Chapter 10

Implementing HAVE Services

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HAVE Plan for Rouge Park

Rouge Park

Chapter 10: Implementing HAVE Services

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Introduction

At the time of the development of this HAVE plan, Rouge Park is still in its acquisition phase. A small, efficient staff is focused on acquiring a large continuous land base, developing a philosophy and approach for its management through a series of management plans, and devising methods and approaches for the restoration and protection of what is likely to become one of the Greater Toronto Area's most important and impressive urban parks.

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. Here the growth of the size of the park will slow 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 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 overall park staff will increase during this phase in the following ways:

- more operations staff will be required to maintain the park infrastructure (trails, parking lots, garbage and washrooms etc.) because of increased park use
  - it is likely that Rouge Park will become the major park in the eastern side of the GTA and require a significant number of operations staff whose entire jobs are focused entirely on Rouge Park
- more heritage asset management staff
  - managing and monitoring the major habitat restoration projects in the north of the park
  - cultural heritage sites have a very high potential for development and would require a higher degree of protection and management if/when tis occurs
- more HAVE staff 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
- more management staff to manage operations, restoration and HAVE services

Table 10.1 shows the staffing levels of several parks or park systems that have visitation numbers similar to the projected use-levels of a fully developed Rouge Park.

Key Areas For Development to Support the HAVE Program

The situational analysis conducted in Chapter 8 identified the current environment for HAVE services at Rouge Park. It identified ten problems and ten strategies required to address them so that an effective HAVE program can take place. The following section identifies strategies required.

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: Use an action research approach when developing new HAVE offerings

5: Encourage and support appropriate and needed research in Rouge Park

6: Ensure that HAVE program does not negatively impact the ecological integrity and ecological services of Rouge Park

7: Develop a partnership/collaboration policy for HAVE-related services

8: Establish a HAVE-focused cooperating society or foundation.

9: 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

10: Increase the support infrastructure for the HAVE program

Comparable Park	Size	Nearby population	Visitation	Permanent staff	Seasonal staff	2005 Operating budget
Niagara Parks Commission Park System, ON	1720 ha	30,000	15 million	293	1377	$51,400,000
Central Park, NYC, New York	340 ha	8,200,000	?	?	?	$20,000,000
Stanley Park, Vancouver, BC	400 ha	600,000	7,000,000	70	100	$3,000,000
Fish Creek Provincial Park, Calgary, AB	1344 ha	1,000,000	1.5 million	13	40	$1,700,000
Pippy Park, St John's, NF	1376 ha	181,000	?	5	40	$1,500,000
Point Pelee National Park, Windsor (Leamington), ON	2000 ha	210,000	300,000	30	11	$1,200,000
High Park, Toronto, ON	161 ha	3,000,000	?	?	?	various sources
Rouge Park	4700 ha	3,000,000	?	7	1	$786,000
*Staff & funding do not include Toronto Parks & TRCA services						

Additional Initiatives:

Initiate Public HAVE Programming
It is time for the HAVE program to begin to deliver regular personal and non-personal HAVE services aimed at park users in Rouge Park, and also to develop remote HAVE services for delivery through the Rouge Park website.

We recommend a gradual approach using an action research approach whereby HAVE staff will develop and evaluate a number of approaches at a number of sites. The key objectives will be to:

- increase the profile of Rouge Park and the HAVE program
- try out a number of personal and non-personal HAVE techniques, to gain experience with what's involved and to evaluate:
  - the effectiveness of these techniques for various types of park users
  - various locations as program sites
- assist HAVE staff in developing first-hand knowledge of park users, their interests, prior knowledge and attitudes

Initiate School-Focused HAVE Programming
With the knowledge that some school programming is already provided in Rouge Park by other groups, we recommend that HAVE staff examine the opportunities for developing fee-based school programs that connect Rouge Park's HAVE themes and sub-themes to grade-level science and social studies curriculum (they may also include language arts, art and technology curriculum connections).

A Flexible Approach

This implementation chapter cannot be a rigid cook-book-style document that identifies unchangeable timelines for development, nor should it be so.

The reason that timelines cannot be written in stone is that it is unclear how much commitment in time and money there is within the Rouge Park Alliance Board to deliver a first-rate HAVE program in Rouge Park.

Also, the reason that this chapter should not have a rigid timetable is that the planning and delivery of HAVE services should be flexible and in the hands of Rouge Park HAVE staff. These will be the people who will develop the deeper understandings of park users through research and regular contact with them. They will be the people who through a process of action research will develop a suite of effective HAVE services that meet the park's mandate and serve the changing needs and interests of current and future park users, neighbours and partners.

Year 1

Objective 1.1. Start 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 planting areas**

➥ Connections with Areas of Core Competency

This objective overlaps with core competencies at the following levels of significance. Highly significant connections are described below.

1. Research—High Significance

Park User Numbers at Major Locations

This will be the beginning of a long-term park use monitoring program that will do the following:

- numbers of people using:
  - parking areas
  - trails
  - other park facilities
- times of peak use
  - times of day
  - days of the week
  - in each month
  - in each season
- trends in use over several years

This information will be used to identify user hot spots which will be ideal locations for HAVE programs and infrastructure. These statistics will also be important for park management initiatives such as identification of total park visitation (extrapolated from the user counts) which will help to:

- identify key areas for allocation of operations and enforcement staff
- predict future needs for trail and site maintenance
- justify requests for changes in budget allocations

➠ Recommended Procedures

1. Acquire up-to-date traffic and trail counters to be installed at the sites identified above. Note that several counter vendors provide software for analysing and presenting count results (e.g., TRAFx Research Ltd., 6A Riverstone Road, Canmore, Alberta, T1W 1J5 Phone: (403) 678-1802, email: info@trafx.net, web: www.trafx.net
2. For this first year, pilot locations for several key locations (e.g., to Rouge Beach, Glen Rouge Area and Woodlands Area) to develop a protocol for locating and downloading information from counters, before committing to a larger study in the coming years.
3. Develop initial procedures for gathering data from counters, and analysing and comparing visitation data between sites, and the years that the data was collected.

2. Information Orientation—Medium Significance

3. Assisting Park Management—Medium Significance

4. Heritage Interpretation—Medium Significance

5. School Programming—Low Significance

6. Stewardship Involvement and Education—Low Significance

7. Recreation Programming—High Significance

This data will provide information about use levels which will influence the needs for various levels of information/orientation services, personal and non-personal interpretation, stewardship activities and perhaps indicate sites for a focus on recreation programming.

8. Collaboration and Partnerships—Low Significance

9. Tourism—Low Significance

10. Marketing —Low Significance

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**

➥ Connections with Areas of Core Competency

This objective overlaps with core competencies at the following levels of significance.

1. **Research** —Low Significance
2. **Information Orientation**—High Significance
3. **Assisting Park Management**—Low Significance
4. **Heritage Interpretation**—High Significance
5. **School Programming**—High Significance
6. **Stewardship Involvement and Education** —High Significance
7. **Recreation Programming**—Medium Significance
9. **Tourism**—High Significance
10. **Marketing**—High Significance

Communication standards will provide the park with a consistent brand (look and feel) that will differentiate it from other parks (including parks managed by members of the Rouge Alliance) and groups that operate within the park. This is an essential step for Rouge Park in its goal to increase its profile.

➠ Recommended Procedures

1. Develop a terms of reference for the standards based on the recommendations in this plan.
   - make sure to include unique entry and boundary sign designs to support Objective 3 Rouge Park Profile Building Campaign
2. Use the terms of reference to guide the development of the standards either as a contract or by Rouge Park staff if time and skills are available.

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

➥ Connections with Areas of Core Competency

This objective has highly significant connections to the following areas of core competency:

2. Information Orientation—High Significance
This project will play a key initial role in providing park users, neighbours and commuters information about the existence of the park and the location of its boundaries.

3. Assisting Park Management—High Significance
This is also a first step in assisting park management to deal with issues such as garbage dumping along park roads.

10. Marketing—High Significance
This project will provide initial support to the park's education and interpretation initiatives through increasing general awareness of the park's existence and location. This awareness is also be a first step for future marketing of the park.

➠ Recommended Procedures

1. Continue the current initiative of signing entrances to the park.
   - signs along roads and major pedestrian ways that enter the park
   - this is an interim measure until sign standards (Objective 2) are in place
2. Using sign standards developed under Objective 2, replace any existing entrance signs, and continue to sign all major entrances with new signs.
   - ensure that the entrance sign standards include that text should be welcoming e.g.,
     - *Welcome to Rouge Park*
     - *You are Leaving Rouge Park, Please Come Again*
3. Using sign standards developed under Objective 2, mark all boundaries of the park with small standard boundary markers.

Objective 1.4. Initiate Visitor Profile Research

➥ Connections with Areas of Core Competency

This objective has highly significant connections to the following areas of core competency:

1. Research

Park User Demographics—High/Medium Significance
This work will focus on developing a detailed profile of park users as described in Chapter 8.

This research could be contracted out to a market research firm or conducted by summer students employed by the park and managed by the park's Manager of Interpretation and Culture. Rouge Park has developed a user questionnaire that could be used as a starting point.

2. Information Orientation—High/Medium Significance
As part of the encounter with members of the research team, park users will have a chance to ask questions about the park and its programs. Staff may decide to prepare some take-away information as part of this initiative.

3. Assisting Park Management—High/Medium Significance
Interviewers will have an opportunity to talk to park users about current park management issues.

4. Heritage Interpretation—High/Medium Significance
There will also be opportunities for HAVE staff to interpret parts of the park's natural and cultural heritage to park users who are interviewed.

6. Stewardship Involvement and Education
—High/Medium Significance
HAVE staff conducting these surveys can also explain the park's stewardship initiatives and provide information to interested parties on how they can become involved.

➠ Recommended Procedures

1. Develop a questionnaire that asks park users for answers that will fill the gaps in knowledge about them as identified Chapter 5: Audience Analysis, or use the park user questionnaire developed by HAVE staff in 2008.
2. Choose sites in Rouge Park that are known to have high visitation as study sites.
3. Distribute the questionnaires to park users, preferably at the beginning or end of their visit.
4. Try to get participants to fill out and submit the questionnaire immediately because this results in more responses than if they take the questionnaire home.

Consider and emial or web-form survey (see www.formsite.com)

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

Connections with Areas of Core Competency

This objective is a continuation of Objective 1.1 and has the same core competency connections.

Recommended Procedures

1. Based on results of pilot study of the previous year, increase the number of counters and expand the study to cover all major use areas in the park.
2. Fine-tune the procedures for gathering data from counters, and analysing and comparing visitation data between sites, years, seasons, days of week etc.

Objective 2.2. Complete Communications Standards project

Connections with Areas of Core Competency

This objective is a continuation of Objective 1.2 and has the same core competency connections.

Recommended Procedures

1. Using the terms of reference developed under Objective 1.2, review and approve the communications standards document.
2. Immediately apply the standards to all new park communications, especially to park entry and boundary markers (see Objective 2.3 following).

Objective 2.3. Continue Rouge Park Profile Building Campaign

Connections with Areas of Core Competency

This objective is a continuation of Objective 1.3 and has the same core competency connections.

Recommended Procedures

1. Continue the current initiative of signing entrances to the park and park boundaries except use standardized sign designs developed under Objective 2.2.
2. When budget and time allow, replace any existing non-conforming signs with the new Rouge Park signs.

Objective 2.4. Continue Visitor Profile Research

Connections with Areas of Core Competency

This objective is a continuation of Objective 1.4 and has the same core competency connections.

Recommended Procedures

1. Based on results and analysis from the previous year, refine the visitor questionnaire to better fit the needs of the study and for ease of use for participants.
2. Refine last year's selection of sites for distributing questionnaires and expand the project to cover more locations.
3. Distribute the questionnaires to park users, preferably at the beginning or end of their visit.
4. Try to get participants to fill out and submit the questionnaire immediately because this results in more responses than if they take the questionnaire home.

Objective 2.5. Continue Cultural Heritage Research
- Carrying Place Trail
- Bead Hill National Historic Site

➥ Connections with Areas of Core Competency

This objective is a continuation of Objective 1.5 and has the same core competency connections.

➠ Recommended Procedures

1. If a study of the two sites has been completed, analyse the information from the point of view of delivering HAVE programs Focused on the findings. Ensure that the analysis includes a risk analysis for the resource and for people participating in related HAVE programs.
2. If funding has not been available for the study recommended under Objective 1.5, HAVE staff should consider shelving this study until a Rouge Park cooperating association is formed.
   - this could be an ideal project for the association to fund raise and manage for the park

Objective 2.6. Initiate Collaboration/Partnership program

➥ Connections with Areas of Core Competency

This objective is a continuation of Objective 1.6 and has the same core competency connections.

➠ Recommended Procedures

1. Based on information gathered under Objective 1.6, review and revise the draft model for working with other groups that deliver education and interpretation programs in Rouge Park.
2. Ask other groups to review the document to make suggestions. Ideally this input will take place in a roundtable setting so that groups gain the perspective of each other, and park HAVE staff are facilitators and mediators rather than the isolated heavy hand of authority.

Objective 2.7. Support the Development of a Cooperating Association

Connections with Areas of Core Competency

This objective is a continuation of Objective 1.7 and has the same core competency connections.

Recommended Procedures

1. Continue to participate in the development of a Rouge Park cooperating association. HAVE staff should ensure that the association will be able to:
    - accept donations and apply for grants
    - hire staff that can support the HAVE program
    - purchase equipment and materials that can be made available for developing, delivering, supporting and evaluating HAVE programs

Figure 10.1 A portable Program Site

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Objective 2.8. Begin HAVE Programming

Connections with Areas of Core Competency

This objective is a continuation of Objective 1.8 and has the same core competency connections.

Recommended Procedures

1. HAVE programming should only commence when:
    - the park has uniform liability coverage for all HAVE Staff, volunteers and partners throughout the park.
    - park has robust safety procedures as recommended under Objective 1.8
2. If not already done as recommended under Objective 1.8, hire (full time) at least one experienced heritage interpreter (with park interpretation experience).
    - consider hiring two interpreters for mutual support, back-up and safety
3. Select three to five high visitation locations for delivering HAVE programs.
4. We recommend focusing on delivering personal interpretation programs best sites for open-ended, drop-in activities such as:
    - interpretive roving
    - point duty
    - activity stations
5. Use an action research approach that will allow HAVE staff to learn about the characteristics of park users, best locations and times for programming, effective techniques, popular themes and activities, ect.
    - record and analyse every program to determine what was successful or unsuccessful, and most importantly why
    - this information should be documented and analysed so that HAVE staff can build on what is learned

A Mobile Program Site

One missing item in the park is a structure from which HAVE staff can attract park users, house temporary displays and exhibits, deliver part of some types of personal programs and shelter school groups. As temporary measure, we recommend the use of one or more wall tents. These can be set up for short or medium durations at selected program sites. A trailer could be more secure.

Objective 2.9. Identify areas for development of HAVE programming in Markham

➥ Connections with Areas of Core Competency

This objective has connections to the following areas of core competency:

2. Information Orientation—High Significance
The newest segments of Rouge Park are in Markham. However, much of this land is currently farmland which will be restored to native forest, prairie or wetland. HAVE staff will need to identify areas in this part of the park which have or could have immediate visitation or could be developed as areas for visitor activities. This information will be valuable for information/orientation initiatives.

3. Assisting Park Management—High Significance
Rouge Park will be initiating major, large-scale forest restoration activities in Markham. HAVE staff can assist these management initiatives by developing press-kits and other information packages to keep the media and park users and neighbours informed of restoration activities and the reasons for them.

4. Heritage Interpretation—High Significance

5. School Programming—High Significance

6. Stewardship Involvement and Education
—High Significance
The HAVE program will take place in Markham and Toronto. Currently most park use sites (e.g., parking lots, trails etc.) in the park are located within Toronto. HAVE staff will identify additional locations for the future focus of HAVE services within Markham. These sites will focus on the few natural areas in the north of the park plus some of the major habitat restoration areas as well.

➠ Recommended Procedures

1. Use existing maps and aerial photos of the Markham section of the park to identify existing natural areas and the sites where major restoration activities will take place.
2. Visit these sites several times throughout the year to develop a feel for the natural rhythms and features at each site, as well as any visitor use.
3. Develop ideas for HAVE services and facilities supporting specific HAVE themes that could be located at these sites.
4. Based on this research and results from trail counters etc., map key areas that have the highest potential for HAVE services.

Recommended Procedures

1. Gather all available information on the cultural background and user profiles of Box Grove and other communities near the Bob Hunter area.
2. After reviewing the Bob Hunter management plan, spend several days on site getting a feel for how the site development will eventually look. Then review and select the key HAVE themes and subthemes that can be effectively addressed on this site.
3. Review the Bob Hunter Memorial Park management plan also to identify possible locations of HAVE program support infrastructure. This may include:
   - nested loop trail systems originating at major parking lots and public transit nodes
   - infrastructure for an eventual school program site
     - parking for several busses, one or more shelters, washroom facilities (for more details see the School Program section of the Core Competencies (Chapter 9)
   - reserve an area for a possible future visitor centre (see the Visitor Centre section of the Core Competency Chapter)
   - consult local teachers, school boards
4. Work with the park manager and the design team to incorporate as much HAVE program support infrastructure as can be deemed necessary to meet the needs of projected park users, and support the HAVE themes and the park's mandates.

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

This will be an ongoing project that will monitor trends in use. As the population around Rouge Park continues to grow and fuel prices continue to rise forcing many people to look for nearby places for passive recreation like hiking and nature watching, it is expected that park use will grow accordingly.

Objective 3.2. Apply Communications Standards to All HAVE services

Although personal HAVE services are the most effective, especially for multiple repeat visitors, the HAVE program is unlikely to have enough staff to address this need. Instead, they will be challenged to develop creative non-personal media that repeat visitors will like to interact with often. This will probably not be standard interpretation signs, since multiple repeat visitors seldom look at the same message more than three to five times.

Objective 3.3. Continue Rouge Park Profile Building Campaign

Rouge Park will probably need to continue its profile building campaign for at least five years. Once the general entrance and park boundary signs are in place, HAVE staff may decide to add several well publicized special events and perhaps develop a regular weekly column in a local newspaper or a regular spot on a local radio or television station. The park may also sponsor contests for home videos about how people enjoy the park (the winning entries could be displayed as streaming video from the park's web site) etc.

HAVE staff will be challenged to use their creativity to find new ways to keep Rouge Park on the community's radar.

Stewardship Development Model

Leads
- persuades others
- effects change in awareness, appreciation understanding and behaviour in others

Behaves
- displays positive behaviour in her/his actions
- tangible 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

Light the Spark

Based on Environmental Education and Heritage Interpretation Task Force Report, Parks Canada, March 1992.

Objective 3.4. Continue Visitor Profile Research

By the end of the third year of surveying park users, HAVE staff should have a pretty clear picture of the people who are using the park and why. This information should be applied when planning HAVE services.

Another step will be to find out if there are cultural communities living nearby that do not often use the park. This will likely require comparing Statistics Canada or that gathered from questionnaires. Determining the reasons for groups not visiting may require communicating with members of excluded communities to identify barriers and develop strategies for inviting and including them.

Objective 3.5. Continue Cultural Heritage Research as Needed

Rouge Park has the potential of being a cultural heritage hot-spot. There is evidence of a significant number of small- and moderate-sized first nations cultural sites in the park, as well as remnants of European settlement sites. HAVE staff should follow-up some of the many opportunities for enabling suitably managed research in the park by qualified parties. New information should be collected for use in future HAVE programming.

Objective 3.6. Continue Collaboration/Partnership program

Ideally, HAVE staff using the guidelines for collaboration and partnership from Chapter 9, and from the development of Objectives 1.6 and 2.6, will develop and maintain several fruitful associations with other agencies and community groups in order to provide a wider array of programs for park users, to enrich knowledge of the park, to be ambassadors for HAVE services within the community, and to inform development and management of HAVE services through their input..

Objective 3.7. Assist in the Complete Development of a Cooperating Association

HAVE staff will have the opportunity to assist in the development and maintenance of an energetic and effective cooperating association.

Objective 3.8. Continue to Expand HAVE Programming

With the main critical success factors in place:

- uniform liability coverage for HAVE staff, volunteers and partners throughout the park
- safety protocol that is compliant with national, provincial and municipal standards
- standards for uniforms and behaviour
- systems for tracking visitor use and characterizing park user groups
  - identifying where many park users gather, timing, why they come and what they are doing

HAVE staff can begin to increase the number and variety of personal and non-personal services available to park users.

With increased knowledge of park user characteristics, and activities, HAVE staff can begin to look at developing a suite of programs and services that address needs and interests of park users across the spectrum of Stewardship Development Model (see Figure 10.1).

Program Focus

During this period, HAVE services will be expanding to a wider array for people in the upper levels of the Stewardship Development Model. This will include some focus on courses and workshops aimed at building stewardship knowledge and capacity in long-time visitors and park neighbours (landholders with properties adjacent to the park). These services will require increased capacity (knowledge and skills) in HAVE staff if they are to deliver these services, or the recruitment and contracting of outside educators and experts as instructors.

Statistics and Evaluation

By year three, HAVE staff should be maintaining a database recording levels of participation in the HAVE programs delivered by them (program stats). This information along with the regular evaluations of the effectiveness of each offering will help the HAVE program manager assess and direct the direction of future HAVE services.

A Note of Caution

During the first 3-4 years of delivery HAVE staff should expect that there will be low attendance to many personal HAVE program offerings. There will be many reasons for this including, bad weather, insufficient promotion and advertising, not the right type of advertising, not the right location, time of day or day of the week. This normal for any suite of programs whether at a library, recreation centre, museum or recreation centre. HAVE staff will need to be rigorous and systematic in their analysis of both unsuccessful and successful programs and events. In many cases, new interpretation and education initiatives need time to build a local following. Once a core group of enthusiastic regular participants has found out about your fun, informative, empowering programs, word-of-mouth

Figure 10.1: Recommended Programs for Addressing the Stewardship Development Model

	Program Delivery Core Competencies of the HAVE Program in Rouge Park										
Stages in the Stewardship Development Model	Information/ Orientation	Interpretation		Visitor Centres	Education	Partnerships	Stewardship	Community Outreach	Special Events	Tourism	Marketing
		Personal	Non-Personal								
Leads	x				x	X	X	x			x
Behaves	x	x			x	X	X	x			x
Values	x	x	x	x	x	X	X	x			x
Understands	x	x	x	x	X	x	X	X			x
Appreciates	x	X	x	X	X	x	x	X	x	x	x
Aware	x	X	x	X	X	x		X	X	x	X
Unaware	x	X	x	X	X			X	X	X	X
Unsupportive	x				X			x	X	x	x

Key: x= moderate strength for this level X= strong for this level