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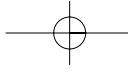
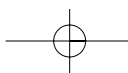
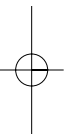
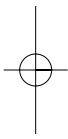


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The Oak Ridges Moraine Foundation (ORMF) was created to help preserve, protect and restore the environmental integrity of the Oak Ridges Moraine. After extensive consultations, this Strategic Plan has been developed by its first Board of Directors to guide the Foundation's activities over the next three years and to begin to define its longer-term directions.

The Oak Ridges Moraine is a prominent geological landform located just north of Toronto, Canada's largest city, and extending 160 kilometres from the Trent River to the Niagara Escarpment. The Moraine's rivers and streams drain south to Lake Ontario and north into Georgian Bay, Lake Simcoe, and the Trent River. The unique concentration of environmental, geological and hydrological features makes the ecosystem of the Oak Ridges Moraine vital to southern Ontario.

The Moraine is more than 90 per cent privately owned, with a population of more than 100,000. It crosses 32 municipalities, supplies drinking water to more than 250,000 people, and supports related agricultural, industrial, commercial and recreational uses.

In 2001, the Ontario government consulted widely on the future of the Moraine and the complex land use issues involved. The outcome was a package of strategies, including legislation, regulation, and the creation of this Foundation. *The Oak Ridges Moraine Protection Act* was passed on May 17, 2001, and *The Oak Ridges Moraine Conservation Act* on December 13, 2001. The Oak Ridges Moraine Conservation Plan was released in April 2002.

The Foundation was created on March 11, 2002. The Province provided an initial grant of \$15 million to support its activities. The Foundation is a registered corporation with its own Charter. The five members of the Foundation's initial Board were: L. R. L. (Ric) Symmes (Chair), James McKellar (Vice Chair), Mr. John Riley (Secretary/ Treasurer), Russ Powell,

and John Burke. The initial Board members have varied backgrounds – in conservation, environmental science, education and government – providing a cross-section of experience and expertise.

The initial Board will increase to nine persons on its first anniversary with Directors nominated by the environmental community, conservation authorities, municipalities, and the provincial and federal governments.

A key responsibility of the first board, as required by Clause 10 of the Special Provisions in the Charter of the Oak Ridges Moraine Foundation was to develop a three-year Strategic Plan. It has been developed in several stages.

In the spring of 2002, the Directors developed a preliminary vision and identified candidate program areas that would fulfill the Foundation's "Objects" as provided in its Charter (see Appendix 1 for Objects of the Foundation) in the immediate and longer term. The results of these discussions were summarized in *The Oak Ridges Moraine Foundation: Purpose, Vision and Tentative Program Direction*.

That document was used as a focal point for consultations in the summer and fall of 2002 between Foundation staff and stakeholders from government and non-government organizations (See Appendix 2 on the Consultation Process). These sessions resulted in many comments from the major parties with an interest in the Moraine. The comments were used by the Directors to help create a new document entitled *Towards a Three-Year Strategic Plan for the Oak Ridges Moraine Foundation*, which they used as the basis for a further round of discussions. Stakeholder organizations were invited to workshops, as were all the municipalities with portions of the Moraine within their boundaries.

In all, more than 40 non-governmental organizations and provincial and federal government agencies, as well as municipalities, have participated in the broad consultation process that was carried out to prepare this Strategic Plan. The valuable advice provided has helped to shape this document. In addition, the hundreds of specific comments and program suggestions received will be used extensively in implementation.



The core purpose of the Foundation is:

To provide support and encouragement for activities that preserve, protect, and restore the environmental integrity of the Oak Ridges Moraine and support a trail along it.

The Foundation will operate primarily by funding the work of others and will offer leadership or coordination for Moraine-wide activities where appropriate. The Foundation also sees itself as a convener – bringing people and interests together to identify common ground – and as a funding partner.

The Foundation will encourage activities that are consistent with its core purpose and objects and with the Oak Ridges Moraine Conservation Plan.

The Foundation's vision for the Moraine is to be able to say in 10 years that:

The Oak Ridges Moraine is a vibrant, healthy ecosystem widely acknowledged as a model for successful preservation, protection, and restoration of landscapes; where land owners, users of the Moraine and all levels of government are actively engaged; where a scenic trail along the Moraine is secured; and where the Foundation is regarded as an essential partner.

The Foundation will be successful if:

It is valued as a "good partner" for organizations and agencies involved in Moraine conservation and restoration, and in trail development and securement.

In its role as coordinator and convener, it is recognized by its partners as beneficial to program achievement and cooperative delivery.

Its Board and staff form a dynamic and creative organization that builds consensus, acts strategically and secures funding annually for projects that enhance protection, restoration, conservation and the trail.

Public benefits from the work of the Foundation are seen by governments and other agencies as demonstrating effective use of public funds, and serve to justify additional funding to the Foundation.

New projects and activities are in place that contribute to the Foundation's vision for the Moraine.

This vision for the Oak Ridges Moraine will be realized if, through the efforts of the ORMF and other stakeholders:

There is broad and active involvement of a wide range of stakeholders committed to the preservation, protection, and restoration of the environmental integrity of the Oak Ridges Moraine.

There is increased public awareness of, and support for, conservation of the Moraine, and better public understanding of its ecological significance.

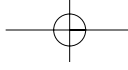
A secured trail extends along the Moraine, providing low-impact public access and enjoyment, and significant parts of the trail are fully accessible to persons with disabilities.

Science and research activities have improved the understanding of natural systems on the Moraine (e.g., corridors, hydrologically sensitive features, key natural heritage features).

The education community is actively engaged in programs related to understanding the Moraine and its important features.

There are new funding and project partnerships established to preserve, protect, and restore the environmental integrity of the Moraine.

Environmental monitoring has taken place and demonstrates that:



- the natural core areas and linkage areas are protected and restored, and measures to maintain biodiversity are significantly strengthened;
- the hydrological integrity, water quality and water quantity of the Moraine are maintained and improved or restored, and effective programs are in place to provide protection to streams, shores and headwaters areas;
- aggregate extraction and related land restoration are conducted in the most environmentally sensitive methods possible, and improved methods are designed, implemented and demonstrated to the public;
- in support of Moraine protection and restoration, and a route for the trail, the highest priority lands have been secured through a variety of mechanisms including: purchase, donation, easement, stewardship contracts and voluntary agreements;
- more than 90% of the Moraine, as reflected in the land use designations of the Oak Ridges Moraine Conservation Plan, is a healthy, open, working landscape that is supportive of agriculture and conservation.

Communities on the Moraine are models of 'smart growth' development and conservation.

Organizations and communities are engaged in a cooperative way, providing private land stewardship on the Moraine.



In carrying out its duties, the ORMF will be guided by a set of core values:

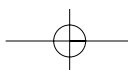
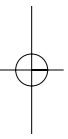
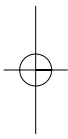
The Foundation will act as an independent, transparent, and accountable organization worthy of the support of all levels of government and of non-government organizations.

The Foundation will work cooperatively (while avoiding program duplication) with agencies and organizations active on the Moraine and will provide significant benefits to all parts of the Moraine.

The Foundation will fund projects that provide a public benefit, reflect a strategic approach to maintaining, protecting, and restoring the environmental integrity of the Moraine, and support development of a trail system.

The Foundation will promote volunteerism, and support non-government and landowner-based initiatives.

The Foundation and the activities and programs it supports will be consistent with the Oak Ridges Moraine Conservation Plan.





The work of the Oak Ridges Moraine Foundation is mandated by seven objects contained in its Charter. This section of the Strategic Plan outlines the program direction that the Foundation proposes to follow over the next three years, organized according to the seven objects.

Object 1: Receive and maintain funds

The ORMF has received an initial grant of \$15 million from the Ontario government. This money will be used to initiate a number of valuable projects over the next three years. The Foundation's mandate, however, indicates a need for considerably more funding over the longer term to accomplish the vision outlined in this three-year Strategic Plan.

The operating approach of the Foundation will be to use its resources for tangible work on the Moraine, and it will deliver projects mostly through other organizations. Therefore, its administrative structure will be modest, consisting of an Executive Director, a small staff, and necessary support funding.

The ORMF proposes to operate within an initial five-year fiscal strategy, based on the following:

An investment strategy will be developed to ensure a secure and reasonable return on the total financial holdings of the Foundation.

Approximately \$13.5 million of the initial grant of \$15 million will be used to fund Foundation activities over the upcoming three years (as per this Strategic Plan).

A modest amount of funds will be held in reserve, and maintained over time, to ensure a steady balance is available for the continued administration of the Foundation. For the first five years, \$1.5 million of the initial grant will be reserved for this purpose.

The Foundation will seek funding from a number of sources, both for short-term needs outlined in this strategy, and to ensure long-term security for its work:

- The Foundation will approach the Government of Canada for funding to match the initial amounts received from the Province of Ontario.
- The Foundation will approach large corporations for financial participation and support on specific projects. These efforts will be done in a manner that is complementary to the fund-raising efforts of other stakeholders.
- The Foundation will challenge municipal governments and non-government organizations (NGOs) to share in funding initiatives on the Moraine.
- As the Foundation demonstrates results from its activities (year 2 or 3), additional funding will be requested from the provincial and federal governments to support work necessary for the achievement of the Foundation's responsibilities.

Object 2: Fund projects

The ORMF intends to serve as a partner with the organizations active on the Oak Ridges Moraine. It is clear that the ORMF will achieve its mandate only through financial and in-kind partnerships with other organizations. It is also clear that the capabilities of the organizations with whom the Foundation will partner differ dramatically. Municipalities along the Moraine have substantially different tax bases, and NGOs vary from sophisticated, national organizations through to small, local groups. Within this context, the Foundation will enter into funding arrangements with the following guidance.

This three-year Strategic Plan is the guide to the work the ORMF will undertake over the next three years.

The Foundation will expect to operate through cost-sharing arrangements, and will recognize the value of in-kind support as well as cash contributions.

Funding formulas and priorities will be established for each of the Foundation's programs; formulas will include flexibility to recognize the differing capabilities of potential partners.

The Foundation will endeavor to fund groups and agencies to provide benefits in all parts of the Moraine.

Performance indicators will be developed for the three-year strategy, and the results of monitoring ORMF's achievements will be made public.

Object 3: Land Securement

Note: The Foundation has prepared a Land Securement Strategy, included as an appendix to this Strategic Plan, that outlines the Foundation's intent and direction with respect to land securement.

The Oak Ridges Moraine Conservation Plan offers a significant level of land use control to protect specific valued areas and features on the Moraine. These and other areas covered by the Plan may in some circumstances also benefit from an added level of protection or access through securement by a public body or conservation organization. The Foundation has a mandate to help in land securement, and wants to ensure that it does so in recognition of the strength of the policies of the Plan, and of the roles being played by the many organizations active in securing land on the Moraine. Many municipalities, NGOs, conservation authorities, and provincial agencies are actively securing land for the protection of Moraine values and for securement of a trail system along the Moraine. In most cases, each organization has set its own priorities, and its own methods of operation, resulting in a range of objectives (such as trails, public recreation, natural heritage protection, and water protection) that guide the various securement programs. Priorities differ, based on the overall mandate of the organization, and the methods used vary from "handshake agreements" through to outright purchase. There is also a wide range of capability of the various organizations in terms of fund-raising, landowner contact, and land management after securement is complete.

ORMF activities will complement and benefit the various parties involved in land securement along the Moraine. The Foundation will work with other partners to set mutual goals for land securement, and will seek agreements with partners on multi-property and multi-year securement projects. The Foundation will encourage sharing of information and data in the mutual interests of partners, to help identify gaps and overlaps in the programs that are operating, and to monitor progress over time.

The short term strategic focus for the Foundation, i.e., that which will be given priority for ORMF funding over the next three years, includes: securing a route for the Oak Ridges Trail System; securing critical natural areas that enhance or strengthen existing holdings; restoring natural linkages where it can be demonstrated that resulting connections improve ecological integrity; protecting key water resources, such as wetlands, kettle lakes or buffers for coldwater streams. Securement will be supported where it is clear other options (planning, stewardship) do not afford necessary protection.

The Foundation will support projects to secure four categories of land (see Appendix 3 for a more detailed description):

- lands containing significant natural and hydrological features and values;
- lands within Natural Core and Linkage Areas and especially where east-west and/or valley-to-valley linkages are concerned;
- lands that serve important ecological functions regardless of land use designation;
- lands that support trail or public use, as identified in the Oak Ridges Trail Strategy.

In addition to the overall priorities described in the preceding paragraphs, the Foundation will apply a series of criteria to any proposals for securing land on the Moraine:

- Partnership support of at least 2:1 in matching funds will be sought;
- Viability or condition of habitat and the potential for restoration will be assessed for relevant properties;

- Properties containing proportionally higher amounts of desired features (e.g., trail corridor, natural feature) or features in good ecological condition will be favoured;
- Degree of threat to the values of a property will be an important consideration;
- Lands that offer synergy through multiple benefits or by enhancing adjacent values will be given greater favour. Also, the Foundation will favour proposals that are part of larger assemblies;
- The Foundation will seek partners to hold title and manage properties. The Foundation will hold property only on an interim and short-term basis;
- Securement may be in the form of fee simple purchase, donations, or easements;
- The Foundation will favour proposals that address the long term management or stewardship of property, dealing with items such as taxes, liability insurance, property management, annual inspections of easement properties;
- The Foundation may adjust its priorities to seize opportunities when they arise;
- The Foundation will attempt to make land securement decisions in a manner to ensure benefits in all parts of the Moraine.

Object 4: Stewardship

Just as there are many organizations involved in land securement on the Moraine, many organizations also deliver programs that support good land stewardship. Conservation authorities, stewardship councils, resource management agencies, environmental and farm organizations, and municipalities deliver a variety of programs offering landowners help in the stewardship of their land. Each organization delivers programs based on its particular mandate and philosophy, and the type of service offered may include advice, labour or grants to the landowner. Although there are many programs and organizations, there are still gaps in delivery. There is no obvious coordination among programs, and in some cases there is overlap, duplication, or competition.

The ORMF will develop a Land Stewardship Strategy in the same multi-partner, consensus-building manner as described above for its Land Securement Strategy.

The Stewardship Strategy should include a natural cover strategy.

The Foundation will be guided by these principles:

The Foundation will deliver principally through existing organizations and agencies.

The Foundation will encourage groups to work together, and will seek to bring funding from different government and corporate sources together to deliver stewardship projects.

As a priority, but not exclusively, clients to be served should be rural landowners, farm and non-farm.

A priority will be to fund projects that show tangible, on the ground results. However, projects that provide advice and information to rural landowners will also be supported.

Stewardship programs should complement and implement the Oak Ridges Moraine Conservation Plan.

In the first three years of the ORMF's mandate, the following types of stewardship initiatives will be considered, subject to the more detailed Land Stewardship Strategy:

Stewardship aimed at improving the natural cover of the moraine, notably reforestation and restoration of naturally-occurring habitats.

Improved practices (such as fencing and restoration of natural cover) to protect surface and ground water and to rehabilitate degraded streams and source areas.

Pilot projects in partnership with the aggregate industry to develop and promote "best practices" on lands held for aggregate production, including innovative or accelerated restoration.

Object 5: Education and Public Understanding

The Foundation has a mandate that is Moraine-wide and Moraine-specific. One of its objects is to get Moraine-related information into the hands of the general public and school students.

While there is a reasonable public awareness of the Oak Ridges Moraine as an entity, few people know where its boundaries are or what defines the Moraine. Over the long term, the Foundation may be able to build a larger program of public information, but in the short term, the objective is to publicize its existence.

Although the Provincial Education Curriculum does not specifically contain outdoor education subjects, much is currently being taught about the natural history of the Moraine to students who attend the Moraine's numerous outdoor education centres. These centres have suffered recently from a reduction in funding. The Foundation believes it is a priority to reach elementary and high school students with messages related to the natural history of the Moraine.

Initiatives that the ORMF will consider supporting in its first three years include:

- supporting partners to develop and publish educational materials raising awareness of the Moraine's natural history and land use;
- exploring how it can assist in maintaining and improving student access to outdoor education;
- a program of public signage, delivered through partners such as the Ontario Ministry of Transportation, municipalities and trail associations. The signs would include road signs that indicate location of the Moraine and interpretive signs, providing information on the Moraine, associated with points of entry (e.g., Oak Ridges Trail access points);
- supporting public forums to raise the profile of the Moraine, sharing information on initiatives being taken in support of the Oak Ridges Moraine Plan, and recognizing achievements;
- reporting regularly through its website and annual reports to inform the public of the Foundation's own activities and priorities on the Moraine.

Object 6: Research

There are research questions that are unique to, or particularly relevant to, the Oak Ridges Moraine. The Oak Ridges Moraine Conservation Plan sets out policies to protect important water source areas, stream headwaters, and key natural features. Over the next decade, it is likely that additional research

will be directed towards documenting the scientific basis for the policy and to refining the policies of the Plan, if necessary and appropriate. In addition, policies will require a solid program of environmental monitoring to confirm their effectiveness. As required by the Plan, this monitoring is, for the most part, the responsibility of the provincial government.

The ORMF has the mandate "to conduct and fund research on environmental issues affecting the Moraine" and will deliver this part of its mandate in a carefully directed manner. The aim of the Foundation will be to support selected research efforts conducted by universities, colleges, and non-government organizations, notably where such research is filling a gap in the overall research mandate of the provincial ministries. The Foundation realizes that the amount of funding it can bring to bear in this area will be limited, compared to the need and demand. Therefore, its support for research in the first three years will be directed principally at improving the climate for Moraine-oriented research and monitoring, such as through the convening of workshops and conferences.

The priorities for the ORMF over the next three years are as follows:

- to encourage more timely sharing and easier access to information collected by governments and NGOs on the resources of the Moraine;
- to support forums dealing with Moraine-related research in order to identify and raise the profile of current research activities, identify needs for additional research, and share results of science, research, and monitoring on the Moraine. Such a forum will be an important priority in the first year of this Strategic Plan;
- to encourage those with the mandate to monitor and report on the status of the Moraine's resources, as specified in the Implementation section of the Oak Ridges Moraine Conservation Plan.

The Foundation will set in place guidelines for funding research projects on the Moraine, and will entertain limited proposals for environmental research that:

- are Moraine-based;
- are related to the Oak Ridges Moraine Conservation Plan;
- have application generally across the Moraine;
- do not duplicate the research mandate of the provincial ministries.

Object 7: Oak Ridges Trail System

The Conservation Plan mandates a recreational trail system for non-motorized uses that “provides continuous access and travel along the entire Plan Area.” A publicly accessible trail system that traverses the Moraine is an important way to bring the public in touch with the Moraine, and expose them to the Moraine’s features and its values. Just as the Bruce Trail performs this function for the Niagara Escarpment, the Oak Ridges Trail is well on its way to doing the same for the Oak Ridges Moraine.

The Oak Ridges Trail Association (ORTA) has been in place for ten years as a voluntary organization dedicated to securing a trail from west to east across the Moraine. To date, the ORTA has been successful in establishing a trail across all but the eastern portion of the Moraine, and they continue to work actively on this last section. However, much of the trail is located on travelled roadways or is secured on private lands through voluntary agreements – that could be removed at the request of the owner or through a change in ownership. An important long-term objective of the Association is to move the trail off travelled roadways and establish longer-term securement agreements with landowners. The Foundation shares this vision, and will help the ORTA to achieve this objective.

The achievement of a secured trail will require considerable resources and the cooperation of many organizations and municipalities to achieve it.

The Foundation will cooperate with the ORTA and others in the development of an Oak Ridges Moraine Trail Strategy in order to identify actions that need to be taken, ensure involvement of a wide range of stakeholders, and to communicate trail securement needs to funding partners. The Trail Strategy, when completed, will be appended to this three-year Strategic Plan.

The Oak Ridges Trail intersects numerous other trails on the Moraine and, together, the trails form a system that provides access for the public to a vast part of the Moraine. The Foundation views the Oak Ridges Trail as a priority because it forms the ‘spine’ of the system.

The Foundation views a Trail Strategy as needing to address the following matters:

- optimum and optional trail alignment, for the primary trail, and for key trail links such as to other trails or to communities;
- key points of access;
- accessibility of sections of trail and side trails for people with disabilities;
- preferred methods of securement, and priorities for securement;
- links to other trails;
- standard agreements for trail use on private land;
- means to enhance partnerships for use of public lands (owned by federal and provincial governments, conservation authorities and municipalities), and standard agreements for such use;
- managing risk and liability;
- guidelines for road and river crossings;
- acceptability and compatibility of uses;
- public information and education regarding trail use;
- administrative protocols and responsibilities for trail securement and ongoing operation.

The ORMF also sees its role as entering into cost-sharing partnerships to help secure and maintain key sections of trails on the Oak Ridges Moraine, including:

- securing land for the optimum route of the trail;
- securing associated points of access;
- securing and developing trail sections and loops that are fully accessible;
- developing and maintaining the trail corridors, access points, signage and interpretive displays.

5 EXPENDITURE GUIDELINES

The Foundation will spend funds as guided by the objects of its Charter. It will use \$13.5 million of its initial funding, and will seek additional funds from government and large corporations to implement the contents of this Strategic Plan over the next three years.

Helped by the stakeholder consultations, the Board has placed a priority on certain program areas. A clear priority is to boost efforts in securing and managing the trail system. Helping secure key lands on the moraine, and supporting stewardship projects rank together as the next highest priority. The Foundation believes it will be very important to raise public awareness about the Moraine and feels that a great deal can be accomplished with a relatively small portion of its overall annual budget. And a modest amount of funding for research should go a long way if the Foundation sees its role mostly as a facilitator and convener in this category.

The Table below is provided as guidance for expenditure emphasis. The figures are approximations. The board will exercise flexibility in allocating funds to meet its objectives and to reflect priorities in this and any additional strategic documents. Matches involving private funds, and matches with a high ratio of contributions by partners are highly desirable.

| ORMF Object | Expenditure Emphasis | Desired Minimum Match *Partner: ORMF |
|------------------------------------|----------------------|---|
| Land Securement | 25% - 30% | 2 : 1 |
| Stewardship | 20% - 25% | 2 : 1 |
| Oak Ridges Trail System | | |
| Securement | 15% - 20% | 2 : 1 |
| Planning, Access, Development | 10% - 15% | 1 : 1 |
| Education and Public Understanding | 10% - 15% | 2 : 1 |
| Research | 5% - 10% | 2 : 1 |

**ORMF will prefer projects with significant private sector matching funds.*

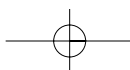
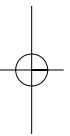
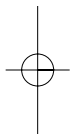
6 MEASURES OF SUCCESS

The Foundation intends to regularly document and report to the public how well it is achieving its mandate. This will be done by assessing the progress made on achieving the Foundation's vision for the Moraine (Section 2), and by measuring the degree of achievement of the program directions associated with the Foundation's seven objects (Section 4). Measurement of success will include assessing progress toward meeting the objectives of land securement and stewardship strategies and related initiatives, documentation of trail establishment and securement, monitoring activities to raise Moraine awareness and support related research, and measuring progress in securing funding in support of the work of the Foundation and others. In addition, the Foundation will require reporting on specific measures of success for all projects funded by the Foundation.



OBJECTS OF THE OAK RIDGES
MORAINE FOUNDATION

1. To receive and maintain a fund or funds and to apply all or part of the principal and income therefrom, from time to time, to other charitable organizations that are also registered under the Income Tax Act (Canada) ("Registered Charities") involved in environmental projects to preserve, protect and restore the environmental integrity of the Oak Ridges Moraine (the "Moraine").
2. To organize, participate in, and fund registered charities involved in environmental projects to preserve, protect and restore the environmental integrity of the Moraine.
3. To preserve, protect and restore the environment, including water resources and natural features of the Moraine by acquiring and otherwise securing land (including conservation easements) on the Moraine or by funding the acquisition or securement by Registered Charities of land (including conservation easements) on the Moraine.
4. To promote environmentally sound stewardship among landowners on the Moraine and increase their understanding of the environmental issues pertaining to the Moraine including offering courses, seminars, conferences and meetings and programs in connection therewith and by funding projects carried out by other Registered charities in connection therewith.
5. To educate and increase the public's understanding of the environmental issues pertaining to the Moraine including offering courses, seminars, conferences and meetings and collecting and disseminating information on that topic and by funding projects carried on by the other Registered Charities in connection therewith.
6. To conduct research and fund research conducted by Registered Charities relating to environmental issues affecting the Moraine and to disseminate the results of such research.
7. To provide funds and other property to other Registered Charities to purchase land and build infrastructure for and to maintain a trail system on the Moraine, as contemplated in the Oak Ridges Moraine Conservation Plan, for the benefit of the public.





SUMMARY OF CONSULTATION PROCESS

The development of this Strategic Plan was accompanied by a series of meetings with key stakeholders at different stages of the process. This consultation allowed the Foundation to share its ideas and proposed direction with key groups and individuals, and to gain the benefit of stakeholders' ideas and reactions.

The first step in the consultation process was to share the Foundation's preliminary vision and direction with key stakeholders. The visioning process led to production of a document in August 2002, *The Oak Ridges Moraine Foundation: Purpose, Vision, and Tentative Program Direction*. This document was sent to organizations with an interest in the moraine, after which staff of the ORMF met individually with representatives of each of the 22 stakeholders. This consultation took place from early August to mid-December. The groups involved in these consultations included:

- Aggregate Producers Association of Ontario
- City of Toronto
- Conservation Ontario
- Conservation Authorities Moraine Coalition
- Ducks Unlimited
- Environment Canada
- Federation of Ontario Naturalists
- Nature Conservancy of Canada
- Oak Ridges Moraine Land Trust
- Oak Ridges Trail Association
- Ontario Federation of Agriculture
- Ontario Ministry of Agriculture and Food
- Ontario Ministry of Environment
- Ontario Ministry of Municipal Affairs and Housing
- Ontario Ministry of Natural Resources
- Ontario Ministry of Transportation
- Ontario Stewardship Councils
- Regional Municipality of York

- Regional Municipalities of York, Peel, and Durham
(combined meeting)
- Save the Oak Ridges Moraine
- Save the Rouge
- Smart Growth Secretariat

After each of the meetings, staff of the ORMF recorded the comments, and presented this record to the Board. The comments were instrumental in helping the Foundation to develop a document referred to as *Towards a Three-Year Strategic Plan for the Oak Ridges Moraine Foundation*. This draft plan was then used as the basis for a series of workshops in October. All the groups listed above, plus the Ontario Heritage Foundation and Wildlife Habitat Canada were invited to attend one of two workshops. At these sessions, the ORMF (staff and Board members) presented the content of the draft strategic plan, and invited comments from all participants. Eighteen participants and three board members attended the meeting on October 2, and 11 stakeholders and three board members attended on October 8.

Another set of workshops, following the same format, was held specifically for municipalities along the Moraine. Representatives of the 29 municipalities with portions of the Oak Ridges Moraine within their municipal boundaries were invited. They included a mix of elected officials and staff, from all upper- and lower-tier municipalities. Nine municipal representatives and three board members attended on October 10 in North York, and 12 municipal participants and three board members attended at Port Hope on the October 18.

Based on what was heard during these workshops, the ORMF then developed and subsequently refined the *Oak Ridges Moraine Foundation Strategic Plan 2003-2006*.



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