

**A Comparison of Five Stakeholders' Perceptions of Governance under
Ontario Provincial Parks' Management Model**

by

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I hereby declare that I am the sole author of this thesis. This is a true copy of the thesis, including any required final revisions, as accepted by my examiners.

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Abstract

Governance is widely discussed in various government sectors or agencies such as Health Care and Education and throughout the private sector. Yet, it is only recently that reference to governance with regards to parks and protected areas has come to the for-front within various political and ecological circles. Parks and protected areas are increasingly threatened by climate change and political influences and therefore, there is a current need to assess the design and operations of protected areas so that they can be properly managed for the changes that have and will continue to occur. The current study examined how five stakeholder groups perceived 12 governance factors under Ontario Parks' management model. Results revealed that Ontario Parks' management model is perceived as having good levels of governance for all 12 factors by the entire population and within each of the five stakeholder groups. Differences in perception were observed primarily between the Park Staff participants when compared to the Contractor and Local Resident participants

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Dedication

To my mother Carole Buteau and father Cyriel Duitschaever

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Chapter One Overview of the Thesis

This thesis consists of seven sections. Chapter One introduces the proposal. Chapter Two introduces and provides the rationale for the proposed research. A brief history of the manner in which protected areas and parks came into existence and their development process will be provided. Governance models for parks and protected areas and an explanation of the Ontario Parks model are presented. A rationale for contacting the five identified Ontario Parks stakeholder groups is provided. Finally, the purpose statement and research questions is presented. Chapter Three provides an in-depth examination of governance principles and models in existence for parks and protected areas; Ontario Parks; the five stakeholder groups; the survey instrument; and, the Parks Governance Group (PGG). Chapter Four explains the methodological approaches that were used; the data collection techniques; site selection; and, analysis process. Chapter Five provides the results collected. Chapter Six discusses the results. Chapter Seven explains limitations of the study. Chapter Eight provides a summary of the thesis; observations made throughout the study; and, makes recommendations for future research.

Chapter Two Introduction

2.1 Background

Parks and protected areas have been in existence for thousands of years. According to some historians, certain areas in India were reserved for the sole purpose of protection of natural resources more than two millennia ago. The concept of protected natural areas and conservation is also part of many traditions of various ethnic groups and communities in the Pacific (“Tapu” areas) and in certain parts of Africa (Eagles, McCool & Haynes, 2002). Historians have documented the existence of vast areas of protected lands for the purpose of hunting nearly 1,000 years ago in Europe. These lands belonged to royalty and served as their hunting grounds. From the renaissance period onwards, these protected areas slowly became accessible to the public, serving as the foundations for community involvement, development and tourism. Later, a more formalized system for the creation, designation and management of these parks and protected areas was established by the British and the French (Eagles et al., 2002).

When the new world was colonized by the Europeans, they brought with them their traditions and concepts regarding parks and protected areas. The desire to establish protected areas and parks culminated in the creation of Yellowstone National Park in 1872, the first National Park in North America. Banff National Park, created in 1885, was the first Canadian national park. These first national parks in North America followed similar principles with regards to their management mandates; the parks were to serve as public places for the enjoyment and benefits of the people. With the success of these early national parks, various

countries, governments and segments of the population began to demand for the creation of protected areas, and thus, strengthened the process of designating and establishing protected areas in both Canada, the United States of America and throughout the rest of the world (Eagles et al., 2002).

In Canada, protected lands were often viewed as areas of vast wilderness where people could travel to in order to escape from the stresses of urban life and to indulge in clean air, green spaces and relaxation. The first national parks in Canada were established and protected because of their natural beauty which served as an attractant for the development of tourism based industries (Dearden & Rollins, 2002). Over time, the creation of protected areas within Canada began to follow a more structured process in which each level of government (federal, provincial and municipal) developed various systems to create parks. Each of these systems followed differing management models (Eagles, 2008).

Park and protected area agencies worldwide now follow various management models which influence the manner in which these parks and protected areas are governed. Parks and protected areas are seen as valuable and important to preserve. They are viewed as a social good because they protect and preserve environments from future human development, from human induced impacts, and human created threats. Ultimately, parks and protected areas preserve natural environments for the benefit and enjoyment of future generations.

Researchers, policy makers and the general population are also increasingly realizing and understanding new benefits attached to creating and maintaining parks and protected areas such as increasing visitor generated revenue (Bushell and Eagles, 2007); education purposes (Bushell and Eagles, 2007); maintaining biodiversity; scientific discoveries; and, improving human well being (Secretariat of the Convention on Biological Diversity, 2000). Society can benefit from parks and protected areas and their derived benefits only if these parks and

protected areas function under a strong management framework and appropriate level of governance.

2.2 The Concept of Governance

Governance can be defined as a process where the government and other social organizations interact, how they relate to the public and how decisions are made (Graham, Amos & Plumptre, 2003). Governance is the process of decision making and the process by which decisions are implemented or not implemented. The concept of governance is such that it can easily be applied to different contexts such as global, national, institutional and community (UNDP, 1997). According to Eagles (2008), governance is “the means for achieving direction, control, and coordination, which determines the effectiveness of management” (p. 39).

Both private sectors and public sector agencies follow various governance approaches. Having “good” governance for both the private and public sector agencies is necessary for their proper functioning. Governance in various private sector agencies is typically focused on performance, effectiveness, efficiency, and direction in order to achieve their financial goals and to remain competitive in their industry (Crompton & Lamb, 1986). The public sector, which is responsible for the provision of public goods and essential services, follows similar governance principles as the private sector, but often places less emphasis on financial goals and competitiveness due to underpinning principles and more emphasis on public participation, consensus orientation, strategic vision, responsiveness, transparency, equity and rule of law (Bovaird, 2005). Many government agencies are developing new forms of public governance due to an increase in civil society partnerships in order to help meet modern government challenges. Government agencies of all types and levels have undergone many,

often unnoticed changes. In the last decade, traditional institutional processes have become more marginal due to fundamental debates while new processes and institutions, often non-governmental, have become more central to public policy (Kettl, 2000). Due to the past ineffectiveness of authoritarian styles of government, civil society organizations such as Non-Government Organizations (NGOs) and other voluntary sectors have arisen as qualified agents in the search to define and implement policies and programs that are of direct concern to them. By engaging civil society, the legitimacy of a democratic government can be increased. This in turn leads to governments which are increasingly recognizing that civil society can be the most effective actor when dealing with public policy and programs (Bovaird, 2005; Edgar, Marshall & Bassett, 2006; Kettl, 2000). Thus, present public governance systems exist because both civil society and government have realized the importance of partnering in order to have governance models which are more efficient and will better function. This allows the government, government sector or agency, and government programs or services the ability to better fulfill their missions, visions, goals and objectives. Present public governance organizes and places this complicated mix between civil society and the government allowing public processes and agendas to be fulfilled. However, engaging civil society in the decision making processes does not always indicate that good governance principles are being followed (Bovaird, 2005; Edgar, Marshall & Bassett, 2006). This can be problematic since many governance approaches theoretically function with the understanding that cooperation between civil society and government is needed. A definition of good governance and the manner in which it can be measured is provided in section 3.2.1.

There are a multitude of different governance approaches which can be employed to manage protected areas and park agencies. Glover and Burton (1998), Graham et al. (2003), and More (2005) discuss various typologies of institutional arrangements which provide parks,

recreation and tourism services; models of service provision; and various classifications of governance models. These typologies will be further discussed in Chapter 3.

Graham et al. (2003) utilized the United Nations Development Program (UNDP) (UNDP, 1997) list of governance principles in order to develop a classification system for governance of protected areas. The authors proposed five principles of good governance based on the UNDP criteria of sound governance (Table 1). These principles can be used to evaluate the governance of individual parks or park agency systems. However, testing Graham et al.'s grouping of the ten UNDP principles of governance into the five categories has not yet been undertaken and as such, is only theoretical. In the present study, the ten principles of governance identified by the UNDP will be used to evaluate the governance model of Ontario Provincial Parks (Table 1).

Table 1 Principles of Good Governance.	
The Five Good Governance Principles	The Ten United Nations Development Program Principles
Legitimacy and Voice	Participation Consensus orientation
Direction	Strategic vision
Performance	Responsiveness Effectiveness and Efficiency
Accountability	Accountability Transparency
Fairness	Equity Rule of Law

(Source: Graham, Amos, & Plumptre 2003)

Eagles (2008) argued that within the various governance systems for parks and protected areas, three major approaches to management can be distinguished: 1) the ownership of the resources, 2) the sources of income, and 3) the management body. These approaches are intertwined and ultimately form the type of governance system under which the park or protected area functions. In most analyses, the approaches are not considered independently, leading to difficulties in understanding each of these various aspects of management. Eagles also stated that there are three possibilities regarding the resource ownership for parks and protected areas: 1) a government agency; 2) a non-profit institution; or, 3) a for-profit corporation. He further argued that different types of governance models are used in combination with the three major sources of income: 1) societal taxes; 2) user fees; or, 3) donations. Finally, Eagles argued that management institutions which control the activities must be considered as separate entities from the resource owner(s) and the source(s) of income. Eagles proposed four possibilities for the management institution: 1) a government agency; 2) a parastatal agency; 3) a non-profit corporation; and, 4) a for profit corporation.

Little research has been conducted examining the manner in which these various governance systems function for parks and protected areas or how civil society is involved in the various governance systems. As was discussed by Bovaird (2005) and Edgar, Marshall and Bassett (2006), cooperating with and engaging civil society in governance model processes for parks and protected areas is necessary for government agencies if they are to properly manage their agency or park system. Cooperating with, and engaging civil society allows for the creation and adoption of good governance principles allowing the agency or park system to function better. Thus, it is important for both the government agency and the stakeholder groups involved (civil society) to know whether or not good governance exists. Knowing this allows for the government agency and stakeholder groups to address the areas of weakness

within the governance model while also providing valuable information in regards to management practices that are functioning properly. Although much literature discussing various topics related to park management exists, little research has been undertaken in order to actually provide a proper understanding of the various governance models for parks and protected areas. This lack of research is puzzling as parks and protected areas provide multiple benefits and are often viewed as a social good. It is impossible to properly examine, measure and provide a proper detailed analysis for all governance models employed in parks and protected areas in the scope of one project. Due to the impossibility of examining all governance models used in managing various parks systems, this study will focus on one type of governance approach so that an in-depth and thorough understanding of that governance model can be understood. The park system in question for this study is that of Ontario Provincial Parks. The ultimate goal of this study is to determine if good governance exists within Ontario Provincial Parks and, to compare how the stakeholders involved with Ontario Provincial Parks perceive this to be.

2.3 Ontario Provincial Parks

Presently, three of Canada's government-owned park agencies (The Parks Canada Agency; British Columbia Provincial Parks; and Ontario Provincial Parks) follow a different governance model. Parks Canada is largely funded by government grants, with some revenue from tourism fees and charges. The visitor services are provided by a complicated mix of government employees, non-government organizations and private sector operators (Parks Canada, 2004). The British Columbia Provincial Parks' management is completely funded by government grants. However, all visitor services are provided by profit-oriented concessionaires who gain income from tourism fees and grants from government (Cavers, 2004). Ontario Provincial Parks are almost all funded by tourism fees, with only 20% of

operating funds coming from government grants (Environmental Commissioner of Ontario, 2008). Visitor services are provided by government employees, non-government organizations and, private sector operators (Ontario Parks, 2005)

The governance model employed by Ontario Provincial Parks is the focus of this study for the following reasons. Due to the size and scale of The Parks Canada Agency and due to monetary and time restraints on behalf of the researcher, it was not possible for the researcher to focus his attention on the Parks Canada Agency's governance model. The British Columbia Provincial Parks governance model is the focus of another study by colleagues in the department of Recreation and Leisure Studies at the University of Waterloo. Ontario Provincial Parks was the focus of this research for two main and intertwined reasons. First, the Ontario Provincial Parks governance model can be described as functioning in a different manner when compared to the British Columbia Provincial Parks governance model. Ontario Parks uses the public sector employees as much as possible for park tourism service delivery, while BC Parks uses the profit-making private sector for all park tourism service delivery. Due to the current research conducted on the British Columbia Provincial Parks governance model, comparisons between the British Columbia Provincial Parks and Ontario Provincial Parks' governance models can be made at some future date. This will prove to be interesting since no such study has yet to be done. The findings could potentially contribute to changes and improvements for both Ontario Parks and BC Parks management models, ultimately, allowing for better management practices and understanding of their management structure. However, that comparison will not be done for this thesis. In conjunction with this, the Parks Governance Group (PGG) (section 3.5) from the University of Waterloo is conducting a larger study examining governance models of protected areas and has identified the Ontario

Provincial Parks governance model as being significant and important to their research goals. Thus, this study was conducted under the larger umbrella study conducted by the PGG.

Ontario Provincial Parks, originally established as a Parks Branch within the Ministry of Natural Resources in 1954, functions as a standalone government branch of the Ontario Ministry of Natural Resources (OMNR) which is under the jurisdiction of the Ontario Provincial Government (Moos, 2002). From 1893 to 1954, Ontario Provincial Parks were created on an individual basis, in response to unique combinations of social, economic and political pressures (Killan, 1993). The first Ontario Provincial Parks were predominantly funded through government taxes, with the revenues generated from tourism returning to provincial coffers (Moos, 2002). Gradually, a parks systems plan was initiated in which goals, objectives, classifications, zoning policies and acquisitions were outlined and used for the management of Ontario Parks (Killan, 1993).

The province of Ontario is home to the second largest provincial park system in Canada. At the time of this study, there were 329 provincial parks in Ontario of which 111 are operating with visitor services and field staff (Ontario Parks, 2008). These parks encompass 7,868,368 hectares (Ontario Parks, 2008) of protected areas, representing approximately 7.31% of Ontario's total land coverage (McGillivray, 2006). In 1996, a new business model was developed and implemented in response to a province-wide recession and cut-backs in government funding. With this new business model, Ontario Parks obtained the power to retain all income derived from visitor fees (Ministry of Natural Resources, 1996). Since 1996, the Ontario Parks has the partial ability to function as a private entity rather than as a government agency. At the present, 80% of Ontario Provincial Parks is funded through tourism generated income while the remaining 20% of the operating funds are provided by the Ontario Provincial Government (Environmental Commissioner of Ontario, 2008; Ireland

Smith, van Staalduinen, & Maude 2001, as cited in Eagles, 2002). With the adoption of this business model in 1996, the management body of Ontario Parks began to function as a parastatal institution: the government owns the resources; the majority of the funding is provided by user fees; and, the management functions as a government-owned corporation (Eagles, 2008). Functioning as a parastatal institution, Ontario Provincial Parks provides services to the public using both in-house park staff and private contractors and licensees. There is little published information available explaining how Ontario Parks decides to use both in-house staff or use private contractors and licensees. Moos (2002) stated that the outsourcing of products and services is carried out by Ontario Parks when net savings are achieved or when specialized expertise is needed. Moos did not clearly explain how these decisions are made. In a case study conducted by Sperl (2008), the contracting policies for three Ontario Provincial Parks (Presqu'île, Pinery and Sandbanks Provincial Parks) were examined. Sperl concluded that decisions to either contract out a park service or, to have the park provide the service is left to the discretion of the park superintendent.

2.4 Stakeholders in Ontario Provincial Parks

Stakeholders can be defined as individuals, groups or organizations that have a perceived interest in or impact on a particular resource (Selin & Chavez 1995). Within Ontario Provincial Parks, the PGG has identified five stakeholder groups which are deemed to be of importance with regards to examining the governance model of Ontario Parks. These stakeholders groups include: 1) Ontario Parks' staff; 2) Private contractors and licensees associated with Ontario Parks; 3) Non-government organizations with an interest in Ontario Parks; 4) Ontario Parks' visitors; and, 5) Local communities in the vicinity of Ontario Parks. The involvement of each stakeholder group in Ontario Provincial Parks is briefly described below but will be discussed in more detail in section 3.

2.4.1 Ontario Parks Staff

Ontario Parks' staff includes all persons working for Ontario Parks under the jurisdiction of the Ontario Provincial Government; for example, gate staff, park wardens, clerks and managers of operations. Ontario Parks' staff members play a vital role in the management, enforcement and delivery of park mandates. Staff members have the responsibility to ensure that the Ontario Parks Act is respected and implemented. Staff must be on a constant vigil in order to enforce the provincial laws and regulations in each individual park, and must play an active and constant role in the management of the parks. Staff members are also ultimately responsible for all tourism services such as managing visitor centers, operating equipment rentals, operating restaurants, and providing interpretation services in various operating parks.

2.4.2 Private Contractors and Licensees

Ontario Parks uses both private contractors and licensees for service delivery (Bruce van Staalduinen, personal communication, July 19, 2007). Some parks contract certain service activities to private sector operators under either a concession agreement or a license with the understanding that park management deems this to be more cost efficient when compared to providing the service(s) themselves (Moos, 2002; Sperl, 2008). The Miriam-Webster dictionary defines a concession as a grant of land or property by a government agency to a private for-profit or non-profit entity in return for services or for a particular use. The concession has the right to undertake and to generate a profit from a specified activity. The concession operates on a leased portion of a park or protected area of land for a particular purpose and for a specified period of time (Concession, 2008). A licensee can be defined as any company, organization, or individual proposing to undertake activities of a commercial

nature in a protected area. The activities that are contracted out typically have a commercial nature and can include guided tours, instructional or educational courses and leisure activities that are conducted for a fee or reward. Other contracted out activities can include garbage removal and grounds keeping (Government of South Australia, 2008). The companies, organizations or individuals that function under a contract agreement can, but do not have to be based in the park or protected area, however, the services they provide do. The license is on a term renewal basis which can range from one month to many years depending on the contract (Crompton, 1999). In the case of Ontario Provincial Parks, these private sector operators can be either profit-making businesses or non-profit cooperating associations. Services include but are not limited to washroom and vault toilet cleaning, fire wood production, landscape maintenance, camp ground operations, and operation of the visitor centres (Sperl, 2008). Contractors and licensees work within park settings, providing services for both Ontario Provincial Parks and Ontario Provincial Park visitors (Sperl, 2008).

2.4.3 Non-Government Organizations

Non-government organizations (NGOs) play an important role in the management of parks and protected areas. According to Kamat (2004), NGOs can be a primary catalyst for change, sometimes replacing large bureaucratic institutions (including the government) with regards to the development of parks and protected areas. In Ontario, some of the NGOs who have an interest in Ontario Parks function as “Friends” groups. Friends groups are predominantly community based, not-for-profit charitable organizations, and co-operate with the park management in an attempt to enhance the interpretive, educational and recreational objectives of the park with which they are associated. These Friends groups are involved in events and activities such as operating visitor centres, publishing maps and books, fundraising

for the parks and supporting research projects (Friends of Ontario Parks, 2007). According to Bruce van Staalduinen, manager of operations for Ontario Parks (personal communication, July 19, 2007), Friends groups donate approximately 10 to 15% of their annual revenue to the park with which they are associated. Some parks such as Algonquin Provincial Park receive 25% to 30% of the associated Friends' group revenue. Over the first 25 years of operation in Algonquin Park, the Friends group was increasingly involved in the education program. By the end of this period, the Friends funded 66% of the total cost of providing interpretive services in the park, including staff salaries, facilities, and publications (Friends of Algonquin Park, 2008). The various Friends groups located throughout Ontario have a mutual interest with Ontario Provincial Parks in insuring the successful operations of the parks they are associated with.

There is a large NGO movement that has an interest in Ontario Parks, but is not directly involved in providing visitor services. Some of the more influential groups include Ontario Nature, The Wildlands League, The Federation of Anglers and Hunters, and The Wilderness Canoe Association.

Ontario Nature was created in 1931 and its goals are to protect and restore nature in Ontario, to connect people with nature, to advocate on behalf of nature, and to educate the public on the importance of nature in peoples' lives (Ontario Nature, 2006). The mission of the Wildlands League is to combine credible science with visionary solutions and bold communication in order to save, protect and enhance Ontario's wilderness areas (Wildlands League, 2005). The Ontario Federation of Hunters and Anglers is dedicated to protecting wetland and woodland habitat, to conserving fish and wildlife stocks and to promote outdoor education (Ontario Federation of Anglers and Hunters, 2008). The Wilderness Canoe Association is an organization for people who are mainly interested in wilderness travel by

means of canoeing, kayaking and backpacking in the summer and skiing and snowshoeing in the winter. The aim of this organization is to provide an informal educational environment for people to learn and appreciate Ontario's wilderness (Wilderness Canoe Association, 2008). Each of these groups has lobbied and continues to lobby for changes in government policy and laws that affect parks' planning and management.

2.4.4 Ontario Park Visitors

In 2007, Ontario Parks welcomed 10,377,359 visitors, including 4,594,140 day-users and 5,198,164 camper nights (Ontario Parks, 2008). This visitation is recorded from 111 provincial parks deemed to be operating parks; those are parks that have a staff presence and visitor services (Appendix A). Visitors to Ontario Parks have the desire to enhance self development, to obtain health benefits, to reaffirm cultural values, to partake in social experiences, to learn about the protected areas, and to promote conservation and preservation (Eagles et al., 2002). These visitors can also contribute to the economic growth at the local, provincial and national level. Bowman (2001) examined the expenditure levels of park visitors to Algonquin Provincial Park. She found that day visitors spend the most (mean= \$208.00) money per day while car campers spend the least (\$27.70). Using the Provincial Economic Impact Model, Bowman determined that the economic impact generated by Algonquin Park and spending by the Friends of Algonquin for the province of Ontario amounted to \$4.9 million in labour income, \$6.0 million in gross domestic product (GDP) and created 150 full time per-person years of employment. An economic study conducted by Ontario Provincial Parks for the 2005/2006 fiscal year revealed that park visitors to provincial operating parks for that time duration spent approximately \$169,470,584 on trips to the parks. The total Value Added from these visitor trip expenditures is estimated at \$188,466,880 and the Gross Output

is estimated at \$418,259,154. The initial tourist expenditures provided \$112,668,563 in wages and salaries and provided 2,924 per-person years of employment (Ontario Parks, 2005). Thus, park visitors have strong interest in the parks as reflected by their numbers for 2007 and they also have a significant economic impact on the province and on the local area surrounding each operating park.

2.4.5 Local Communities in the Vicinity of the Parks

In Ontario, each operational provincial park is adjacent to one or more municipality, township, city or village. The people living within these can be defined as the members of local communities residing near an Ontario Provincial Park. In certain instances, residents reside within the boundary of the provincial park; such is the case with Algonquin and Rondeau Provincial Park. Due to the close proximity of local residents with a provincial park, both the park and the residents can influence and impact each other. Due to these influences and impacts, local community members should be involved in the park's management and management processes.

Hanna, Clark and Slocombe (2008) stated that in the last few years two opposing viewpoints have emerged creating tension over how parks should be managed. One viewpoint advocates for the inclusion of local communities in both the decision making and as the recipients of benefits from protected areas. The other viewpoint argues that too much inclusion of local communities will lead to the distancing of ecological preservation in the parks and a rise in unsustainable development in and around the park by local communities. Brown (2002) argued that involving local communities in the decision making process for protected areas and providing them with the opportunity for economic endeavours will foster a greater incentive to conserve the protected areas. Walnner, Bauer and Hunziker (2007) added that

protected areas have the ability to increase the well-being of communities as a result of increases in economic development brought about by the increase in visitors. This view point is reinforced by Kido and Seidl (2008) who stated that local communities are primarily concerned with maximizing tourist spending to enhance economic growth. Communities around parks and protected areas provide both direct and indirect services to park visitors, are directly and indirectly influenced by park visitors, and can directly be influenced by park management mandates (Kido & Seidl, 2008; Ontario Fur Managers Federation, 2007). Yet, local communities are not often included in this process, making communication between the park agency and the community sometimes difficult or non-existent (Child, 2004). Since local communities can and often do play an important role in park management and can directly be influenced by park management, it is paramount that they be included in this study in order for the researcher to provide pertinent and accurate findings or recommendations

2.5 Purpose Statement

The purpose of this study was to compare the perceptions of the Ontario Provincial Parks governance model amongst and within the five different stakeholder groups (Park Staff, Visitors, Private Contractors, Local Residents and, NGO members) in order to improve the management model of Ontario Parks.

2.6 Research Questions

Since the nature of this study was exploratory, two general research questions were asked:

- 1) Do perceptions of the ten criteria of governance differ among the five stakeholder groups?

2) Do members within each stakeholder group vary in their perceptions of the ten criteria of governance?

2.7 Hypotheses

Based on the literature available, it is possible to outline some of the results that are most expected. Accordingly, there are six hypotheses outlined below.

2.7.1 Hypothesis 1

As outlined in section 2.4, the five stakeholder groups identified are different from one another based on their relationship to Ontario Parks. Parks Staff play a vital role in the management, enforcement and delivery of park mandates; Contractors work within parks settings and provide services for both Ontario Parks and visitors to Ontario Parks; some NGOs have mutual and direct interests with Ontario Parks so as to ensure the successful operations of various Ontario Parks for visitors while other NGOs have interests in Ontario Parks but are not directly involved in providing visitor services; Visitors to Ontario Parks contribute to the local and provincial economy, have an influence on park mandates and are influenced by park mandates; and, Local Residents residing near Ontario Provincial Parks are both impacted by the park and associated visitors but also impact the park (e.g. management mandates) and visitors to that park. Therefore, it is possible to state the following hypothesis: The perceptions of the ten principles of governance will differ for each of the five stakeholder groups.

2.7.2 Hypothesis 2

There are ultimate differences in the management and operating principles of a public sector agency/branch when compared to a private sector organization. Private sector organizations are typically focused on proper performance, effectiveness, efficiency and

direction in order to achieve their financial goals in order to remain competitive in their industry (Crompton and Lamb, 1986). Meanwhile, the public sector is responsible for the provision of public goods and essential services and therefore, often places less emphasis on financial goals and competitiveness and often places more emphasis on public participation, strategic vision, responsiveness, transparency, consensus orientation, equity and rule of law (Bovaird, 2005). Based on these differences, it is possible to formulate the following hypothesis: Park Staff will perceive Public Participation, Consensus Orientation, Equity and Rule of law as closer towards good governance than Contractors.

2.7.3 Hypothesis 3

As previously stated in section 2.7.2 above, there are fundamental differences in the management approaches used by private sector agencies when compared to public sector agencies. Due to the nature of private sector agencies, they are typically focused on proper performance, accountability, effectiveness, efficiency and direction. These are areas of focus as they are required if the private sector agency wishes to remain competitive and be capable of achieving its' financial goals (Crompton & Lamb, 1986). Meanwhile, the public sector, which is responsible for the provision of public goods and essential services is often incapable of placing emphasis on financial goals and competitiveness as it is often required to place more emphasis on public participation, strategic vision, responsiveness, transparency , consensus orientation, equity and rule of law (Bovaird, 2005). Therefore, it is possible to formulate the following hypothesis: Contractors will perceive Accountability, Responsiveness and Efficiency as being closer towards good governance than Park Staff.

3.7.4 Hypothesis 4

Local Residents can benefit from parks and protected areas as these have the ability to increase the well-being of their community through increased visitor and their associate spending within the community (Kido and Seidl, 2008). Brown (2002) stated that when a park agency involves local residents in various decision making processes and provides them with the opportunity for economic endeavours, the agency will foster a greater incentive in the local community to conserve that protected area. However, Child (2004) stated that local residents are often not included by the park agency in various decision making processes which makes communication between the park agency and the community sometimes difficult or non-existent. Meanwhile, park staff are the ones responsible for the proper management of the park(s) and agency and are actively involved in certain or all aspects of management for a park or park system. Therefore, it is possible to hypothesis the following: Nearby Residents will perceive all ten criteria of governance as being closer towards weak governance than will the Park Staff and Contractor stakeholder groups.

2.7.5 Hypothesis 5

There are multiple types of NGOs involved with or, that have an interest in Ontario Parks and more broadly, outdoor settings. At the two extremes are the Wilderness Preservation NGOs which contribute their efforts on protecting large areas of land and only allow minimal human impact while the Motorized/Consumptive NGOs are primarily concerned with land access, permits, safety and the sustainable management of the resources which they use for activities such as hunting, fishing and ATV trail riding (McCutcheon, 2008). Based on these differences and the purpose and management principles of Ontario Parks, the researcher felt confident that the following hypothesis could be formulated. Wilderness Preservation NGOs

will perceive all ten criteria of governance to be closer towards good governance than the motorized/consumptive recreation NGOs.

2.7.6 Hypothesis 6

There are multiple types of NGOs involved with or, that have an interest in Ontario Parks and more broadly, outdoor settings. Two types of NGO organizations exist with similar albeit different perspectives or mindsets. These are the Environmental Conservation NGOs which are predominately interested and focused on ecology, spending their efforts on preserving and enhancing the health of the environment while also indulging in low-impact recreation while the Low-Impact Recreation NGOs are typically families who visit the park through either day visits or overnight visits spent front country camping and/or hiking. The main interest of the Low-Impact Recreation NGOs is on recreation with a present awareness and respect for the environment (McCutcheon, 2008). Therefore, based on the management principles of Ontario Parks, the researcher hypothesised: Environmental conservation NGOs will perceive all ten criteria of governance to be closer towards good governance than the low-impact recreation NGOs.

2.8 Methodological Approach

In this study, quantitative data collected through the Parks Governance Survey developed by the Parks Governance Group at the University of Waterloo were used to answer the two research questions. The survey was designed to collect information on the ten criteria of sound governance outlined by the United Nations Development Program (UNDP, 1997). The study involved contacting the five stakeholder groups outlined in section 2.4 in an attempt to answer the two research questions. Methodological approaches were developed detailing the manner in which the survey was conducted. Once the data were collected, they were

analysed using version 16 and 17 of the Statistical Package for the Social Sciences (SPSS).

Section 4.7 provides a detailed explanation of the statistical tests which were conducted in order to analyze and answer the research questions and test the hypotheses. The outcomes of these analyses are presented in section 5.0.

Chapter Three Literature Review

The term governance may have different connotations and it is thus important to define governance in the context of this study. The need to conduct research on governance models will be justified by using examples, comments and conclusions from past research and conferences. A description of the research instrument and of the Parks Governance Group which created this research instrument will be provided. Five stakeholder groups functioning within Ontario Provincial Parks are identified and the rationale for including these five stakeholder groups in the research project is provided.

3.1 The Need for Parks and Protected Areas Governance Research

Rodrigues et al. (2004) and Jenkins and Joppa (2009), stated that the total global amount of land and water in protected areas encompasses 11.5% of the land and water mass of the planet. Such areas exist under various designations such as National, State, and Provincial Parks; wildlife reserves, sanctuaries and preserves; and marine protected areas (Rodrigues et al, 2004). According to Agee and Johnson (1988), Grumbine (1994, 1997) and Wright (1996), academic perspectives regarding how protected areas are designated (e.g. recreational, ecological), the fashion in which protected areas have become defined (e.g. IUCN classifications), and the manner in which their management systems function (e.g. government ownership, parastatal) have changed in the last 50 years. In the last 20 years, the concept of ecosystem based management, which at one time was poorly understood, is now widely accepted by park managers, park agencies and scholars. During this time period, unprecedented rapid social and ecological change has occurred ranging from local to global

scale. These changes were the result of human domination of the Earth's terrestrial, coastal and marine ecosystems (Vitousek, Mooney, Luchenco, & Melillo, 1997; Jackson, Kirby, Berger, Bjorndal, & Botsford, 2001), anthropogenic climate warming (IPCC, 2001) and arguably, a globalized capitalist economy (Friedman, 2005). Together, these changes have created a novel state of global vulnerability for the Earth's social and ecological systems (Diamond, 2005). In 2003, at the World Parks Congress held in Durban, South Africa, scenarios regarding the threat to protected areas were presented using the then current trends and conditions prevalent within existing protected areas. One highlight of the conference was recognizing the fact that parks and protected areas had begun to follow a new type of management paradigm where business and civil society institutions assume a significantly larger role in various governance models for protected areas (Dearden *et al.*, 2005; Hanna, Clark and Slocombe, 2008). Due to the changes listed by Vitousek et al. Jackson et al. IPCC, and Friedman, and along with the scenarios provided and the recommendations listed by the World Parks Congress in 2003, Hanna, Clark and Slocombe (2008) stated that there is an urgent need to assess the design and operations of protected areas in order to properly manage for the changes that have and will continue to occur. Thus, research focused on examining governance approaches needs to be conducted in order to provide both parks and protected area managers and other stakeholders involved with these a better understanding of the strength and weaknesses of the models they are employing. Ultimately, these analyses will provide insight into the various governance models being applied to parks and protected areas worldwide allowing managers and policy makers to better understand both the governance model they are employing and the strength and weakness of other governance models.

3.2 Governance

Governance has been defined in a variety of ways; all definitions having some level of variation while still presenting similarities between processes and themes (Hanna, Clark, & Slocombe, 2008). For example, Graham, Amos and Plumtre (2003) define governance as “a process whereby societies or organizations make their important decisions, determine whom they involve in the process and how they render account” (pp. 1). Jessop (2003) defines governance as;

the reflexive self-organization of independent actors involved in complex relations of reciprocal interdependence, with such self-organisation being based on continuing dialogue and resource-sharing to develop mutually beneficial joint projects and to manage the contradictions and dilemmas inevitably involved in such situations.

Governance organised on this basis need not entail a complete symmetry in power relations or complete equality in the distribution of benefits: indeed, it is highly unlikely to do so almost regardless of the object of governance or the ‘stakeholders’ who actually participate in the governance process. (pp. 142).

Eagles (2008) defined governance as “the means for achieving direction, control, and coordination” (pp. 39). All definitions appear to invoke the process of interactions among structures or bodies and place relevance on the method by which decisions are made, and value the manner in which stakeholder groups voice their opinions (Graham, Amos, & Plumtre, 2003; Su, 2006; Rehman, 2006; Hanna, Clark & Slocombe 2008; Eagles, 2008). In order to correctly understand governance systems, it is important to analyze the contexts in which they are employed. These contexts can be at the global, national, provincial, institutional and community levels. In order to properly understand each of these levels, one

must identify and consider each of the various types of entities which occupy the social and economic landscapes that exist within (Graham, Amos, & Plumptre, 2003a). Graham et al. (2003) provide an example illustrating four general sectors of society within a population. The four sectors of a population are: institutions of civil society (NGOs, volunteer sectors), businesses, media, and government (Figure 1). The size of each sector represents its relative power, while the overlapping of sectors represents the manner in which these organizations can function together. Graham et al. also stated that different societies or population groups within a society will both place different power relationships between each sector and that the level of cooperation between each sector can vary.

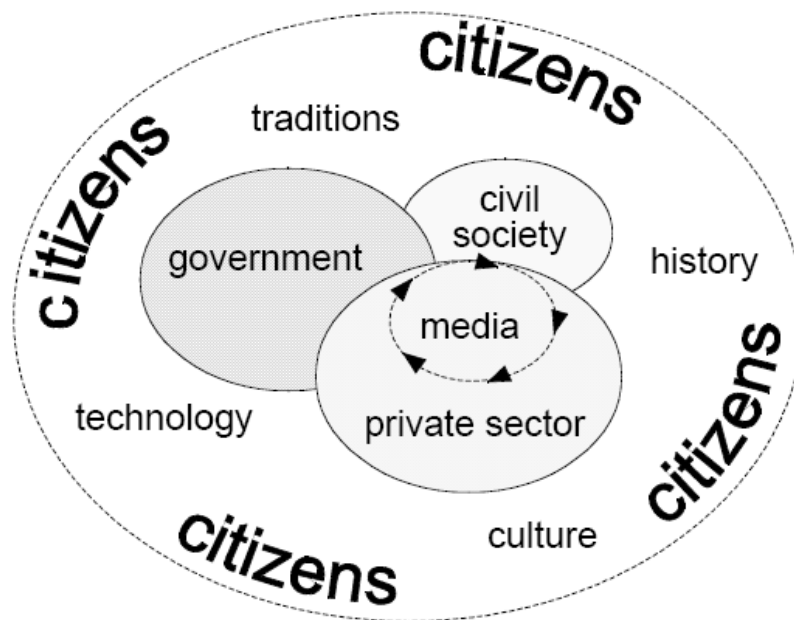


Figure 1. Four Sectors of Society (Source: Graham, Amos, & Plumptre, 2003).

In Canada, governance is a widely discussed topic in fields such as health care, private enterprises, and certain sectors of government. The discussion of governance and its relative significance in certain government sectors such as health care and education can be

attributed to the importance placed on these sectors by both the government and civil society. Sectors such as these are deemed to be public goods by both government and civil society and are perceived to contribute to societal good by promoting and up-keeping health standards and allowing and providing access to a proper education for the entire Canadian population. Combined, government services such as these allow our country to prosper while providing for all citizens (Harper, 2008; McGuinty, 2008). Other sectors and topics such as the environment have come to the forefront of government, media and civil society and are seen as being of great importance for both present and future populations. Due to increases in population sizes and densities, pollution and global warming, parks and protected areas are increasingly seen as areas in which ecological systems can be preserved. These protected areas can allow for carbon storage, erosion control, water quality preservation, species protection and, as source for new medical treatments (Natural Resources Canada, 2007). Preserving and creating parks and protected areas allows for the preservation of the environment and species for the enjoyment and benefit of present and future generations. These parks and protected areas serve as recreational outlets for the people of Ontario and Canada while simultaneously educating visitors regarding the natural environment, ecological concepts, and species that are found within. Due to the importance of protected areas and the significant and positive role they play in protecting our natural environment for the present and future generations, one could think that much thought and research has been focused on analyzing and discussing governance models of parks and protected areas. Bovaird (2005) stated that very little research has been conducted in an attempt to better understand the governance principles in publicly-owned parks and protected areas. This is an issue since the world's protected areas are of significant cultural importance and contain some of the most important species (fauna and flora), habitats and ecosystems on earth (Eagles, Mclean, and Stabler, 2000). It is through

proper governance that these parks and protected areas can be conserved and appreciated. In an Action Plan, created as a result of the Fifth World Parks Congress held in Durban, Africa in 2003, the statement was made that governance is central to the conservation of protected areas throughout the world (WCPA, 2003).

Presently, researchers focusing on governance for parks and protected areas can be categorized into two main groups. One group focuses specifically on presenting various governance models for protected areas and on explaining their specific management structures (Graham, Amos, & Plumptre, 2003; Plumptre & Laskin, 2003; Dearden, Bennett & Johnston, 2005; Hanna, Clark, & Slocombe, 2008; Eagles, 2009), while the other group is focused on conducting and presenting preliminary exploratory studies in an attempt to understand the workings of these governance models (Bradford, 2003; Rehman, 2006; Su, 2006). These research projects have been undertaken in the form of case studies with a focus on (a) very specific stakeholder(s) group(s) providing a sometimes narrow point of view. Little research has been done attempting to measure and understand how a specific agency's or organization's entire governance model functions.

As stated in section 2.2, Glover and Burton (1998); More (2005); Graham et al, (2003) developed various classification systems for the provision of parks, recreation and tourism services within protected areas. Glover and Burton (1998) proposed four types of models of public leisure services delivery for parks, recreation and tourism: 1) governmental arrangements in which the public sector agency or agencies is the sole provider of public services; 2) cross-sector alliance which consists of a contractual relationship between a public sector agency (e.g. Ontario Provincial Government) and a for-profit or a not-for-profit agency or organization; 3) regulated monopolies which occur when a private business or agency is granted the right to a monopoly in order to directly provide public services; and, 4) divestiture

which occurs when the public sector decides to either sell or lease their lands, facilities or services to the private for-profit sector.

Graham et al. (2003) proposed four types of governance models for parks and protected areas: 1) government management which can occur when either a national, provincial, state or municipal government has authority and accountability for the park and protected area or, the government can delegate the management of the park or protected area to another type of organization; 2) multi-stakeholder management can either function as a collaborative management or, as joint management; 3) private management can occur when either individuals or groups of individuals own the resources; as a not-for profit organization; or, as a for-profit corporation; and, 4) traditional community management in which either the indigenous community has authority and accountability for the management of the protected area or, accountability and management is under the responsibility of the traditional local communities.

More (2005) proposed five concepts of park management models: 1) the fully public model in which the government is responsible for operating all services; 2) the public utility model in which the government agency functions as a private corporation; 3) outsourcing which involves the contracting out of certain or all services to the private sector; 4) the private, non-profit ownership in which parks and protected areas are owned and operated by non-profit organizations; and, 5) the private for-profit organizations own and operate parks and protected areas for profit making reasons.

Eagles (2008) combined the models proposed by Glover and Burton (1998), Graham et al. (2003) and More (2005), and suggested the importance of examining governance using three independent approaches since the previous authors have treated land ownership and park

operations as a singular activity in which one actor was responsible for the management of activities. Eagles stated that it is important to consider the management institutions which control activities within the park or protected areas as separate from the owner of the resources and the sources of income. The three independent approaches listed by Eagles include: 1) ownership of resources; 2) sources of income; and, 3) management body. Three alternatives to resource ownership of parks and protected areas proposed by Eagles are: 1) a government agency which can function at any level of administration; 2) non-profit institutions which are public organizations functioning in a non-profit manner independent of any government agency; and, 3) for-profit corporations which can be legally defined as companies and which often play a significant role in the provision of tourism services in parks and protected areas. Eagles proposed three types of income sources for Parks and Protected areas: 1) societal taxes collected by the government through either provincial and/or federal taxes which are then redistributed to various government agencies; 2) donations to various parks and protected areas by either individuals, communities, agencies, or for-profit businesses; and, 3) user fees collected when visitors enter the park or protected area and are then re-invested into the park or protected area. Eagles also provides four types of management institutions for parks and protected areas: 1) a government agency such as the provincial or federal government; 2) a parastatal which can be defined as a corporation owned or fully controlled by the government; 3) a non-profit corporation such as “Friends” groups or Ontario Nature; and, 4) a for-profit corporation which can be either private or publicly owned.

Glover and Burton (1998), Graham et al. (2003), More (2005) and Eagles (2008) all provide different types of classification systems for governance models regarding service provision, types of agency (public, private, non-profit), and management approaches. Eagles (2008) specifically stated that an analysis of these various governance models is needed in

order to determine how these systems function and their individual strength and weaknesses. This study does not specifically address Eagles' request but aims to provide an understanding describing the manner in which various stakeholder groups perceive ten characteristics of good governance (UNDP, 1997) for the Ontario Provincial Parks management model. The results of this study could potentially guide further research designed to analyse and measure how Ontario Provincial Parks' governance system functions and its strengths and weaknesses.

The United Nations Development Program (UNDP) (1997) provided a list of ten characteristics of good governance principles (Table 1). According to the UNDP (1997), these ten principles form an interrelated group in which the core characteristics are mutually reinforcing and can thus, not stand alone. The presence of these ten principles in the management practices of parks and protected area agencies or industries represent good governance. The issue, as stated by Graham et al. (2003) is determining whether or not these ten principles are a part of the management practices of parks and protected areas, reinforcing the need for current research in this area.

Hanna, Clark and Slocombe (2008) state that because of the increased complexity that park and protected areas are experiencing globally, a better understanding of the various management models and their underlying principles is needed. This research project will provide information on the management practices of a Canadian Park System, Ontario Provincial Parks. It is anticipated that the results of this study will contribute to a better understanding of Ontario Provincial Parks' governance model, while also benefiting the five stakeholder groups. The results from this study will also have the potential to influence park management and park mandates by outlining areas within Ontario Provincial Parks that need to be addressed based on the analysis of the responses obtained from the five stakeholder groups.

3.2.1 Good Governance

The notions and definitions of governance, as previously presented in this chapter have been defined in a variety of ways, all having some similarities and differences (Bovaird, 2005; Hanna, Clark, & Slocombe, 2008). From these definitions of governance, the concept of “good” governance has emerged (Bovaird, 2005). Bovaird (2005) stated that it is impossible to define good governance in a way that is so general as to give the definition universal validity. Thus, providing a definition of good governance and measuring good governance can ultimately depend upon the context and location, type of research being conducted, and purpose and goals of the research for the governance system or model being observed and measured. These factors allow for a certain level of subjectivity to be present in the analysis and findings.

For the purpose of this research, the definition of good governance provided by Graham et al. (2003) will be used. Graham et al. stated that good governance is present when those in positions of power have been perceived to have acquired that power in a legitimate manner and that there is an appropriate level of voice given to those interested and affected by the decision made by those in power. The exercising of power is a result of the overall direction which serves as a guide to action. Good governance also needs to result in a performance level that is responsive to the interests of the stakeholders. Good governance demands accountability between those in the positions of power and those whose interest they are serving. Accountability can only be effective if transparency and openness are present in the conduct of the work being done. Finally, good governance needs to be fair, which implies conformity to the rule of law and the principles of equity. This definition of good governance as provided by Graham et al. is based on the ten principles of governance suggested by the UNDP (1997) (Table 1). In this study, good governance will be measured using the Parks

Governance Survey (PGS) described in section 3.6. The PGS is based on the ten principles of governance suggested by the UNDP. The survey is designed to measure members of five stakeholder group's perception of good governance for the ten UNDP principles using a five point Likert scale. The five points on the scale are: strongly agree, agree, neutral, disagree and strongly disagree. Each of these five points on the Likert scale was assigned a number: strongly agree was given a 1, agree will be given a 2, neutral was given a 3, disagree was given a 4 and strongly disagree was given a 5. A score closest to one for each of the ten criteria of governance in the survey will represent perceptions of a high level of good governance while scores closer to five will represent a low level of perceived good governance. A high overall score for all ten principles of governance will indicate a high level of perceived good governance while a low overall score for all ten principles will indicate a low level of perceived good governance.

3.3 Ontario Provincial Parks Management Framework

During the early 1990s, the Province of Ontario had an economic recession. The government at the time had the difficult task of providing essential services to the Ontario population with a reduction in funds caused by a decrease in revenue generated by taxes. This led to government funding cutbacks in sectors such as the Ministry of Natural Resources and ultimately, Ontario Provincial Parks, in order to supplement other government sectors such as health care and education (MNR, 1996; Moos, 2002; Halpenny, 2007). The decrease in government funding and the increase in park numbers and park visitors led to a strategic management review of the parks program in 1993. This review recommended the establishment of a unified parks organization emphasizing the need for a stronger entrepreneurial focus and greater financial flexibility. From the 1993 strategic management

review, Parks Ontario was created in 1996. The creation of Parks Ontario represented the new entrepreneurial business approach model which functioned within the Ministry of Natural Resources (Parks Ontario Transition Advisory Team, 1995). In 1996, the provincial government of Ontario approved the new business model for the protection and management of Ontario Provincial Parks (MNR, 1996). Under this new business model, the Ontario Parks mandate included the natural and cultural protection and appreciation of its resources and, provision of high quality natural resource-based outdoor recreation and tourism facilities, services and opportunities for park visitors. While doing this, Ontario Parks followed the new business practices in order to develop and provide a wider range of services to visitors, to generate revenue through the provision of these services and to use government grants more efficiently and effectively (Parks Ontario Transition Advisory Team, 1995). This business model adopted by Ontario Parks had for goal of obtaining higher levels of cost recovery derived from tourism.

The adoption of the Ontario Parks business model in 1996 allowed Ontario Parks to function as a parastatal. A parastatal management framework functions as a corporate body within government (Eagles, 2001; Child, 2004). A parastatal is an independent corporate body which functions within government; it has the ability to make its own policy; it maintains its own internal financial operations; and, it has control over internal reporting and decision making (Eagles, 2002; Child, 2004). A board of directors, typically comprised of government officials and representatives from major stakeholder groups, provide oversight and accountability but, the manner in which this board is controlled by government varies (Child, 2004). Ultimately, under a parastatal management framework, a government agency or organization has the ability to function with the effectiveness of a private corporation (Eagles, 2002). Many park agencies or organizations use the parastatal management framework, such

as the South African Parks, the Kenya Wildlife Service, Parks Canada, and Ontario Parks (Eagles, 2004). By becoming parastatals, these park agencies or organizations increase their independence from political control, ultimately, replacing highly centralized and political planning and control systems along with the administrative allocation of resources in order to create a system that is based on principles of free-market allocation. For the park systems listed, the adoption of the parastatal management framework has led to a change in corporate culture driven by diminishing government financial support in an attempt to be self-sustainable. Some of these park systems have also realized that at the macro level, the adoption of the parastatal management approach for parks can potentially create sustainable economic growth in rural areas (Child, 2004). Critics of the parastatal management approach have argued that the agency can be motivated more by income generation rather than public service or environmental protection (Eagles, 2004). Yet, the financial and managerial effectiveness of this model often outweigh these critiques (James, 1999). James stated that Caribbean parastatal agencies spent twice as much on conservation activities compared to similar government-funded agencies. James also stated that in Africa, parastatal agencies spent on average 15 times more on conservation than government-funded agencies. Of the four park systems (the South African Parks, the Kenya Wildlife Service, Parks Canada, and Ontario Parks), the parastatal form of management which they employ has proven to be flexible, robust, and effective regarding park visitor management emphasising the importance of being client-focused, as park visitors are seen as benefits for both the park and park agency (Eagles, 2004).

Under a parastatal management framework, an agency attempts to function in a cost efficient manner; to create revenue from tourism; and to be self sufficient. In order to do this, the park systems need to develop rapport with local communities, visitors, NGOs and private

sector institutions in an attempt to create revenue generation possibilities (Child, 2004). The process of creating and building this rapport with local communities, visitors, NGOs and private sector institutions is poorly understood for Ontario Parks and needs to be further examined.

3.4 Outsourcing of Government Services

Outsourcing of public services has become a common practice for governments in industrialized nations. Outsourcing of public services refers to the government's decision to contract out to private companies or agencies the role of delivering a service for and to the public (Embleton & Wright, 1998; Crompton, 1999). This is typically done for four reasons. Firstly, the government has determined that the cost of contracting out a service is less than the cost of providing the service directly. Second, the government lacks expertise in a certain sector or domain and deems it to be more appropriate and efficient to contract out the service to a branch of the private sector due to their higher level of knowledge in the area. Third, the activity encompasses a high level of risk for either the government or the public and can thus be better managed and insured if it is contracted out and under management of a private sector agency. Fourthly, the overhead cost, infrastructure cost, maintenance cost or a combination of these costs for the provision of a service is too high for the government to responsibly provide, thus, the service is contracted out to the private sector (Crompton, 1998, 1999). Ultimately, governments outsource services to the private sector because it is seen as being both beneficial and cost saving.

The process of contracting out public services to private sector agencies is practised by multiple government sectors and departments such as: health care, education, and in protected area management. The level and amount of services contracted out to the private

sector varies between agency, agency type or government branch. For example, British Columbia Provincial Parks began the process of contracting out visitor services to the private sector in 1983. This was done in a response to decreasing government funding and to the pressures placed on the park agency to increase efficiency (Cavers, 2004). From that point-on, British Columbia Provincial Parks began to contract out basic services (facilities maintenance garbage collection etc) and gradually decided to contract out enhanced services such as visitor programs and guiding (Parks and Outdoor Recreation Division, 1983). Currently, British Columbia Provincial Parks contracts out all visitor services in front country Provincial Parks to private sector agencies. Not only does British Columbia Provincial Parks contract out these services, but the government also subsidizes these private companies (Bonnie McCutcheon, personal communication, January 16, 2008). The reasoning behind contracting out public services to the private sector is that it allows the agency or departments/divisions to control the quality of the services provided due to contract tendering processes while also increasing monetary savings.

Comparatively, in the 1980s Ontario Provincial Parks started to move in the same direction as British Columbia Provincial Parks, with contracting out the management of entire provincial parks in response to government funding cutbacks. This proved to be very controversial and a new approach was explored. In 1996, Ontario Provincial Parks created and adopted a new business model. From 1996 on, Ontario Provincial Parks used this new type of management approach, one which combines the fully public model, public utilities model, and outsourcing model (More, 2005). According to More, under the fully public model, the park agency is fully governed by government and is entirely funded through societal taxes. The decision making is the responsibility of the government agency but is subject to substantial public involvement, while legislative oversight and transparency is often legally required. The

finances of the agency also need to be transparent. Under the public utilities model, More stated that the user pays some or all of the costs associated with a service or product, much like public utilities, such as hydro or gas. Public management and oversight is also required in this model. The primary goal of this model is to make the park financially sustainable. Efficiency in the management of the park can also be high since park managers need to respond to visitor needs and wants leading to a higher level of fiscal accountability within the park or park agency. Finally, under the outsourcing model, the public sector provides some funding but ultimately, private firms compete for production and service rights. This allows costs to remain low and allows the park agency to periodically conduct contract and performance reviews. Outsourcing also allows the park agency to reduce costs associated with government employee salaries, wages and benefits. Ontario Provincial Parks has adopted certain aspects of all three management models presented by More (2005). Ontario Provincial Parks receives funding from societal taxes, derives income from user fees and also contracts out services to the private sector. By adopting such a management framework, Ontario Provincial Parks theoretically provides a high level of transparency, accountability, performance and fairness for all stakeholders involved with Ontario Provincial Parks (Ontario Park visitors, Ontario parks staff, private contractors within the park setting, NGOs and, local communities surrounding the park.) (More, 2005). Yet, it is unclear if this is the case or, if this is true for all five stakeholder groups involved with Ontario Provincial Parks. Determining the five stakeholders' perception of this is needed in order to improve Ontario Parks Governance Model.

Ontario Provincial Parks' present management model both influences and impacts various stakeholder groups involved or interested with the Ontario Provincial Parks. According to the economic impact study of Ontario Provincial Parks (Ontario Parks, 2005),

local communities around the parks are greatly influenced by the parks and park visitors. According to that economic study, communities benefit from parks due to visitor expenditures. Visitors to Ontario Provincial Parks not only spend money and time in the parks but also in the surrounding communities on activities and products such as food and entertainment. It was estimated that park expenditures of \$227 million derived from visitor spending supported individuals, businesses and communities around the parks. Also, local municipalities greatly benefit from property and business taxes receiving \$10.7 million in taxes from expenditures related to Ontario Provincial Parks' visitors (Ontario Parks, 2005).

Park visitors not only contribute to the local and provincial economy but also influence park management and mandates. Visitors to Ontario Provincial Parks come from many countries around the world to see the beautiful landscapes and to learn about the environment (Payne & Nilsen, 2002; Ontario Parks, 2005). These visitors bring with them varying levels of education and expectations which Ontario Provincial Parks and Ontario Parks staff need to manage and respond to effectively and efficiently (Payne & Nilsen, 2002; Scherl & Edwards, 2007).

The staff at Ontario Provincial Park serves many different functions, but all must follow the Ontario Parks Act mandates. In any agency that is publicly funded by taxes, the focus of the management is on providing services which are available to the entire public (Crompton, 1999). Since Ontario Provincial Parks is preoccupied with both bottom line financial gain and with the proper delivery of products and services to visitors, private contractors are used (Bruce van Staaldunen, personal communication, August 8, 2007). These private contractors will be more interested in serving members of the public who are capable of paying for the services than those who are not.

These private contractors provide multiple and various services and programs for visitors and park agency (Crompton, 1999). The goals and objectives of private concessionaires are to provide a service or a product for the needs of a particular clientele while generating a profit for themselves. Thus, private contractors only provide services and products that are guaranteed to make a profit; therefore, only serving clients capable and willing to pay the price (Crompton, 1999).

NGOs such as “Friends” organization also often provide services for the park and park visitors. “Friends” groups can provide alternative forms of service provision for the parks, in place of private contractors. These “Friends” groups provide essential services such as paying for certain staff positions (e.g. interpreters) and provide tens of thousands of volunteer hours of service to various Ontario Parks (Environmental Commissioner of Ontario (ECO), 2007). “Friends” groups can also serve as a lobby group separate from the actual park agency and can voice opinions in various settings regarding park management such as park planning, ecological integrity management, and the in-sourcing and outsourcing of public or private services (Francois, 2000). However, Friends Groups are often prohibited from overt lobbying according to the contract stipulations with Ontario Provincial Parks. NGOs function in a very different manner than a government organization because of their management structure. They have the ability to quickly respond to changes and demands due to their lack of bureaucracies and to an extent, accountability. They have the ability to be flexible and open to change. They have the ability to respond to grass-roots needs and they can provide services and products which parks cannot, either because of lack of finances, staffing or type of service. In addition, NGOs have the ability to receive donations on behalf of parks. Parks can also receive donations, but people usually dislike giving money to public agencies. Thus, NGOs can accept donations from visitors, groups or organizations and utilize it for the

provision of services benefiting either an individual park or Ontario Provincial Parks (Fisher, 1997; Balgos 2005). In some instances, NGOs serve as an alternative to the state regarding management and service provision. At other times, NGOs can be seen as challenging and transforming relationships of power (Fisher, 1997). Through this, NGOs can potentially influence the government in two ways. One, it can enhance the responsiveness level of government by collecting and expressing the wishes and thoughts of the public through multiple forms of non-governmental associations, and two, NGOs can safeguard the public's freedom by limiting the ability of the government from imposing arbitrary forces (Clark, Freidman, & Hochstetler, 1998).

3.5 Parks Governance Group history

The Parks Governance Group (PGG) was formed in 2006 and is an affiliate of the University of Waterloo. It is comprised of three leading investigators who are faculty members of the Department of Recreation and Leisure Studies: Dr. Paul, F.J. Eagles, Dr. Mark Havitz, and Dr. Troy Glover. Assisting with the research at various times are four graduate students: Karen Gallant, Bonnie McCutcheon, Mohsin Farooque, and Windekind Buteau-Duitschaever, and one undergraduate student, Jaime Sperl. The research conducted by the PGG is aimed at better understanding the principles underlying the choice of delivery models of parks, recreation and tourism services in protected areas within Canada. The goal of the Parks Governance Group is to conduct research on specific case studies and online surveys on various protected area agencies and accompanying stakeholder groups (protected area staff, contractors, visitors, local residents, and members of non-profit organizations) in order to better understand how parks, recreation and tourism governance models function. The framework followed by the PGG revolves around the paper written by Graham, Amos, and Plumtre (2003) and, the United Nations Development Program (UNDP) (1997) ten principles

of sound governance. Theory derived from Glover and Burton (1998) and Moore (2005) is also used.

3.6 Research Instrument

The limited amount of research focused on measuring the effectiveness of environmental governance models prompted the PGG to design a survey for the purpose of obtaining information on stakeholder perspectives of governance and park management issues. The framework for this survey was based on ten principles of sound governance identified as important by the United Nations Development Program (United Nations Development Program, 1997). Karen Gallant, a Ph.D. candidate in the Department of Recreation and Leisure Studies who had extensive background in survey design collaborated in developing the Parks Governance Survey. The survey was based on an extensive literature review for each of the ten governance principles outlined by the UNDP. Based on information obtained from the review of the literature dealing with governance issues of industry and industry sectors worldwide, a list of questions was developed for the survey. The following lists provide examples of important sources from various fields and industry sectors which were used to develop the survey questions for each of the ten principles of governance.

1) Participation

1. Charmley, S., & Engelbert, B. (2005). Evaluating public participation in environmental decision making: EPA's superfund community involvement program. *Journal of Environmental Management*. 77, 165-182.
2. Rowe, G., Marsh, R., & Frewer, L. J. (2004). Evaluation of deliberative conference. *Science, Technology and Human Values*. 29(1), 88-121.
3. Wang, X. (2001). Assessing public participation in US cities. *Public Performance and Management Review*. 24(4), 322-336.

2) Consensus Orientation

1. DeHoog, R. H., Lowery, D., & Lyons, W. E. (1990). Citizen satisfaction with local governance: A test of individual, jurisdictional, and city-specific explanations. *Journal of Politics*. 52(3), 807-837.
2. Hornsby, J. S., Smith, B. N., & Gupta, J. N. (1994). The impacts of decision-making methodology on job evaluation outcomes. *Group and Organization Management*. 19(1), 112-128.
3. Jones, B. (1986). A comparison of consensus and voting in public decision -making. *Negotiation Journal*. 10, 161-171.

3) Accountability

1. Kluvers, R. (2003). Accountability for Performance in Local Government. *Australian Journal of Public Administration*. 62(1), 57-69.
2. Schacter, M. (2003). A frame work for evaluating institutions of accountability. In Shah, & Anward (Eds), *Insuring Accountability When There is No Bottom Line*. Vol. 1, *Handbook on Public Sector Performance Reviews*. Washington, D.C.: The World Bank
3. Wang, X. (2002). Assessing Administrative Accountability: Results from a National Survey. *American Review of Public Administration*. 32(3), 350-370.

4) Transparency

1. Bellver, A. & Kaufman, D. (2005) *Transparenting Transparency: Initial empirics and policy applications*. World Bank
2. Drew, C.H. & Nyerges, T.L. (2004) Transparency of environmental decision making: a case study of soil cleanup inside the Hanford 100 area. *Journal of Risk Research*. 7(1): 33-71.
3. Bladescu, de Las Casas, & Lloyd. (2005). *Pathways to accountability: A short guide to the GAP framework*. London: One World Trust.

5) Responsiveness

1. Parasuraman, K., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: a multi-term scale for measuring consumer perceptions of service quality. *Journal of Retailing*. 64(1), 12-40.
2. Glaser, M.A., & Hildreth, W.B. (1999). Service delivery satisfaction and willingness to pay taxes: citizen recognition of local government performance. *Public Productivity and Management Review*. 23(1), 4867.
3. Wright, B.A., Duray, N., & Goodale (1992) Assessing perceptions of recreation center service quality: an application of recent advancements in service quality literature. *Journal of Recreation and Park Administration*, 10(3), 33-47.

6) Effectiveness

1. Crompton, J. L., & Lamb, C. W. (1986). *Marketing Government and Social Services*. New York: Wiley.
2. Petrick, J. F. (2002). Development of a multi-dimensional scale for measuring the perceived value of a service. *Journal of Leisure Research*. 34(2), 119-134.
3. Vigoda, E. (2000). Are you being served? The responsiveness of public administration to citizens' demands: an empirical examination in Israel. *Public Administration*. 78(1), 165-191.

7) Efficiency

1. Mackay, K., & Crompton, J. (1989-1990). Measuring the quality of recreation services. *Journal of Parks and Recreation Administration*. 7-8, 47-56.
2. Howat, G., Absher, J., Crilley, G., & Milne, I. (2003). Measuring customer service quality in sports and leisure centres. *Managing Leisure*. 1(2), 77-89.
3. Shneider, B., Parkington, J. J., & Buxton, V. M. (1980). Employee and customer perception of services in banks. *Administrative Science Quarterly*. 25(20), 257-267.

8) Equity

1. Joshi, K. (1989). The measurement of fairness or equity perceptions of management information system users. *MIS quarterly*. 13(3), 343-358.
2. Kacmar, K. M., & Ferris, G. R. (1991). Perceptions of organizational politics scale (POPS): Development and construct validation. *Educational and Psychological Measurements*. 51, 193-205.
3. Brewer, G., & Selden, S. (2000). Why Elephants Gallop: Assessing and Predicting Organizational Performance in Federal Agencies. *Journal of Public Administrative Research and Theory*. 10(4), 685-711.

9) Rule of Law

1. Fraerich, J.P. (1993). The ethical behaviour of retail managers. *Journal of Business ethics*. 12, 207-218.
2. Rowe, G., Marsh, R., & Frewer, L. J. (2004). Evaluation of deliberate conference. *Science, Technology and Human Values*. 29(1), 88-121.
3. Stolton, S., Hockings, M., Dudley, N., MacKinnon, K., & Whitten, T. (2003). Reporting Progress in Protected Areas: A Site-Level Management Effectiveness Tracking Tool. Gland, Switzerland and Washington, DC: World Bank/WWF Alliance.

10) Strategic vision

1. Graham, J. A., Amos, B., & Plumtre, T. (2003). *Governance Principles for Protected Areas in the 21st Century*. Ottawa, ON: Institute on Governance. Available at: www.iog.ca/publications/pa_governance2.pdf
2. IUCN Strategy 2009-2020. (2008). *A 2020 vision for IUCN: A global union for sustainability*. Retrieved July 16, 2008 from http://cmsdata.iucn.org/downloads/2020_vision_for_iucn_en.pdf
3. Ontario Parks. (2005). *It's in our Nature*. Retrieved July 22, 2008 from http://www.ontarioparks.com/English/protected_areas.html

The manner in which each field and industry sector defined and measured the ten UNDP principles of governance was investigated in the literature. The governance group met once a month for half a year to review and choose the research questions. Through this analysis, a list of principles and guidelines regarding the measurement and evaluation of governance models in protected areas was created. At the completion of the literature review, a total of ten lists were created, one for each of the ten principles of sound governance. Through multiple Parks Governance Group meetings, each lists was condensed and adapted into 5 to 9 questions deemed appropriate for determining the level of each stakeholder groups' perception of governance principles within protected areas (Appendix B). The stakeholder groups' response to each question is measured using a five point Likert scale: strongly agree; agree; neutral; disagree; strongly disagree. The option of "Don't Know" and "Not Applicable" was also added as participants may not always know the response to certain questions.

Once the Parks Governance Group completed the survey, it was presented to the research ethics board at the University of Waterloo where it was accepted. A private contractor, Jason Lindo from Strategic Research Innovations, was hired by the Parks Governance Group to assist in transferring the survey from a paper format to a web based format. Using a web based format allowed for a wide distribution of the survey, a reduction in

the cost of administering the survey, and simplification of the data entering process. In November 2007, a pilot Parks Governance Survey was administered to a 3rd year undergraduate recreation class of the University of Waterloo. In total, 37 students completed the parks governance survey and provided the PGG with input regarding the layout, comprehensibility and the duration of time needed to complete the survey.

From the feedback obtained from the pilot survey, minor changes were made to the layout of the survey. The colour scheme was changed in order to make it more appealing to the participants: contrasting colours were used to highlight text boxes; each item used to measure the ten principles of governance was given an alternating background in order to attenuate eye fatigue; and, all text, text boxes and questions were centered and aligned. Very few changes were made in the wording of the questions. The students that participated in the pilot survey did not have problems in understanding the questions and in responding to the questions. Following these changes, the PGG deemed the survey ready for distribution (Appendix C).

Chapter 4 Methods

4.1 The Purpose of Survey Research

Surveys are a way to collect information from representative portions of a population which cannot be obtained from existing sources or by other means (Cardozier, 1970). Surveys allow researchers to formulate statistical inferences of a population given that the information was collected from a subset of that population (Schonlau, Fricker & Elliot, 2002). For example, surveys can allow researchers to describe the population they are studying, relationships between variables within their research frame, and the influences that the certain variables have upon others (Elwin, undated). There are many types of surveys, all structured and administered differently. Examples include telephone surveys, door-to-door surveys, mail surveys, interview surveys, and more recently, electronic email or web-based surveys. Web-based survey methods have become more popular in recent years because of increased availability of internet in private residences, work and public areas. Not only is the internet more widely available, the number of people using it in Canada has also increased significantly, from 59% of families in 1999 to 83.7% of families in 2003 (Statistics Canada, 2005).

The use of web-based surveys has also become more attractive to researchers because of the decrease in administration cost and an increase in time savings compared to other techniques for collecting information (Evans & Mathur, 2005; Roberts, 2007). Essentially, web-based surveys function in a very similar manner as mail based surveys, but have some significant advantages. Researchers no longer need to print hundreds or thousands of paper surveys, they no longer need to send these surveys by way of ground mail, they no

longer need to pay for postage, and they no longer need to manually impute responses into a database. Web-based surveys save time and money, increase response rates, provide a faster response time, and allow researchers to obtain a larger number of completed surveys, ultimately increasing efficiency and product outcome (Saris, 1991; Oppermann, 1995; Lazar & Preece, 1999; Schonlau, Fricker & Elliot, 2002; Evans & Mathur, 2005). According to Kiesler and Sproull (1986), Stanton (1998), Truell (2003), and Evans and Mathur (2005), electronic surveys provide a reduction in errors associated with the completion of survey documents and in the data entry process. Also, there are fewer errors in the completion of answers to questions and an increase in responses.

Although internet surveys have many benefits, they also have drawbacks.

Representative samples, proper sampling frames, and having sampling control are the most difficult to obtain for researchers using internet based surveys. Obtaining a representative sample using internet based surveys can be problematic because web-based surveys can only be used with those who can and do use the internet (Simsek & Veiga, 2001; Berrens, Bohara, Jenkins-Smith, Silvia & Weimer, 2003; Evans & Mathur, 2005). Obtaining a proper sampling frame is problematic when the survey involves respondents from various organizations. It is almost impossible to construct a proper frame list of individuals or organizational populations that have access to and use the internet. This leads to researchers having a serious challenge when creating a representative sampling frame (Simsek & Veiga, 2001; Berrens et al., 2003). Having sampling control allows the researcher to know the size of the population and the sample pool thus, allowing for the generalization of results. If this is not known by the researcher, results from the study can only be generalized. Also, the researcher must have sampling control of the population because of false identities which are commonplace on the internet. This problem can be counteracted by having the researcher assign unique passwords

and user IDs to individual participants (Smith & Leigh, 1997; Stanton, 1998; Simsek & Veiga, 2001). However, these issues are not universally problematic and are dependent upon the type of web survey being used, the populations being contacted, and the goals of the researcher (Simsek & Veiga, 2001; Berrens et al. 2003).

Electronic based surveys have many advantages for participants. For example, electronic based surveys provide a high level of convenience to participants allowing them to complete the survey in the comfort of their home or office (Simsek & Veiga, 2001). For the purpose of this study, data will be gathered electronically. This will be done by using the Parks Governance Survey developed by the Parks Governance Group at the University of Waterloo.

4.2 Dealing with Response Rates

Electronic surveys began to be used in the early 1980's and were immediately seen as advantageous when compared to paper based surveys because of their ability to generate high response rates, sometimes 20% higher than similar paper based surveys (Sproull, 1986; Ye, 2007). However, only certain organizations used electronic surveys because of associated costs and infrastructure needed to administer them (Ye, 2007). Presently, an increasing number of electronic surveys are administered using the internet. Therefore, it is possible to have an extremely low response rate from targeted respondents because of their reluctance to participate in yet another study. According to Ye (2007), a researcher can address these problems by taking three approaches.

1. Motivate people to participate in the survey by sending them an electronic pre-notice letter. This can serve to build trust between the researcher and the participants and can also remove uncertainty for the participants.

2. Once the survey has been administered to the participants, follow up with an electronic reminder to complete it. Ye also suggests that sending reminder emails with the participant's original user ID, password and a link to the survey can also increase response rate.
3. Monetary and non-monetary incentives generally increase response rates. Ye suggested that if researchers decide to use incentives in order to generate higher response rates, the incentive should be of relevance to the participants.

Ultimately, a combination of all three options would provide the researcher with the tools needed to increase participation rates for his or her study. However, because of the lack of funds, only the first two of Ye's three recommendations were adopted for this study.

The following procedures were used to administer the survey to the five population groups for this study. Each of the five population groups (Parks Staff, Visitors, Contractors, Local Residents, and NGOs) received a variance of the following: A request for survey completion letter explaining the goal and purpose of this research, the procedures for survey completion and the researchers contact information was sent to participants. Once participants had signed onto the survey using the link to the survey provided, they were sent weekly reminder emails if they had not yet completed the survey. The researcher observed that response rates increased in the two or three days after the participants were sent the survey reminder emails. The researcher also asked his contacts to re-send the request for survey completion letter and reminder letter to their members so as to remind them of the study in hopes of increasing response rates. A letter thanking all participants was sent out in the week following the closure of the online Parks Governance Survey (May 11, 2009). More detail is

provided in section 4.3 detailing the exact procedures and information sent to the five stakeholder groups.

4.3 Population and Sampling Procedures

The five populations considered for this study include: Ontario Provincial Parks Staff; Ontario Provincial Parks Visitors; Nearby Residents to Ontario Provincial Parks; Private Contractors working within an Ontario Provincial Parks setting; and, Non-Government Organizations who have an interest in Ontario Provincial Parks. Each population is different from one-another regarding the manner in which they are connected to Ontario Provincial Parks. Their distribution across the Province of Ontario makes it unrealistic, impractical and almost impossible to sample the entirety of the five populations listed. Due to the exploratory nature of this study, the difficulty of properly identifying sample sizes and establishing proper means of contacts, random sampling procedures will not be undertaken. Instead, convenience sampling procedures will be followed. Differences such as goals, objectives and location between the population groups indicated that the researcher had to develop varying convenience sampling procedures in order to contact the five populations identified. The researcher only focussed on the 111 operating Ontario Provincial Parks (Appendix A) and thus, needed to select certain Parks and communities for sampling purposes. Doing this allowed to simplify the process of selecting and contacting NGOs, local residents and private contractors near and within the Ontario Park(s) settings. The following section will provide an explanation of the sampling procedures that were used to contact members from the five population groups. The respondent's profiles will be compared during the analysis phase of this study (Section 5 and 6). This will be done using the control variables age, sex, level of education, and annual household income as possible population parameters.

4.3.1 Sampling Procedures

Due to the exploratory nature of this study, the researcher used convenience sampling measures in order to properly target participants from the five stakeholder groups identified. Upon commencement of the data gathering phase of the project, the researcher quickly realised that a form of snowball sampling procedure needed to be adopted in order to identify and contact potential participants.

In most instances, snowball sampling procedures were adopted in order to reach the five stakeholder groups for this study. Snowball sampling is a non-random sampling technique often used to contact “hidden populations” and can be very effective in locating and contacting members of a special population (Faugier & Sargeant, 1997). The special population which the researcher attempted to contact using this technique usually had either one or more of the following: a special skill, particular knowledge (either through personal experience or education), or they had particular characteristics. In order to use snowball sampling, the researchers had to first identify and select members of the stakeholder group which he wanted to investigate, in this case, visitors, park staff, contractors, local community members and NGO/members of a volunteer organization related to or with an interest in Ontario Provincial Parks. Upon contact, the participants were asked to name other potential participants that fit within the selected criteria (they have visited an Ontario Provincial Park, they live close to an Ontario Park, have an interest in Ontario Parks, or work in an Ontario Park) or, were asked to forward the survey information to other individuals (e.g. members of their organization), groups or organizations that had similar interests in Ontario Parks. These potential participants were then contacted by the researcher and the same process as described above was repeated. In most cases, the individuals contacted took it upon themselves to contact other individuals,

groups or organizations they thought would be interested in participating in this study. This was usually done because of confidentiality issues and “big brother” concerns.

Neuman (2003) suggested that researchers end the process of snowball sampling when they have either exhausted all potential contacts for new participants or have deemed the sample size to be large enough for purposes of their research. Indeed, many individuals and organizations contacted eventually informed the researcher that they either knew of no other individuals, groups or organizations that the researcher could contact or, they had passed along the survey information to all members within their organization and to all other individuals, groups and organizations they thought would be interested in participating.

4.3.2 Sampling Timeframe

The researcher administered the survey to members of the five stakeholder groups during a two months timeframe from March 11, 2009 to May 11, 2009. The time period for administering the survey was dependent on the researcher obtaining permission from Ontario Parks to conduct research in and with Ontario Park staff, visitors and contractors. The researcher obtained written approval from Ontario Parks granting him permission to conduct his research on January 6, 2009, nearly seven months after placing the request to conduct research with Ontario Parks (Appendix D). Upon receiving permission, the researcher contacted Mr. Bruce van Staalduinen (Manager of Operations for Ontario Provincial Parks) who would be the researchers’ main contact within Ontario Parks to begin the process of administering the survey to park staff members, contractors and visitors. Although the researcher could have begun administering the survey to members of the local community and NGOs, he opted to wait until a sufficient number of completed surveys were obtained from Ontario Park staff. This decision was based on past experience with a similar study conducted

in British Columbia where the provincial government of British Columbia passed an order to British Columbia Provincial Parks indicating that they should both stop participating in the study and cooperating with those conducting the study. This decision was made by the province in order to mitigate political downfalls after they were made aware that certain vocal and powerful NGO organizations were also participating in the study.

4.3.3 Ontario Provincial Parks Staff

Ontario Provincial Parks' staff members were contacted with the help of Bruce van Staalduinen (Manager of Operations for Ontario Provincial Parks). Mr. van Staalduinen served as the main point of contact between the researcher and Ontario Provincial Parks' visitor, contractors and staff. Mr. van Staalduinen had the ability to contact all park employees, private contractors and visitors to Ontario Parks. Upon discussion with Mr. van Staalduinen, it was mutually determined that the best possible time to contact and ask for Ontario Park Staff participation would be during the month of March. Beginning March 10, 2009, Mr. van Staalduinen sent out the request for survey completion to all Ontario Park Staff (Appendix E). For the following three weeks, Mr. van Staalduinen sent out a weekly reminder to all park staff (Appendix F) to complete the survey and to forward the survey information to all staff under their direction.

4.3.4 Ontario Provincial Park Visitors

Visitors to Ontario Provincial Parks were contacted using three techniques. Mr. van Staalduinen administered the request for survey completion email on behalf of the researcher for the first two of three techniques employed.

The first technique used to contact Ontario Park visitors involved posting the request for survey completion letter on the Four Season Campers Forum (<http://www.4scf.com/viewtopic.php?f=21&t=395>) (Appendix G). The Four Seasons Campers Forum site allows people with similar interests (camping) to meet, discuss and ask questions in regards to camping and all camping related activities. Since Mr. van Staalduinien has past experience with the group, he felt that posting the survey information on this site would allow for people who are passionate about camping, especially about camping in Ontario Parks to provide their opinions of Ontario Parks' governance model. Posting the information for the parks governance survey allowed for serious and dedicated members of that forum to participate in the survey and for the researcher to obtain a greater number of completed surveys.

The second option used to contact visitors involved including a message detailing the study in the spring issue of the Ontario Parks Insider (Appendix H). The Ontario Park Insider functions in a similar manner as an e-news letter. The Ontario Park Insider is distributed to all Ontario Park visitors who have specifically signed up to receive it (Approximately 100,000 people). The insider provides specific information on back country camping, front country camping, RV camping, attractions, special activities, promotion and research occurring in various Ontario Provincial Parks. Working with Mr. van Staalduinien, the researcher formulated the message that was included in the Park Insider (Appendix I).

Thirdly, Friends and family members who have visited Ontario Provincial Parks were contacted and informed of this study and asked to participate in the Parks Governance Survey by the researcher. The researcher sent participants a request for survey participation (Appendix J) which provided an explanation of the study, the link to the survey and the researchers contact information. Participants were also asked to send the survey information

letter to anyone they knew who had visited an Ontario Provincial Park and who could be interested in participating in this study. Willing participants had to read through the the survey information letter in order to view the link to the online parks governance survey.

4.3.5 Nearby Residents to Ontario Provincial Parks

Local communities in the vicinity of Ontario Provincial Parks can be defined geographically. Ontario Provincial Parks defines local residents as people living within a 60 kilometre radius of the park boundary; the province of Ontario uses 80 kilometres as a standard, while Canada has adopted a radius of 40 kilometres. These definitions provide a high level of ambiguity and will not be adopted as the definition of a local community for this research. Instead, a more logical and practical approach will be given as the definition of a local community for this research. The definition is also directly linked to the methodological approach proposed to contact the local communities making it a logical fit.

Most operating Ontario Provincial Parks are bordered by a minimum of one municipality or township, which is in turn directly and indirectly influenced by park visitors and park management mandates (Environmental Commissioner of Ontario, 2007; Ontario Parks, 2005). For the purpose of this research, the researcher has defined nearby residents as those located along a direct access route to an Ontario Provincial Park, living within an Ontario Provincial Park or living in a town, city, or municipality that also has an Ontario Provincial Park within its boundary. By defining nearby residents as those directly located along an access route to an Ontario Provincial Park, living within an Ontario Provincial Park or living in a town, city, or municipality that also has an Ontario Provincial Park within its boundary, greater validity will be added to the methodological approaches used. The researcher contacted nearby residents using three methods. The methods are:

1. The researcher selected three large communities located along a main access route to, respectively, Algonquin Provincial Park, Wasaga Beach Provincial Park, Massasauga Provincial Park, and Kilbear Provincial Parks. The three large communities selected were: Huntsville (Algonquin Park), the Town of Wasaga Beach (Wasaga Beach Provincial Park) and Parry Sound (Massasauga and Kilbear Provincial Parks). The researcher conducted an online search to determine the name of the local news papers that circulate in those communities so that these news papers could be contacted in order for the researcher to place an advertisement for the study in them. From the internet search conducted, five news papers were identified. The title of the news papers selected are: Huntsville Forrester; Parry Sound North Star; Stayner/Wasaga Sun; Parry Sound Beacon Star; and, the District Weekender. Each of these five news papers is printed on a weekly basis. The Huntsville Forrester is distributed to 6,800 homes; the Parry Sound North Star is distributed to 5,000 homes; the Stayner/Wasaga Sun is distributed to 9,750 homes; the Parry Sound Beacon Star is distributed to 4,200 homes; and, the District Weekender is distributed to 25,990 homes (Vicki Milliner, Classified Sales Representative, Metroland North Media Group, personal communication, June 2, 2009). Once the news papers were identified, the researcher contacted their classified sections representative by telephone to inquire about placing the advertisement. The advertisement would be asking for members of that community to participate in an online survey designed to measure their perception of Ontario Parks governance model (Appendix K). Upon talking with the classified sections representative, a price was given for the cost of printing the advertisement and, the date in which the news paper containing the advertisement would be sent out was finalized. The advertisement was included in each of the five news papers listed above for the duration of one week. The advertisement for the Huntsville Forrester ran on Wednesday May 6th, 2009; Wednesday May 6th, 2009 for the Parry Sound North Star;

Wednesday May 6th, 2009 for the Stayner/Wasaga Sun; Friday May 8th, 2009 for the Parry Sound Beacon Star; Friday May 8th, 2009 for the District Weekender. The same advertisement was placed in all five of these news papers (Appendix L)

As local news papers are usually distributed within a township or municipality, it was logical to use them as a means of publicizing this study and in requesting impute from local community members who are directly and indirectly influenced by Ontario Provincial Park management mandates and visitors. Interested community members in the respective distribution range of the various news papers used were asked to complete the survey using the URL provided in the advertisement.

2. Using a map for the province of Ontario, the researcher identified cities, municipalities and townships that were situated along a main access road to an Ontario Provincial Park or, that had an Ontario Provincial park located within their city or municipal boundaries. After these cities, municipalities and townships were identified on the map, the researcher conducted an internet search in order to collect their contact information (telephone number and email address). Once this was collected, key policy leaders such as tourism directors, Parks and Recreation Directors, Chambers of Commerce and Tourism Organizations in these townships, municipalities and regions were contacted by telephone (Appendix M). The telephone conversation provided the researcher with the ability to directly contact the appropriate person within the organization. Once the appropriate person within the organization was identified, the researcher spoke with them on the telephone in order to properly explain the research being conducted, the need to involve members of that local community in the research, the benefits of participating in this research and the manner in which the contact can help in advertising the research and survey instrument to members of that community. The researcher would ask if an information letter (Appendix N) which contained a brief explanation of the

study, the need to have members of the local community participate in the study, how to participate on the study and the researchers contact information could either be sent to members of the local community through a news letter (either paper based or electronic) or, if the information could be posted on the municipal website or blog. During the telephone conversation, the researcher assured the contact that all information submitted through the online survey would remain confidential and that no individual could be identified from the results. The researcher also assured the contacts that they would be receiving a copy of the results once the study had been completed so that they may benefit from it. After the completion of the telephone conversation, the researcher sent an email to the contact which thanked them for their willingness to participate in this research study. Three documents were attached to the email in order to provide the person contacted and the agency or organization they worked with more information on this study. The three documents included were: 1) a copy of the research proposal for this study; 2) A copy of the paper entitled “Governance Principles for Protected Areas in the 21st Century” written by John Graham, Bruce Amos and Tim Plumptre in 2001; and, 3) An information letter for participants which contained an explanation of this study, the need for participants from local communities, the link to the survey and the researchers contact information (Appendix N). In the body of the email sent, the researcher reiterated the phone conversation by mentioning the goals and objectives of the study and of the need to have local community members participate in the study. The email emphasized that this study presents a unique opportunity for local members of the community to give their opinion and perception of the governance model employed by Ontario Provincial Parks. The email also served as a means to confirm the manner in which the survey information would be sent out to participants (either news letters or posting on websites or city blogs). On occasion, the representative within the organization with which the researcher was

working with asked for a short one to two paragraph summary letter of the research project (Appendix O) because the representative needed to present this brief information letter to members of the council, supervisors or board members who would have little time to read the detailed research proposal or general information letter. The summary letter served as a way to obtain either council, board or supervisor permission in order to allow the agency representative to assist the researcher by sending the survey information out to members of that community. After the initial contact had been made by phone and the first email sent, the researcher followed up with the community contact once every week to verify that the information had been passed along and to ask the contact to send out reminder emails on the researcher's behalf. This was done until the completion of the data gathering period (May 11th).

3. The researcher attended the Toronto Sportsman Show on March 22, 2009 to meet with representatives from local communities, townships or municipalities located near or on a main access road to an Ontario Provincial Park. Contact was established with the Ottawa Valley Tourism Organization and Northumberland Tourism. The outcome of these two meetings allowed the researcher to place the survey information in the Ottawa Valley Tourism Organization e-news letter (Appendix P) and to obtain contact information of municipal staff for the Municipality of Trent Hills and for the Municipality of Brighton.

The researcher had great cooperation from the following key policy leaders (tourism directors, Parks and Recreation Directors, Chambers of Commerce and Tourism Organizations) representing the following townships, municipalities, chambers of commerce and tourism associations: The municipality of Trent Hills; the Ottawa Valley Tourist Association; the Huntsville/Lake of Bays Chamber of Commerce; the Township of South Algonquin; the Municipality of Brighton; the Municipality of Lambton Shores; the Saugeen

Shores Chamber of Commerce; the Grand Bend Chamber of Commerce and Tourism; Thunder Bay, Department of Tourism; the Thunder Bay Chamber of Commerce; the Municipality of Red Lake; the Town of Wasaga Beach; and, the Wasaga Beach Chamber of Commerce. All of the townships, municipalities, chambers of commerce and tourism associations listed above either posted the survey information on their websites, blogs, news letter or internal mailing lists (Appendix P).

4.3.6 Private Contractors within Ontario Provincial Parks

Bruce van Staalduinen of Ontario Parks contacted all contractors working within Ontario Parks on March 11th, 2009. Mr. van Staalduinen sent an information letter providing a summary of the research, the link to the survey, and the researchers' contact information (Appendix Q). The information letter was sent to either, the manager, CEO, or president for the various companies or agencies holding contracts or lease agreements with Ontario Parks. The email requested that the recipient forward or notify their staff of this research project and allow them time to complete the survey. Private contractors were sent weekly reminder emails (Appendix R) asking them to complete the survey and to allow all their staff to complete it. The emails highlighted the important roles they play in the management structure and governance model of Ontario Provincial Parks and how they are impacted by Ontario Park laws, regulations and management practices. The information letter and subsequent reminder emails clearly stated that the only way in which contractors or lease holders will be represented is by completing the survey.

Due to a very low response rate of contractors using the primary method of contact, the researcher identified contractors working within a provincial park setting using backcountry camping maps. The maps used to collect this information were: the Algonquin Back Country

Canoe Routes Map; Massasauga Provincial Park canoe routes map; and Killarney Backcountry Canoe Routes Maps. These maps provided a list of all outfitting and guiding companies that provide services to Ontario Park users. Using the contact information provided on the backcountry maps, the researcher telephoned all listed outfitting and guiding companies (Appendix S). During the initial telephone conversation, the researcher asked if the company held a contract or lease agreement with Ontario Parks. This allowed the researcher to gain an understanding of who held a contract or lease agreement. Irrespective of whether they held a contract or lease agreement, each organization contacted was provided with an explanation of the study, the need to have them participate in the study and how to participate in the study. The researcher also collected their email contact information so that an information package containing the research proposal for this study; a copy of the paper entitled “Governance Principles for Protected Areas in the 21st Century” written by John Graham, Bruce Amos and Tim Plumptre in 2003; an information letter containing an explanation of the study and the need for participants from this stakeholder group; the link to the survey; and, the researchers’ contact information for participants could be sent to them. This allowed the persons contacted to keep copies of this research proposal and other documents for personal records and to allow them to send the information letter to their staff or personal.

The researcher attended the Toronto Sportsman Show on March 22, 2009 in order to potentially meet with various NGOs, volunteer organizations, representatives from local communities, and outfitters and guides that work or use Ontario Provincial Parks. Attending the Toronto Sportsman Show allowed the researcher to meet with staff from Algonquin Outfitters. Algonquin Outfitters provides both outdoor adventures (guided trips) into Algonquin Park and sells camping and park related merchandise. The researcher was informed here that Algonquin Outfitters holds a lease agreement with Ontario Parks. The researcher

informed them of the study he was conducting and asked if they would be willing to participate. The staff agreed and also sent survey information to other outfitters, contractors and licensees on my behalf.

The low number of participants from the Contractor stakeholder group was puzzling. As informed by Mr. van Staalduinen (personal communication, October 7, 2008) many of the contractors working within Ontario Parks are not responsible for providing visitor services. Rather, they are responsible for activities such as grounds maintenance, facility repairs, garbage collection or snow removal. Based on these possible contract types, it is probable that the individuals or companies that hold these contracts also hold many other contracts outside of Ontario Parks. Thus, for them, working for and within Ontario Parks may be simply seen as one of the many contracts they may hold in order to successfully achieve profitability. Therefore, Contractors may not have great interest in the actual governance model of Ontario Parks. It is probable that the majority of participants that completed the survey and identified themselves as Contractors are those that provide direct services to the visitors of Ontario Parks.

4.3.7 Non-Government Organizations

Multiple non-government organizations (NGOs) have an interest in Ontario Provincial Parks. Some play a direct role with either Ontario Provincial Parks or individual parks while others are not directly involved with Ontario Provincial Parks but have an interest in them. The interests of these various NGOs have been found to vary along a continuum ranging from wilderness preservation to consumptive and or motorized recreation (Figure 2) (Eagles, 2007, as cited in McCutcheon, 2008)).

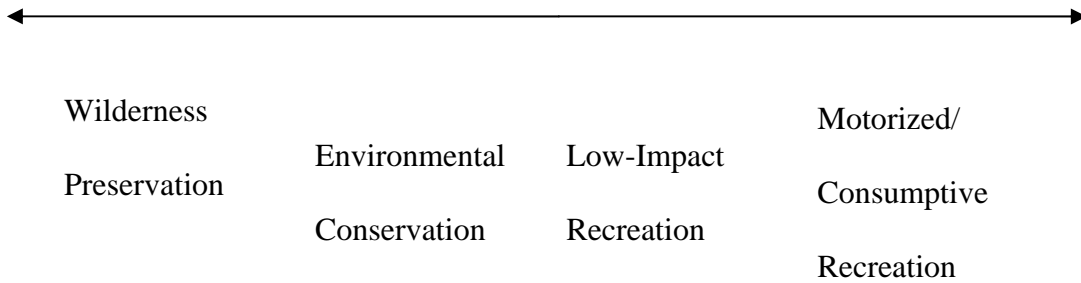


Figure 2: Spectrum of Interest for Parks and Recreation NGOs (McCutcheon, 2008).

Wilderness preservation NGOs mainly concentrate their efforts on protecting large areas of land and only allow minimal human impact on these protected lands. Wilderness preservation NGO members tend to be young, educated and are physically fit; they enjoy and seek out challenging backcountry wilderness experiences; and often focus on the experiential aspects of their environment (McCutcheon, 2008).

Environmental Conservation NGOs are predominantly focused on ecology. Members of such NGO organizations spend their efforts on preserving and enhancing the health of the environment while also indulging in low-impact recreation. The members of this NGO group are educated and have a strong bond with the environment (McCutcheon, 2008).

Low-impact recreation NGOs represent the most common type of park user. These members are typically families who visit parks for day visits or overnight visits spent front country camping and/or hiking. The primary interest of these NGO members is recreation, with a present awareness and respect for the environment (McCutcheon, 2008).

Motorized and/or consumptive recreation NGOs are typically comprised of snowmobile and ATV users, hunters and anglers who are primarily concerned with access, permits, safety and sustainable management of resources (McCutcheon, 2008).

The majority of active NGOs in the province of Ontario use the internet as means of communicating with their constituents and with the public. Thus, an internet search was conducted in order to find various NGOs who have an interest in Ontario Provincial Parks in the four categories listed in figure 2. This search generated a list of multiple NGO's from all four categories along the continuum (Figure 2) (Appendix T). The researcher collected each NGO's contact information (telephone number and email address). Each of the NGO's selected was sent an information letter via email (Appendix U). The information letter provided background information for the study, the URL for the survey and the researchers contact information. The email also asked that the person reading it to forward the email to all other staff [and members] so that all have the chance to participate in the survey and by doing so, would allow the NGO to be properly represented in the findings of the study. The researcher also asked to be notified when the email was received and to confirm that the person contacted forwarded the information sent by the researcher to all staff [and members]. Due to a very low rate of email confirmation on the part of the NGOs contacted, the researcher began to call all NGO's originally contacted by email in order to follow up. This allowed for the researcher to speak with someone from the organization, to ask if the organization had received the information letter/email and to ask if the information email had been sent to other staff and members. From the telephone conversations, the researcher realized that very few people who had first been sent the email information letter actually did anything with it. Thus, the researcher determined that all organizations, groups or agencies contacted would first be contacted by telephone. Once contact had been made by the telephone, the email information would be sent to them. This new approach to contacting potential participants proved to be more successful. From the telephone conversations, the researcher was able to discuss possible ways of administering the survey to that agency's or organization's members. Some of the

techniques used to send the survey information were: monthly newsletters, special information letters, weekly news letters, mass email, posting on websites, and internal mailing lists (Appendix V). The telephone conversations also allowed the researcher to obtain the names of other NGO or volunteer organizations that could potentially be interested in participating. The researcher collected this information and proceeded to contact the newly identified NGO and volunteer organizations. Unfortunately, the researcher was not able to obtain proper response rates from all four NGO categories listed in figure 2. The researcher feels confident that he obtained responses from the Environmental Conservation NGOs and Low Impact Recreation NGOs through the various contacts made with the Friends organizations. Although contact was made with the Wilderness Preservation NGOs and the Motorized/Consumptive Recreation NGOs, the researcher is not confident that these two groups are represented in this study.

Organizations such the Ontario Federation of Anglers and Hunters (OFAH), Ducks Unlimited Canada, Ontario Fur Managers and the Ontario Wildlands League, who have a direct and sometimes indirect interest in Ontario Parks and who are and can be directly impacted by various laws, regulations and management actions undertaken by Ontario Parks were contacted. However, to the researcher's awareness, only the individual from the four organizations contacted actually opened or completed the survey. The individuals contacted made a decision for their agency or organization to not distribute the survey to other staff or members because they either did not understand what the survey was asking, they deemed the survey to not be relevant or pertinent in regards to their organizations mandates or, felt that the survey was not "geared" for upper level staff. For example, the Wildlands Leagues was contacted by the researcher and, the individual contacted completed the survey but failed to advertise it to members and other staff because that individual felt as though the survey was

geared towards “end user” rather than “policy wonks”. Therefore, this agency was not properly represented in the findings of this study.

Certain members of the four organizations listed above provided feedback to the researcher after either beginning or completing the survey while others never replied to emails or telephone calls from the researcher. When the contacted individuals provided feedback, it was usually to provide an explanation describing their process of completing the survey, why they stopped completing the survey and why they will not advertise the survey to their members and staff. It is interesting to note that the information provided in the feedback demonstrated a general lack of understanding of the goals, purpose, reasons, and questions being asked in the study by the representatives of the four organizations listed above.

The researcher attended the Toronto Sportsman Show on March 22, 2009 in order to potentially meet with various NGOs and volunteer organizations that are directly or indirectly involved with Ontario Provincial Parks. Attending the Toronto Sportsman Show allowed the researcher to meet in person with representatives from the Ontario Outdoor Recreation Alliance, Ducks Unlimited Canada and the Federation of Anglers and Hunters. Meeting with these three agencies allowed for the researcher to make first hand contacts with the respective representatives, to present and discuss the study and survey, to ask if they could participate or, to obtain the names of the individuals within the agency that the researcher should contact in order to discuss possibilities to send the survey information to other staff within the agency and to potential members. The outcome of these meeting allowed the researcher to obtain strong support and cooperation from the Ontario Outdoor Recreation Alliance.

The researcher had great cooperation from the following NGOs and volunteer organizations that fall within either the Environmental Conservation or Low-Impact

Recreation categories presented in Figure 2 : Ontario Nature; The Friends of Killarney Park; Ecojustice; The Ontario Outdoors Recreational Alliance; Friends of Algonquin; Friends of Pinery Provincial Park; Friends of Ferris; Friends of Bon Echo Provincial Park; The Friends of Bonnechere Parks; Friends of Ojibway Prairie; The Friends of MacGregor park; Algonquin Adventures; and Algonquin Eco Watch. These NGOs and volunteer organizations either placed the survey information on their website, blog, included it in their news letter, sent it out to their members through an email mailing list or sent it to other staff within the respective organization (Appendix V). Due to the high number of Friends' organizations across Ontario, it should come as no surprise that the majority of NGOs contacted by the researcher were Friends groups. As these groups exist to assist with and be of benefit to individual Ontario Parks and Ontario Parks as a whole, they were very willing to participate in this study as they saw the potential benefits of the information collected for improving the governance model of Ontario Parks. Due to this probable high level of participation from the Friends groups, it is possible to make certain links based on this from the results.

Upon completion of the data gathering phase of the Project (May 11, 2009), all participant, irrespective of whether or not they completed the survey from all stakeholder groups were sent a letter thanking them for having taken the time to sign onto the survey and participate in this research. This letter also directed the participants to the Parks Governance Groups webpage so that they could view the findings of the study. Finally, the researchers' contact information was included at the bottom of the letter so that participants could contact the researcher (Appendix W).

4.4 Data Collection Tool

The data collection tool that was employed for this study was the Parks Governance Survey (Appendix C). The survey was developed through various meetings with members of the Parks Governance Group at the University of Waterloo. The survey has a total of 89 items divided into three sections. The first section of the survey asked open-ended questions regarding the relationship that stakeholders have with Ontario Provincial Parks and questions regarding their association with an operating Ontario Provincial Park of their choice. The second part of the survey was designed to determine the level of individual stakeholder perceptions of the ten criteria of governance. This was done by asking five to nine questions for each of the ten UNDP criteria of governance. Each question was evaluated using a five point Likert scale. The option of “Don’t Know” and “Not Applicable” was also provided for each question in that section. The third and last part of the survey was designed to collect social and demographic information. The survey was electronically distributed to members of the five stakeholder groups. Ontario Parks Staff, Ontario Park Contractors, NGOs and local community members were asked to complete the survey using the www.ontarioparksurvey.uwaterloo.ca URL while Ontario Park Visitors were asked to complete the survey using the www.ontarioparksvisitorsurvey.uwaterloo.ca URL. Due to the large sample size for Ontario Park visitors and the limited number of total complete surveys (5000) that the researcher could pay for (based on funding), using two URLs allowed the researcher to control the number of surveys obtained from Ontario Park visitors at the 4000 mark, providing 1000 surveys from the remaining four stakeholder groups. When participants entered either of the two URLs listed above, they were directed to the home page for the survey (Appendix X). The survey home page provided a summary of the survey and provided the researchers’ contact information. In order to begin the survey, participants were asked to

enter their email address. Once their email address had been provided, the computer system ran a test to verify that the email address was legitimate or, that it had not been used to complete the Parks Governance survey in the past. Asking for the participants' email addresses allowed the researcher to do two things. The first was to ensure that the participants could not complete the survey a second time using the same email address. Secondly, if this was the first time that the participant signed on to complete the survey, an email containing their unique link for his survey was automatically sent to their email address that they provided. Each email address entered into the survey home page was assigned a specific survey URL allowing the researcher to monitor all participants in the study and to prevent completed surveys from being duplicated. All email addresses of participants who logged on to the survey were catalogued into a secure data base. This data base allowed the researcher to send survey reminder emails to participants and thank you emails at the completion of the data gathering phase of the study. Participants had the possibility of completing the survey in more than one sitting by simply closing the survey and re-opening it using the survey link that was emailed to them. The information obtained from each survey was directly imputed into a secure database where it could be transferred into a statistical program at the completion of the data gathering phase of the project.

4.5 Variables

There are a number of variables present for this analysis. The independent variables are the five stakeholder groups (park staff, nearby residents, visitors, private contractors and NGOs). The dependent variables are the ten principles of governance: Participation, Consensus Orientation, Accountability, Transparency, Responsiveness, Effectiveness, Efficiency, Equity, Rule of Law, and Strategic Vision (Figure 1). The perceptions of the various stakeholder groups regarding the ten criteria of governance were measured using a

five- point Likert scale. The following will explain how each of the ten variables of governance were measured. Readers are referred to Appendix C for a complete version of the survey instrument.

4.5.1. Responsiveness

Responsiveness occurs when institutions and processes try to serve all stakeholders using a proactive manner regarding complaints and public criticism (Graham, Amos & Plumtre, 2003). This principle is measured through 8 questions that attempt to determine the level of responsiveness of Ontario Parks as perceived by the five stakeholder groups. Examples of these questions are: the park agency responds to public criticism; the park agency makes a sincere effort to support those visitors that need help; and, the park agency responds to requests quickly.

4.5.2 Effectiveness

Effectiveness refers to the capacity to realize organizational objectives (Graham, Amos & Plumtre, 2003). This principle is measured through 9 questions designed to measure the five stakeholder groups perception of effectiveness for Ontario Parks' governance model. Examples of questions designed to measure effectiveness are: the park facilities available are of excellent quality; the parks services are of excellent quality; and, the parks natural environment is of excellent quality.

4.5.3 Equity

Equity is just treatment, requiring that similar cases are treated in similar ways (Graham, Amos & Plumtre, 2003). This principle is measured through 9 questions designed

to measure the five stakeholder groups' perception of Ontario Parks' governance model.

Examples of questions designed to measure equity are: users receive fair and equal treatment; the tendering process is open to all.

4.5.4 Efficiency

Efficiency refers to making the best use of resources. It is the capability of acting or producing effectively with a minimum amount or quantity of waste, expense or unnecessary effort (Graham, Amos & Plumptre, 2003). This principle is measured through 6 questions designed to measure the five stakeholder groups perception of effectiveness for Ontario Parks' governance model. Examples of questions designed to measure efficiency are: the park provides value for taxes I pay; the park has too many employees.

4.5.5 Public Participation

Public participation means all people should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their interests (Graham, Amos & Plumptre, 2003). This principle is measured through 8 questions designed to measure the five stakeholder groups perception of public participation for Ontario Parks' governance model. An example of a question designed to measure public participation is: those who wanted to contribute to the public participation process at the park had that opportunity.

4.5.6 Consensus-Oriented Decision Making

Consensus-oriented decision-making is the ability to mediate differing interests to reach a broad consensus on what is in the best interest of the group (Graham, Amos & Plumptre, 2003). This principle is measured through 5 questions designed to measure the five

stakeholder groups perception of consensus-orientation for Ontario Parks' governance model. Examples of questions designed to measure consensus-oriented decision making are: the park's decision-making process allows for adequate group interaction; the amount of time allotted for decision making at the park is adequate.

4.5.7 Transparency

Transparency is the sharing of information and acting in an open manner (Graham, Amos & Plumptre, 2003). This principle is measured through 8 questions designed to measure the five stakeholder groups perception of transparency for Ontario Parks' governance model. Examples of questions designed to measure Transparency are: the contract policies at the park are transparent; at the park, an audit trail is available.

4.5.8 Application of the Rule of Law

Application of the rule of law refers to legal frameworks being fair and enforced impartially (Graham, Amos & Plumptre, 2003). This principle is measured through 6 questions designed to measure the five stakeholder groups perception of the application of the rule of law for Ontario Parks' governance model. Examples of questions designed to measure the application of the rule of law are: the park sticks to its announced major policies; the park controls inappropriate land uses.

4.5.9 Accountability

Accountability is the requirement that officials answer to stakeholders on the disposal of their powers and duties, act on criticisms or requirements made of them and accept responsibility for failure, incompetence or deceit (Graham, Amos & Plumptre, 2003). This

principle is measured through 6 questions designed to measure the five stakeholder's perception of accountability for Ontario Parks' governance model. Examples of questions designed to measure accountability are: I am kept informed about major capital projects; I am kept informed about major expenditures; I am kept informed about performance evaluations.

4.5.10 Strategic Vision

Strategic vision refers to a broad and long term perspective on good governance including an understanding of the historical, cultural and social complexities in which that perspective is grounded (Graham, Amos & Plumtre, 2003). This principle is measured through 5 questions designed to measure the five stockholder groups perception of strategic vision for Ontario Parks' governance model. Examples of questions designed to measure strategic vision are: Does the park fulfill the UNDP definition of strategic vision?; Does the park fulfill the Ontario Provincial Parks mission statement?

4.6 Control Variables

Control variables included age, sex, income, education level, park context categories, numbers of days spent in primary Ontario Park and, number of days spent in all Ontario Parks. Neuman (2003) argued that by controlling for a third variable, researchers` can determine whether or not the bivariate relationship continues within the categories of the control variable. The use of these control variables allowed the researcher to determine if the bivariate relationships between the independent and dependent variables were spurious or not.

4.7 Data analysis

Data derived from the survey was transferred to the Statistical Package for the Social Sciences (SPSS), a computer based statistical program. The data was analyzed using version

16 and 17 of SPSS. The following provides an explanation of the statistical tests that were performed in order to answer both of the research questions (Section 2.6).

Due to the nature of the data gathering process, it was impossible for the researcher to know the exact number of people who were either notified of this study and the manner in which they could participate or, that received a formal invitation letter from the techniques detailed above. Therefore, it was impossible for the researcher to measure the response rate for this study. During the data gathering process, the researcher made the decision that surveys, where the last group of questions for the governance criteria Strategic Vision were completed, would be counted as complete. Surveys in which participants had not answered the last section of the survey measuring the ten governance criteria (Strategic Vision) would be categorized as incomplete. The decision to categorize complete and incomplete surveys in this manner was arbitrary and based on the assumption that the core information which the researcher was aiming to collect was present in the answers provided for the questions within the ten governance criteria. Using this criterion as a basis to separate complete and incomplete surveys, the researcher obtained a total of 336 completed surveys and 100 incomplete surveys. Upon examination of the so called incomplete surveys, the researcher made the observation that for many of these, participants had completed a minimum of one of the ten governance sections. As the researcher had not obtained any information that would otherwise indicate that the information included in these surveys should not be used, he included all “incomplete” surveys where participants had completed a minimum of one of the ten governance sections. In doing so, the researcher now had 380 complete surveys and rejected 56.

Before the researcher could begin hypothesis testing, statistical tests were performed to determine the reliability of the research instrument used to collect the data. Due to the

exploratory nature of the study, the researcher performed a principle components analysis (Factor Analysis) with a varimax rotation in order to determine the face validity and internal consistency for all questions located within the ten governance sections of the instrument (Snedecore, 1946; Babbie, 1989). Conducting the factor analysis allowed the researcher to determine how the items within each of the ten governance sections of the instrument grouped together on either a single item or multiple items. The analysis permitted the identification of underlying factors which described differences between the five stakeholder groups. Variables that were redundant were eliminated from the analysis. Only the variables relevant in the factor analysis were included in the following statistical test.

A reliability analysis using Cronbach's alpha was conducted in order to determine if the grouping of questions as indicated by the principle components analysis was a reliable indicator for the factors created. From the reliability analysis, the researcher decided not to use certain items within the Efficiency, Consensus Orientation and Public Participation governance sections of the survey because the items either formed a single item factor or did not properly hold together with the other items within the factor (Table 2). The reason for dropping the single item factor was based on the work of Gliem and Gliem (2003), Nunnally and Bernstein (1994), McIver and Carmines (1981), and Spector (1992) who stated that an individual item should not be used to generalize findings because they have a high degree of random measurement error and therefore, lack precision in actually measuring the concept they are set out to do. Those authors also stated that single item factors lack scope and that a single item factor is highly incapable of measuring or representing a theoretical concept or framework. It is probable that the reason why the item for Consensus Orientation and Public Participation as listed in Table 2 formed a single item is due to negative wording used. It appears that both these items are reverse coded and that this is most likely the reason for them

forming single item factors. The two items within Efficiency (Table 2) were rejected based on their lack of congruency when included in the principle components analysis. When these items were included in the principle components analysis, SPSS provided nonsensical data values. However, when these items were removed from the principle components analysis, SPSS provided meaningful data. It is possible that these items, when included in the principal component analysis provided nonsensical data due to the negative wording used.

Table 2. Items Rejected		
Governance Sections	Item	Reason for discarding
Consensus Orientation	Q12a3. There is too much time wasted in the decision making process.	Would have been a single item factor.
Public Participation	Q11a6. Input is sought near the end of the decision making process.	Would have been a single item factor.
Efficiency	Q10a4. “Park” has too many employees.	Item did not hold together.
	Q10a5. “Park” has inadequate managerial resources.	Item did not hold together.

The reliability analysis did confirm the grouping of items as identified in the principal component analysis. In order to reduce the complexity of the data, the researcher adopted to use these factors in the analysis rather than use each individual item. Of the original 10 governance sections, items within the Effectiveness and Equity sections grouped into two separate and distinct sub-groups. These sub-groups were formed based on the wording, area or topic that items attempted to measure. This is further explained below.

The first sub-group, from now on factor, for Effectiveness is comprised of three items which were designed to measure how participants perceived Ontario Parks to be demonstrating the manner in which it is being effective based on the level of quality for its’

facilities, natural environment and services (Table 3). Since these are outcome processes, this factor was named Effectiveness-Outcome.

Table 3
Effectiveness-Outcome

Items

The facilities available are of excellent quality
The natural environment is of excellent quality
The services are of excellent quality

The five items within the second factor for Effectiveness were designed to measure the effectiveness of Ontario Parks in regards to its process for delivering what they promise, if it performs its duties well, if it is concerned with quality control, if it is effective because it delivers its duties well and, if it is effective because it contracts services out (Table 4). As these items attempt to measure the process of effectiveness for Ontario Parks, this factor was named Effectiveness-Process.

Table4
Effectiveness-Process

Items

Delivers what is promised
Perform their duties consistently well
Is/are concerned with quality control
Is/are effective because they deliver services themselves
Is/ are effective because they contract services out

The first factor for equity was comprised of seven items. The items were designed to measure participants perception Ontario Parks by asking them if they perceived Ontario Parks to be treating all users with fair and equal treatment; attending the needs of all in a fair basis; that Ontario Parks has fair procedures for establishing priorities; that the procedures used by

Ontario Parks to resolves conflict is fair; that all users are permitted to use services; that the tendering process is open to all; and, that the same quality of services is provided to all by Ontario Parks (Table 5). In the study, the researcher defined equity as just treatment, requiring that similar cases be treated in similar ways. The researcher felt that all seven items were designed to measure equity as defined in the study and therefore, adopted to name the first equity factor General Equity.

Table 5
General Equity
Items
Users receive fair and equal treatment
My needs have been attended to on a fair basis
The procedure for establishing priorities is fair.
The procedure for resolving conflict with other users is fair
I am permitted to use services in the same ways as other users
The tendering process is open to all
The same quality of services is provided to all

The second factor derived from the equity section of the survey was comprised of two items designed to measure if participants perceive Ontario Parks to be providing adequate services because user fees cover the costs; and, if participants perceive Ontario Parks to be providing adequate services because tax revenues cover the costs (Table 6). As these items are directly related to the manner in which Ontario Parks handles its finances, the researcher named this factor Financial Equity.

Table 6
Financial Equity
Items
Adequate services are provided because user fees cover the costs
Adequate services are provided because tax revenues cover the costs

The factors for the remaining eight governance sections retained their original name since either all items (with the exception of those rejected) within each of these 8 sections grouped into one factor indicating congruency in their measurement design. The governance factor Responsiveness was comprised of 8 items (Table 7) designed to measure if Ontario Parks is capable of responding to public criticism; if it makes a sincere effort to support visitors that need help; goes an extra step to help and take time with participants; of responding to request quickly and to act on participants suggestions, and if Ontario Parks is easy to reach and uses input from participants.

Table 7
Responsiveness
Items
Seriously respond to public criticism
Makes a sincere effort to support those visitors who need help
Goes an extra step to help participants
Takes time with participants
Responds to requests quickly
Acts on participants' suggestions
Is/are easy to reach
Uses my input

The governance factor Efficiency was comprised of four items designed to measure if Ontario Parks provides value for the taxes users pay; provides value based on the user fees they charge; if Ontario Parks has enough employees to handle its responsibilities; and, if overall, is Ontario Parks efficient (Table 8).

Table 8
Efficiency
Items
Provides value for the taxes I pay.
Provides value for user fees they charge

Table 8 Continued
Efficiency
Items
Has enough employees to handle their responsibilities
Is/are efficient

The governance factor Public Participation was comprised of seven items designed to measure if those that wanted to participate in public participation processes could do so; if they were taken seriously when they participated; if their input was sought near the beginning of the decision making process; if the structure of the public participation process was fair; and, if the decision making process was adequate (Table 9).

Table 9
Public Participation
Items
Those who wanted to contribute to the public participation process had the opportunity to do so
Those who contributed to the public participation process were taken seriously
During the public participation process, citizens discuss issues respectfully
The structure of the public participation process results in appropriate recommendations
Input is sought early in the decision-making process
The purpose for engaging stakeholders in any decision-making process is clearly stated
The public participation decision-making process is adequate.

The governance factor Consensus-Orientation was comprised of four items designed to measure the level of group interaction in decision making processes; the amount of time given for decision making; the level of openness in the decision making processes; and, if decisions are made by consensus (Table 10).

Table 10
Consensus Orientation

Items

The decision-making process allows for adequate group interaction
The amount of time allotted for decision-making is adequate
The decision-making process encourages the flow of ideas
Decisions are made by consensus

The governance factor Transparency was comprised of eight items designed to measure the level of transparency for contracting policies; identifying decision makers; providing an audit trail; access of information; amount of information available; the reasoning behind decision made; public procurement procedures are available and understandable; and, the policies of Ontario Parks are transparent (Table 11).

Table 11
Transparency

Items

The contracting policies are transparent.
An audit trail is available
Information is available in an appropriate format
Information is available at the appropriate level of detail
The reasoning behind decisions is fully disclosed
Public procurement procedures are open and understandable
Organizational policy is transparent overall

The governance factor Rule of Law was comprised of six items designed to understand if participants perceive Ontario Parks to follow through with its announced policies; if it is capable of controlling inappropriate land uses; if it enforces park rules; if it protects whistle blowers; if it follows with the letter of the law; and, if it complies with relevant legislation (Table 12).

Table 12
Rule of Law

Items

Sticks to its announced major policies

Controls Inappropriate land uses

Enforces the rules

Protects whistle-blowers

Complies with the letter of the law

Complies with the spirit of relevant legislation

The governance factor Accountability was comprised of seven items designed to determine if participants are kept informed of major capital projects; expenditure; revenue sources; park policies; performance evaluations; the tendering processes; and, if overall, Ontario Parks is accountable (Table 13).

Table 13
Accountability

Items

Major capital projects

Major expenditures

Major revenue sources

Park policies

Performance evaluations

The tendering process at this park

The governance factor Strategic Vision was comprised of five items designed to determine if the planning and management of Ontario Parks fulfills the definition of strategic vision as defined in the research instrument (Appendix C); the World Conservation Union mission statement; the Ontario Provincial Parks mission statement; and, if the park participants selected has a management plan and, if that management plan is being effectively implemented (Table 14).

Table 14
Strategic Vision

Items

The strategic vision outlined in the box at the top of this page
The World Conservation Union mission statement
The Ontario Provincial parks mission statement
Has a management plan
Management plan is being effectively implemented

By having completed the principle components analysis and the reliability analysis, the researcher was confident that the grouping of the items into either one or two factors for all of the ten governance sections would allow the researcher to make comparisons and generalizations of the data. In order to answer the two research questions, to test the six hypotheses and to determine if good governance was present within the governance model of Ontario Parks, the researcher computed the mean of the 12 identified governance factors. Calculating the mean allowed the researcher to determine how each of the factors was perceived when compared to another for the entire sample, between stakeholder groups and within stakeholder groups. In order to create the mean for each of the factors, the researcher calculated the mean for each of the items within the factor, added the mean for each of the items for that factor and divided the total of the means by the number of items within the factor. The overall mean for each of the factors identified was listed in the SPSS data file as a new variable.

In order to gain an understanding of the sample, the researcher conducted general descriptive statistics for the overall sample and also between the five stakeholder groups. The overall sample and the five stakeholder groups are described using the control variables (sex, year of birth, level of education, annual household income, the number of days participants spent in their primary Ontario Park within the last year, the number of days participants spent

in all Ontario Parks within the last year and, Park Context Categories). This allowed the researcher to determine how each individual stakeholder group differed from the other four stakeholder groups and from the overall population.

The researcher provided a descriptive analysis for each of the five stakeholder groups. A comparison of the five stakeholder groups was made using both the dependent and control variables to determine if there were differences amongst the five groups. Data was first subjected to descriptive statistical tests such as the mean and standard deviation. Secondly, an analysis of variance (ANOVA) and a post hoc test using Duncan's multiple range test was conducted to determine if the mean scores for each of the five stakeholder groups differed from one another ($p < .05$). By comparing each stakeholder group's responses and the manner in which they differed from each other, the first research question was answered.

The researcher answered the second research question by analysing each of the five stakeholder groups separately in order to determine if members within each of the five stakeholder groups varied in their perception of the dependent variables. Members within each group were compared on the basis of the control variables (sex, year of birth, level of education, annual household income, the number of days participants spent in their primary Ontario Park within the last year, the number of days participants spent in all Ontario Parks within the last year and, Park Context Category). The researcher used either an analysis of variance (ANOVA) or t-test to determine if differences in the perceptions of the 12 governance factors occurred within the stakeholder groups using the control variables listed above. The probability standard of 0.05 was used to assess the significance level of difference in the perceptions of the 12 governance factors for both between and within group comparisons.

The researcher was unable to make comparisons within the NGO stakeholder grouped based on the continuum created by McCutcheon (2008) due to a lack of response from two of the four categories identified. The research is confident that responses were obtained from the Environmental Conservation and the Low-Impact Recreation NGOs. Although the researcher asked NGOs to identify the organization they belonged to, very few did, or, did not provide specific or useful information. Therefore, differentiation between the responses from these two groups was not made.

Chapter Five Results

5.1 Outline

The following chapter provides the results, including descriptive statistics, for the survey population and analyses addressing the first and second research questions. This chapter also presents the results focusing on the six hypotheses formulated in the section 2.7. A discussion of the results related to the research questions and hypotheses follows in Chapter Six.

5.2 Descriptive Analysis

The instrument used to gather the data for this research was comprised of 89 items divided into three sections. The first section of the instrument asked respondents to provide information on the operating Ontario Provincial Park they were most familiar with; the number of days within the last year they spent in that park; the number of days within the last year they spent in all Ontario Provincial Parks; the type of stakeholder group that they viewed themselves as belonging to; and the park(s) service with which they were most familiar with. The information selected by the participants in this first section provided the researcher with valuable information which would allow him to better understand his sample. This information was also used to create a context for the questions included in the second section of the instrument.

The second section of the instrument was divided into ten subsections; each subsection represented one of the ten governance criteria identified by the UNDP (1997). For each of the subsections, five to nine items, designed to provide the researcher with a better understanding

of the specific governance criteria was asked. Each item within the ten governance categories was measured using a five point Likert scale where 1=Strongly Agree, 2= Agree, 3= Neutral, 4= Disagree and 5= Strongly Disagree. If the respondents felt that they did not know the answer for a specific item, or, that the item was not applicable to them, they could select one of the following two answers: Don't Know or Not Applicable. If participants did not want to provide an answer, they could leave their response to that item as blank.

The third section of the instrument was designed to collect demographic information including: age, sex, education level, annual household income levels, ethnicity, race and postal code. This information was collected for two reasons: first, to define the sample population and secondly, to determine if differences existed between and within each stakeholder group based on the information they provided in the second section of the instrument.

Participants were asked to respond to the questionnaire from the perspective of one or two contexts that they were most familiar with in Ontario Parks (Table 15). However, the researcher only analyzed each respondent's first choice. While the responses offer information on perceptions of governance, the researcher is mindful of the fact that variations in the results obtained may exist based on the selected context used for the data collected.

Table 15
Park Management Areas Listed on the Survey

Park Services

- Campgrounds
 - Children's Camps
 - Education Programs
 - Equipment Rentals
 - Food Services
 - Gift Shops
 - Interview Programs
 - Resorts or Lodges
 - Visitor Interpretive Centers
 - Other (please specify context):
-

Table 15 Continued
Park Management Areas Listed on the Survey

Park Administration and Management
○ Park Administration
○ Park Staff
○ Park Management Plan
○ Park Police
○ Park Policy Issues (please specify):
○ Other (please specify context):

Before commencing the analysis of the data, the researcher conducted a principal components analysis (Factor Analysis) to determine if and how the items within each of the governance categories held together into either one or more factors. The principal components analysis revealed that the ten governance sections created a total of 12 factors. All factors explained over 59% of the variance and this was considered a fair trade-off given the substantial reduction in the complexity of the data. The governance section with the least amount of variance explained is Consensus Orientation (59.25%) and the governance section with the most amount of variance explained is Accountability (76.86%) (Table 16).

Table 16
Principal Components Analysis

Governance sections		Number of Factors	Pct. of Variance Explained
Responsiveness		1	65.15
Effectiveness	Factor 1	2	48.95
	Factor 2		14.66
Equity	Factor 1	2	50.01
Equity	Factor 2	2	15.72
Efficiency		1	60.83
Public Participation		1	60.01
Consensus Orientation		1	59.25
Transparency		1	74.22
Rule of Law		1	65.49
Accountability		1	76.86
Strategic Vision		1	67.14

The reliability analysis confirmed the groupings of the items into the 12 factors identified in the principle-components analysis. The score, using Cronbach’s Alpha, for all factors ranged from 0.70 to 0.95 which is positive as it indicates that the items within each factor hold together strongly demonstrating the strength of the data collected. The governance section for Effectiveness and Equity was divided into two factors. By examining the breakdown of the items within each of the factors, the researcher decided to use the factors identified through the principle components analysis, and, which were confirmed by the reliability analysis. The researcher named the first factor for Effectiveness “Effectiveness-Outcome” and the second “Effectiveness-Process”. The first factor for Equity was named “General Equity” and the second “Financial Equity”. The first of the two factors for Effectiveness had the lowest reliability (0.70) while the factor for Transparency had the highest (0.95). All factors were comprised of two or more items (Table 17). Although the items within each of the now 12 governance factors exhibited strong content validity, it was not the intent of this research to develop and refine a standardized governance scale.

Table 17
Reliability Analysis

Governance sections		Cronbach’s Alpha	Number of Items
Responsiveness		.92	8
Effectiveness	Outcome	.70	3
	Process	.81	5
Equity	General	.88	7
	Financial	.72	2
Efficiency		.76	4
Public Participation		.92	7
Consensus Orientation		.88	4
Transparency		.95	8
Rule of Law		.89	6
Accountability		.94	6
Strategic Vision		.87	5

During the data gathering period which occurred between March 11, 2009 and May 11, 2009, a total of 436 surveys were completed. Of the 436 surveys, 380 were categorized as

complete and were used in this analysis. Of the 380 completed surveys, 63 participants self declared they belonged to the Park Staff stakeholder group representing 16.6% of the entire sample; 255 self declared that they belonged to the Visitors stakeholder group representing 67.1% of the entire sample; 8 self declared that they belonged to the Contractors stakeholder group representing 2.1% of the entire sample; 30 self declared that they belonged to the Local Resident stakeholder group representing 7.9% of the entire sample; and, 24 self declared that they belonged to the NGO stakeholder group representing 6.3% of the entire sample (Table 18). It should be noted that since the adoption of the business model in 1996 by Ontario Parks, the number of contractors and licensees working for Ontario Provincial Parks has decreased. Not only has the number of contractors and licensees been reduced, but the type of services contracted out has shifted from visitor services to behind the scene services such as garbage collection, grounds maintenance and facility maintenance although, certain contractors continue to provide visitor services. Many of the services contracted or leased out are provided by private individuals and/or companies but some are also provided by cities, towns and municipalities. Although Ontario Provincial Parks notified and provided all Contractors and licensees with the survey information thus, providing them with the chance to participate in this study, very few Contractors or licensees took the opportunity to do so. This lack of participation on the behalf of Contractors and licensees may indicate their lack of interest, foresightedness or care for Ontario Provincial Parks by viewing their contract or license agreement as simply another job which happens to occur within a Provincial Park setting. On the other hand, the surveys completed on behalf of a Contractors or licensee indicates that certain individuals do value Ontario Provincial Parks and that the information they provided in the survey can be considered as meaningful.

Stakeholder Group	n	Pct.
Park Staff	63	16.6
Visitors	255	67.1
Contractors	8	2.1
Local Residents	30	7.9
NGOs	24	6.3
Total	380	100.00

Of the 380 completed surveys received, 323 participants identified their sex while 57 participants did not provide this information. There were an almost equal number of male and female respondents (Table 19).

Sex	n	Pct.
Male	165	51.10
Female	158	48.90
Total	323	100.00
Missing	57	

Of the 323 participants that listed their sex, the division between male and female participants within each stakeholder group was almost equal with the exception of the Park Staff (male n=32; female n=23) and Contractor (male n=5; female n=1) stakeholder groups. The differences in the number of respondents based on sex was either equal or very close to equal for the Visitor (male n=103; female n=110), Local Resident (male n=13; female n=12), and NGO (male n=12; female n=12) stakeholder groups (Table 20).

Stakeholder Group	Male	Female	Total
Park Staff	32	23	55
Visitors	103	110	213
Contractors	5	1	6
Local Residents	13	12	25
NGOs	12	12	24
Total	165	158	323

The majority of participants had a high level of education (University Degree n=182; College Diploma n=86). The remainder of the sample had either a Secondary School Diploma (n=39) or a Registered Apprenticeship (n=21) level of education. No participants stated having an education level that was Less than Secondary. Of the 380 completed surveys, 328 completed this question leaving the education level for the remaining 52 participants unknown (Table 21).

Education Levels	n	Pct.
Less than Secondary School	0	0.00
Secondary School	39	11.90
Registered Apprenticeship	21	6.40
College Diploma	86	26.20
University Degree	182	55.50
Total	328	100.00
Missing	52	

Examining the breakdown for the education levels for each of the five stakeholder groups, the majority of respondents from all five stakeholder groups had either a University Degree (Parks Staff n=27; Visitors n=122; Contractors n=3; Local Residents n=17; and NGOs n=13) or a College Diploma (Park Staff n=19; Visitors n=54; Local Residents n=6; and NGOs n=6). Seven respondents from Park Staff declared having a High School education level while one respondent from Park Staff declared their education level as being a Registered Apprenticeship. For Visitors, 26 respondents declared having a High School education while 17 participants declared their education level as being a Registered Apprenticeship. For Contractors, only one participant declared having a High School education level, one participant had a Registered Apprenticeship, and one participant had a College Diploma. No participants from the Resident stakeholder group declared having an education level of

Registered Apprenticeship but two participants from that stakeholder group declared their education being at the High School level. For respondents that belong to the NGO stakeholder groups, three declared their education to be at the High School level and two stated their education level as a being Registered Apprenticeship. No participants from either of the five stakeholder groups declared having an education level that was Less than Secondary. These data represents the education level for 328 of the 380 participants (Table 22).

Table 22

Education Level within Stakeholder Groups

Stakeholder Group	Less than Secondary	Secondary School	Registered Apprenticeship	College Diploma	University Degree	Total
Park Staff	0	7	1	19	27	54
Visitors	0	26	17	54	122	219
Contractors	0	1	1	1	3	6
Local Residents	0	2	0	6	17	25
NGOs	0	3	2	6	13	24
Total	0	39	21	86	182	328

Of the 380 completed surveys, 294 participants self declared their annual household income for the year ending in 2007. The plurality of respondents declared their annual household income to be between \$60,000 and \$69,999 (N= 36, 12.2%) and between \$80,000 and \$89,999 (n=31, 10.5%). This is followed by the income categories of \$100,000 to \$109,999 (n=27, 9.2%), the income category of \$70,000 to \$ 79,999 (n=26, 8.8%), the income category of \$90,000 to \$99.999 (n=19, 6.5%) and the income category of \$50,000 to \$59,999 (n= 18, 6.1%). The remainder of the participants self declared income level was distributed throughout the remaining 15 income categories (Table 23).

Table 23

Annual Household Income of all Participants

Annual Household Income	n	Pct.
Under \$10,000	3	1.00
\$10,000 to 19,999	5	1.70
\$20,000 to 29,999	9	3.10
\$30,000 to 39,999	13	4.40
\$40,000 to 49,999	21	7.10

Annual Household Income	n	Pct.
\$50,000 to 59,999	18	6.10
\$60,000 to 69,999	36	12.20
\$70,000 to 79,999	26	8.80
\$80,000 to 89,999	31	10.50
\$90,000 to 99,999	19	6.50
\$100,000 to 109,999	27	9.20
\$110,000 to 119,999	8	2.70
\$120,000 to 129,999	7	2.40
\$130,000 to 139,999	12	4.10
\$140,000 to 149,999	1	0.30
\$150,000 to 159,999	14	4.80
\$160,000 to 169,999	6	2.00
\$170,000 to 179,999	4	1.40
\$180,000 to 189,999	5	1.70
190,000 to 199,999	2	0.70
200,000 and over	7	2.40
Total	294	100.00

Due to the spread of the overall annual household income for the entire population, it is more telling and worthwhile for the researcher and reader to examine the overall annual household income by separating and examining the income levels by stakeholder groups. Doing this allowed the researcher to better understand each of the five sub-populations. By examining the breakdown for the annual household income level for the 44 Park Staff that provided an answer to this question, the researcher determined that the majority of participants declared that their annual household income was above \$60,000, while, only three respondents stated that their annual household income was below \$60,000. The largest income category selected by Ontario Parks staff is that of \$60,000 to \$69,999 (n=12, 27.30%), followed by the \$70,000 to \$79,999 (n=5, 11.40%) category. The highest category of income level selected by Ontario Park Staff is that of \$180,000 to \$189,999 (n=3, 6.80%) (Table 24).

Of the 183 Visitors who answered this question, the majority identified their annual household income level to be between \$30,000 and \$109,999 (n=126, 62.20%). The income

category that Visitors selected the most was the category of \$80,000 to \$89,999 (n=22, 12.00%) followed by the categories of \$60,000 to \$69,999 (n=18, 9.80%) and \$100,000 to \$109,999 (n=18, 9.80%). The remaining Visitors were somewhat evenly distributed throughout the remaining 18 other income categories with the exception of the income category of \$150,000 to \$159,999 (n=10, 5.5%) (Table 24).

Of the six Contractors that answered this question, there was an even split between four of the respondents for the income categories of 50,000 to 59,999 (n=2, 33.33%) and 70,000 to 79,999 (n=2, 3.33%). The remaining two participants selected the income category of 180,000 to 189,999 and \$200,000 and over (Table 24).

Of the 20 Local Residents that answered this question, the income categories were distributed throughout 12 of the 21 categories. No more than three respondents from this stakeholder group can be identified within any of the 12 annual household income levels selected. The income level of the 20 Local Resident participants ranged from under \$10,000 to \$200,000 and over (Table 24).

Of the 21 participants from the NGO stakeholder group, none declared that their annual household income level was above \$130,000. With the exception of one participant from the NGO stakeholder group, the majority of respondent’s annual household income level was distributed between \$20,000 and \$109,000 (Table 24).

Table 24
Annual Household Income by Stakeholder Group

Annual Household Income	Park Staff		Visitors		Contractors		Local Residents		NGOs		Total
	n	Pct.	n	Pct.	n	Pct.	n	Pct.	n	Pct.	
Under \$10,000	1	2.30	1	0.50	0	0.00	1	5.00	0	1.10	3
\$10,000 and over	0	0.00	5	2.70	0	0.00	0	0.00	0	1.80	5
\$20,000 to 29,999	0	0.00	8	4.40	0	0.00	0	0.00	1	3.30	9

Table 24 Continued
Annual Household Income by Stakeholder Group

Annual Household Income	Park Staff		Visitors		Contractors		Local Residents		NGOs		Total
	n	Pct.	n	Pct.	n	Pct.	n	Pct.	n	Pct.	
\$30,000 to 39,999	2	4.50	10	5.50	0	0.00	0	0.00	1	4.70	13
\$40,000 to 49,999	0	0.00	16	8.70	0	0.00	2	10.00	3	7.70	21
\$50,000 to 59,999	0	0.00	12	6.60	2	33.30	2	10.00	2	9.50	18
\$60,000 to 69,999	12	27.30	18	9.80	0	0.00	2	10.00	4	19.00	36
\$70,000 to 79,999	5	11.40	16	8.70	2	33.30	1	5.00	2	9.50	26
\$80,000 to 89,999	4	9.10	22	12.00	0	0.00	2	10.00	3	14.30	31
\$90,000 to 99,999	3	6.80	14	7.70	0	0.00	0	0.00	2	9.50	19
\$100,000 to 109,999	4	9.10	18	9.80	0	0.00	3	15.00	2	9.50	27
\$110,000 to 119,999	0	0.00	8	4.40	0	0.00	0	0.00	0	0.00	8
\$120,000 to 129,999	3	6.80	3	1.60	0	0.00	1	5.00	0	0.00	7
\$130,000 to 139,999	2	4.50	6	3.30	0	0.00	3	15.00	1	4.80	12
\$140,000 to 149,999	0	0.00	1	0.50	0	0.00	0	0.00	0	0.00	1
\$150,000 to 159,999	3	6.80	10	5.50	0	0.00	1	5.00	0	0.00	14
\$160,000 to 169,999	1	2.30	4	2.20	0	0.00	1	5.00	0	0.00	6
\$170,000 to 179,999	1	2.30	3	1.60	0	0.00	0	0.00	0	0.00	4
\$180,000 to 189,999	3	6.80	1	0.50	1	16.70	0	0.00	0	0.00	5
190,000 to 199,999	0	0.00	2	1.10	0	0.00	0	0.00	0	0.00	2
200,000 and over	0	0.00	5	2.70	1	16.70	1	5.00	0	0.00	7
Total	44	100.00	183	100.00	6	100.00	20	100.00	21	100.00	274

Although the above information is valuable, it may make sense to collapse certain income categories in order to better understand the annual household income level for the entire population and for the five stakeholder groups. The researcher used the Revenue Canada

income tax brackets as guidelines for collapsing the 21 income categories into four categories: \$40,726 or less; more than \$40,726 but not more than \$81,452; more than \$81,452 but less than \$126,264; and, more than \$126,264. Income tax brackets were used as a guide because they are standardized and accepted across Canada as means of defining income levels (Revenue Canada, 2009). Due to the income categories employed in the instrument, the researcher was not able to precisely collapse the 21 income categories into the four categories used by Revenue Canada. Instead, the researcher collapsed the 21 income categories used in the research instrument into the approximate Revenue Canada categories: \$39,999 or less; \$40,000 to \$79,999; \$80,000 to \$129,999; and, \$130,000 and more (Table 25).

Of the four annual household income categories, the plurality of respondents (n=101, 36.90%) reported having an annual household income of between \$40,000 and \$79,999. This was followed by the income category of \$80,000 to \$129,999 (n=92, 33.60%). The remainder of the population reported having an income level of \$130,000 or more (n=51, 18.60%) or of \$39,999 or less (n=30, 10.90%) (Table 25).

Table 25
Overall Population Annual Household Income

House Hold Income	n	Pct.
\$39,999 or less	30	10.90
\$40,000-\$79,999	101	36.90
\$80,000-\$129,999	92	33.60
\$130,000 and more	51	18.60
Total	274	100.00

By exploring the income levels of members within each stakeholder groups, the researcher was able to obtain a better understanding of the participants. The majority of Park Staff reported an annual household income of \$40,000 or more. The income level which was most selected by Park Staff is the category of \$40,000 to \$79,999 (n=17, 38.6%). Only three Park Staff reported having an income level of less than \$39,999 (6.8%). The majority of Visitors reported having an annual household income level of \$80,000 to \$129,999 (n=65,

35.5%) and \$40,000 to \$79,999 (n=62, 33.9%). For the six Contractors that provided this information, four stated having an income of \$40,000 to \$79,999 (Pct.=66.7) while the remaining two declared having an income of \$130,000 and more (33.3%). For the Local Resident stakeholder group, there was an even division between respondents that declared having an annual household income level of \$80,000 to \$129,999 and of \$130,000 and more (n=6, 30.0. One Local Resident declared having an income of \$39,999 or less (5.0%). For the NGO stakeholder group, the majority declared that their annual household income was of \$40,000 to \$79,999 (n=11, 52.4%) or of \$80,000 to \$129,999 (n=7, 33.3%). Only one NGO respondent declared having an income level of \$130,000 and more (4.8%) and two NGO respondents declared having an annual household income level of \$39,999 or less (9.5%) (Table 26).

Table 26 shows that Park Staff, Visitors, and Local Residents had the highest annual household income levels. Participants within the NGO stakeholder group had the lowest while for contractors, some had high annual household income levels while the rest had modest annual household income levels.

Table 26
Overall Annual Household Income by Stakeholder Group

Annual Household Income	Park Staff		Visitors		Contractors		Local Residents		NGOs		Total
	n	Pct.	n	Pct.	n	Pct.	n	Pct.	n	Pct.	
\$39,999 or less	3	6.80	24	13.10	0	0.00	1	5.00	2	9.50	30
\$40,000-\$79,999	17	38.60	62	33.90	4	66.70	7	35.00	11	52.40	101
\$80,000-\$129,999	14	31.80	65	35.50	0	0.00	6	30.00	7	33.30	92
\$130,000 and more	10	22.70	32	17.50	2	33.30	6	30.00	1	4.80	51
Total	44	100.00	183	100.00	6	100.00	20	100.00	21	100.00	274

As discussed at the beginning of this chapter, participants were asked to identify a park context that they were most familiar with in Ontario Provincial Parks. The context selected by

each participant was used as a mean to place items within the second section of the instrument into a context that participants could understand and relate to. Of the 380 participants, 378 selected a park context. In the instrument, participants were asked to select the contexts ranging from Campgrounds to Park Policy Issues. The option of other was included and if participants selected this, they were asked to state the park context they would wish to use as a guide to answer the items within the second section of the instrument. In total, 51 participants opted to self declare the context they would be using to answer questions in section two. By examining the self declared context identified when “other” was selected, the researcher decided that all “other” contexts stated that referred to the same topic or issue two or more times would be placed into a new specific Park Context Category while the “other” context that were only brought up by one participant would be left in the Other category. In doing so, the Park Context categories of Backcountry (n=34), Walking and Bike Trails (n=7) and Cottagers (n=3) were created. The Park Context Other (n=7) was comprised of the following park context specified by participants: beach; dog park/dog water area; strongly enforce quiet hours within the park; annual Huron fringe birding festival; summer student programs; limitations of public access due to lands for life; and, advisory and consultant process. Of the 18 possible park contexts that participants selected, 6 contexts were the most familiar for participants. The contexts most familiar to participants were Campgrounds (n=210, 55.60%), Backcountry (n=34, 9%), Visitor or Interpretive Centers (n=27, 7.10%), Park Administration (n=24, 6.30%), Interpretive Programs (n=17, 4.50%), and Park Management Plan (n=14, 3.70%) (Table 27). These 6 popular park contexts were selected by 326 participants, or 86.24% of all respondents (Table 27).

Table 27
Individual Park Contexts Selected by Entire Population

Park Contexts	n	Pct.
Park Services		
Campgrounds	210	55.6
Children's camps	0	0.0
Education programs	6	1.6
Equipment rentals	10	2.6
Food services	3	0.8
Gift shops	5	1.3
Interpretive programs	17	4.5
Resort or lodges	1	0.3
Visitor or interpretive centers	27	7.1
Walking and Bike Trails	7	1.9
Backcountry	34	9.0
Park Administration and Management		
Park administration	24	6.3
Park Staff	6	1.6
Park management plan	14	3.7
Park police	2	0.5
Park policy issues	2	0.5
Other		
Cottagers	3	0.8
Other	7	1.9
Total	378	100.0

The Park Contexts selected by members within individual stakeholder groups were analyzed to identify differences or similarities for the 18 contexts identified in Table 27 and to obtain knowledge of the level of familiarity of those contexts for participants within individual stakeholder groups.

The context most familiar to Park Staff was Park Administration (n=18, 29.0%), followed by Campgrounds (n=16, 25.8%) (Table 28). Visitor or Interpretive Centers (n= 6, 9.7%), Park Management Plan (n=5, 8.1%), and Interpretive Programs (n=5, 8.1%) were also familiar to participants within the Park Staff stakeholder group. The most familiar context for Visitors was Campgrounds (n=177, 69.4%) followed by Backcountry (n= 28, 11%) (Table 28)

Due to the low response rate from Contractors (n=7), it is not possible to clearly state which context was most familiar to this stakeholder group as the answers are distributed

through 6 of the 18 categories (Table 28). However, the distribution suggest that the Contractor population in this study is involved with 4 park services and 2 park administration areas.

Local Residents were most familiar with Campgrounds (n=12, 40.0%) and Visitor or Interpretive Centers (n=6, 2%) (Table 28).

For participants within the NGO stakeholder group, the park contexts selected ranged throughout 10 of the 18 park contexts (Table 28).

Overall, none of the five stakeholder groups were familiar with Children’s Camps while only the Local Residents were familiar with Resort and Lodges (Table 28).

Table 28
Individual Park Contexts selected by Individual Stakeholder Groups.

Park Contexts	Park Staff		Visitors		Contractors		Local Residents		NGOs	
	n	Pct.	n	Pct.	n	Pct.	n	Pct.	n	Pct.
Park Services										
Campgrounds	16	25.8	177	69.4	1	14.3	12	40.0	4	16.7
Children’s camps	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Education programs	2	3.2	2	0.8	0	0.0	0	0.0	2	8.3
Equipment rentals	1	1.6	7	2.7	1	14.3	1	3.3	0	0.0
Food services	0	0.0	2	0.8	1	14.3	0	0.0	0	0.0
Gift shops	0	0.0	1	0.4	0	0.0	1	3.3	3	12.5
Interpretive programs	5	8.1	8	3.1	0	0.0	1	3.3	3	12.5
Resort or lodges	0	0.0	0	0.0	0	0.0	1	3.3	0	0.0
Visitor or interpretive centers	6	9.7	12	4.7	0	0.0	6	20.0	3	12.5
Backcountry	3	4.8	28	11.0	2	28.6	0	0.0	1	4.2
Walking and Bike Trails	0	0.0	5	2.0	0	0.0	1	3.3	1	4.2
Park Administration and Management										
Park administration	18	29.0	2	0.8	1	14.3	1	3.3	2	8.3
Park Staff	3	4.8	3	1.2	0	0.0	0	0.0	0	0.0
Park management plan	5	8.1	3	1.2	1	14.3	2	6.7	3	12.5
Park police	1	1.6	0	0.0	0	0.0	1	3.3	0	0.0
Park policy issues	2	3.2	0	0.0	0	0.0	0	0.0	0	0.0
Other										
Cottagers	0	0.0	2	0.8	0	0.0	1	3.3	0	0.0
Other	0	0.0	3	1.2	0	0.0	2	6.7	2	8.3
Total	62	100.0	255	100.0	7	100.0	30	100.0	24	100.0

In order to simplify the comparison between the 18 park contexts for the overall population and for individual stakeholder groups, the researcher combined all items within Park Services (Table 29) into one category named Park Services, all items within Park Administration and Management (Table 29) were combined into one category named Park Administration and Management, and the remaining two items, Cottagers and Other (Table 29) were placed into one category named Other.

The majority of participants (n=320, 84.7%) were most familiar with contexts within the Park Services category. The remainder of the participants were mostly familiar with contexts within the Park Administration and Management category (n=48, 12.7%) or, with contexts within the Other category (n=10, 2.6%) (Table 29).

Table 29
Park Context Categories Selected by Entire Population

Park Context	n	Pct.
Park Services	320	84.7
Park Administration and Management	48	12.7
Other	10	2.6
Total	378	100.0

In order to obtain a better understanding of the sample, the research examined the breakdown for each stakeholder group based on the three park context categories. Members within the Park Staff stakeholder group were almost evenly distributed between the categories of Park Services (n=33, 53.2%) and Park Administration and Management (n=29, 6.8%). No participants from the Park Staff stakeholder group selected a park context within the Other category. The majority of participants within the Visitor stakeholder group selected park contexts within the Park Services category (n=242, 94.9%) while few Visitors selected park contexts within the Park Administration and Management category (n=8, 3.1%). Five participants within the Visitor stakeholder group selected a park context within the Other

category (2.0%). The majority of participants within the Contractor stakeholder group (n=5, 71.4%) selected park contexts within the Park Services category. Two Contractors selected park contexts within the Park Administration and Management category (28.6%). No participants from the Contractor stakeholder group selected a park context within the Other category. The majority of participants from the Local Resident stakeholder group selected the Park Services category (n=23, 76.7%) while few selected park contexts within the Park Administration and Management category (n=4, 13.3%). Three participants from the Resident stakeholder group selected the Other category (10.0%). For participants within the NGO stakeholder group, the majority selected park contexts within the Park Services category (70.8%) while few selected park contexts within the Park Administration and Management category (n=5, 20.8%). Two participants from the NGO stakeholder group selected park contexts within the Other category (n=2, 8.3%) (Table 30).

Table 30
Overall Park Context Categories Selected by Individual Stakeholder Groups

Park Context	Park Staff		Visitors		Contractors		Local Residents		NGOs	
	n	Pct.	n	Pct.	n	Pct.	n	Pct.	n	Pct.
Park Services	33	53.2	242	94.9	5	71.4	23	76.7	17	70.8
Park Administration and Management	29	46.8	8	3.1	2	28.6	4	13.3	5	20.8
Other	0	0.0	5	2.0	0	0.0	3	10.0	2	8.3
Total	62	100.0	255	100.0	7	100.0	30	100.0	24	100.0

The data presented in Table 30 revealed that all groups chose Park Services as the major context for their responses. This makes logical since most respondents either provide park services or receive park services. However, the Park Staff were unique in that 47% were involved in management functions beyond the provision of direct park services.

The research instrument allowed participants to state the exact number of days (from 0-365) spent in their most familiar operating Ontario Park. Due to the wide range of

distribution for answers to this question, three categories of responses were created. The first category included participants that spent seven days or less in the park within the previous year. The second category included participants that spent more than seven days and up to 28 days in the park within the last year. The third category included stays of more than 28 days and up to 365 days in the previous year. Of the 378 participants that provided the number of days spent in their primary park, 156 (43.3%) visited the park seven days or less; 154 (40.7%) participants visited the park more than seven days and up to 28 days in the previous year while the remaining 68 (18.0%) participants visited the park more than 28 days and up to a year within the previous year (Table 31). Over 80% of the 378 participants visited their main park for less than 28 days in the previous year.

Length of Stay	n	Pct.
Zero to 7 days	156	43.3
More than 7 days and up to 28 days	154	40.7
More than 28 days and up to 365 days	68	18.0
Total	378	100.0

In order to properly understand the breakdown for the number of days spent in the primary park for members within each of the five stakeholder groups, the researcher determined the length of stay for the majority of participants within each group. For participants within the Park Staff stakeholder group, the majority (n=41) spent more than 28 days in their primary park while the rest of participants (n=22) spent less than 28 days in their primary park. For participants within the Visitor stakeholder group, the majority of participants (n=124) spent up to 7 days in their primary park. This is closely followed by participants (n=116) that spent more than 7 days and up to 28 days in their park. Very few participants from the Visitor stakeholder group (n=14) spent more than 28 days in their

primary park. For participants within the Contractor stakeholder group, over half of participants (n=4) spent more than 7 days and up to 28 days in their primary park. One Contractor declared spending less than seven days in their primary park, while two declared spending more than 28 days in their primary park. For participants within the Local Resident stakeholder group, the majority (n=19) spent 7 days or less in their primary park. This finding is followed by participants that spent more than seven days but less than 28 days in the park(n=9). Two Local Resident participants stated spending more than 28 days in their primary park. The majority of participants from the NGO stakeholder group (n=12) declared spending more than 7 days and up to 28 days in the primary park. This findings is followed by participants from the NGO stakeholder group (n=9) that declared spending more that 28 days in their primary park. Three participants from the NGO stakeholder group stated spending less than 7 days in their primary park (Table 32).

Table 32
Number of Days Spent in Primary Park by Stakeholder Groups

Length of Stay	Park Staff		Visitors		Contractors		Local Residents		NGOs		Total
	n	Pct.	n	Pct.	n	Pct.	n	Pct.	n	Pct.	
Zero to Seven days	9	14.3	124	48.8	1	14.3	19	63.3	3	12.5	156
More than seven days < 28 days	13	20.6	116	45.7	4	57.1	9	30.0	12	50.0	154
More than 28 days and up to one year	41	65.1	14	5.5	2	28.3	2	6.7	9	37.5	68
Total	63	100.0	254	100.0	7	100.0	30	100.0	24	100.0	378

Table 32 reveals that 87.5% of the NGO, 85.7% of Park Staff and 51.2% of the Visitor respondents spent more than 7 days in the Primary Park used for this survey. This suggests a high use rate for these respondents.

The research instrument also allowed participants to declare the total number of days (0-365) they spent in the last year in all Ontario Parks. Again, due to the wide distribution of

scores, the researcher separated participants into three categories based on the number of days spent in all Ontario Parks. The researcher would like to point out that participants stated spending approximately ten days less in all Ontario Parks when compared to the number of days they stated spending in the primary park they chose. This finding is puzzling as participants should have stated spending more time in all Ontario Parks than in the primary park they chose. This difference could be attributed to the wording of the question as it is possible that a few participants provided the numbers of days they spent in all Ontario Parks but did not include the number of days they spent in the primary park they chose.

Overall, 22.60% of participants (n=83) spent seven days or less in all Ontario Parks while 25% of participants (n=92) spent more than 28 days in all Ontario Parks. The majority of participants (n=193, 52.40%) spent more than seven days and up to 28 days in all Ontario Parks (Table 33).

Table 33
Number of Weeks Spent in All Ontario Provincial Parks

Length of Stay	n	Pct.
Zero to 7 days	83	22.6
More than 7 and < 28 days	193	52.4
More than 28 days and up to 365 days	92	25.0
Total	368	100.0

Table 33 shows that 77.4% of respondents spent more than 7 days in all provincial parks during the previous year, also suggesting a high level of park use.

In order to understand the breakdown for the number of days that members within each stakeholder group spent in all Ontario Parks, the researcher examined the breakdown of the numbers within each of three possible categories for length of stay by stakeholder group. The majority of respondents from the Park Staff stakeholder group (n=36) spent more than 28 days in all Ontario Parks while there was an almost even split between the number of Park Staff participants that stated they spent less than seven days (n=12) compared to those that stated

they spent more than seven days and up to 28 days in all Ontario Parks. The majority of participants from the Visitor stakeholder group (n=153) spent more than seven days and up to 28 days in all Ontario Parks. The remaining Visitor participants stated spending seven days or less (n=55) or, more than 28 days (n=41) in all Ontario Parks. The majority of participants from the Contractor stakeholder group (n=4) reported spending more than seven days and up to 28 days in all Ontario Parks. An almost even split exist between Contractor participants that spent seven days or less (n=1) when compared to Contractors that spent more than 28 days (n=2) in all Ontario Parks. The majority of participants from the Resident stakeholder group (n=13) spent seven days or less in all Ontario Parks. This finding is followed by the number of Local Resident participants (n=12) that stated spending more than seven days and up to 28 days in all Ontario Parks. Three Resident participants stated spending more than 28 days in all Ontario Parks. The majority of participants from the NGO stakeholder group (n=11) stated spending more than seven days and up to 28 days in all Ontario Parks. This is closely followed by the number of NGO participants (n=10) that stated spending more than 28 days in all Ontario Parks. Two NGO participants stated spending seven days or less in all Ontario Parks (Table 34).

Length of Stay	Park Staff		Visitors		Contractors		Local Residents		NGOs		Total
	n	Pct.	n	Pct.	n	Pct.	n	Pct.	n	Pct.	
Zero to seven days	12	19.7	55	22.1	1	14.3	13	46.4	2	8.7	83
More than seven days and up to 28 days	13	21.3	153	61.4	4	57.1	12	42.9	11	47.8	193
More than 28 days and up to 365 days	36	59.0	41	16.5	2	28.6	3	10.7	10	43.5	92
Total	61	100.0	249	100.0	7	100.0	28	100.0	23	100.0	368

Table 34 shows that 43.5% of all NGO respondents spent more than 28 days in all provincial parks in the past year. This suggests that some of the NGO respondents may have been members of Friends' Groups which are heavily involved in providing park services and therefore, are in the parks throughout their operating season.

In the third section of the instrument, respondents were asked to provide the year they were born in. Using this information, the researcher created three categories in which to place participants: 1930-1949, 1950-1969 and 1970-1989.

The majority of respondents were born between 1950 and 1969 (n=164, 54.10%). The second largest category is 1970 to 1989 (n=98, 32.30%) followed by the category of 1930-1949 (n=41, 13.50%) (Table 35). This is an older survey population with 67.6% over the age of 40.

Table 35
Birth Periods for the Entire Population

Birth periods	n	Pct.
1930-1949	41	13.5
1950-1969	164	54.1
1970-1989	98	32.3
Total	303	100.0

The population was divided into the five stakeholder groups. A clear majority of Park Staff participants were born between 1950 and 1969 (n=32, 65.3%). The remaining Park Staff participants were born between 1970 and 1989 (n=11, 22.4%) and between 1939 and 1949 (n=6, 12.2%). A slight majority of Visitors were born between 1950 and 1969 (n=107, 52.7%). The remaining Visitor participants were born between 1970 and 1989 (n= 73, 36.0%) and between 1939 and 1949 (n=23, 11.3%). All participants from the Contractor stakeholder group were born between 1950 and 1969 (n=6). A plurality of Local Resident participants were born between 1950 and 1969 (n=10, 43.5%). The remaining Local Resident participants were born between 1970 and 1989 (n=9, 39.1%) and between 1939 and 1949 (n=4, 17.4%). A

plurality of NGO participants were born between 1950 and 1969 (n=9, 40.9%). The remaining NGO participants were born between 1939 and 1949 (n=8, 36.4%) and between 1970 and 1989 (n=5, 22.7%) (Table 36).

Birth periods	Park Staff		Visitors		Contractors		Local Residents		NGOs		Total
	n	Pct.	n	Pct.	n	Pct.	n	Pct.	n	Pct.	
1930-1949	6	12.2	23	11.3	0	0.0	4	17.4	8	36.4	41
1950-1969	32	65.3	107	52.7	6	100.0	10	43.5	9	40.9	164
1970-1989	11	22.4	73	36.0	0	0.0	9	39.1	5	22.7	98
Total	49	100.0	203	100.0	6	100.0	23	100.0	22	100.0	303

Table 36 reveals that there are age differences amongst the stakeholder group populations. The NGO group is the oldest population, with 36.4% of participants over the age of 60. The Contractors are all between 40 and 60 years old. The Local Residents and the Visitors have the youngest groups, with over 36.0% younger than 40 years of age.

5.3 Comparison of the Governance Factors for the Five Stakeholder Groups

5.3.1 Overall Perceptions of the 12 Governance Factors by Entire

Population

An examination of the mean scores for the entire population of participants was undertaken in order to obtain information on the overall perception of the 12 governance factors for Ontario Parks' governance model. Differences between the five stakeholder groups for the 12 governance factors were also defined. The items within each of the factors were measured using a five point Likert scale where 1=Strongly Agree, 2= Agree, 3= Neutral, 4= Disagree and 5= Strongly Disagree. Mean scores closer to 1 represent good governance (section 3.2.1) while mean scores closer to 5 represent poor governance. A mean score of 3 represent a neutral perception for the specific governance factor.

The mean scores of the 12 governance factors for the entire population ranged from a high of 2.02 for Effectiveness-Outcome to a low of 2.72 for both Transparency and Accountability (Table 37). This small range indicates that only a small amount of divergence exists between the highest perceived factor and the two lowest perceived factors. This indicates that very little overall divergence exists with regards to how participants perceive these 12 governance factors. It also indicates that the entire population perceived the Ontario Provincial Park system much closer to good governance than to poor governance.

For 10 of the 12 governance factors, the standard deviation was between 0.71 and 0.88 indicating relative levels of agreement. However, both Financial Equity (SD=1.02) and Accountability (SD=0.97) had higher levels of disagreement, indicating some dispute amongst the respondents on their perceptions for these two factors. Overall, the highest level of disagreement between respondents was for Financial Equity (SD=1.02), while the highest level of agreement was for General Equity (SD=0.71) (Table 37).

Table 37
Mean scores for the 12 Governance Factors for the Entire Population of Participants

Governance Factors	Mean ^a	Std. Dev.	Std. Err.	N	Don't Know	Not Applicable
Responsiveness	2.23	0.74	0.04	370	5	2
Effectiveness-Outcome	2.02	0.73	0.04	367	3	1
Effectiveness-Process	2.19	0.74	0.04	359	5	5
General Equity	2.04	0.71	0.04	349	4	5
Financial Equity	2.64	1.02	0.06	273	70	15
Efficiency	2.35	0.83	0.04		2	1
Public Participation	2.52	0.87	0.06	220	112	11
Consensus Orientation	2.68	0.88	0.06	188	135	16
Transparency	2.72	0.83	0.06	223	101	14
Rule of Law	2.32	0.73	0.04	291	38	7
Accountability	2.72	0.97	0.06	285	37	14
Strategic Vision	2.13	0.75	0.04	321	14	0

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

The number of respondents who indicated that they did not know the answers for the items within a factor indicates the level of understanding of that factor. Five Factors elicited

less than a half dozen Don't Know responses (Responsiveness, Effectiveness- Outcome, Effectiveness-Process, General Equity, and Efficiency) indicating that respondents felt capable of answering the items within those factors. However, seven governance factors elicited Don't Know scores from 11 or more respondents (Financial Equity, Public Participation, Consensus Orientation, Transparency, Rule of Law, Accountability and Strategic Vision). These higher numbers indicate that respondents did not feel they were sufficiently knowledgeable to properly answer the items within those seven factors. These factors are: Accountability with 37, Rule of Law with 38, Financial Equity with 70, Transparency with 101, Public Participation with 112, and Consensus Orientation with 135. Further analysis of these seven factors revealed that the majority of participants that selected Don't Know were from the Visitor stakeholder group (Table 38). Visitors will be compared to each other using the control variables in order to determine if these may point to reasons for why they selected Don't Know for the seven governance factors discussed above. Due to a relatively small number of participants that selected Not Applicable, it was not possible for the researcher to compare these using the control variables.

Table 38
Percent of Don't know Answers by Stakeholder Group

Governance Factors	Park Staff		Visitors		Contractors		Local Local Residents		NGOs		Total	
	n	Pct.	n	Pct.	n	Pct.	n	Pct.	n	Pct.	n	Pct.
Financial Equity	2	2.9	61	87.1	0	0.0	5	7.1	2	2.9	70	100.0
Public Participation	4	3.6	101	90.2	0	0.0	6	5.4	1	0.9	112	100.0
Consensus Orientation	7	5.2	118	87.4	0	0.0	9	6.7	1	0.7	135	100.0
Transparency	0	0.0	92	91.1	0	0.0	8	7.9	1	1.0	101	100.0
Rule of Law	0	0.0	35	92.1	0	0.0	2	5.3	1	2.6	38	100.0
Accountability	1	2.7	32	86.5	0	0.0	3	8.1	1	2.7	37	100.0
Strategic Vision	0	0.0	11	78.6	0	0.0	3	21.4	0	0.0	14	100.0

For the 12 governance factors, the number of participants who felt an item within a governance factor was Not Applicable to them was below seven for 6 of the 12 factors

(Responsiveness, Effectiveness- Outcome, Effectiveness-Process, General Equity, Efficiency, and Strategic Vision). For the remaining six factors (Financial Equity, Public Participation, Consensus Orientation, Transparency, Rule of Law and Accountability), anywhere from 7 to 16 participants felt that items within the factor were Not Applicable to them. Although the numbers for these five factors are slightly higher than for the first seven, this averages to approximately 7 participants selecting Not Applicable for all items within each of the 12 governance factors, providing evidence of content validity for the research instrument employed (Table 37). While some participants selected the option of Not Applicable, the sample size was too low and would not allow the researcher to formulate any decisive conclusions from the data obtained from analyses using the control variables (Table 39).

Table 39
Percent of Not Applicable Answers by Stakeholder Group

Governance Factors	Park Staff		Visitors		Contractors		Local Local Residents		NGOs		Total	
	n	Pct.	n	Pct.	n	Pct.	n	Pct.	n	Pct.	n	Pct.
Financial Equity	6	40.0	4	26.7	0	0.0	2	13.3	3	20.0	15	100.0
Public Participation	1	9.1	9	81.8	0	0.0	1	9.1	0	0.0	11	100.0
Consensus Orientation	2	12.5	13	81.3	0	0.0	1	6.3	0	0.0	16	100.0
Transparency	2	14.3	11	78.6	0	0.0	0	0.0	1	7.1	14	100.0
Rule of Law	0	0.0	7	100.0	0	0.0	0	0.0	0	0.0	7	100.0
Accountability	0	0.0	14	100.0	0	0.0	0	0.0	0	0.0	14	100.0

Although we know the overall mean scores for the 12 governance factors and the number of participants that selected Don't Know and Not Applicable for these, it is useful to understand how participants within each of the five stakeholder groups perceived the 12 governance factors.

5.3.2 Perceptions of the 12 Governance Factors by Park Staff

For Park Staff, the mean governance scores ranged from 1.88 for Strategic Vision to 2.37 for Efficiency, demonstrating that only a small degree of variance exists on the

perception of the 12 governance factors by Ontario Parks Staff. The highest level of disagreement between Park Staff was for Accountability (SD=0.82), while the highest level of agreement between Park Staff was for Effectiveness- Outcome, Transparency and General Equity (SD=0.59). Although the governance factor Accountability received the greatest level of disagreement by Park Staff, the level of disagreement was still lower than for the entire population. Very few Park Staff felt that one or more of the governance factors were Not Applicable to them with the exception of Financial Equity (n=6). The majority of Park Staff were knowledgeable enough to answer the items within the 12 governance factors. However, certain Park Staff did not feel knowledgeable enough to answer items within Consensus Orientation (n=7), Transparency (n=6) and Public Participation (n=4) (Table 40).

Table 40
Mean scores for the 12 Governance Factors for Park Staff

Governance Factors	Mean^a	Std. Dev.	n	Don't Know	Not Applicable
Responsiveness	1.89	.65	63	0	0
Effectiveness-Outcome	1.99	.59	60	3	0
Effectiveness-Process	2.07	.67	63	0	0
General Equity	1.90	.59	58	0	2
Financial Equity	2.79	.98	52	2	6
Efficiency	2.37	.65	59	0	0
Public Participation	2.19	.61	53	4	1
Consensus Orientation	2.51	.75	48	7	2
Transparency	2.33	.59	55	6	2
Rule of Law	2.09	.65	57	0	0
Accountability	2.01	.82	57	1	0
Strategic Vision	1.88	.65	57	0	0

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Table 40 reveals that the Park Staff perceived the Ontario Provincial Park System as having good levels of governance, with all means well above the neutral score of 3.00. The Park Staff perceived Strategic Vision (1.88), Responsiveness (1.89), General Equity (1.90) and Effectiveness-Outcome (1.99) highly, all with scores above 2.00. Conversely they perceived

Consensus Orientation (2.51) and Financial Equity (2.79) somewhat lower, with scores lower than 2.50.

5.3.3 Perceptions of the 12 Governance Factors by Visitors

For the Visitors, the mean governance scores ranged from 1.96 for Effectiveness-Outcome to 2.87 for Accountability demonstrating that relatively small degree of variance exists between Ontario Parks Visitors' perceptions of the 12 governance factors. The highest level of disagreement amongst the Visitors was for Financial Equity (SD=1.00) while the highest level of agreement between Ontario Park Visitors was for General Equity (SD=0.67) (Table 41).

Five Factors elicited Don't Know responses below three (Responsiveness, Effectiveness- Outcome, Effectiveness- Process, General Equity, and Efficiency) indicating that respondents were sufficiently knowledgeable to answer all items within those factors. However, seven governance factors elicited Don't Know scores well above three (Financial Equity, Public Participation, Consensus Orientation, Transparency, Rule of Law, Accountability and Strategic Vision. These high numbers may indicate that some respondents were not sufficiently knowledgeable to properly answer all items placed within each of those seven factors (Table 41).

For seven of the 12 governance factors, the number of Visitors that stated that an answer was Not Applicable was below seven for Responsiveness, Effectiveness-Outcome, Effectiveness-Process, General Equity, Efficiency, Rule of Law, and Strategic Vision. For the remaining five factors (Financial Equity, Public Participation, Consensus Orientation, Transparency, Rule of Law and Accountability), 11 to 14 participants felt that the items within the factor were Not Applicable. Although the numbers for these five factors are slightly higher than for the first seven, this averages to approximately 7 participants selecting Not Applicable

for each of the 12 governance factors, providing evidence of content validity for the research instrument employed (Table 41).

Table 41
Mean scores for the 12 Governance Factors for Visitors

Governance Factors	Mean ^a	Std. Dev.	n	Don't Know	Not Applicable
Responsiveness	2.28	.70	250	3	1
Effectiveness-Outcome	1.96	.72	249	0	0
Effectiveness-Process	2.17	.70	240	3	4
General Equity	2.02	.67	236	2	1
Financial Equity	2.53	1.00	175	61	4
Efficiency	2.29	.84	235	2	0
Public Participation	2.67	.89	119	101	9
Consensus Orientation	2.73	.94	95	118	13
Transparency	2.87	.81	122	92	11
Rule of Law	2.37	.73	182	35	7
Accountability	2.87	.93	177	32	14
Strategic Vision	2.11	.67	212	11	0

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Table 41 shows that the Park Visitors perceived all 12 governance factors above the neutral of 3.00, revealing that this group perceives the Ontario Provincial Park system as exhibiting good governance. Only one factor had a score higher than 2.00 and that was Effectiveness-Outcome at 1.96. Conversely, four factors were lower than 2.50, with Financial Equity at 2.53, Public Participation at 2.67, Transparency at 2.87 and Accountability at 2.87. The very high number of visitors (approximately 40.0%) who elicited Don't Know responses to all items within the governance factors Public Participation (n=101) and Consensus Orientation (n=118) is probably not surprising but warrants further investigation.

5.3.4 Perceptions of the 12 Governance Factors by Contractors

The researcher would like to remind the reader that all numbers in this section are suspect due to the small sample size for this stakeholder group population. It is likely that the data presented in this section does not approach the central limit theory.

For Contractors, the mean governance scores ranged from 2.12 for General Equity to 3.58 for Financial Equity demonstrating that a degree of variance of almost 1.5 exists between the Contractors' perceptions of the 12 governance factors. Contractors perceived both the governance factors General Equity (m=3.58) and Accountability (m=3.06) as weak.

The highest level of disagreement between Contractors was for Transparency (SD=1.36) while the highest level of agreement between Contractors was for Consensus Orientation (SD=0.50). All Contractors were able to answer the items within each of the 12 governance factors and felt that all items were applicable (Table 42).

Table 42
Mean scores for the 12 Governance Factors for Contractors

Governance Factors	Mean^a	Std. Dev.	n	Don't Know	Not Applicable
Responsiveness	2.20	.62	7	0	0
Effectiveness-Outcome	2.76	.81	7	0	0
Effectiveness-Process	2.39	.56	7	0	0
General Equity	2.12	.87	6	0	0
Financial Equity	3.58	1.11	6	0	0
Efficiency	2.17	.72	6	0	0
Public Participation	2.50	.86	6	0	0
Consensus Orientation	2.74	.50	6	0	0
Transparency	2.93	1.36	6	0	0
Rule of Law	2.19	.78	6	0	0
Accountability	3.06	.69	6	0	0
Strategic Vision	2.32	.73	6	0	0

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Table 42 shows that the Contractors perceived the Ontario Provincial Park system as above the neutral score of 3.0 for all the governance factors but two. This group perceived Accountability at 3.06 and Financial Equity at 3.58. It is possible that this group sees financial equity as a problem with the system. The total absence of Don't Know responses is positive in that it may indicate a high level of engagement and knowledge.

5.3.5 Perceptions of the 12 Governance Factors by Local Residents

Although the sample size is approaching the central limit theory, the reader is reminded to be cautious of the numbers presented due to the smaller sample size for this stakeholder group population. For Local Residents, the mean governance scores ranged from 2.30 for Effectiveness-Outcome to 3.39 for Accountability demonstrating that a degree of variance of almost 1.10 exists amongst participants from the Local Resident stakeholder group's perception of the 12 governance factors. The highest level of disagreement between Local Residents was for Financial Equity (SD=1.06), while the highest level of agreement between Local Residents was for Effectiveness- Outcome and Rule of Law (SD=0.74). Few Local Residents felt that one or more of the governance factors were Not Applicable to them. The majority of Local Residents felt sufficiently knowledgeable to respond to all items within the 12 governance factors. However, certain Local Residents were not knowledgeable enough to respond to items within Financial Equity (n=5), Public Participation (n=6), Consensus Orientation (n=9), and Transparency (n=8) (Table 43).

Table 43
Mean scores for the 12 Governance Factors for Local Residents

Governance Factors	Mean ^a	Std. Dev.	n	Don't Know	Not Applicable
Responsiveness	2.55	.97	26	2	1
Effectiveness-Outcome	2.30	.74	27	0	1
Effectiveness-Process	2.42	.93	25	2	1
General Equity	2.46	.88	27	1	0
Financial Equity	2.64	1.06	21	5	2
Efficiency	2.81	.98	26	0	0
Public Participation	2.71	1.02	19	6	1
Consensus Orientation	3.06	.90	16	9	1
Transparency	3.10	.96	18	8	0
Rule of Law	2.47	.74	23	2	0
Accountability	3.39	.91	22	3	0
Strategic Vision	2.67	1.03	22	3	0

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Table 43 shows that the Local Residents generally perceive the Ontario Provincial Park System as having good levels of governance, with nine of the 12 factors perceived above the neutral point of 3.00. The three factors perceived towards poor governance, that is below 3.00, were Consensus Orientation (3.06), Transparency (m=3.10) and Effectiveness-Outcome (n=3.39). The low levels of Don't Know responses is positive.

5.3.6 Perceptions of the 12 Governance Factors by NGOs

Although the sample size is approaching the central limit theory, the reader is reminded to be cautious of the numbers presented due to the smaller sample size for this stakeholder group population. For participants within the NGO stakeholder group, the mean governance scores ranged from 2.12 for General Equity to 2.95 for Financial Equity demonstrating that a very small degree of variance existed between the NGO's perception of the 12 governance factors. The highest level of disagreement between NGO participants was for Effectiveness-Process (SD=1.06) while the highest level of agreement between NGO participants was for Transparency (SD=0.79). Few NGO participants felt that one or more of the governance factors were Not Applicable to them with the possible exception of Financial Equity (n=3). The majority of NGOs were knowledgeable enough to respond to items within the 12 governance factors with the possible exception of Financial Equity (n=2) (Table 44).

Table 44
Mean scores for the 12 Governance Factors for NGOs

Governance Factors	Mean^a	Std. Dev.	n	Don't Know	Not Applicable
Responsiveness	2.21	.91	24	0	0
Effectiveness-Outcome	2.24	.84	24	0	0
Effectiveness-Process	2.33	1.06	24	0	0
General Equity	2.12	.96	22	1	1
Financial Equity	2.95	.98	19	2	3
Efficiency	2.37	.98	23	0	1
Public Participation	2.46	.94	23	1	0
Consensus Orientation	2.58	.87	23	1	0
Transparency	2.21	.79	22	1	1

Table 44 Continued					
Mean scores for the 12 Governance Factors for NGOs					
Governance Factors	Mean^a	Std. Dev.	n	Don't Know	Not Applicable
Rule of Law	2.36	.88	23	1	0
Accountability	2.54	.81	23	1	0
Strategic Vision	2.29	1.04	24	0	0

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Table 44 reveals that the members of the NGO Stakeholder Group perceive the Ontario Provincial Park System as having good levels of governance, with all 12 factors perceived above the neutral score of 3. Ten of the 12 mean scores were between 2.00 and 2.50, with two means perceived lower than 2.50. Consensus orientation at 2.58 and Financial Equity at 2.95 are in this later category. The very low levels of do not know responses is positive.

5.3.7 Comparing Stakeholder Groups by Mean Scores for the 12 Governance Factors

In order to determine if the means scores and the difference between them based on stakeholder groups were significant, the researcher conducted an analysis of variance (Table 45). The analysis of variance compared the mean scores of the 12 governance factors based on the stakeholder groups; the researcher used an Alpha level of 0.05 for all statistical tests.

The analysis of variance revealed that nine out of 12 governance factors had a significant difference at the 0.05 level between two or more of the five stakeholder groups. These included: Responsiveness, Effectiveness-Outcome, General Equity, Financial Equity, Efficiency, Public Participation, Transparency, Accountability and Strategic Vision. Although the significance value for Efficiency is on the margin of the 0.05 standard, the researcher opted to include it in the analysis. Consideration will be given for the difference in mean

scores for Efficiency in the discussion in Chapter 6 and for any decisions or recommendations based on the differences in mean scores for this factor.

In order to determine which stakeholder groups either differ or remain similar with regards to their scores for the nine governance factors, the researcher conducted a post hoc test using Duncan's multiple range comparison test. Duncan's multiple range comparison test was used as it is considered to be liberal allowing true differences between the means to be detected (Malik & Mullen, 1973). Results for the analysis of variance and of Duncan's multiple range tests are provided in Table 45.

For Responsiveness, a difference in mean scores was observed only between Park Staff (m=1.90) and Local Residents (m=2.55). No difference was detected in the mean scores between Visitors (m=2.28), Contractors (m=2.20) and NGOs (m=2.21) and either Park Staff or Local Residents. This shows that there is a significant difference of opinion between the Park Staff and the Local Residents on the Park System's Responsiveness. The Park Staff see a much higher level of responsiveness than do the Local Residents.

For the governance criterion of Effectiveness-Outcome, the perceptions of this factor by the five stakeholder groups aligned into two groups. The mean scores for Park Staff (m=1.99), Visitors (m=1.96), Local Residents (m=2.30), and NGOs (m=2.24) aligned together, while the mean score for Contractors (m=2.76) was lower. This shows that the Contractors see a statistically significant lower level of Effectiveness-Outcome than do all the other groups. This finding may suggest that some aspect of the contractual relationship gives the Contractors some concern on this governance criterion. However, remember that this difference in perception may not be representative of all contractors perceptions and that the results observed may be attributed to a statistical anomaly. More investigation involving

greater numbers of contractors would need to be done to assess if this difference truly does occur.

The mean scores for all five stakeholder groups align together for Effectiveness-Process and thus, no differences were found between these groups.

For the governance criterion of General Equity, a difference in mean scores was observed between Park Staff (m=1.90) and Local Residents (m=2.46). No differences were present in the mean scores between Visitors (m=2.02), Contractors (m=2.12) and NGOs (m=2.12) when compared to the Park Staff or Local Residents. It is well known that Local Residents often feel they have a special relationship with their local parks, so much so that they often demand to pay lower fees and demand special access compared to other groups. Is it possible that the Local Residents feel that the equity given to all people lowers their equitable treatment, i.e. their special treatment?

For the governance criterion of Financial Equity, the mean scores for Park Staff (m=2.79), Visitors (m=2.53), Local Residents (m=2.64), and NGOs (m=2.95) were aligned together while the mean score for Contractors (m=3.58) was much lower. This suggests the Contractors feel that there is a financial problem with their relationship to the park. A possible cause for this concern might be the low income they receive due to competitive bidding for contracts.

For Efficiency, a difference in mean scores was found between Contractors (m=2.17) and Local Residents (m=2.81). The scores for Park Staff (m=2.37), Visitors (m=2.29), and NGOs (m=2.37) aligned with both the mean scores of Contractors and Local Residents. This suggests that the Contractors see high levels of efficiency, while the Local Residents see lower levels.

The analysis of variance demonstrated that a difference between one or more of the five stakeholder groups' perceptions of the governance factor Public Participation was present ($F=3.05$, $P=.018$). However, after conducting a post hoc test using Duncan's Multiple Range test, no differences were identified between the five stakeholder groups in regards to their perception of Public Participation. Due to this unexplainable anomaly, the researcher decided to conduct two separate and different post hoc tests using Scheffe and Tukey HSD Multiple Range Tests in order to determine if differences did exist between the five stakeholder groups' perception of Public Participation. The researcher decided to use both Scheffe and Tukey's post hoc tests because of their more conservative nature when compared to Duncan Multiple Range Test with the assumption that if differences between one or more of the five stakeholder groups' perceptions of public participation actually existed as identified by the analysis of variance, either of these two tests should be able to pinpoint where the difference between the groups resided. In fact, both the Scheffe and Tukey HSD tests concluded that differences did exist between two of the five stakeholder groups (Tables 46, 47). Both the Scheffe and Tukey post hoc tests identified that differences existed between the mean scores for participants within the Visitor stakeholder group ($m=2.67$) and participants within the Park Staff stakeholder group ($m=2.19$). Although the mean score for participants within the Local Resident stakeholder group ($m=2.71$) was higher than the mean score for Visitor participants, none of the post hoc tests conducted identified this score as being different than the mean scores from the other four stakeholder groups. The researcher made the logical decision to group the mean scores for Visitor participants and Local Resident participants as not being different from one another but as being different from the mean scores of Park Staff participants ($p<.05$). No differences in mean scores existed between participants from the Contractors or NGOs stakeholder groups when compared to the scores of the Visitor, Local

Resident or Park Staff stakeholder groups (Tables 45, 46 and 47). This shows that the Park Staff see much higher levels of Public Participation than do the Visitors and the Local Residents. This is an important perceptual difference. It is possible that the Park Staff, in their on-going work feel that the system has high levels of public participation, but that the other two groups are not aware of the level of participation that occurs. This is possibly a communication problem in that Park Staff do not communicate sufficiently with the Visitors and the Local Residents, two groups that are normally well removed from day-by-day activities, to ensure that they are aware of the level of public participation that occurs within Ontario Parks.

For the governance principle of Transparency, a difference in mean scores was observed between Park Staff participants (m=2.33) and Contractor participants (m=2.93), and between Park Staff participants (m=2.33) and Local Resident participants (m=3.10). A difference in mean scores was also present between Local Resident participants (m=3.10) and NGO participants (m=2.51). The mean score for Visitor participants (m=2.87) aligned with the mean scores of all four other stakeholder groups. This shows a three way difference of opinion. The Park Staff, Visitors, and NGOs see higher levels of Transparency than do the Local Residents who see the lowest level. The Contractors are on middle ground.

For the governance principle of Accountability, Park Staff participants (m=2.01) differ from all other participants with the exception of NGOs (m=2.54). The mean scores for Local Resident participants (m=3.39) differ from the mean scores of NGO participants (m=2.54) and Park Staff (m=2.01). The mean scores for Visitor participants (m=2.87), Contractor participants (m=3.06) and NGO participants (2.54) were aligned.

For the governance criteria of Strategic Vision, the mean scores for Park Staff participants (m=1.88) and Visitor participants (m=2.11) were aligned with each other but

differed from the mean scores of Local Resident participants (m=2.67). Both NGO (m=2.29) and Contractor (m=2.32) stakeholder groups aligned with the Local Resident, Park Staff, and Visitor Stakeholder groups (Table 45).

Table 45
Analysis of Variance and Duncan’s Multiple Range Comparison Test Between the Five Stakeholder Groups for the 12 Governance Factors.

Governance Factors	Parks Staff		Visitors		Contractors		Local Residents		NGOs		F Score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Responsiveness	63	1.90¹	250	2.28 ^{1,2}	7	2.20 ^{1,2}	26	2.55²	24	2.21 ^{1,2}	4.74	.001
Effectiveness-Outcome	60	1.99 ¹	249	1.96 ¹	7	2.76²	27	2.30 ¹	24	2.24 ¹	3.98	.004
Effectiveness-Process	63	2.07	240	2.17	7	2.39	25	2.42	24	2.33	1.39	.239
General Equity	58	1.90¹	236	2.02 ^{1,2}	6	2.12 ^{1,2}	27	2.46²	22	2.12 ^{1,2}	3.15	.015
Financial Equity	52	2.79 ¹	175	2.53 ¹	6	3.58²	21	2.64 ¹	19	2.95 ^{1,2}	2.59	.037
Efficiency	59	2.37 ^{1,2}	235	2.29 ^{1,2}	6	2.17¹	26	2.81²	23	2.37 ^{1,2}	2.27	.052
Public Participation	53	2.19	119	2.66	6	2.50	19	2.71	23	2.46	3.05	.018
Consensus Orientation	48	2.51	95	2.73	6	2.74	16	3.06	23	2.58	1.35	.252
Transparency	55	2.33¹	122	2.87 ^{1,2,3}	6	2.93^{2,3}	18	3.10³	22	2.51^{1,2}	5.91	<.001
Rule of Law	57	2.09	182	2.37	6	2.19	23	2.47	23	2.36	1.96	.101
Accountability	57	2.01¹	177	2.87^{2,3}	6	3.06^{2,3}	22	3.39³	23	2.54^{1,2}	13.76	<.001
Strategic Vision	57	1.88¹	212	2.11¹	6	2.32 ^{1,2}	22	2.67²	24	2.29 ^{1,2}	5.04	.001

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different (p<.05) using Duncan’s Multiple Range Test.

Table 46
Scheffe multiple comparison test between the five stakeholder groups for Public Participation.

Governance Factors	Parks Staff	Visitors	Contractors	Local Residents	NGOs	F Score	P Scores
Public Participation	2.19 ¹	2.67 ²	2.50 ^{1,2}	2.71 ^{1,2}	2.56 ^{1,2}	3.05	.018

Note: Means scores which share superscripts are not significantly different (p<.05) using Duncan’s Multiple Range Test.

Table 47
Tukey HSD Multiple Comparison Test Between the Five Stakeholder Groups for Public Participation.

Governance Factors	Parks Staff	Visitors	Contractors	Local Residents	NGOs	F Score	P Scores
Public Participation	2.19 ¹	2.67 ²	2.50 ^{1,2}	2.71 ^{1,2}	2.56 ^{1,2}	3.05	.018

Note: Means scores which share superscripts are not significantly different ($p < .05$) using Duncan's Multiple Range Test.

5.4 Comparing Members within Each of the Five Stakeholder Groups

In order to answer the second research question (section 2.6), the researcher compared how various population segments within each of the five stakeholder groups perceived the 12 governance factors in order to determine if differences in mean scores existed between the population segments. In order to distinguish and determine if various members or segments within each of the five stakeholder groups differed in their perception of the 12 governance factors, the researcher used control variables based on the descriptive information obtained from the participants as a means of separating the members within each group. Members within each of the five stakeholder groups were compared using the following control variables: 1) sex; 2) education level; 3) annual household income level categories; 4) the number of days spent in their primary park; 5) the number of days spent in all Ontario Park; 6) the primary park context category; and, 7) the time periods in which participants were born. Findings by stakeholder groups are presented commencing with Park Staff followed by Visitors, Contractors, Local Residents and NGOs.

5.4.1 Park Staff

5.4.1.1 Differences based on Sex

The researcher compared the mean scores of participants within the Park Staff stakeholder group for the 12 governance factors based on sex (male vs. female). In order to

determine if differences existed in mean scores for the two sub-populations, an analysis of variance was conducted. The analysis of variance revealed that no differences in mean scores were present ($p < .05$), with the exception of Responsiveness ($t = 2.19$, $p = .033$). For this factor, female Park Staff respondents had a mean score ($m = 1.66$) that was more positive than their male counterparts ($m = 2.01$). Although not statistically significant, it is interesting to note that for the remaining 11 factors, female Park Staff had a higher mean score for nine of the eleven governance factors. The two factors where male Park Staff respondents had a higher mean score were Transparency (Male $m = 2.31$, Female $m = 2.36$) and Accountability (Male $m = 1.89$, Female $m = 2.18$) (Table 48).

Table 48
Park Staff, t-Test Comparison of Sex for the 12 Governance Factors

Governance Factors	Sex	n	Mean ^a	Std. Dev.	t	Df	p																																																																																																																																
Responsiveness	Male	32	2.01	0.70	2.19	53	.033																																																																																																																																
	Female	23	1.66	0.37				Effectiveness-Outcome	Male	30	2.03	0.63	0.20	50	.839	Female	22	2.00	0.51	Effectiveness-Process	Male	32	2.21	0.74	1.48	53	.144	Female	23	1.94	0.58	General Equity	Male	32	1.90	0.57	1.10	51	.278	Female	21	1.73	0.54	Financial Equity	Male	27	2.72	0.91	0.08	45	.935	Female	20	2.70	0.94	Efficiency	Male	32	2.39	0.56	0.74	53	.462	Female	23	2.26	0.71	Public Participation	Male	30	2.22	0.71	0.47	49	.638	Female	21	2.14	0.47	Consensus Orientation	Male	28	2.60	0.80	1.09	45	.281	Female	19	2.36	0.67	Transparency	Male	31	2.31	0.62	-0.30	51	.768	Female	22	2.36	0.58	Rule of Law	Male	32	2.19	0.68	1.28	53	.206	Female	23	1.96	0.64	Accountability	Male	32	1.89	0.81	-1.27	53	.209	Female	23	2.18	0.85	Strategic Vision	Male	32	1.91	0.71	0.58	53	.568
Effectiveness-Outcome	Male	30	2.03	0.63	0.20	50	.839																																																																																																																																
	Female	22	2.00	0.51				Effectiveness-Process	Male	32	2.21	0.74	1.48	53	.144	Female	23	1.94	0.58	General Equity	Male	32	1.90	0.57	1.10	51	.278	Female	21	1.73	0.54	Financial Equity	Male	27	2.72	0.91	0.08	45	.935	Female	20	2.70	0.94	Efficiency	Male	32	2.39	0.56	0.74	53	.462	Female	23	2.26	0.71	Public Participation	Male	30	2.22	0.71	0.47	49	.638	Female	21	2.14	0.47	Consensus Orientation	Male	28	2.60	0.80	1.09	45	.281	Female	19	2.36	0.67	Transparency	Male	31	2.31	0.62	-0.30	51	.768	Female	22	2.36	0.58	Rule of Law	Male	32	2.19	0.68	1.28	53	.206	Female	23	1.96	0.64	Accountability	Male	32	1.89	0.81	-1.27	53	.209	Female	23	2.18	0.85	Strategic Vision	Male	32	1.91	0.71	0.58	53	.568	Female	23	1.81	0.59								
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^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

5.4.1.2 Differences based on Education Level

The analysis of variance revealed that no differences in mean scores were found between Park Staff participants from the four education level groups ($p < .05$). However, it is possible that this finding may be attributable to low sample sizes for certain education categories (Secondary School and Apprenticeship) (Table 49).

Table 49
Park Staff Analysis of Variance for Differences Based on Education Level for the 12 Governance Factors.

Governance Factors	Secondary School		Apprenticeship		College Diploma		University Degree		F Score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Responsiveness	7	1.63	1	1.63	19	1.77	27	2.01	1.08	.367
Effectiveness-Outcome	7	2.00	1	1.67	19	2.11	24	2.01	0.28	.841
Effectiveness-Process	7	2.11	1	1.00	19	2.03	27	2.16	1.04	.382
General Equity	7	1.87	1	1.43	19	1.83	25	1.85	.181	.909
Financial Equity	7	2.86	1	1.00	18	2.81	20	2.78	1.19	.325
Efficiency	7	2.75	1	2.00	19	2.26	27	2.32	1.12	.350
Public Participation	7	2.49	1	1.71	18	2.08	24	2.21	.916	.441
Consensus Orientation	6	2.71	1	2.00	17	2.49	22	2.53	0.28	.839
Transparency	6	2.40	1	2.63	19	2.28	26	2.34	0.15	.927
Rule of Law	7	2.10	1	2.00	19	1.95	27	2.21	0.58	.632
Accountability	7	1.95	1	1.50	19	1.84	27	2.15	0.63	.597
Strategic Vision	7	2.00	1	2.20	19	1.75	27	1.95	0.50	.682

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different ($p < .05$) using Duncan's Multiple Range Test.

5.4.1.3 Differences Based on the Number of Days Spent in Primary Ontario Park

Park Staff were asked to state the number of days they spent in the last year in what they considered to be the primary Ontario Park that they associate themselves with. Using this information, three categories were created to separate participants. Based on these categories, the researcher concluded that difference for mean scores ($p < .05$) differed for Park Staff based on the time spent in their primary park for the governance factor of Effectiveness-Outcome ($F=4.14$, $p=.012$) and for Transparency ($F=3.32$, $p=.044$). Park Staff that spent zero to seven

days (m=2.19) in their primary park and more than 28 days and up to a year in their primary park (m=2.08) had mean scores that were closer towards weak governance than Park Staff that spent more than seven days and up to 28 days (m=1.58) in their primary park. For Transparency, Park Staff that spent more than seven days (m=2.26) in their primary park and more than 28 days and up to a year in their primary park (m=2.24) perceived this governance factor closer towards good governance when compared to Park Staff that spent seven days or less (m=2.77) in their primary park (Table 50).

Table 50
Park Staff Analysis of Variance for Differences Based on Time Spent in Primary Park

Governance Factors	Zero to Seven days		More than seven Days and up to 28 days		More than 28 days and up to 365 days		F Score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Responsiveness	9	1.96	13	2.20	41	1.79	2.11	.131
Effectiveness-Outcome	7	2.19²	12	1.58¹	41	2.08²	4.14	.021
Effectiveness-Process	9	2.12	13	1.99	41	2.09	0.12	.890
General Equity	8	1.82	11	1.93	29	1.91	0.09	.916
Financial Equity	5	2.40	9	2.50	38	2.91	1.06	.353
Efficiency	9	2.58	11	2.21	39	2.37	0.80	.456
Public Participation	8	2.35	10	2.11	35	2.18	0.34	.715
Consensus Orientation	7	2.96	9	2.42	32	2.44	1.56	.222
Transparency	9	2.77²	10	2.26¹	36	2.24¹	3.32	.044
Rule of Law	9	2.35	11	2.11	37	2.03	0.89	.417
Accountability	9	2.54 ²	11	2.10 ^{1,2}	37	1.86 ¹	2.72	.075
Strategic Vision	9	2.31	11	1.84	37	1.79	2.47	.094

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different (p<.05) using Duncan's Multiple Range Test.

5.4.1.4 Differences Based on the Total Number of Days Spent In All Ontario Parks

When comparing the mean scores for Park Staff based on the total number of days they spent in all Ontario Parks in the previous year, the only difference based on the mean scores for the three categories was for the governance factor Effectiveness-Outcome (F=3.13, p=.052). Park Staff respondents that spent more than seven days and up to 28 days (m=1.61)

in all Ontario Parks perceived the governance factor Effectiveness-Outcome closer towards good governance when compared to Park Staff that spent more than 28 days and up to a year (m=2.07) in all Ontario Parks. For Park Staff that stated spending seven days or less in all Ontario Parks, their perception of this factor did not differ to that of the other two categories (m=2.00) (Table 51).

Table 51
Park Staff Analysis of Variance for Differences Based on Time Spent in all Ontario Parks

Governance Factors	Zero to Seven days		More than seven Days and up to 28 days		More than 28 days and up to 365 days		F Score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean		
Responsiveness	12	2.19	13	2.01	36	1.79	1.88	.162
Effectiveness-Outcome	10	2.00^{1,2}	12	1.61¹	36	2.07²	3.13	.052
Effectiveness-Process	12	2.23	13	1.85	36	2.09	1.05	.357
General Equity	12	1.92	11	1.90	34	1.89	0.02	.985
Financial Equity	8	3.00	10	2.45	33	2.83	0.79	.459
Efficiency	12	2.40	11	2.31	34	2.40	0.08	.924
Public Participation	12	2.19	11	2.09	29	2.22	0.17	.844
Consensus Orientation	8	2.75	10	2.30	28	2.48	0.86	.432
Transparency	10	2.55	11	2.18	32	2.31	1.07	.352
Rule of Law	11	2.28	11	2.01	33	2.03	0.68	.510
Accountability	11	2.18	11	1.89	33	1.91	0.57	.568
Strategic Vision	11	2.16	11	1.80	33	1.79	1.50	.233

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different (p<.05) using Duncan's Multiple Range Test.

5.1.4.5 Differences Based on Time Period Born

Differences in how Park Staff participants perceived the 12 governance factors based on the time period in which they were born were tested using an analysis of variance. Results indicated that a difference within Park Staff respondents was present (p<.05) between one or more of the three time period categories in which respondents were born for the governance factors Financial Equity (F=3.73, p=.033) and Efficiency (F=4.42, p=.018) (Table 52).

After conducting a post hoc test using Duncan's Multiple Range test, no differences were identified between the three Park Staff groups in regards to their perception of Financial Equity. Due to this unexplainable anomaly, the researcher decided to conduct two separate and different post hoc tests using Scheffe's and Tukey HSD Multiple Range Tests in order to determine if differences did exist between the groups (Table 53, 54). Both tests indicated that differences existed between the Park Staff participants born between 1950 and 1969 ($m=2.93$) and Park Staff participants born between 1970 and 1989 ($m=2.00$). No difference in mean scores existed between these two groups and Park Staff participants born between 1939 and 1949 ($m=2.50$) (Table 53, 54). It is possible that Duncan's multiple range test was not able to conduct a post hoc analysis due to the low number of Park Staff respondents born between 1939 and 1949.

Duncan's multiple range test was able to differentiate between the mean scores for the governance factor Efficiency. Park Staff born between 1939 and 1949 ($m=2.76$) had a more negative view when compared to Park Staff born between 1950 and 1969 ($m=2.28$) and between Park Staff born between 1970 and 1989 ($m=1.98$). It is interesting to note that for 11 governance factors, Park Staff born between 1970 and 1989 perceived the governance factors as weaker than Park Staff in the two other categories. However, Park Staff born between 1970 and 1989 have a more positive view of the governance factor Accountability (Table 52), although the effect is not statistically significant ($p<.05$).

Table 52
Park Staff Analysis of Variance for Birth Periods Ranging from 1939 to 1989

Governance Factors	1939-1949		1950-1969		1970-1989		F Score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Responsiveness	6	2.02	32	1.90	11	1.63	1.03	.364
Effectiveness-Outcome	5	2.20	31	2.03	10	1.93	0.33	.724
Effectiveness-Process	6	2.17	32	2.14	11	1.85	0.74	.484
General Equity	6	1.90	31	1.88	10	1.55	1.29	.286
Financial Equity	4	2.50	30	2.93	8	2.00	3.73	.033
Efficiency	6	2.76¹	32	2.28²	11	1.98²	4.42	.018

Table 52 Continued**Park Staff Analysis of Variance for Birth Periods Ranging from 1939 to 1989**

Governance Factors	1939-1949		1950-1969		1970-1989		F Score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Public Participation	6	2.37	31	2.17	8	1.95	0.76	.476
Consensus Orientation	5	2.90	27	2.45	9	2.31	0.98	.385
Transparency	6	2.88	30	2.25	11	2.02	3.06	.057
Rule of Law	6	2.09	32	2.12	11	1.91	0.39	.679
Accountability	6	2.42	32	1.87	11	2.14	1.29	.287
Strategic Vision	6	2.13	32	1.89	11	1.67	0.96	.391

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different (p<.05) using Duncan's Multiple Range Test.

Table 53**Scheffe Multiple Comparison Test Between the Three Birth Periods for Financial Equity**

Governance Factors	1939-1949	1950-1969	1970-1989	F Score	P Scores
Financial Equity	2.50 ^{1,2}	2.93 ²	2.00 ¹	3.76	.033

Note: Means scores which share superscripts are not significantly different (p<.05) using Duncan's Multiple Range Test.

Table 54**Tukey HSD Multiple Comparison Test Between the Five Stakeholder Groups for Financial Equity**

Governance Factors	1939-1949	1950-1969	1970-1989	F Score	P Scores
Financial Equity	2.50 ^{1,2}	2.93 ²	2.00 ¹	3.73	.033

Note: Means scores which share superscripts are not significantly different (p<.05) using Duncan's Multiple Range Test.

Tables 52, 53 and 54 reveal that the youngest park staff members provide higher perceptions than the older staff in every governance category, but only with Efficiency and Financial Equity are these difference statistically significant. Importantly, these younger staff members have some of highest perceptions found for any population in the study: Strategic Vision at 1.67, Responsiveness at 1.63, and General Equity at 1.55.

5.1.4.6 Differences Based on Park Context Categories

When comparing the mean scores for Park Staff based on the two park context categories (Park Services vs. Park Administration and Management), no differences in mean scores were observed between the groups for all 12 governance factors ($p < .05$). This suggests that the park contexts selected does not impact or influence Park Staff participants' perception of the 12 governance factors for Ontario Parks (Table 55).

Table 55
Park Staff Analysis of Variance for Park Context Categories Selected

Governance Factors	Park Context ^a	n	Mean ^b	Std.Dev.	t	Df	p
Responsiveness	1	33	1.93	0.80	0.36	60	.724
	2	29	1.87	0.44			
Effectiveness-Outcome	1	32	1.99	0.63	-	57	.885
	2	27	2.01	0.56			
Effectiveness-Process	1	33	2.05	0.79	-	60	.968
	2	29	2.06	0.51			
General Equity	1	30	1.90	0.66	-	55	.937
	2	27	1.91	0.53			
Financial Equity	1	29	2.67	0.90	-	50	.421
	2	23	2.91	1.08			
Efficiency	1	30	2.35	0.77	-	56	.715
	2	28	2.41	0.52			
Public Participation	1	27	2.22	0.60	0.40	51	.690
	2	26	2.16	0.63			
Consensus Orientation	1	23	2.47	0.64	-	46	.706
	2	25	2.55	0.84			
Transparency	1	28	2.37	0.62	0.67	52	.714
	2	26	2.31	0.58			
Rule of Law	1	30	2.15	0.75	0.67	54	.506
	2	26	2.03	0.54			
Accountability	1	30	2.04	0.93	0.24	54	.808
	2	26	1.89	0.69			
Strategic Vision	1	30	1.86	0.74	1.00	54	.324
	2	26	1.78	0.55			

^a1= Park Services; 2= Park Administration and Management

^bBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

5.4.1.7 Differences Based on Annual Household Income Categories

Comparing Park Staff's perceptions of the 12 governance factors based on income level categories revealed no significant differences between the mean scores of participants within the four income groups. This indicates that annual household income levels did not affect how Park Staff perceived the 12 governance factors for Ontario Parks (Table 56).

Table 56
Park Staff Analysis of Variance for Overall Annual Household Income Categories

Governance Factors	\$39,999 or less		\$40,000-\$79,999		\$80,000-\$129,999		\$130,000 and More		F Score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Responsiveness	3	1.92	17	1.84	14	1.84	10	1.71	0.18	.911
Effectiveness-Outcome	3	1.89	16	2.13	13	2.08	10	1.87	0.49	.694
Effectiveness-Process	3	1.87	17	2.19	14	1.85	10	1.88	1.09	.363
General Equity	3	1.79	15	1.93	14	1.72	10	1.65	0.68	.570
Financial Equity	3	1.83	14	3.04	11	2.86	10	2.50	1.62	.202
Efficiency	3	2.17	17	2.40	14	2.20	10	2.29	0.30	.828
Public Participation	3	1.90	15	2.16	14	2.07	9	2.42	0.89	.457
Consensus Orientation	2	2.00	14	2.64	12	2.42	9	2.69	0.56	.643
Transparency	2	2.31	17	2.31	14	2.42	9	2.41	0.10	.962
Rule of Law	3	2.00	17	2.18	14	2.07	10	1.94	0.31	.815
Accountability	3	1.50	17	2.39	14	2.04	10	1.65	2.00	.130
Strategic Vision	3	2.07	17	2.05	14	1.74	10	1.78	0.78	.511

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different ($p < .05$) using Duncan's Multiple Range Test.

5.4.1.8 Summary of Differences with Park Staff Subpopulations

Overall, these findings show that the governance perceptions are relatively similar across all 7 population segments. It is important to note that no differences occur in the perceptions of the park staff according to education levels, household income, or park context categories.

It is unclear why female park staff members perceived responsiveness closer towards good governance than did male park staff. Are female park staffs concentrated in positions involved with providing responsiveness to others more than male park staffs?

It is unclear why Park Staff who spend between 7 and 28 days in a primary park perceived Effectiveness-Outcome much higher than those who spend less or more time. However, exactly the same trend occurs with those that spend 7 to 28 days in all parks. It is also unclear why those who spend more than seven days perceive Transparency as higher than those who spend less than seven days. It is possible that the length of time spent is related to a job function which is not apparent in these data.

It is very interesting that the youngest park staff, those who are under 40 years old give higher governance scores for all criteria than do older staff, but only with efficiency is this difference statistically significant. This finding suggests that the younger staff have quite a positive opinion of the governance of Ontario Provincial Parks. This also suggests that these younger staff members are quite supportive of the Ontario Provincial Parks management model that has been in place since 1996.

5.4.2 Ontario Provincial Park Visitors

5.4.2.1 Differences Based on Sex

Participants within the Visitor stakeholder group were compared to each other based on sex in order to determine if either similarities or differences of the mean scores for the 12 governance factors existed. An analysis of variance revealed that for three of the 12 governance factors, differences were significant ($p < .05$) between mean scores for male respondents when compared to female respondents. The three governance factors are: Financial Equity ($F=2.87$, $p=.005$), Efficiency ($F=2.33$, $p=.021$), and Consensus Orientation ($F=2.65$, $p=.010$). Female respondents for all three of these governance factors had more positive perceptions (Financial Equity $m=2.34$, Efficiency $m=2.17$, Consensus Orientation $m=2.46$) compared to male respondents (Financial Equity $m=2.80$, Efficiency $m=2.44$,

Consensus Orientation $m=2.99$). Although no differences were detected between the mean scores of female and male respondents for the remaining nine governance factors, the female respondents had a more positive perception for all nine governance factors when compared to male respondents (Table 57).

Table 57
Visitors T-Test Comparison of Sex for the 12 Governance Factors

Governance Factors	Sex	n	Mean ^a	Std.Dev.	t	Df	p
Responsiveness	Male	102	2.33	0.70	1.15	208	.251
	Female	108	2.22	0.73			
Effectiveness-Outcome	Male	103	1.98	0.71	0.51	211	.612
	Female	110	1.93	0.76			
Effectiveness-Process	Male	100	2.25	0.74	1.44	205	.151
	Female	107	2.11	0.68			
General Equity	Male	101	2.06	0.60	0.67	208	.504
	Female	109	2.00	0.76			
Financial Equity	Male	78	2.80	0.95	2.87	154	.005
	Female	78	2.34	1.05			
Efficiency	Male	103	2.44	0.81	2.33	210	.021
	Female	109	2.17	0.80			
Public Participation	Male	61	2.72	0.84	0.61	106	.546
	Female	47	2.61	1.01			
Consensus Orientation	Male	48	2.99	0.91	2.65	83	.010
	Female	37	2.46	0.92			
Transparency	Male	55	2.97	0.71	1.30	110	.195
	Female	57	2.76	0.91			
Rule of Law	Male	85	2.47	0.76	1.53	170	.127
	Female	87	2.30	0.71			
Accountability	Male	78	2.96	0.92	1.02	168	.311
	Female	92	2.81	0.96			
Strategic Vision	Male	100	2.20	0.73	1.92	202	.057
	Female	104	2.02	0.60			

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

The finding that female visitors had higher perceptions than males for every criterion, with three being statistically significant is an intriguing finding. It is hard to hypothesize why this occurred.

The data revealed that overall, female participants from the Visitor stakeholder selected Don't Know more often than male participants. This is an intriguing findings and it is difficult for the researcher to hypothesize why this occurred (Table 58).

Governance Factors	Sex	n	Pct
Financial Equity	Male	23	43.4
	Female	30	56.6
Public Participation	Male	37	38.1
	Female	60	61.9
Consensus Orientation	Male	47	40.9
	Female	68	59.1
Transparency	Male	39	43.3
	Female	51	56.7
Rule of Law	Male	12	35.3
	Female	22	64.7
Accountability	Male	17	54.8
	Female	14	45.2
Strategic Vision	Male	4	40.0
	Female	6	60.0

5.4.2.2 Differences Based on Education Level

The researcher separated participants within the Visitor stakeholder group by their level of education in order to determine if the level of education of participants impacted how they perceived the 12 governance factors for Ontario Parks. All participants within this stakeholder group had a minimum secondary school education and the majority of participants had either a College Diploma or University Degree. Of the 12 governance factors, the governance factors Effectiveness-Outcome (F=2.90, p=.036), Consensus Orientation (F=2.79, p=.045), and Strategic Vision (F=4.15, p=.007) were perceived differently amongst the four education groups. Visitors that stated having a Registered Apprenticeship education level had more negative perceptions (m=2.27), when compared to participants with a College Diploma (m=1.73) for the governance factor Effectiveness-Outcome. The mean scores for participants

with Secondary School (m=1.97) or University Degree (m=1.94) did not differ from either of the other two education categories for that same governance factor. Participants with a Registered Apprentice education level (m=3.39) also had more negative scores than participants with a College Diploma (m=2.38) for the governance factor Consensus Orientation. The mean scores for participants with Secondary School (m=2.77) or University Degree (m=2.78) did not differ from either of the other two education categories for that governance factor. Participants that stated having a Registered Apprenticeship education level had more negative perceptions (m=2.51) than participants with High School (m=1.84), College Diploma (m=2.00) or University Degree (m=2.16) for the governance factor Strategic Vision. Although the differences in mean scores for the remaining nine governance factor are not significant ($p < .05$), participants with a Registered Apprenticeship education level had more negative perceptions for those governance factors than participants within the other three categories with the exception of the governance factor Rule of Law for which participants with a Registered Apprenticeship education level had the most positive scores (m=2.27) (Table 59).

Table 59
Visitor Analysis of Variance for Differences Based on Education Level for the 12 Governance Factors

Governance Factors	Secondary School		Registered Apprenticeship		College Diploma		University Degree		F Score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Responsiveness	26	2.14 ¹	17	2.69 ²	53	2.21	119	2.25	2.49	.061
Effectiveness-Outcome	26	1.97^{1,2}	17	2.27²	54	1.73¹	122	1.94^{1,2}	2.90	.036
Effectiveness-Process	46	2.12	16	2.38	53	2.16	118	2.14	0.55	.648
General Equity	25	1.98	17	2.21	54	2.00	119	2.02	0.50	.686
Financial Equity	19	2.71	15	2.80	39	2.22	88	2.65	2.19	.092
Efficiency	25	2.21	17	2.75	54	2.29	121	2.24	2.01	.114
Public Participation	15	2.54	11	2.93	25	2.33	61	2.75	1.88	.137
Consensus Orientation	15	2.77^{1,2}	10	3.39²	18	2.38¹	47	2.78^{1,2}	2.79	.045
Transparency	14	2.57	9	3.38	26	2.78	68	2.87	1.96	.124
Rule of Law	21	2.37	15	2.27	44	2.35	98	2.40	0.16	.921
Accountability	22	2.79	14	3.15	37	2.64	101	2.90	1.33	.266
Strategic Vision	25	1.84¹	16	2.51²	53	2.00¹	116	2.16¹	4.15	.007

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different ($p < .05$) using Duncan's Multiple Range Test.

Table 59 shows that the education level of the visitors generally does not affect governance perceptions. However, differences were found for three factors. The Registered Apprenticeship people provided significantly lower perceptions than the other three educational categories for these factors. Although not statistically significant, it is interesting that Registered Apprenticeship people, on average perceived the 12 governance factors closer towards weak governance when compared to participants within the other three education categories.

The data revealed that the majority of participants that selected Don't Know from the Visitor stakeholder group was well educated having either a College Diploma or University Degree. This is an intriguing finding as one could have suspected that the higher educated participants would be more knowledgeable of Ontario Parks governance model (Table 60).

Table 60
Visitor Differences Based on Education Level for Don't Know responses

Governance Factors	Secondary School		Registered Apprenticeship		College Diploma		University Degree	
	n	Pct.	n	Pct.	n	Pct.	n	Pct.
Financial Equity	6	11.3	2	3.8	13	24.5	32	60.4
Public Participation	11	11.2	6	6.1	27	27.6	54	55.1
Consensus Orientation	11	9.6	7	6.1	33	28.9	63	55.3
Transparency	11	12.2	7	7.8	23	25.6	49	54.4
Rule of Law	4	11.8	1	2.9	9	26.5	20	58.8
Accountability	3	9.4	2	6.3	12	37.5	15	46.9
Strategic Vision	1	10.0	1	10.0	1	10.0	7	70.0

5.4.2.3 Differences Based on the Number of Days Spent in Primary Ontario Park

The researcher separated participants from the Visitor stakeholder group based on the number of days spent in what they considered to be the primary Ontario Park that they associated with in order to determine if number of days spent in this park impacted their perception of the 12 governance factors. An analysis of variance revealed that the number of days Visitors spent in their primary park did not affect how they perceived the 12 governance

factors ($p < .05$). Although no differences were found, it is interesting to note that overall, Visitors that spent more than 28 days in the park had more positive views for the 12 governance factors and Visitors that spent seven days or less had more negative views of the 12 governance factors (Table 61).

Table 61
Visitor Analysis of Variance for Differences Based on Time Spent in Primary Park

Governance Factors	Zero to Seven Days		More than seven days and up to 28 days		More than 28 days and up to 365 days		F Score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Responsiveness	121	2.31	114	2.28	14	1.98	1.41	.245
Effectiveness-Outcome	121	2.01	114	1.90	13	1.95	0.60	.551
Effectiveness-Process	113	2.17	113	2.19	13	2.10	0.10	.910
General Equity	114	2.10	109	1.94	12	1.85	2.01	.136
Financial Equity	86	2.56	82	2.46	6	3.17	1.46	.235
Efficiency	114	2.34	108	2.26	12	2.19	0.38	.684
Public Participation	46	2.82	64	2.60	8	2.31	1.50	.227
Consensus Orientation	37	2.72	49	2.76	8	2.63	0.08	.924
Transparency	49	3.02	63	2.76	9	2.90	1.46	.236
Rule of Law	84	2.38	87	2.32	10	2.83	2.24	.110
Accountability	78	2.89	88	2.90	10	2.59	0.53	.588
Strategic Vision	100	2.11	100	2.12	11	2.06	0.04	.965

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different ($p < .05$) using Duncan's Multiple Range Test.

Table 61 reveals that the amount of time spent in the primary park had no correlation with the governance score for visitors.

The majority of participants from the Visitor Stakeholder group that selected Don't Know stated spending seven days or less in their primary Ontario Parks. This finding is logical as one could expect that the less time you spend in a park, the less familiar you will be with the park (Table 62).

Table 62
Visitor Differences Based on Time Spent in Primary Park for
Don't Know Responses

Governance Factors	Zero to Seven Days		More than seven days and up to 28 days		More than 28 days and up to 365 days	
	n	Pct.	n	Pct.	n	Pct.
Financial Equity	30	49.2	25	41.0	6	9.8
Public Participation	61	60.4	37	36.6	3	3.0
Consensus Orientation	65	55.1	50	42.4	3	2.5
Transparency	54	58.7	36	39.1	2	2.2
Rule of Law	22	62.9	12	34.3	1	2.9
Accountability	20	62.5	11	34.4	1	3.1
Strategic Vision	10	90.9	1	9.1	0	0.0

5.4.2.4 Differences Based on the Total Number of Days Spent in all Ontario Parks

The researcher also compared how Visitors perceived the 12 governance factors based on the total number of days spent in all Ontario Parks within the last year to determine if this criterion had an effect on participants' perception of the 12 governance factors. Of the 12 governance factors, the numbers of days spent in all Ontario Parks revealed that a difference between the mean scores for Efficiency ($F=3.04$, $p=.050$) was significant ($p<.05$). Visitors that spent more than seven days and up to 28 days had a more negative perception ($m=2.40$) for the governance factor Efficiency than participants that spent more than 28 days in all Ontario Parks ($m=2.06$). The mean score for participants that spent seven days or less ($m=2.17$) was not different from the other two groups. Although there were no differences between the groups for the other 11 governance factors ($p<.05$), it is worth noting that participants that spent less than seven days in all Ontario Parks, overall, had more positive views for these governance factors than the other two groups (Table 63).

Table 63**Visitor of Variance for Differences Based on Time Spent in all Ontario Parks**

Governance Factors	Zero to Seven Days		More than seven days and up to 28 days		More than 28 days and up to 365 days		F Score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Responsiveness	53	2.20	150	2.32	41	2.22	0.75	.471
Effectiveness-Outcome	55	1.84	148	2.00	40	1.93	0.96	.385
Effectiveness-Process	52	2.03	142	2.23	40	2.17	1.59	.207
General Equity	50	1.93	143	2.04	38	2.05	0.51	.601
Financial Equity	38	2.49	106	2.49	27	2.78	0.92	.399
Efficiency	51	2.17^{1,2}	141	2.40²	38	2.06¹	3.04	.050
Public Participation	18	2.77	76	2.69	22	2.54	0.35	.703
Consensus Orientation	15	2.31	63	2.87	15	2.58	2.41	.096
Transparency	20	2.93	78	2.83	21	2.98	0.30	.742
Rule of Law	34	2.25	115	2.37	28	2.45	0.66	.516
Accountability	35	2.77	110	2.90	28	2.97	0.38	.682
Strategic Vision	46	2.07	126	2.14	35	2.07	0.27	.760

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different ($p < .05$) using Duncan's Multiple Range Test.

Table 63 reveals that the amount of time spent in all parks had no correlation with the governance score for visitors for all factors but one. The very heavy users of many parks had much higher governance score for efficiency than those who spent less time.

The majority of participants from the Visitor Stakeholder group that selected Don't Know stated spending more than seven days and less than 28 days in all Ontario Parks (Table 64).

Table 64**Visitor Differences Based on Time Spent in all Ontario Parks for Don' Know Responses**

Governance Factors	Zero to Seven Days		More than seven days and up to 28 days		More than 28 days and up to 365 days	
	n	Pct.	n	Pct.	n	Pct.
Financial Equity	15	25.0	35	58.3	10	16.7
Public Participation	29	29.3	56	56.6	14	14.1
Consensus Orientation	27	23.5	68	59.1	20	17.4
Transparency	24	26.7	50	55.6	16	17.8
Rule of Law	12	34.3	16	45.7	7	20.0
Accountability	9	29.0	17	54.8	5	16.1
Strategic Vision	4	36.4	7	63.6	0	0.0

5.4.2.5 Differences Based on Time Period Born

The researcher separated participants from the Visitor stakeholder group based on the time period in which they were born to determine if this influenced their perception of the 12 governance factors. An analysis of variance revealed that no differences between the mean scores for the three groups were present ($p < .05$). Overall, the perception of the 12 governance factors from participants for each of the three groups was positive with the exception of the mean scores for Transparency ($m = 3.14$) and Accountability ($m = 3.14$) for participants born between 1939 and 1949 (Table 65).

Table 65
Visitor Analysis of Variance for Birth Periods Ranging from 1939 to 1989

Governance Factors	1939-1949		1950-1969		1970-1989		F Score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Responsiveness	23	2.50	106	2.16	71	2.34	2.81	.062
Effectiveness-Outcome	23	2.07	107	1.96	73	1.87	0.82	.442
Effectiveness-Process	22	2.49	106	2.17	70	2.09	2.63	.075
General Equity	22	2.12	107	2.01	72	2.02	0.23	.797
Financial Equity	14	2.75	82	2.71	55	2.34	2.47	.088
Efficiency	23	2.57	107	2.26	72	2.28	1.31	.272
Public Participation	14	2.88	56	2.60	33	2.66	0.54	.583
Consensus Orientation	7	2.89	45	2.86	29	2.60	0.75	.476
Transparency	12	3.14	54	2.76	42	2.92	1.23	.296
Rule of Law	16	2.38	88	2.37	61	2.39	0.01	.993
Accountability	17	3.14	82	2.83	62	2.85	0.79	.456
Strategic Vision	22	2.06	104	2.10	69	2.17	0.37	.689

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different ($p < .05$) using Duncan's Multiple Range Test.

It is interesting that the age of visitors had no impact on the governance scores.

The majority of participants from the Visitor Stakeholder group that selected Don't Know were predominately 60 years old or younger. Could it be that Visitor participants that were 60 years of age or older selected Don't Know less often than the younger Visitor participants because they are more familiar with Ontario Parks (Table 66)?

Governance Factors	1939-1949		1950-1969		1970-1989	
	n	Pct.	n	Pct.	n	Pct.
Financial Equity	8	16.3	23	46.9	18	36.7
Public Participation	8	8.7	47	51.1	37	40.2
Consensus Orientation	13	11.8	56	50.9	41	37.3
Transparency	10	11.9	45	53.6	29	34.5
Rule of Law	6	18.8	14	43.8	12	37.5
Accountability	2	6.7	18	60.0	10	33.3
Strategic Vision	2	22.2	3	33.3	4	44.4

5.4.2.6 Differences Based on Park Context Categories

The researcher separated participants from the Visitor stakeholder group by the park context categories they selected in order to determine if the type of park context category had an effect on how participants perceived the 12 governance factors. An analysis of variance determined that differences between the groups existed for the governance factors Effectiveness-Outcome ($F=4.48, p=.012$), Effectiveness-Process ($F=4.53, p=.012$), Financial Equity ($F=3.91, p=.022$), Efficiency ($F=3.47, p=.033$) and Strategic Vision ($F= 4.32, p=.014$). A post hoc analysis using Duncan's multiple range test was not able to reveal where the differences between the mean scores for the three groups resided for the governance factors Effectiveness-Process and Financial Equity due to a low number of respondents from one of the three groups. By examining the mean scores between participants for the governance factor Effectiveness-Process, it is possible that the difference in mean scores occurred between respondents under the Park Services Category ($m=2.15$) when compared to participants from the Park Administration and Management category ($m=2.81$) and participants from the Other category ($m=2.70$). It is possible that the differences in mean scores for the governance factor Financial Equity were present between the mean scores for participants within the group Park Services category ($m=2.50$) and Park Administration and Management category ($m=2.50$)

compared to the participant from the Other category ($m=5.00$). The Duncan's multiple range test was able to reveal where the difference occurred in mean scores for the remaining 3 governance factors. Visitors that selected contexts within the Park Services category had more positive perceptions ($m=1.92$) than those that selected their own context within the Other category ($m=2.63$) for the governance factor Effectiveness-Outcome. There were no differences in the mean scores of participants that selected contexts within the Park Administration and Management category ($m=2.46$) when compared to the mean scores for the two other groups for this governance factor. The same finding occurred for the governance factor Efficiency where participants that selected contexts within the Park Services category ($m=2.27$) had more positive views than participants that selected their own context within the Other category ($m=3.33$). No difference was found in the mean scores for participants that selected contexts within the Park Administration and Management category ($m=2.50$) when compared to the mean scores for the two other groups for the governance factor Efficiency. Participants that selected contexts within the Park Services category ($m=2.09$) had more positive perceptions of the governance factor Strategic Vision when compared to Visitors that selected contexts within the Park Administration and Management category ($m=2.83$). No differences were found in the mean scores for participants that selected their own context within the Other category ($m=2.20$) when compared to the mean scores of the two other groups. Overall, participants that selected contexts within the Park Services category context had the most positive perceptions of the 12 governance factors while participants that selected their own park context within the Other category had the most negative perceptions of the 12 governance factors (Table 67).

Table 67
Visitor Analysis of Variance for Park Context Categories Selected

Governance Factors	Park Services		Park Administration and Management		Other		F Score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Responsiveness	238	2.26	7	2.46	5	2.72	1.29	.276
Effectiveness-Outcome	236	1.92¹	8	2.46^{1,2}	5	2.63²	4.48	.012
Effectiveness-Process	229	2.15	8	2.81	3	2.70	4.53	.012
General Equity	226	2.01	7	2.17	3	2.27	0.40	.673
Financial Equity	168	2.50	4	2.50	1	5.00	3.91	.022
Efficiency	224	2.27¹	7	2.50^{1,2}	4	3.33²	3.47	.033
Public Participation	114	2.66	3	2.72	0	0.00	0.05	.822
Consensus Orientation	88	2.70	4	2.1	1	2.67	0.45	.636
Transparency	115	2.86	4	2.86	1	2.88	0.07	.935
Rule of Law	171	2.36	7	2.57	4	2.45	0.29	.748
Accountability	168	2.86	5	2.89	4	3.50	0.94	.394
Strategic Vision	201	2.09¹	7	2.83²	4	2.20^{1,2}	4.32	.014

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different ($p < .05$) using Duncan's Multiple Range Test.

Table 67 reveals that the Visitors generally provide higher scores for Park Services than for Park Administration. Visitors would be much more likely to gain personal knowledge of the park services that they receive during their visit, than the more remote concept of park administration. Interestingly, the Visitors provided a very high mean score for Effectiveness-Outcome ($m=1.92$) suggesting that the current management model is providing high quality services to the visitors.

The majority of participants from the Visitor Stakeholder group that selected Don't Know were most familiar with contexts within the Park Services category. It is possible that the majority of participants within the Park Services category selected Don't Know as they never really question the seven governance factors presented in Table 68.

Table 68
Visitor Park Context Categories Selected for Don't Know Responses

Governance Factors	Park Services		Park Administration and Management		Other	
	n	Pct.	n	Pct.	n	Pct.
Financial Equity	58	95.1	1	1.6	2	3.3
Public Participation	95	94.0	2	2.0	4	4.0
Consensus Orientation	115	97.5	1	0.8	2	1.7
Transparency	88	95.7	1	1.1	3	3.3
Rule of Law	35	100.0	0	0.0	0	0.0
Accountability	30	96.8	1	3.2	0	0.0
Strategic Vision	11	100.0	0	0.0	0	0.0

5.4.2.7 Differences Based on Annual Household Income Categories

The researcher separated participants from the Visitor stakeholder group into four annual household income categories which are based on Revenue Canada Tax Brackets. Conducting an analysis of variance revealed that no difference in how members of the four groups perceived the 12 governance factors existed ($p < .05$). However, it is worth noting that a difference in mean scores between groups most likely exists for the governance factor Strategic Vision ($F = 2.65$, $p = .051$). It is likely that Visitors having an annual household income between \$40,000-\$79,999 ($m = 1.93$) and Visitors with an annual household income of \$39,999 or less ($m = 2.07$) have more positive perceptions when compared to Visitors with an annual household income of \$130,000 and more ($m = 2.24$) and possibly between Visitors that have an annual household income of between \$80,000-\$129,999 ($m = 2.22$). Overall, participants from all four groups perceived the governance factor Accountability most negatively while the governance factor Effectiveness-Outcome was given the most positive scores by participants in all four income categories (Table 69).

Table 69
Visitor Analysis of Variance for Overall Annual Household Income Categories

Governance Factors	\$39,999 or less		\$40,000-\$79,999		\$80,000-\$129,999		\$130,000 and more		F Score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Responsiveness	23	2.31	60	2.30	65	2.25	31	2.19	0.22	.882
Effectiveness-Outcome	24	1.88	62	1.72	65	2.02	32	1.97	2.20	.090
Effectiveness-Process	23	2.02	59	2.13	64	2.22	32	2.19	0.50	.680
General Equity	24	1.88	60	2.06	65	1.99	32	2.01	0.48	.699
Financial Equity	16	2.59	45	2.32	51	2.61	26	2.92	2.00	.118
Efficiency	23	2.34	61	2.20	65	2.37	32	2.29	0.49	.687
Public Participation	14	2.58	33	2.59	32	2.65	18	2.75	0.16	.923
Consensus Orientation	12	2.63	25	2.60	26	2.79	16	2.87	0.37	.776
Transparency	15	2.81	37	3.02	33	2.71	17	2.72	1.03	.383
Rule of Law	22	2.25	54	2.21	52	2.54	27	2.44	2.05	.109
Accountability	19	3.05	55	2.87	50	2.67	26	3.12	1.82	.145
Strategic Vision	23	2.07	58	1.93	64	2.22	30	2.24	2.65	.051

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different (p<.05) using Duncan's Multiple Range Test.

The majority of participants from the Visitor Stakeholder group that selected Don't Know stated having an annual household income level of \$40,000 or more for the previous year. These findings are logical as it mimics the findings observed for the education levels. As the majority of participants that have a high level of education, it is probable that they also stated having relatively high annual household income level (Table 70)

Table 69 shows that household income has little impact on governance scores.

Table 70
Visitor Overall Annual Household Income Categories for Don't Know Responses

Governance Factors	\$39,999 or less		\$40,000-\$79,999		\$80,000-\$129,999		\$130,000 and more	
	n	Pct.	n	Pct.	n	Pct.	n	Pct.
Financial Equity	8	13.1	17	27.9	13	21.3	23	37.7
Public Participation	9	8.9	28	27.7	30	29.7	34	33.7
Consensus Orientation	11	9.3	34	28.8	36	30.5	37	31.4
Transparency	8	8.7	24	26.1	27	29.3	33	35.9
Rule of Law	2	5.7	8	22.9	10	28.6	15	42.9
Accountability	4	12.5	6	18.8	13	40.6	9	28.1
Strategic Vision	1	9.1	4	36.4	2	18.2	4	36.4

5.4.2.8 Summary of Differences with Park Visitor Subpopulations

The finding that female Visitors give higher perceptions than males for every criterion, with three being statistically significant is an intriguing finding. It is hard to hypothesize why this occurs. The Registered Apprenticeship people provided significantly lower perceptions than participants within the other three education categories. The amount of time spent in their primary park had no correlation with the governance score for visitors. However, the very heavy park users, those with more than 28 days of use in many parks in the previous year had much higher perceptions of efficiency than did those with lower levels of use. It is interesting that the age of visitors had no impact on the governance scores, nor did the household income. Visitors generally provide higher scores for Park Services than for Park Administration. Visitors would be much more likely to gain personal knowledge of the park services that they receive during their visit than the more remote concept of park administration. Interestingly, the Visitors provided a very high mean score for Effectiveness-Outcome of 1.92, suggesting that the current management model is providing high quality services to the visitors.

The results revealed that for seven of the 12 governance factors, Financial Equity, Public Participation, Consensus Orientation, Transparency, Rule of Law, Accountability and Strategic Vision, the majority of participants that selected Don't Know were female, had either a College Diploma or University Degree, spent no more than seven days in their primary Ontario Park and no more than 28 days in all Ontario Parks, are 60 years of age or younger, were most familiar with contexts within the Park Services category and were financially secure with 50 % having an annual household income level of \$80,000 or more.

5.4.3 Contractors involved with Ontario Parks

Due to the low number of respondents from the contractor stakeholder group (n=8), comparing members within this group using the seven control variables was not possible.

5.4.4 Local Residents near Ontario Parks

Each of the seven population segments will now be discussed with the Local Residents stakeholder group in reference to Ontario Provincial Park.

5.4.4.1 Differences Based on Sex

When comparing the perception of the participants within the Local Resident stakeholder group for the 12 governance factor based on sex, an analysis of variance revealed that no differences between mean scores of the two groups existed for 10 of the 12 governance factors ($p < .05$). There was a significant difference between the mean scores of the two groups for Effectiveness-Process ($F=2.16$, $p=0.43$) and for Consensus Orientation ($F=2.53$, $p=.024$). Female participants ($m=1.94$) perceived the governance factor Effectiveness-Process almost one point higher than male respondents ($m=2.80$). For the governance factors Consensus Orientation, female respondents' perception ($m=2.43$) of this factor was one point higher than their male counter parts ($m=3.43$). Although the difference between the mean scores for female and male participants is teetering on being significant, female respondents had more positive perceptions ($m=2.13$) for General Equity when compared to male respondents ($m=2.85$). While the difference in mean scores between male and female respondents for the

remaining governance factors is not significant, female respondents perceived all nine governance factors as closer to 1 compared to male respondents (Table 71).

Table 71
Local Residents' t-Test Comparison of Sex for the 12 Governance Factors

Governance Factors	Sex	n	Mean ^a	Std.Dev.	t	Df	p																																																																																																																																
Responsiveness	Male	10	2.91	1.03	1.11	19	.281																																																																																																																																
	Female	11	2.40	1.06				Effectiveness-Outcome	Male	13	2.38	0.64	0.16	22	.873	Female	11	2.33	0.91	Effectiveness-Process	Male	13	2.80	1.05	2.16	20	.043	Female	9	1.94	0.65	General Equity	Male	13	2.85	1.06	2.04	22	.053	Female	11	2.13	0.53	Financial Equity	Male	11	2.95	1.27	0.97	16	.344	Female	7	2.43	0.79	Efficiency	Male	13	3.08	0.98	1.25	23	.225	Female	12	2.59	0.97	Public Participation	Male	11	2.94	1.11	1.17	17	.259	Female	8	2.39	0.86	Consensus Orientation	Male	10	3.43	0.87	2.53	14	.024	Female	6	2.43	0.54	Transparency	Male	11	3.24	1.00	0.74	16	.471	Female	7	2.89	0.94	Rule of Law	Male	12	2.47	0.65	-0.01	21	.992	Female	11	2.47	0.86	Accountability	Male	12	3.56	0.87	0.96	20	.346	Female	10	3.18	0.97	Strategic Vision	Male	13	2.99	1.17	1.87	20	.076
Effectiveness-Outcome	Male	13	2.38	0.64	0.16	22	.873																																																																																																																																
	Female	11	2.33	0.91				Effectiveness-Process	Male	13	2.80	1.05	2.16	20	.043	Female	9	1.94	0.65	General Equity	Male	13	2.85	1.06	2.04	22	.053	Female	11	2.13	0.53	Financial Equity	Male	11	2.95	1.27	0.97	16	.344	Female	7	2.43	0.79	Efficiency	Male	13	3.08	0.98	1.25	23	.225	Female	12	2.59	0.97	Public Participation	Male	11	2.94	1.11	1.17	17	.259	Female	8	2.39	0.86	Consensus Orientation	Male	10	3.43	0.87	2.53	14	.024	Female	6	2.43	0.54	Transparency	Male	11	3.24	1.00	0.74	16	.471	Female	7	2.89	0.94	Rule of Law	Male	12	2.47	0.65	-0.01	21	.992	Female	11	2.47	0.86	Accountability	Male	12	3.56	0.87	0.96	20	.346	Female	10	3.18	0.97	Strategic Vision	Male	13	2.99	1.17	1.87	20	.076	Female	9	2.20	0.53								
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^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different ($p < .05$) using Duncan's Multiple Range Test.

It is interesting to note that female Local Residents give higher mean scores for every criterion than do males, but in only three cases are the differences statistically significant.

5.4.4.2 Differences Based on Education Level

Participants from the Local Resident stakeholder group were separated into three categories based on education level in order to compare their perception of the 12 governance factors. The analysis of variance revealed that education level did not affect the Resident

participants' perception of the 12 governance factors. Overall, participants that have a College Diploma perceived the 12 governance factors more positively compared to participants with a University Degree who perceived the 12 governance factors more negatively (Table 72).

Table 72
Resident Analysis of Variance for Differences Based on Education Level for the 12 Governance Factors

Governance Factors	Secondary School		Registered Apprenticeship		College Diploma		University Degree		F score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Responsiveness	2	2.59	0	0	5	1.80	14	2.95	2.54	.107
Effectiveness-Outcome	2	2.00	0	0	6	2.00	16	2.54	1.43	.263
Effectiveness-Process	2	2.50	0	0	5	1.83	15	2.65	1.33	.287
General Equity	2	2.58	0	0	5	2.14	17	2.62	0.51	.610
Financial Equity	2	2.50	0	0	4	2.13	12	3.00	0.98	.399
Efficiency	2	2.75	0	0	6	2.58	17	2.95	0.29	.750
Public Participation	2	2.75	0	0	5	2.30	12	2.87	0.54	.596
Consensus Orientation	2	2.88	0	0	4	2.31	10	3.39	2.57	.115
Transparency	2	3.00	0	0	4	2.44	12	3.34	1.38	.281
Rule of Law	2	2.08	0	0	5	2.57	16	2.49	0.30	.744
Accountability	2	3.17	0	0	6	3.00	14	3.59	0.93	.412
Strategic Vision	2	2.25	0	0	5	2.23	15	2.87	0.89	.426

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different ($p < .05$) using Duncan's Multiple Range Test.

5.4.4.3 Differences Based on the Number of Days Spent in Primary Ontario Park

Participants within the Local Resident Stakeholder group were compared to each other based on the number of days within the last year they spent in what they considered to be their primary Ontario Park. The analysis of variance revealed that no differences in mean scores between the three groups existed. Interestingly, the Local Residents were not heavy users of Ontario Parks, with only 2 people spending more than 28 days in one park.

For the governance factors Transparency and Accountability, participants from all three groups perceived these as having poor governance (i.e. a mean of >3). Overall, Local Residents that spent more than 28 days in their primary Ontario Park had more negative views of the 12 governance factors than participants within the other two categories. No participants

from any of the three categories perceived the 12 governance factors with a score higher than 2 (Table 73).

Table 73
Resident Analysis of Variance for Differences Based on Time Spent in Primary Park

Governance Factors	Zero to Seven Days		More than seven days and up to 28 days		More than 28 days and up to 365 days		F Score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Responsiveness	16	2.47	8	2.47	2	3.50	1.05	.368
Effectiveness-Outcome	17	2.22 ¹	8	2.21 ¹	2	3.33 ²	2.37	.115
Effectiveness-Process	16	2.59	8	2.14	1	2.00	0.71	.504
General Equity	17	2.46	8	2.46	2	2.50	0.01	.998
Financial Equity	14	2.68	7	2.57	0	0.00	0.05	.834
Efficiency	16	2.75	8	2.81	2	3.29	0.26	.777
Public Participation	11	2.77	6	2.81	2	2.07	0.41	.673
Consensus Orientation	10	3.21	5	2.82	1	2.75	0.35	.712
Transparency	11	3.07	5	3.22	2	3.00	0.05	.954
Rule of Law	15	2.43	6	2.39	2	3.00	0.54	.590
Accountability	14	3.33	6	3.57	2	3.25	0.16	.855
Strategic Vision	14	2.90	7	2.29	1	2.00	1.05	.369

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different ($p < .05$) using Duncan's Multiple Range Test.

5.4.4.4 Differences Based on the Total Number of Days Spent In All Ontario Parks

The researcher separated participants within the Local Resident stakeholder group into three categories based on the total number of days they spent in all Ontario Parks. The analysis of variance revealed that no differences existed between the mean scores for the three categories ($p < .05$). Importantly, Local Residents were not heavy users of parks, with only 3 individuals spending more than 28 days in all parks. The governance factor Accountability was perceived below a three, towards poor governance, by participants within all three categories. The governance factor Transparency was also perceived as inadequate by participants within two of the three categories (Table 74).

Table 74
Resident ANOVA Differences Based on Time Spent in all Parks

Governance Factors	Zero to Seven Days		More than seven days and up to 28 days		More than 28 days and up to 365 days		F Score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Responsiveness	11	2.52	10	2.47	3	2.61	0.03	.976
Effectiveness-Outcome	11	2.33	11	2.24	3	2.56	0.19	.827
Effectiveness-Process	10	2.58	11	2.47	2	1.38	1.36	.280
General Equity	11	2.61	11	2.26	3	2.33	0.46	.636
Financial Equity	10	2.65	8	2.75	1	2.00	0.19	.832
Efficiency	11	2.75	10	2.70	3	3.44	0.67	.524
Public Participation	7	2.80	7	2.70	3	2.00	0.73	.497
Consensus Orientation	7	3.33	6	2.97	1	2.00	1.06	.379
Transparency	8	3.14	6	2.92	2	3.17	0.11	.899
Rule of Law	11	2.54	8	2.25	2	3.00	0.83	.452
Accountability	10	3.40	7	3.27	3	3.50	0.07	.935
Strategic Vision	10	3.02	9	2.50	1	2.00	0.81	.463

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different ($p < .05$) using Duncan's Multiple Range Test.

5.4.4.5 Differences Based on Time Period Born

The researcher separated participants within the Local Resident stakeholder group into three categories based on the time period in which they were born. The analysis of variance revealed that differences in mean scores existed ($p < .05$) amongst the three categories for only 2 of the 12 governance factors: Accountability and Strategic Vision. Local Residents born between 1939 and 1949 had the most positive perception for the governance criteria Accountability ($m=2.28$) and Strategic Vision ($m=1.88$), while participants born between 1950 and 1969 had the most negative scores for Accountability ($m=3.70$) and Strategic Vision ($m=3.29$). The perception of the governance factors Accountability ($m=3.20$) and Strategic Vision ($m=2.43$) did not differ from the other two groups for participants born between 1970 and 1979. Overall, participants born between 1939 and 1949 had the most positive perceptions

of the 12 governance factors while participants born between 1950 and 1969 had the most negative perceptions of the 12 governance factors (Table 75).

Table 75
Resident Analysis of Variance for Birth Periods Ranging from 1939 to 1989

Governance Factors	1939-1949		1950-1969		1970-1989		F Score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Responsiveness	3	1.73	8	3.11	8	2.47	2.39	.124
Effectiveness-Outcome	4	1.92	10	2.67	8	2.29	1.52	.244
Effectiveness-Process	4	1.73	9	2.91	7	2.40	2.24	.137
General Equity	4	2.00	10	2.83	8	2.29	1.56	.236
Financial Equity	3	2.33	9	3.06	5	2.40	0.72	.503
Efficiency	4	1.88	10	3.21	9	2.67	3.22	.061
Public Participation	3	2.11	8	2.86	6	2.61	0.64	.541
Consensus Orientation	3	2.17	6	3.39	6	3.06	2.12	.163
Transparency	3	2.20	8	3.31	6	3.00	1.85	.193
Rule of Law	3	2.07	10	2.66	9	2.35	0.85	.443
Accountability	3	2.28¹	9	3.70²	8	3.20^{1,2}	3.79	.044
Strategic Vision	4	1.88¹	9	3.29²	8	2.43^{1,2}	3.81	.042

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different ($p < .05$) using Duncan's Multiple Range Test.

5.4.4.6 Differences Based on Park Context Categories

Participants from the Local Resident stakeholder group were separated into three groups based on the type of park context selected. The analysis of variance revealed that no differences between groups existed ($p < .05$). However, the researcher would like to propose that differences in mean scores for the governance factor General Equity do in fact exist ($F=3.38$, $p=.051$). Descriptively, it is possible to assume that a difference in mean score existed between participants within the Park Services category ($m=2.23$) and participants that self identified their context within the Other category ($m=3.33$) for the governance factor General Equity. It is also possible to assume that the mean score for participants that selected park contexts within the Park Administration and Management category ($m=2.97$) did not differ between the other two groups for that governance factor. Participants that selected contexts within the Park Services category had more positive views than participants in the

other two groups. Overall, all participants within the Local Resident stakeholder group, regardless of the park context categories selected, perceived the 12 governance factors between moderate to poor (Table 76).

Table 76
Resident Staff Analysis of Variance for Park Context Categories Selected

Governance Factors	Park Services		Park Administration and Management		Other		F Score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Responsiveness	19	2.40	4	2.78	3	3.13	0.84	.446
Effectiveness-Outcome	20	2.27	4	2.42	3	2.33	0.07	.934
Effectiveness-Process	18	2.26	4	2.66	3	3.08	1.19	.323
General Equity	20	2.23	4	2.97	3	3.33	3.38	.051
Financial Equity	17	2.44	2	3.00	2	4.00	2.32	.127
Efficiency	19	2.60	4	3.00	3	3.92	2.78	.083
Public Participation	12	2.63	4	2.73	3	2.98	0.12	.887
Consensus Orientation	10	2.68	4	3.58	2	3.88	3.05	.082
Transparency	12	3.04	4	2.97	2	3.75	0.49	.624
Rule of Law	17	2.41	4	2.58	2	2.75	0.22	.808
Accountability	15	3.28	4	3.20	3	4.17	1.31	.294
Strategic Vision	16	2.46	4	2.96	2	3.75	1.74	.203

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different (p<.05) using Duncan's Multiple Range Test.

5.4.4.7 Differences Based on Annual Household Income Categories

Participants from the Local Resident stakeholder group were separated into four categories based on annual household income. The analysis of variance revealed that annual household income levels does not affect the manner in which participants from this stakeholder group perceived the 12 governance factors (p<. 05) (Table 77).

Table 77
Resident Analysis of Variance for Overall Annual Household Income Categories

Governance Factors	\$39,999 or less		\$40,000-\$79,999		\$80,000-\$129,999		\$130,000 and more		F Score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Responsiveness	1	3.50	5	2.20	6	2.66	14	2.55	0.39	.762
Effectiveness-Outcome	1	3.00	6	2.33	6	2.22	14	2.26	0.40	.753
Effectiveness-Process	1	3.00	6	2.44	5	1.85	13	2.58	0.67	.587
General Equity	1	4.00	7	2.10	6	2.19	13	2.66	1.84	.181

Table 77 Continued
Resident Analysis of Variance for Overall Annual Household Income Categories

Governance Factors	\$39,999 or less		\$40,000-\$79,999		\$80,000-\$129,999		\$130,000 and more		F Score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Financial Equity	1	4.00	5	2.60	3	2.33	12	2.63	0.47	.707
Efficiency	1	3.50	7	2.50	6	2.89	12	2.90	0.38	.769
Public Participation	1	3.33	4	2.02	6	2.25	8	3.32	1.18	.362
Consensus Orientation	1	4.33	3	2.58	4	2.56	8	3.31	1.70	.243
Transparency	1	3.50	3	2.11	5	2.83	9	3.54	1.77	.217
Rule of Law	1	3.80	7	2.31	5	2.47	10	2.45	1.51	.255
Accountability	1	4.50	5	2.90	6	3.28	10	3.59	1.35	.301
Strategic Vision	1	4.00	6	2.60	4	2.03	11	2.81	1.32	.309

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different (p<.05) using Duncan's Multiple Range Test.

5.4.4.8 Summary of Differences with Local Resident Subpopulations

It is interesting to note that female Local Residents give higher mean scores for every criterion than do males, but in only three cases are the differences statistically significant. This is likely due to the smaller sample size of this stakeholder population. Education level and household income did not affect the Local Residents perception of the 12 governance factors. No differences were found based on visitation rate to a primary park. Importantly, Local Residents were not heavy users of parks with very few people reporting spending more than 28 days in either one park or in all parks over the previous year. The age of the Local Residents did not impact on governance scores for 10 of the 12 categories. However, for Accountability and Strategic Vision, the oldest Local Residents provide much more positive scores than for the younger people.

5.4.5 Non-Government Organizations

Each of the seven population segments will now be discussed with the NGO stakeholder group in reference to Ontario Provincial Parks.

5.4.5.1 Differences Based on Sex

When comparing female respondents to male respondents within the NGO stakeholder group, an analysis of variance revealed that differences in mean scores are exhibited for five of the 12 governance factors. The five factors are Responsiveness ($F=3.03$, $p=.006$), Effectiveness-Process ($F=2.84$, $p=.009$), General Equity ($F=2.42$, $p=.025$), Efficiency ($F=2.72$, $p=.013$), and Public Participation ($F=2.31$, $p=.031$). For Responsiveness, the female mean score ($m=1.72$) was almost one point higher than male respondents ($m=2.69$). For Effectiveness-Process, female respondents have a mean score ($m=1.80$) that is more than one point higher than male respondents ($m=2.87$). For General Equity female respondents ($m=1.67$) have a more positive view than male respondents ($m=2.57$). Female respondents ($m=2.03$) had a more positive view when compared to their male counterparts ($m=2.85$) for the governance criterion Public Participation. Although no differences existed between the mean scores for male and female respondents for the remaining seven governance criteria, female respondents have more positive views of the governance factors than the male respondents (Table 78).

Table 78
NGO t-Test Comparison of Sex for the 12 Governance Factors

Governance Factors	Sex	n	Mean ^a	Std.Dev.	t	Df	p																																																																				
Responsiveness	Male	12	2.69	1.02	3.03	22	.006																																																																				
	Female	12	1.72	0.41				Effectiveness-Outcome	Male	12	2.53	0.90	1.77	22	.090	Female	12	1.94	0.69	Effectiveness-Process	Male	12	2.87	1.18	2.84	22	.009	Female	12	1.80	0.56	General Equity	Male	11	2.57	1.06	2.42	20	.025	Female	11	1.67	0.60	Financial Equity	Male	9	3.28	1.00	1.43	17	.172	Female	10	2.65	0.91	Efficiency	Male	11	2.88	1.10	2.72	21	.013	Female	12	1.90	0.55	Public Participation	Male	12	2.85	1.08	2.31	21	.031
Effectiveness-Outcome	Male	12	2.53	0.90	1.77	22	.090																																																																				
	Female	12	1.94	0.69				Effectiveness-Process	Male	12	2.87	1.18	2.84	22	.009	Female	12	1.80	0.56	General Equity	Male	11	2.57	1.06	2.42	20	.025	Female	11	1.67	0.60	Financial Equity	Male	9	3.28	1.00	1.43	17	.172	Female	10	2.65	0.91	Efficiency	Male	11	2.88	1.10	2.72	21	.013	Female	12	1.90	0.55	Public Participation	Male	12	2.85	1.08	2.31	21	.031	Female	11	2.03	0.51								
Effectiveness-Process	Male	12	2.87	1.18	2.84	22	.009																																																																				
	Female	12	1.80	0.56				General Equity	Male	11	2.57	1.06	2.42	20	.025	Female	11	1.67	0.60	Financial Equity	Male	9	3.28	1.00	1.43	17	.172	Female	10	2.65	0.91	Efficiency	Male	11	2.88	1.10	2.72	21	.013	Female	12	1.90	0.55	Public Participation	Male	12	2.85	1.08	2.31	21	.031	Female	11	2.03	0.51																				
General Equity	Male	11	2.57	1.06	2.42	20	.025																																																																				
	Female	11	1.67	0.60				Financial Equity	Male	9	3.28	1.00	1.43	17	.172	Female	10	2.65	0.91	Efficiency	Male	11	2.88	1.10	2.72	21	.013	Female	12	1.90	0.55	Public Participation	Male	12	2.85	1.08	2.31	21	.031	Female	11	2.03	0.51																																
Financial Equity	Male	9	3.28	1.00	1.43	17	.172																																																																				
	Female	10	2.65	0.91				Efficiency	Male	11	2.88	1.10	2.72	21	.013	Female	12	1.90	0.55	Public Participation	Male	12	2.85	1.08	2.31	21	.031	Female	11	2.03	0.51																																												
Efficiency	Male	11	2.88	1.10	2.72	21	.013																																																																				
	Female	12	1.90	0.55				Public Participation	Male	12	2.85	1.08	2.31	21	.031	Female	11	2.03	0.51																																																								
Public Participation	Male	12	2.85	1.08	2.31	21	.031																																																																				
	Female	11	2.03	0.51																																																																							

Table 78 Continued
NGO t-Test Comparison of Sex for the 12 Governance Factors

Governance Factors	Sex	n	Mean ^a	Std.Dev.	t	Df	p
Consensus Orientation	Male	12	2.90	0.88	1.94	21	.066
	Female	11	2.23	0.75			
Transparency	Male	11	2.78	0.88	1.70	20	.105
	Female	11	2.24	0.60			
Rule of Law	Male	12	2.67	0.91	1.80	21	.186
	Female	11	2.03	0.76			
Accountability	Male	12	2.66	1.03	0.71	21	.487
	Female	11	2.42	0.51			
Strategic Vision	Male	12	2.68	1.15	1.95	22	.064
	Female	12	1.90	0.77			

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different ($p < .05$) using Duncan's Multiple Range Test.

Once again, this time with NGO members, female participants show higher governance scores than do male participants in all categories. Only with 4 categories are these differences statistically significant.

5.4.5.2 Differences based on Education Level

Participants from the NGO stakeholder group were separated into four categories based on education level in order to determine if differences exist between the four categories in regards to how they perceive the 12 governance factors. The analysis of variance revealed that no differences in mean scores existed between the four categories ($p < .05$), probably due to very small sample sizes in some categories. Although no differences were observed between group scores, overall, participants that had selected "Registered Apprenticeship" as an education level had the most negative scores ($m > 3$) when compared to participants within the other three education levels. Participants from all four education categories perceived the governance factor Financial Equity as having poor governance ($m > 3$) (Table 79).

Table 79
NGO Analysis of Variance for Differences Based on Education Level for the 12 Governance Factors

Governance Factors	Secondary School		Registered Apprenticeship		College Diploma		University Degree		F score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Responsiveness	3	2.08 ¹	2	3.50 ²	6	1.96 ¹	13	2.15 ¹	1.68	.203
Effectiveness-Outcome	3	2.00	2	2.33	6	2.61	13	2.10	0.56	.649
Effectiveness-Process	3	2.20	2	3.13	6	1.98	13	2.41	0.61	.616
General Equity	3	2.14	2	3.07	6	1.91	11	2.05	0.74	.542
Financial Equity	3	3.33	2	3.25	5	3.30	9	2.56	0.89	.469
Efficiency	3	2.08	2	3.00	6	2.39	12	2.33	0.34	.798
Public Participation	2	2.54	2	3.07	6	2.17	13	2.48	0.45	.719
Consensus Orientation	2	2.75	2	3.00	6	2.67	13	2.45	0.27	.845
Transparency	3	2.19	2	3.00	6	2.51	11	2.51	0.38	.767
Rule of Law	3	2.00	2	3.00	6	2.61	12	2.23	0.74	.540
Accountability	3	2.08	2	3.00	6	2.54	12	2.59	0.52	.677
Strategic Vision	3	1.67	2	2.40	6	2.39	13	2.37	0.38	.768

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different (p<.05) using Duncan's Multiple Range Test.

5.4.5.3 Differences Based on the Number of Days Spent in Primary Ontario Park

The researcher separated participants from the NGO stakeholder group into three categories based on the number of days spent in what they considered to be their primary Ontario Park. An analysis of variance revealed that the number of days spent in their primary park did not affect how Visitors perceived the 12 governance factors (p<.05). It is worth noting that all participants perceived the 12 governance factors as having good governance (m<3) with the exception of Financial Equity for participants that spent more than 28 days in their primary park (m=3.44) and Accountability for participants that spent seven days or less in their primary park (m=3.00) (Table 80).

Table 80
NGO Analysis of Variance for Difference Based on Time Spent in Primary Park

Governance Factors	Zero to Seven Days		More than seven days and up to 28 days		More than 28 days and up to 365 days		F Score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Responsiveness	3	2.38	12	2.22	9	2.13	0.08	.927
Effectiveness-Outcome	3	2.22	12	2.19	9	2.30	0.04	.966

Table 80 Continued
NGO Analysis of Variance for Difference Based on Time Spent in Primary Park

Governance Factors	Zero to Seven Days		More than seven days and up to 28 days		More than 28 days and up to 365 days		F Score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Effectiveness-Process	3	2.44	12	2.53	9	2.03	0.56	.573
General Equity	1	2.14	12	2.22	22	2.12	0.15	.865
Financial Equity	1	2.00	10	2.65	8	3.44	2.16	.148
Efficiency	2	2.00	12	2.60	9	2.14	0.72	.498
Public Participation	3	2.86	12	2.45	8	2.31	0.35	.710
Consensus Orientation	3	2.58	12	2.56	8	2.60	0.01	.995
Transparency	2	2.67	11	2.49	9	2.50	0.04	.961
Rule of Law	2	2.08	12	2.42	9	2.36	0.11	.894
Accountability	2	3.00	12	2.49	9	2.38	0.49	.619
Strategic Vision	3	2.33	12	2.48	9	2.02	0.48	.625

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different ($p < .05$) using Duncan's Multiple Range Test.

5.4.5.4 Differences Based on the Total Number of Days Spent in All Ontario Parks

The researcher separated participants from the NGO stakeholder group into three categories based on the number of days spent in all Ontario Parks to determine if this impacted on their perception of the 12 governance factors. The analysis of variance revealed that a significant difference ($p < .05$) existed between mean scores for the governance factor Financial Equity ($F=4.12$, $p=.040$). Due to low participant numbers for the first category “Seven days or less”, it was not possible to perform a post hoc test. However, the researcher proposes that differences in mean scores most likely exists between the scores for participants that spent more than seven days and up to 28 days in all Ontario Parks ($m=2.31$) and participants that spent more than 28 days in all Ontario Parks ($m=3.39$). The researcher does not feel confident stating that a difference for the mean scores exists for the category “seven days or less” as that score is based on the perception of only one participant (Table 81).

Table 81
NGO Analysis of Variance for Differences based on Time Spent in All Parks

Governance Factors	Zero to Seven Days		More than seven days and up to 28 days		More than 28 days and up to 365 days		F Score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Responsiveness	2	2.44	11	2.16	10	2.24	0.08	.927
Effectiveness-Outcome	2	3.67 ²	11	2.00 ¹	10	2.27 ¹	4.17	.031
Effectiveness-Process	2	2.13	11	2.61	10	2.15	0.53	.595
General Equity	1	1.33	10	2.21	10	2.12	0.34	.718
Financial Equity	1	4.00	8	2.31	9	3.39	4.12	.040
Efficiency	1	2.00	11	2.48	10	2.38	0.11	.897
Public Participation	2	3.21	11	2.47	10	2.29	0.80	.465
Consensus Orientation	2	3.75 ²	11	2.55 ¹	10	2.38 ¹	2.35	.121
Transparency	2	3.00	9	2.45	10	2.48	0.37	.693
Rule of Law	2	3.08	10	2.38	10	2.24	0.72	.502
Accountability	2	3.33	10	2.65	10	2.25	1.73	.203
Strategic Vision	2	3.70 ²	11	2.41 ^{1,2}	10	1.94 ¹	2.84	.082

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different ($p < .05$) using Duncan's Multiple Range Test.

5.4.5.5 Differences Based on Time Period Born

Participants from the NGO stakeholder group were divided into four categories based on the time period in which they were born to determine if this criterion impacted their perception of the 12 governance factors. An analysis of variance revealed that no differences existed ($p < .05$) between mean scores for 11 of the 12 governance factors. The analysis of variance did reveal that a difference in mean scores was present between a minimum of two groups for the governance factor Transparency ($F=3.82$, $p=.043$). Participants born between 1950 and 1969 ($m=1.97$) perceived this governance factor more positively than participants born between 1970 and 1989 ($m=2.76$). The mean score for the governance factor Transparency was not found to differ from the mean scores from the other two categories for participants born between 1930 and 1949. Overall, participants born between 1950 and 1969 had the most positive scores while participants born between 1939 and 1949 had the most negative scores (Table 82).

Table 82
NGO Analysis of Variance for Birth Periods Ranging from 1939 to 1989

Governance Factors	1939-1949		1950-1969		1970-1989		F Score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Responsiveness	8	2.02	9	1.96	5	2.21	0.19	.831
Effectiveness-Outcome	8	2.21	9	2.04	5	2.33	0.21	.814
Effectiveness-Process	8	2.47	9	1.98	5	2.12	0.85	.444
General Equity	7	2.24	9	1.72	4	1.88	0.87	.437
Financial Equity	5	3.30	8	2.56	4	2.88	0.89	.433
Efficiency	8	2.49	9	2.01	4	2.06	0.74	.493
Public Participation	8	2.54	8	2.04	5	2.43	0.73	.496
Consensus Orientation	8	2.56	8	2.38	5	2.42	0.11	.899
Transparency	6	2.61^{1,2}	9	1.97¹	5	2.76²	3.82	.043
Rule of Law	7	2.45	9	2.17	5	1.96	0.59	.564
Accountability	7	2.49	9	2.27	5	2.60	0.34	.714
Strategic Vision	8	2.50	9	1.88	5	2.08	0.90	.423

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different (p<.05) using Duncan's Multiple Range Test.

It is hard to understand why the 50 and 60 year old NGO members have a higher perception of transparency than the youngest members. The older NGO members (Group 1) may have perceived Transparency to be higher because they may have been around the park for a longer period of time than the younger members. This would give them more time to receive information from the park and, therefore, perceive the park as more transparent.

5.4.5.6 Differences Based on Park Context Categories

The researcher separated participants from the NGO stakeholder group into three categories based on the park context categories selected to determine if these had an effect on participants' perception of the 12 governance factors. The analysis of variance revealed that differences for mean scores existed for the governance factors Effectiveness-Process (F=7.23, p=.004), General Equity (F=6.15, p=.009), Efficiency (F=4.79, p=.020), Public Participation (F=5.17, p=.016) and Strategic Vision (F=5.32, p=.014). Participants that selected contexts within Park Services (m=2.06) and Other (m=1.50) categories had more positive views for the

governance factor Effectiveness-Process than participants that selected park contexts within the Park Administration and Management category (m=3.59). Participants that selected contexts within the Park Services (m=1.89) and Other (m=1.50) categories had more positive views for the governance factor General Equity than participants that selected contexts within the Park Administration and Management categories (m=3.34). Again, for the governance factor Efficiency and Strategic Vision, participants that selected contexts within the Park Services (m=2.09; m=2.01) and Other (m=2.00; m=1.80) categories had more positive views than participants that selected contexts within the Park Administration and Management categories (m=3.40; m=3.43). For the governance factor Public Participation, participants that selected contexts within the Other category had more positive views (m=1.57) than participants that selected contexts within the Park Administration and Management categories (m=3.40). No difference in mean scores existed for participants that selected the context within the Park Services categories (m=2.27) when compared to the mean scores for the participants within the other two categories. Overall, participants that selected contexts within the Park Administration and Management categories had negative scores (m>3) for the 12 governance factors compared to the mean scores for participants within the other two categories (Table 83).

Table 83								
NGO Analysis of Variance for Park Context Categories Selected								
Governance Factors	Park Services		Park Administration and Management		Other		F Score	P Scores
	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Responsiveness	17	2.11	5	2.80	2	1.50	1.91	.174
Effectiveness-Outcome	17	2.12	5	2.67	2	2.17	0.81	.456
Effectiveness-Process	17	2.06¹	5	3.59²	2	1.50¹	7.23	.004

Table 83 Continued								
NGO Analysis of Variance for Park Context Categories Selected								
Governance Factors	Park Services		Park Administration		Other		F Score	P Scores

	and Management							
	n	Mean ^a	n	Mean ^a	n	Mean ^a		
General Equity	16	1.89¹	4	3.34²	2	1.50¹	6.15	.009
Financial Equity	15	2.90	0	0.00	1	4.00	0.58	.571
Efficiency	16	2.09¹	5	3.40²	2	2.00¹	4.79	.020
Public Participation	16	2.27^{1,2}	5	3.40²	2	1.57¹	5.17	.016
Consensus Orientation	16	2.43	5	3.25	2	2.13	2.25	.131
Transparency	17	2.36	3	3.36	2	2.54	2.33	.125
Rule of Law	17	2.16	4	3.29	2	2.25	3.21	.062
Accountability	17	2.44	4	3.00	2	2.53	0.76	.483
Strategic Vision	17	2.01¹	5	3.43²	2	1.80¹	5.32	.014

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different (p<.05) using Duncan's Multiple Range Test.

Table 83 reveals that the NGO members perceived the governance of Park Services much higher than Park Administration. For 9 of the 12 services, the NGO members provided scores of 3.00 or less, indicating some concern about poor governance for Park Administration and Management.

5.4.5.7 Differences Based on Annual Household Income Categories

The researcher separated participants from the NGO stakeholder group into four categories based on annual household income levels to determine if these had an effect on participants' perception of the 12 governance factors. An analysis of variance revealed that the mean scores for each of the four categories did not differ from each other for the 12 governance factors (p<.05). Overall, participants within the annual household income category of \$40,000-\$79,999 had the most positive scores for the 12 governance factors when compared to participants from the other three annual household income categories (Table84).

Table 84						
NGO Analysis of Variance for Overall Annual Household Income Categories						
Governance Factors	\$39,999	\$40,000-	\$80,000-	\$130,000	F Score	P

	or less		\$79,999		\$129,999		and more		Scores	
	n	Mean ^a	n	Mean ^a	n	Mean ^a	n	Mean ^a		
Responsiveness	2	2.38	11	1.88	7	2.25	4	2.94	0.38	.766
Effectiveness-Outcome	2	2.33	11	2.36	7	1.71	4	2.75	0.94	.444
Effectiveness-Process	2	3.10	11	1.80	7	2.48	4	3.16	1.42	.271
General Equity	2	2.67	10	1.74	6	2.14	4	2.75	0.62	.612
Financial Equity	1	2.50	8	2.88	6	2.75	4	3.50	0.97	.437
Efficiency	2	2.63	10	2.00	7	2.43	4	3.06	0.41	.750
Public Participation	2	3.14	10	2.10	7	2.49	4	2.95	0.71	.560
Consensus Orientation	2	3.00	10	2.40	7	2.37	4	3.19	0.28	.842
Transparency	2	3.33	10	2.24	6	2.53	4	2.74	1.34	.300
Rule of Law	2	2.83	11	2.06	6	2.52	4	2.71	0.64	.599
Accountability	2	2.92	11	2.42	6	2.83	4	2.67	1.45	.264
Strategic Vision	2	3.00	11	2.20	7	2.20	4	2.34	0.50	.690

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

Note: Means scores which share superscripts are not significantly different ($p < .05$) using Duncan's Multiple Range Test.

5.4.5.8 Summary of Differences with NGO Subpopulations

Within the NGO stakeholder group female participants show higher governance scores than do the males in all categories. However, with only with 5 factors (Responsiveness, Effectiveness-Process, General Equity, Efficiency, and Public Participation) are these differences statistically significant. No differences in scores were found amongst educational groups, household income, or the time spent in the primary park.

There was only one governance criteria perception found to be different for NGO members who visited many parks. In this case, the intermediate visitation rate (7 to 28 days) had a much higher perception for Financial Equity than did those with very heavy use, 2.31 compared to 3.39. This is an interesting finding since it contradicts the data found for Visitors. There was no difference found on this governance criterion for visitors. One wonders if this reveals an important philosophical difference between the visitors who have very heavy use and the NGO members who have very heavy visitor use. The visitors are much more likely to

accept the financial equity provisions of the current Ontario Provincial Parks parastatal model, than the NGO members.

It is hard to understand why the 50 and 60 year old NGO members have higher perceptions of Transparency than the youngest members. This could be attributed to their increase in free time and therefore, their ability to attend public meetings. The NGO members perceived the governance of Park Services much higher than those of Park Administration. For 9 of the 12 governance factors, the NGO members provided scores of 3.00 or less, indicating concern about poor governance for Park Administration and Management. This is a similar trend to that found for Visitors, perceiving Park Services with having more positive governance than Park Administration. However, the Visitors provided much more positive scores all around. This suggests that the NGO members, who are also visitors, are much more critical of Park Administration than are Park Visitors. One wonders if the information provided by the NGO organizations lead to this more cynical interpretation.

Chapter Six Discussion

6.1 Introduction

The purpose of this study was to obtain a preliminary understanding of five major stakeholder groups' perceptions of governance under the Ontario Provincial Parks' management model; and, how these perceptions either differed or remained similar between groups. This chapter is separated into five main sections

The first section (6.2) will provide an overall description of the survey population. The second section (6.3) will provide a definition of good governance. The third section (6.4) will provide an overall description of the perceptions observed for the governance model criteria by the total population of participants to the survey. The fourth section (6.5) will discuss and answer the first research question and will address the six hypotheses as defined in Section 2.6. The fifth section (6.6) will discuss and answer the second research question as defined in Section 2.6.

6.2 General Population Description

The distribution of number of participants within the five stakeholder groups was uneven. This can be attributed to the relative size of the populations and, the responsiveness of the contacted individuals within the various groups for distributing the survey to their members.

The overall population and the individual stakeholder groups were almost equally represented by male and female participants. The overall sample was well-educated, having

either a College Diploma or University Degree and in turn, were financially secure, with the majority of participants within each stakeholder group reporting an annual household income level of \$40,000 or more. The overall population was most familiar with contexts within the Park Services category, followed by contexts selected in the Park Administration and Management category. The majority of participants within the Visitor, Contractor, Local Resident, and NGO stakeholder groups were most familiar with contexts within the Park Services category, while participants within the Park Staff stakeholder group were almost equally familiar with both contexts. The overall population spent less than 28 days in their primary Ontario Park within the last year. This finding was similar to that reported for the total number of days spent in all Ontario Parks within the last year. Participants within the stakeholder groups Park Staff and NGO differed from these findings as the majority of Park Staff participants reported spending more than 28 days in both their primary Ontario Park and in all Ontario Parks within the last year. Although the majority of NGO participants reported spending less than 28 days in both their primary Ontario Park and in all Ontario Parks within the last year, this finding was closely followed by NGO participants that reported spending more than 28 days in both their primary Ontario Park and in all Ontario Parks within the last year. The fact that so many NGOs participants reported spending more than 28 days in all Ontario Parks is important as it indicates their high level of involvement with Ontario Parks. The majority of participants were born between 1950 and 1969 and between 1970 and 1989

6.3 Definition of Good Governance

In section 3.2.1, a definition, based on the work of Graham et al, (2003), for good governance was provided. Good governance was defined as: good governance is present when those in positions of power have been perceived to have acquired that power in a legitimate

manner and that there is an appropriate level of voice given to those interested and affected by the decision made by those in power. The exercising of power is a result of the overall direction which serves as a guide to action. Good governance also needs to result in a performance level that is responsive to the interests of the stakeholders. Good governance demands accountability between those in the positions of power and those whose interest they are serving. Accountability can only be effective if transparency and openness are present in the conduct of the work being done. Finally, good governance needs to be fair, which implies conformity to the rule of law and the principles of equity. This definition of good governance as provided by Graham et al. is based on the ten principles of governance created by the UNDP (1997) (Figure 1). The researcher set out to measure the level of good governance using the research instrument developed by the PGG. Each item within the second section of the research instrument is measured using a five point liker scale, the researcher opted to use the scores derived from this scale as a form of measurement. As each point on the Likert scale was assigned a number were 1= strongly agree, 2=agree, 3=neutral, 4=disagree and 5=strongly disagree. Assigning numbers to each point on the Likert scale allowed the researcher to observe the precise perception and level of good governance present for each of the 12 governance factors. A score of 1 represents good governance, a score of 3 represents a neutral view of governance and a score of 5 represents weak or poor governance. Thus, the closer the mean for a factor is to 1, the closer that factor is perceived as representing good governance.

6.4 Total Population Perception of Ontario Parks

The data revealed that the Ontario Parks governance model is perceived by the total population as having scores towards good governance for all 12 governance factors: Effectiveness-Outcome (2.02), General Equity (2.04), Strategic Vision (2.13), Effectiveness-

Process (2.19), Responsiveness (2.23), Rule of Law (2.32), Efficiency (2.35), Public Participation (2.52), Financial Equity (2.64), Consensus Orientation (2.68), Transparency (2.72), and Accountability (2.72). In the research instrument, a definition was given for each of the 10 governance sections in order to remove any ambiguity with regard to discrepancies in possible misinterpretation of the meaning of words, terms and contexts being measured within each governance section or item. By providing a definition for each of the 10 governance sections, participants could clearly understand what each governance section was defined as and designed to measure. This approach appears to have been effective.

For the research and in the instrument, Effectiveness was defined as the capacity to realize organizational objectives. Equity was defined as just treatment, requiring that similar cases be treated in similar ways. The researcher observed that the total population perceived Ontario Parks as being effective and as having good levels of general equity. These findings support the argument made by Eagles (2002) that public organizations that have adopted the parastatal management framework have the ability to function with the effectiveness of a private corporation. These findings are in line with the general understanding that a publicly-owned and operated park agency should be capable of reaching its organizational objectives and treating all stakeholder groups, situations and concerns in a fair manner (Rainey, 1983).

Strategic Vision was defined as: a broad and long term perspective on good governance including an understanding of the historical, cultural and social complexities in which that perspective is grounded. The findings suggest that the overall population agrees with this statement in relation to the Ontario Parks vision.

Responsiveness was defined as: when institutions and processes try to serve all stakeholders using a proactive manner regarding complaints and public criticisms. Rule of

Law was defined as the legal frameworks being fair and enforced impartially. The total population for this study agreed that Ontario Parks' governance model is both responsive and that its legal framework is both fair and enforced impartially. As one of the mandates of Ontario Parks' business model is to be efficient, it is logical then that it is perceived as being responsive to the needs of the public.

Efficiency is a measure of how the resources are best used or, the capability of acting or producing effectively with a minimum amount or quantity of waste, expense or unnecessary effort. The total population also agreed that Ontario Parks was efficient by making the best use of its resources with minimum amounts of waste, expense or unnecessary effort. The perception towards good governance for the governance criteria effectiveness and efficiency by the total population indicates that Ontario Parks' reasoning for creating and adopting the business model instituted in 1996 (Parks Ontario Transition Advisory Team, 1995) has been successful. The perception towards good governance for the above governance criteria reinforces the benefits of the parastatal governance approach utilized by Ontario Parks. The perception towards good governance for the criteria effectiveness and efficiency supports the argument made by Child (2004) that under a parastatal management framework, an agency or government branch attempts to function in a cost effective manner, to create revenue from tourism, and to be self-sufficient. Child stated that the only manner in which an agency or government branch can be successful in doing so is in developing rapport with and including the predominant stakeholder groups in various decision-making processes. Because all stakeholder groups perceived the above governance factors as positive, it is possible to assume that Ontario Parks is satisfactorily involving the predominant stakeholder groups in their various decision-making processes.

Five of the 12 governance factors, Public Participation, Financial Equity, Consensus Orientation, Transparency, and Accountability are perceived closer to 3 than to 2 by the overall population. Public participation was defined as all people should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their interests. The overall population perceived this governance criterion as slightly closer to 3 rather than 2. This could indicate that although the overall population perceived Ontario Parks to be providing them with avenues for participation, they are not entirely satisfied with these. The type of public participation techniques can have serious affects on the type of process, outcome and benefits for the public and the participants. It is possible that in the case of Ontario Parks, a possible reason for the Public Participation factor being perceived closer to 3 rather than 2 can be attributed to Ontario Parks actions such as over dominance of group interactions, failure to properly advertise forums, by placing the public in a reactive position, and condescension towards the participants (Chess & Purcell, 1999). Chess and Purcell (1999) also stated that it is not enough to simply conduct public participation; the public organization conducting the public participation process must also demonstrate and inform participants of the manner in which the information was used, such as in management decision-making or implementation. Ontario Parks could easily do this by providing summaries, such as on their website, of public information collected and the manner in which it was used by Ontario Parks in order to improve the various aspects of the park system and management practices. These are potential aspects of public participation procedures that Ontario Parks should consider revisiting.

Financial Equity was defined as just treatment, requiring that similar cases be treated in similar ways. Specifically, this governance factor was designed to measure the satisfaction of participants for the services provided by Ontario Parks based on the user fees collected and the

tax revenues received from the province. Although participants perceived this factor positively, they may have felt that Ontario Parks was not using either the government grants or visitor fees appropriately or, the services provided were not on par with their associated costs. This was the governance criterion where the total population had the highest level of disagreement meaning that half the participants felt that Ontario Parks had good levels of financial equity while the other half of participants felt that Ontario Parks had weaker levels of financial equity. This shows that there is some disagreement on this Financial Equity criterion. It is important to note that respondents can only respond based on the information available to them. If they do not have full information on the financial management system of Ontario Parks, then they cannot comment accurately on this situation. It is possible that Ontario Parks is not fully transparent on the financial aspects of management and this might lead to the disagreement found. For example, Ontario Parks does not provide audited financial statements to the public each year. In fact, it is very difficult for the average person to gain information on the financial status and the financial operations of Ontario Provincial Parks.

Consensus Orientated decision-making was defined as the ability to mediate differing interests to reach a broad consensus on what is in the best interest of all. Again, participants had positive perceptions for this criterion but may have felt that certain interest put forward by certain groups or individuals may not have always been done under full consensus. It is possible that the lower perception, towards weak governance, of this factor may be linked to the weaker perception of public participation. If the public is not properly informed of decisions being made or asked to comment on decisions being made by Ontario Parks, it is logical that they may perceive this factor for Ontario Parks more negatively. It is also important to note that large numbers of visitors indicated that they did not know how to respond to this question, indicating uncertainty if Ontario Parks operates under consensus.

Transparency was defined as the sharing of information and acting in an open manner. Accountability was defined as the requirement that officials answer to stakeholders on the disposal of their powers and duties, act on criticisms or requirements made of them and accept responsibility for failure, incompetence or deceit. These two governance criteria received the lowest perception by the overall population, but still in the positive range. This can indicate that the overall population perceives Ontario Parks to be sometimes lacking in their sharing of information, of not acting in an open manner, of not properly responding to stakeholders, of acting on criticism and, their inability to accept responsibility for failure, incompetence or deceit. The perceptions of these two governance factors towards neutral governance does not support the theory proposed by More (2005) that by adopting the parastatal management approach, Ontario Parks should be highly transparent and accountable.

Although Ontario Parks is not a true public agency, it does function as a standalone government branch of the Ontario Ministry of Natural Resources (Moos, 2002). As a government branch, it should be responsible for and required to work under specified standards and procedures. These would require Ontario Parks to report, in an accountable manner, the compliances and justifications for the actions they take (Rainey, 1983). Ontario Parks is more than likely working and performing under specified standards and procedures; reporting how they are compliant for the actions they take; and, the justification for those actions. However, it may not be properly making these standards, procedures and management actions readily available to the public as hinted by the perception of the governance factor Transparency. As these documents may not be readily available to the public, the participants are unable to properly perceive how Ontario Parks is accountable. An institution must not only be accountable, it must be seen to be accountable.

The lower perceptions for the governance factors Public Participation, Financial Equity, Consensus Orientation, Transparency, and Accountability by the overall population indicates that they feel somewhat more negative towards these five governance factors as opposed to the other seven governance factors. A possible explanation for this finding can be attributed to procedural justice where the level and amount of involvement on behalf of individuals or stakeholder groups in decision-making processes affects the manner in which participants perceive their opinions and thoughts to be accepted and taken into consideration by the public agency or branch making the decisions (Adams, 1963; Folger & Konovsky, 1989). Thus, if participants from stakeholder groups do not think that the public participation processes held by a public agency or branch are fair, equal or open, they are unlikely to have positive views of that public agency's/branch financial decision-making processes, and are unlikely to view the agency/branch as being transparent or accountable and will tend to typify it as having weak abilities for consensus-oriented decision-making (Park, Ellis, Kim, and Prideaux, 2009; Becker, 1992). The findings from the study revealed that Ontario Parks may need to improve its procedural justice approach by creating and further developing existing public participation avenues so that Ontario Parks can be perceived as more open, transparent and accountable. Doing so would allow for the opinions or concerns voiced by participants within the stakeholder groups to be better accepted and acknowledged by Ontario Parks. Although Ontario Parks may provide multiple means for members within the stakeholder groups to voice their opinions and concerns, the issue may rest on how Ontario Park demonstrates to those members that the issues and concerns they put forward are taken into consideration. The findings suggest that Ontario Parks may want to adopt new managerial approaches in order to be more transparent, consensus-oriented, and accountable. Doing so may allow members within the stakeholder groups to better view and understand how their

opinions and concerns are taken into consideration with various decision-making processes undertaken by Ontario Parks. A study conducted by Park et al. (2009) determined that when members of stakeholder groups are extensively involved in various decision-making processes, they are much more likely to understand and accept user fees, changes made to those user fees, and why changes are made to user fees. The low perception for the governance factor Financial Equity may indicate that members within the stakeholder groups are not extensively involved in or, informed of Ontario Parks' budget and the need for user fees. The finding for the lower perception of Financial Equity supports the argument made by Eagles (2004) who stated that critics of the parastatal management approach have argued that an agency or government branch can be more motivated by generating income than in providing public services or environmental protection. Similar concerns are highlighted by Rainey (1983) and Crompton (1999) who stated that when a public parks and recreation sector agency adopt private business approaches, emphasis is often shifted to efficiency from equity and effectiveness in order to increase income. Although the governance factor Financial Equity was perceived as closer towards neutral governance by the overall population, it is interesting to note that visiting parks and protected areas still remains one of the least expensive forms of travel. It is possible that the overall population perceived this factor as such because they have a poor understanding for the cost associated with managing and operating Ontario Parks. Although they may have the ability to pay the user fees associated with Ontario Parks, they may be less willing to pay for these (Laarman and Gregersen, 1996). The perception of this factor and the willingness to pay the user fees could potentially be changed if Ontario Parks adopted a policy to clearly explain to the public where Ontario Parks revenue comes from and how, for each dollar spent by a visitor in the park, that dollar is divided. This could be done by simply illustrating the breakdown for each dollar spent in the park using a pie chart. The chart

could be located, for example, at the entrance of the parks, at the visitor centers, on Ontario Parks' website, or, on the back of receipts issued to visitors.

It is important to keep in mind that for all 12 governance factors evaluated in this study, none were perceived as neutral or weak but rather, towards good governance. However, the results revealed that a certain level of disagreement in the perceptions of the 12 governance factors was present. In order to attempt to determine if this level of disagreement was caused by differences in perception between the participants, the participants were separated into five groups based on the stakeholder group that they identified with. The perceptions of the 12 governance factors and the differences in perceptions of those 12 factors between the five stakeholder groups are examined below. This is done in order to determine if the type of stakeholder groups that participants identified with influenced their perception of the 12 governance factors for Ontario Parks' governance model.

6.5 Comparing Stakeholder Groups

The results revealed that for nine of the 12 governance factors, a minimum of two stakeholder groups differed statistically in their perceptions. The nine governance factors where differences in perceptions occurred were: Responsiveness, Effectiveness-Outcome, General Equity, Financial Equity, Efficiency, Public Participation, Transparency, Accountability and Strategic Vision. Participants amongst all five stakeholder groups did not differ statistically in their perceptions of the three governance factors Effectiveness-Process, Consensus Orientation and Rule of Law (Table 45). Overall, Park Staff had the most positive perceptions while the Local Residents had the least positive perceptions. In five out of 12 instances, Park Staff and Local Residents were at odds in their perception of the governance factors Responsiveness, General Equity, Transparency, Accountability and Rule of Law.

6.5.1 Responsiveness and General Equity

For the governance factors Responsiveness and General Equity, participants within the Park Staff, Visitor, Contractor and NGO stakeholder groups all perceived Ontario Parks more positively than participants within the Local Resident stakeholder group. Although the Park Staff, Visitor, Contractor and NGO stakeholders group perceived the governance factors Responsiveness and General Equity closer towards good governance than did participants within the Local Resident stakeholder group, statistically, the only difference in the perceptions for these factors was observed between Park Staff and Local Residents. For the governance factor General Equity, statistically, there were no differences in the perception of that factor between the Park Staff, Visitor, Contractor and the NGO stakeholder groups, however, the difference in perception of these four stakeholder groups was statistically different from the perception of that factor by the Local Resident stakeholder group. As outlined in the literature review (section 3.4), Parks Staff, NGOs and Contractors play an influential role in various decision-making processes. Park Staff view themselves as properly fulfilling and providing for the above governance factors as their management focus is on providing services that are available to and serve the needs of a wide ranging public (Crompton, 1999). It is logical that for these two governance factors, contractors are aligned with Park staff as the overarching goal and objective for Contractors is to provide a service or product that suits the needs of a particular clientele in order to generate profits. Contractors can only survive if they are responsive to the demands of their clientele and if they are equitable in providing those services and products (Crompton, 1999). Thus, the findings from this study logically fit and support previous arguments made in the literature. As the majority of NGOs either provide services for the park and park visitors and work alongside Ontario Parks in various decision-making processes, it is logical that they perceived Responsiveness

and Equity positively. Meanwhile, Local Residents who live near Ontario Parks can provide both direct and indirect services to park visitors, are directly and indirectly influenced by park mandates and regulations and can benefit from economic increases derived from visitors going to Ontario Parks (Walnner, Bauer & Hunziker, 2007; Kido & Seidl, 2008; Ontario Fur Managers Federation, 2007) . However, Child (2004) stated that members of local communities are not often involved or included in decision-making processes between the Park Agency or Park Branch making communication between the two groups difficult. Local residents also often face annoyance posed by park visitors and have to deal with increase stresses placed on infrastructure. The study revealed that participants within the Local Resident stakeholder group had the lowest perception for the governance factors Responsiveness and General Equity when compared to the perceptions of those factors by the other four stakeholder groups.

Although Visitors may be far removed from decision making processes due to their wide ranging distribution, they did see good levels of responsiveness and general equity within Ontario Parks' governance model. The visitors in this study varied in education level which would then dictate that they have differing and far ranging expectations when they visit Ontario Parks. These varying levels of education and expectations would dictate that Ontario Parks needs to be responsive and equitable in order to properly satisfy all visitors (Payne & Nilsen, 2002; Scherl & Edwards, 2007) although their perceptions for Responsiveness and General Equity were generally positive. The outcome that the Visitor stakeholder group perceived the governance factors Responsiveness and General Equity as positive supports the above argument. The perception towards good governance by the Visitor stakeholder group also indicates that the business model implemented in 1996 by Ontario Parks is successful as the needs of its clientele are successfully met.

Brody, Godschalk and Burby (2003), and Eagles, Bowman and Chang-Hung Tao (2001) stated that more often than not, public sector agencies ignore public input and do a poor job of incorporating public citizens (local residents) in their decision-making and plans. Involving local communities is needed and should be required if Ontario Parks desires to be responsive and perceived as equitable for residents living near Ontario Parks. By being responsive and equitable to residents near Ontario Parks, Ontario Parks will be able to make better connections with those local residents, will be able to gain valuable knowledge from those local residents and, can work with them to develop tourism activities both within the parks and outside the parks. Involving Local Residents is in the best interest of Ontario Parks as Local Residents will more likely than not be the main point of contact for visitors within the Park area and, will allow for Ontario Parks to gain their support (Eagles, Bowman & Chang-Hung Tao, 2001). The easiest way for Ontario Parks to improve its level of responsiveness and equity is to enhance existing public participation processes or to create new avenues and to facilitate the manner in which it allows members of the public the chance to express their thoughts, concerns and suggestions (Lowends, Pratchett & Stoker, 2001). Local Residents may have perceived these two governance factors as weaker when compared to the other four stakeholder groups because Ontario Parks may not be responsive to their needs, requests, and propositions and, may not treat members within the Local Resident stakeholder group in an equitable fashion. More research is needed to understand why participants residing near a Provincial Park within Ontario had more negative feelings towards the responsiveness and general equity for Ontario Parks' governance model when compared to the perception of these governance factors by Park Staff.

6.5.2 Effectiveness

For the governance factor Effectiveness-Outcome, participants within the Park Staff, Visitors, Local Residents and NGO stakeholder groups did not differ statistically in their perception of this factor, perceiving it to be closer towards good governance. This suggests that for Ontario Parks, participants within these four stakeholder groups all agree that Ontario Parks governance model is effectively realizing organizational objectives and mandates. However, the perception for the governance factor Effectiveness-Outcome, which was perceived lower (towards weak governance) by the Contractor stakeholder group, did differ statistically from the perceptions of the other four stakeholder groups. The reader is reminded of the small Contractor stakeholder group sample and is advised to be suspect of this difference. The difference observed may indicate that the Contractor stakeholder group does not entirely perceive Ontario Parks' governance model to be effectively realizing its organizational objectives by providing services, facilities and environment that are of excellent quality. It is possible that Contractors perceived this governance factor as lower because certain Contractors, in a sense, compete with Ontario Parks for the services that are provided (running visitor centers, gift stores, rental stores, etc) to the public. Certain Contractors may have also lost or may not have had their contract renewed for a service they used to provide to Ontario Parks. If their contract or lease agreement was not renewed, it was more than likely that Ontario Parks saw that a profit could be made from that operation, and thus, decided not to renew the contract or lease agreement. Doing so would have allowed Ontario Parks to generate a profit from that operation by providing that service in lieu. Thus, certain Contractors may believe that although Ontario Parks provides certain services, they, as Contractors, could provide that service or, used to provide that service in what they believed to be a more effective manner (Crompton, 1999).

6.5.3 Financial Equity

The governance factor Financial Equity was perceived towards good governance by participants within the Park Staff, Visitors, Local Residents, and NGO stakeholder groups while participants within the Contractor stakeholder group perceived it lower. Again, the reader is reminded of the small Contractor stakeholder group sample and is advised to be suspect of this difference. Statistically, there were no differences in the perception of the factor Financial Equity between the Park Staff, Visitor, Local Resident and NGO stakeholder groups and no differences were observed between the perception of this factor by the NGO and Contractor stakeholder group. However, statistical differences were observed between the perception of this factor by Contractors when compared to that of the Park Staff, Visitor and Local Resident stakeholder groups. Since participants within the Park Staff, Visitor, Local Resident and NGO stakeholder groups all perceived this governance factor towards good governance, they agreed that that Ontario Parks governance model is equitable in regard to the type and quantity of services provided with respect to the user fees collected and the government support received. This indicates that although user costs have increased since the adoption of the business model in 1996 due to budgetary constraints, participants support the user costs associated with visiting Ontario Parks and agree that the quality and quantity of the services, products and experiences provided are adequate. Participants within the Contractor stakeholder group perceived this governance factor negatively, towards weak governance. It is difficult for the researcher to precisely speculate why contractors perceived this governance factor as such due to the very limited availability of documents outlining contracting and licensing agreements for Ontario Parks. Possible explanations for this finding could lay in the cost for obtaining a contract or license in Ontario Parks and possible land lease and other associated costs such as infrastructure needed for conducting business within Ontario Parks.

Contractors may feel that the cost for obtaining contracts and lease agreements may be too high when compared to the gains they receive by providing their services. Although participants within the NGO stakeholder group perceived this governance factor positively, they also tend to agree with the Contractors. It is possible that NGOs also sometimes feel that although they agree and understand the need for user fees and how these and societal taxes are used, they may not always perceive that enough or proper services are provided. Again, more information and research is needed to properly understand the mean associated with this perception.

6.5.4 Efficiency

Some differences in perception between the five stakeholder groups for the governance factor Efficiency reached statistical significance. Participants within all five stakeholder groups perceived this governance factor positively. However, the perception of this governance factor differed statistically between the Contractor Stakeholder group and the Local Resident stakeholder group. Participants within the Local Resident stakeholder group perceived this factor as lower than did participants within the Contractor stakeholder group. Again, the reader is reminded of the small Contractor stakeholder group sample and is advised to be suspect of this difference. Participants within the Local Resident Stakeholder group may have perceived this governance factor as lower because, as stated by Child (2004), members of local communities are not often included in decision-making processes by Park Agencies and that communication between local residents and the park or park agencies is often non-existent. As efficiency was defined as the best possible ways to use resources, it is possible that local residents believe they have resources that Ontario Parks should be using. However, they may also feel that Ontario Parks may not be taking full advantages of these resources or,

are not using these resources in an adequate fashion. Contractors had the most positive perception for the governance factor Efficiency. It is possible that because contractors typically provide services in the most efficient manner possible in order to maintain their bottom line, they have a more positive perception of this governance factor (Crompton, 1999). Participants within the Park Staff, Visitor, and NGO stakeholder groups perceived this governance factor in between that of participants within the Contractor and Local Resident stakeholder groups.

The adoption of the business model by Ontario Parks in 1996 was guided by the need to increase revenue in order to continue functioning at their current level. In order to do this, Ontario Parks had to create new or increase existing user fees in order to have the revenue sources needed to operate properly. The income generated from user fees was designed to be used as a means of funding the Ontario Parks system due to reductions in government funding (Environmental Commissioner of Ontario, 2008). In order for their new management model to be successful, Ontario Parks had to devise systems that would provide services in a manner that was as efficient as possible so as to reduce or eliminate waste. Although, there are statistical differences in the perception of this governance factor between participants within the Contractor and Local Resident stakeholder groups, all participants perceived this factor as positive indicating that the Ontario Parks' governance model has so far been successful in being perceived as being efficient. This governance factor did not receive a perfect score of 1 indicating that improvements can still be made in order to achieve greater perceptions of efficiency from across all stakeholder groups.

6.5.5 Public Participation

The governance factor Public Participation was perceived positively by participants within all five stakeholder groups. Statistically, the perception of this governance factor did not differ between the Contractor and NGO stakeholder groups when compared to the perceptions of the other three stakeholder groups. Visitor and Local Resident stakeholder groups' perceptions for this governance factor aligned together but did statistically differ from the perceptions of Park Staff. Although members within the Visitor and Local Resident Stakeholder groups perceived this governance factor positively, they had the lowest perception, towards weak governance, while participants within the Park Staff stakeholder group perceived it closest towards good governance. Meanwhile, the Contractors and NGO stakeholder groups perceived this factor between that of the Park Staff and Visitor stakeholder groups. The reader is once again reminded to be suspect of the perceptions observed from the Contractor stakeholder group due to its small population size.

The perception towards good governance by the Park Staff, Contractor and NGO stakeholder groups for the factor Public Participation may be attributed to the fact that these groups tend to have a greater interest in the overall management of Ontario Parks and therefore, are aware of all opportunities available to them to provide their opinion, concerns and comments to Ontario Parks. It is also possible that since these three stakeholder groups hold the most power in decision-making and have greater involvement with Ontario Parks, Ontario Parks may be contacting them directly in order to obtain their approval for certain decisions or, to ask for their opinions on certain issues. Based on the definition of public participation provided above, it is understandable why these three groups perceived this governance factor as such. All three groups work within or alongside the Park(s), are actively consulted and incorporated in decision-making processes and represent the opinions of

individuals. Although, the public participation process is perceived to be open, so as to allow individuals or groups to voice their opinions and concerns, visitors and nearby residents perceived this governance factor lower. This would suggest that Ontario Parks may not always have the proper channels available to allow or facilitate visitors and local residents when they want to give their opinions in regards to decisions, plans, management changes, and policies that are undertaken by Ontario Parks. Local Residents and Visitors may also feel that Ontario Parks does not take their comments or suggestions seriously; that the public participation process does not allow for appropriate recommendations to be made; that input is sought near the end of decision-making processes thus, making any recommendations futile; that Ontario Parks does not clearly state the purpose or need for input by various stakeholder groups; or, that the type of public decision-making processes is not adequate.

Ontario Parks should consider revising the manner in which it notifies visitors and local residents when their input is sought; Ontario Parks should consider revising the manner in which visitors and residents can voice their opinions; and, Ontario Parks should provide a summary of comments, suggestions and recommendations obtained and how it has incorporated these in their decision-making processes so that all stakeholder groups can properly view and understand how their comments are being actively used by Ontario Parks. It is possible that the Park Staff in their on-going work feel that the system has high levels of public participation, but that the other two groups are not aware of the level of participation that occurs. Possibly this is a communication problem, in that Park Staff do not communicate sufficiently with the Visitors and the Local Residents, two groups that are normally well-removed from day-by-day activities. Chess and Purcell (1999) argued that more often than not, public organizations, when conducting public participation typically employ a very small and, often unknown to the public, limiting procedures. Ontario Parks is encouraged to develop

new techniques and explore public participation processes that consider organizational or social learning as these may be one of the most effective and lasting influences of a participatory effort. For example, Ontario Parks could create an interactive webpage on their website allowing for viewers to comment and understand all management and park development activities occurring in the parks. This would also allow Ontario Parks to obtain feedback from participants on a daily basis. It is important to note the linkage between public participation and transparency. The agency must not only have abundant levels of public participation, it must effectively communicate this fact to Visitors and Local Residents.

6.5.6 Transparency

The governance factor Transparency was perceived most positively by participants within the Park Staff stakeholder group indicating that they perceive Ontario Parks' governance model to be transparent. However, the remaining participants within the NGO, Contractor and Visitor stakeholder groups did not perceive this governance factor as positively while participants within the Local Resident stakeholder group perceived this governance factor as negative, towards weak governance. The perception of this factor by the Park Staff Stakeholder group was not statistically different from the perception of this factor by the Visitor and NGO Stakeholder groups. The perception of this factor by Park Staff was statistically different from the perception of this factor by the Contractor and Local Resident Stakeholder groups. The perception of this factor by Local Residents was statistically different from the perception of this factor by the NGO and Parks Staff stakeholder groups. The Visitor stakeholder group had statistically different perceptions of this factor when compared to the other four stakeholder groups. Park Staff perceived this factor closest towards good governance, while the other four stakeholder groups viewed this governance factor less

positively. It is typical and normal for public sector agencies/branches to view themselves as transparent. Often, public agencies/branches are required to provide various amounts of information that provide details on: decision makers, past performance reports, audit trails and, are required to provide direct avenues for the public to participate in decision-making processes (Jeeyang, 2005). Transparency exists in order to assure and promote public confidence in the government or governing body and, to merge the gap between the public and the governing body (Bovens, 2005)). Although Bovens (2005) stated that too much emphasis on transparency can lead to inefficiencies within the governing body, this is not the case for Ontario Parks as the governance factor Efficiency was perceived towards good governance. Although Ontario Parks may view themselves as having high levels of transparency, this is not the case for the members within the other four stakeholder groups. This suggests that Ontario Parks needs to improve the manner in which it identifies decision makers. Ontario Parks needs to either create audit trails or, if these already exist, they need to be made easily available and accessible to the public. Information such as documents, policies, regulations and laws also need to be made easily accessible to the public. All information discussing and pertaining to Ontario Parks needs to be made more accessible and an appropriate amount of details needs to be included with these documents so that users can understand the information they are provided with. Ontario Parks needs to clearly and completely disclose their reasoning and basis behind their decisions; and, Ontario Parks needs to make all organizational policies more transparent and easily accessible to the public. The researcher understands that a probable outcome of improving the level of transparency of Ontario Parks governance model may lead to disputes based on previous management actions undertaken (Bovens, 2005), however, doing so will allow and in a sense force Ontario Parks to also become more accountable. Currently, the perception of this factor by the Visitor, Contractor, Local Resident

and NGO stakeholder groups when compared to the perception of the same factor by the Park Staff stakeholder group may indicate that Ontario Parks is not forthcoming in presenting their various management decisions, policies, regulations and contracts. It would be simple for Ontario Parks to improve their level of transparency by simply putting all management, policies, contracts, tendering processes etc on their website so that all people that wish to view these documents can do so freely and easily. The current perception of this factor by the Visitor, Contractor, Local Resident and NGO stakeholder groups appears to suggest that these groups feel that Ontario Parks may be withholding certain information from them.

6.5.7 Accountability

Participants within the Park Staff stakeholder group perceived the governance factor Accountability closest towards good governance, followed by participants within the Visitor and NGO stakeholder groups. Participants within the Contractor and Local Resident stakeholder groups perceived this factor negatively, closer towards weak governance. The perception of this factor by Park Staff was not statistically different from the perception by the NGO stakeholder group but was statistically different from the perception by the Visitor, Contractor and Local Resident stakeholder groups. The perception of this factor by the Local Resident stakeholder group was not statistically different for the perception of this factor by the Contractor and Visitor stakeholder groups but was statistically different from the perception of this factor by the Park Staff and NGO stakeholder groups. The perception of this governance factor by the NGO stakeholder group was not statistically different from the perception of the Park Staff, Visitor and Contractor stakeholder groups but was statistically different from the perception of this factor by the Resident Stakeholder group. Again, the

reader is reminded of the small Contractor stakeholder group sample and is advised to be suspect of the numbers presented. (Table 85).

Table 85
Analysis of Variance and Duncan’s Multiple Range Comparison Test Between the Five Stakeholder Groups for the Governance Factor Accountability.

Governance Factors	Parks Staff		Visitors		Contractors		Residents		NGOs		F	P
	n	Mean ^a	n	Mean ^a	n	Mean ^a	n	Mean ^a	n	Mean ^a	Score	Scores
Accountability	57	2.01 ¹	177	2.87 ^{2,3}	6	3.06 ^{2,3}	22	3.39 ³	23	2.54 ^{1,2}	13.76	<.001

^aBased on 5-point scales where higher scores, towards one, represent a positive perception for the governance factors

The researcher is not surprised that Park Staff participants perceived this factor closest towards good governance. The positive perception of this factor by Park Staff is logical since they are the ones responsible for developing capital projects; they know what the expenditures associated with these projects are; they are the ones that largely control and direct where and what the major revenues sources are and come from; they are well informed of park policies; they believe their performance evaluations and the tendering processes they have created and implemented to be fair and open to all; and, they view themselves as properly disclosing this information to the public.

The researcher is not overly surprised to have observed lower perceptions by the Visitor, Contractor, Local Resident and to an extent the NGO stakeholder groups as accountability is dictated by transparency (Bovens, 2005). Since transparency was perceived towards weak governance by these four stakeholder groups, it is logical that accountability follows suite. The perception towards weaker governance by these four stakeholder groups should present itself as alarming to Ontario Parks as accountability is the complement of public management. Poor levels of accountability within a government body would indicate

that the management structure of that government body is in need of remedial actions (Bovens, 2005). According to Bovens, (2005), good levels of public accountability lead to good levels of fair and equitable governance. Although the factor General Equity was perceived towards good governance by all five stakeholder groups, the factor Financial Equity was not. As previously discussed, it is possible that the weak perception of Accountability, along with that of Financial Equity and Transparency are all a product of poor public participation. Although Ontario Parks may provide public participation avenues, these are not well detailed to the public and therefore, force them to perceive Ontario Parks as having weak public participation. If Ontario Park provided the public, such as on their web site, of all types of public participation avenues available to them; the number of questions or comments that Ontario Parks receives per year by the public; and, the manner in which these are handled by Ontario Park staff, the public would be able to better understand the public participation options available to them and the level of public involvement already undertaken by Ontario Parks and in turn, may better perceive this factor.

The perception towards weak governance of this governance factor by the Visitor and NGO stakeholder groups indicates that Ontario Parks may not be as accountable as perceived by the Park Staff stakeholder group. The participants within the Visitor and NGO stakeholder group perceived this governance factor positively; however, their scores are closer to 3 than 2. It is not surprising that Visitors perceived this factor differently from Park Staff as they are often the farthest removed stakeholder group involved with decision-making processes due to their wide geographical distribution.

The researcher is somewhat surprised as the perception of this factor by the NGO stakeholder group is not entirely aligned with that of the Park Staff stakeholder group. Since NGO members, especially the Friends' groups, work so closely with Ontario Parks and are

relied upon by Ontario Parks to provide and manage visitor services, to assist and conduct park maintenance, by operating a provincial park and, by donating sometimes important amounts of their revenue generated from the sale of merchandise by visitors to Ontario Parks (Friends of Algonquin Park, 2008; ECO, 2007). Although these Friends' organizations play a large role in the management of Ontario Parks, they do not perceive Ontario Parks as being properly accountable in regards to the capital decisions they are making.

Ontario Parks may need to revisit the manner in which they are involving NGO participants within their various decision-making processes in order to become more accountable.

The participants within the Contractor and Local Resident stakeholder groups perceived this factor as weak, towards poor governance. The participants within the Contractor and Local Resident stakeholder group perceived Ontario Parks as not properly disclosing information on capital projects, major expenditures, sources of revenue, park policies, performance evaluations or tendering processes.

Visitors, Contractors, and Local Residents typically have the lowest amount of management responsibility and it may be why they perceived the governance factor accountability as lower than participants within the other two stakeholder groups. Their low involvement in management may also indicate or provide reasoning as to why they are not familiar with or do not believe they are kept informed of: capital projects undertaken by Ontario Parks; the costs associated with these projects; where the revenue necessary and required to undertake such projects is coming from; they are not familiar with park policies or performance evaluations; and, may not believe that the tendering process utilized by Ontario Parks is open or fair. Ontario Parks should consider creating or further developing existing

avenues which would allow Ontario Parks to be made and perceived as being more accountable than what they already are.

6.5.8 Strategic Vision

Finally, participants within the Park Staff, Visitor, Contractor and NGO stakeholder groups perceived the governance factor Strategic Vision more positively than participants within the Local Resident stakeholder group. Statistically, Park Staff, Visitor, Contractor and NGO stakeholder groups did not differ from each other in their perception of this governance factor. Statistically, the perception of this governance factor by the Local Resident stakeholder group did not differ from the perception of this same factor by the NGO or Contractor stakeholder groups but did statistically differ from the perception of this factor by the Park Staff and Visitor stakeholder groups.

Overall, participants within the Park Staff stakeholder group perceived this factor closest towards good governance indicating that they view the planning and management of Ontario Parks as having proper broad and long term perspectives; as being capable of understanding the historical, cultural and social complexities by which Ontario Parks was created and continues to be influenced by; as playing a global role in protecting the natural world and ensuring that the use of the natural resources is done in both an equitably and ecologically sustainable manner; and, is properly protecting significant natural, cultural and recreational environments while also providing ample opportunities for visitors to enjoy these environments through various forms of recreation. Park Staff felt that the existing park management plans were effectively being implemented. This finding is not surprising since Park Staff are responsible for creating and implementing Ontario Parks' strategic vision.

It is possible that the perception of this factor by the Visitor, Contractor and NGO stakeholder groups, all of which viewed this factor closer towards 2 than 3, indicates that they mostly perceive the planning of Ontario Parks as properly fulfilling missions of the World Conservation Union and of Ontario Parks.

Although participants from the Local Resident stakeholder group perceived this governance factor positively, they had more negative perceptions of Ontario Parks Strategic Vision than participants within the other four stakeholder groups. It is possible that Local Resident participants, although they live very close to a Park, may have little involvement in management decisions and, therefore, are less familiar with various other aspects of park management, possibly due to this low involvement. The lower level of Local Resident involvement may be seen as having a negative affect on the manner in which they perceive Ontario Parks Strategic Vision.

6.5.9 Effectiveness-Process, Consensus Orientation and Rule of Law

The perception of the governance factors Effectiveness-Process, Consensus Orientation and Rule of Law by all five stakeholder groups did not statistically differ from each other. Of these three governance factors, Effectiveness-Process and Rule of Law were perceived most positively. This would indicate that all participants agreed that Ontario Parks is able to effectively deliver what they promise, to perform its' duties consistently well, that it is concerned with the quality of the services it provides and that it is effective because it provides the majority of services. In conjunction with this, Ontario Parks is perceived to properly deliver its announced policies, it is capable of controlling inappropriate land use, it enforces park rules, it protects whistle-blowers, and, Ontario Parks complies with the letter of the law and legislation.

6.5.10 Overall Perception of Ontario Parks Governance Model by the Five Stakeholder Groups

Using the evaluation method described in section 6.3 to determine if good governance is present, it is possible to evaluate the overall perception of Ontario Parks' governance model for each of the five stakeholder groups. Using the basis that a score of 1 represents good governance and a score of 5 represents poor governance, an overall score closest to 12 will indicate good overall perceptions for Ontario Parks' governance model while scores closest to 60 will indicate poor overall perceptions for Ontario Parks' governance model. The data revealed that Park Staff (26.03) viewed Ontario Parks Governance model closest towards good governance while the Local Residents (32.58) perceived it closest towards weak governance. In between these two extremes, we have the Visitors (28.86), NGOs (28.96) and the Contractors (30.96). The Visitors and NGOs, overall, appear to be quite similar in their perception of the 12 governance factors while Contractors are aligned with the Local Residents. The overall score attributed by each of the five stakeholder groups for Ontario Parks' governance model clearly highlights which stakeholder groups are in need of consideration by Ontario Parks.

6.5.11 Don't Know and Not Applicable Responses

The results revealed that for seven of the 12 governance factors, Financial Equity, Public Participation, Consensus Orientation, Transparency, Rule of Law, Accountability and Strategic Vision, a large segment of the population selected the option of Don't Know when responding to the items within each of these factors. Further analysis revealed that the majority of participants that selected Don't Know responses for these seven factors were from the Visitor stakeholder group. In order to better understand why visitors selected this option,

the researcher separated the visitor stakeholder group using the control variables used in the second research question. The results revealed that the majority of participants that selected Don't Know were female, had either a College Diploma or University Degree, spent no more than seven days in their primary Ontario Park and no more than 28 days in all Ontario Parks, are 60 years of age or younger, were most familiar with contexts within the Park Services category and were financially secure as 50 % had an annual household income level of \$80,000 or more. On the surface, this information is baffling as one could have expected that the well-educated participants would have been most capable of understanding the items with these factors. Although this information does not allow the researcher to make definitive conclusions, plausible hypotheses can be formulated. It is possible that the majority of well-educated female participants selected Don't Know rather than to provide an answer on the scale as they truly did not know the answer and, understood that it was better for the integrity of the research to state that they did not know the answer to the items rather than guess. It is also possible that although participants that selected Don't Know were well educated, they had never really thought about these seven factors while visiting the park or, while participating in various contexts within the park context categories. It is also possible that women have different workloads than men within family vacation and therefore, may be less likely to pay attention to these governance factors when vacationing in Ontario parks (Shaw, Havitz & Delemere, 2008). Finally, it is possible that the park context that these participants were asked to select at the beginning of the instrument was simply not relevant or, did not make sense to the participants when incorporated into the items within these seven factors. Although these are possible explanations as to why participants selected Don't Know, they are not definitive answers. More research is needed in order to better understand why these seven governance

factors received higher levels of Don't Know responses than did the other five governance factors.

The results revealed that six of the 12 governance factors, Financial Equity, Public Participation, Consensus Orientation, Transparency, Rule of Law and Accountability, a larger segment of the population selected the option of Not Applicable when responding to the items within each of these factors. Further analysis revealed that the majority of participants that selected Not Applicable responses for these six factors were from the Visitor stakeholder group. The researcher did not conduct any further analysis to determine if separating the Visitor stakeholder group using the control variables used in the second research question would shed some light into which segments of that group felt that items were not applicable to them due to sample size.

6.5.12 Hypotheses

Based on the literature, the researcher formulated six hypotheses for this study (see section 2.7). The data collected provided enough information to allow for the researcher to test the first four of six hypotheses. Each of these four hypotheses is described below.

Unfortunately, the researcher did not have enough data and was therefore, not able to test the two hypotheses directed at differences between NGO organizations. Since the hypotheses were created before the survey development, the researcher was unaware that items within two of the 10 governance criteria would separate and create two additional factors. Due to the two new governance factors the researcher opted to modify the hypotheses in order to include these four new governance criteria. Each hypothesis will be presented and will either be accepted or rejected based on the results obtained in this study.

6.5.12.1 Hypotheses 1

The first hypothesis stated 'The perceptions of the ten principles of governance will differ for each of the five stakeholder groups'. Although differences were observed in the perception of the 12 governance factors by the five stakeholder groups, only a proportion of the perceptions were statistically different using the probability level of 0.05 between certain stakeholder groups. As statistical differences were not observed in the perception of the 12 governance factors between all five stakeholder groups, the hypothesis is not accepted. There was more agreement amongst the groups than had originally been expected.

6.5.12.2 Hypotheses 2

The second hypothesis stated 'Park Staff will perceive Public Participation, Consensus Orientation, Equity and Rule of law as closer towards good governance than Contractors'. The results revealed that no statistical difference between the Park Staff and Contractor stakeholder groups for the perception of the governance factors Public Participation, Consensus Orientation, and Rule of Law were present. The perception between Park Staff and Contractors did differ statistically for governance factor Financial Equity but not for General Equity. Since statistical differences ($p < .05$) were only observed for the perception of Financial Equity and were not observed in the perception of Public Participation, Consensus Orientation, General Equity and Rule of Law between the Park Staff and Contractor stakeholder groups, the hypothesis cannot be accepted. The level of agreement between Park Staff and Contractors for the perception of the governance factors listed is most likely due to the small Contractor population.

6.5.12.3 Hypotheses 3

The third hypothesis stated ‘Contractors will perceive Accountability, Responsiveness and Efficiency as being closer towards good governance than Park Staff’. The results revealed that no statistical difference ($p < .05$) between the Contractor and Park Staff stakeholder groups for the perception of these three governance factors was present and therefore, the hypothesis is not accepted. The level of agreement observed between Park Staff and Contractors for the perception of the governance factors listed is most likely due to the small Contractor population

6.5.12.4 Hypotheses 4

The fourth hypothesis stated ‘Local Residents will perceive all ten criteria of governance as being closer towards weak governance than will the Park Staff and Contractor stakeholder groups’. Statistical differences ($p < .05$) were observed between Local Residents and Park Staff for the governance factors Responsiveness, General Equity, Transparency, Accountability and Strategic Vision were Local Residents did in fact perceive these governance factors closer towards weak governance than Park Staff. However, statistically, Local Residents did not perceive all 10 governance factors closer towards weak governance when compared to Park Staff and therefore, the hypothesis cannot be accepted.

6.5.13 Overview of Research Question 1

Overall, participants within the Park Staff stakeholder group perceived all 12 governance factors most positively while Contractors and Local Residents perceived them most negatively. It is logical that Park Staff participants had the most positive scores as they are the ones that work within and implement Ontario Parks’ governance model. Participants

within the NGO and Visitor stakeholder groups were often aligned with Park Staff participants in their perception of the 12 governance factors. This finding makes logical sense since in the case of Ontario Parks, NGOs often work side by side with Ontario Parks in both management implementation and service provision. Meanwhile, Ontario Parks' governance model is designed to cater to the Visitors since they are the predominant source of funding for park operations. Therefore, Ontario Parks has an interest to ensure that Visitors positively perceive Ontario Parks' governance model in order for Ontario Parks to continue functioning successfully. Conversely, Contractor and Local Resident participants are arguably those that should have the greatest understanding of Ontario Parks' governance model since Contractors work within the park, Local Residents reside near the park and both these stakeholder groups are directly and indirectly influenced by visitors to Ontario Parks and various park management mandates, regulations and policies. The manner in which the participants within these two stakeholder group perceived the 12 governance factors may be most telling in terms of the overall state of Ontario Parks' governance model. The researcher is mindful that the information collected and interpreted in this study is not capable of providing the reader with a precise account for the influences or reasoning behind the perception of the 12 governance factors by participants within the five stakeholder groups. The information presented above should serve as a starting point to guide future research in order to gain a deeper understanding for the reasons why participants within each of the five stakeholder groups perceived the 12 governance factors as such.

The information does highlight certain factors within Ontario Parks' governance model that need to be addressed by Ontario Parks if they wish to improve their governance. The researcher would like to stress that the 12 governance factors should not be understood as separate criteria but rather, should be seen as strings within a spider's web. All strings need to

be present in order for the web to function properly. When one string is damaged or missing, it affects the integrity of the web. If the string is not repaired or reinstated, it will eventually lead to the demise of the web and the death of the spider. Although all 12 governance factors were perceived positively by the entire population, certain stakeholder groups within the entire population have either low positive perceptions or negative perceptions for certain governance factors. Ontario Parks should consider improving its governance system for the areas in which it is currently lacking. The researcher would recommend to Ontario Parks that it considers which governance factor to tackle first as Ontario Parks may only need to rectify one or two factors in order to observe improvements in the remaining factors. Based on the literature and supported by the findings, the researcher would recommend that Ontario Parks revisit the Public Participation and possibly Transparency factors of its governance model. Improving these would most likely improve scores for the perception of the other 10 governance factors.

The United Nations Development Program (UNDP) (1997) provided a list of ten characteristics of good governance principles (Table 1). According to the UNDP (1997), these ten principles form an interrelated group in which the core characteristics are mutually reinforcing and can thus, not stand alone. The presence of these ten principles in the management practices of parks and protected area agencies or industries represent good governance. The issue, as stated by Graham et al. (2003) is determining whether or not these ten principles are a part of the management practices of parks and protected areas, reinforcing the need for current research in this area of study. This study reveals that 12, not 10 governance principles form an interrelated group. The findings of this study allow the researcher to answer Graham et al.'s (2003) query of determining whether or not the ten principles of governance identified by the UNDP (1997) are present in management practices for parks and protected areas. In fact, the results revealed that not only are the 10 UNDP

governance criteria present in Ontario Parks management model, but two of these criteria, Effectiveness and Equity, formed subcategories. These sub-groups were formed based on the wording, area or topic that items attempted to measure.

6.6 Comparing Members within Each Stakeholder Group

During the analysis of the data, the researcher observed some disagreement within each of the five stakeholder groups in regards to the perception of the 12 governance factors. In an attempt to determine the cause for this level of disagreement between participants within each group, the researcher made the decision to separate participants into various categories based on certain control variables. Although disagreement in the perception of the 12 governance factors was observed within the Contractor stakeholder group, the researcher made the decision to not separate participants within this group into various categories based on the control variables. This decision was made on the basis that only eight participants self identified as belonging to this stakeholder group and that any comparisons made between participants within this stakeholder group would be futile as the researcher would not be able to make any generalizations based on the results obtained. The reader is also reminded that although comparisons were made between members within the Local Resident and NGO stakeholder groups, using control variables, the differences or lack thereof observed may not entirely be representative due to the smaller sample for each of these two stakeholder groups. Participants within each of the five stakeholder groups were compared using the control variables: sex, education level, time spent in primary Ontario Park, time spent in all Ontario Parks, birth periods, park context categories and annual household income categories. These control variables were used in an attempt to determine if these could explain certain levels of disagreement observed between participants within the five stakeholder groups. The results

revealed that in certain instances, the control variables did have an effect on the perception of the 12 governance factors and could shed some light as to where the level of disagreement on the perception of certain governance factors for participants within the five stakeholder groups could stem from. These are discussed below.

6.6.1 Differences Based on Sex

All participants within the Park Staff, Visitor, Local Resident and NGO stakeholder groups were divided into two groups based on sex in order to determine if there were differences in how male participants perceived the 12 governance factors when compared to female participants. Overall, it appears that a pattern formed where female participants from the Park Staff, Visitor, Local Resident and NGO stakeholder groups perceived the 12 governance factors closer to one (good governance) when compared to their male counterparts. The difference in perception between male and female respondents for certain governance factors were statistically different within the Park Staff, Visitor, Local Resident and NGO stakeholder groups. Female participants within the Park Staff stakeholder group, for some reason unknown to the researcher had much more positive perceptions of the governance factor Responsiveness when compared to the perception of male Park Staff participants. Similar findings were found for female participants within the Visitor stakeholder group who perceived the governance factors Financial Equity, Efficiency and Consensus Orientation closer towards good governance than their male counterparts. Female participants within the Local Resident Stakeholder group also perceived the governance factors Effectiveness-Process, General Equity and Consensus Orientation closer towards good governance when compared to male participants from that same stakeholder group. Statistically, female participants within the NGO stakeholder group differed from their male counterparts in the

perception of the governance factors Responsiveness, Effectiveness-Process, General Equity, Efficiency and Public Participation. Again, the female NGO participants perceived those factors as being closer towards good governance than did male NGO participants.

These differences in perception between male and female participants in regards to how they perceived the above governance criteria and, why the differences in perception for certain governance criteria differed between male and female participants from certain stakeholder groups and not others, cannot be explained by the researcher. More research is needed in order to understand why these differences occurred and also, why female participants, when compared to male participants, from the Park Staff, Visitor, Local Resident and NGO stakeholder groups as a whole, perceived the 12 governance factors closer towards good governance.

6.6.2 Differences Based on Level of Education

Participants within the Park Staff, Visitor, Local Resident and NGO stakeholder groups were separated into four categories based on their level of education. The four categories were: Secondary School, Apprenticeship, College Diploma, and University Degree. The data revealed that for participants within the Park Staff, Local Resident and NGO stakeholder groups, the education category in which participants were placed into statistically, did not affect the manner in which they perceived the 12 governance factors. For participants within the Visitor stakeholder group, the education level of participants did statistically affect their perception of 3 of the 12 governance factors. Participants within the Apprenticeship category perceived the governance factors Effectiveness-Outcome, Consensus Orientation and Strategic Vision closer towards weak governance than participants within the College Diploma, University Degree or Secondary School categories. For reasons unknown to the

researcher, it appears that participants within the Apprenticeship category do not perceive Ontario Parks as having the ‘proper capacity to realize organizational objectives’, of ‘having a weak ability to mediate differing interests’ and ‘of not having proper or adequate long term perspectives’. More research is needed in order to determine how and why the education level of participants affected the manner in which they perceived certain governance criteria for Ontario Parks’ governance model, specifically, why people who have an apprenticeship education level tend to perceive Ontario Parks’ model so differently than people with other types of education.

6.6.3 Time Spent in Primary Ontario Park

Participants within the Park Staff, Visitor, Local Resident and NGO stakeholder groups were separated into three categories based on the number of days they had spent within the last 12 months in what they would consider to be the primary Ontario Park that they associate themselves with. As provided earlier in the thesis, the three groups that participants were separated into were: zero to seven days, more than 7 days and up to 28 days, and more than 28 days and up to 365 days. This was done under the assumption that the participants that spent the least amount of days in their primary park would be less knowledgeable of the governance model of Ontario Parks than participants that spent more than seven days and up to 28 days in the park, while participants that spent more than 28 days in the park would be most knowledgeable of Ontario Parks governance model. Due to the presumed differences in familiarity with the park and knowledge of its management, the number of days that participants spent in a given park should influenced how they perceived Ontario Parks’ governance model. The data revealed that for participants within the Visitor, Local Resident and NGO stakeholder groups, the number of days they spent within their selected Ontario Park

did not statistically influence the manner in which they perceived the 12 governance factors for Ontario Parks' management model. Participants within the Park Staff stakeholder group that spent more than seven days and up to 28 days in their chosen park perceived the governance factor Effectiveness-Outcome statistically closer towards good governance when compared to Park Staff participants within the other two categories. Park Staff participants that spent seven days or less in their chosen Ontario Park perceived the governance factor Transparency farther away from good governance when compared to Park Staff participants within the other two categories. Overall, it appears that Park Staff participants that spent seven days or less in their chosen Ontario Park perceived Ontario Parks' governance model as weaker than Park Staff participants within the other two categories. It is possible that although all participants within this stakeholder group were park employees and, it could be assumed that all should have a similar understanding of Ontario Parks governance model, those that spent seven days or less in their chosen park are not as familiar with the park and, therefore, may lack interest in better understanding the governance model under which that park is managed. Although this may be true, further research is needed in order to better understand why these differences in perception were found.

6.6.4 Time Spent in All Ontario Parks

Participants within the Park Staff, Visitor, Local Resident and NGO stakeholder groups were separated into three categories based on the number of days they had spent within the last 12 months within all Ontario Parks. As provided earlier in the thesis, the three categories were: zero to seven days, more than 7 days and up to 28 days and, more than 28 days and up to 365 days. Participants were separated into these three groups under the assumption that participants that spent the least amount of days in all Ontario Park would be

less knowledgeable than participants that spent more than seven days and up to 28 days in the parks while participants that spent more than 28 days in the parks would be most knowledgeable. Due to the assumption that the more days spent in all Ontario Parks should affect the participants' familiarity of the parks and in turn, their presumed knowledge of its management, the number of days that participants spent in all Ontario Park should influenced how they perceived Ontario Parks' governance model. The data revealed that the number of days spent in all Ontario Parks did not affect the manner in which participants within the Local Resident stakeholder group perceived the 12 governance factors. The number of days spent in all Ontario Parks did affect the manner in which participants within the Visitor stakeholder group perceived the governance factor Efficiency but did not affect how they perceived the remaining 11 governance factors. Visitor participants that spent seven days or less or, more than 28 days in all Ontario Parks perceived that factor closest towards good governance. Visitor participants that spent more than 7 days and up to 28 days perceived that governance factor farther away from good governance than participants within the other two groups. Similar findings were observed in the perception of the governance factor Effectiveness-Outcome for participants within the Park Staff stakeholder group. Park Staff participants that spent more than 7 days and up to 28 days in all Ontario Parks perceived that governance factor closest to 1 while Park Staff participants that spent more than 28 days perceived that governance factor the lowest. For both the Visitor and Park Staff stakeholder groups, more research is needed in order to better determine if differences exists between the three categories for the respective governance factors mentioned and reasons for those potential differences.

Participants within all three categories from the NGO stakeholder group differed in their perception of the governance factor Financial Equity. Participants that spent more than 7

days and up to 28 days perceived that governance factor closest towards good governance while NGO participants that spent more than 28 days in their chosen park perceived that governance factor the lowest. As only one participant stated spending seven day or less in all Ontario Parks, this score only represents the opinion of one participant and thus, the researcher does not feel comfortable making any assumptions based on the data provided. It is possible that NGO participants that spent more than 7 days and up to 28 days in all Ontario Parks perceived the governance factor Financial Equity as closest towards good governance when compared to NGO participants that spent more than 28 days in all Ontario Parks simply because they are not inside the park long enough to view the manner in which user fees or government funding is managed. It is also possible that participants that spent more than 28 days in all Ontario Parks are actively involved in administering, managing or implementing park facilities or services and are thus, better able to view and understand the manner in which user fees and the park budget is administered and used by Ontario Parks.

6.6.5 Birth Periods

All participants within the Park Staff, Visitor, Local Resident and NGO stakeholder groups were divided into three categories based on the time period in which they were born. The categories were: 1939 to 1949, 1950 to 1969 and, 1970 to 1989. The categories were created under the assumption that birth periods represent differences in mind set in regards to the management of protected areas. The data revealed that the time period in which participants from the Visitor stakeholder group were born did not affect the manner in which they perceived the 12 governance factors. Statistical differences in the perception of the governance factors Financial Equity and Efficiency were observed for participants within the Park Staff stakeholder group. For both these factors, participants born between 1970 and 1989

perceived these closer towards good governance than did Park Staff participants within the other two categories. These differences in perception may illustrate the change in school of thought for the management of protected areas that went from forestry-based to recreation-based management which occurred during those time periods (Killan, 1993). Participants within the Local Resident stakeholder group differed in their perception of the governance factors Accountability and Strategic Vision. Local Resident participants born between 1939 and 1949 perceived both governance factors as having levels of good governance. Local Resident participants within both remaining categories perceived Accountability negatively, towards weak governance. Participants born between 1950 and 1969 perceived Strategic Vision as having weak levels of governance while those born between 1970 and 1989 perceived it as positive but closer towards weak governance. This illustrates that for reason unknown to the researcher, Local Resident participants born between 1939 and 1949 perceived those two factors closer towards good governance. It is possible that Local Residents born between that time period had more involvement in the creation of provincial parks since the Ontario Parks branch and the creation of new parks began during the late 1940's and continued on until the mid 1960's (Killan, 1993).

Participants within the NGO stakeholder group differed in their perception of the governance factor Transparency. NGO participants born between 1950 and 1969 perceived that factor as having much closer levels of good governance than did participants within the other two categories. It is possible that the NGO participants born between 1950 and 1969 have greater involvement with Ontario Park and therefore, perceive it to be more transparent than participants within the other two categories. However, more research is needed in order to determine why this difference for the perception of this governance factor occurred between NGO participants.

6.6.6 Park Context Categories

Participants within the Park Staff, Visitor, Local Resident and NGO stakeholder groups were separated into three categories based on the park context categories they selected. Recall that the categories were: Park Services, Park Administration and Management, and Other. Participants within each group were separated into these three categories under the premise that participants most familiar with park services may perceive the 12 governance factors differently than participants within the park administration and management category. Originally, the researcher assumed that the categories that participants self declared under 'other' could be placed within either the Park Services or Park Administration and Management categories. However, certain self-declared categories did not fit under either category listed above and therefore, the researcher had to create and place these under the third category of 'Other'. Participants within the Park Staff stakeholder group only selected contexts under the Park Services or Park Administration and Management categories. The data revealed that regardless of which category participants within this stakeholder group were placed in, these did not affect the manner in which they perceived the 12 governance factors for Ontario Parks. The categories in which participants within the Local Resident, NGO and Visitor stakeholder were placed in did affect their perception of certain governance factors. Participants with the Local Resident stakeholder group placed in the Park Services category perceived the governance factor General Equity as being closer towards good governance than did Local Resident participants within the other two categories. Similar findings occurred for participants placed into the Park Services category within the Visitor stakeholder group for the governance factors Effectiveness-Outcome and Effectiveness-Process, Financial Equity, Efficiency and Strategic Vision. Participants within the NGO stakeholder group placed into the Park Administration and Management category perceived the governance factors

Effectiveness-Process, General Equity, Financial Equity, Efficiency, Public Participation and Strategic Vision as weaker while participants within the other two categories perceived those governance factors higher, towards levels of good governance. It is possible that NGO participants within the Park Administration and Management category perceived those governance factors as weaker due to their close ties with Ontario Parks. These NGO participants are most likely well-informed of park administration and management practices and may not feel as though Ontario Parks is as efficient, effective, or equitable as they could be; they may view Ontario parks as lacking in public participation; and, view Ontario Parks as not properly following their management plans and mission statement. Overall, it appears that for participants within the Local Resident, NGO and Visitor stakeholder groups, those most familiar with park administration and management practices and, those that felt strongly about a park context as illustrated by them self selecting one, are most critical of all 12 governance factors for Ontario Parks' governance model. Although this is a plausible explanation for these observed differences, more research is needed in order to gain a better and thorough understanding for why participants less familiar with park administration and management practices perceived the 12 governance factors closer towards good governance.

6.6.7 Overall Annual Household Income Categories

Participants within the Park Staff, Visitor, Local Resident and NGO stakeholder groups were separated into four categories based on their overall annual household income. The four categories are based on Revenue Canada tax brackets as discussed in section 5.2. Participants were separated into these four income categories in order to determine if the amount of income affected the manner in which participants perceived the 12 governance factors for Ontario Parks. The data revealed that differences in annual household income did

not affect the manner in which participants from the Local Resident, Park Staff and NGO stakeholder groups perceived the 12 governance factors. Participants within the Visitor stakeholder group that had an annual household income level of \$79,999 or less perceived the governance factor Strategic Vision closer towards good governance than did Visitor participants that had an annual household income level of more than \$80,000. It is possible to assume that participants within the lower income categories may also have a lower level of education, thus, it is possible that they may not be as critical or knowledgeable of Ontario Parks Strategic Vision and therefore, simply assumed that they were following it as demonstrated in their perception. More research is needed in order to determine the true cause for this difference in perception between those participants within the Visitor stakeholder group.

6.7 Overview of Research Question 2

The use of control variables, in certain, select instances was able to shed some light as to why certain levels of disagreement were observed in the perception of the 12 governance factors by participants within the Park Staff, Visitor, Local Resident and NGO stakeholder groups. However, the control variables were not capable of providing statistical inferences between all members within these four stakeholder groups. It is plausible that this could have occurred for a number of reasons. Two likely possibilities are first, the sample sizes were too small and therefore, differences between groups were not clearly identifiable or secondly, there are simply few differences within the groups based on the control variables used. In many instances, when controlling for a certain aspect of the sample, patterns of response were observed by the researcher such as female participants' perceiving the 12 governance factors closer towards good governance than the male participants. It is possible that in such

instances, a larger sample size would have allowed the researcher to obtain more definitive answers. Although the researcher observed greater variances in the perception of the 12 governance factors when controlling for the Park Staff, Visitor, Local Resident and NGO stakeholder group populations, Ontario Parks' governance model continued to be perceived positively by the majority of the population. Further research and possible larger sample sizes would allow for comparisons with these results to be made; to possibly provide a better understanding as to why certain variables were perceived differently within certain population groups while others were not; and, may be able to better explain why certain patterns of response were observed in this study. Unfortunately, the researcher obtained few surveys completed from the view-point of Contractors and therefore, was not able to make comparisons amongst participants from that group using the control variables.

Chapter 7 Study Limitations

As with all research, this thesis had its share of limitations. Limitations can accrue from sampling biases, research contacts, cooperation from participants, time constraints, survey design, human resources, and budget restrictions. The limitations of this study are described below.

7.1 Sampling

It is possible that bias may have been present due to the convenience sampling methods used in this study. This can be attributed to the potentially limited scope of the population samples which were brought about by the sampling techniques. Obtaining responses from non-government organizations, volunteer organizations, local communities and the private contractors was difficult.

Although numerous NGO and Friends organizations were contacted (Appendix T), response rates were low for that stakeholder group. This can be attributed to the following possibilities. It is possible that members of NGO and volunteer organizations completed the survey but did not identify or select the category “member of a volunteer organization” as their primary role. However, as described in the result, the low response rate can most likely be attributed to persons contacted within the NGO organizations by the researcher not passing along the survey information to board members, staff or general membership.

The researcher relied on the person contacted from each NGO or volunteer organization to pass along the research and survey information to their staff, personal and organization members. It was evident that during some of the follow up emails and telephone

conversations, this did not occur. Although these contacts were reminded on a weekly basis to send the information to other staff and members, they seldom did. Thus, in certain instances, only the person contacted by the researcher completed the survey.

Although the researcher always asked for as many participants as possible from the organizations contacted, certain organizations did not want to send the survey information out to other staff, personal or general members. The information was not passed along because the person contacted felt that other staff, personal or members would not be able to properly answer the questions or would not be interested in participating. Rather, the contacted individual decided that it would be better if only he/she completed the survey or, to have the board or upper level staff sit down together and completed the survey as a group. This can provide an explanation as to why, in certain instances, only one survey was completed on behalf of a specific NGO or volunteer organization.

When deciding which NGO or volunteer organizations to approach in order to ask for their participation in this study, the research conducted various internet searches and focused on agencies which either had an environmental focus related to the province of Ontario, focused on recreation in Ontario or that were directly related to Ontario Parks. Certain agencies such as the Ontario branch of the Wildlands League and the Ontario Federation of Anglers and Hunters had multiple articles discussing various issues, or opinions/views they had of Ontario Parks or the projects they were working on or had previously worked on related to Ontario Parks. When contacted and asked about their involvement with Ontario Parks, the researcher was clearly informed that these agencies had a strong interest in Ontario Parks and had knowledge of various Ontario Park management mandates, laws and regulations. These agencies seemed to be perfect candidates for potential participants in this study. However, the individuals contacted made a decision on behalf of their agency to not forward the survey

information to other staff, personal or members and thus, did not allow other staff, personal and members to participate and to not properly represent their agency in the findings of this study.

All known Friends organizations were contacted by the researcher. Certain friend's organizations have well defined contact channels while others are poorly developed. Certain Friends organizations do not have an email address or telephone number and can only be contacted through regular mail. This made contacting these NGOs extremely difficult and a timely process. Other Friends' organizations have email addresses and telephone numbers. However, when telephoning certain of these Friends groups, the researcher was never able to contact with them due to the following reasons. 1) The wrong telephone number was provided on their website; 2) The telephone number provided on their website was out of service [for the winter months]; 3) Due to the research being conducted during the winter/early spring months, there was no one to answer the phone because no staff was yet present; 4) In certain instances, the researcher left a message detailing his reason for calling along with his contact information and asked that the NGO contacted to please return his call. The researcher's message was not often acknowledged; and, 5) On other occasions, the researcher telephoned and was sent to a voice mail but could not leave a message because the voice mail was full.

Certain Friends groups can only be contacted by either mail or email. The researcher sent multiple emails detailing the study and asked for that friend's group participation but never received any notification that the emails had been received or passed along to other personal or members.

7.2 Time Constraints

Certain Friends groups were eager to participate but could not do so until the study had been approved by their board members. For most Friends' organizations, board meetings occur on a monthly or seasonal basis. In certain instances, the researcher had already missed the deadline for submitting the survey information to the board; the board had met before the research began; or, was going to meet after the data gathering period ended. In other instances, board meetings were cancelled due to snowstorms and thus, the research study was not presented. In one instance, the board agreed to place a write up of the study in their spring news letter; however, the news letter was to be distributed two months after the data gathering period and thus, was not included in the news letter.

7.3 Human Resources

One Friends organization graciously accepted to send an email to all members on the researcher's behalf but included the wrong link to the survey. Thus, even if members were interested in participating, they could not. The researcher made multiple attempts to contact the individual from that organization who sent out the email by either telephone or email asking if the original email could be resent with the addition of the correct link to the survey. No response was ever obtained. Certain Friends organizations agreed to present the study at the board meetings in order to obtain permission to advertise the survey on behalf of the researcher. However, in two instances, the person responsible for presenting the survey information to the board forgot to do so. Thus, the survey was not able to be approved and or advertised to the members of that organization.

7.4 Survey Distribution

Having local community members complete the survey proved to be difficult. The three methods used to contact members of local communities had a wide reach and yet, very few surveys were completed from the perspective of a member of a local community. This could potentially be attributed to the following reasons:

The advertisement placed in the news papers were relatively small and were located at the end of the news papers within the classified sections. It is probable that few people took the time to read through the classified sections or, if they read through the classified section, it is likely that they did not notice the advertisement as it was piteous. Even if people read through the classified section and saw the advertisement, having to go to the computer and enter the website address to complete the survey could have been a deterrent and may be why response rates were low. Perhaps, the funds used to place the advertisement in all five news paper should have been directed to placing one larger advertisement designed by the researcher in a prominent section of a single news paper within a single community in order to better target potential participants.

Although the survey was placed on various municipal websites and blogs, it is possible that few people in the communities viewed these websites and thus, did not see the posting for this study. One municipality posted the survey information but included the wrong link to the survey. Thus, even if participants wanted to complete the survey, they were unable to do so. The proper link to the survey was eventually placed on the blog but it is possible that potential participants were lost during the time period when the improper survey link was posted. Although the survey information was posted on certain municipal websites, the survey information was not always posted on the home page. This meant that potential participants

had to navigate through the municipal website to eventually find the information about the survey and the survey link or, found the information haphazardly. Higher response rates could potentially have been obtained if the survey information would have been posted on the home page for all municipalities instead of being placed on secondary pages. It is also possible that even if local residents saw the information for the survey, they may not have been interested in taking the time to participate.

News letters were sent by various municipalities, tourism organizations and chambers of commerce on the researcher's behalf detailing the study and asking for the recipients of the newsletters to participate. However, certain municipalities, tourism organizations and chambers of commerce send out multiple news letters to their members on a weekly basis. It is possible that the people who receive these newsletters do not read through them due to the high number of newsletters they receive every week and thus, never read the news letter or saw the survey information included. It is possible that the people who received the news letter and saw the information for the study did not participate because they do not see or understand the value of this research and the potential implications it could have for them.

7.5 Cooperation from Participants

In a previous study conducted by Paul Eagles (Personal Communication, November, 12, 2006) in Algonquin Provincial Park, obtaining information from private contractors was not possible. This has since been attributed to the manner in which the questions were presented. Thus, great care was taken when presenting the survey to private contractors and when asking them to participate in the study. The researcher clearly stated and reinforced the importance of having private contractors complete the survey and that completing the survey was the only way to have their voices and opinions represented in this study. Although all

measures were taken to fully educate the contractors contacted for this study and the importance of their participation for this study, very few contractors actually took the time to participate; to send the survey information to their staff; or, to provide their staff members with the required time or access needed to complete the survey. Due to the initial low response rate of private contractors, the researcher attempted to contact private contractors or licensees using the information presented on backcountry camping maps. Some of the contractors contacted were willing to participate but were not able to do so due to their lack of access to the internet. It is also possible that certain contractors who were contacted by the researcher completed the survey but did not self identify as a contractor but rather, as a member of one of the other four stakeholder groups. As previously stated, many private sector contracts with Ontario Parks are for “behind the scenes’ type of services such as grounds maintenance, snow removal, building maintenance, or garbage removal. In most instances, it is likely that the contracts are held by private individuals or companies that also have multiple other contracts within the area. Thus, the contracts they hold with Ontario Parks is just a small piece of their larger business objective and therefore, they do not place much importance on Ontario Parks’ governance model. The lack of participation from contractors can indicate that they do not care for or about the governance model of Ontario Parks and are simply there, either because they are required to be, to earn a living, do not see themselves as being impacted by Ontario Park laws, regulations, mandates or management practices or, do not perceive themselves as impacting Ontario Park laws, regulations, mandates or management practices. Therefore, they did not take the time to participate in the study.

7.6 Survey Instrument

The survey and information package were sent to numerous individuals, agencies and organizations across the province of Ontario. Although the survey was designed to work and be compatible with multiple types of internet and computer interfaces, it is probable that the researcher lost potential participants from the northern and isolated regions of the province due to the type of internet access present. Most northern and remote areas of the province can only obtain internet access through dial up or satellite connections. Dial-up internet is slow and could have been a deterrent in itself for potential participants as completing the survey could have taken much longer due to the required wait time between navigating from one pages to the next in the survey. Also, the type of internet access could also be attributed to the number of incomplete surveys as participants who began the survey using a dial up connection could have given up due to the long wait time associated with navigating between the survey pages. It is possible that participants using a satellite internet connection could have experienced problems in completing the survey due to outside factors such as cloudy weather.

Although the survey was designed to collect information on the perception of the 10 governance criteria identified by the UNDP, it also collected multiple forms of descriptive information such as the participant's ethnicity and race. The researcher would have liked to be able to use this information provided from participants as a control variable. However, the survey asked participants to self identify their race and ethnicity rather than select an option from a list as is done with the statistics Canada census. Due to this, the majority of participants did not state their ethnicity or race. When participants did state their ethnicity and race, they provided information that the researcher could either not use due to its nonsensical nature, or did not feel comfortable categorizing participants into ethnic or racial categories due to the level of subjectivity involved in doing so. If this research instrument is going to be used in the

future and if determining the race and ethnicity of participants is information the PGG would like to gather, they are strongly encouraged to revise these sections. If they are not interested in obtaining this information, they should consider removing these questions from the survey instrument.

The survey took 22 minutes on average to complete. The longest time period required to complete the survey was 1 hour and 49 minutes while the shortest time period was 6 minutes. These in-depth and very specific questions, coupled with the length of time required to complete the survey could have deterred certain participant from completing the survey. However, this could also indicate that only people who felt strongly about the governance model of Ontario Provincial Parks completed the survey making the findings stronger and potentially more relevant.

Chapter Eight Conclusion

This section provides a summary of this thesis. It is separated into five sections which follow the order of the results and discussion sections of this thesis. As such, section 7.1 will summarize the overall findings of this study. Section 7.2 will discuss and summarize the results and discussion that dealt with the first research question and hypotheses. Section 7.3 will discuss and summarize the results and discussion that dealt with the second research question. Section 7.4 will present observations made by the researcher for this project. Section 7.5 will make recommendations on future areas of research that explore governance for parks and protected areas.

8.1 Overview of the Study

The data gathered in this study allowed the researcher to answer both researcher questions asked and provided enough data to allow the researcher to test four of the six hypotheses. The results revealed interesting similarities and differences in the perceptions of the 12 governance factors for the overall population, between the five stakeholder group populations and within four (Park Staff, Visitor, Local Resident and NGO) of the five stakeholder group populations. Unfortunately, the researcher was not able to make comparisons within the Contractor stakeholder group due to its small size. Using past studies as a basis, the researcher provided meaningful interpretations of the data. When no information within the existing literature was available to aid in the interpretation of the data, the researcher provided possible hypotheses based on logical outcomes for why certain results were observed

Throughout this thesis, the researcher makes inferences on the level of good governance, as perceived by the entire population, the five stakeholder groups and within the five stakeholder groups for the perception of the 12 governance factors for Ontario Parks' management model. As stated in section 3.2.1, good governance refers to scores of 4, weak governance refers to scores of 5 while neutral perceptions refer to a score of 3. The data revealed that overall, Ontario Parks governance model was perceived positively, towards good governance. Only in select instances did certain stakeholder groups or members within that stakeholder group perceive certain of the 12 governance factors below 3, closer towards weak governance. The researcher would like to emphasize that a score below three, towards weak governance for governance factors did not often present themselves. It is true that in the result and discussion, the researcher explains statistical differences in the perception of the governance factors by indicating whether or not the perceptions are aligned closer towards good governance or closer towards weak governance. Sometimes, it is possible that both perceptions (e.g. 2.25 vs. 2.75) for one of the governance factors are higher than 3 (good governance) but that one of the scores is closer towards good governance than the other. Thus, the researcher would illustrate this difference by stating that the first score is closer towards good governance and that the second score, although positive, is closer towards weak governance.

8.2 Concluding Remarks for the First Research Question

Although it is impossible for the researcher to compare the pre-1996 management model of Ontario Parks to the post-1996 management model of Ontario Parks, it is clear, as revealed by the data, that the overall population of participants within this study perceived this current model to have good governance. However, examining how each individual stakeholder

group perceived Ontario Parks' governance model revealed statistically significant difference between certain stakeholder groups. Overall, Park Staff perceived the 12 governance factors closest towards good governance, while Contractors and Local Residents perceived the factors closest towards weak governance. The reader is reminded to take into account the small number of contractors that participated in this study and the possible discrepancies that may be present in the numbers observed for this stakeholder group. The difference in the perceptions of responsiveness between Park Staff and Local Residents may hint towards weak communication links. This is something that Ontario Parks should consider investigating. A possible way to remedy this difference in opinions between these two stakeholder groups would be for Local Residents to designate a liaison officer which would act as the main contact between their town, village, or municipality and Ontario Parks. Ontario Parks should consider doing the same by creating a position that would serve as the main contact between Ontario Parks and all Local Resident liaison officers. This would create proper channels for communication between the two stakeholder groups.

The lower level of perceived Effectiveness between the Contractors and Park Staff may point to some aspect of the contractual relationship which gives the Contractors some concern on this governance criterion. Since the researcher does not have access to contracting policies and documents for Ontario Parks, it is difficult for him to stipulate any conclusions. This is an area that needs further investigating in order to assess why these differences were observed. The lower level of perceived financial equity by Contractors when compared to Park Staff suggests that the Contractors feel there is a financial problem with their relationship to the park. This could possibly be caused by the low income they receive due to the competitive bidding for contracts and all costs associated with operating a business within Ontario Parks.

Again, it is difficult for the research to stipulate any conclusions since access to contracting policies for Ontario Parks are not readily accessible.

It appears that Local Residents do not perceive Ontario Parks as being entirely equitable to them. It is well-known that Local Residents often feel that they have a special relationship with their local parks, so much so that they often demand to pay lower fees and demand special access compared to other groups. Is it possible that the Local Residents feel that the equity given to all people lowers their equitable treatment? Again, the researcher feels as though this negative perception could potentially be rectified by instituting liaison officers between Ontario Parks and Local Residents. This would allow for concerns on equity to be properly and rapidly addressed by both parties.

The data suggested that Contractors see high levels of Efficiency within Ontario Parks but that Local residents see lower levels. It is possible that this difference is based on the management principles of the Contractors which are inline with those of Ontario Parks. Since Local Residents did perceive Ontario Parks as having lower levels of Responsiveness, it fits that they perceive Ontario Parks as having lower levels of Efficiency. Again, this may highlight the need to improve communication between Ontario Parks and Local residents as discussed above.

The data revealed that Parks Staff see much higher levels of Public Participation than do the Visitor and Local Resident stakeholder groups. This is an important perceptual difference. It is possible that the Park Staff, in their ongoing work feel that the system has high levels of public participation, but that the other two groups are not aware of the level of participation that occurs. This is possibly a communication problem in that Park Staff do not communicate sufficiently with the Visitors and the Local Residents, two groups that are

normally well-removed from day by day activities, to ensure that they are aware of the level of Public Participation that occurs. Possible techniques that Ontario Parks should consider using to remedy these perceptual differences can include but are not limited to, creating liaison officers between Local Residents and Ontario Parks and, by illustrating on their web site and in individual parks the manner in which Ontario Parks deals with comments and complaints from visitors and local residents. Ontario Parks should also consider creating a page on their website where people can leave comments, or even better, can communicate, through the internet, with a representative from Ontario Parks. Such a system has been instituted at the University of Waterloo Library where students and faculty can contact and speak directly, over the internet, with a Librarian. This allows for students and faculty to ask questions and to obtain quickly and efficiently the information they are in search of. This also allows the university to keep track of all inquiries made through this system for their records.

There was a three way difference in opinion for the governance factor Transparency where the Park Staff, Visitors, and NGO stakeholder groups saw higher levels of Transparency than the Local Residents who saw the lowest level while the Contractors were on middle ground. As Transparency is partially dependent upon public participation, it is no surprise that these findings emerged in the data. The researcher feels confident that if Public Participation was to improve, so would Transparency.

Again, Contractors and Local Residents saw Ontario Parks as having lower levels of Accountability while Park Staff viewed their management model as having good levels of Accountability. This is an important perceptual difference and is in need of remedial action. It is possible that the Park Staff, in their ongoing work feel that the system is highly Accountable, but that the other two groups are not aware of the level of Accountability for Ontario Parks. In regard to the Park Staff self view of Accountability, one must ask

themselves, who are they being Accountable to? As the data revealed, it is surely not Contractors or Local Residents and probably not the Visitors or NGOs. Could it be that Ontario Parks view themselves as being Accountable because they report on a consistent basis to senior management within the agency under which they operate? The different perceptions for the level of Accountability by Ontario Parks may be due to a lack of proper transparency and possibly communication, in that Park Staff do not communicate sufficiently or effectively with either Contractors or Local Residents. This is an area of Ontario Parks that is in need of attention and remedial action.

Finally, the data revealed that Local Residents were aligned with the Contractors and NGOs by perceiving Ontario Parks as having weaker levels of Strategic Vision than perceived by the Park Staff members. It appears that Ontario Parks is not perceived by these stakeholder groups as having a broad and long term perspective which includes an understanding of the historical, cultural and social complexities in which that perspective [Strategic Vision] is grounded. Meanwhile, Park Staff and Visitors viewed Ontario Parks as having higher levels of Strategic Vision. This important difference in perception between stakeholder groups may be linked to the views observed for the governance factors Public Participation, Transparency and Accountability. Again, it is most possible that Ontario Parks has a strong Strategic Vision, but if it does not inform the population of the manner in which it is following through with its Strategic Vision, the population cannot perceive it as having good governance. It is possible that the Local Resident, Contractor and NGO stakeholder groups perceived Strategic Vision as lower because they could have simply assumed, based on lack of information available to them that Ontario Parks Strategic Vision is weak. Another plausible possibility is that Ontario Parks actually does have poor Strategic Vision and that the views expressed by Park Staff and Visitors are simply inaccurate and possibly biased.

Overall, the Park Staff stakeholder group perceived all 12 governance factors closest towards good governance while the Contractor and Local Resident stakeholder groups perceived it closest towards weak governance. It is logical that Park Staff had the highest perceptions since they are the ones that have developed this model and implement the model on a daily basis. Therefore, they believe that the governance model of Ontario Parks is functioning positively. Although the other four stakeholder groups perceived Ontario Parks' governance model positively, they did not have as positive perceptions as Park Staff because these four stakeholder groups are not properly informed or told by staff at Ontario Parks how well the Ontario Parks governance model is functioning. For example, the author knows that the head office of Ontario Parks receives thousands of questions, requests and complaints per year. The author also knows that all these are answered in writing or through email and telephone conversations. Even the manager of operations, one of the highest positions within Ontario Parks, answers telephone calls from various members of the public on a daily basis. Although Ontario Parks is actively involved with the public, Ontario Parks does a poor job of advertising it. If Ontario Parks simply began by listing the number of questions and complaints it receives per year and the manner in which these are positively dealt with to the public, the researcher is almost certain that if this study were to be duplicated, positive differences in the perceptions of certain, if not all governance factors would be observed. Although poor or inadequate public participation on behalf of Ontario Parks could be attributed to some of the low perceptions observed for some of the other 12 governance factors, Ontario Park should not assume that this is the sole reason. The perceptions of certain factors by the Visitor, Contractor Local Resident and NGO stakeholder groups may be accurately pointing to areas within Ontario Parks' governance model that are in need of remedial action. Ontario Parks needs to take these findings seriously as they provide insight

into their governance model that they may currently not be able to see or understand themselves due to their extremely high daily involvement with and within Ontario Parks’.

8.3 Concluding Remarks for the Second Research Question

Although separating participants within each the Park Staff, Visitor, Local Resident and NGO stakeholder groups with the use of control variables did not often reveal statistically significant differences in the perceptions of the 12 governance factors, it did sometimes reveal interesting patterns. For example, female participants within the Park Staff, Visitor, Local Resident and NGO stakeholder groups all perceived the 12 governance factors closer towards good governance than male participants within these same stakeholder groups. The youngest Park Staff, those who are under 40 years old gave higher governance scores for all criteria than did older park staff, but only with Efficiency was this difference statistically significant. This finding suggests that the younger staff have quite positive opinions of governance under Ontario Provincial Parks. This also suggests that these younger staff members are quite supportive of the Ontario Provincial Parks management model that has been in place since 1996.

For Visitors, the Registered Apprenticeship participants provided significantly lower perception than participants within the other three educational categories. Visitors generally provide higher scores for Park Services than for Park Administration. Visitors would be much more likely to gain personal knowledge of the park services that they receive during their visit rather than the more remote concept of park administration. Interestingly, the Visitors provided a very high mean score for Effectiveness-Outcome ($m=1.92$), suggesting that the current management model is providing high quality services to the visitors.

For Local Residents, the older participants had much higher mean scores for all 12 governance factors, but statistically, only for Accountability and Strategic Vision were the scores of the oldest local residents significantly different from those of local residents within the other two groups.

The NGO members perceived the governance of Park Services much higher than those of Park Administration and Management. For 9 of the 12 categories, the NGO members provided scores of 3.00 or less, indicating concern about poor governance for Park Administration and Management. This is a similar trend to that found for Visitors, perceiving Park Services closer towards good governance than Park Administration and Management. However, the Visitors provided much more positive scores all around. It is possible that with a larger sample size, the patterns observed in this study may actually lead to statistically significant differences.

8.3.1 Survey Instrument

Although the goal of this research was not to create and refine a standardized scale to measure governance, the items within the 10 governance sections exhibited strong content validity. This was observed during the principle components analyses and confirmed with the reliability analysis for each group of items within each of the 10 governance criteria. For eight of the 10 governance criteria, a single factor emerged. The remaining items within the two governance criteria split into two separate factors

The present data does not support the grouping of the 10 governance criteria into the five categories outlined by Graham et al. (2003) as shown in Table 1. Based on a principle components analysis and confirmed by a reliability analysis, the researcher observed that the 10 governance criteria outlined by the UNDP (1997) may actually form sub-categories for the

governance criteria Efficiency and Equity. If the researcher had opted to only use the five categories as outlined by Graham et al. (2003), nuances related to these sub-categories would have been masked. For example, there were no statistical differences between the five stakeholder groups perception for the governance factor Effectiveness-Process, however, differences were observed between the Park Staff and Contractor stakeholder group for the governance factor Effectiveness-Outcome. Similarly, differences were observed between the five stakeholder groups in regards to their perception of the governance factor General Equity and Financial Equity, however, the differences in perception are not the same between the five stakeholder groups for these factors.

The researcher would like to highlight the fact that asking participants to self identify and select the stakeholder group to which they perceived themselves as most closely identifying with was successful. The success of having participants self select their stakeholder groups can be observed with the differences between the five stakeholder groups in the perceptions of the 12 governance factors and the relatively low level of variances within each stakeholder group when perceiving the 12 governance factors.

The researcher would like to comment on an observation that he encountered multiple times while contacting various Friends organizations across Ontario. When Friends organizations were approached by the researcher, informed of the study and asked to participate, many of these organizations, although greatly interested in the study, would not agree to participate unless assured that Ontario Parks had also been informed of this study and given the chance to participate. Most organizations, when first approached, seemed concerned of the research and the possible negative implications that could result from participation without first knowing that Ontario Parks was also involved. The researcher observed an immediate, positive change in response from the persons contacted after they had been

informed that this study had been approved by Ontario Parks and that Park Staff had already been given the chance to participate. This illustrated the close bond and working relationship between the Friends' organizations and Ontario Parks. As many NGO participants were contacted through the Friends' organizations, this observation may also explain why the NGO stakeholder group was often closely aligned with the Park Staff stakeholder group in their perceptions of the 12 governance factors.

During the analysis of the data, the researcher noted that more than 14 people stated not knowing the answers to the items asked for the Financial Equity, Public Participation, Consensus Orientation Transparency, Rule of Law, Accountability and Strategic Vision governance factors. Further analysis revealed that the majority of respondents that did not know how to answer the items within the governance factors were from the Visitor stakeholder group. Interestingly, these participants were predominately female, had either a College Diploma or University Degree, spent no more than seven days in their primary Ontario Park and no more than 28 days in all Ontario Parks, are 60 years of age or younger, were most familiar with contexts within the Park Services category and were financially secure as 50% had an annual household income level of \$80,000 or more. Although the researcher is unable to explain these observations based on the current available literature, it is possible that the majority of well-educated female participants selected Don't Know rather than provide an answer on the scale as they truly did not know the answer. It is also possible that although participants that selected Don't Know were well educated, they had never really thought about these seven factors while visiting Ontario Parks or, while participating in various contexts within the park context categories. Finally, it is possible that the park context that these participants selected at the beginning of the instrument was simply not relevant or

did not make sense to the participants when incorporated into the items within these seven factors.

The researcher identified five prominent stakeholder groups involved with or influenced by Ontario Parks. The researcher is mindful that although these five stakeholder groups were important to include in this study, other stakeholder groups could have also been included, primarily, the Aboriginal Peoples of Ontario. The researcher did not include this stakeholder group due to time, budgetary restrictions and lack of contact with people from that stakeholder group. Although the researcher was not able to make direct contact with this stakeholder group, there was a possibility that they could obtain and participate in the study through indirect sources. However, upon examining the research instrument, the researcher realized that even if Aboriginal Peoples received the survey, they would have had to select “Other” as their stakeholder group. Having to select “Other” when you are such a large and important stakeholder group could have acted as a turn-off to potential participants. The researcher would recommend that for any future study where this research instrument will be used, a category of ‘Aboriginal Peoples’ should be included if Aboriginal Peoples are present.

8.4 Observations

The United Nations Development Program (UNDP) (1997) provided a list of ten characteristics of good governance principles (Table 1). According to the UNDP (1997), these ten principles form an interrelated group in which the core characteristics are mutually reinforcing and can thus, not stand alone. The presence of these ten principles in the management practices of parks and protected area agencies or industries represent good governance. The issue, as stated by Graham et al. (2003) is determining whether or not these ten principles are a part of the management practices of parks and protected areas, reinforcing

the need for current research in this area of study. This study reveals that 12, not 10 governance principles form an interrelated group. The findings of this study allow the researcher to answer Graham et al.'s (2003) query of determining whether or not the ten principles of governance identified by the UNDP (1997) are present in management practices for parks and protected areas. In fact, the results revealed that not only are the 10 UNDP governance criteria present in Ontario Parks management model, but two of these criteria formed subcategories.

8.5 Future Research

This study was able to provide an exploratory outlook on the management and perceived public opinion on one of many governance models for park and protected areas. The results provide a preliminary analysis of the strengths and possible areas of weakness for Ontario Parks' governance model. Through the development of this study, the researcher made many observations which he feels are important areas or topics that need to be further investigated. These are explained below.

Studies using the same research instrument conducted in various and differing park or protected areas in terms of governance model, would eventually allow for comparisons to be made between management models. The information collected and the comparisons made would allow for the scientific community, park agencies and the general populace to better understand the strengths and weakness for each the major management approaches used for parks and protected areas as outlined, for example, by Eagles (2009) who discusses the 8 most commonly used park management approaches. The information collected for each of these 8 management approaches could be used to guide policy leaders in various decision-making areas such as: which park governance model they should consider using based on their current

situation or, how can they improve, based on past findings for similar a park management approach, their current governance model.

Much information was collected in this study through the research instrument. Due to the research questions asked and the scope and goal of this thesis, not all data was be analyzed. For example, the research instrument asked participants to select two park contexts that they were most familiar with in regards to Ontario Parks. However, the researcher only analyzed responses based on the first park context selected. Therefore, it would be interesting to duplicate this exact study but analyze the data using the second park context selected by participants. Doing so could reveal significant differences in the perceptions of the 12 governance factors by the overall population, between the five stakeholder groups and within the the Park Staff, Visitor, Local Resident and NGO stakeholder groups when compared to their perceptions based on the first context selected. If statistical differences are observed between the two context, this would reveal that the context used as basis for evaluation can play an important and significant role in determining the manner in which the governance model of a protected area is perceived.

The high level of Don't Know answers as observed by the Visitor stakeholder group for the governance factors Financial Equity, Public Participation, Consensus Orientation, Transparency, Accountability, and Strategic Vision was puzzling. That the majority of participants were female, well educated, were financially stable, spent up to seven days in their primary Ontario Park and up to 28 days in all Ontario Parks, were born between 1950 and 1969 and, were most familiar with contexts within the park services category is intriguing. Is it possible that that those [visitors] which are simply consuming a product [park service's] are not aware of, or do not think of the above governance factors when participating in activities within Ontario Parks? The high levels of Don't Know answers (sometimes more

than 40% for the Visitor population) for the above governance factors could, or, should be seen by Ontario Parks as worrisome. Since visitors are the main source of funding for Ontario Parks, is it not in the best interest of Ontario Parks to educate the visitors so that they have the proper knowledge to understand these seven governance factors and the important role these play in the management of Ontario Parks? These findings show that there is a separation between the general citizens and the government, but what are the implications for future and greater separation between these two groups? Is it possible for Ontario Parks to lose political power as the general citizens, due to their separation from Ontario Parks, are no longer there to support or finance Ontario Parks. Research is needed in order to understand why these observations were made in regards to Don't Know answers selected by the Visitor stakeholder group and the potential future impacts this could have for Ontario Parks.

The researcher felt it was important to provide opportunities to involve local residents along major access routes to Ontario Provincial Parks in this study as they are influenced and impacted by visitors to these parks but also influence and impact visitors and the management of Ontario Parks. The methods employed by the researcher to contact the local residents were to either post the survey information on municipal websites, municipal tourism blogs, have a representative send the survey information out to various businesses using an electronic letter and, by posting an advertisement in local news papers which included the survey information. Of all these methods, it appeared that the posting of the survey information in news papers did not function as desired as few, if any completed surveys were generated. The lack of generated response using that method is most likely due to the very small size of the advertisement, of having the advertisement located in the classified section of the news papers and, of only placing the advertisement in one issue of the news paper. It would be interesting to investigate if changing the format of the advertisement, such as making it larger, by using colourful and

powerful language and by placing the advertisement in a prominent section of the news paper, would increase response rates when conducting an electronic survey.

All techniques used to contact local residents were geared towards obtaining responses from those local residents that are directly impacted by visitors to Ontario Parks or, by Ontario Parks itself. No effort was placed on contacting local residents that have no reliance on or, are not impacted by Ontario Parks or visitors to the park(s). It would be interesting to understand how local residents which are not reliant or directly influenced by nearby provincial parks perceive Ontario Parks' governance model. A case study examining a single, individual municipality or town (e.g. Huntsville, Whitney, Parry Sound or Grand Bend) would provide for an ideal setting to examine if such differences occur between various segments of the local population.

The focus of this study was to obtain an understanding of how governance, under Ontario Parks management model is perceived by participants within the five stakeholders, between the five stakeholder groups and for the overall population. This study did not attempt to measure which of the 12 governance factors is most important nor did it measure the level of performance for any of the 12 governance factors. Through the observations made based on the results and as supported by the literature, it appears that certain factors such as Public Participation have greater importance as they are the pillars that support the remaining governance factors. It is possible that certain governance factors were perceived to be closer towards weak governance or of having weak governance which could be attributed to weak or poor performance within the Ontario Parks Branch. A study that examined the performance of these 12 governance factors could assist in explaining why all 12 factors were perceived as such by the overall population, between the five stakeholder group populations and within the stakeholder group populations.

When comparing members within each stakeholder group using the seven control variables listed in section 4.6, few statistical differences were observed. This could potentially be attributed to sample size. However, if the sample size is deemed to small, why were statistical differences observed between groups for certain governance factors but not for others. This would suggest that there are, currently unknown, underlying forces causing these differences. As previously stated, it would be interesting to conduct further analysis to determine and understand why those differences were observed. A qualitative analysis may be more apt at obtaining information that could better explain the observed differences encountered in this study.

Often, when comparing members within the stakeholder groups using the control variables (section 4.6) the researcher noticed certain patterns of response. One of the most noticeable concerns the difference in perception between male and female participants within the Park Staff, Visitor, Local Resident and NGO stakeholder groups for the 12 governance factors. In almost all instances female respondents had perceptions closer towards good governance than male participants. It is possible that gender or family roles have a predisposition on how female participants perceive the 12 governance factors more positively than male participants, however, the researcher was unable to find a definitive answer based on the available literature. Future research is needed in order to understand why, in certain instances, participants within either a specific stakeholder group or across more than one stakeholder group had similar patterns of responses.

Finally, the principal component analysis and the reliability analysis identified two subgroups within the governance category Effectiveness and Equity and grouped all items within the other eight governance categories under one factor. It would be interesting to duplicate this study in another park system using the same research instrument in order to

determine if the same results would be obtained when conducting both the principal component and reliability analyses. If items were to group in the same manner as observed in this study, it would suggest that the 10 governance criteria as identified by the UNDP may need revisiting.

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Appendix A. Operating Ontario Provincial Parks

Aaron	Kap-Kig-Iwan	Potholes
Algonquin	Kettle Lakes	Presqu'ile
Arrowhead	Killarney	Quetico
Awenda	Killbear	Rainbow Falls
Balsam Lake	Lady Evelyn-Smoothwater	Rene Brunelle
Bass Lake	Lake on the Mountain	Restoule
Batchawana	Lake St. Peter	Rideau River
Biscotasi Lake	Lake Superior	Rock Point
Blue Lake	Long Point	Rondeau
Bon Echo	MacGregor Point	Rushing River
Bonnechere	MacLeod	Samuel de Champlain
Bronte Creek	Makobe-Grays River	Sandbanks
Caliper Lake	Mara	Sandbar Lake
Charleston Lake	Mark S. Burnham	Sauble Falls
Chutes	Marten River	Selkrik
Craigeleith	The Massasauga	Sharbot Lake
Darlington	MacRea Point	The Shoals
Driftwood	Mikisiew	Sibbald Point
Earl Rowe	Missinaibi	Silent Lake
Emily	Mississagi	Silver Lake
Esker Lakes	Murphy's Point	Sioux Narrows
Fairbanks	Nagagamisis	Six Mile Lake
Ferris	Neys	Sleeping Giant
Finlayson Point	North Beach	Solace
Fitzroy	Oastler Lake	Spanish River/Biscotaci Lake
French River	Obabika River	Springwater
Frontenac	Obatanga	Sturgeon Bay
Fushimi Lake	Ojibway	Sturgeon River
Greenwater	Ouimet Canyon	Tidewater
Grundy Lake	Pakwash	Turkey Point
Halfway Lake	Pancake Bay	Voyager
Inverhuron	Petroglyphs	Wabakimi
Ipperwash	The Pinery	Wabakimi Lake
Ivanhoe Lake	Point Farms	Wasaga Beach
John E. Pearce	Port Bruce	Wheatley
Kakabeka Falls	Port Burwell	White Lake
Windy Lake	Woodland Caribou	

(Ontario Parks, 2009)

Appendix B. Ontario Parks Survey Including Sources and Modifications for Questions

Opening page:

Welcome to the parks governance survey. This survey, administered by a research team at the University of Waterloo, aims to gather the perceptions of multiple stakeholder groups about characteristics and performance related to visitor services in provincial parks. This survey will ask about your perceptions of visitor services in [park]. There are similar surveys for each provincial park in Ontario and British Columbia.

Special note to administrators (staff members of parks and parks-related voluntary organizations): We realize that you may be familiar with many parks. We recommend that you complete the survey that corresponds to the provincial park with which you have been most involved in the previous 12 months.

Thank you for participating in this important research by sharing your experiences with [park]. We estimate that it will take about xx minutes to complete this survey.

Please note that you may only complete this survey once. In order to prevent multiple submissions, only one survey submission will be accepted from each computer IP address.

If you have any questions about completing this survey, please contact: xxxxx

---new page---

1. To which of the following [park] stakeholder groups (past and present) have you belonged? (Please note all that apply.)

- Parks staff
- Contractor (within a park context)
- Member of a voluntary organization (Friends of the park, wilderness society, etc.)
- Visitor
- Nearby resident
- Other; If other, please specify group: _____

2. Of the groups noted above, which is your primary current role at [park]? (Please choose only one.)

- Parks staff
- Contractor
- Member of NGO
- Visitor
- Nearby resident
- Other _____ (set up so that “other” choice from Q1 automatically appears here).

Please complete the remainder of the survey from the viewpoint of your primary role (_____) as identified above. (Set program to fill in once question 2 is answered.)

3. My first contact with (Park) as a (from Q2) was in _____(year).

4. Thinking back on the last 12 months, how many days were you in [park]?
(respondent provides number of days from drop-down list)

5. Thinking back on the last 12 months, how many days did you spend at all Ontario provincial parks? (respondent provides number of days from drop-down list)
Note: If you are not sure if the park you are thinking of is an Ontario provincial park, please consult this list of provincial parks.)

6. Of the following [park] contexts, with which three are you most familiar? (Check up to two). Note that some of the questions later in the survey will refer to these contexts, so please choose carefully.

Park Services

- Campgrounds
- Childrens Camps
- Education Programs
- Equipment Rentals
- Food Services
- Gift Shops
- Interpretive Programs
- Resorts or Lodges
- Visitor Interpretive Centers
- Other (please specify context):

Park Administration and Management

- Park Administration
- Park Staff
- Park Management Plan
- Park Police
- Park Policy Issues (please specify):
- Other(please specify context): _____

Note: may need to expand or change this list for some parks, based on services available.
---new page---

The remainder of this survey focuses on your personal perceptions of [park]'s activities and performance in the following ten areas defined by the United Nations Development Program (UNDP, 1997).

1. Responsiveness
2. Effectiveness
3. Equity
4. Efficiency
5. Public Participation
6. Consensus-oriented decision-making

7. Transparency
8. Application of the rule of law
9. Accountability
10. Strategic vision

The first area to be questioned is responsiveness. Each of the other nine areas will follow in order.

Please press the next button to continue

---new page---

Responsiveness at [Park]

Responsiveness occurs when institutions and processes try to serve all stakeholders using a proactive manner regarding complaints and public criticism.

Please respond to the following questions by selecting one of the seven possible responses: Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree

Do not Know

Not Applicable (N/A)

To what extent do you agree with the following statements about park responsiveness?

[Park] (selected from Q6)...

Question
1. Seriously respond to public criticism. (Vigoda, 2000, p. 176, based on Thomas and Palfrey, 1996; changed from “this municipality...” to “they” and edited to remove double-barreled statement.)
2. Makes a sincere effort to support those visitors who need help. (Vigoda, 2000, p. 176, based on Thomas and Palfrey, 1996; changed from “this municipality...” to “they” and “residents” to “visitors”.)
3. Goes an extra step to help participants. (MacKay & Crompton, 1989, p. 52; changed from “The staff” to “they” and using actual rather than desired service quality.)
4. Takes time with participants. (MacKay & Crompton, 1989, p. 52; changed from “The staff” to “they” and using actual rather than desired service quality.)
5. Responds to requests quickly. (MacKay & Crompton, 1989, p. 52; changed from “The staff” to “they” and using actual rather than desired service quality.)
6. Acts on participants’ suggestions. (MacKay & Crompton, 1989, p. 52; changed from “The department” to “they” and using actual rather than desired service quality.)
7. Is/are easy to reach. (Hamilton & Crompton, 1991, p. 215; changed from “park officials” to “they”.)
8. Uses my input. (Charnley & Engelbert, 2005, p. 178; adapted from “using your input” as one of a list of ways in which mail survey respondents rated a community involvement effort.)

---new page---

Effectiveness at [Park]

Effectiveness refers to the capacity to realize organizational objectives

To what extent do you agree with the following statements about park effectiveness?

At [Park]...

Question
9. The facilities available are of excellent quality. (We made up this question.)
10. The natural environment is of excellent quality. (We made up this question.)
11. The services are of excellent quality. (We made up this question.)

[Park] from selection of Q6 (e.g. gift shops staff)...

12. Delivers what is promised. (MacKay & Crompton, 1989/90, p. 52; adapted from desired to actual level of service quality.)
13. Perform their duties consistently well. (MacKay & Crompton, 1989/90, p. 52; changed from “The staff” to “they” and adapted from desired to actual level of service quality.)
14. Is/are concerned with quality control. (MacKay & Crompton, 1989/90, p. 52; changed from “The department” to “they” and adapted from desired to actual level of service quality.)
15. Is/are effective because they deliver services themselves. (Crompton & Lamb, 1986, p. 103; based loosely on #4, Strategic Distribution Decisions)
16. Is/ are effective because they contract services out. (Crompton & Lamb, 1986, p. 103; based loosely on #4, Strategic Distribution Decisions)

---new page---

Effectiveness at [Park]

Effectiveness refers to the capacity to realize organizational objectives

To what extent do you agree with the following statements about park effectiveness?

[Park]...

17. Is effective. (we made up this question.)

---new page---

Equity at [Park]

Equity is just treatment, requiring that similar cases be treated in similar ways.

To what extent do you agree with the following statements about equity?

At [Park and park context taken from Q6]...

Question
18. Users receive fair and equal treatment. (Vigoda, 2000, p. 177; changed from “Citizens of this city...” to “All users” and end of statement “...from the city officials” removed.)
19. My needs have been attended to on a fair basis. (Joshi, 1989, p. 258; adapted from question E17.)
20. The procedure for establishing priorities is fair. (Joshi, 1989, p. 258; adapted from question E14; changed from “Their procedure for establishing priorities for development

of information systems” changed to “Their procedure for establishing priorities”)
21. The procedure for resolving conflict with other users is fair. (Joshi, 1989, p. 258; adapted from question E15; changed from “conflicting requirements” to “conflict”)
22. I am permitted to use services in the same ways as other users. (Joshi, 1989, p. 258; adapted from question E10)
23. Adequate services are provided because user fees cover the costs. (West & Crompton, p. 32, adapted from questions related to direct price dimension of equity)
24. Adequate services are provided because tax revenues cover the costs. (West & Crompton, p. 32, adapted from questions related to “taxes paid” dimension of equity”
25. The tendering process is open to all. (we made up this question)
26. The same quality of services is provided to all. (West & Crompton, p. 32, end of statement, “...in all neighborhoods of the city” changed to “to all”)

---new page---

Efficiency at [Park]

Efficiency refers to making the best use of resources. It is the capability of acting or producing effectively with a minimum amount or quantity of waste, expense or unnecessary effort.

To what extent do you agree with the following statements about park efficiency?

[Park and park context taken from Q6]...

Question
27. Provides value for the taxes I pay. (Howat, Absher, Crilley & Milne, 1986, p. 82; adapted from “Programs and facilities provide value for money”)
28. Provides value for user fees they charge. (Howat, Absher, Crilley & Milne, 1986, p. 82; adapted from “Programs and facilities provide value for money”)
29. Has enough employees to handle their responsibilities. (Schneider, Parkington & Buxton, 1980, p. 258; changed from “My branch” to “they” and “customers” to “responsibilities”.)
30. Has too many employees. (We made up this question, inspired by question #47)
31. Has inadequate managerial resources. (Crompton & Lamb, 1986, p. 106; loosely based on Section D (Program Retrenchment), Q#1: “Are the park’s managerial resources spread too thin?”)
32. Is/are efficient. (We created this question.)

---new page---

Public participation at [Park]

Public Participation means all people should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their interests.

To what extent do you agree with the following statements about public participation?

At [Park]...

Question
33. Those who wanted to contribute to the public participation process had the

opportunity to do so. (Halvorsen, 2001, p. 184; changed from “During the meeting, those who wanted to speak were allowed.”)
34. Those how contributed to the public participation process were taken seriously. (Halvorsen, 2001, p. 184; changed from “During the meeting, the things I had to say were take seriously by Forest Service representatives”.)
35. During the public participation process, citizens discuss issues respectfully. (Halvorsen, 2001, p. 184; changed from “meeting” to “public participation process” and from past to present tense)
36. The structure of the public participation process results in appropriate recommendations. (Rowe et al., 2004, p. 97; adapted from Q#7 to avoid double-barrelled question)
37. Input is sought early in the decision-making process. (Abelson et al., 2003, p. 245; created based on principles for design and evaluation of public participation processes; adapted from question “What point in the decision-making process is input being sought?”)
38. Input is sought near the end of the decision-making process. (Abelson et al., 2003, p. 245; created based on principles for design and evaluation of public participation processes; adapted from question “What point in the decision-making process is input being sought?”)
39. The purpose for engaging stakeholders in any decision-making process is clearly stated. (Bladescu et al., 2005, Section 5, Participation, Q#P7.1; Changed from “The organization will clearly state the purpose and reasons for engaging stakeholders in any decision-making process”.)
40. The public participation decision-making process is adequate. (We created this question ourselves.)

---new page---

Consensus-oriented decision-making at [Park]

Consensus-oriented decision-making is the ability to mediate differing interests to reach a broad consensus on what is in the best interest of the group.

To what extent do you agree with the following statements about consensus-oriented decision-making?

At [Park]...

Questions
41. The decision-making process allows for adequate group interaction. (Sager & Gastill, 1999, p. 77; stem changed from “My group” to “[Park]”, changed from “My group made decisions by consensus. Everyone of us had to agree on a decision before it was final”).
42. The amount of time allotted for decision-making is adequate. (Hornsby, Smith & Gupta, 1994, p. 125; not altered from original form)
43. There is too much time wasted in the decision-making process. (Hornsby, Smith & Gupta, 1994, p. 125; changed from past to present tense)
44. The decision-making process encourages the flow of ideas. (Hornsby, Smith & Gupta, 1994, p. 125; changed from past to present tense; changed from “restricted” to “encourages” to remove need for reverse-coding)

45. Decisions are made by consensus. (we made up this question)

---new page---

Transparency at [Park]

Transparency is the sharing of information and acting in an open manner .

To what extent do you agree with the following statements about park transparency?

At [Park]...

Question
46. The contracting policies are transparent. (We created this question.)
47. Decision-makers are clearly identified. (Bladescu et al., 2005; Section T8, adapted from Q#T8.1 to avoid double-barrelled question)
48. An audit trail is available. (Rowe et al., 2004, p. 100; adapted from question “Was there a thorough audit trail, in a proper format?”; edited to avoid double-barrelled question)
49. Information is available in an appropriate format. (Rowe et al., 2004, p. 100; adapted from question “Was information available in an appropriate format, at the appropriate level of detail?”; edited to avoid double-barrelled question; see question #35 below)
50. Information is available at the appropriate level of detail. (Rowe et al., 2004, p. 100; adapted from question “Was information available in an appropriate format, at the appropriate level of detail?”; edited to avoid double-barrelled question; see question #34 above) Note: also similar to questions in Bladescu et al., 2005, and Drew & Nyerges, 2004)
51. The reasoning behind decisions is fully disclosed. (Drew & Nyerges, 2004, p. 37; adapted from criteria questions for document review; created by combining the two questions: “Is the decision full laid out and disclosed? And “Is a context for the decision provided?”)
52. Public procurement procedures are open and understandable. (from OECD, excerpted in Bellver & Kaufman, 2005, p. 69; adapted from “Is there a minimum threshold value above which “open and competitive” tender procedures must be used?”)
53. Organizational policy is transparent overall (we made up this question).

---new page---

Application of rule of law at [Park]

Application and the rule of law refers to the legal frameworks being fair and enforced impartially

To what extent do you agree with the following statements about application of the rule of law?

[Park]...

Question
54. Sticks to its announced major policies. (Brunett, Kisunko & Weder, 1998, p. 375; changed from question to statement; based on Q#1)
55. Controls Inappropriate land uses . (Stolten, Hockings et al., 2003, p. 6; adapted from question #2; changed from question to statement)
56. Enforces the rules. (Stolten, Hockings et al., 2003, p. 6; adapted from question #3; changed from question to statement)
57. Protects whistle-blowers. (Brewer & Selden, 2000, p. 697; adapted from question “My organization protects employees against reprisal for whistle-blowing”)
58. Complies with the letter of the law. (Rowe, Marsh & Frewer, 2004, p. 100; altered to avoid double-barrelled question; based on question: “Did the exercise comply with both the letter and the spirit of any relevant legislation or regulations on access to information?”)
59. Complies with the spirit of relevant legislation. (Rowe, Marsh & Frewer, 2004, p. 100; altered to avoid double-barrelled question; based on question: “Did the exercise comply with both the letter and the spirit of any relevant legislation or regulations on access to information?”)

---new page---

Accountability at [Park]

Accountability is the requirement that officials answer to stakeholders on the disposal of their powers and duties, act on criticisms or requirements made of them and accept responsibility for failure, incompetence or deceit.

To what extent do you agree with the following statements about park accountability?

At [Park], I am kept informed about...

Question
60. Major capital projects. (Wang, 2002, p. 356; stem changed from “Our administration informs residents, elected officials, and the business community about...” to “I am kept informed about”; end of statement “...and changes in capital budgets” removed to prevent statement from being double-barrelled.)
61. Major expenditures. (Wang, 2002, p. 356; stem changed from “Our administration informs residents, elected officials, and the business community about...” to “I am kept informed about”; end of statement “..., estimates, trends” removed to prevent statement from being triple-barrelled.)
62. Major revenue sources. (Wang, 2002, p. 356; stem changed from “Our administration informs residents, elected officials, and the business community about...” to “I am kept informed about”; end of statement “..., estimates, trends” removed to prevent statement from being triple-barrelled.)
63. Park policies. (Wang, 2002, p. 356; stem changed from “Our administration informs residents, elected officials, and the business community about...” to “I am kept informed about”; end of statement “, priorities, goals” removed to prevent statement from being triple-barrelled.)
64. Performance evaluations. (Wang, 2002, p. 356; stem changed from “Our administration informs residents, elected officials, and the business community about...”

to “I am kept informed about”; end of statement “narrative performance measures” changed to “performance evaluations”)

65. The tendering process at this park. (Kluvers, 2003, p. 69; loosely based on Q #8,9,10)

---new page---

Accountability at [Park]

Accountability is the requirement that officials answer to stakeholders on the disposal of their powers and duties, act on criticisms or requirements made of them and accept responsibility for failure, incompetence or deceit.

To what extent do you agree with the following statements about park accountability?

Overall, in my opinion as (from Q2), the [Park Services or Park Administration and Management]...

Question

66. Is/are accountable. (Kluvers, 2003, p. 69; adapted from Q #8,9,10)

---new page---

Strategic Vision at [Park]

Strategic vision refers to a broad and long term perspective on good governance including an understanding of the historical, cultural and social complexities in which that perspective is grounded.

World Conservation Union’s Mission:

To Influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.

Ontario Provincial Parks Mission:

To ensure that Ontario’s provincial parks protect significant natural, cultural and recreational environments, while providing ample opportunities for visitors to participate in recreational activities.

[Park]’s planning and management fulfills...

Questions

67. The strategic vision outlined in the box at the top of this page. (we made up this question)

68. The World Conservation Union mission statement. (we made up this question)

69. The Ontario Provincial parks mission statement. (we made up this question)

---new page---

Strategic Vision at [Park]

Strategic vision refers to a broad and long term perspective on good governance including an understanding of the historical, cultural and social complexities in which that perspective is grounded.

World Conservation Union's Mission:

To Influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.

Ontario Provincial Parks Mission:

To ensure that Ontario's provincial parks protect significant natural, cultural and recreational environments, while providing ample opportunities for visitors to participate in recreational activities.

To the best of my knowledge [Park]...

question
70. Has a management plan. (we made up this question)

To the best of my knowledge [Park]'s...

question
71. Management plan is being effectively implemented. (we made up this question)

---new page---

Social and Demographic Information

The final section of this survey contains socio-economic questions. These questions will help us to determine characteristics of our respondents so we can determine how well our sample conforms to the broader population. Please note that you can decline to respond to any of the following questions.

What is your sex?
(response type: M F)

What year were you born?
(response type: drop down box of years)

Please describe your education level:
(response type: stats Canada)

How would you define your ethnic background?
(response type: open ended)

To what racial group(s) do you belong?
(response type: open ended)

---new page---

During the year ending December 31, 2006, what was your annual household income from all sources?

- o Under \$10,000

- \$10,000 and over
- \$15,000 and over
- \$20,000 and over
- \$25,000 and over
- \$30,000 and over
- \$35,000 and over
- \$40,000 and over
- \$45,000 and over
- \$50,000 and over
- \$60,000 and over
- \$70,000 and over
- \$75,000 and over
- \$80,000 and over
- \$90,000 and over
- \$100,000 and over
- \$150,000 and over
- \$200,000 and over
- \$250,000 and over

Source: Stats Canada, Family income by family type 2001-2005, accessed online on June 21, 2007 at <http://www40.statcan.ca/101/cst01/famil106a.htm>

Please provide your postal code:

Please note that you have not provided your name, and that we will not contact you.

---End of Survey---

Appendix C. Parks Governance Survey

Parks Governance Survey

Welcome to the parks governance survey. This survey, administered by a research team at the University of Waterloo, aims to gather the perceptions of a diverse range of people with respect to characteristics and performance related to visitor services in provincial parks. The questions on this survey refer to your perceptions of a specific provincial park.

We realize that some people may be familiar with many provincial parks. We recommend that you complete the survey that corresponds with the provincial park with which you have been most involved over the past 12 months. Please choose one of the following operating (those with visitor services) to be the focus of your survey questions:

Participation in this study is voluntary and noncompensatory. You have the right to answer only those questions you wish to answer. You may not benefit personally from your participation in this study, however, the information obtained from this research may help to better understand the fundamental elements underlying the parks, recreation and tourism management in Canada and ultimately it may be possible to provide relevant advice to parks, recreation, and tourism professionals, elected officials, policy makers and academics.

It is important for you to know that any information that you provide will be confidential. All of the data will be summarized and no individual could be identified from these summarized results.

If you have any questions about participation in this study, or would like additional information to assist you in reaching a decision about participation, please contact Dr. Paul Eagles at (519) 8884567 ext. 32716, or by email at eagles@uwaterloo.ca. This study has been reviewed by, and received ethics clearance through the Office of Research Ethics at the University of Waterloo. However, the final decision about participating in the research study is yours. In the event you have any comments or concerns resulting from your participation in this study, please contact Dr. Susan Sykes at (519) 888-4567, ext. 36005.

Please note that you may only complete this survey once. If you wish, you may complete this survey in more than one sitting using the login and password that has been provided to you. Once you have submitted your survey, you will not be able to sign on again. We estimate that it will take about 45 minutes to complete this survey.

1. Please check **ALL** of the following groups that relate to you, past or present.

- | | |
|--|---|
| <input type="checkbox"/> park staff | <input type="checkbox"/> contractor (within a park context) |
| <input type="checkbox"/> visitor | <input type="checkbox"/> member of a voluntary organization (friends of the park, wilderness society, etc.) |
| <input type="checkbox"/> nearby resident | <input type="checkbox"/> other (please specify group): |

2. Of the following groups, which is your **primary current role** at *Algonquin*?

Your answers to the questions in the remainder of the survey will now be in relation to the viewpoint of your current primary role:
park staff

3. My first visit to *Algonquin* was in ????

4. Thinking back on the last 12 months, how many days were you in *Algonquin*?

5. Thinking back on the last 12 months, how many days did you spend at all Ontario provincial parks?

6. Of the following *Algonquin* contexts, with which are you most familiar?

Check up to two options. Please note that the questions later in the survey will refer to these contexts, so please choose carefully

Park Services:

- campgrounds
- children's camps
- education programs
- equipment rentals
- food services
- gift shops

- interpretive programs
- resorts or lodges
- visitor or interpretive centres
- other (please specify context):

Park administration and management

- park administration
- park staff
- park management plan
- park police
- parks policy issues
- other (please specify)

The remainder of this survey focuses on your personal perceptions of **Algonquin** activities and performance in the following ten areas defined by the United Nations Development Program (UNDP, 1997).

1. Responsiveness
2. Effectiveness
3. Equity
4. Efficiency
5. Public participation
6. Consensus-oriented decision-making
7. Transparency
8. Application of the rule of law
9. Accountability
10. Strategic vision

The first area to be questioned is responsiveness. Each of the other nine areas will follow in order.

Please press the next button to continue.

Responsiveness at *Algonquin park staff*

Responsiveness occurs when institutions and processes try to serve all stakeholders using a proactive manner regarding complaints and public criticisms.

Please respond to the following questions by selecting one of the seven possible responses:

Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree

Do Not Know

Not Applicable (N/A)

To what extent do you agree with the following statements about park responsiveness?

Algonquin park staff...

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't Know	N/A
1. seriously responds to public criticism.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. makes a sincere effort to support visitors who need help.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. goes an extra step to help participants.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. takes time with participants.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. responds to requests quickly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. acts on participants' suggestions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. is/are easy to reach.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. uses my input.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. Do you have any general comments about responsiveness at *Algonquin* that have not been addressed by these questions? If so, please explain.

Effectiveness at *Algonquin*

Effectiveness refers to the capacity to realize organizational objectives

To what extent do you agree with the following statements about park effectiveness?

At Algonquin...

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't Know	N/A
11. the facilities available are of excellent quality.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. the natural environment is of excellent quality.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. the services are of excellent quality.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Algonquin park staff...

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't Know	N/A
14. delivers what is promised.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. performs their duties consistently well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. is/are concerned with quality control.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. is/are effective because they deliver services themselves.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. is/are effective because they contract services out.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

To what extent do you agree with the following statements about park effectiveness?

Algonquin...

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't Know	N/A
19. is effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. Do you have any general comments about effectiveness at **Algonquin** that have not been addressed by these questions? If so, please explain.

Equity at *Algonquin*

Equity is just treatment, requiring that similar cases are treated in similar ways.

To what extent do you agree with the following statements about equity?

At *Algonquin park staff..*

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't Know	N/A
21. users receive fair and equal treatment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. my needs have been attended to on a fair basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. the procedure for establishing priorities is fair.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. the procedure for resolving conflict with other users is fair.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. I am permitted to use services in the same ways as other users.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. adequate services are provided because user fees cover the costs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. adequate services are provided because tax revenues cover the costs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. the tendering process is open to all.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. the same quality of services is provided to all.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

30. Do you have any general comments about equity at *Algonquin* that have not been addressed by these questions? If so, please explain.

Efficiency at *Algonquin*

Context 1: Algonquin park staff

Efficiency refers to making the best use of resources. It is the capability of acting or producing effectively with a minimum amount or quantity of waste, expense or unnecessary effort.

To what extent do you agree with the following statements about park efficiency?

Algonquin park staff..

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't Know	N/A
31. provides value for the taxes I pay.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. provides value for user fees they charge.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. has enough employees to handle their responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. has too many employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. has inadequate managerial resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. is/are efficient.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

37. Do you have any general comments about efficiency at *Algonquin* that have not been addressed by these questions? If so, please explain.

Public Participation at *Algonquin*

Public participation means all people should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their interests.

To what extent do you agree with the following statements about public participation?

At Algonquin ...

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't Know	N/A
38. those who wanted to contribute to the public participation process had the opportunity to do so.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. those who contributed to the public participation process were taken seriously.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. during the public participation process, citizens discuss issues respectfully.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. the structure of the public participation process results in appropriate recommendations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. input is sought early in the decision-making process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. input is sought near the end of the decision-making process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. the purpose for engaging stakeholders in any decision-making process is clearly stated.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. the public participation decision-making process is adequate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

46. Do you have any general comments about public participation at *Algonquin* that have not been addressed by these questions? If so, please explain.

Consensus-oriented decision-making at *Algonquin*

Consensus-oriented decision-making is the ability to mediate differing interests to reach a broad consensus on what is in the best interest of the group.

To what extent do you agree with the following statements about consensus-oriented decision-making?

At Algonquin ...

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't Know	N/A
47. the decision-making process allows for adequate group interaction.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48. the amount of time allotted for decision-making is adequate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49. there is too much time wasted in the decision-making process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50. the decision-making process encourages the flow of ideas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51. decisions are made by consensus.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

52. Do you have any general comments about consensus-oriented decision-making at *Algonquin* that have not been addressed by these questions? If so, please explain.

Transparency at *Algonquin*

Transparency is the sharing of information and acting in an open manner.

To what extent do you agree with the following statements about park transparency?

At *Algonquin* ...

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't Know	N/A
53. the contracting policies are transparent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54. decision-makers are clearly identified.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55. an audit trail is available.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56. information is available in an appropriate format.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57. information is available at the appropriate level of detail.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58. the reasoning behind decisions is fully disclosed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59. public procurement procedures are open and understandable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60. organizational policy is transparent overall.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

61. Do you have any general comments about transparency at *Algonquin* that have not been addressed by these questions? If so, please explain.

Application of Rule of Law at *Algonquin*

Application of the rule of law refers to legal frameworks being fair and enforced impartially.

To what extent do you agree with the following statements about application of rule of law?

Algonquin...

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't Know	N/A
62. sticks to its announced major policies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
63. controls inappropriate land uses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
64. enforces the rules.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
65. protects whistle-blowers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
66. complies with the letter of the law.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
67. complies with the spirit of relevant legislation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

68. Do you have any general comments about application of rule of law at *Algonquin* that have not been addressed by these questions? If so, please explain.

Accountability at *Algonquin*

Accountability is the requirement that officials answer to stakeholders on the disposal of their powers and duties, act on criticisms or requirements made of them and accept responsibility for failure, incompetence or deceit.

To what extent do you agree with the following statements about park accountability?

At Algonquin, I am kept informed about...

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't Know	N/A
69. major capital projects.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
70. major expenditures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
71. major revenue sources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
72. park policies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
73. performance evaluations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
74. the tendering process at this park.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

To what extent do you agree with the following statements about park accountability?

Overall, in my opinion as a *park staff*, the *park staff*...

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't Know	N/A
75. is/are accountable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

76. Do you have any general comments about accountability at [Algonquin](#) that have not been addressed by these questions? If so, please explain.

Strategic Vision at *Algonquin*

Strategic vision refers to a broad and long term perspective on good governance including an understanding of the historical, cultural and social complexities in which that perspective is grounded.

World Conservation Union's Mission:

To influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.

Ontario Parks Mission:

To ensure that Ontario's provincial parks protect significant natural, cultural, and recreational environments, while providing ample opportunities for visitors to participate in recreational activities.

Algonquin's planning and management fulfills...

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't Know	N/A
77. the strategic vision outlined in the box at the top of this page.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
78. the World Conservation Union mission statement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
79. the Ontario Provincial Parks mission statement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

To the best of my knowledge *Algonquin*...

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't Know	N/A
80. has a management plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

To the best of my knowledge *Algonquin's*...

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't Know	N/A
81. management plan is being effectively implemented.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

82. Do you have any general comments about strategic vision at *Algonquin* that have not been addressed by these questions? If so, please explain.

Social and Demographic Information

The final section of this survey contains socio-demographic questions. These questions will help us to determine characteristics of our respondents so we can determine how well our sample conforms to the broader population. Please note that you can decline to respond to any of the following questions.

83. What is your sex?

Male	<input type="checkbox"/>
Female	<input type="checkbox"/>

84. What year were you born?

<input type="text"/>

85. What is the highest level of education that you have attained?

Less than secondary (high) school	<input type="checkbox"/>
Secondary (high) school	<input type="checkbox"/>
Registered apprenticeship or other trades certificate or diploma	<input type="checkbox"/>
College, CEGEP, or other non-university certificate or diploma	<input type="checkbox"/>
University degree, certificate or diploma	<input type="checkbox"/>

86. How would you describe the ethnic group to which you belong?

87. How would you describe your racial group ?

88. During the year ending December 31, 2006, what was your annual household income from all sources?

89. Please provide your postal code

Example - N2C2H9

Thank you for your participation in the research study “Governance of Tourism Services in Parks and Protected Areas in Canada”.

As a reminder, the primary purpose of this study is to better understand the underlying principles governing the choice of delivery models for parks, recreation, tourism services in parks in Canada.

Please note that you have thus far not provided your name, address, or phone number. Any data pertaining to yourself as an individual participant in this research study will be kept confidential and you will not be identified in any reports or publications.

As with all University of Waterloo projects involving human participants, this project was reviewed by, and received ethics clearance through, the Office of Research Ethics at the University of Waterloo. Should you have any comments or concerns resulting from your participation in this study, please contact Dr. Susan Sykes in the Office of Research Ethics at (519) 888-4567, ext. 36005.

Once all the data are collected and analyzed, the results will be shared with research community and ultimately it may be possible to provide relevant advice to parks, recreation, and tourism professionals, elected officials, and policymakers. If you are interested in the outcomes of this study or in receiving additional information, or if you have some queries or concerns, please contact Dr. Paul Eagles (519) 888-4567 ext. 32716 or by email at eagles@uwaterloo.ca

If you are interested in learning the results of the survey and more about our research, we invite you to visit our web page at <http://www.parksgovernance.uwaterloo.ca>

Once again, thank you for your participation.

Sincerely,

Paul F. J. Eagles
Professor
Department of Recreation and Leisure Studies
University of Waterloo, Waterloo, Ontario, Canada

Appendix D. Ontario Parks Approval for Research



**ONTARIO
PARKS**

P.O. Box 7000
300 Water Street
Peterborough, ON
K9J 8M5

Telephone: 705-755-1730
Facsimile: 705-755-1701
www.OntarioParks.com

February 6, 2009

Windekind Buteau-Duitschaever
c/o Applied Health Sciences- Recreation and Leisure
Studies
University of Waterloo
200 University Avenue West
Waterloo, Ontario

Subject: Application to Conduct Research in Provincial Parks
An exploration of five stakeholders' perception of Ontario Provincial Parks' Governance model

Dear Mr. Buteau-Duitschaever:

Please accept this letter as your approval to undertake your research project in Ontario Parks. This approval letter will serve as your authorization and identification while conducting your research.


The following specific conditions apply to your research approval:

- A copy of the approved survey instrument has been attached. Any changes made to the survey instrument are to be discussed and approved by Bruce van Staalduinen (bruce.vanstaalduinen@ontario.ca; 705-755-1712).
- Ontario Parks will distribute the survey instrument invitation to Ontario Parks staff, park visitors (via the Ontario Parks Insiders list), and park concessionaires.
- The researcher will distribute the survey instrument invitation to local communities and appropriate environmental non-government organizations.

The following additional conditions apply to your research approval:

- Your point of contact for this research project will continue to be Bruce van Staalduinen
- At the completion of the survey research, you will submit one (1) digital copy of all interim research reports to Bruce van Staalduinen.
- At the completion of the project, you will submit one (1) digital copy of any final reports and all associated survey data to Bruce van Staalduinen.
- Provide the contact listed below with a copy of any other valid licenses, permits or approvals (e.g., university ethics approval) prior to commencing your research project.

Ministry of Natural Resources

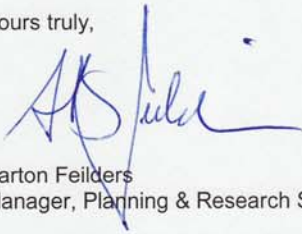
 Ontario

- The approved term for your research project extends from January 19, 2009 to December 31, 2009.
- This letter represents approval under the Provincial Parks and Conservation Reserves Act. It does not represent approval under any other legislation that may apply.

Note: Failure to comply with the applicable terms and conditions will result in withdrawal of approval and termination of the research project. Ontario Parks reserves the right to impose additional terms and conditions at any time during the term of the research project.

Please contact Mr. Bruce van Staalduin (bruce.vanstaalduin@ontario.ca; 705-755-1712), if you have any questions.

Yours truly,



Barton Feilders
Manager, Planning & Research Section

c.c. Tim Sullivan, Northwest Zone Manager
Paul Bewick, Northeast Zone Manager
Jay Nichols, Central Zone Manager
John Winters, Algonquin Zone Manager
Bruce Bateman, Southeast Zone Manager
Bob Kloske, Southwest Zone Manager
Bruce van Staalduin, Special Projects Manager
John Salo, Operations and Development Manager (Acting)
Greg Maude, Marketing and Communications Manager
Barry Myers, Business Manager
Rob Davis, Senior Coordinator, Science and Information
Will Wistowsky, Protected Areas Socio-Economic Analyst
Peter Masson, Protected Areas Research Analyst

Appendix E. Park Staff Request for Survey Completion Email

We are conducting a research study examining the governance model of Ontario Provincial Parks. This study is part of my, Windekind Buteau-Duitschaever, Masters Thesis in the department of Recreation and Leisure Studies at the University of Waterloo. This project is being supervised by Dr. Paul Eagles who is a faculty member in the department of Recreation and Leisure Studies at the University of Waterloo. This email is being sent by Bruce van Staalduinen of Ontario Parks on behalf of the researchers.

The study is based on ten principles of sound governance identified by the United Nations Development Program (UNDP, 1997). An electronic survey using these ten principles as criteria has been developed by the Parks Governance Group from the University of Waterloo. The Parks Governance Group is dedicated towards understanding good governance in the world's parks and protected areas. The survey is designed to measure various stakeholders' perceptions of governance principles in action in the Ontario Parks. Five stakeholder groups involved with Ontario Parks have been identified. These are: Ontario Parks Staff, Ontario Parks Visitors, Non-Government Organizations, Nearby residents to Ontario Parks, and Private Contractors in a Provincial Parks setting.

As an Ontario Parks Staff, you have a significant influence on park mandates and management practices. Therefore, it is crucial for you to provide your opinion regarding the governance principles in action within Ontario Parks. This survey provides you with the rare opportunity to provide your opinions and perceptions on such matters. The findings from this study will be shared with the research community and ultimately it may be possible to provide relevant advice to parks, recreation, and tourism professionals, elected officials, and policy makers.

As an Ontario Parks Staff, we are seeking your input as to how you perceive the Ontario Parks Governance model to be. The survey is a web-based survey designed to understand your perception of governance principles in action within Ontario Parks. Examples of questions include: "Park" seriously responds to public criticism; goes an extra step to help participants; the purpose of engaging stakeholders in any decision-making process is clear. Also, a few background questions such as age, sex and education level will be asked. The findings from this survey will provide a better understanding of the underlying principles governing the Ontario Parks delivery model.

The survey will take approximately 20 minutes for you to complete. Your participation in this study is entirely voluntary. As a participant, you can decline to respond to any question which you do not wish to answer. You can decide to withdraw at anytime from participating in the study by closing the web-browser. There are no known or anticipated risks associated with participation in this study.

Use the link below to complete the survey. The web site is programmed to collect responses and will not collect any information that could potentially identify you. It is important for you to know that any information you provide in the survey will be confidential. All of the data will be summarized and no individual can be identified from these summarized results. Furthermore, the web site is programmed to collect responses alone and will not collect any information that could potentially identify you (such as machine identifiers). The data, with no personal identifiers, collected from this study will be grouped with responses from other participants, therefore, no individual responses can be identified. Furthermore, the

data will be securely stored in a restricted access area in the Department of Recreation and Leisure Studies at the University of Waterloo.

The survey is designed to allow you to complete the survey in more than one sitting. This can be done by re-entering the survey link into your web-browser and continuing the survey from where you last left off. Please complete the survey before (May 11, 2009).

Link to the survey: <http://ontarioparksurvey.uwaterloo.ca/>

The results of the study will be shared with the research community and ultimately it may be possible to provide relevant advice to parks, recreation, and tourism professionals, elected officials, and policy makers. To learn more about the findings of this study, you are encouraged to visit the University of Waterloo Parks Governance Group website using the following link, <http://www.parksgovernance.uwaterloo.ca> on or after July 1, 2009.

We would like to assure you that this study has been reviewed and received ethics clearance through the Office of Research Ethics at the University of Waterloo. However, the final decision about participation is yours. If you have any comments or concerns resulting from your participation in this study, please feel free to contact Dr. Susan Sykes, Director, Office of Research Ethics, at 519-888-4567 ext. 36005 or by email at ssykes@uwaterloo.ca.

Thank you for participating in this study. If you have any questions or concerns, please feel free to contact the researchers using the following email addresses: wcbuteau@uwaterloo.ca or eagles@uwaterloo.ca.

Windekind Buteau-Duitschaever
MA Candidate
Department of Recreation and Leisure Studies,
University of Waterloo, Waterloo, Ontario, Canada. N2L 3G1
wcbuteau@uwaterloo.ca

Dr. Paul Eagles
Department of Recreation and Leisure Studies,
University of Waterloo, Waterloo, Ontario, Canada. N2L 3G1
(519) 888-4567 ext. 32716
eagles@uwaterloo.ca (519) 888-4567 ext. 32716
eagles@uwaterloo.ca

Appendix F. Park Staff Reminder for Survey Completion Email

This is a reminder being sent by Bruce van Staalduinen of Ontario Parks on behalf of the researchers to all those that have not yet completed the Parks Governance Survey. One week ago, you received an email asking you to complete the survey. The email contained the URL for the Parks Governance Survey. If you have not already completed the survey, we would ask that you please do so. If you have already completed the survey, we thank you for your participation.

The survey will take approximately 20 minutes for you to complete. Your participation in this study is entirely voluntary. As a participant, you can decline to respond to any question which you do not wish to answer. You can decide to withdraw at anytime from participating in the study by closing the web-browser. There are no known or anticipated risks associated with participation in this study. Use the survey link below to complete the survey. The web site is programmed to collect responses and will not collect any information that could potentially identify you. The survey is designed to allow you to complete the survey in more than one sitting. This can be done by re-entering the survey link into your web-browser and continuing the survey from where you last left off. Please complete the survey before (May 11, 2009).

Without your input, it will be impossible for the researchers to properly understand how you, Park Staff, view Ontario Parks Governance model.

Link to the survey: <http://ontarioparksurvey.uwaterloo.ca/>

It is important for you to know that any information you provide in the survey will be confidential. All of the data will be summarized and no individual can be identified from these summarized results. Furthermore, the web site is programmed to collect responses alone and will not collect any information that could potentially identify you (such as machine identifiers). The data, with no personal identifiers, collected from this study will be grouped with responses from other participants therefore no individual responses can be identified. Furthermore, the data will be securely stored in a restricted access area in the Department of Recreation and Leisure Studies at the University of Waterloo. The results of the study will be shared with the research community and ultimately it may be possible to provide relevant advice to parks, recreation, and tourism professionals, elected officials, and policy makers. Upon completion of the study (July 1, 2009), a summary of the results will be posted on the Parks Governance Group web-site (<http://www.parksgovernance.uwaterloo.ca>) for you to see.

We would like to assure you that this study has been reviewed and received ethics clearance through the Office of Research Ethics at the University of Waterloo. However, the final decision about participation is yours. If you have any comments or concerns resulting from your participation in this study, please feel free to contact Dr. Susan Sykes, Director, Office of Research Ethics at ssykes@uwaterloo.ca or 519-888-4567 Ext. 36005.


Thank you for participating in this study. If you have any questions or concerns, please feel free to contact the researchers using the following email addresses: wcbuteau@uwaterloo.ca or eagles@uwaterloo.ca .

Windekind Buteau-Duitschaever
MA Candidate

Department of Recreation and Leisure Studies,
University of Waterloo, Waterloo, Ontario, Canada. N2L 3G1
wcbuteau@uwaterloo.ca

Dr. Paul Eagles
Department of Recreation and Leisure Studies,
University of Waterloo, Waterloo, Ontario, Canada. N2L 3G1
(519) 888-4567 ext. 32716

Appendix G. Four Seasons Park Survey Information Post



4 Season Campers Forum
Information and Discussions on Camping in All 4 Seasons

Advanced search

Board index < General Discussions < Announcements/Current Events/News from MacGregor PP

[FAQ](#) [Register](#) [Login](#)

Ontario Parks Survey

Moderators: [shum](#), [another_newfie](#)

[POSTREPLY](#)

8 posts • Page 1 of 1

Ontario Parks Survey
by [GoinkZ](#) on Wed Mar 11, 2009 6:04 pm

The information below was passed to 4SCF Admin via Frank Spence from *OPDude*, please take the time to participate!

Thank You

4SCF Admin Team

Ontario Parks has granted approval to a Masters candidate at the University of Waterloo to conduct a survey of five different stakeholder groups on the topic of governance of Ontario Parks. The five stakeholder groups include Ontario Parks Staff, Ontario Parks Visitors, Non-Government Organizations, Nearby residents to Ontario Parks, and Private Contractors in a Provincial Parks setting. This is unique research that has not been conducted in the past for Ontario Parks, and we are excited about the future results and findings.


The purpose of this email is to engage park visitors in the completion of the survey. From my previous dealing with MFCCers, several of you have offered to complete any questionnaires that come up. For those of you who are Parks Insider members you will receive a notice of the survey as part of an upcoming internet newsletter. This gives you a head start on the process. There will be a limit to how many surveys can be completed by park visitors (3,000 to 4,000). So I didn't want any of you to miss out on this opportunity due to numbers, (as passionate as you all are about camping that is).

Below you will find a letter from the Windekind Buteau-Duitschaever, Masters candidate outlining more details of the study and the survey.

The URL to connect to the survey document is <http://ontarioparkvisitorsurvey.uwaterloo.ca/>

Thanks for your participation.

OPDude



GoinkZ
Site Admin

Posts: 3191
Joined: Tue Oct 07, 2008 7:15 pm
Location: Niagara Region, Ontario

[IM](#) [Globe](#)

Appendix H. Ontario Parks Insider Survey Information Posting. April 15th Issue.



[Featured Park - The Massasauga](#)

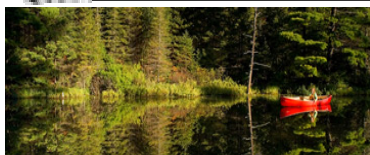
The Massasauga Provincial Park is pure bliss when it comes to accessible wilderness. 13,000 hectares of some it with these trip rugged shoreline, reached only by water, it's an idyllic Group-of-Seven landscape.



[Gear Up For Spring](#)

There are many factors to consider when planning a backcountry trip. Let us help take the guess work out of

You are reading the Backcountry Issue Read the [Family & Friends](#) Issue or the [RV](#) issue. [Français](#) [Archive](#)



[Tour Route - Ice Out Canoe Trips](#)

One of the most magical times of the year to go canoeing, kayaking or hiking in the interior of Ontario Parks is just after the ice has left the lakes and just prior to black fly season. Here is how you can take advantage of this glorious window.



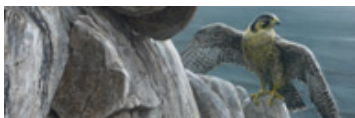
[Inside Ontario Parks: We Brake for Snakes](#)

Coexisting with venomous serpents is not something that most people in Ontario think is just about. Read about the continuing efforts to strike harmony between people and Massasauga Rattlesnakes in Killbear Provincial Park.



[Click here](#) to tell a friend about the Ontario Parks Insider.

Insider Offers



[Enter to win](#) a signed [Robert Bateman](#) Ontario Parks' print.

Insider Links



Come to [Northern Ontario](#) and experience the "bigness" of life.



The Great Ontario Outdoor Adventure of a Lifetime. Win seven days on Superior's North Shore! [Enter Today.](#)



Explore Ontario's [Provincial Attractions!](#)



Participate in a [research project](#) about parks governance in Canada.



Supported by The Strategic Tourism Development and Marketing Alliance For Northern Ontario

[Privacy Policy](#)

Not interested in the *Insider*? You may [unsubscribe](#) at anytime.



Research Project

Ontario Parks is part of a wider research community that includes universities across the province. Each year, research is undertaken in fields that range from biology to geology to the human dimension of park use. All contribute to the broader understanding of protected areas, including provincial parks.

Currently a group of researchers from the University of Waterloo is exploring how parks are operated, administered, and managed. This is referred to as parks governance. [Click here](#) if you would like to participate in their survey.

[Privacy Policy](#)



Supported by The Strategic Tourism Development and Marketing Alliance For Northern Ontario

Appendix I. Message to be included in the Ontario Parks Insider

e-mailer

Participate in a research project about parks governance in Canada.

Web-page

Ontario Parks is part of a wider research community that includes universities across the province. Each year, research is undertaken in fields that range from biology to geology to the human dimension of park use. All contribute to the broader understanding of protected areas, including provincial parks.

Currently a group of researchers from the University of Waterloo is exploring how parks are operated, administered, and managed. This is referred to as parks governance. Click [here](#) if you would like to participate in their survey.

Appendix J. Visitor Request for Survey Participation

Dear Ontario Provincial Parks Visitor,

This study is part of my, Windekind Buteau-Duitschaever, Masters Thesis in the department of Recreation and Leisure Studies at the University of Waterloo. This project is being supervised by Dr. Paul Eagles who is a faculty member in the department of Recreation and Leisure Studies at the University of Waterloo. The study is based on ten principles of sound governance identified by the United Nations Development Program (UNDP, 1997). An electronic survey using these ten principles as criteria has been developed by the Parks Governance Group from the University of Waterloo. The survey is designed to measure various stakeholders' perceptions of governance principles in action within Ontario Provincial Parks. Examples of questions include: "Park" seriously responds to public criticism; goes an extra step to help participants; the purpose of engaging stakeholders in any decision-making process is clear. Also, a few background questions such as age, sex and education level will be asked. Five stakeholder groups involved with the Ontario Parks have been identified. These are: Ontario Park Staff, Ontario Parks Visitors, Non-Government Organizations, Nearby residents to Ontario Provincial Parks, and Private Contractors in a Provincial Parks setting.

As a visitor, you are impacted by park mandates, management practices and you significantly contribute to the financing of these parks. You also have a significant influence on park mandates and management practices. Therefore, it is crucial for you to provide your opinion regarding the governance principles in action within Ontario Parks. This survey provides you with the rare opportunity to provide your opinions and perceptions on such matters. The results of the study will be shared with the research community and ultimately it may be possible to provide relevant advice to parks, recreation, and tourism professionals, elected officials, and policy makers.

It is important for you to know that any information that you provide will be confidential. All of the data will be summarized and no individual could be identified from these summarized results. Furthermore, the web site is programmed to collect responses alone and will not collect any information that could potentially identify you (such as machine identifiers). The data, with no personal identifiers, collected from this study will be maintained on a password-protected computer database in a restricted access in the Department of Recreation and Leisure Studies at the University of Waterloo. Any participation in this study is voluntary, you can decline to respond to any questions you do not want to answer, and you are free to withdraw from the study at any time by closing the website. There are no known or anticipated risks associated with participating in this study. The survey should take approximately 20 minutes to complete. Use the link below to complete the survey. Furthermore, the web site is programmed to collect responses and will not collect any information that could potentially identify you. The survey is designed to allow you to complete the survey in more than one sitting. This can be done by re-entering the survey link into your web-browser and continuing the survey from where you last left off. If you would like to participate in this study, copy and paste the following URL into your web browser and follow the link.

Link to the survey: <http://ontarioparksvisitorsurvey.uwaterloo.ca/>

Please complete the survey before May 11, 2009

To learn more about the findings of this study, you are encouraged to visit the University of Waterloo Parks Governance Group website using the following link, <http://www.parksgovernance.uwaterloo.ca> on or after July 1, 2009.

We would like to assure you that this study has been reviewed and received ethics clearance through the Office of Research Ethics at the University of Waterloo. However, the final decision about participation is yours. If you have any comments or concerns resulting from your participation in this study, please feel free to contact Dr. Susan Sykes, Director, Office of Research Ethics at ssykes@uwaterloo.ca or 519-888-4567 Ext. 36005.

If you would like to participate in the survey or if you have any questions or concerns, please contact the researchers by email at wcbuteau@uwaterloo.ca or eagles@uwaterloo.ca

Thank you for your interest in this study,

Windekind Buteau-Duitschaever
MA Candidate
Department of Recreation and Leisure Studies,
University of Waterloo, Waterloo, Ontario, Canada. N2L 3G1
wcbuteau@uwaterloo.ca

Dr. Paul Eagles
Department of Recreation and Leisure Studies,
University of Waterloo, Waterloo, Ontario, Canada. N2L 3G1
(519) 888-4567 ext. 32716
eagles@uwaterloo.ca

Appendix K. News Paper Advertisement Content

University of Waterloo researchers need local community members help. Participate in an on-line survey to give your opinion of Ontario Parks' Management Model. To give your opinion, visit: www.ontarioparksurvey.uwaterloo.ca

Appendix L. News Paper Posting of Survey Advertisement s

Parry Sound
Beacon

05/08/2009 FRI 9:49 FAX 705 746 8369 PARRY SOUND NORTH STAR

002/003

THE PARRY SOUND BEACON * STAR Friday, May 8, 2009 9A

255 Announcements

To Our Mommy
are the BESTEST!!
hawn, Lise, Lori & Kelly
and the Brats too.

*llis Haskim
and Miss You*

*Don, Chris & Kurk,
& Mark, Bouwan,
ly & Mitchell*

2082

Mom,
Hope you have a
wonderful day!
ove: Kelly & Lori
Kevin & Leighann

260 Tenders

**If
you
are
reading
this
you've
just
proved
ADVERTISING
WORKS!**

Contact a North
Star Sales Rep
today and get it
working for you!

746-2104
ads@parrysound.com

For Classifieds:
1-877-444-4940
classifieds@parrysound.com

320 Garage & Yard Sales

YARD SALE

46 Oastler Park Dr
Saturday May 9th
8am
Rain or Shine

87 Louisa St
May 9th, 8am
several desks \$10 each

115 North Rd
May 9th and May 16th
Rain or Shine
B&B Retiring

400 Cars for Sale

Ford **L & H Motors**
746-2135

FIVE - 0 EVENT

\$0 Security Deposit	\$0 Down Payment	\$0 Due at Delivery	\$0 First Purchase Payment	\$0 Financing
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Offers vary by model not all combinations apply
See dealer for details OAC

2006 ESCAPE Limited, 4x4, Green, Beige Leather, Loaded 62,000 kms	OPEN MON-FRI 8a-5:30p SAT 10a-4p On-site financing OAC	2006 FIVE HUNDRED Light Green, SE, FWD, 55,000 kms
2005 FOCUS- SES ZX5 Manual / Air / Leather Copper	SPORT 2007 RANGER 4x2 Supercab, auto 46,000 kms	2006 F-150 4x4 Supercab, Hard Tonneau, Dk. Red 79,000 kms.
2006 F150 REG CAB Silver with Box Cover, Auto, Air 61,500 kms.	2008 FOCUS SE, Coupe, Red Auto, Air 17,800 kms	2005 FREESTAR Sport, grey Auto, Cloth, Loaded, DVD

PRE-OWNED UNITS

Near North
District School Board

ENDER
Access Alterations
Secondary School
on Falls, ON
2:00:00 p.m.
May 26, 2009

District School Board invites
the above project.

may be downloaded from our
northschools.ca on or after
y, May 11, 2009.

Information contact the
sing Department
2-8170 or (800) 278-4922

Heli Vail
Director of Education

to educate learners to their
preparation for life-long learning.
2009

262 Public Notices

**The
'Star Office
NO LONGER HAS
BOXES
AVAILABLE**

University of Waterloo researchers
needs local community members help.
Participate in an on-line survey to
give your opinion of Ontario Parks'
Management Model. To give your
opinion, visit:
www.ontarioparksurvey.uwaterloo.ca

NOTICE

The MOE approved
RELEASE
of a
CAMP GEORGE
LAGOON
will take place between
May 11 and
May 29, .2009

262 Public Notices

**TOWNSHIP
OF
MCKELLAR**

PUBLIC NOTICE

**THE CORPORATION OF
THE TOWNSHIP
OF GEORGIAN BAY**

Invites
PROPERTY OWNERS AND INTERESTED PARTIES
to attend a
PUBLIC MEETING
TO DISCUSS PROPOSED ZONING BY-LAW AMENDMENTS
UNDER SECTION 34 OF THE PLANNING ACT

Various Revisions and house keeping changes to Zoning By-law 91-19

The Township of Georgian Bay is proposing a number of 'housekeeping' or minor revisions to the existing Zoning By-law 91-19. These revisions represent improvements or clarifications to the By-law, which will assist in the implementation and interpretation of various sections. Because of the comprehensive nature of these changes, many of the amendments will apply to lands Township wide.

A number of "housekeeping" changes are proposed to simplify the wording and use of the Zoning By-law.

The Zoning By-law Amendments contain revised definition for a sleeping cabin, provides additional regulations for accessory buildings, structures and uses within a residential zone, low water docking provisions and mapping changes, amongst other matters.

Additional information relating to the proposed Zoning By-law Amendments, including a copy of the proposed Zoning By-laws, are available for inspection at the Township Office during regular office hours (8:30 am to 4:30 pm), and are available on the Township website. (www.gbtownship.ca)

Any person or agency may attend and provide representation at the Public Meeting and/or make written representation prior to the meeting, either in support of, or in opposition to, the proposed Zoning By-law.

If a person or public body that files an appeal of a decision of the Township of Georgian Bay in respect of the proposed Zoning By-law does not make oral submissions at a Public Meeting, or make a written submission to the Township before the proposed Zoning By-law is adopted, the Ontario Municipal Board may dismiss all or part of the appeal.

If you wish to be notified of the adoption of the proposed Zoning By-law Amendments, you must make a written request to the Clerk of the Township at the address below.

Weekender: Friday, May 8, 2009 - 28

255 Announcements

Happy Mother's Day



We love you Mom!
Love Karlene,
Kenneth, Kody,
Benry, Diesel



YOU are the World's Greatest Mommy!!!!!!
Love Allie & Daddy



What's goin' on?
You'll find it in the Classifieds!
(Category #249)

258 In Memoriam

In Memoriam
On this first anniversary of her passing, Toronto area family members of Dorys Blanchard would like to say that she is still missed. We also want to thank friends including Helen, Byrne and Barb Hiles, who have been of enormous help since her passing. Finally, we send our love to Gayle Marrin, who was always there for Dorys in a way her long distance family could not be. Hope you are enjoying peaceful waters Deed. xo

In Memoriam
A Celebration Of Life Invitation

You are cordially invited to a celebration honoring the life of Edith Wesley, who passed away March 4, 2009 at the age of 91. Please join his family and friends on **Saturday, May 9th, from 12:00 p.m. to 4:00 p.m.**, at The Royal Canadian Legion, Branch 529, located in Port Carling, where he was a member for 52 years.

Edith was a very accomplished model boat maker (all made from his own drawings), which include the Segwun, the Wanda III, and the Titanic, as well as an aft carrier, and we hope to have some of them on view at the celebration. See you there.

259 Card of Thanks

The family of the late Kermit White would like to express our heartfelt thanks to all our neighbours, friends, and extended family for their many cards, calls, charitable donations, floral arrangements, and gifts of food. We loved hearing and sharing with you as we celebrated a life well-lived.

Thanks to Dr Todd for years of devoted care; Roberta, Nancy and Marjorie from Homecare for enabling Edith to live in his own home as was his enduring desire; and to the staff from Muskoka EMS who responded with speed and compassion.

255 Announcements



BEFORE school care 7am - 8:30am Beechgrove Public School Breakfast provided \$10.00 per day Criminal record check & references provided 687-6382

303 Horse Supplies & Boarding

HORSE hay for sale. 4x4 Round-\$15.00, Square bales-\$2.00. 705-769-3777

310 Articles For Sale

2 leather like swivel tub chairs \$90 each 765-3454

CUSTOM T-SHIRTS
NO MINIMUMS
INSTANT QUOTES
FAST SERVICE

WOODS CLOTHING
570 Ecclestone Dr
Bracebridge 645-1737



Sell it fast, on our Classified pages. (Category #310)

258 In Memoriam

STEEL roofing - siding. 29 gauge Galvalume \$68 sq. 30 year paint. \$98 sq Call Don Barr 705-723-8080 www.sbsteel.ca

262 Public Notices

WHITE appliances: Glass-top stove, \$250. Fridge, \$250. Over range microwave/hood combo, \$150. Dishwasher, \$75. All barely used. 705-706-1757

262 Public Notices

STEEL roofing - siding. 29 gauge Galvalume \$68 sq. 30 year paint. \$98 sq Call Don Barr 705-723-8080 www.sbsteel.ca

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Thanks to Dr Todd for years of devoted care; Roberta, Nancy and Marjorie from Homecare for enabling Edith to live in his own home as was his enduring desire; and to the staff from Muskoka EMS who responded with speed and compassion.

310 Articles For Sale

GODIVA Chocolate, Fudge, Gills, & Home Decor. Lilbird, 9 Ontario St. Bracebridge 645-8060

HAY for sale 4x5' and 5x6' bales of hay. Some 2007, no rain, a number of large straw bales available also. Montego Farms, 705-326-3074 evenings.

HOT tub (spa) covers. Best price, best quality, all shapes and colours available. Call 1-866-585-0056; www.thecoverguy.ca

HOUSEHOLD Estate Sale- Bunk beds, dining room/living room suites, bedroom suites, desks, lamps and many more household items. 687-3636

LOOT Bags for kids Birthdays. \$3.50 each. Lilbird, 9 Ontario St. Bracebridge 645-8080

MEN'S left hand golf club set (Demo's) Tailor-made, R7 Draw irons. 4,5,6,8,9,S+A wedges. R7 Draw driver (10.5) whiteheadcover, R7-3 wood, #3+ #4 Rescue clubs, while Hot Odyssey #1 putter whiteheadcover, tailor-made cart bag. Sold only as complete set, \$950. Call 645-1816 after 7pm.

PRO-FORM LX450 tilting treadmill, \$400. Walking/Ski exercise machine, \$300. 645-9274

STEEL roofing - siding. 29 gauge Galvalume \$68 sq. 30 year paint. \$98 sq Call Don Barr 705-723-8080 www.sbsteel.ca

WHITE appliances: Glass-top stove, \$250. Fridge, \$250. Over range microwave/hood combo, \$150. Dishwasher, \$75. All barely used. 705-706-1757

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STEEL roofing - siding. 29 gauge Galvalume \$68 sq. 30 year paint. \$98 sq Call Don Barr 705-723-8080 www.sbsteel.ca

315 Articles Wanted

FIREARMS WANTED FOR UPCOMING AUCTIONS: Rifles, handguns, bows, military medals, edged weapons. As Estate Specialists we manage the sale of registered & unregistered firearms. We can facilitate the sale of firearms with expired certificates. Call Paul @ Switzer's Auction: 613-332-5581 or 800-694-2609 or email: info@switzersauction.com for a consultation. Watch our web site for updated listings: www.switzersauction.com Next Sale: June 20th.

330 Firewood

CENTURY Firewood, since 1976. Good quality service, competitive pricing. Ordering now will give your wood all summer to dry! 645-8518.

265 Lost & Found

REWARD

For information leading to the return of a stolen 2000 Honda CBR 600F4, red/black with Honda Racing on windshield and 12v adaptor built in on right side frame. Any info please call Mary **789-8598**

262 Public Notices

University of Waterloo researchers needs local community members help. Participate in an on-line survey to give your opinion of Ontario Parks' Management Model. To give your opinion, visit: www.ontarioparksurvey.uwaterloo.ca

262 Public Notices

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STEEL roofing - siding. 29 gauge Galvalume \$68 sq. 30 year paint. \$98 sq Call Don Barr 705-723-8080 www.sbsteel.ca

330 Firewood

THE WOODMAN'S DAUGHTER
by Lana Nadrofsky
Green FIREWOOD available
Delivery Included
705-789-5920

370 Pets, Supplies & Boarding

SCHOODLES - lovingly bundles of joy, non shedding coats, ready for mid May, males only. Also older Whooodle male pups. Very reasonable. 687-6634

SHI-POD puppies are ready to go. Vet checked and first shots. \$450. 705-689-0894

265 Lost & Found

REWARD

For information leading to the return of a stolen 2000 Honda CBR 600F4, red/black with Honda Racing on windshield and 12v adaptor built in on right side frame. Any info please call Mary **789-8598**

262 Public Notices

SERVERS wanted with Smart Serve, apply at Joseph's Restaurant Burk's Falls 882-0047 or jbgourmet@gmail.com

320 Garage & Yard Sales



BRACEBRIDGE - Co Bonnie Lake Road (Hwy 10) May 9th, 9:00 Items for home, work

UTTEI multi-family neighbourly 1173 OLD MILL (just minutes down) SATURDAY, MAY 9th Electronics, Kitchen, brand name clothing Furniture - something for everyone

400 Cars

1998 Sunfire, 2 speed, 167,000 good condition, \$1500 as is or \$1700 705-684-8080

510 General

BALA Freshmarting product deli, n and grocery clerk, cashiers, tax 672- email balafreshmart@ca light.ca

BENTO Nouveau, 1 time leading to full 25+ hours, sushi ch experience required train. \$9.50 to start. 789-1690 or fax 789-1690

EXPERIENCED pain wanted, also prep wo needed. Fax resume 705-687-7369 or call 705-687-4263

HIGH END CARPENTER

For year round work in Bracebridge Port Carling Area Must have reliable transportation and minimum 10 years experience Competitive wages & benefits Call or fax resume to 705-645-1963



HYDRANT FLUSHING NOTICE

BRACEBRIDGE, GRAVENHURST, BAYSVILLE, BALA, PORT CARLING, MACTIER, PORT SEVERN

In order to improve the quality and service of the water system, Muskoka Public Works Department will be conducting a hydrant and main flushing

STAYERS-SUN - MAY 6, 2009

256 Deaths

CURRIE, Angus Alexander
Peacefully on Friday May 1, 2009 at his home in his 77th year. Alex of Stayner, beloved husband of Elaine (nee McGibbon). Loving father of Janet Currie and her husband Tim Knorr of Collingwood and Neil and his wife Jenny of Lakeland, Florida. Dear grandpa of Alyssa and Ryan Currie. Brother of Gordon and his wife Sue, Charlotte and her husband Willard Holroyd, Harvey and his wife Lee, the late Jean Bowins and the late Bruce and his wife Marilyn. Brother-in-law of Beatrice and her husband Hugh Ransier, Jean and her husband John Handy and Hazel McGibbon. Alex will be missed by his many, many nieces and nephews as well as his numerous friends. Friends were received at the **CARRUTHERS & DAVIDSON FUNERAL HOME - Stayner Chapel**, 7313 Highway 26 (Main Street), Stayner (705-428-2637) Tuesday May 5th from 2-4 and 7-9 p.m. Funeral Service will be held at Jubilee Presbyterian Church, 7320 Highway 26, Stayner on Wednesday May 6, 2009 at 1 o'clock. Interment First Presbyterian Cemetery, Collingwood. Remembrances to the Jubilee Presbyterian Church or the General & Marine Hospital Foundation, Collingwood would be appreciated by Alex's family. For further information and to sign the Book of Memories, log on to:
www.carruthersdavidson.com

HEATHCOTE, CLIFTON (Cliff) ROSS
At General & Marine Hospital, Collingwood On Friday May 1st, 2009, in his 77th year. Cliff, beloved husband of Jean Heathcote of Wasaga Beach. Dear father of Clifton, John, Robert and Carolyn. Grandpa will be missed by seven Grandchildren and eight Great Grandchildren. With respect to Cliff's wishes there will be no visitation or funeral services. Arrangements entrusted to the **WATTS FUNERAL HOME & CREMATION CENTRE**, 132 River Road E. Wasaga Beach (705-429-1040). Cremation. Donations to the Canadian Cancer Society would be appreciated.



SHELburne MEMORIALS LIMITED
EST. 1888

709 Industrial Road
Shelburne, Ontario L0N 1S4
1-800-668-8756
www.shelburnememorials.com

Owned & Operated by
Bob & Linda McBride
Helpful Friends Helping You

256 Deaths

256 Deaths

256 Deaths

256 Deaths



Everyone needs someone to turn to.

Turn to us and we'll take care of you in your time of need.

Carruthers & Davidson
FUNERAL HOME LIMITED
1410 GUY ST. STAYNER, ONT. N0G 1S0

Stayner 705.428.2637 Wasaga Beach 705.429.8766
www.carruthersdavidson.com

Lynn Stone
Funeral Homes Inc.
Agent for Sanderson Memorials Company Limited
24 Hour Service
New Facilities To Serve You Better
15 Yonge Street S. Etobicoke, ON. (705) 322-2732
Funeral Information Line (705) 322-2901

DOUGALL, Edwin Charles
Passed away peacefully on Wednesday April 29, 2009 at the General & Marine Hospital, Collingwood at the age of 91. Ed of Stayner, beloved husband of the late Alice. Loving father of Mary and her husband Glen Gullely, Jim Dougall and his wife Susan and May-Louise and her husband Jack Martel. Dear grandpa "Bump" of Maryanne (Keith), Richard (Jane), Jeff (Heather), Jill (Jeff), Jaime (Darren), Steven (Marcie) and the late Daniel. Great-grandfather of Amy, Jason, Melissa, Erin, Austin, Nora and the late Monika. Great great-grandfather of Elizabeth, Madison and Emily. Friends were received at the **CARRUTHERS & DAVIDSON FUNERAL HOME - Stayner Chapel**, 7313 Highway 26, Stayner (705-428-2637) on Saturday May 2, 2009 from 2-4 and 7-9 p.m. Funeral Service was held at Jubilee Presbyterian Church, 7320 Highway 26, Stayner on Sunday May 3, 2009 at 2 p.m. If desired, donations in Ed's memory may be made to the Heart & Stroke Foundation, the Lung Association or Princess Margaret Hospital Foundation. For more information or to sign the online Book of Memories, log on to:
www.carruthersdavidson.com.

262 Public Notices

262 Public Notices

University of Waterloo researchers needs local community members help. Participate in an on-line survey to give your opinion of Ontario Parks' Management Model. To give your opinion, visit:
www.ontarioparksurvey.uwaterloo.ca

267 Companions

273 Daycare Available

LOOKING for a meaningful long-term relationship? Call Ontario's largest, most successful match-making service today! Misty River Introductions, as featured on CBC, CTV & Rogers. Misty River Introductions; 705-734-1292

FUN loving home! Daily activities, nutritious snacks and meals. First aid, CPR. Fenced in yard. References. Call Krista 705-429-1987

289 Party Services

306 Furniture

COMFORTABLE futon, nice wooden frame. Soft multi-coloured beautiful patterned cover. Two rolled cushions for each end. \$125. 519-538-0422

ELECTRIC Riser Chair. Cream color, wingback chair and ottoman. Like new. \$1200 new, asking \$375. 705-792-1854

SPRING Clearance: 15% off on all dining furniture, Leather loveseats \$499, hardwood bunkbeds \$599 Moonstone Furniture.ca 705-835-2133 Open Thursday-Monday

310 Articles for Sale

205 Tent Trailer Flagstaff Forest River. King, Queen heated beds. 3-way fridge & furnace. Quietair BBQ, tip-out kitchen, electric brakes. Cold water storage tank & battery hook-up. Big front storage compartment. 705-443-9853

SWEET DEALS
A new double 3' Eurotop mattress set. Still factory packaged. Mattress & boxspring. Cost \$700. Must Sell \$350. Will deliver. 705-734-2504

APPLIANCES Now open! Fridges, stoves, washers, dryers, freezers. Also Apt. size and portables. Stayner. Used Appliances. 705-428-5308

APPLIANCES: Scratch n'dent & quality used fridges, stoves, washers, dryers, freezers, dish-washers, etc. 1 year warranty, delivery available. C&V Appliances-Barrie, Open 7 days a week. 705-737-2401.

BED, all new, queen orthopedic, mattress/box spring, new in plastic, cost \$900, sell \$275. 705-730-3114

CARPET. I have several thousand yards of new Stainmaster and 100% nylon carpet. Will do living room & hall for \$389.00. Includes carpet, pad & installation (30 yards). Steve 705-728-7632

amazing!

310 Articles for Sale

BEDROOM-SUITE, gorgeous Cherry bed, dresser / mirror, chest, night table, new in-box. Cost \$7,000. Sell \$1500. 705-730-3114

GOLD 18k bangle, Tiffany heart bracelet, leather handbags & jacket. Display coffee table, floor lamps, chandelier, pantsuits, artworks, plus others. 705-725-4773

HOT tub /spa. 2009 model. Fully loaded. LED lights. Warrantee. New in wrapper. Cost \$7950, sacrifice \$3900. 705-730-3114

MOVING/CONTENT Sale: Chest freezer, Maple kitchen set, couch sets, and more. Call for details; 705-533-2806

NORDIC Walk Fit, Sectional Sofa Chairs, Berber rugs, beds, 60" double pedestal metal desk, snowblower. 705-429-7730

POOL table, brand-new, solid wood, 1" slate, all accessories included. Cost \$5500., sell \$1500. 705-730-3114

STEEL roofing and siding. 29 gauge galv. \$68./sq. 30yr. paint \$98./sq. Call Barr Steel Sales 705-723-8080 www.sbsteel.ca

WASHER and Dryer. Good condition. \$200 firm. Call 705-812-0767 Wasaga Beach.

WOOD Stove. Pacific Energy Spectrum, high efficiency + 30" chimney + rain cap. \$600. (519)599-3791

HOT tub (Spa) Covers. Best price, best quality. All shapes & colours. Call 1-866-585-0056, www.thecoverguy.ca

315 Articles Wanted

ANTIQUES, Artifacts & quality used furniture Wanted. Full or partial estate lots, silver, china & collectibles. John 705-737-1466

BUYING Coin Collections-Silver, Gold. Phone for info and appointment. Simcoe Numismatics Reg'd. Highway#400 Market. 705-436-3537. Member CNA

FREE Pick up for BBQ. AC units, lawn mowers, car parts & other metal items for scrap in Alliston. Angus, Barrie, Wasaga Beach & surrounding area. Small charge for washers, dryers & stoves. 705-423-9700

HONDA EU 2000 Generator. 705-734-9580 or 705-730-2630

WANTED: Car shelter frame in good condition. Call Nancy (905)936-4654

320 Garage & Yard Sales

Garage Sale
All household items to be sold. Welcomes inside home and Starts Friday May 8, 4pm finish Sunday May 10.

House for sale too!
Lots of antique plates, furnishings, ornaments, snowplower, etc.
65 Cedar St., Collingwood (between 1st & 2nd Street)

DIG A WELL IN AFRICA
Huge Yard Sale - May 16th 8am-4pm
Nottawa Community Centre
Donations urgently needed
705-444-6161 or 705-445-3022

Saturday, May 9th
8 am to 1 pm
259 John Street - Stayner
Something for everyone

VENDORS WANTED 6th Annual Road Garage Sale in Elmvale Sat. June 27th 8am-4pm
munity Hall in the parking lot. Over 60 Garage individuals, families or fundraise for your club. B Call Peter 705-322-3535 (w) or 705-322-3535 (h)

Multi-Family Garage Sale
33 Donald Crescent, Wasaga Beach
Sat. May 9th - 8a.m. start
Lot's of good stuff!

GARAGE SALE
Sat. May 9, 8am - Noon
42 Caribou Trail, Wasaga Beach
Snow tires, lots of books and some toys

325 Auctions

325 Auctions

AUCTION
Architectural Antiques, Garden Antiques, Furniture & Collectibles
Saturday, May 16 @ 10am
Lilac Down Farm, 3249 Airport Road, Creemore, ON to feature
A large selection of architectural doors, windows, porch posts, iron garden gates, iron fencing, iron & brass lawn furniture, weathered statues, bird houses, folk art, antique furniture, farm & country ox yoke, sap cauldrons, lanterns, iron stoves, antique tools, pine general store items, Laser fg, mountain bikes, antique horse pump, etc.
TERMS: Cash, cheque, VISA, M.C. 10% BP. BBQ Lunch, Washroom
Auctioneer John B Simpson II
1-800-438-8138
www.simpsonauctions.com

Lg Estate Auction Sat May 16th at the **Thornbury Arena Hall**
Carscadden Estate. All antique contents, furnishings, early glass collectibles, **Pequegnat clock;** 11" table, needlepoint items; **Q flowered crock;** ass't lamps; books; bedding; good appliances; handi-cap scooter; etc.
TERMS: Cash, Debit, 5% B.P. Lunch **List Only. Pifer Auction Serv**
705-445-4848 **Remarks:** A great auction. Home jam-packed with ant collectibles with many surprises.
www.pifer.theauctionadvertiser.com

CALL US

Appendix M. List of Communities Contacted

Northumberland Tourism
Municipality of Trent Hills
Ottawa Valley Tourist Association
Huntsville/Lake of Bays Chamber of Commerce
Township of South Algonquin
The Township of Bonnechere Valley
The Municipality of Brighton
Grand Bend
Saugeen shores Chamber of Commerce
The Grand bend Chamber of Commerce and Tourism
Thunder Bay Department of Tourism
Thunder Bay Chamber of Commerce
Municipality of Red Lake
Municipality of Temagami
Town of Wasaga Beach
Wasaga chamber of commerce
Wawa

Appendix N. Local Community Survey Information Letter

We are conducting a research study examining the governance model of Ontario Provincial Parks for my Master's Thesis. The study is part of my, Windekind Buteau-Duitschaever, Masters Thesis in the department of Recreation and Leisure Studies at the University of Waterloo. This study is being supervised by Dr. Paul Eagles who is a faculty member in the department of Recreation and Leisure Studies at the University of Waterloo. The study is based on ten principles of sound governance identified by the United Nations Development Program (UNDP, 1997). The ten principles of sound governance are: Public Participation, Consensus Orientation, Strategic Vision, Responsiveness, Effectiveness, Efficiency, Accountability, Transparency, Equity, and Rule of Law. An electronic survey using these ten principles as criteria has been developed by the Parks Governance Group from the University of Waterloo. The survey is designed to measure various stakeholders' perceptions of governance principles in action in the Ontario Parks. Examples of questions in the survey include: "Park" seriously responds to public criticism; goes an extra step to help participants; the purpose of engaging stakeholders in any decision-making process is clear. Also, a few background questions such as age, sex and education level will be asked. Five stakeholder groups involved with the Ontario Parks have been identified. These are: Ontario Parks Staff, Ontario Parks Visitors, Non-Government Organizations, Nearby residents to Ontario Provincial Parks, and Private Contractors in a Provincial Parks setting. In conjunction with Ontario Parks, the researchers have identified your community as being important to include in this study due to your close proximity to Presqu'ile Provincial Park and the influence this parks has on you.

As a member of the local community, you have a significant influence on Ontario Provincial Park mandates and management practices. Therefore, it is crucial for you to provide your opinion regarding the governance principles in action within Ontario Parks. This survey provides you with the rare opportunity to provide your opinions and perceptions on such matters. The findings from this study will be shared with Ontario Parks, your community and the research community so that ultimately, it may be possible to provide relevant advice to parks, recreation, and tourism professionals, elected officials, and policy makers.

The survey was designed by the Parks Governance Group from the University of Waterloo, Ontario. The survey is a web-based survey designed to measure your perception of governance principles in action within Ontario Parks. The findings from this survey will provide a **better understanding of the underlying principles governing the Ontario Parks delivery model.**

The survey will take approximately 20 minutes for you to complete. Use the link below to complete the survey. The web site is programmed to collect responses and will not collect any information that could potentially identify you. The survey is designed to allow you to complete the survey in more than one sitting. This can be done by re-entering the survey link into your web-browser and continuing the survey from where you last left off.

Link to the survey: <http://ontarioparksurvey.uwaterloo.ca/>

Please complete the survey by May 11, 2009.

It is important for you to know that any information you provide in the survey will be confidential. All of the data will be summarized and no individual can be identified from these summarized results. Furthermore, the web site is programmed to collect responses alone and will not collect any information that could potentially identify you (such as machine identifiers). The data, with no personal identifiers, collected from this study will be maintained on a password-protected computer database in a restricted access area of the Recreation and Leisure Department of the University of Waterloo. As well, the data will be electronically archived after completion of the study and maintained for two years and then erased.

The results of the study will be shared with the research community and ultimately it may be possible to provide relevant advice to parks, recreation, and tourism professionals, elected officials, and policy makers. A summary of the results from this study will be posted on the Parks Governance Group web-site (<http://www.parksgovernance.uwaterloo.ca>) for you to see on or after July 1, 2009.

We would like to assure you that this study has been reviewed and received ethics clearance through the Office of Research Ethics at the University of Waterloo and from Ontario Parks. However, the final decision about participation is yours. If you have any comments or concerns resulting from your participation in this study, please feel free to contact Dr. Susan Sykes, Director, Office of Research Ethics, at 519-888-4567 ext. 36005 or by email at ssykes@uwaterloo.ca.

Thank you for participating in this study. If you have any questions or concerns, please feel free to contact the researchers using the following email addresses: wcbuteau@uwaterloo.ca or eagles@uwaterloo.ca.

Windekind Buteau-Duitschaever
MA Candidate
Department of Recreation and Leisure Studies,
University of Waterloo, Waterloo
wcbuteau@uwaterloo.ca

Dr. Paul Eagles
Department of Recreation and Leisure Studies,
University of Waterloo, Waterloo, Ontario, Canada. N2L 3G1
(519) 888-4567 ext. 32716
eagles@uwaterloo.ca

Appendix O. Survey Summery Letter for Local Communities

University of Waterloo Researcher Wants to Involve Your Community in Ground breaking Research!

The Parks Governance Group (PGG) at the University of Waterloo is conducting research aimed at better understanding the principles underlying the choice of management and governance models for parks, recreation and tourism services in Canada. The PGG is currently analyzing Ontario Parks management model using an electronic survey (<http://ontarioparksurvey.uwaterloo.ca/>). The questions in the survey are designed to measure your opinions for ten governance criteria regarding the manner in which Ontario Parks involves your community in various decision making processes. The ten criteria being evaluated are: Public Participation, Consensus Orientation, Strategic Vision, Responsiveness, Effectiveness, Efficiency, Accountability, Transparency, Equity, and Rule of Law.

Communities around parks and protected areas provide both direct and indirect services to park visitors, are directly and indirectly influenced by park visitors, and can directly be influenced by park management mandates. Local communities can and often do play an important role in park management. In 2007, Ontario Parks received 10,377,359 visitors. These visitors provide tremendous amount of tourism generated revenue for communities located either close to Provincial Parks or along a main travel route to a Provincial Park. As a city located close to a large provincial park, the members of your community are directly and indirectly impacted by management practices occurring within the provincial park and within Ontario Park's main office. However, local community members and tourism providers are seldom consulted in such decision making process by the Park Agency and are almost never consulted by independent researchers. This survey provides you with the rare and unique opportunity to provide your opinions of Ontario Parks management model. As a researcher I feel that it is of paramount importance that I provide you with the opportunity to be included in this study due to your close proximity to Presqu'ile Provincial Park. By participating, you will allow for the Town of Brighton to be properly represented in the findings and recommendations that will be made to Ontario Parks. I would ask that you please advertise this study to all members of your community so they can have the chance to participate in this study. I will provide you with all the findings from this study so that you may benefit from them. We would like to assure you that this study has been reviewed and has received ethics clearance through the Office of Research Ethics at the University of Waterloo and of Ontario Parks. All findings will be confidential and no individual can be identified from the results. Please feel free to distribute this survey to all interested parties. I have also provided the City with a copy of the research proposal for your records. If you have any questions or comments, you can contact me via email at: wcbuteau@uwaterloo.ca

Thank you for your time and interest.

Windekind Buteau-Duitschaever

MA Candidate

Department of Recreation and Leisure Studies

University of Waterloo

wcbuteau@uwaterloo.ca

Appendix P. Survey Postings by Local Communities

Ottawa Valley Tourism Association E-News Letter sent April 7, 2009

Dear OVTA Members,

This week's tourism news from the OVTA:

Stats Canada - National Tourism Indicators

1. **Canada jumps to fifth in world tourism rankings**
2. **University of Waterloo - Ontario Parks Survey**
3. **Wanted - old wooden canoe**
4. **Palmer Fest Early Bird ends Friday at midnight**
5. **Stone Fence Theatre 2009**
6. **Upcoming Tourism Events**

STATS CANADA - NATIONAL TOURISM INDICATORS

Fourth Quarter 2008

This publication presents information on the National Tourism Indicators (NTI). The data portray the evolution of tourism in Canada on a quarterly basis. Statistical tables providing the most recent quarterly and annual estimates are organized around six topics: tourism demand in Canada, tourism domestic demand, tourism exports, supply, tourism employment and gross domestic product.

To view the Fourth Quarter 2008 National Tourism Indicators [click here](#).

CANADA JUMPS TO FIFTH IN WORLD TOURISM RANKINGS

Canada overtook the US to move from ninth to fifth place in the Travel & Tourism Competitiveness Report 2009 released by the World Economic Forum. Canada's high ranking is the result of "excellent" natural and cultural resources, the world's top-ranked air infrastructure system and the business community's consensus that the Canadian government is making a concerted effort to promote tourism overseas, according to the report.

Switzerland, Austria and Germany topped the list again, while France jumped from 10th place to fourth in the new ranking. The United States dropped from seventh to eight.

To read the full report [click here](#).

UNIVERSITY OF WATERLOO - ONTARIO PARKS SURVEY

The OVTA has been approached by a student from The Parks Governance Group (PGG) at the University of Waterloo to help conduct research aimed at better understanding the principles underlying the choice of management and governance models for parks, recreation and tourism services in Canada. Governance can be defined as the process by which the government and other social organizations interact, how they relate to citizens and how decisions are taken. The PGG is currently analyzing Ontario Parks' management model using an electronic survey (<http://ontarioparksurvey.uwaterloo.ca>). The questions in the survey are designed to measure your opinions for ten governance criteria. The criteria are: Public Participation, Consensus Orientation, Strategic Vision, Responsiveness, Effectiveness, Efficiency, Accountability, Transparency, Equity, and Rule of Law.

Communities around parks and protected areas provide services to and are influenced by park visitors, both directly and indirectly, and can be directly influenced by park management mandates. Local communities can play an important role in park management. In 2007, Ontario Parks received 10,377,359 visitors. These visitors provided tremendous amounts of tourism generated revenue for communities located either close to Provincial Parks or along a main travel route to a Provincial Park.

As a member of a local community, you are directly and indirectly impacted by management practices occurring within the provincial park and within Ontario Parks' main office. However, local community members are infrequently consulted in such decision making processes. This survey provides you with the rare and unique opportunity to provide your opinions of Ontario Parks' management model. By participating, you will allow the University of Waterloo student to properly complete his analysis and allow him to provide pertinent and accurate findings and recommendations to Ontario Parks and the OVTA. Any information you provide in the survey will remain confidential. This study has been reviewed and has received ethics clearance through the Office of Research Ethics at the University of Waterloo.

In addition to your participation, please feel free to distribute this survey, by forwarding the link listed below. If you have any questions or comments, please contact: wcbuteau@uwaterloo.ca. To begin the survey please follow this link: <http://ontarioparksurvey.uwaterloo.ca>.

WANTED - OLD WOODEN CANOE

The OVTA is in search of an old wooden canoe! The canoe will be turned into a brochure display rack in the OVTA booth at various trade shows and events. The donor (person or business) will be recognized as such on the canoe with signage or logo branding.

Should you have an old wooden canoe that you would like to get out of your garage, please let Melissa know at mjohnston@countyofrenfrew.on.ca.

PALMER FEST EARLY BIRD ENDS FRIDAY AT MIDNIGHT

The eighth annual Palmer Fest is a laid-back social, instructional and fun two-weekend event kicking off with the National Sea Kayak Symposium (NaSKS) and CANOE 09 - The Canadian Canoe Symposium on May 8-10, followed by the classic Whitewater Weekend including the Single Blade Symposium 6 on Victoria Day Weekend.

The deadline for Early Bird registration for Palmer Fest is Friday, April 3rd at midnight! This early bird special offer is for both the new Canoeing and Sea Kayaking Weekend, May 8-10 and our classic Whitewater Weekend, May 15-17, 2009. **Register now to save!**

Both paddling weekends offer the very best beginner to advanced canoe and kayak clinics, on-water canoe and kayak demos, camping, music and the Reel Paddling Film Festival. For full event details and online registration visit www.rapidmedia.com.

STONE FENCE THEATRE 2009

Tickets are now on sale for Stone Fence Theatre 2009. There will be 15 dinner theatre performances of COUNTRY SPARKIN' AT SUNNYDALE ACRES, with eight in the summer and seven in the fall. In addition, there will be a concert July 15th with GAIL GAVAN, Louis Schryer, Mike Ryan and the Schryer Sisters.

"Country Sparkin'" will take you back to the fun-filled dance hall days. A talented cast stars Jim Slavin and Elizabeth Irwin from Renfrew, backed by the Stone Fence's formidable 'house band': Stephen Helferty, Lynn Davis, Ken Ramsden, Peter Brown and Ish Theilheimer, featured dancers Christine Helferty and Wesley Mackenzie, and the Stone Fence Dance Hall Youth - 10 in all.

The youth will square dance, step-dance, lindy-hop, jitterbug, waltz, polka and two-step right into your hearts to the accompaniment of old-time fiddling, classic country and western swing music. You'll think you were back on the moonlit shores of Lake Dore, 50 years ago!

You won't want to miss this fun-filled musical trip back in time. For best seat selection, please order as soon as possible. You can order by calling Joe at the Stone Fence Theatre box office: 613-757-1001 or toll-free: 1-866-310-1004.

All dinner shows start at 6 p.m. and feature a full country-style dinner including roast beef or a vegetarian substitute. Tickets for an evening of pure fun and great entertainment cost \$42 plus GST. All shows take place in the air-conditioned and accessible Eagle's Nest at the Eganville Community Centre

UPCOMING TOURISM EVENTS

Every Friday Night: Karaoke Night: Bancroft Legion

April 11: Easter Egg Hunt: Chutes Coulonge Park, Fort-Coulonge, Quebec
(www.chutescouloung.qc.ca)

April 17 - 19: Petawawa Showcase Home Show: Petawawa Civic Centre, Petawawa
(www.petawawashowcase.com)

April 18: 3rd Annual Earth Day Walk for Water Quality: Supporting the Bonnechere River Watershed Project (www.bonnechereriver.ca)

April 26: Ottawa Valley Music Festival presents "Haydn's Creation": Grace Lutheran Church, Eganville (613-754-5217 or www.valleyfestival.ca)

April 24 - 26: Petawawa Sportsman Show: Petawawa Civic Centre, Petawawa
(www.petawawashow.com)

April 25: Dance at Bancroft Legion: Cost: \$6 at Door, Wallace Hoard, Light Lunch Included (613-332-0996)


April 26: South Algonquin Fish & Game ATV Poker Run: Riverland Lodge & Camp, Madawaska (613-637-5338 or www.riverlandlodge.com)

Do you have an event or news item you like the membership to know about? Send your information to Nicole at nwilson@countyofrenfrew.on.ca.

Nicole Wilson
Communications Coordinator
Ottawa Valley Tourist Association
9 International Drive, Pembroke, Ontario K8A 6W5
613.732.4364 / 1.800.757.6580, ext. 479
nwilson@countyofrenfrew.on.ca
<http://www.ottawavalley.org>

Visit the Ottawa Valley..... Ontario's Adventure Playground and Whitewater Capital of Canada!


SOUTH ALGONQUIN TOWNSHIP



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Public Notices

Parks Recreation and Tourism Survey - Request to Participate **2009-04-24**
(May 10/09 deadline)

The Parks Governance Group (PGG) at the University of Waterloo is conducting research aimed at better understanding the principles underlying the choice of management and governance models for parks, recreation and tourism services in Canada. The PGG is currently analyzing Ontario Parks management model using an electronic survey. Cut and paste the link to your browser: <http://ontarioparksurvey.uwaterloo.ca/>

The questions in the survey are designed to measure your opinions for ten governance criteria regarding the manner in which Ontario Parks involves your community in various decision making processes. The ten criteria being evaluated are: Public Participation, Consensus Orientation, Strategic Vision, Responsiveness, Effectiveness, Efficiency, Accountability, Transparency, Equity, and Rule of Law.
 Thank you for participating. Survey deadline is extended until May 10, 2009.

Windekind Buteau-Duitschaever
 MA Candidate
 Department of Recreation and Leisure Studies,
 University of Waterloo, Waterloo
wcbuteau@uwaterloo.ca

[<< Back to Public Notices](#)

WWW.TOWNSHIP.SOUTHALGONQUIN.ON.CA
CONTACT US

Thunder Bay Tourism

University of Waterloo Parks Governance Study Underway.



Tourism Thunder Bay plays an important role in helping foster a wider range of community partnerships and some of our most important are with our educational institutions. The entire tourism industry has a role to foster growth in leadership opportunities for our regional youth and to provide input into industry research that will improve our competitiveness on the world tourism stage. As such, we are always pleased to provide a conduit to the industry to participate in collaborative research opportunities and connect the industry with educational resources.

Windekind Buteau-Duitschaever, an MA Candidate at the University of Waterloo's Department of Parks and Leisure Studies, is currently undertaking a study on Ontario Parks Governance model. This is the first study to ever examine five stakeholder groups perception of Ontario Parks Governance Model. The information provided will be of utmost importance for the process of determining the perceived level of good governance present in Ontario Parks management model. The results of the study will be shared with the research community and ultimately it may be possible to provide relevant advice to parks, recreation, and tourism professionals, elected officials, and policy makers. Please use the survey link below to begin completing the survey.

<http://ontarioparksurvey.uwaterloo.ca>

Posted by P A Pepe at 10:49 AM 0 comments

Labels: [waterloo](#)

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Home Welcome to the Municipality of Red Lake


search...

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Weather Link

Red Lake
forecast



Today 11.6°C

Portal Members


Login to access more features!

Username

Password


Recent Notices

Ferry Service Temporarily Unavailable
Notice to McKenzie Island Residents
 The Miss McKenzie II is out of service due to a mechanical breakdown. A date for the Ferry's return to service has yet to be determined. Updates will be announced as information is received.




The Municipality of Red Lake apologizes for any inconvenience this may cause.

Red Lake GIS maps!




2009 Budget Summary



In preparation of the 2009 Budget, the Municipality of Red Lake maintains the quality of service while adapting to the pressures associated with the global economic conditions, the changing community needs and the increasing costs of utilities and human resources. Click "Read More..." for more information and a budget summary.

[Read more...](#) >>

Airport Funding Announcement




Government of Canada and Government of Ontario Make Infrastructure Investments in Red Lake.

February 13, 2009. Residents of Red Lake and Balmertown will benefit from joint federal, provincial and municipal funding to construct...

[Read more...](#) >>

ELC & BSH Grand Openings



You are invited to attend the grand openings of the Red Lake Early Learning Centre and The Red Lake Best Start Hub. Both Centres have moved operations and are now located at the Red Lake Madsen Public School. Click "read more" for more information...

[Read more...](#) >>

Parks Governance Group

University of Waterloo Researcher Wants to involve Your Community in Ground breaking Research!

The Parks Governance Group (PGG) at the University of Waterloo is conducting research aimed at better understanding the principles underlying the choice of management and governance models for parks, recreation and tourism services in Canada. The PGG is currently analyzing Ontario Parks management model using an electronic survey.

[Read more...](#) >>

Latest News

- [Madsen, 14 Shephard St](#)
- [Red Lake, Institutional, 265 Howey St](#)
- [Red Lake, Commercial, 92 Hammel Rd](#)
- [Red Lake, Commercial, 224 Howey St](#)
- [Red Lake, Commercial, 126 Howey St](#)

Popular

- [Map to Red Lake](#)
- [Strategic Plan](#)
- [Local Libraries](#)
- [Red Lake Photo Contest](#)
- [Community Profile](#)

Upcoming Events

- Mon, May 11th, @5:00pm
[Planning Advisory Committee Meeting](#)
- Mon, Jun 1st
[Planning Application Cut-off](#)
- Mon, Jun 8th, @5:00pm
[Planning Advisory Committee Meeting](#)
- Mon, Jul 6th
[Planning Application Cut-off](#)

Polls

Which streets would you like to see repaired?

- Dlokensen Street
- Howey Street
- Howey Bay Road
- Main Street
- Fifth Street
- Mine Road
- All of the Above!



- Residents
- Visitors
- Business
- Town Hall

Home >>w and Notable Mur>>palNews Parks Gr>>rnance Group

Resident Menu

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Events Calendar

<	<<	June 2009	>>	>
S	M	T	W	T

Parks Governance Group

Written by Administrator

University of Waterloo Researcher Wants to Involve Your Community in Ground breaking Research!

The Parks Governance Group (PGG) at the University of Waterloo is conducting research aimed at better understanding the principles underlying the choice of management and governance models for parks, recreation and tourism services in Canada. The PGG is currently analyzing Ontario Parks management model using an [electronic survey](#).

The questions in the survey are designed to measure your opinions of ten governance criteria regarding the manner in which Ontario Parks involves (or does not involve) your community in various decision making processes. The ten criteria being evaluated are: Public Participation, Consensus Orientation, Strategic Vision, Responsiveness, Effectiveness, Efficiency, Accountability, Transparency, Equity, and Rule of Law.

Communities around parks and protected areas provide both direct and indirect services to park visitors, are directly and indirectly influenced by park visitors, and can directly be influenced by park management mandates. Local communities can and often do play an important role in park management. In 2007, Ontario Parks received 10,377,358 visitors. These visitors provide tremendous amount of tourism generated revenue for communities located either close to Provincial Parks or along a main travel route to a Provincial Park. As a municipality which acts as the main access point to Woodland Caribou Provincial parks, the members of your community are directly and indirectly impacted by management practices occurring within the provincial park and within Ontario Park's main office. However, local community members are seldom consulted in such decision making process by Ontario Parks and are almost never consulted by independent researchers. This survey provides you with the rare and unique opportunity to provide your opinions of Ontario Parks management model and decision making processes. As a researcher I feel that it is of paramount importance that I provide you with the opportunity to be included in this study due to your close proximity to Woodland Caribou Provincial Park. By participating, you will allow for the Municipality Red Lake and surrounding area to be properly represented in the findings and recommendations that will be made to Ontario Parks. We would like to assure you that this study has been reviewed and has received ethics clearance through the Office of Research Ethics at the University of Waterloo and of Ontario Parks. All findings will be confidential and no individual can be identified from the results. Please feel free to distribute this survey to all interested parties. I have also provided the Township with a copy of the research proposal for your records. If you have any questions or comments, you can contact me via email at: wcbuteau@uwaterloo.ca

Thank you for your time and interest.

Windekind Buteau-Duitschaefer
 MA Candidate
 Department of Recreation and Leisure Studies
 University of Waterloo
wcbuteau@uwaterloo.ca

Appendix Q. Contractor Request for Survey Participation

We are conducting a research study examining the governance model of Ontario Provincial Parks. The study is part of my, Windekind Buteau-Duitschaeffer, Masters Thesis in the department of Recreation and Leisure Studies at the University of Waterloo. This study is being supervised by Dr. Paul Eagles who is a faculty member in the department of Recreation and Leisure Studies at the University of Waterloo. This email is being sent by Bruce van Staalduinen of Ontario Parks on behalf of the researchers.

The study is based on ten principles of sound governance identified by the United Nations Development Program (UNDP, 1997). An electronic survey using these ten principles as criteria has been developed by the Parks Governance Group from the University of Waterloo. The Parks Governance Group is dedicated towards understanding good governance in the world's parks and protected areas. The survey is designed to measure various stakeholders' perceptions of governance principles in action in the Ontario Parks. Five stakeholder groups involved with Ontario Parks have been identified. These are: Ontario Parks Staff, Ontario Parks Visitors, Non-Government Organizations, Nearby residents to Ontario Provincial Parks, and Private Contractors in a Provincial Parks setting.

As a Contractor for Ontario Parks, you have a significant influence on park mandates and management practices. Therefore, it is crucial for you to provide your opinion regarding the governance principles in action within Ontario Parks. This survey provides you with the rare opportunity to provide your opinions and perceptions on such matters. As a Contractor with Ontario Parks, we are seeking your input as to how you perceive the Ontario Parks Governance model to be. The survey is a web-based survey designed to understand your perception of governance principles in action within Ontario Parks. Examples of questions include: "Park" seriously responds to public criticism; goes an extra step to help participants; the purpose of engaging stakeholders in any decision-making process is clear. Also, a few background questions such as age, sex and education level will be asked. The findings from this survey will provide a better understanding of the underlying principles governing the Ontario Parks delivery model.

The survey will take approximately 20 minutes for you to complete. Your participation in this study is entirely voluntary. As a participant, you can decline to respond to any question which you do not wish to answer. You can decide to withdraw at anytime from participating in the study by closing the web-browser. There are no known or anticipated risks associated with participation in this study. Use the link below to complete the survey. The web site is programmed to collect responses and will not collect any information that could potentially identify you. It is important for you to know that any information you provide in the survey will be confidential. All of the data will be summarized and no individual can be identified from these summarized results. Furthermore, the web site is programmed to collect responses alone and will not collect any information that could potentially identify you (such as machine identifiers). The data, with no personal identifiers, collected from this study will be grouped with responses from other participants therefore no individual responses can be identified. Furthermore, the data will be securely stored in a restricted access area in the Department of Recreation and Leisure Studies at the University of Waterloo. The survey is designed to allow you to complete the survey in more than one sitting. This can be done by re-entering the survey link into your web-browser and continuing the survey from where you last left off. Please complete the survey before (May 11, 2009).

Link to the survey: <http://ontarioparksurvey.uwaterloo.ca/>

The results of the study will be shared with the research community and ultimately it may be possible to provide relevant advice to parks, recreation, and tourism professionals, elected officials, and policy makers. To learn more about the findings of this study, you are encouraged to visit the University of Waterloo Parks Governance Group website using the following link on or after July 1st, 2009, <http://www.parksgovernance.uwaterloo.ca> .

We would like to assure you that this study has been reviewed and received ethics clearance through the Office of Research Ethics at the University of Waterloo. However, the final decision about participation is yours. If you have any comments or concerns resulting from your participation in this study, please feel free to contact Dr. Susan Sykes, Director, Office of Research Ethics, at 1-519-888-4567 ext. 36005 or by email at ssykes@uwaterloo.ca .

Thank you for participating in this study. If you have any questions or concerns, please feel free to contact the researchers using the following email addresses: wcbuteau@uwaterloo.ca or eagles@uwaterloo.ca.

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Appendix R. Contractor Survey Reminder Emails

This is a reminder to all those that have not yet completed the Parks Governance Survey. One week ago, you received an email asking you to complete the survey. The email contained the URL for the Parks Governance Survey. If you have not already completed the survey, we would ask that you please do so. If you have already completed the survey, we thank you for your participation.

The survey will take approximately 20 minutes for you to complete. Your participation in this study is entirely voluntary. As a participant, you can decline to respond to any question which you do not wish to answer. You can decide to withdraw at anytime from participating in the study by closing the web-browser. There are no known or anticipated risks associated with participation in this study. Use the link below to complete the survey. The web site is programmed to collect responses and will not collect any information that could potentially identify you. The survey is designed to allow you to complete the survey in more than one sitting. This can be done by re-entering the survey link into your web-browser and continuing the survey from where you last left off.

Without your input, it will be impossible for the researcher to properly understand how you, a Park Contractor, views the Ontario Parks Governance model.

Link to the survey: <http://ontarioparksurvey.uwaterloo.ca/>

Please complete the survey by (May 11, 2009).

It is important for you to know that any information you provide in the survey will be confidential. All of the data will be summarized and no individual can be identified from these summarized results. Furthermore, the web site is programmed to collect responses alone and will not collect any information that could potentially identify you (such as machine identifiers). The data, with no personal identifiers, collected from this study will be grouped with responses from other participants, therefore, no individual responses can be identified. Furthermore, the data will be securely stored in a restricted access area in the Department of Recreation and Leisure Studies at the University of Waterloo. The results of the study will be shared with the research community and ultimately it may be possible to provide relevant advice to parks, recreation, and tourism professionals, elected officials, and policy makers. Upon completion of the study, a summary of the results will be posted on the Parks Governance Group web-site (<http://www.parksgovernance.uwaterloo.ca>) for you to see on or after July 1st, 2009.

We would like to assure you that this study has been reviewed and received ethics clearance through the Office of Research Ethics at the University of Waterloo. However, the final decision about participation is yours. If you have any comments or concerns resulting from your participation in this study, please feel free to contact Dr. Susan Sykes, Director, Office of Research Ethics, at 519-888-4567 ext. 36005 or by email at ssykes@uwaterloo.ca.

Thank you for participating in this study. **If you have any questions or concerns, please feel free to contact the researchers using the following email addresses:** wcbuteau@uwaterloo.ca or eagles@uwaterloo.ca.

Windekind Buteau-Duitschaever

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eagles@uwaterloo.ca

Appendix S. List of Contractors Identified from Backcountry Camping Maps

Valley Ventures
Algonquin Portage
Barry's Bay Outfitters
Algonquin Bound Outdoor Store and Canoe Rentals
Algonquin North Outfitters
opeongo outfitters
The portage store
Canoe Algonquin
Forest Tower Outfitters
K/O Lodge Kanukawa Outfitters
Voyager Outfitting
Tracs Outfitters
Northern wilderness outfitters
Canadian wilderness trips
Voyager Quest

Appendix T. List of NGOs Selected for Contact

Project Canoe
Orca
Wildlands League
Ontario Nature
Friends of Misery Bay
Earth Roots
The Friends of Killarney Park
The Friends of Bon Echo
Ecojustice
The Ontario Outdoors Recreational Alliance (OntORA)
Friends of Algonquin
Friends of Pinery Provincial Park
Friends of Ferris
The World Wildlife Federation (WWF)
Friends of Awenda Park
The Friends of Frontenac Park
The Friends of Lake Superior Park
The Friends of Presqu'ilepark
The Friends of Sandbanks Park
The Friends of Bonnechere Parks
Friends of French River Heritage Park
Friends of Sleeping Giant
Friends of Rondeau Park
The friends of White Otter Castle
Friends of Ojibway Prairie
The Friends of Bronte Creek
The Friends of Charleston Lake Park
The Friends of Murphy's Point Park
Friends of Short Hills Park
The Friends of Rushing River
The Friends of Mashkinonje Park
The Friends of MacGregor Park
The Ontario Federation of Anglers and Hunters
Ontario Fur Managers Federation
Friends of Wasaga beach Provincial Park
Algonquin Eco Watch
Ducks Unlimited Canada

Appendix U. NGO Survey Information Letter

We are conducting a research study examining the governance model of Ontario Provincial Parks for my Master's Thesis. The study is part of my, Windekind Buteau-Duitschaefer, Masters Thesis in the department of Recreation and Leisure Studies at the University of Waterloo. This study is being supervised by Dr. Paul Eagles who is a faculty member in the department of Recreation and Leisure Studies at the University of Waterloo. The study is based on ten principles of sound governance identified by the United Nations Development Program (UNDP, 1997). The ten principles of sound governance are: Public Participation, Consensus Orientation, Strategic Vision, Responsiveness, Effectiveness, Efficiency, Accountability, Transparency, Equity, and Rule of Law. An electronic survey using these ten principles as criteria has been developed by the Parks Governance Group from the University of Waterloo. The survey is designed to measure various stakeholders' perceptions of governance principles in action in Ontario Parks. Examples of questions in the survey include: "Park" seriously responds to public criticism; goes an extra step to help participants; the purpose of engaging stakeholders in any decision-making process is clear. Also, a few background questions such as age, sex and education level will be asked. Five stakeholder groups involved with the Ontario Parks have been identified. These are: Ontario Parks Staff, Ontario Parks Visitors, Non-Government Organizations, Nearby residents to Ontario Provincial Parks, and Private Contractors in a Provincial Parks setting. In conjunction with Ontario Parks, the researchers have identified your organization as being important to include in this study due to your involvement with [insert park name or organization name here].

As a volunteer organization with an interest in Ontario Parks, you have a significant influence on Ontario Provincial Park mandates and management practices. Therefore, it is crucial for you to provide your opinion regarding the governance principles in action within Ontario Parks. This survey provides you with the rare opportunity to provide your opinions and perceptions on such matters. The findings from this study will be shared with Ontario Parks, your community and the research community so that ultimately, it may be possible to provide relevant advice to parks, recreation, and tourism professionals, elected officials, and policy makers.

The survey was designed by the Parks Governance Group from the University of Waterloo, Ontario. The survey is a web-based survey designed to measure your perception of governance principles in action within Ontario Parks. The findings from this survey will provide a **better understanding of the underlying principles governing the Ontario Parks delivery model.**

The survey will take approximately 20 minutes for you to complete. Use the link below to complete the survey. The web site is programmed to collect responses and will not collect any information that could potentially identify you. The survey is designed to allow you to complete the survey in more than one sitting. This can be done by re-entering the survey link into your web-browser and continuing the survey from where you last left off.

Link to the survey: <http://ontarioparksurvey.uwaterloo.ca/>

Please complete the survey by May 11, 2009.

It is important for you to know that any information you provide in the survey will be confidential. All of the data will be summarized and no individual can be identified from these summarized results. Furthermore, the web site is programmed to collect responses alone and will not collect any information that could potentially identify you (such as machine identifiers). The data, with no personal identifiers, collected from this study will be maintained on a password-protected computer database in a restricted access area of the Recreation and Leisure Department of the University of Waterloo. As well, the data will be electronically archived after completion of the study and maintained for two years and then erased.

The results of the study will be shared with the research community and ultimately it may be possible to provide relevant advice to parks, recreation, and tourism professionals, elected officials, and policy makers. A summary of the results from this study will be posted on the Parks Governance Group web-site (<http://www.parksgovernance.uwaterloo.ca>) for you to see on or after July 1, 2009.

We would like to assure you that this study has been reviewed and received ethics clearance through the Office of Research Ethics at the University of Waterloo and from Ontario Parks. However, the final decision about participation is yours. If you have any comments or concerns resulting from your participation in this study, please feel free to contact Dr. Susan Sykes, Director, Office of Research Ethics, at 519-888-4567 ext. 36005 or by email at ssykes@uwaterloo.ca.

Thank you for participating in this study. If you have any questions or concerns, please feel free to contact the researchers using the following email addresses: wcbuteau@uwaterloo.ca or eagles@uwaterloo.ca.

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eagles@uwaterloo.ca

Appendix V. Survey Postings by NGOs

Algonquin Backcountry Recreationists Blog Post

[<< Previous Topic](#) | [Next Topic >>](#)

Online Park Survey

May 1 2009 at 11:22 AM



[Barry Bridgeford](#)

from IP address 69.17.189.31

A survey has been designed by the Parks Governance Group from the University of Waterloo, Ontario. The survey is a web-based survey designed to measure one's perception of governance principles in action within Ontario Parks. The findings from this survey are intended to provide a better understanding of the underlying principles governing the Ontario Parks delivery model.

Having now completed the online survey, I can explain to you that it allows one to specify the very park one's experience is with and the capacity in which one relates to it. It gives an opportunity to be specific and to also add personal commentaries, in addition to the typical "radio-buttons".

Access here >>><http://parks.gov.srinnovations.ca>

Barry Bridgeford

<http://www.AlgonquinAdventures.com>

<http://www.ABRweb.ca> .. Algonquin Backcountry Recreationalists - Caring for Algonquin's Backcountry

[Respond to this message](#)



Ontario Nature Network News - April 15, 2009

conservation updates for member groups

To view a copy of this newsletter online or to subscribe to receive a copy of the Nature Network News by email please click [here](#).

Please pass this newsletter on to other members of your club.

**Ontario Nature
366 Adelaide Street West, Suite 201
Toronto, ON M5V 1R9**

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THIS MONTH IN THE NATURE NETWORK NEWS:

Remember that Earth Day is April 22 - how will you [celebrate](#)?

Learn about:

- [The Ontario Hummingbird Project](#) and how you can participate
 - Two new [Nature Network Member Groups](#)
 - Employment opportunities with [Kids For Turtles](#)
- The Haliburton Highlands Land Trust's new [Species at Risk Journal](#)
 - Event and program updates from across Ontario!
Plan to attend great events such as:
 - [2009 Great Canadian BioBlitz](#)
 - [Celebration of Nature! Art Show and Sale](#)
 - [Ontario Nature's AGM](#)
 - [Huron Fringe Birding Festival](#)
 - [3rd Annual Carden Nature Festival](#)
 - [18th Annual Coves Clean-Up](#)
 - And many more

CONTENTS

NEWS FROM MEMBER GROUPS

- [Nature Almanac](#)
- [Beamer Conservation Area Hawk Watch](#)

- [18th Annual Coves Clean-Up](#)
 - [Celebration of Nature! Art Show and Sale](#)
 - [Ontario Vernal Pool Association AGM](#)
 - [Mississippi Valley Field Naturalists Cliff Bennett Nature Bursary Award](#)
 - [H₂Ontario Integrated Watershed Management: Navigating Ontario's Future](#)
 - [Huron Fringe Birding Festival](#)
 - [3rd Annual Carden Nature Festival](#)
 - [2009 Great Canadian BioBlitz](#)
 - [175th Anniversary of the Tay Canal](#)
 - [President's Message](#)
 - [Pembroke Area Field Naturalists Launch New Website](#)
 - [Species at Risk Journal for Haliburton County](#)
 - [Wye Marsh Wildlife Centre Celebrating their 25th Anniversary](#)
 - [Annual Climate Change Contests](#)
 - [Kids For Turtles Environmental Education Job Postings](#)
 - [Almanac Mania is Here!](#)
 - [Kawartha Turtle Trauma Centre](#)
 - [Cool Birding Website](#)
- NEWS FROM NATURE NETWORK**
- [Spring 2009 Carolinian West Regional Meeting Summary](#)
 - [New Nature Network Groups](#)
 - [Otter Valley Naturalists](#)
 - [Ontario Land Trust Alliance](#)
 - ["From the Ground Up" - An Update](#)
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 - [Funding: Canon Nurture Nature Awards](#)
- UPCOMING NATURE NETWORK NEWS DEADLINES**
- [Nature Network News Deadline](#)

You are subscribed to this list as markc@ontarionature.org. Click [here](#) to unsubscribe, or send an email to unsubscribe.348662.271759981.2328139652203332607-markc_ontarionature.org@en.groundspring.org.

Our postal address is
 366 Adelaide Street West, Suite 201
 Toronto, Ontario M5V 1R9
 Canada

Ontario Parks Survey

*Submitted by Mark Carabetta,
Ontario Nature*

The University of Waterloo is conducting a research study examining the governance model of Ontario Provincial Parks.

The study is based on ten principles of sound governance identified by the United Nations Development Program. The ten principles of sound governance are: Public Participation, Consensus Orientation, Strategic Vision, Responsiveness, Effectiveness, Efficiency, Accountability, Transparency, Equity, and Rule of Law. An electronic survey using these ten principles as criteria has been developed by the Parks Governance Group from the University of Waterloo. The survey is designed to measure various stakeholders' perceptions of governance principles in action in the Ontario Parks.

The survey will take approximately 20 minutes for you to complete. Use the link below to complete the survey. The website is programmed to collect responses and will not collect any information that could potentially identify you. The survey is designed to allow you to complete the survey in more than one sitting. This can be done by re-entering the survey link into your web-browser and continuing the survey from where you last left off.

Link to the survey: <http://ontarioparksurvey.uwaterloo.ca>

[Back to News From Other Organizations](#)

Appendix W. Participant Thank You Letter

Dear Participant,

We want to thank you for having taken the time to participate in the Parks Governance Survey examining the Ontario Parks governance model. By having participated in the study, you have provided insight regarding the manner in which the Ontario Parks governance model functions and the manner in which you are involved. The results of the study will be shared with the research community, local communities, Ontario Park Staff and various volunteer organizations and ultimately, it may be possible to provide relevant advice to parks, recreation, and tourism professionals, elected officials, and policy makers.

It is important for you to know that any information you provide in the survey is confidential. All of the data has been summarized and no individual can be identified from these summarized results. To learn more about the findings of this study, you are encouraged to visit the University of Waterloo Parks Governance Group website using the following link, <http://www.parksgovernance.uwaterloo.ca> on or after August 1, 2009.

We would like to assure you that this study has been reviewed by, and received ethics clearance through, the Office of Research Ethics. If you have any concerns regarding your participation in this study, please contact Dr. Susan Sykes, Director, Office of Research Ethics at ssykes@uwaterloo.ca or 519-888-4567 Ext. 36005.

Again, we thank you for your participation,

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eagles@uwaterloo.ca

Appendix X. Survey Signup Page

http://parksgov.srinovations.ca/ - Windows Internet Explorer

http://parksgov.srinovations.ca/ Yahoo! Search

hp Y! Search Web Yahoo! Mail My My Yahoo! Shopping Personals Finance

http://parksgov.srinno... CTL-[#11739]: Can't log in ... Plesk 9.2.1

University of Waterloo

Parks Governance Survey

Thank you for taking the time to participate in this groundbreaking study. Please enter your email address in the box below. Once you have submitted your email address, a copy of the Ontario Parks Governance Survey will be sent to the email address you provided. This is the first study to examine five stakeholder groups perception of Ontario Parks Governance Model. The information you will provide will be of utmost importance for the process of determining the perceived level of good governance present in Ontario Parks management model. The results of the study will be shared with the research community and ultimately it may be possible to provide relevant advice to parks, recreation, and tourism professionals, elected officials, and policy makers

It is important for you to know that any information that you provide will be confidential. All of the data will be summarized and no individual can be identified from these summarized results. Furthermore, the web site is programmed to collect responses alone and will not collect any information that could potentially identify you (such as machine identifiers).

We would like to assure you that this study has been reviewed and received ethics clearance through the Office of Research Ethics at the University of Waterloo. However, the final decision about participation is yours. If you have any comments or concerns resulting from your participation in this study, please feel free to contact Dr. Susan Sykes, Director, Office of Research Ethics at ssykes@uwaterloo.ca or 519-888-4567 Ext. 36005.

Thank you for taking the time to participate in this study. If you have any questions or concerns, please feel free to contact the researchers using the following email addresses: wcbuteau@uwaterloo.ca or eagles@uwaterloo.ca

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Enter your Email address:

Please retype your Email:

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