

Shared Vision, Engagement and Leadership:

**Trent–Severn Waterway
Leaders' Round Table**

Trent University, Peterborough, Ontario
January 20, 2011

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FOREWORD

On January 20th, 2011, leaders from across the Trent-Severn Watersheds assembled in Champlain College at Trent University to take part in the inaugural Trent-Severn Waterway (TSW) Leaders Roundtable. Parks Canada was pleased to sponsor the Roundtable as part of its ongoing efforts to implement the Government’s Action Plan for the Renewal of the Trent-Severn Waterway. The Roundtable aligns well with Trent University’s interest and global expertise in environmental studies, watershed sciences and Indigenous studies and the University was pleased to partner with Parks Canada and to host this important forum.

Together, these leaders looked at the challenges, questions and opportunities facing the Waterway and surrounding areas. We identified key issues and associated barriers and enablers to success, and developed vision statements for desired outcomes. At the end of the day we heard commitments to work together to achieve these outcomes and take the necessary next steps toward shared leadership for this treasured National Historic Site of Canada.

This report has been prepared based on discussions and input contributed during the Roundtable. We trust that it will serve as a useful record of the dialogue, insightful comments and thoughtful suggestions made by participants and contribute to a collective vision for the long-term economic, cultural and environmental sustainability for the Trent-Severn region and its communities.

Dr. Steven E. Franklin
President and Vice Chancellor
Trent University

Dawn Bronson
Central Ontario Field Unit Superintendent
Parks Canada Agency

CONTEXT

In response to recommendations from the Panel on the Future of the Trent-Severn Waterway, and as part of the Government’s 2009 Action Plan for the Renewal of the Trent-Severn Waterway, Parks Canada is taking a leadership role in developing a dialogue with stakeholders and communities within the Trent-Severn Watersheds. As part of this initiative Parks Canada sponsored a Leaders Round Table on January 20th, 2011 which was hosted by Trent University in the Great Hall of Champlain College. One hundred fifty leaders participated, including representatives from municipal, provincial and federal levels of government and from the corporate, academic and non-government sectors. The Roundtable builds on a series of focus group meetings with stakeholders that began in 2009. These meetings established networks with representatives of the heritage, tourism and land use planning sectors, and a Water Management Advisory Council. Consultations with First Nations through a Cultural Advisory Committee are also underway. These networks and groups were created as part of the Government’s Action Plan for the Renewal of the TSW, in response to the Panel Report. The work of these networks was featured in Information Café sessions to enable Roundtable participants to obtain updates on work completed as part of the Action Plan and future initiatives.

This inaugural Roundtable served as a forum for the dialogue among leaders and decision makers on the future of the Trent-Severn Waterway and its watersheds. It provided an opportunity for participants to develop a collective vision for the region, including priorities for shared responsibility and action to sustainably manage the watersheds, with a focus on the Trent-Severn Waterway.

OVERVIEW OF THE PROGRAM

The Leaders Roundtable was sponsored by Parks Canada and hosted by the Institute of Watershed Science at Trent University. The venue was the Great Hall of Champlain College on the banks of the Otonabee River. The event was moderated and facilitated by a professional facilitation team and a report writer prepared detailed notes to capture the information and insights that emerged from the discussions and the presentations. The Roundtable agenda was structured to encourage active participation, foster dialogue amongst participants and focus on strategic issues and solutions. The agenda is included in Appendix 1 and a list of participants is provided in Appendix 2.

Following arrival of the participants, registration and a networking opportunity over breakfast, the Roundtable was opened by the singing of “O Canada” and a ceremonial First Nations smudge ceremony and greeting by Elder Doug Williams, of Curve Lake First Nation.

Dr. Steven Franklin, President and Vice-Chancellor of Trent University welcomed participants. He acknowledged in particular the participation of the region’s First Nation communities and the distinguished Professor Tom Symons, Trent’s founding President and Vice-Chancellor and

member of the Panel on the Future of the TSW. Dr. Franklin addressed the national and international reputation that Trent University has achieved for its teaching expertise in watershed sciences and environmental studies, and described a number of research milestones in the University’s history. He mentioned the importance of the Leaders’ Roundtable as a tangible step forward in delivery of the government’s response to the Panel Report, and the opportunity afforded for governments, stakeholders, and First Nation communities to build new alliances. He concluded his remarks by pointing out how the Roundtable aligned with Trent’s expertise in watershed sciences, environmental studies and Indigenous Studies, and expressed confidence that this day would serve as a catalyst for a new shared sense of leadership and responsibility for the future of the Trent-Severn Waterway.

Dawn Bronson, Parks Canada Central Ontario Field Unit Superintendent set the context for the Roundtable. She provided a chronological overview by describing the work of the Panel over the period 2006 - 2008 culminating in the release of the Panel report in 2008. In her remarks she acknowledged the contribution of the panel members, a number of whom were participants at the Roundtable. Ms Bronson highlighted the 2009 Government Action Plan for the renewal of the TSW, its commitments for infrastructure investments of \$83 million, expanded organizational capacity and working with partners in watershed-wide tourism, heritage, and planning networks, water management and a First Nations Cultural Advisory Circle.

Ms Bronson spoke of the TSW and the watersheds that sustain it, as a link that connects people and helps define a common shared value. This shared geography underpins a collective identity, from Lake Ontario to Georgian Bay to the Haliburton Highlands and provides a spatial context for the Roundtable.

The final contextual element that Ms Bronson addressed in her remarks relates to the role of water in the Trent-Severn region, including its role in defining a quintessential part of the Canadian dream and the quality of life it supports. She spoke of the water management regime that makes communities and economies possible, and forms the basis for the scenic, heritage and recreational experiences that distinguish the TSW region from much of the rest of Ontario, and which provided a valued blue and green oasis surrounding the rapidly-expanding Greater Toronto Area.

She concluded her remarks by reaffirming the government’s long-term financial commitment to the waterway and improving its infrastructure and operations. The roundtable represents the first occasion since the panel process for leaders with an interest in the region to come together with an opportunity to shape a future for the Trent –Severn watersheds and Ms Bronson urged participants to use the opportunity to work towards a shared vision and collective action.

SCOPING THE CHALLENGE

Led by the facilitation team in a moderated, open forum, participants brainstormed ideas in response to the following question: *“As we think about a shared vision and shared leadership for the Trent–Severn Waterway, what are some of the issues, challenges, questions and opportunities that come to mind?”* People formed small groups to discuss some of the key issues identified, outlining achievements they would like to see in each issue area (in the form of success indicators) as well as some potential barriers and enablers to achieving success. The specific issues identified in the brainstorming session were organized into key areas and participants developed a vision statement about success for each area.

Through plenary discussions moderated by the facilitation team and self- selected breakout discussion groups, 11 Key Focus Areas and Vision Statements emerged. These vision statements reflect the collective thoughts of the small groups and are described below. The more detailed issue summary, success indicators and the barriers and enablers that affect progress towards achieving the Vision Statement are summarized in Appendix 3.

VISION STATEMENTS

The Vision Statements below are the result of small group discussions in response to the 11 key focus areas. The statements represent the viewpoints of the individuals within the discussion group, and do not necessarily reflect the views of either Parks Canada or Trent University. These ideas are recorded here so they can be used to provide guidance as we work toward the overarching vision of shared leadership for the Waterway.

1. Water Quality and Management

In keeping with title of the Panel report *“It’s All about the Water”* participants at the Roundtable expressed a vision for water quality management and where there is a coordinated approach to water quality measurement and monitoring, to recognized standards, through the following measures:

- Employing standardized test protocols and benchmarks
- Creating informed and motivated partnerships
- Influencing all other watershed strategies to place a high priority on water quality (i.e. land use)
- Adopting a watershed water quality plan similar to the Lake Simcoe plan and the Sturgeon Lake Management Plan

2. Natural and Cultural Resources

In terms of the management of natural and cultural heritage, participants envisioned a future where the Historic Sites and Monuments Board of Canada and the Ontario Heritage Trust have recognized the Trent–Severn Waterway and watershed as a cultural landscape of national significance. This vision, when achieved would result in better management of natural and cultural resources, and would provide a foundation for collaborative efforts to promote vertical and horizontal integration of local NGOs, governments and citizens to better manage and develop the built and natural heritage of the TSW, including heritage tourism.

3. First Nations

The TSW and the watersheds that sustain it are the traditional territories of First Nations. Resources associated with the use and occupancy of the areas are found along the waterway, such as the fishing weirs at the Atherly Narrows that are up to 5,000 years old. The TSW is a special and sacred place. The spirituality and traditional ways associated with the sacred places of the area should be celebrated. The resulting vision statement, which emerged from discussions on this issue, includes the following elements:

- Ensure that First Nations and Aboriginal communities play a key role in communicating the deeply rooted stories of the waterway.
- Invite Aboriginal communities to tell their stories in their own voices and enhance public understanding of history and culture.
- Incorporate traditions and philosophies taught by First Nations people in the ways we work throughout the watershed.
- Invite conversations about economic opportunities along the TSW that provide benefits to citizens and businesses.

4. Environmental Impact

The environmental effects of development along the waterway were an important theme of the Roundtable. Through their discussions participants developed a vision statement for the TSW that strives to balance ecological protection, sound development and public use, with attention to shorelines as follows:

- Understand and manage the water quantity and quality and the ecosystems of the TSW in order to provide a balance between social, economic and ecological objectives.
- Consider ecological integrity, biodiversity conservation and quality of life for residents and visitors.
- Achieve these goals through collaboration and participation among all levels of government, the private sector and citizens.

5. Jurisdictional/Organizational Roles and Responsibilities:

Many of those attending the roundtable spoke of the need to simplify, coordinate and better communicate jurisdictional responsibilities. To help address this challenge the participants adopted the following vision statement:

- “An entity or model has been created to address the issues within the area of the two watersheds. The TSW has a new, unique designation that addresses governance structure.”

6. Tourism/Marketing

A major topic of discussion at the round table was how to better to realize the tourism potential of the Waterway and the adjacent watersheds. The vision statement that emerged from these discussions is intended to provide a blue print for future tourism marketing and development:

- “Visitors see the TSW as a top-rate tourism destination in a non-jurisdictional way. The TSW is marketed as a world-class heritage site, with grassroots support from residents, local governments and businesses along the TSW. There is more cohesive programming involving various stakeholders, with a number of events that draw attention to the whole TSW.”

7. Infrastructure

The Vision statement addressing infrastructure is based on the need for enhanced long term funding to improve the condition and safety of facilities and assets:

- “TSW infrastructure is the foundation of a world-class historic site and is maintained in a state of good repair supported by a sustainably funded asset management plan.”

8. Land Conservation and Planning

In discussing this key focus area, participants felt that land use planning harmonization should be based on a set of common principles that permitted local areas to set specific priorities within those principles. The following statement was developed to articulate the vision of harmonized planning and coordination throughout the watershed for both water and land:

- “TSW and its watersheds are a healthy natural heritage system comprised of aquatic, shoreline and upland environments that can sustain other societal goals. Effective principles-based planning is the key process for stewardship and restoration across the watershed. Conservation is appropriate to its context and multi-generational in its impact.”

9. Interests of Users/Residents

In discussing this key focus area, participants felt that the interests of users and area residents should be based on an expectation of transparency:

- TSW leaders are responsive to the needs, values and expectations of waterway users and stakeholders. Leaders ensure an open, two-way communication process where waterway users and stakeholders have access to key information on its mandate, priorities and the use of the waterway itself and can communicate feedback. TSW regularly measures its success in managing the waterway, meeting user/stakeholder needs and managing expectations that do not appear to be met.

10. Moving Forward

The Vision statement addressing moving forward focused on a collectively held understanding that the Waterway must be a world-class destination and in order to ensure its longevity, the service offered must be enhanced and maintained:

- The TSW region invests in caring for existing assets (through capital reinvestment and ongoing maintenance of locks dams and bridges). There is a commitment to sustained operation of public services (hours, season length and service levels). A new entity has been developed that is better able to enter into partnerships to attract new investment and generate revenue for the TSW and in waterway communities. The business model is built on fees (recreational boat licenses, destination marketing fees, etc.).

11. Financial Stability

Because it is understood that the Waterway is in need of increased resources, a funding model has been created that supports all aspects of the TSW. For example:

- Link revenue sources to expenses
- Form a not-for-profit foundation
- Form private–public partnerships (with revenue flow back to TSW)
- Gain revenue from “cool things to do”
- Obtain long-term funding from the federal government and possibly other sources

KEYNOTE PRESENTATION

At the mid point of the day’s discussions, Tom Symons, Founding President and Vanier Professor Emeritus, Canadian Studies at Trent University, and member of the Panel on the Future of the Trent–Severn Waterway provided a key note speech to the Roundtable. He congratulated and thanked Parks Canada, Trent University and President Franklin for their imagination and determination in planning and convening the conference.

Whether the conference is helpful will depend on what can be agreed upon and done, he said, adding that he hoped the meeting would provide a sense of direction for all who care about the future of the TSW. Based on the morning’s discussion, he suggested two key points of consensus had emerged:

- The need for an overarching, unifying concept and vision — a shared sense of purpose and a shared set of goals.
- Enacting the vision for the TSW must be a shared endeavor involving all levels of government and every organization and community along the TSW.

As to the possible content of the overarching vision Professor Symons identified some principles that were emerging through the discussion. The first principle involved the proper, ongoing care and maintenance (and perhaps some further development) of the TSW. This principle includes attention to water quality, control and flow, and care of the physical aspects of the waterway that have fallen into disrepair.

The second key principle involved the cultural side of the TSW, and the proper care, protection, usage and development of the historical, archeological, recreational and natural beauty aspects of the area.

As the Panel on the Future of the Trent–Severn Waterway listened to the many different groups and citizens, it became increasingly aware of the public interest in the TSW and the enormous potential to make more and better use of the waterway. The panel made a number of clear and strong recommendations, all of which still await attention. Professor Symons noted the Roundtable would help to generate the necessary public consensus and political will to address the panel’s recommendations.

At the heart of the panel’s proposals is the recommendation that the TSW’s historic importance be recognized, by designating the entire TSW and watersheds as a cultural landscape of natural and historical importance. Other recommendations stem from this one and include funding, staffing, conservation, shoreline restoration and archaeological protection.

The TSW is a large and significant part of Canada’s heritage and needs to be treated as such. All the panel recommendations point to areas of unfulfilled opportunity for TSW and together constitute an overarching vision integrating the natural and built environments with the cultural landscape. The recommendations also point to the need for partnerships involving everyone, including federal and provincial governments and agencies, municipalities, historical societies, conservancies, land trusts, Aboriginal communities, archaeological bodies, trail societies, trusts and other organizations. Achieving a vision for the TSW requires an integrated approach stretching the length of the waterway. It will not be easy to achieve, but it is well worth the effort.

PANEL PRESENTATIONS

Following lunch, a panel of three speakers from the New York Canals, offered federal, state and local perspectives on the State Canal system.

Federal perspective: Beth Sciumeca, United States National Parks Service

Beth Sciumeca spoke about the New York state Canal System and the Erie Canalway. The US National Parks Service preserves and promotes the nationally significant history and resources of these systems in order to revitalize communities within the canal corridor. The broad management program covers six areas: historic preservation, natural resource protection, interpretation and outreach, heritage tourism, recreation and economic revitalization. The managing organization is a 27-member federal commission with federal funding for an eight-person staff and a fundraising organization to raise additional resources. The funding model will change over time. Currently, every dollar that comes in through federal appropriation must be matched and leveraged through other funding (private, state and other resources secured indirectly through partnerships). Federal funding will decline over time and other sources will become more important, so a no-profit organization has been created.

The work is done through partnerships with private and government entities. Key stakeholders and partners include boaters, residents, visitors, elected officials, community leaders, government agencies, canal enthusiasts, educators, students and nonprofit organizations. It is important to preserve the corridor’s historic, cultural and natural resources and to create a strong sense of place. One service offered at the national level that is beyond the scope of the state-level canal corporation is its work in preserving the history and resources and telling the story of the canal.

State perspective: Carmella Mantello, Director, New York State Canal Corporation

Carmella Mantello spoke via a pre-recorded presentation on the New York State Canal System as a case study in endurance and transformation. She reviewed the history of the canal system and noted that it represents a compelling story of survival. Today, over two million people are using the land trails each year, and a growing and diverse group of people is using the water. To accommodate these users, the New York State Canal Corporation has created an interactive online tool providing information on individual water routes. The canal also has an important economic role, with more manufacturers and business leaders recognizing that the waterway is not just a historic entity: it is still open for business. Through \$8.9 million in grants and canal capital projects, the Canal Corporation is helping communities through partnerships. Heritage tourism is highlighting the individual identities of communities and bringing in visitors.

Local perspective: Frederick (Fritz) May, Mayor, Fairport, New York

Frederick May explained that Fairport exists because of the Erie Canal, and received its name because it was known as a “fair port” for boats and for the shipment and processing of agricultural products. In 1972, a federal urban renewal project allowed the town to tear down and rebuild some of its older buildings. Over time, partnerships formed to increase local economic development. Various public and private projects enhanced the town. A park was created near the canal and several annual social events are now organized around the canal. Fairport Canal Days, a popular festival, is run by the merchants’ association, which works in partnership with the municipality. The municipality does not charge fees for the event, which is run primarily by merchants. All this activity contributes to economic development and attracts tourism. A key to the town’s success is its partnerships with federal, state and local governments and private investors.

INFORMATION CAFÉ SESSIONS

Following the key note and invited speakers’ presentations, participants circulated to eight information café stations staffed by stakeholder representatives and Parks Canada officers to obtain information and discuss work underway on a range of initiatives as part of the Government’s Action Plan on the Renewal of the TSW. Appendix 4 includes the fact sheets provided as part of the information café sessions as follows:

- o Planner’s Forum
- o Water Management
- o Asset Management
- o Cultural Resource Management
- o Tourism Network
- o Heritage Values Mapping System
- o Hydro and Business development
- o Leaders on the Landscape

Closing Remarks

Jim Parker, Vice-President, Research and International, Trent University

Trent University can take pride in its expertise connected to all aspects of water, said Dr. Jim Parker. A recent report on what Ontarians think of university-based research showed that most Ontarians do not really know what universities do. The perception is that academic institutions are divorced from critical issues. Respondents suggested that universities should do more of what is happening at this conference — bringing together a broad range of partners and encouraging interaction between faculty and government. In the coming months and years, Trent University will engage further in this dialogue.

On behalf of Trent University, he thanked all attendees for their participation in the Leaders Roundtable.

Dr. Jim Buttle, Chair of the Department of Geography pointed out that researchers at Trent University have studied many aspects of the hydrology and ecology of the TSW and that the University is intricately connected to the waterway. Dr. Buttle offered that the University would be an appropriate resource for consolidating and sharing of information about the system. With support from Parks Canada, The Institute for Watershed Science could take on the role within the University for providing a repository of data and a web based portal for information sharing for government agencies, academic researchers and other users of the TSW.

Dawn Bronson, Superintendent, Central Ontario Field Unit, Parks Canada

Dawn Bronson thanked participants for their attendance and thanked Trent University for its partnership, and her own team for their hard work in organizing the event.

In her closing remarks she noted a number of initiatives that Parks Canada would undertake as a follow up to the Roundtable, including the following:

- Preparation and distribution of a Roundtable report to serve as a record of the discussions, to maintain momentum and to provide a context for future roundtables.
- Parks Canada will continue to support the groups and networks created through the Governments Action Plan such as the Water Management Advisory Council and the Planners Forum, whose work was profiled through the Information Café sessions. To build synergy and cohesion between the various groups, Parks Canada will convene a meeting this spring for representatives for each of the groups/networks.
- Parks Canada is committed to working jointly with the MNR to finalize the negotiations on a Memorandum of Understanding to enhance cooperation in the future management of the Trent – Severn Waterway and its watersheds. Once negotiations are concluded, PCA will work with MNR to facilitate the signing of the MOU by Ministers.
- The Government has invested \$83 million for infrastructure renewal over the last several years, which has enabled Parks Canada to address the highest priority requirements, with a focus on bridges and dams. Parks Canada recognizes that additional expenditures are needed to further improve the condition and safety of facilities and assets. To provide a solid basis for new funding requests a comprehensive inventory of the condition of the assets on the waterway will be completed. This inventory will provide the data to demonstrate and substantiate the need for additional investments.

- Parks Canada is committed to consulting and working with First Nations and has created a First Nations Cultural Advisory Circle to better engage First Nations in the management of the Trent-Severn Waterway. The next meeting will take place in April at Scugog Island First Nation.

Mrs. Bronson concluded her remarks by noting that Roundtable was convened as a forum to exchange information and discuss values that all participants cherish and share. Protecting and enhancing these values calls for a shared vision and collective action and the Roundtable has helped define our vision and how we can better work together. She committed Parks Canada to working with leaders and the organizations they represent to achieve a shared vision and enhance the future of the Trent-Severn Waterway region.

Session Reflections

Participants were offered the opportunity to reflect on the Roundtable and offered the following comments and observations:

What was the significance of this event for you?

- There is a huge collaborative group of people at this meeting who support the waterway. This is a real step forward to the solution.
- The tenor of the conversation is about this area being a watershed — we are looking at it globally.
- I enjoyed hearing what our American counterparts are doing with their waterway. Their use of the waterway for economic development and heritage tourism is an example of what can be done.

What surprised or intrigued you?

- The process really worked. It was a very effective way to get a large group of people immediately connected and focused.
- I was shocked to see who showed up to discuss the theme of “moving forward”: small businesses.

What did you see or hear today that you found exciting?

- I enjoyed interacting with the different people here, hearing their concerns and positive comments and reflecting on how they all relate. We have a family on the TSW and meet once in a while to share stories.
- The dragon boat idea is a great way to promote the beauty of the whole TSW and it should be funded.
- It was exciting to hear about the Aboriginal history of this area. I live near Guelph and didn’t realize how much impact the Aboriginal history has had here. I am excited to come back as a tourist this summer and explore more.

- I was excited that everyone came, that you all gave of yourselves and that you all care about the same things and are willing to put ideas and energy into those things. I’m excited that you care as much as we at Parks Canada do.

On behalf of Elder Doug Williams, Sheryl Smith, Parks Canada, offered the closing prayer.

Appendix 1 – Agenda

Trent-Severn Waterway Leaders' Round Table
January 20, 2011
The Great Hall - Trent University
1600 West Bank Drive
Peterborough, ON, K9J 7B8

Roundtable Theme: Shared Vision, Engagement and Leadership

Purpose and Objectives:

- Develop a shared vision and commitment to collective action to enhance the future of the Trent-Severn Waterway region
- Establish success indicators for issues and challenges.
- Confirm shared priorities.
- Design a shared summary vision for each priority.
- Confirm Next Steps.

Participants:

First Nations Leaders, elected officials at the municipal, provincial and federal levels, and thought leaders from business, academic and non-governmental organizations from across the Trent -Severn watersheds.

Roundtable Management and Facilitation

The Roundtable is hosted by Trent University's Institute for Watershed Science and is sponsored by Parks Canada, as part of the Government's Action Plan in response to the Panel Report on the Future of the Trent-Severn Waterway. The event will be moderated and facilitated by John Butcher and Tony Nash, certified professional facilitators, and is designed to encourage active participation, foster dialogue amongst participants and focus on strategic issues and solutions.

PROGRAM

0730 Arrival and Networking - Continental breakfast provided

0830 WELCOME

Singing of "O Canada"

Ceremonial First Nations opening and welcome

Welcoming remarks, Dr Stephen Franklin, President of Trent University

0850 Setting the Context. Dawn Bronson, Parks Canada Central Ontario Field Unit Superintendent

0900 Scoping the Challenge. Through a moderated, open forum, participants will identify issues, challenges, questions and opportunities associated with a shared vision and shared leadership for the Trent-Severn Waterway.

1015 Health Break and networking

1045 Workshop “A” Participants will refine the issues and challenges and collectively define outcomes that will be achieved when the issue or challenge has been successfully addressed.

1125 Workshop “B” will enable participants, based on their interests to discuss another issue or challenge on the TSW and collectively define what constitutes a successful outcome.

1200 Lunch provided

1245 Luncheon Presentation: Beth Sciumeca of the United States National Parks Service, Carmella Mantello of the New York State Canals Office and Fritz May, Mayor of Fairport, New York, one of the communities along the NY Canals will share an inspiring panel presentation about the challenges, successes and accomplishments associated with the revitalization of the New York State Canal system, the on-the-ground benefits and the favourable impacts on local communities. An example of what can be...

1315 Information café sessions. Participants will circulate to information stations providing updates of progress on the Government’s Action Plan in response to the Panel Report.

1345 Confirmation of Key Focus Areas. Participants will align issues and challenges under Key Focus Area headings.

1400 Defining Success Indicators

In self-selected groups organized by key focus areas/topics, participants will work together to determine high-level, strategic success indicators.

1430 Health break

1445 Summary Vision Statement

Participants, working together in breakout groups, will prepare a summary vision statement for each of the Key Focus Areas

1515 Next Steps

Through a facilitated plenary discussion, participants will develop a consensus on what needs to get done over the next 60-90 days to maintain momentum (What, Who, When).

1545 Key Messages

Plenary discussion - Key messages emerging from the Roundtable

1610 ROUNDTABLE EVALUATION/ REFLECTIONS

Facilitated session to encourage participants to reflect on their perceptions and views of the Roundtable to provide feedback

1620 CLOSING REMARKS BY PARKS CANADA AND TRENT UNIVERSITY

1630 ADJOURN

NOTES:

FREE PARKING WILL BE PROVIDED AT TRENT UNIVERSITY, SIGNAGE TO BE ON SITE, LOCATED A SHORT DISTANCE FROM THE GREAT HALL AT CHAMPLAIN COLLEGE

FACILITIES AT CHAPLAIN COLLEGE ARE WHEELCHAIR ACCESSIBLE [TBD]

Appendix 2 – List of Invitees

Name	Title	Affiliation	Email
Alden Barty	President	Georgian Bay Metis Council	gbmc@telizon.ca
Alice Murphy	Mayor	The Township of Muskoka Lakes	amurphy@muskokalakes.ca
Allan Appleby		Consultant	Appleby@persona.ca
Allan J. Heritage		Voices of the Trent	ajheritage@nexicom.net
Allen Edwards			
Amy Brohm	Tourism Marketing Coordinator	Haliburton County	abrohm@county.haliburton.on.ca
Andrea Childs	Resorts of Ontario Scotman Point	Resorts of Ontario	
Andrew Redden	Economic Development	Hastings County & chair of Ontario East Economic Development	reddena@hastingscounty.com
Andrew Wallen	General Manager and CEO	Kawartha Lakes Community Futures Development Corp.	awallen@kawarthasmallbusiness.com
Andy Campbell	Manager	Haliburton County Development Corporation	acampbell@haliburtoncdc.ca
Andy Mitchell		Economic Development	andy@electandymitchell.ca , mmitchell12@sympatico.ca
Angelo Orsi	Mayor	The City of Orillia	mayor@orillia.ca
Angie Bird	CAO (A)	The Township of Algonquin Highlands	abird@algonquinhighlands.ca
Ann Ambler		Voices for the TSW	annieambler@yahoo.com
Asaf Zohar	Professor	Business Administration	azohar@trentu.ca
Barb Baguley	Mayor	The Town of Innisfil	bbaquley@innisfil.ca
Barb Reid	Reeve	The Township of Minden Hills	cmccarroll@mindenhills.ca
Barry Rand	Deputy Warden	The County of Peterborough	
Beth Cockburn	SAR Program Manager	Parks Canada	
Beth McEachern	Realty Manager	Parks Canada	beth.mceachern@pc.gc.ca
Beth Potter		Ontario Private Campground Association	bpotter@campinginontario.ca
Beth Sciumeca	Executive Director	Erie Canalway	

Beverley Quirt	Tourism Industry Advisor	Ministry of Citizenship and Immigration	beverley.quirt@ontario.ca
Beverly Hendry	CAO	The Township of Scugog	mail@township.scugog.on.ca
Bhagwant Parmar	Board Member	Canadian Tourism Commission	bhagwant.parmar@bellnet.ca
Bill Duffy	Mayor	The Township of Ramara	lrichardson@ramara.ca , wduffy@ramara.ca
Bill Fox	Hydro & Business Development Officer	Parks Canada	william.fox@pc.gc.ca
Bill Paris	Paris Marine	Voices for the TSW	bill@parismarine.com
Blane Harvey	Vice President Academic	School of Environment and Natural Resources	bharvey@flemingc.on.ca
Brenda Ingersoll	Councilor	Rama First Nation	brenda.ingersoll@ramafirstnation.ca
Brent Wootton	Director	Centre for Alternative Wastewater Technology	bwootton@flemingc.on.ca
Brian Hunt		President, Voices of the TSW	brian.hunt@cpab-ccrc.ca
Bruce Davis	Executive Director	Trenval Business Development Corp.	info@trenval.on.ca
Bruce Gravel	Secretary Treasurer	Tourism Federation of Ontario, c/o Ont. Accommodation Assoc.	info@oaa.travel
Bruce Lourie	President and Chair	Ontario Greenbelt Alliance & Campaign Lake Simcoe	info@greenbelt.ca
Bruce Stanton, M.P.		Simcoe North	StantB@parl.gc.ca
Bruce Walker	Chair	Community Futures Development Corp of North & Central Hastings and South Algonquin	cfdc@community-futures.ca
Cal Patterson	Warden	The Corp. of the County of Simcoe	Warden@simcoe.ca
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Carolyn Tripp	Acting CAO	The Corporation of the Township of	ctripp@gbtownship.ca

		Georgian Bay	
Cassie Bott	Trent University Student		contact@themackenzieinn.com
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Appendix 3 – Key Focus Areas, Issue Summaries, Success Indicators

Key Focus Area #1: Water Quality and Management

Vision

There is a coordinated approach to water quality measurement and monitoring, to recognize standards, through the following measures:

- Employing standardized test protocols and benchmarks
- Creating informed and motivated partnerships
- Influencing all other watershed strategies to place a high priority on water quality (i.e. land use)
- Adopting a watershed water quality plan similar to the Lake Simcoe plan and the Sturgeon Lake Management Plan

Issue: Water quality

<i>Issue summary</i>	
Water quality is a key issue for residents, affecting everything from recreational use to fish habitat. Government should institute measures to monitor water quality regularly. The challenge is for leadership to assure the users that governments are working together collectively to monitor water quality and put the information in the public domain.	
<i>Success will have been achieved in this issue area when...</i>	
...There is a TSW leadership role in system-wide water quality testing and monitoring through an MOU with appropriate provincial and federal agencies.	
...There is TSW leadership in a stewardship and education program with related stakeholders, drawing on Ontario’s source water protection resources.	
<i>Barriers</i>	<i>Enablers</i>
Jurisdictional silos	Recognizing water quality is the #1 issue
Funding	Remedial action programs
Political barriers, lack of vision	Existing organizations

Other issues identified:

- Water levels of Lake Simcoe and Lake Couchiching are dropping, affecting enjoyment, recreation and tourism.
- High water levels in Lake Simcoe are causing problems with things like dam dikes and farm fields.

- Control and authority regarding water management (particularly water levels) is the most serious issue.
- Closer monitoring of water levels is needed.
- Raw sewage is one of the greatest concerns along the entire waterway system. Municipal infrastructures must be fixed so that raw sewage does not get into the waters.
- Low water levels are a concern, particularly because of their effect on spawning fish.

Key Focus Area #2: Natural and Cultural Heritage

Vision

The Historic Sites and Monuments Board and the Ontario Heritage Trust recognize the Trent–Severn Waterway and watershed as a cultural landscape of national significance.

Issue: Culture, history and underwater archaeology

Issue summary	
Explore opportunities to discuss the rich history and culture along the TSW. For example, fishing weirs at the narrows are up to 5,000 years old. This and other rich cultural history could be used to promote tourism.	
Success will have been achieved in this issue area when...	
...Experiences are shared with other similar organizations (scuba tours or marine museums) and specific sites are connected to others (e.g. “trail of bubbles/scuba”).	
...There is more interpretation and visibility of underwater resources, and more people are involved.	
Barriers	Enablers
Invisible resources	Lake Champlain Maritime Museum (Burlington, VT), Director Art Cohn
Access	Obtain funds and buy land
Private lands	Passports with stamps or rubbings

Issue: Waterway canoe/kayak race

Issue summary	
Organize a world-class canoe/kayak or dragon boat race to commemorate the 450 th anniversary of Champlain visiting the area and being received by First Nations.	
Success will have been achieved in this issue area when...	
...A race/journey is held in the year 2015 to mark the anniversary of the Champlain journey.	
...We are engaging in a national strategy (Ontario first, then national, then international).	
Barriers	Enablers
Multiple jurisdictions	Land and waterway to utilize
One event versus multiple events	Champlain route/anniversary
Reach broad audience	Infrastructure from Pan-Am Games
Lack of ownership: who runs it?	Regional Tourism Organization

Issue: Protecting natural and cultural assets

Issue summary	
What are the concrete first steps to take in protecting the waterway’s natural and cultural assets for all stakeholders? The panel report outlines steps well.	
Success will have been achieved in this issue area when...	
...A coordinated, functional, multi-representational body is functioning.	
...The federal and provincial governments support the TSW heritage network (through staffing, etc.) and NGOs lead it.	
...A group is formed with a defined mandate within a defined timeframe.	
Barriers	Enablers
Need a community body	We know who should be on the list
Defining membership, scope and terms of reference (getting the right model)	The common values and <i>raison d’être</i> to do this

Issue: Possibility of establishing a heritage network for the TSW

Issue summary	
Explore the possibility of establishing a heritage network for the TSW. This would be a collaborative organization to promote vertical and horizontal integration of local NGOs, governments and citizens to better manage and develop the built and natural heritage of the TSW.	
Success will have been achieved in this issue area when...	
...There is greater organization and cooperation between communities and municipalities in promoting cultural events and branding an image of the TSW that is consistent throughout the TSW. A major event could be the celebration of the arrival of Champlain.	
...We create a waterway heritage trail organization to allow communities to tell their stories within the context of the historic development of the TSW.	
Barriers	Enablers
Lack of coordination between municipalities/communities along the TSW	Awareness of cultural asset at a local level — local initiative
Resource disparity between municipalities	
Awareness of the TSW	

Other issues identified:

- The aesthetic and cultural landscapes that make up the TSW should be protected, preserved and enhanced.

Key Focus Area #3: First Nations

Vision

- Ensure that First Nations and Aboriginal communities play a key role in communicating the deeply rooted stories of the waterway.
- Invite Aboriginal communities to tell their stories in their own voices and enhance public understanding of history and culture.
- Incorporate traditions and philosophies taught by First Nations people in the ways we work throughout the watershed.
- Invite conversations about economic opportunities along the TSW that provide benefits to citizens and businesses.

Issue: Underwater archaeology

Issue summary	
First Nations archaeological material, some of which is thousands of years old, is located underwater. Any development should include steps to protect and document the archeological history. First Nations are willing to help with this.	
Success will have been achieved in this issue area when...	
...The TSW has been inventoried, the information on these rich cultural sites is communicated to the public, and the sites are celebrated as attractions or destinations.	
...Development along the waterway is regulated in such a way that sites are recorded/avoided as part of the approval process.	
Barriers	Enablers
Resources/time	Public’s keen interest in archaeology
Ignorance of the sites	Only one owner of land/water
Impact on resources	Not deep water
Lack of qualified underwater archaeology expertise	Tourism potential
	Educational opportunity to involve youth
	First Nations keen interest

Issue: Spirituality along the TSW

<i>Issue summary</i>	
The TSW is a very special and sacred place. The spirituality and traditional ways associated with the sacred places of the area should be celebrated.	
<i>Success will have been achieved in this issue area when...</i>	
...Guidebooks address spiritual aspects (fish fence, churches, other “sacred” sites, heritage reference points — and not just services (marinas/restaurants/gambling)).	
...Attention is given to quality of usage, not just quantity of usage.	
...Storytelling is part of the TSW experience and the concept of healing water is considered (clean/refresh/heal).	
<i>Barriers</i>	<i>Enablers</i>
Focus is economic instead of the total experience	Marketers
	Dedicated space
Misunderstanding the real economic reality	Partnerships
	Page 45 of panel report

Key Focus Area #4: Environmental Impact

Vision

- Understand and manage the water quantity and quality and the ecosystems of the TSW in order to provide a balance between social, economic and ecological objectives.
- Consider ecological integrity, biodiversity conservation and quality of life for residents and visitors.
- Achieve these goals through collaboration and participation among all levels of government, the private sector and citizens.

Issue: Shoreline development

Issue summary	
The vision for the TSW should balance ecological protection, sound development and public use, with attention to shorelines.	
Success will have been achieved in this issue area when...	
...We collectively establish a strategic vision for shorelines throughout the TSW, balancing ecological protection, new development and redevelopment, with public access for multiple uses.	
...There is consistent long-term planning.	
...We clarify agency and regulatory roles and mandates and streamline, better coordinate and consistently deliver review and approvals (we achieve common objectives and clearly communicate roles, requirements and process to municipalities and residents).	
Barriers	Enablers
Complicated	Common vision of the right balance
Hierarchy of power in enforcement	Consistent, similar objectives and planning
Incompatibility of interests	Education
Communications	Translate processes for application onsite
	Funding for Ontario Municipal Board
	Central focus, coordination, streamlining, good communication

Issue: Water levels

Issue summary	
Water levels are a key concern.	
Success will have been achieved in this issue area when...	
...We mechanize the dams to reduce leaking, improve response time and provide better overall control.	
...We repair dams that cannot be mechanized (especially for reservoir lakes).	
Barriers	Enablers
Funding	
Political will	

Other issues identified:

- The TSW is one of the largest contiguous aquatic ecosystems in southern Ontario and the leaders have an opportunity to treat it as an ecosystem, seeing it as more than a waterway and paying attention to the wetlands, endangered species and other aspects.
- Attention must be paid to shoreline damage from boat wakes in narrow channels.
- Excessive boat wakes from large cruisers are damaging docks and shorelines. The OPP is currently the agency responsible for monitoring this issue but the OPP is rarely on the river. A forum needs to be held with the OPP to identify an effective solution to this longstanding issue.
- The issue of invasive species is a concern for the TSW (e.g. zebra mussels, Asiatic carp).
- Two key concerns are water levels and weed control.

Key Focus Area #5: Jurisdictional/Organizational Roles and Responsibilities

Vision

An entity or model has been created to address the issues within the area of the two watersheds. The TSW has a new, unique designation that addresses governance structure.

Issue: Simplify and coordinate jurisdictional issues

Issue summary	
A key challenge is to simplify and coordinate jurisdictional issues.	
Success will have been achieved in this issue area when...	
...We have one window (formerly MNR) and either a federal or a provincial memorandum.	
...We have a common TSW vision/policy on waterfront development (e.g. national historic designation of waterway) and new tools with teeth at the municipal level.	
Barriers	Enablers
Silos within and between governments	Agreements between DFO and TSW; DFO and conservation authorities
Regulation/litigation focus	
New water policies and regulations	Provincial policy statement
Resources to enforce	Public education/information
Trend of cottagers as short-term consumer and developer	Increase citizen engagement — forum on water quality
Fear of too much control	Need room for compromise
Incremental adverse development	

Issue: Coordination of jurisdictions and trail linkages

Issue summary	
Coordinate jurisdictions and form trail linkages.	
Success will have been achieved in this issue area when...	
...Governance is integrated into a clear watershed-based governance structure so we can connect and coordinate (legislative, regulatory base, development commission).	
...There is a vitality watershed.	
Barriers	Enablers
Political barriers, municipal boundaries	Partnership
Agenda/timelines	Will
Financial	Economic development and potential

Issue: Communication along TSW

Issue summary	
The TSW region needs a better communication strategy to respond to issues. Individuals deal with multiple agencies to answer simple questions or resolve issues that are a concern for the whole region, and there is a lack of communication regarding common issues. A strategic, tactical communication expert is needed.	
Success will have been achieved in this issue area when...	
...There is one point of entry for information relating to the TSW (water levels/flooding, bridge closings, fish populations, system issues, inquiries, licensing) for all users (residents, boaters, cottagers, tourists) through a website and 1-800 number.	
...Everyone knows where they can go to get information and has access to that location.	
Barriers	Enablers
Huge number of entities/organizations with interest/information to disseminate (government, municipalities, conservation authorities)	A new website is being developed by TSW and could be adapted
Different needs/different users	“Voices for the TSW” or similar organizations
Focus must be beyond Parks Canada	Funding
Reliance on media	Use media productively

Other issues identified:

- There should be clear agreement on the vision for the future of the TSW and on whether the panel recommendations will be followed.
- Resolve the jurisdictional issues at the waterline and protect the natural features. Currently, jurisdictional overlap means that there is very little protection of the shore and land. The regulation requiring 75 per cent to be left undeveloped is not being followed.
- Engage Ontario.

Federal and provincial involvement:

- An MPP from Peterborough noted that provincial representatives were observers during the panel discussion. Ontario Minister of Natural Resources Linda Jeffrey is engaged with federal Environment Minister Peter Kent to draft a Memorandum of Understanding (MOU) between Canada and Ontario that will define a number of common elements. Ontario would be responsible for going forward with the panel report recommendations. One possibility is the development of a unified signing system from Trenton through to Severn, including signs promoting tourism assets.

Key Focus Area #6: Tourism/Marketing

Vision

The TSW is seen as a top-rate tourism destination by visitors in a non-jurisdictional way. The TSW is marketed as a fabulous heritage site, with grassroots support from residents, local governments and businesses along the TSW. There is more cohesive programming involving various stakeholders, with a number of events that draw attention to whole TSW.

Issue: Municipal focus on tourism

Issue summary	
Municipalities should work together to explore ways to enhance the TSW as a tourism destination, respecting its dignity and heritage.	
Success will have been achieved in this issue area when...	
...Municipal governments are committed to working together to market the TSW more effectively.	
...National-level branding makes the TSW more visible across the country and internationally.	
Barriers	Enablers
Funding	
Infrastructure	
Bad luck like SARS	
Need for buy-in by everyone	

Issue: Start a parade

Issue summary	
Organize a parade along the TSW.	
Success will have been achieved in this issue area when...	
...We have coherent programming going end to end <i>on the water</i> in the month of September (banners, relay, community to community, links with schools, fall colours).	
...We have coherent programming going end to end <i>on the land</i> .	
Barriers	Enablers
Partners	Use seniors instead of students as volunteers
Resources	Existing resources like floats, antique boats, fire trucks
Coordination	

Issue: World-class recreation and tourism destination

Issue summary	
TSW should be recognized as a world-class recreation and tourism destination and should be a top-level national park. This requires appropriate attention to water issues, infrastructure and economic development.	
Success will have been achieved in this issue area when...	
...The TSW is seen through the eyes of tourists as an entity without any political or geographic boundaries.	
...The TSW is recognized as a world-class destination — the 8 th wonder of the world.	
...There is one point of access for tourist information.	
...We reach out to new markets and new immigrants.	
...We pool marketing resources along the system via RTOs and showcase a market-ready tourism product.	
...We showcase the diversity of regional authentic experiences.	
...We relocate the Canadian Canoe Museum to the water where people can have first-hand canoe experiences.	
Barriers	Enablers
Website cost and maintenance — need for easy updating	Working committee would need to be established
	Partner with RTOs

Issue: Global acclaim

Issue summary	
Leaders should acknowledge world-class accomplishments and world records and seek global acclaim for the TSW.	
Success will have been achieved in this issue area when...	
...The TSW is recognized as a world-class destination.	
...The world market recognizes our product as one entity from end to end.	
Barriers	Enablers
Rivalry between product and service providers	Needs an iconic, tangible product brand to take out into the world and promote
Fragmentation of tourist regions	

Issue: RTO role in developing TSN as a destination

Issue summary	
Find opportunities for RTOs to promote this amazing area.	
Success will have been achieved in this issue area when...	
...All RTOs develop a partnership with TSW/Parks Canada.	
...We develop a borderless (seamless) experience for the travelling public.	
Barriers	Enablers
Staff (no new or limited staff resources)	RTO leads
Timing	Marketing committees
Finances	
Making the case	
Making it measurable	

Other issues identified:

- Recognize the financial impact of recreational sport fishing and keep it on the agenda as an important economic aspect.
- Tourism is the backbone of economic development and it relies on water management. The TSW plays an important role and must not be taken for granted.
- The TSW leaders have an opportunity to do direct marketing to people who are new to the cottage and boating experiences, letting them know what a great system the TSW is and its opportunities.

Key Focus Area #7: Infrastructure

Vision

TSW infrastructure is the foundation of a world-class historic site and is maintained in a state of good repair supported by a sustainably funded asset management plan.

Issue: Infrastructure through the entire system

Issue summary	
The infrastructure of the TSW should be maintained.	
Success will have been achieved in this issue area when...	
...Accurate capital plans are developed, including sub-watershed infrastructure, with adequate funding.	
...There are fewer infrastructure failures that have a negative impact on economic and social well being, because we have an effective process of monitoring and preventative maintenance.	
Barriers	Enablers
Ongoing deficits	Panel report (political will)
Years of neglect	

Issue: Infrastructure

Issue summary	
Municipalities are struggling to find funding to maintain infrastructure (including roads, sewer and water systems). Senior levels of government need to come to the table.	
Success will have been achieved in this issue area when...	
...We have less variation in water levels.	
...Federal funding purchases the tools necessary to properly manage the waterway.	
Barriers	Enablers
Funding	Education
Government jurisdiction	Understandable
Lack of political levels to get together	

Issue: Best practices in infrastructure funding

Issue summary	
Research best practices in managing other waterways to find solutions to the infrastructure funding deficit.	
Success will have been achieved in this issue area when...	
...Information is readily available to municipalities and residents and communication lines are clear (i.e. what work must be done, implications of work, timeframes, etc.)	
...TSW explores best practices of other organizations and implements them through a multi-sector working group (i.e. forum of stakeholders to look at opportunities for funding dedicated to maintenance capital).	
Barriers	Enablers
Communication with other levels of government and with residents regarding replacement/repairs	Land lease opportunities
Tax allocation	Commercial sector interest
Mindset — use of public assets by private entities	Not on the agenda of taxpayers
Policy	
Competition with local business	

Other issues identified:

- Municipalities should be able to provide safe access to all. Leaders should recognize the challenges faced by rural municipalities in maintaining land-based infrastructure.
- Preventative maintenance of infrastructure such as bridges.

Key Focus Area #8: Land Conservation and Planning

Vision

TSW and its watersheds are a healthy natural heritage system comprised of aquatic, shoreline and upland environments that can sustain other societal goals. Effective principles-based planning is the key process for stewardship and restoration across the watershed. Conservation is appropriate to its context and multi-generational in its impact.

Issue: Land use planning and harmonization

Issue summary	
Land use planning harmonization should be based on common principles that permit local areas to set specific priorities within those principles.	
Success will have been achieved in this issue area when...	
...We have preserved and enhanced the waterway by harmonizing planning and coordination management throughout the watershed for both water and land.	
...A set of common development principles is being applied across the watershed. The principles are mandatory (with teeth) but allow for interpretation at the local level to reflect local identity and priorities.	
...A provincial policy statement exists that applies to the waterway — site-specific provincial legislation. It could include land use, tourism, marketing (e.g. signage) and natural and cultural heritage preservation.	
...The above principles and policies are enforced.	
Barriers	Enablers
Defining boundaries	MOU (planning community is on the same page)
Political (all levels)	
Multiple jurisdictions (land and water)	Common database
Competing interests	Provincial legislation
Funding (agency, enforcement)	
Implementation	

Issue: Conservation

<i>Issue summary</i>	
Land conservation is critical to tourism, biodiversity and environmental health.	
<i>Success will have been achieved in this issue area when...</i>	
...There is greater understanding of current conservation lands through a mapping project (GFS) to identify critical habitat and the current situation.	
...We have established a target for land conservation along the TSW (percentage of land — for example, 70 per cent of land).	
<i>Barriers</i>	<i>Enablers</i>
Education	University/college partnerships
Too many agencies	

Key Focus Area #9: Interests of Users/Residents

Vision

TSW leaders are responsive to the needs, values and expectations of waterway users and stakeholders. Leaders ensure an open, two-way communication process where waterway users and stakeholders have access to key information on its mandate, priorities and the use of the waterway itself and can communicate feedback. TSW regularly measures its success in managing the waterway, meeting user/stakeholder needs and managing expectations that do not appear to be met.

Issue: Safe and respectful use of the waterway

Issue summary	
Those who enjoy the waterway should do so safely with respect for the safety of others.	
Success will have been achieved in this issue area when...	
...We address the issue of drinking while boating and the importance of wearing PFDs or life jackets while on deck and underway.	
...We address the issues of wave damage to property and sudden changes to water levels that affect the appearance of hazards to navigation.	
Barriers	Enablers
Lack of education	Boating safety educators and enforcement
Lack of political will	Federal law-makers

Issue: Shoreline revitalization

Issue summary	
Revitalize the natural character of the shoreline and incorporate this principle into all development.	
Success will have been achieved in this issue area when...	
...The character of the TSW shoreline is predominantly natural.	
...Effective shoreline development principles, implemented through policies and regulation at all levels of government, guide change along the shoreline.	
Barriers	Enablers
Private landowners	Communication
Taxation system	Taxation tools to reward good practices and discourage bad ones
Governmental inertia or even hostility	Policy and legislation
	Commitment to public access in new development

Issue: Youth engagement

Issue summary	
Youth in the TSW communities should be engaged as stewards of the TSW.	
Success will have been achieved in this issue area when...	
...Young people feel a sense of pride and lifelong connection to the waterway and are connected with various groups along the waterway (work, play and live).	
...Youth are engaged (e.g. conservation corps for TSW) with connection to the waterway through preservation, protection, research and enjoyment (e.g. summer students guiding walking tours; youth ambassador program)	
Barriers	Enablers
Need to reach out to youth earlier to raise interest and foster engagement	Lifelong experience starting as children and continued as adults
Need for constant renewal as youth progress to adulthood	Competitions between groups or municipalities (e.g. regattas)
Get buy-in from school boards	Community/youth leaders to raise awareness
Funding sources	Youth social and global conscience
Need to keep up with changing technology	Social media
Transient students not from the community and have few connections to the location	Partnering with educators through colleges, universities, high schools

Other issues identified:

- Leaders must think about long-term public, affordable access to the shoreline. Some lakes have no public access. Smaller businesses providing affordable goods and services are being lost.
- Residents and communities along the waterway are vested stakeholders and stewards of the waterway and should be considered in all conversations.
- Stewardship, planning and design practices are needed to strengthen and revitalize shoreline communities and improve linkages amongst waterway communities.
- TSW leaders should know their users/clients (in addition to stakeholders) — the beneficiaries of services — and measure their views. Leaders can then deal with the panel report recommendations and establish mechanisms to measure progress, from that perspective.

Key Focus Area #10: Moving Forward

Vision

The TSW region invests in caring for existing assets (through capital reinvestment and ongoing maintenance of locks dams and bridges). There is a commitment to sustained operation of public services (hours, season length and service levels). A new entity has been developed that is better able to enter into partnerships to attract new investment and generate revenue for the TSW and in waterway communities. The business model is built on fees (recreational boat licenses, destination marketing fees, etc.).

Issue: Heritage conservation and the heritage network

Issue summary	
Take concrete steps toward heritage conservation.	
Success will have been achieved in this issue area when...	
...We have a permanent organization and the possibility of a permanent headquarters.	
...We establish an annual symposium on TSW natural and cultural heritage in partnership with Trent University.	
Barriers	Enablers
N/A	N/A

Issue: Shared vision and shared leadership

Issue summary	
What is the measuring stick for a shared vision and shared leadership? How will leaders maintain and reaffirm meaningful relationships among all the communities along the waterway? How often will they reaffirm the shared vision?	
Success will have been achieved in this issue area when...	
...TSW leadership identifies key clients among First Nations and all users of the waterway, and learns their needs, values and expectations.	
...TSW regularly measures, analyzes and reports on whether needs are being met and how unmet expectations are being addressed.	
Barriers	Enablers
So many varying groups and large catchment area — difficult to maintain data	Client groups are open and eager to engage
Lack of understanding of First Nations culture	Client engagement and follow through is a critical success factor for leadership success
Lack of resources to gather information	

Issue: Support of Panel recommendations

Issue summary	
The panel report (which was based on widespread consultation) should be fully endorsed and its vision for integrated watershed management should be adopted.	
Success will have been achieved in this issue area when...	
...TSW has an independent/integrated agency with the mandate and resources to address the watershed issues.	
...The MOU between the federal and provincial governments is finalized, with adequate funding sources from all levels.	
...There is a heritage regional council for the entire TSW.	
Barriers	Enablers
Political will at federal level	Lobbying
Funding	One voice for passionate stakeholder
Public understanding	A business case/plan
	Public education

Other issues identified:

- Explore opportunities to develop Trent University’s role in education about the TSW and using the TSW as a vehicle for education at Trent.
- Working groups should be created following these discussions to ensure that actions are taken on the issues raised.

Key Focus Area #11: Financial Stability (Funding)

Vision

A model has been created that supports all aspects of the TSW. For example:

- Link revenue sources to expenses
- Form a not-for-profit foundation
- Form private–public partnerships (with revenue flow back to TSW)
- Gain revenue from “cool things to do”
- Obtain long-term funding from the federal government and possibly other sources

Issue: Revenue

<i>Issue summary</i>	
Revenue generation is a key issue. Rebuilding the infrastructure is expected to cost \$250 million. TSW leaders should think of constructive ways to generate funds to support the waterway. All levels of government and other groups (e.g. cottage associations) should be approached.	
<i>Success will have been achieved in this issue area when...</i>	
...We run TSW using a more business-like model, with immediate capital investment based on revenue.	
...We have identified various possible revenue sources throughout the watershed, including taxation, user fees, power generation, public–private partnerships and revenue-sharing agreements (e.g. fishing licenses).	
<i>Barriers</i>	<i>Enablers</i>
Jurisdictional issues (e.g. government-owned docks)	Existing resources of the tax base: all Canadians should support TSW as a regional and national asset
Mind-set entrenched in traditional thinking	Willingness to step outside the box and develop unique business model based on the diversity of the TSW
Need seed money to overcome infrastructure deficits	Those who benefit from TSW on a regular basis (e.g. residents)
Underfunding of system infrastructure	Transient users (e.g. recreational boaters)
	Look to both land and water for revenue opportunities — allocate funds from gas tax

Issue: Revenue sharing to support TSW

<i>Issue summary</i>	
Revenues raised should be reinvested in addressing the issues raised.	
<i>Success will have been achieved in this issue area when...</i>	
...Fees are shared with TSW for operations and infrastructure (i.e. a percentage of gas tax from boaters, fishing license fees, boat license fees, park revenue)	
...Waterfront property tax is <u>not</u> used, since these owners are already protecting and investing in TSW (e.g. reservoir lake owners who deal with fluctuating water levels, or waterfront owners who pay for septic inspection and shoreline preservation).	
<i>Barriers</i>	<i>Enablers</i>
Overall fiscal crunch	Linking revenue with expense (avoid revenue going into general funds)
	People see value for their fees

Appendix 4 – Information Café Session Fact Sheet Handouts



APRIL 2008 • Panel Report Recommendation #12:

Better assure adequate water supplies throughout the Trent-Severn Heritage region in the future by promoting an integrated approach to water management.

SEPTEMBER 2009 • The Government responded:

Assess the future of our water by establishing an advisory committed to engage users in the review of water management policies.

Water Management Advisory Council

Who We Are

The council is led by an independent chair and consists of water management experts from **Ontario Ministry of Natural Resources, Environment Canada and Conservation Authorities**; citizens from the Haliburton, Severn, Kawartha and Trent River watershed areas; representatives from industry including the **Ontario Waterpower Association & the Ontario Boating Forum**; and representation from the Trent-Severn Waterway (TSW). The role of the council is to provide expert and stakeholder advice on how Parks Canada can best achieve balance with water management goals throughout the Trent-Severn watershed.

Progress to date

The Water Management Advisory Council (WMAC) has met four times. Initial meetings were focused on developing terms of reference and other operating protocols, as well as being briefed on current water management issues and practices. More recently, the council has started tackling substantive issues associated with water management on the TSW. In particular the WMAC is providing input to:

- A study on the Water Management of the Trent River Watershed (AECOM Study)
- A communications strategy for Water Management to better inform residents and stakeholders of water management practices, issues and events





- Water management protocols for Lake Simcoe and Lake Couchiching basins, including receiving briefs from stakeholders
- Providing Parks Canada with community and stakeholder perspectives on water management practices, issues and opportunities.

On the Horizon

- Ongoing Implementing a comprehensive communications strategy
- Review of various water management policies and practices
- Receipt and review of the AECOM study

What Is Needed from Leaders

Leaders support for the Water Management Advisory Council as the primary vehicle for providing Parks Canada with expert and stakeholder input and advice for the TSW water management program.

More Information

Dave Ness, Water Management Engineer, 750-4902





APRIL 2008 • The Panel Report recommended:

... Convene a planners' forum ... to explore opportunities [for] a consistent rigorous approach to managing waterfront development.

SEPTEMBER 2009 • The Government responded:

... Work with municipalities and other organizations toward fully developing a Planner's Forum as a means of coordination on key issues such as waterfront development.

Trent-Severn Watershed Planner's Forum

Who We Are

The Planner's Forum is a network of planners across the two watersheds embracing 49 municipalities, six conservation authorities, five provincial and federal agencies, and seven First Nations.

The forum is working to foster leadership, partnering and action toward consistency in shoreline policy and regulation with the aim of reducing duplication and jurisdictional confusion. It will also work to educate decision-makers, shoreline property owners and others about shoreline issues.

Progress to Date

There is a high degree of collaboration and participation in this group and, with endorsement from the leaders, it can continue to make important progress in recommending consistent shoreline protection policies and their application.

At the second of two meetings that have been held, the forum considered a report coordinated by Parks Canada on the current state of shoreline planning policy, regulation and coordination, and decided to move ahead with five priorities.





What's On the Horizon

Forum participants have endorsed the following program of priorities:

- 1) Develop a common vision for shoreline sustainability, including general principles to guide shoreline protection, development, and public access, as the foundation to guide governmental policy and decision-making.
- 2) Speak with a collective watershed voice to encourage the Province of Ontario to enhance the protection of the shoreline in its review of the Provincial Policy Statement.
- 3) Agree upon who does what and where in relation to shoreline management and protection.
- 4) Parks Canada, conservation authorities, municipalities, DFO, and others as required must engage in pre-consultation to ensure consistency in approvals relating to shoreline activity.
- 5) Work to promote clarity and service to landowners and the public in the work we do, through communication, education, and monitoring/enforcement.

The Planners' Forum strongly recommends that Parks Canada strengthen its compliance monitoring and enforcement program for all aspects related to shoreline development within its jurisdiction. This matter is of an urgent nature and should be addressed immediately.

What is Needed from Our Leaders

The Forum is asking Leaders to support the ongoing work of their staff to address these priorities, the most fundamental being a common vision (and set of principles) for shoreline sustainability. Results could include the adoption of consistent shoreline policies in official plans throughout the watersheds, the establishment of clear lines of jurisdiction, and inter-agency agreements on who does what.

Specific objectives include restricting the use of hardened shorelines, a common policy for boathouses, improved communication of regulatory and stewardship information, cross-reporting to assist all agencies with compliance monitoring, and a coordinated review of development by way of interagency teams.

For more information, contact:

Richard Scott, Waterway Heritage Planner 705-742-1984





APRIL 2008 • Panel Report Recommendation #20

Significantly improve Parks Canada's capacity to tell the Waterway story to visitors, students and residents of the large Waterway region.

SEPTEMBER 2009 • The Government Response

The Government of Canada will...Encourage public awareness, education and improved visitor experiences.

Leaders on the Landscape

The Trent-Severn Waterway (TSW) is home to a tremendous diversity of habitats and species - there are 230 wetlands along the Waterway and more than 40 federally designated species at risk. This is an important ecological area and needs our collective protection and help.

Who We Are

Leaders on the Landscape focuses on developing an "Integrated Aquatic Habitat Conservation Program" for areas within Trent-Severn Waterway jurisdiction to address the threat of wetland habitat loss, to maintain or improve the status of species at risk on these lands, to protect critical habitat on federal lands, and to provide for dialogue and development decision-making among jurisdictions.

Progress to Date

The program will provide protection for a variety of species and habitats at risk through ecological investigation and restoration, valuable visitor experiences and targeted education in order to create a lasting ethic of conservation in this area. This includes wetland restoration in high priority wetlands to restore diversity and function to enhance species and habitat at risk.

The team works to instil an intrinsic respect for protection of aquatic habitats, species at risk and all natural and cultural resources through and integrated and individually engaging outreach/education and visitor experience program.

The Interactive Wetland Discovery Trailer is our most exciting tool. It has touched the lives of over 15,000 guests during the summer of 2010 at events including The Metro Toronto Zoo, Ontario Place during the CNE.





The trailer features an interactive touch screen with audio and video to educate children, urban communities and TSW residents about the importance and fragility of wetland and shoreline habitats.

On the Horizon

The Curve Lake Wetland Boardwalk will be installed during the spring of 2011. Located near the community centre, elementary school and public beach, this partner initiative between the Waterway and Curve Lake First Nation will allow Waterway school classes, children and families to explore the wetlands while learning from interpretive signs provided in English, French and Ojibway.

A Wetland Site will be built with Jacob Rodenburg at the Camp Kawartha Environment Center for youth education adjacent to Trent University, and a Turtle Nesting Habitat will be developed at Sawyer Creek (Lock 25) north of Peterborough, partnering with municipalities and Otonabee Conservation.

What Is Needed from Our Leaders

Leaders at all levels can help conserve our vital wetlands and shorelines by ensuring the implementation of wetland protection policies and guidelines, encouraging protection of riparian zones and committing their support for long-term monitoring programs.

For more information, contact:

Joan Chamberlain, Resource Conservation Manager, 705-750-4941





APRIL 2008 • Panel Report Recommendation #14 and 15:

Encourage communities to invest in projects that make the most of the advantages they enjoy from their location on the water

Support Canada's goal of increasing the supply of renewable energy by facilitating the development of additional hydro-generation capacity along the Waterway with due regard for its important natural and cultural values.

SEPTEMBER 2009 • The Government Response:

The Government of Canada will, as a means of encouraging the development of renewable energy, establish a dedicated professional unit in Peterborough to lead hydroelectric development on the Waterway.

The Federal Government's response ... charts the course that enhances collaboration on tourism

Hydro & Business Development

What This Is

The new Hydro and Business Development (HBD) program has been created for the Trent-Severn Waterway (TSW) which will coordinate new hydro development opportunities. In addition, through the program Parks Canada will work with communities and the private sector to facilitate new tourism enterprises and business opportunities along the TSW.

Progress to Date

- Two new positions have been staffed: a Partnering and Engagement Officer and a Hydro and Business Development Manager, illustrating Parks Canada's commitment to pursuing the government's recommendation to increase hydro development and expand business opportunities throughout the TSW.





- A partnership with the town of Frankford (Lock 6) resulted in upgrades to mooring sites. Since its completion, the town now has seen a significant increase in overnight visitors, with associated economic spin-offs to the business community.
- Following a competitive bid process a “Priority Permit” under the *Dominion Water Power Act* will be issued in the very near future. With this permit, the successful company will initiate detailed planning for a new hydro development at Locks 24/25 on the Waterway.

On the Horizon

- Lock facilities at Fenelon Falls will be upgraded for the 2011 season with expanded mooring and electrical/water hook-ups. Significant tourism benefits are projected for the local community through this important infrastructure investment. This is a partnership engaging the City of Kawartha Lakes and the local chamber of commerce.
- A comprehensive hydro potential assessment is expected to result in a request for proposals by year end for the creation of a new hydro-generating station along the Waterway.
- Discussions are also taking place with several communities about various commercial development opportunities on TSW properties.

What is Needed from our Leaders?

Parks Canada is open to ideas for potential business opportunities on federal lands in communities along the TSW. We need partners to come to us, as Fenelon Falls did, with money, ideas, and community support. We’re looking for partnerships that provide a win-win-win formula, benefiting partners, Parks Canada and most importantly our visitors.

For more info, contact:

William (Bill) Fox, Hydro and Business Development Manager, 750-4965



Canada



APRIL 2008 • The Panel Report Recommendation #9

Collect the results and methodologies of environmental monitoring along the Waterway and ensure they are communicated to citizens and decision-makers.

SEPTEMBER 2009 • The Government Response

The Government of Canada will...develop a Heritage Network that will encourage public awareness, education and visitor experience.

Heritage Values Mapping System

What Is It?

A Heritage Values Mapping System will be a digital record of areas along the Trent-Severn Waterway (TSW), of significant natural, cultural and scenic value and especially where species and habitat are at risk. The system will be an essential tool for Parks Canada in its management of over 4500 km of shoreline; it can also become a universal reference guide for municipal planners when developing shoreline policies and guiding development approvals and developers, who can find out early in the process the heritage values of a certain area of TSW shoreline.

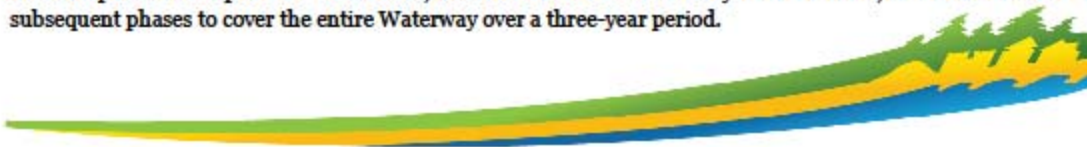
Progress to Date

There is excellent baseline data and mapping for wetlands, fisheries habitat, species at risk, archaeological resources and Areas of Natural and Scientific Interest (ANSIs).

On the Horizon

The program is entering its first phase of research and development, and meeting with stakeholders to establish partnerships for building and implementing this tool. The process will require working with the Heritage, Tourism and Planning networks to ensure all historical and cultural values throughout the watershed are included in the HVMS database.

The first phase encompasses the Rice Lake, Trent River areas. Once the system is refined, it will be extended in subsequent phases to cover the entire Waterway over a three-year period.





What Is Needed from Our Leaders

This system relies heavily on the support of leaders for a common vision and guiding principles for shoreline development, including adopting consistent implementation of zoning and by-laws across the watershed region relative to shoreline and aquatic habitat protection.

For more information, contact:

Joan Chamberlain, Manager, Resource Conservation, 705-750-4941





APRIL 2008 • Panel Report Recommendation #23:

Improve Parks Canada's ability to understand and respond to changing market demand and customer satisfaction through professional market analysis, customer tracking and satisfaction measurement in partnership with the Province and business organizations.

SEPTEMBER 2009 • The Government Response:

"I am very pleased to see the Federal Government's response...charts a course that enhances collaboration on tourism, heritage and planning for renewal of this national treasure." - Dean Del Mastro, Member of Parliament for Peterborough

Tourism Network

Who We Are

The Tourism Network is a collaboration of tourism providers and marketers, Regional Tourism Organizations (RTOs) and economic development representatives from across the Trent-Severn Waterway (TSW) watershed. This group has been meeting since October 2009. Of the thirteen new provincially-designated RTOs in Ontario, six intersect with the Trent-Severn watershed and RTO8 is almost completely within the Watershed.

Progress to Date

- There have been three all-network meetings, numerous working group meetings and many ongoing discussions with RTO representatives.
- A partnering agreement is in process between **Regional Tourism Organization 8 (RTO 8)** and the TSW to facilitate a comprehensive data collection & management system, cross-promotion, and the development of a website for a new Waterway-based tourism initiative, "*Discover, Play and Stay*".
- The 100th anniversary of the world's first National Parks service, today known as Parks Canada, affords the opportunity to launch "*Discover, Play and Stay*" in May of 2011. DPS will include a multitude of





- diverse experiences to discover throughout the Watershed, all linked to the Waterway. Parks Canada & partners will benefit by increased visitation and by a better understanding of our visitors developed via a sophisticated data collection system (via tourist ‘passports’ and swipe cards).

On the Horizon

- Launch of and expanding partnerships for “*Discover, Play and Stay*” initiative including promotional support, brand new partner website and social media campaign.
- The “*Discover, Play and Stay*” initiative will be launched in Port Severn on May 28th, 2010, and is this year’s Decade of Discovery premiere partner event. This community collaboration – called “Just Add Water” will be a large scale event featuring music, educational activities, and children’s events involving local schools.

What We Need from Our Leaders

We have the potential to be a world class destination and that attracts tourism dollars, jobs and economic growth. We need to encourage the development of tourism attractors and infrastructure to support the new and existing visitors.

Local tourism operators are encouraged to get involved by providing information on attractions and services to be added to the “*Discover, Play & Stay*” website for cross-promotion. We need to let our visitors know that we are all open for business.

In “*Discovering Ontario*,” Greg Sorbara’s Report on the Future of Tourism from whence came the creation of RTOs, is stated: “We need to be better ambassadors and more thoughtful hosts.” Leaders need to consider a sweeping education and training campaign to ensure visitors have an outstanding experience with hosts who deliver a consistent message of welcome for our guests.

For more information, contact:

Sara Atkins, External Relations Manager, 750-4883





APRIL 2008 • The Panel Report Recommendation #21
Significantly improve Parks Canada's capacity to tell the Waterway story to visitors, students and residents of the larger Waterway region.

SEPTEMBER 2009 • The Government Response
The Government of Canada will...Work with heritage organizations to develop a Heritage Network that will encourage public awareness, education and visitor experience.

Trent-Severn Waterway Cultural and Heritage Collaboration

Who We Are

The Heritage Network is forum of thirty organizations representing cultural and heritage interests from across the Waterway including museums, conservation authorities, historical societies and municipal representatives. The Network will work collectively towards identifying, conserving and promoting the diverse heritage assets along the Waterway and throughout the Watershed. These assets range from tangible engineering and architectural features, to archaeological remains, to stories and themes that reflect the development of this region's 9000 years of known human history.

Progress to Date

This Network is working to integrate culture and heritage values with the newly formed Tourism and Planning Networks. It has identified three short-term priorities, and also discussed the potential for establishing and promoting a Trent-Severn Heritage Trail.

On the Horizon

Three short term initiatives have been chosen by a working group:

- A research paper on organizational models and examples of regulatory or legislative regimes for structuring a Heritage Network.
- A cultural and natural resource mapping project is underway by the Trent-Severn Waterway (TSW) and may be used as a model for identifying and mapping a broader inventory of national, regional, and local cultural assets along the Waterway/Watershed.





- The Heritage Network is in discussion to encourage a consistent approach by municipalities towards heritage conservation issues; for example, using the Ontario Heritage Act to establish heritage advisory committees.

What is Needed from Our Leaders

Leaders are encouraged to follow the initiative by the Township of Smith-Ennismore-Lakefield, which is now creating a Heritage Advisory Committee under terms of the Ontario Heritage Act.

First Nations Cultural Advisory Circle (CAC)

The **First Nations Cultural Advisory Circle** is a group of representatives from seven First Nations (including Elders and resource people) and staff from the Trent-Severn Waterway. This group was established by the TSW in 2010 for the provision of cultural advice and recommendations on visitor programs, public outreach education, and natural and cultural heritage commemoration through the review of proposals.

For more information, contact:

Dennis Carter-Edwards, Cultural Resource Specialist 705-750-4022





APRIL 2008 • What the Panel Report Said:

“Above all, there is an urgent need to address serious deficiencies in the condition of Waterway infrastructure much of which is more than a century old. Visitors depend on these facilities for their enjoyment of the Waterway. More importantly, the nearly 160 dams are essential to community and individual water supplies, flood control, power generation and the protection of critical habitat including that of many species at risk.”
(“It’s all about the Water, Report of the Panel on the future of the Trent-Severn Waterway, A National Historic Site of Canada” p. iii)

SEPTEMBER 2009 • What The Government Said

The Government of Canada’s recent investment demonstrates our ongoing commitment to protect this significant heritage resource and ensure that Canadians have the opportunity to experience and enjoy it.”
(Then Minister of Environment, the Honorable Jim Prentice)

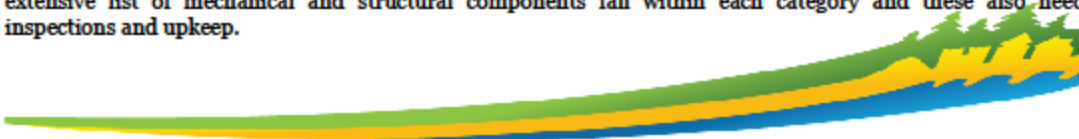
Asset Management

The Bare Facts	
Trent-Severn Watershed area	18,000 km ²
vs. Prince Edward Island area	5,660 km ²
Aids to Navigation	1,500
Navigable Channel	386 km
Operable Dams*	102
Buildings	100
Water Retaining Walls and Berms*	56 km
Hydraulic Locks	41
Lift Locks	2
Marine Railway	1

*these data differ from the quotation above due to redefinition of structures

What We Do

The Engineering and Asset Management team is responsible for the life-cycle management including inspections, maintenance and recapitalization of the entire inventory of Trent-Severn Waterway assets, including dams, bridges, locks, retaining walls and berms, buildings, navigational aids and vehicle fleet. An extensive list of mechanical and structural components fall within each category and these also need inspections and upkeep.





Progress to Date

- The Government of Canada committed funding of \$83M as a first step toward the orderly renewal of infrastructure throughout the Trent-Severn Waterway. This funding has been used to renew some of the assets in most dire need.
- 2010 saw the successful refurbishing and launch of the tug "Trent" to fulfill the government's mandate for increased public awareness, education and visitor experience.
- We have filled three new positions in engineering including a Mechanical Engineer and a Bridge and Dam Safety Engineer to take a complete inventory of the status of the TSW assets and to provide comprehensive Bridge and Dam Safety inspections.
- A number of steel swing bridges on the Trent-Severn Waterway are currently being replaced and/or recapitalized.

On the Horizon

We are embarking on an extensive program of Bridge and Dam safety inspections, which will allow us to establish priorities for future investment.

A major project to replace the dam at Lock 37 will commence in the next four months.

What is Needed from our Leaders

We are encouraged by the creative partnerships that are emerging with communities and are resulting in shared reinvestment into visitor infrastructure.

For more info, contact:

Paul Wood, Chief Engineer & Asset Manager, 705-750-4906

