronto Zoo (e.g., Frog Watch). HAVE staff should work with park management and the park's natural heritage management staff to develop additional citizen science-monitoring programs.

Park Management Management Zones

- HAVE staff work with park management staff to develop a unified management zoning system for the entire park.
- Whenever possible identify the management zones to visitors.

Nature Reserve

- HAVE staff and programs should emphasize the location and importance of the Nature Reserve areas.

Natural Areas

- If park management decides to follow our recommendations for an expanded use of the Natural Area Zone to buffer some Nature Reserve lands and as trail corridors, HAVE staff can work with managers to identify trail routes that will access important viewpoints and key points along edges or through Nature Reserve land for maximum access to key park features for education and visitor experience with minimal damage to sensitive habitat.

Restoration Zone

- HAVE programs should be designed to raise the profile of Rouge Park and its habitat restoration program within the community.

Agricultural Heritage Reserve

- HAVE staff should ensure that park visitor and neighbours know which lands are designated Agricultural Heritage Reserve.

Access Zones/Trailheads

- HAVE staff should develop a sign standards manual for use in all Rouge Park information and interpretation signs, kiosks, publications and new media to ensure consistency throughout the park.
- All Access Zones/Trailheads should include consistent, approved designs for structures.

Special Management Zone/Managed Areas

- HAVE programming is not likely to feature details of the park's specific special management zones. However, programming must be influenced by the safety and risk to resources concerns inherent with any special management zone.

Heritage Zones

- HAVE staff should develop a system of information/interpretation signs that marks at least the main cultural nodes within the park.

Key Park Management Issues

- HAVE staff should work with park management and enforcement staff to develop a Three-E Strategy for addressing these and other management challenges.
- HAVE staff could work with Rouge Park and members of the Rouge Park Alliance (especially municipal recreation departments) to identify and develop sites near Rouge Park where citizens could legally engage in key problem activities (e.g., one or more dog parks where dogs can run off-leash, and at least one mountain bike park).



Three major management issues: Mountain Bike riding on- and off-trail (top), waste dumping along park roads (middle), dogs off-leash (bottom)

Some Cultural History Features in Rouge Park



Mill Ruin



Mill Ruin



Old Dam Foundation



Old Home Site

Analysis of Cultural Features and Concepts

Cultural Heritage Overview

- Cultural heritage programming should include consultation with local experts.

Time Periods

- HAVE staff should commission a professional review of existing heritage feature inventories with the aim of:
 - identifying and mapping existing sites and features
 - removing features that no longer exist
 - gathering detailed information that can be used in HAVE programs

Carrying Place Trail

- HAVE staff should feature the Carrying Place Trail in its programming.
- If the exact location of the trail is to be interpreted, HAVE staff should commission a detailed study to identify the exact location of all or parts of it, perhaps working with:
 - a university archeology department
 - the TRCA archeological division
 - an archeological consultant

Pre-Contact First Nations Use

- HAVE services should feature First Nations pre-contact history.
- The Rouge Park Alliance may wish to clarify the policy regarding inclusion of First Nations groups in development of programming.
- HAVE staff and park management should develop partnerships with archeological institutions (e.g., museums) and university departments to conduct further research in Rouge Park to develop a clearer picture of pre-contact First Nations use of the lands within the park.

First Nations Post-Contact

- This period of the history of the park is important. HAVE services should feature the fur trade period.

Bead Hill National Historic Site

- To do the required research regarding this National Historic Site, the park should consider developing partnerships with:
 - archeological specialists (e.g., Royal Ontario Museum, university archeology researchers, TRCA archeology department)
 - First Nations organizations representing the Seneca Nation (e.g., Six Nations Reserve)
 - other national, provincial and regional agencies that specialize study and protection of historic sites

- researchers with special knowledge of the site (e.g., Dana Poulton)

- ➔ If this project moves ahead, HAVE staff should develop:
 - communications and interpretation about the project throughout its life cycle
 - if supported by the research group, develop a program which includes volunteers helping with the project for long-term stewardship aspects
 - a long-term interpretive plan for the site

European Settlement 1794–1837

- ➔ HAVE staff should feature European settlement in some of its human heritage programming.

Effects of European Settlement on Vegetation

- ➔ HAVE programs should include information about changes in forest and river systems in the park and watershed, and make connections as to why reforestation and wetland restoration are important.

Recent History: Farmland

- ➔ HAVE staff should work with existing or new tenant farmers on Agricultural Heritage Reserve lands to explore and develop experiential learning opportunities on real working farms.
- ➔ HAVE staff should stay alert for opportunities to work with non-profit organizations associated with farming and food security issues, to explore and perhaps develop a demonstration farm that provides visitors with opportunities to learn about agriculture in today's world and historical and current food production.

Historic Buildings

- ➔ HAVE staff should partner with local historical groups such as the Markham Museum and the Scarborough Historical Museum to sponsor an oral history study of the lands within Rouge Park.

Key Historic Structures

Restored Buildings

Pearse House

- ➔ This site may be supplemented by an interpretation/information kiosk that could include:
 - interpretation of Pearse House history and architectural features
 - a trail map panel featuring the park's trail system
 - a self-serve brochure rack for park maps and brochures
 - park regulations

Hillside Outdoor Education School

- ➔ If the building was restored with historical accuracy, it has potential as a living history education site where students could relive a day in the life of a late 1800s–early 1900s Ontario country public school.

Little Rouge Corridor

- ➔ HAVE staff should partner with local historical groups such as the Markham Museum to sponsor detailed study of the potential of heritage properties for HAVE services in the Little Rouge Corridor.

Lapp Brothers Cider Mill

- ➔ If some or all of the original cider pressing machinery remains, or if it can be restored, this site would be ideal as a seasonal cultural heritage interpretation site.

Cedar Grove Cemetery

- ➔ The cemetery is of great local importance and should not be considered a HAVE program site without the endorsement and participation of the Cedar Grove community.

Cedar Grove Community Centre

- ➔ If all or parts of this building are restored with historical accuracy, it has potential as a living history education site where students could relive a day in the life of a late 1800s–early 1900s Ontario country public school.

Historic Structures and Ruins

Mill Ruins

- ➔ The mill sites in Rouge Park should be surveyed by historic site professionals to identify the locations, functions and changes in the sites through time.
- ➔ In parallel to the on-site studies, literature and oral history studies should gather additional information on all mill sites in or close to Rouge Park.

Dams

- ➔ HAVE staff should research and record the locations and histories of mill and recreation focused dams in the park.

House Ruins

- ➔ HAVE staff should interpret obvious house ruins if they exist in locations where visitors congregate.



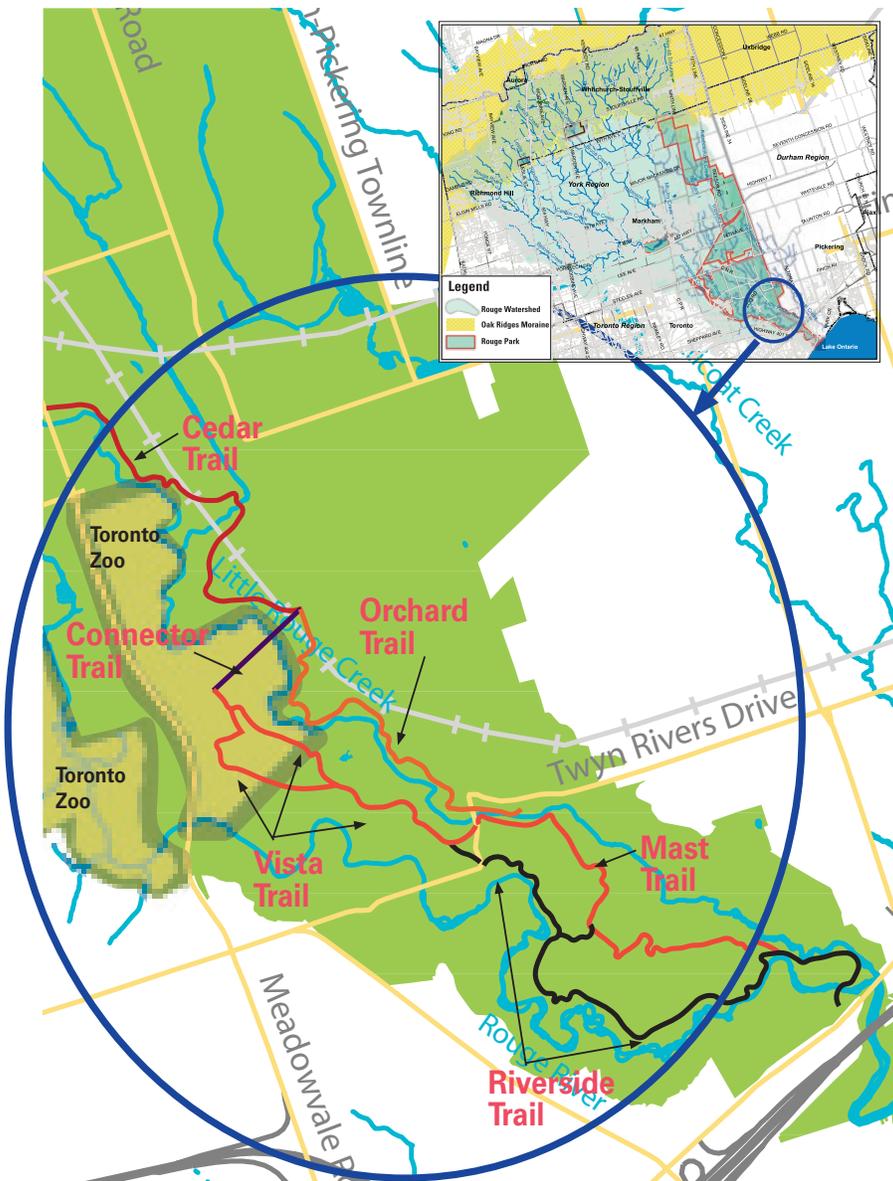
Cedar Grove Comm. Centre © W. Husby

Analysis of Park Facilities and Structures

Official Trails

- HAVE staff should consider renaming and reconfiguring the existing trail system to complete and emphasise the system's inherent nested-loop design.
- the park should consider adding short, nested-loop trails at locations where neighbourhoods access the park, and at areas of current and expected visitor access, e.g., the Bob Hunter Memorial Park, the Little Rouge Corridor.
- All future trails should have a loop or nested loop design. Note that this design facilitates staff-led HAVE services by providing flexibility in length, routes and options regarding weather. It also reduces development of unofficial trails and route connections.

Rouge Park's Official Trails



Unofficial Trails and Structures

Walking Trails

- Management of unofficial trails does not rest in the jurisdiction of HAVE staff. However, HAVE staff could assist:
 - in defining the scope of the problem
 - to assess the situation and developing an implementation plan
 - implementation

Bike Trails

- HAVE staff can work with park manager and natural heritage manager to:
 - identify areas of the park that have highest levels of mountain bike activity through staff, visitor and volunteer input
 - identify key mountain bike issues
 - participate in a Three-E strategy for addressing mountain bike issues
 - implement the education portion of the strategy

Unofficial Structures

- HAVE staff may be useful in assisting park management deal with unofficial structures in the park through:
 - assisting in community information meetings, flyers, etc. about the development of official trails or other changes in the southern section of the park, or any area of the park where this issue emerges

Boardwalks

- HAVE staff should be involved in the development and design of boardwalks in Rouge Park.

Interpretation Signs

- ➔ The Glen Eagles Vista signs should remain for the duration of their field life. Additional signs that feature the park's HAVE themes may be added in the future.

Information/Orientation Signs

Park Entry Signs, Minor Entry Signs, Park Boundary Markers

- ➔ HAVE staff should develop a family of park entry signs and markers that are suitable for the following situations:
 - major entry sign at main areas of road entry to the park (easily seen from passing vehicles)
 - minor identification signs along major thoroughfares
 - consists of a consistent symbol and colour
 - function is to remind people of park presence
 - smaller versions of identification signs (park boundary markers) designed to be read by people on foot: trail users, park neighbours, potential garbage dumpers

Trail Markers

- ➔ HAVE staff should develop a standardized trail marker that can be used on all trails. This marker should include Rouge Park's name and logo.
- ➔ The design and colours should be closely related to other signs in Rouge Park.

Trailhead Signs

- ➔ HAVE staff should work with key partners, particularly Toronto Parks, Forestry and Recreation and Town of Markham Parks, to develop a set of sign design and content standards that will ensure a consistent trailhead sign system.
- ➔ Replace current inconsistent entrance signs as soon as budgets permit.

Pedestrian-Focused Entrance Signs

- ➔ HAVE staff should add the Rouge Park name and logo as the most prominent elements of this sign (perhaps as a banner headline on an additional panel at the top or bottom of the sign).
- ➔ Place more of these at major pedestrian entry points, trailheads and parking areas.
- ➔ Consider a smaller, stripped-down version of this sign to be placed at neighbourhood pedestrian entry points to Rouge Park.

Restoration Signs

- ➔ HAVE staff should work with natural heritage managers in the park to:
 - sign all visible locations of past and future restoration activities

- develop sign designs that target:
 - road traffic
 - pedestrian traffic

- ➔ HAVE staff should develop consistent design criteria for these signs that are consistent with other sign designs, and that include the Rouge Park name and logo.
- ➔ HAVE staff should develop a protocol of one or two large signs at viewpoints, supported by smaller signs to remind and reinforce specific messages or use a more generic and broadly useful text such as "Environmentally Sensitive Area, "Please Stay on the Trail."

Regulation Signs

- ➔ HAVE staff work with key partners, particularly Toronto Parks, Forestry and Recreation and Town of Markham Parks, to develop a set of sign design and content standards that will ensure a consistent park regulations sign system.
- ➔ Replace current inconsistent regulations signs as soon as budgets permit.

Map Panels

- ➔ Rouge Park should develop standardized map and map panel designs for use at trailheads in Rouge Park and in the satellite sites. The design should include standardized :
 - sizes e.g.,
 - large (roadside)
 - medium (trailhead)
 - small (trail junctions)
 - colours and symbols
 - mounting
 - locations and orientations with respect to roads, parking lots and trails

Study Ponds

- ➔ HAVE staff should work with the park's natural heritage management staff to identify criteria for selecting natural ponds as study sites based on sound ecological principles.
- ➔ With input from Natural Heritage management staff, HAVE staff should apply these principles/criteria when selecting existing ponds as study sites.

Butterfly and Demonstration Garden

- ➔ Using the techniques developed at Bruce's Mill Conservation Area, HAVE staff should develop a series of native plant demonstration gardens based on park themes at specific sites where large numbers of visitors flow through.

Some Rouge Park Viewscapes



From Glen Eagles Vista



Beare Landfill



View from Beare Landfill



From Rouge Beach

© W. Husby

Glen Rouge Campground First Nations Programming Sites

- HAVE staff should work with Native Child and Family Services of Toronto to ensure that public program content delivered by this group is compatible with the park's goals and objectives.

Viewscapes

Glen Eagle Vista

- This location is ideal for introducing the Carolinian forest and what its original old-growth may have looked like.
- This site also affords very good views of some of the soil exposures of the park. Interpretation of the park's geological history should continue here, but without impacting the natural, wild-in-the-city experience of park users.

Beare Hill

- HAVE staff should not give up on long term future use of this location for viewpoints and interpretation of the landscape.

Rouge Beach

- There are opportunities to interpret the effects of Lake Ontario on the natural and cultural history of the park.

Rouge Beach Pedestrian Bridge

- This bridge offers good views of Rouge Marsh and could be a location for interpretation signs about its natural history and cultural significance. However, the site's low visitor use makes this a low priority for development for interpretation signs systems.

Analysis of Audiences and Markets

Knowledge of current and potential park users is essential for developing effective and attractive HAVE services.

Park Use Data: Best Practice What Information is Needed?

Park Use Statistics

This is information that tells park managers and HAVE staff:

- the location of visitor hot spots (areas of high visitation)
- when people are using the park:
 - peak hours of use for specific sites and the park in general
 - peak seasons of use
 - peak months of use
 - peak use days of the week
- yearly use statistics
- trends in use
 - is use of specific sites and the park in general increasing/decreasing/remaining the same

How this Information Is Used

It is analysed to identify trends and find explanations for trends. Using the information gathered, park managers and HAVE staff can ensure the most effective and efficient use of limited program staff using the following approaches:

- identify areas of the park where people congregate
 - HAVE staff should deliver programs at areas where the people are
 - high use sites may need specific infrastructure to support HAVE programming
 - identify high use areas for additional maintenance and enforcement activities of operations staff
 - very high use sites may need hardening of some infrastructure (e.g., very heavily used trails may need boardwalk sections or paving to deal with trail erosion)
- identify staffing needs
 - very high use parks require more staff than low use parks
- guide staffing allocations
 - deploy HAVE staff to focusing on heavy use based on high use season, months, days of the week, time of day

Visitor Profiling

Like almost any other service or education endeavour, there is no magic one-size-fits-all solution. To be effective HAVE staff must know and understand:

- park user motivations for coming to the park
- activities they take part in while in the park
- how much time they spend per visit
- how often they visit the park
- what they already know about the park and its features, and the park's policies and rules as well as other background about ecology and history, etc. (prior knowledge)
- their attitudes toward the park and its stewardship mandate

How this Information Is Used

To deliver effective programming, HAVE staff must understand the attitudes, prior knowledge and behaviours of participants in order to develop attractive presentations and have relevant content that is neither too advanced nor below the general level of knowledge of participants.

Ethno-cultural background can be an important factor of visitor profiling. Markham and Toronto have very high percentages of new Canadians who were born in other parts of the world where people have significantly different views and behaviours toward the natural world and toward history and historic sites.

Market Analysis Best Practice What Information is Needed?

Market analysis relies on information about current and potential park users on a larger scale. Key areas of interest are studies and projections on:

- population trends
- local demographics
 - ethno-cultural breakdowns of new Canadians
- tourism statistics and trends
- interests and activities of local populations and tourists
- megatrends
 - the big trends and changes that are occurring or likely to occur and how they affect the future use of Rouge Park
 - climate change
 - peak oil (rapidly increasing costs for travel)
 - baby boom generation (retiring with good income or savings, wanting to travel and interact with nature and history sites)

How this Information Is Used

Market information is used to:

- identify potential park user groups
- identify their needs and interests plus the potential barriers to them visiting the park and participating in HAVE services
- promote HAVE services

Key Findings of the Audience Analysis

Findings

At present very little information is known about visitors to Rouge Park.

Also, because Rouge Park has a small staff and is a new park that is still in the property acquisition phase, there is no HAVE programming for park visitors and no HAVE school programming. This means that at present there are no data on the number and types of park users that attend HAVE programs.

Gaps

Park visitation statistics are essential to HAVE staff for:

- providing overall visitation numbers that will help to justify commitment of budget to adequately serve the park's visitors
- changing numbers of visitors over a period of years provide input about the overall effectiveness of the HAVE program
- identifying areas of high use within the park
- identifying areas of low use within the park
- over several years, identifying trends and shifts in visitor use

Currently, there are no pedestrian counters on the main trails and no vehicle counters at the entrances to main parking lots or on the roads passing through the park.

➡ Recommendations

To increasing understanding of park visitor numbers and high visitation sites:

1. Install trailhead pedestrian counters at:
 - Rouge Beach
 - Glen Rouge Parking lot
 - Glen Eagles Vista
 - on loop trail between parking lot and viewpoints
 - Twyn Rivers Area
 - Pearse House
 - Beare Landfill Road (near entrance to the landfill site)
 - Woodlands Area
 - northern areas of the park in the future
 - trails at Bob Hunter Memorial Park
 - at all trailheads as new visitor areas are developed

2. Install parking lot vehicle counters at:
 - Rouge Beach
 - Glen Rouge Parking lot
 - Glen Eagles Vista
 - Twyn Rivers Area
 - Pearse House
 - Woodlands Area
 - Bob Hunter Memorial Park
3. Install road car counters on local roads passing through the park (not on major highways (407, 401))
4. Each year, review the information gathered to identify: Use Patterns
5. Analyse the data to determine:
 - overall use patterns
 - an estimate of total park use for the year
 - overall use trends by comparing with data from previous years
 - area use patterns
 - total, seasonal, daily use patterns at each site
 - use trends for specific areas, sites and trails
6. Apply the data and analysis results in an annual HAVE program planning process to:
 - allocate funds and effort to areas in the park that have highest use
 - justify requests for funding from partners and funders
 - identify areas of further visitor study and analysis
 - e.g., find out why there is a decline in use of a particular trail
 - e.g., study and analyze make-up of attendees at special events—why are certain visible minorities not attending?

Visitor Profile Information

Findings

No detailed visitor surveys have been conducted and little is clearly known about the make-up and composition of park users.

Anecdotal information gathered from talking to park employees, members of local community groups and other park users indicates that:

- there are a mix of European and Asian Canadians who use the park
 - but there is no information to indicate whether or not visitors reflect the local population mix, or if there is under-representation of some groups
- many people come from nearby neighbourhoods
- many are multiple repeat visitors
 - a significant number use the park several times a week, even daily
- some visitors drive from far away
- a majority of park users are interested in natural history
- main activities include:
 - exercising dogs/dog walking
 - running/jogging
 - walking/hiking

This information is a good starting point for developing HAVE services. However, there are many gaps in knowledge and understanding about park visitors.

Gaps

There are gaps in all the areas of visitor profiling described in the best practice section of this chapter. These gaps make it challenging to develop effective programming that fits the needs and interests of park users.

➔ **Recommendations**

Rouge Park is a growing park in a rapidly developing urban area. Visitor pressure will grow as more people move into the area and as HAVE services develop and create more awareness and involvement in the park and in HAVE offerings. Detailed information on park users will be essential to develop effective, cost effective services.

1. Using the Best Practice section in Chapter 5 as a guide, HAVE staff or a qualified contractor should conduct an extensive visitor survey of Rouge Park and its satellite areas to develop a baseline visitor profile for use in further development of HAVE services in Rouge Park.
2. HAVE staff should regularly gather visitor profile information as part of regular HAVE programming.
3. HAVE staff should re-evaluate visitor profile information every five years to assess the need for another major visitor survey.

Key Findings of the Market Analysis

Specific Information about Municipalities

Rouge Park is located mainly within eastern Toronto (formerly Scarborough) and western Pickering and eastern Markham. Most of the park's visitation will come from these adjacent communities. Eastern Toronto and Markham are growing faster than Pickering. They also have more cultural diversity and a significantly larger visible minority population.

Implications for Rouge Park and the HAVE Program

1. Population growth in all three municipalities adjacent to the park will likely result in increased use of the park and a higher demand for HAVE services.

HAVE staff will need to anticipate growth when conducting long term planning.

2. New Canadians and members of visible minorities will be important targets for HAVE services. Key communities will include:
 - Chinese
 - Black
 - Filipino
 - South Asian
 - East Asian
3. HAVE staff will need to monitor park visitation and attendance to HAVE programs to determine if participation of these groups is proportional to their presence in the greater community.
3. HAVE staff will need to understand the cultural foundations of at least the largest groups of new Canadians. This may require cross-cultural awareness training focusing on values and family life. This knowledge and sensitivity will assist HAVE staff in developing attractive programs while avoiding causing offense or barriers for some cultural groups.
5. HAVE staff will need to make contact with community associations and members of these communities to develop relationships and lines of communication in order to better understand their needs, interests and attitudes toward local natural and cultural heritage.

Information About Tourists

North American Megatrends

Shifting Age Structure

The median age of Canadians will increase to:

- almost 39 years by 2011
- 43.6 years by 2026

Baby Boomers

Baby boomers are a demographic wave that is influencing park visitation and HAVE services. The baby boom generation is becoming a group of empty nesters. Their children will be grown up and will have left home. Boomers “are educated, sophisticated, experienced travellers who are used to a lifetime of getting what they want”.

Boomer Facts

- boomers between 45–64 years
- by 2011 the boomers will number 10.2 million in Canada
- by 2026, the 65+ segment of the population will be 21 percent of Canada’s population

Boomers will be interested in:

- soft adventure
 - active outdoor adventure with comfortable accommodation
- learning adventures with deeper content
 - experiential travel
- travelling with grandchildren

Implications for Rouge Park and the HAVE Program

1. Boomers will be interested in comfort before and after HAVE activities.
 - the proximity of Rouge Park to home will be important to local boomers
 - for those tourists interested in Rouge Park, proximity to quality restaurants, hotels and other facilities will make the park more attractive
2. Boomers will expect high quality heritage appreciation experiences.
3. There will be increasing demand for deeper, more meaningful HAVE services.
4. An increase in demand for personal HAVE services will also require high skills and knowledge from HAVE staff.
5. Some tourists and local park visitors will be willing to pay for a deeper, more significant experience.
6. There will be more people demanding and willing to pay for highly-tailored experiences.

Population Growth

Canada’s population will grow to:

- 34 million by 2011
- 35.6 million by 2016
- 37.1 million by 2021 (and increase of 20% from 2000)

By 2026 the population in Ontario will grow by 42 percent.

Implications for Rouge Park and the HAVE Program

1. This growth is likely to result in increased visitation to parks and natural areas like Rouge Park.
 - population growth in Canada and Ontario may result in increased visitation by approximately 40 percent

➡ Recommendations Re: Tourist Market

1. At present and for the near future, Rouge Park should limit effort it puts into developing itself as a tourist destination.
 - although Toronto is one of Canada’s premier tourist destinations with a large portion of visitors interested in at least a short natural, outdoor experience, Rouge Park does not currently have the trail system or visitor infrastructure to support a significant number of tourists
 - high quality trails, HAVE programs, wayfinding signs, brochures and maps are not yet in place
2. HAVE staff should regularly review tourism research conducted by the Ontario Ministry of Tourism, the Canadian Tourism Commission and other tourism institutions for up-to-date research results that can be applied to current and future park visitors.

School Market

At present Rouge Park's HAVE program does not provide school-based programming. Several groups including the Toronto District School Board (Hillside School), The Friends of the Rouge Watershed and the Rouge Valley Foundation deliver environmental education programs to school groups. However, none of these have direct affiliation with the Rouge Park HAVE program.

Findings

The local school market is significant with approximately 30,000 students and over 400 schools in Markham, eastern Toronto, Pickering, Richmond Hill and Whitchurch-Stouffville.

The most attractive market segment is schools from grades K–8, because they do not have separate subject periods that make it difficult for teachers to take a class out of school for a half or full day.

Another area of consideration is that there are already three groups that offer school programs to students in Rouge Park.

When asked if they feel that there is room in the market for additional programming from Rouge Park staff, these groups disagree. Hillside School indicated that there is plenty of room for additional programming, especially for schools that are not part of the Toronto District School Board (and there is also room for more programming for TDSB schools). However, both the Friends of the Rouge Watershed and the Rouge Valley Foundation seemed uncomfortable with the idea.

Implications for Rouge Park and the HAVE Program

1. The school market has significant potential for the HAVE program.
 - there is a large and growing school population within an hour's travel time to the park
 - some urban park systems including Fish Creek Provincial Park in Alberta maintain a high profile environmental education program and Rouge Park could benefit from this example
2. If Rouge Park was to pursue the local school market the park would require:
 - trained, full-time education staff
 - infrastructure that is specifically designed to safely accommodate visiting students and teachers in ways that also protect the natural and cultural features that the park is protecting.
 - perhaps a purpose-built education centre

Gaps

There are still many parameters that are unknown about the school market for Rouge Park. Key among these are:

- will the current rapid growth of the region continue?
- what is the present and future ability of school classes to visit Rouge Park (e.g., public transit costs)?
- what is the present and future make-up of the student body of local schools?
 - English as a second language is a big factor
 - this may affect the type of programming possible
- how will the park deal with groups that are already delivering school programs in the park?

Curriculum Connections:

The Ontario Ministry of Education sets curriculum and learning expectation for all subjects.

For each grade and subject the ministry identifies the expectations and describes the knowledge and skills that students are expected to acquire, demonstrate, and apply in their class work and investigations, on tests, and in various other activities on which their achievement is assessed and evaluated.

➡ Recommendations

1. Gather more data.

The school program could become an important component of the HAVE program. However, there are several major questions that need to be answered before the park commits to developing programs, support infrastructure and perhaps a facility (environmental education centre).

 - get a better estimate of the final school market
 - Will environmental education become mainstream in the Ontario Curriculum?
 - is the Rouge Alliance willing and able to finance a school program initiative by Rouge Park staff?
 - how will Rouge Park deal with current and future groups that wish to deliver environmental education and other school programs in the park?
2. Decide on delivery of school programs.
3. Decide on scope of the Rouge Park program.
 - curriculum areas
 - facilities
 - relationship with other providers

HAVE Themes and Subthemes

Themes provide the conceptual outline for the facts and issues that will be interpreted. They outline the main ideas that will be interpreted at a site. A theme is often expressed in a single sentence, such as:

- Using some basic observation skills, anyone can detect signs of constant change in the landscape.
- The continental climate's cold winters and warm dry summers afford challenges to which plants must adapt.

Themes as defined here are the foundation for the development of interpretation services.

- they must be clearly connected to Rouge Park's and the HAVE program's goals and objectives
- they help interpreters quickly select the kinds of information to include and not include
- most audiences find thematic communication easier to comprehend (People remember themes, but they forget facts. However, themes help people organize and remember facts)
- education research shows that thematic communication is highly effective

Themes are a cornerstone for the development of HAVE services at Rouge Park. Subthemes are further elucidation of themes.

Themes and subthemes are based on the detailed information compiled in Chapters 1–3 (Foundations), Chapter 4 (Features Analysis), the Features Inventory (Appendices 1–3) and the general information on audiences and market in Chapter 5. HAVE staff should refer to these sections of the plan when they refine themes in the future.

Themes are essential in program planning and evaluation. HAVE field staff should note that themes provide the key direction in development of HAVE services.

HAVE Themes For Rouge Park

Theme A	Rouge Park cares for many of the diverse natural places in three watersheds. These lands are an important part of the GTA's green infrastructure that provide ecological services such as clean air and abundant clean water.	Theme B	At first glance, the forests, wetlands, creeks, rivers and farmlands of Rouge Park appear to be unchanging. However, by learning to read the landscape you can observe how human and natural actions have and continue to shape the landscape.
Theme C	Preserving and restoring Rouge Park's biodiversity is important—for people and for the wide variety of living things that live here. The park and its partners work with visitors and volunteers to steward these lands.	Theme D	People are part of nature and have been important players in Rouge Park's past, present and future.
Theme E	You can help Rouge Park protect its many native plants, animals and habitats, and help preserve it as a place of quiet and contemplation for people by following its rules and regulations and taking part in park-sanctioned stewardship projects.	Theme F	Getting outside and active on Rouge Park's trails and beach is healthy and enriching. The park is a great place to make your own nature and history discoveries. Through park staff and its programs, you can share your findings with family, friends and neighbours.

See Chapter 6 in the full plan for a listing of the subthemes that support each theme.

HAVE Media and Methods

Selecting interpretive tools is a mix of art and science. Looking at best practice in HAVE services across Canada and in other parts of the world, it is clear that there is rarely a single way to effectively achieve a HAVE service goal.

Addressing The Stewardship Development Model

The basic objective of HAVE can be understood as providing individuals with the information, concepts, skills and opportunities that will enable them to gradually move up the scale of environmental stewardship. Alternatively, the scale levels are more realistically viewed as separate audiences, differing in prior knowledge, interest and engagement with respect to environmental and cultural initiatives. To address all levels of the Stewardship Development Model and to provide opportunities for citizens to develop their environmental literacy, it is necessary to use a wide variety of tools. The table below illustrates the general types of media tools that are most effective at the various levels. The scope of some of the tools may be extended in some situations.

Competencies among HAVE staff to effectively use these new tools will be required.

Key Ways to Address the Parks and Protected Areas Stewardship Model										
	Mass Media	Non-personal Programs	Personal Programs	Partners	Projects	Courses, Workshops	Personal Contact	Volunteerism	Website	Other (Gift shop, special events, outreach)
Leads					X	X	X	X		
Behaves					X	X	X	X		
Values					X	X	X	X		
Understands	X	X	X	X					X	X
Appreciates	X	X	X	X	X				X	X
Aware	X	X	X	X					X	X
Unaware	X		X (school programs)	X						X
Unsupportive	X		X				X			
Communication	One-way	One-way	Possibly Two-way	Some Two-way	Two-way	Two-way	Two-way	Two-way	Possibly Two-way	Possibly Two-way

Communication: One-way, Two-way

With the Stewardship Development Model, direction of communication is increasingly important. Two-way communication, participation, collaboration and contribution of information, ideas and expertise from visitors and other stakeholders becomes increasingly important higher on the Stewardship Development Model. Conversations, discussions and debate are to be encouraged to assist participants in constructing new meanings.

General categories of media and methods for addressing the Stewardship Development Model are described below.

General Categories of Presentation Methods for HAVE Services

Traditional Mass Media

This includes:

- newspapers
- TV
- radio

Information and messages can reach people in their homes and vehicles through standard broadcast media. Many HA themes can be addressed through a column produced by HA staff, and public service announcements promoting upcoming events. A side benefit is increased public awareness and community presence.

Communication is usually one-way, except for call-in shows, talk-back recordings, and story-solicitations, etc.

Non-personal Programs

This includes:

- audio-visual
- web-based media (websites, podcasts, etc.)
- print
- exhibits
- other self-guided programs

where no presenter or leader is present.

Key Features:

- often available at participant's convenience, and may reach more people
- can complement personal programs
- works well with audiences mid-way on the PPA Stewardship Scale, at the aware, appreciate and understand level
- can help maintain a HAVE presence in the park when staff aren't there
- HAVE staff may also be familiar with many non-personal media
- newer electronic tools include remote-surveillance video at sensitive wildlife viewing spots

A side benefit of non-personal presentation is that some of it is pre-adapted for use on websites (such as blog sites, pod-casts using webcam or as a virtual walking tour), TV or

other outreach tools. Other simple but elegant forms of non-personal interpretation also can be very effective.

The stand-alone product aspect of non-personal programs makes finding grant funding and partner involvement more likely.

Communication is usually one-way, except where meaningful participation is part of the design, such as sightings boards for birders. The challenge is finding non-personal programs that work for regular park users.

Personal Programs

This includes any program where there is direct interaction between presenter and audience, from interpretive roving to scheduled and booked programs. Direct experience is a common feature.

Key Features:

- a wide variety of audiences can be reached including unsupportive and unaware audiences
 - indirectly through family members who participate in programs for school classes and other group bookings
- well suited to engaging and inspiring audiences at higher levels of the PPA Stewardship Model, when incorporated into an activity-based program
- choosing the most effective personal program tool for the job at hand is a key task for HAVE staff
- agency training, text books, and research papers are available to assist staff and other HAVE presenters
- personal contact inherent in some personal programs is a side benefit (see Personal Contact section below)

Communication is often one-way in presentations and shows where the audience is seated and plays a passive role. Various participation methods can be used to move beyond this. Two-way communication is a feature of activity-oriented, less formal types of personal programs.

Partners

Programming provided by partner groups can range from helping with visitor orientation to restoring and animating heritage buildings and anything else that HAVE staff might do. These people are modelling heritage appreciation through their involvement. This can bring credibility and community support, extra resources and expertise.

Communication should be two-way between the participating partners and the park staff. These participating partners are likely to be at the higher levels of the stewardship scale, and may one day become the leaders that persuade others or effect change in the awareness, appreciation, understanding or behaviour of others in relation to the natural environment.

Projects

These can range from making and maintaining a notice-board with upcoming environment and park-related events, to coordinated monitoring for invasive weeds, to a habitat restoration/re-planting party.

Opportunities to get involved in park projects can be either developed by or facilitated by HAVE staff.

Ideally, projects are linked by a common thread into a meaningful larger project or program that has a clear mission and that may take several years to complete (e.g., a citizen science or school stream habitat monitoring program coupled with a long-term scientific monitoring program). Courses, workshops, and other education media elements may also be included to take many participants through experiences that meet specific goals. Other park staff or stakeholders will probably be involved as well. Administration support is critical for meaningful long-term programs. There are also many opportunities for publicity and community relations through this type of project. An invited advisory group to assist in program design may begin the process of involvement and support.

Communication is two-way.

Courses and Workshops

Courses and workshops can be used to help participants develop skills and build capacity for stewardship activities in the park or on their own properties, and to develop appropriate skills for wildlife watching or the study of local history.

These elements function like projects, but less involvement and commitment is required. This type of programming can take place in the park (e.g., field courses on native plant gardening and restoration), in park buildings, or in the greater community (e.g. a wildlife painting course could take place at a park visitor centre or at the Varley Gallery).

Two-way communication is possible, except for formal lecture-style courses.

Personal Contact

Research on persuasion demonstrates that the major influence upon our attitudes and behaviour is not the presentation format, but rather our contact with other people. A major focus for HAVE staff is on creating opportunities for one-on-one conversation and group discussion relating to the park's themes and concepts. The contact can be with experts, HAVE staff, others involved in the park or even peers. Even a simple request encouraging evening program participants to "talk about this later around the campfire" might be very useful.

Communication is two-way.

Other Considerations

All park staff, not just HAVE staff, and partners groups such as perhaps a Friends of Rouge Park Society play an important role in personal contact with visitors. Many are extremely knowledgeable about the natural and cultural history of Rouge Park. HAVE managers must recognize the key roles they all play in interacting with visitors. Some basic forms of HAVE e.g., orientation and information should be included in job descriptions of all front line staff.

Volunteerism

This can range from casual, local assistants in ongoing tasks to scheduled involvement by volunteer experts.

A complete volunteer program can be viewed as a more organized, formal public involvement and life-long learning program. Elements from partners, projects, courses and workshops, and personal contact are included. One or several program threads may be incorporated. One or many types of work may be addressed.

Communication is two-way.

Website and On-line Tools

Websites are often used these days by North American park agencies to supplement public brochures and to facilitate campground bookings. Websites and associated on-line services have good HAVE potential as well.

Communication can be two-way. Examples include:

- community-based mapping and related projects
- video-conferencing with researchers through scheduled website events such as Environment Week
- school class program about climate change funded by the federal Canadian Climate Change Solutions program

Other

(Outreach, Park Planning Meetings, Gift Shop , Special Events, Information/Resource Centre, etc)

Many other tools are available to fill particular needs.

Presentation Options

Chapter 7 gives a brief assessment of personal and non-personal HAVE services (the means and methods available to HAVE staff, volunteers and partners to deliver effective HAVE services) in context of a set of effectiveness criteria.

Personal Program Options

- Activity-Based Program
- Campfire Program
- Characterization
- Dramatic Presentation
- Demonstration
- Outreach/Extension
- Guided Tour
- Special Event
- HAVE Roving (Interpretive Roving)
- Information Roving
- Information by Phone
- Leader Training
- Living History
- Long Term Program
- Participatory Setting (Visitor Centre)
- Point Duty
- Projects
- Public Input Meeting
- On-Site Reconnaissance Meeting or Walkabout
- School On-site
- School Recreation Excursion
- School Outreach
- Step-On Guide

- Talk (Seminar)
- Visual and Performing Arts
- Volunteer and Partner Learning
- Workshop

Non-Personal Media Options

- Artifacts/Models
- Computer-Interactive Stations
- Exploration/Discovery Kits
- Gift Shops
- Live Animal Exhibits
- Mass Media
- Mechanical-Interactive Stations
- Props and Decor
- Self-Guided Trails
- Audio Trail
- Brochures
- Signs
- Signs/Panels
- Dioramas
- Teacher Kits
- Theatres and Amphitheatres
- Video

New Media

- Websites
- Blogs
- Podcasts
- Critter Cams
- Web Forums

A Simple Strategic Plan for Rouge Park's HAVE Program

The HAVE strategic Plan (Chapter 8) was produced in addition to those identified in the plan's proposal. It is a disciplined effort to identify fundamental actions and approaches that will shape and guide what Rouge Park's HAVE program does, and why it does it, with a focus on the future. It follows a process that produces a set of strategies that will guide the development of the HAVE program into the future by helping to:

- focus its energy
- ensure that members of the organization are working toward the same goals
- help to assess and adjust the organization's direction in response to a changing environment

Mission

A mission statement is like an introductory paragraph. It lets overall park management, HAVE staff, program partners, and program participants know where the HAVE program is going. A mission statement must communicate the essence of the HAVE program. Any program's ability to articulate its mission indicates its focus and purposefulness.

Mission of the Rouge Park HAVE Program

“Humans need connections with nature and their own history, for their physical, mental and spiritual health. The mission of the Rouge Park HAVE program is to enhance the experience of visiting the park, and living near the park, through the provision and facilitation of heritage appreciation and visitor experience services that increase the awareness, appreciation and understanding of the park's natural and cultural heritage. The HAVE program will also inspire and involve park users in stewardship of the park related resources within the greater park ecosystem.”

HAVE Guiding Principles are:

- Inclusion of the diversity of park visitors and neighbours
- Do no harm to the environment and historical features of the park
- Focus on enabling discovery of the park's landscapes, ecology and human heritage
- Encourage and enable life-long learning
- Focus on learning for stewardship
- Through engagement, empowerment and promotion of environmental literacy of individuals and groups, enable them to make informed

decisions about their behaviour in the park and in making contributions to the park's care and stewardship

- Include current issues such as climate change and urbanization

Vision of the Rouge Park HAVE Program

The vision of this program is:

“A dynamic public and schools program that local citizens visit regularly to relax, recreate, learn and contribute to the care of this wonderfully diverse park and the greater park ecosystem that supports it.

Because the park's HAVE program includes learning, caring and doing, the citizens of the GTA are better able to plan and act towards a sustainable future.”

Situational Assessment

This is an assessment of the current conditions at Rouge Park and the HAVE program's ability to develop, deliver and support effective services that will achieve the it's mission and vision. Most of the information needed for this analysis has been gathered in the findings of earlier chapters of this plan.

Park Facilities and Infrastructure

Rouge Park is a very large park with a potentially huge visitor population (in 2007, Fish Creek Provincial Park in Calgary, a smaller park in a smaller city, claimed 3 million visitors). Still in its acquisition phase, more lands could well be added to Rouge Park's land base. After this phase is more or less complete, the park will be faced with a major need to develop infrastructure that affords safe visitor use and access, protects core ecological values and historic sites, and supports an effective HAVE program including high-quality visitor experiences. All this is likely to be addressed by a future, all-encompassing park management plan.

The required infrastructure identified in that new management plan will be expensive and require ongoing maintenance and upgrading. This will include a significant commitment to HAVE infrastructure.

HAVE Program Support

Support is staff training, professional development, membership in professional associations, suitable office space, office equipment and supplies, program equipment (e.g., sound recording, photography, video hardware, dip nets, field guides, binoculars for field programming, etc.), storage space for equipment, IT support, and line-item entries in the budget for all of the above.

It is clear that the HAVE program currently has limited support. For example, there is no dedicated IT support for Rouge Park staff.

Liability Coverage of HAVE Staff

Rouge Park is not a separate legal entity. Instead it is made up of lands held by several members of the Rouge Park Alliance. As such, it is unclear as to the precise liability coverage for HAVE staff leading public programs.

If HAVE staff are to lead park visitors on personal interpretation and education programs, the Rouge Park Alliance must find a way to clearly ensure that all HAVE staff, volunteers under the direction of HAVE staff, and staff and volunteers of sanctioned park partners (including a future Rouge Park cooperating association) must have liability protection at least to the level found for employees of Ontario Parks and Parks Canada.

Developing HAVE Strategies, Goals, and Objectives

Now that Rouge Park's HAVE program's mandate (mission, vision goals, and themes) have been identified and its critical issues identified in the situational analysis, the following section addresses what to do about these issues.

These strategies, strategic goals, and objectives come from our small external consulting group. However, they could benefit from additional individual inspiration, group discussion, formal decision-making techniques, and so on. The bottom line is that, in the end, the park's leadership must agree on how to address the critical issues.

The strategies for initiating the Rouge Park HAVE Plan are:

1. Build and maintain park public profile
2. Identify and characterize current and potential park visitors and neighbours in detail
3. Regularly use the information gathered about current and potential park visitors to craft appropriate and effective HAVE services
4. Ensure that all HAVE staff, volunteers and partners have full liability coverage when delivering HAVE services
5. Use an action research approach when developing new, HAVE offerings
6. Encourage and support appropriate and needed research in Rouge Park
7. Ensure that HAVE program does not negatively impact the ecological integrity and ecological services of Rouge Park
8. Develop a partnership/collaboration policy for HAVE-related services
9. Establish a HAVE-focused cooperating society or foundation.
10. Ensure that all Rouge Park sanctioned education and interpretation programs support the park's foundations and one or more of the park's HAVE goals
11. Increase the support infrastructure for the HAVE program

These strategies along with their associated strategic goals and objectives must be met before the HAVE program can be fully implemented, for the HAVE program to succeed and thrive and contribute fully to

park management goals.

These strategies, strategic goals and objectives, plus the key performance indicators that can be used to gauge the success of each strategic objective are provided in Chapter 8 of the full plan.

Core Competencies for the HAVE Program

Guidelines

The following guidelines will aid HAVE staff in providing the HAVE services for Rouge Park.

Go with Rouge Park's Main Strengths

- feature outdoor activities
- feature interaction with the real thing (habitats, live plants and animals, natural features and events such as mass bird migrations, historic sites, artifacts, and real people)

Go Where the People Are

- deliver HAVE services where people congregate in Rouge Park
- deliver some HAVE services outside Rouge Park, especially in local schools and community centres
- deliver some virtual HAVE services through electronic media
- also target neighbouring landholders, people and groups in the community in their homes

Increase the Profile of Rouge Park and HAVE Services in Rouge Park

- provide more HAVE services to attract more on-site visitors
- increase awareness through publicity, promotion and mass media
- provide opportunities to experience Rouge Park remotely via the Rouge Park web site and through podcasting
- develop collaborations and partnerships

Follow Best Practice in Public and Formal Education

- design HAVE services for well defined and clearly identified and understood audiences
- deliver HAVE and education services that are age appropriate
- include two-way communication opportunities for conversations and inquiry learning whenever possible
- regularly evaluate HAVE services to determine if program objectives were met

Develop Collaborations and Partnerships

- communicate with other HAVE service providers in Rouge Park
- develop and expand relationships with individuals and groups in the area
- provide incentive, opportunity for training, recognition and community for volunteers

Core competencies provide a basis for the development of critical success factors and key performance indicators. These are discussed in detail in Chapter 9 of the full plan.

Implementing the HAVE Plan

This HAVE plan foreshadows a management and service phase, where the HAVE program will expand to serve the needs and interests of park users and assist park management through HAVE participation in the Three-E management model. It is to be expected that the HAVE staff will increase to provide a wide variety of HAVE services for an increasing park user population and increased number of neighbours with property abutting the park boundaries.

The staffing levels of several parks and park systems that have visitation numbers similar to the projected use-levels of a fully developed Rouge Park are provided for reference in Chapter 10 of the full plan.

Summary of the Implementation Plan

A brief Outline of the Five-Year Implementation plan is as follows. Each objective is supported by a series of recommended procedures.

Year 1

- Objective 1.1. Start to gather visitor use data for all major use areas:**
 - **Rouge Beach Area**
 - **Glen Rouge Area**
 - **Twyn Rivers Area**
 - **Pearse House Area/Beare Landfill**
 - **Woodlands Area**
 - **also investigate neighbourhood use of park planting areas**

- Objective 1.2. Initiate Communications Standards project (Develop an attractive, easily recognized Rouge Park visual brand)**
 - **develop a Rouge Park sign design that is distinct from the Toronto Parks and Markham Parks standard design**
 - **mirror this design in all Rouge Park communications**

- Objective 1.3. Initiate Rouge Park Profile Building Campaign**
 - **continue erecting park entry signs**
 - **also erect You Are Leaving Rouge Park signs**
 - **begin HAVE programming on weekends and high use periods**

- ❄️ **Objective 1.4. Initiate Visitor Profile Research**
- ❄️ **Objective 1.5. Initiate Cultural Heritage Research**
 - Carrying Place Trail
 - Bead Hill National Historic Site
- ❄️ **Objective 1.6. Develop Collaboration/Partnership Protocol**
- ❄️ **Objective 1.7. Investigate Options for Setting Up a Cooperating Association**
- ❄️ **Objective 1.8. Prepare for Regular HAVE Programming**

Year 2

- ❄️ **Objective 2.1. Continue to gather visitor use data for all major visitor use areas:**
 - Rouge Beach Area
 - Glen Rouge Area
 - Twyn Rivers Area
 - Pearse House Area/Beare Landfill
 - Woodlands Area
 - also investigate neighbourhood use of park restoration areas
- ❄️ **Objective 2.2. Complete Communications Standards project**
- ❄️ **Objective 2.3. Continue Rouge Park Profile Building Campaign**
- ❄️ **Objective 2.4. Continue Visitor Profile Research**
- ❄️ **Objective 2.5. Continue Cultural Heritage Research**
 - Carrying Place Trail
 - Bead Hill National Historic Site
- ❄️ **Objective 2.6. Initiate Collaboration/Partnership program**
- ❄️ **Objective 2.7. Support the Development of a Cooperating Association**
- ❄️ **Objective 2.8. Begin HAVE Programming**
- ❄️ **Objective 2.9. Identify areas for development of HAVE programming in Markham**
- ❄️ **Objective 2.10. Initiate research on geological features of the northern sections of the Park**
- ❄️ **Objective 2.11. Initiate contact with academic researchers**
- ❄️ **Objective 2.12. Integrate HAVE planning into the Bob Hunter Memorial Park Area**

Years 3–5

In these years, HAVE staff should be continuing to maintain the initiatives developed in the first two years of this plan and begin to add more solid HAVE services. As the levels of service increase, the number of staff will need to expand as well.

- ❄️ **Objective 3.1. Continue to gather visitor use data for all major visitor use areas and where visitor use is developing**
- ❄️ **Objective 3.2. Apply Communications Standards to All HAVE services**
- ❄️ **Objective 3.3. Continue Rouge Park Profile Building Campaign**
- ❄️ **Objective 3.4. Continue Visitor Profile Research**
- ❄️ **Objective 3.5. Continue Cultural Heritage Research as Needed**
- ❄️ **Objective 3.6. Continue Collaboration/Partnership program**
- ❄️ **Objective 3.7. Assist in the Complete Development of a Cooperating Association**
- ❄️ **Objective 3.8. Continue to Expand HAVE Programming**
- ❄️ **Objective 3.9. Begin Development of HAVE Programming Sites in Markham**
- ❄️ **Objective 3.10. Continue Relationships with Local Researchers**
- ❄️ **Objective 3.11. Investigate Opportunities for School Programming for Markham and Toronto School Boards**

Sidebar: Key HAVE Positions

HAVE Program Manager:

- a staff position
- focused on managing the overall HAVE program
- in charge of research program including developing and maintaining relationships with local researchers
- supervise HAVE staff and perhaps volunteers
- supervise overall planning and evaluation of all HAVE offerings
- responsible for support of HAVE field staff (setting budget for training, professional development, equipment and materials)
- in charge of recommendations for building and locating HAVE support infrastructure
- the main liaison with current and potential partners
- will be the park's main liaison with the proposed co-operating association on matters concerning HAVE services (heritage interpretation, school programming and stewardship education)
- liaison with other Rouge Park programs (management, enforcement and heritage restoration) and the Rouge Park Alliance

HAVE Services Specialist:

- a staff position reporting to the HAVE Program Manager
- may supervise one or more assistants
- focused on developing and delivering HAVE personal programs aimed at park users and park neighbours
 - HAVE services to public audiences including community (non-school) groups
 - services can be on or off-site
 - community outreach
 - community events and parades, etc.
 - projects, courses and workshops
- until a non-personal media specialist position is filled this position will be in charge of non-personal HAVE services
 - responsible for development and maintenance of non-personal services
 - information/orientation brochures and maps
 - coordinate web site, and other media

Because of the community and outreach aspects of this position, orientation services including promotion and tourism capacity development should be included here.

Assistant HAVE Services Specialist:

- supports above positions
 - develop and deliver personal HAVE services
 - for park users
 - for school groups (if needed)

School Services Specialist:

- a staff position (if school programming is offered)
 - could be funded fully or in part by school program income
- all services to schools, teachers and formal education organizations
 - services can be on or off-site
- include:
 - curriculum-connected, HAVE theme-based school programs
 - stewardship programs
 - some community outreach

Stewardship/Partnership Co-ordinator:

- a staff position for the future
- work with HAVE Program Manager, Natural Heritage management staff and park manager to identify key stewardship issues in the park
- develop stewardship projects in the park in which the public can participate
- all HAVE-related partisanship coordination duties
 - work to build and maintain partnerships with other agencies and groups

Clerk:

- a future part-time position (when program attendance requires more staff)
- an area position that supports HA services
 - e.g., program bookings, fee collection etc.
- HA program registrations
- bookkeeping
- clerical

This position may take over some information and orientation duties from other park staff.

Non-Personal Media Specialist:

- a future position
- supports on-site interpretation and education through development of learning materials for schools, brochures, interpretation signs, podcasts, HAVE-focused webpages etc.
- supports displays for community outreach, interpretation and education

HAVE Staffing

Rouge Park has the potential to be one of the most heavily visited parks in the GTA. At the time of writing, the number of visitors is unknown. However, with implementation of the steps recommended in years one and two, park staff should have a clearer picture of the numbers, sites visited and the characteristics of park users. This information can be used to help HAVE staff to focus programs at visitor hot spots.

As well, knowledge of visitation numbers will assist the park manager and the Rouge Park Alliance to gauge the needs for HAVE staff. If park attendance continues to build, more HAVE program staff are likely to be needed.

Year-round Full Time Staffing Recommended

There are several reasons for this recommendation.

First, as stated elsewhere in this plan, urban parks seldom have a down season—most are busy year-round. This appears to be true for Rouge Park. Therefore, there is no need for seasonal HAVE staff to meet a seasonal demand.

More importantly, it appears that a large majority of current park users are multiple-repeat visitors, many of whom walk in the park several times a week, year-round. These people know a great deal about many aspects of the park, they generally have deep emotional connections and they ask questions that require a greater depth of knowledge and experience than can be found in most short-term seasonal staff.

Rouge Park will need to hire experienced heritage interpreters and educators and work to keep them as they develop deeper knowledge about the park and stronger connections with the communities of park users and park neighbours.

Recommended HAVE Field Staff Positions

We have recommended two permanent field positions in years 1 and 2 under the direction of the Manager of Interpretation and Culture (equivalent to the HAVE Program Manager). We recommend that these positions be a HAVE Services Specialist (wage: \$45,000–\$60,000) and an Assistant HAVE Services Specialist (wage: \$30,000–\$50,000) (for description see sidebar on the following page).

As the program matures over the next three years and demand for programming increases, the park will need to add additional staff such as a School Services Specialist (wage: \$45,000–\$60,000) and additional Assistant HAVE Services Officers to manage and deliver school programming. Also the HAVE program will require a Stewardship/Partnership Co-ordinator (wage: \$25,000–\$45,000), Non-Personal Media Specialist (wage: \$45,000–\$60,000) and a Clerk (wage: \$25,000–\$35,000).

HAVE Infrastructure

As the HAVE program continues, HAVE staff will develop a better understanding of park visitors and the needs for facilities to support programming for them (e.g., nested loop trail systems, viewing platforms, programing shelters, washrooms, school programming sites).

Mobile Program Sites



By the third year, HAVE staff will have a clearer idea of the value and optimal dimensions for mobile program sites (wall tents or trailers).

Transportation

HAVE program staff will require transportation that will enable them to set up activities in many different locations in the park. Vehicles should be roomy to enable transportation of program materials and cost and fuel efficient to reflect the park's conservation values.

Office Space

By year three or four, HAVE staff will be delivering an increasing number and variety of programming. They should spend as little time travelling between the program sites and their office as possible. Ideally, they should have a secure office located within the park or adjacent to the park, close to several areas where programming will take place. This will increase the staff's time efficiency (less time used for travel) and decrease their energy footprint (less carbon released due to travel) as well as increasing visibility, and credibility to some extent. HAVE staff and park management should consider using existing buildings within the park as temporary office space until a new park centre or park office is built in the park.

Conclusion

Rouge Park is a gem of a park with an abundance of nature, a rich vein of human history and the potential to become one of the most important, most loved and most used parks in the GTA. This HAVE plan will enable HAVE staff, park managers and park partners to develop a suite of programs and services that will serve the needs of the citizens of the GTA, and meet many of the mandates of Rouge Park and the members of the Rouge Park Alliance.



Executive Summary