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PERSPECTIVES ON PARK PERFORMANCE

**Differences between park users and civil servants regarding Angrignon Park,
Montréal**

By

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This thesis entitled

PERSPECTIVES ON PARK PERFORMANCE

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Montréal**

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To Grandma Mary,

Thank you for being a symbol of what a life lived in faith should look like. I only wish that I could have grown up closer to the Island so that I could have spent more time with you when it mattered. You will forever be in my heart. I love you.

To Grandpa Garth,

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RESUMÉ

Les parcs urbains remplissent diverses fonctions sociales, écologiques et récréatives. Cependant, leur performance est souvent mesurée par le biais d'outils municipaux standardisés qui priorisent l'efficacité du service sans égard à l'expérience des usagers. Cette recherche examine les perspectives sur la performance des parcs qu'ont les usagers de parcs et des fonctionnaires dans le cas du parc Angrignon, à Montréal. À travers des entretiens semi-directifs de fonctionnaires et d'usagers de parc, nous identifions et analysons des « méta-perspectives » contrastantes sur la performance, révélant un écart entre les mesures institutionnelles et les attentes des usagers.

Les résultats indiquent que les fonctionnaires adoptent principalement une méta-perspective bureaucratique, où la performance du parc est évaluée selon l'efficacité des opérations, de l'entretien des actifs, et du suivi d'objectifs établis dans les politiques publiques. À l'inverse, les usagers de parcs adoptent l'une ou l'autre de deux méta-perspectives : l'anthropocentrisme ou l'écocentrisme. La perspective anthropocentrée met en évidence les activités humaines et la mesure la performance selon l'accessibilité, la disponibilité d'équipements servant la récréation et la disponibilité des lieux de rassemblement. La perspective écocentrée met plutôt l'accent sur la biodiversité, la préservation des écosystèmes et l'esthétique naturelle des lieux. Ces perspectives mettent en lumière une tension dans la gouvernance municipale du parc entre l'optimisation de l'octroi de service et une prise en compte des diverses priorités des usagers.

Cette étude contribue aux études urbaines et à l'administration publique en illustrant comment la gouvernance participative pourrait rejoindre les pratiques institutionnelles et les évaluations citoyennes concernant la performance des parcs. Nous mettons de l'avant que les indicateurs de performance pour les parcs urbains devraient intégrer les perspectives qualitatives des usagers en concert avec les indicateurs traditionnels afin de développer une gouvernance de parc plus inclusive et réactive.

Mots-clés : Performance de parc; Gouvernance participative; Perspective de gestionnaire de parc; perspective d'utilisateur de parc; parc urbain; espace vert urbain; gestion de la performance; Montréal, Québec.

ABSTRACT

Urban parks serve diverse social, ecological, and recreational functions, yet their performance is often assessed through standardized municipal frameworks that prioritize efficiency and service delivery over user experience. This study examines the perspectives of park managers and park users on park performance using the case study of Angrignon Park in Montréal. Through qualitative semi-structured interviews with municipal employees and park users, we identify and analyze contrasting "meta-perspectives" on performance, revealing a disconnect between institutional measures and community expectations.

Findings indicate that civil servants predominantly adopt a bureaucentric view, where park performance is evaluated based on operational efficiency, infrastructure maintenance, and adherence to policy-driven objectives. Conversely, park users conceptualize performance through two primary meta-perspectives: anthropocentric and ecocentric. The anthropocentric perspective centers human activities and measures them through accessibility, recreational facility provision, and social gathering spaces, while the ecocentric perspective prioritizes biodiversity, ecosystem preservation, and natural aesthetics. These perspectives highlight an inherent tension in municipal park governance between optimizing public service delivery and accommodating diverse user values.

This study contributes to urban studies and public administration by illustrating how participatory governance can bridge the gap between institutional frameworks and user-centric evaluations. We argue that performance metrics for urban parks should integrate qualitative user-driven insights alongside traditional efficiency measures to foster inclusive, responsive park management.

Keywords: Park Performance; Participatory Governance; Park Manager Perspective; Park User Perspective; Urban Park; Urban Greenspace; Performance Management; Montreal, Quebec.

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CHAPTER 1: INTRODUCTION

Public expectations for local governments have never been higher while the means to achieve them have rarely been lower (Kwan 2023). One response to this has been to recentre the importance of performance management in order to maximize outputs and minimize inputs for municipal services. However, not all public services are equal: some have quantifiable outputs while others' outputs are purely qualitative. Additionally, participatory governance has gained significant traction in Montréal, notably regarding budgeting (Ville de Montréal s.d.) which complicates "performance" as a notion. Traditionally, civil servants understood and measured performance based on their own objectives and needs (Godbout 1983; Godbout 1987). However, participatory governance allows citizens to reclaim and redefine the concept. As such, this thesis inscribes itself into urban studies as it studies how local residents perceive their urban parks, while being informed by public administration questions on service performance and participatory governance.

The literature on public service performance tends to reproduce civil servant perspectives and use quantitative research methods (Bijker and Sijtsma 2017; Boulton, Dedekorkut-Howes and Byrne 2018; Cheng, Shi and Andrew 2021; Li and Yang 2021; Li, Yang and Li 2023; Luo, Volk and Chen 2021). Nonetheless, greenspace provision scholarship has identified that park users demand that their parks serve both as spaces of recreation and as spaces for nature (Bijker and Sijtsma 2017; Boulton, Dedekorkut-Howes and Byrne 2018; Lo and Jim 2012). Other researchers have identified key park characteristics which park users observe in their parks, namely their features, their condition, their aesthetics, their relevant policies, and their levels of safety (Bedimo-Rung et al 2005). Finally, scholarship has recognized that different park stakeholders, namely civil servants and various types of park users, understand and perceive their parks differently according to their relationship with their parks (Mathers et al 2015; Granobles Velandia et al 2023; Casado-Arzuaga et al 2013). There is currently a gap in the literature concerning how these diverse stakeholders perceive the performance of these park characteristics, which this thesis aims to bridge. We will attempt this by studying the case of Angrignon Park, a major park in the City of Montréal's historically working-class Sud-Ouest borough. This research has immediate implications for the City of Montréal's participatory budgeting process, performance management systems and management of Angrignon Park.

We used thematic analysis on semi-structured interviews of both park users and civil servants to understand participants' perspectives on park performance, asking them their definitions of park performance, how they compared the park to other parks, what data sources they relied on to judge this performance, what kind of user knowledge they mobilized, as well as how they judged the different park characteristics identified by Bedimo-Rung et al (2005). By categorizing participants into meta-perspectives—perspectives that centre the park's human activities (anthropocentrism), ecological services (ecocentrism), or public services (bureaucentrism)—we were able to understand how diverse park user stakeholders perceived Angrignon Park's performance. These findings have implications on the public legitimacy of park performance management as well as the public accountability of park spending.

This thesis is broken down into 10 chapters. These chapters cover the introduction, the literature review, the contextualisation of Angrignon Park, the presentation of our research objectives and questions, the theoretical framework, the methodology, the results for park users and civil servant participants, the discussion, and the conclusion.

CHAPTER 2: LITERATURE REVIEW

In this chapter, we will review the state of the existing academic literature on both the concepts of park performance, and of civil servant and park user perspectives vis-à-vis this performance. We will present measures of park provision, the main functions of parks, the Bedimo-Rung framework of park characteristics, park user perspectives on parks' functions, the stakeholder theory literature on park performance, and the influence of sociodemographic characteristics on park user perspectives.

Park Performance

Park performance is an understudied topic in public administration and related sub-fields of urban studies, especially in the North American context. While this thesis leaves performance to be defined by participants, we understand it primarily through four of its six OECD criterion: efficiency, effectiveness, relevance and impact. These represent, in the order presented: the minimization of resource use in park provision, the attainment of organisational goals, whether organisational goals are aligned with park user demands, and the effect that interventions will have (OECD 2021). Often, park performance is described in the literature as “greenspace provision” or “park provision”. There is a rich body of work on the subject from the disciplines of landscape architecture, leisure studies, and urban planning which we will examine below.

Quantitative and Spatial Park Performance Measurement

Many studies measured the performance of municipal park networks using quantitative methods. Often, these quantitative methods often sought to measure quantifiable outputs, rather than approximate qualitative ones. These criteria of park performance, though not explicitly tagged as “performance”, were:

- park area per capita (Feng et al. 2019; Latinopoulos, Mallios and Latinopoulos 2016; Wen, Albert and Haaren 2020; Uy and Nakagoshi 2008; Song et al. 2018; Badiu, et al. 2016; McConnachie and Shackleton 2010; Wüstemann, Kalisch and Kolbe 2017; Cetin 2015; Kabisch and Haase 2014);

- park visit frequency (Neuvonen et al. 2007; Ugolini, et al. 2021; Žlender and Thompson 2017; Jones, Hillsdon and Coombes 2009; Schipperijn et al. 2010; Carrus et al. 2015; Jepson 2025);
- park access¹ (Wang, Brown et al.2015, Reyes, Páez and Morency 2014; Lotfi and Koohsari 2009; Higgs, Fry and Langford 2012; Wang, Brown and Liu 2015; Nicholls 2001; Comber, Brunsdon and Green 2008; Yang Jun et al. 2015; Neuvonen et al. 2007; Lee and Hong 2013; Hoang et al 2019);
- park quality² (Larson, Jennings and Cloutier 2016; Rigolon 2016, Rigolon 2017);
- park facility provision (Lotfi and Koohsari 2009; Couture, Millington and Wilson 2023; Doick et al. 2013).

Additionally, some authors understand park performance as a specific park or park system's ability to achieve preestablished design goals (Luo, Volk and Chen 2021).

Other authors acknowledge a methodological angle, as they sought to promote quantitative methods; leveraging big data for park performance evaluation in order to do away with more traditional and time-consuming qualitative methods (Li and Yang 2021; Li, Yang and 2023; Chen et al. 2018).

Qualitative Park Performance Appreciation

Beyond quantitative measures, researchers have also examined how park's qualitative outputs, such as park design and maintenance, influence performance thanks to qualitative methods. A review by McCormack et al. found a positive relationship between the quality of the physical environment and park use for physical activity (McCormack et al. 2010). This study used an adapted form of Bedimo-Rung et al's conceptual model of physical park characteristics (Bedimo-Rung, Mowen and Cohen 2005) to analyse their corpus. Thus, while McCormack et al. kept "features" (park facility provision), "condition" (maintenance and incivilities), "access", "aesthetics", and "safety" from the original model, they did not classify studies according to park "policies" (governance) (Bedimo-Rung, Mowen and Cohen 2005), as this theme did not arise in their selection of literature (McCormack et al. 2010). Nonetheless, this review only targeted park use

¹ Or park distance from place of residence.

² Either the availability of amenities, maintenance and safety (McCormack, et al. 2010), or park spending (Larson, Jennings and Cloutier 2016).

for active recreation and mostly studied publications using semi-structured interviewing methods and thematic analysis (McCormack et al. 2010), which limits the generalizability of their findings to a more holistic view of park performance. It is worth noting, however, that researchers such as Jepson have also adapted the Bedimo-Rung framework in contemporary research on Montréal's parks, even if it was in the context of quantitative research (Jepson 2025).

Functional Park Goals

One of the key dimensions of performance, according to performance management literature, is effectiveness. This can be defined as “the ratio of output over outcomes” (Dooren, Bouckaert and Halligan 2015), or to state it plainly, how well a service can achieve a goal for how much it spends (Dooren, Bouckaert and Halligan 2015). We found that these goals have often been divided into the following categories:

- active recreation (i.e.: physical activity, sports, walking) (Boulton, Dedekorkut-Howes and Byrne 2018; Bijker and Sijtsma 2017; Flowers, et al. 2019; Romagosa 2018; Solecki and Welch 1995; Henderson 2006; Kaczynski and Henderson 2008);
- passive recreation (i.e.: contemplation, relaxation, or reading) (Solecki and Welch 1995; Bijker and Sijtsma 2017; Willemse 2018; Campbell et al. 2016);
- socialization (i.e.: café, terrace, picnic, barbecue) (Bijker and Sijtsma 2017; Boulton, Dedekorkut-Howes and Byrne 2018; Vidal et al. 2022; Egli et al. 2020; Campbell et al. 2016; Wei 2017);
- natural functions (i.e.: nature-watching, climate change mitigation, ecosystemic resilience) (Bijker and Sijtsma 2017; Boulton, Dedekorkut-Howes and Byrne 2018; Berg, Hartig and Staats 2007; Maas et al. 2006; Baur and Tynon 2010; Speak, Mizgajski and Borysiak 2015; Lo, Byrne and Jim 2017; Bolund and Hunhammar 1999; Lo and Jim 2012).

Bargaoui's dissertation on Montréal children's appreciation of different park designs builds on this. Her research revealed that an ideal park was perceived by the 8 to 12-years old participants to be a space where they could socialize, practice free-play—a form of active recreation—and be safely accessible from their schools or their homes (Bargaoui 2025).

Civil Servant and Park User Perspectives

British and European scholars have developed the concept of a portfolio of natural places to describe park users' preferences for different types of park spaces (Bijker and Sijtsma 2017; Natural England 2009). These researchers found that urban residents sought out varied green spaces to meet different natural and recreational needs. These urbanites would travel further for natural needs while staying closer to home to meet their recreational needs (Bijker and Sijtsma 2017). Local parks were found to mostly host walking and physical activities in terms of recreation, and sun-bathing and nature-watching in terms of nature-oriented activities. Social activities, such as "café/terrace" and "picnic/barbecue" were found to be notably less prominent in local parks compared to regional, national, or world level parks (Bijker and Sijtsma 2017). Bargaoui's study on children's parks also points to park users having a similar portfolio of spaces, with her participants claiming to visit different parks specifically due to their diverse amenities: these children claimed to not want additional features, such as a water features, in one park because they enjoyed going to a nearby park for that activity (Bargaoui 2025).

Boulton et al's systemic literature review of greenspace provision literature seems to corroborate Bijker and Sijtsma's declination of park functions between recreation and nature (Bijker and Sijtsma 2017; Boulton, Dedekorkut-Howes and Byrne 2018). The authors found that while cities mainly focussed on a recreational standards approach, there was a growing unmet demand for more natural and ecosystemic functions (Boulton, Dedekorkut-Howes and Byrne 2018). For this second category of needs, the review found that local governments were focussed on sustainable development goals such as climate change mitigation, local food production, and pollination (Boulton, Dedekorkut-Howes and Byrne 2018), which stands in stark contrast to the more personal wellbeing-centric needs highlighted by Bijker and Sijtsma (Bijker and Sijtsma 2017), highlighting a misalignment between park stakeholders.

Research carried out by public administration scholars has used stakeholder theory to understand how different parties interested in parks—in this case park users and park managers—approach and understand issues relating to urban parks. These works brought several dynamics and misalignments to light, namely between park managers and park users, as well as between the general park using population and members of "Friends of" park advocacy groups (Mathers et al 2015). In terms of ecosystemic services, research from the city of Tunja, Colombia, found that park managers and social leaders valued cultural amenities and stress-reducing ecosystemic services to a lower degree than lay park users (Granobles Velandia et al 2023). Additionally, findings from Bilbao, Spain, point to lay park users perceiving different ecosystemic services to be more or less valuable depending on their intended use for the studied greenspaces (Casado-

Arzuaga et al 2013). While such behaviour has been thoroughly studied in the larger context of ecosystemic services, such research is generally beyond the scope of urban parks.

Finally, while research on park user perceptions often relies on sociodemographic profiles, educational achievement statistics, and variables relating to social capital (Mak and Jim 2019; Ho et al 2017; Rahimi et al 2021; Moore et al 2010), Liu et al (2017) and Ma et al (2022) have shown that these do not explain all user visitation or user preferences. Liu et al's (2017) models found that sociodemographic characteristics had R^2 values of 1% relative to park visitation. Likewise, Ma et al's (2022) found that sociodemographic characteristics such as age, education and gender had notable but mixed impact on participants' reasons for and barriers against visiting parks. Indeed, these while these studies stress that these statistical categories were important and significant for explaining some perceptions of parks, individual preferences such as they were described by Casado-Arzuaga et al (2013) remain an important factor to take into consideration.

Gaps in the Literature

Research on park performance and greenspace provision rarely examines how both civil servants and park users perceive park performance itself. When park performance is studied, it often measures quantifiable outputs rather than qualitative user experiences. Additionally, these studies tend to conceptualize parks not as individual spaces but as components of larger park systems—whether at the city, regional, national, or global scale—where goals are set by expertized civil servants rather than by lay users. This highlights two gaps: the lack of research on civil servant perspectives and the absence of studies on how park users understand and evaluate performance.

To address this gap, we will examine the contrasting perceptions of park performance between users and civil servants. We approach this through stakeholder theory to analyze how each group encounters and experiences park performance differently. By doing this, we will be able to advance our understanding of how park performance is perceived by both their civil servant producers and their users. We hope that this knowledge will help both elected and bureaucratic decision-makers develop more user-informed policies regarding park performance management.

Finally, since Angrignon Park has not had any scientific publication written about it specifically, we hope to bring attention to this often overlooked, yet beloved, park; especially during the lead-up to public consultations on its new masterplan.

CHAPTER 3: ANGRIGNON PARK'S CONTEXT

Introduction

No academic work, and sparingly few popular works, have studied Angrignon Park as of the writing of this thesis. As such, we wish to provide the reader with sufficient historical, geographical and administrative contextualisation to better understand and appreciate the results of our interviews and our findings. We will begin by a historical narrative of the park, looking at the history of its planning and development and its activities. We will then situate the park within its urban context, describe its layout, and list its main amenities. Finally, we will briefly present the parks' formal and informal governance structure.

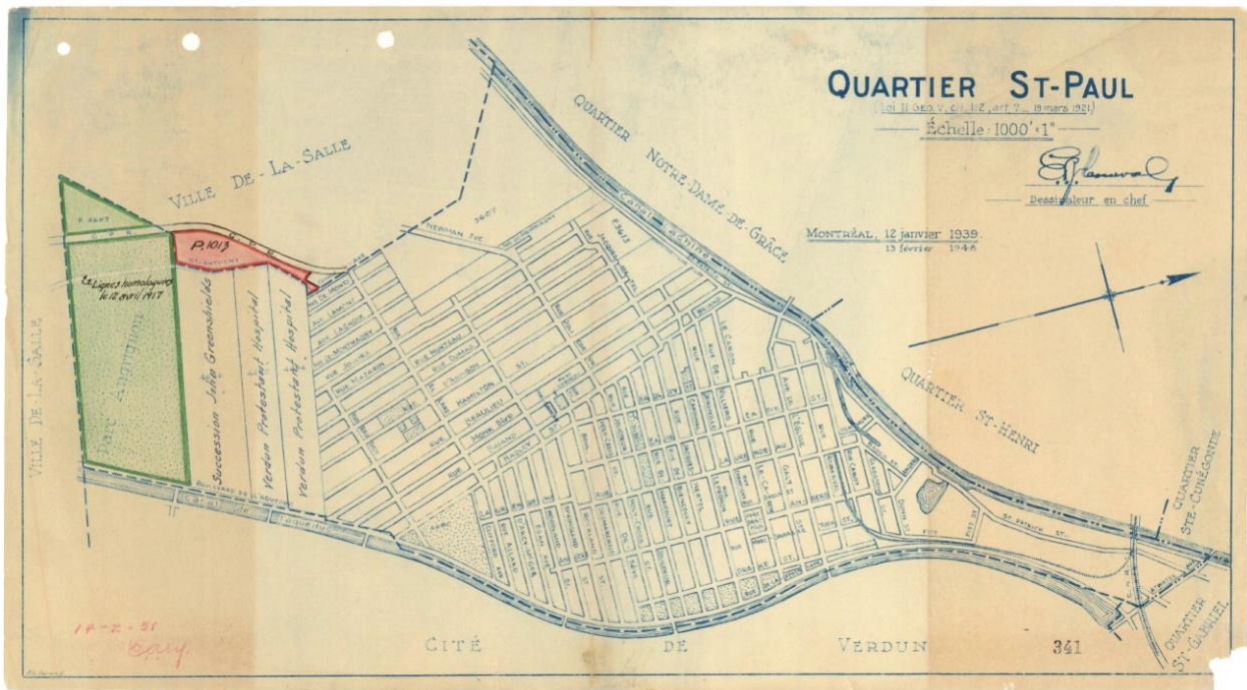


Figure 3.1: Angrignon Park and surrounding lots 1921 - VM105-Q-06-02-P001

Source: (Courval 1948)

Historical Context

This section will provide historical context to the park; showing how it was planned, developed and programmed by both the municipality, as well as by civil society. We will also demonstrate through a historical narrative how competing ontological perspectives on the park, which will be made more explicit in our results and discussion chapters, have existed and perpetuated themselves to this day. All press articles cited in this chapter were retrieved from the BANQ's—Quebec's national library—archive of Québécois newspaper publications corresponding to the search term “parc Angrignon”.

City-Driven Park Design

No significant efforts would go into drafting a real masterplan for Angrignon Park between its founding in 1926 (Le Devoir 1926) and the creation of Montréal's Park's Department in 1953 (La Patrie 1953). Despite nearly a generation passing by in this time, the general vision of its founder, alderman Jean-Baptiste-Arthur Angrignon, was maintained: the park kept its natural cachet and woodlands (Le Devoir 1929), there was a zoo (La Patrie 1931) until relatively recently (Corriveau 2011), there are playgrounds (Le Devoir 1929), there are picnic areas (Le Devoir 1929), and access was improved (Le Devoir 1929). While these ideas would fail to materialize under the ad hoc political leadership of successive aldermen, Claude Robillard's Park's Department and their partners at McFadzean, Everly and Associates would take only two years to propose the first masterplan for the park (La Patrie 1955). The rest of these amenities would be installed later on under the aegis of the Park's Department.

Natural Cachet

Angrignon saw the park's bucolic charm and aesthetic as being an asset to Côte-Saint-Paul's working classes (Le Devoir 1929). Mayors Camilien Houde and Adhémar Raynault, whose reigns shaped mid-century Montréal, shared Angrignon's vision. Raynault called for Angrignon Park to be modelled after Winnipeg's Assiniboine Park (La Patrie 1944)—a 450 hectare English Landscape style park in the prairie city's west end (Legislative Library of Manitoba n.d.)—while Houde would claim that “it's a vast rustic park where the trees are more beautiful and more



Figure 3.2: Angrignon Zoological Park General Development Plan 1962 - VM105-Q-06-01-P011

Source: (McFadzean, Everly Associates 1962)

respected than the ones on Mount-Royal³ (Guilbault 1944). Despite the political consensus on the importance of the park's nature, no effort was put into horticultural maintenance beyond standard upkeep from forestry teams. This lack of initiative frustrated actors in Montréal's civil society, notably the association of *l'Ouest Commercial et Professionnel*. They became so bothered, in fact, that they ran a multi-year long influence campaign to encourage the development of Angrignon Park as a natural park (L'Ouest Commercial et Professionnel 1945; Le Devoir 1946; Le Devoir 1948; Le Devoir 1951). They would go as far as proposing to take the park on as a concession to do it themselves (Le Canada 1946). This partnership would not come to pass,

³ "C'est un parc rustique, vaste, où les arbres sont plus beaux et plus respectés que ceux du Mont-Royal" (own-translation)

however, as the City would submit its own masterplan for the park in 1954 which centred the importance of the natural woodland landscape as a guiding architectural and design principle (La Patrie 1955). With that being said, preliminary maquettes of the zoo showed a much higher degree of deforestation than has actually occurred (Service des parcs 1955).

The Crawford woods, which was the name of the area before the park was founded, had long been the site of a network of streams and wetlands (Le Devoir 1929). Angrignon proposed to replace them with a swimming pool as a water feature in the park's early years (Le Devoir 1929). However, as it would first require sewer and aqueduct installation to have been completed, such a project would have to wait. While the pool option would remain open until at least as late as 1948 (Le Devoir 1948), the proposal would never be realized. Instead, McFadzean and Robillard would opt for building a lake: the Grand Étang. The lake option was first documented in 1939, when local alderman and member of parliament for Saint-Henri Joseph-Arsène Bonnier⁴ proposed to build and connect an artificial lake to the City's aqueduct and sewer system as part of Montréal's Depression Era unemployment works (Le Canada 1939). By the 1950s, however, the lake would become a centrepiece for the zoo project, though the surrounding ponds would also be important elements of the zoo's landscape architecture (Le Devoir 1955). This central lake was meant to give the illusion to zoo visitors that each animal enclosure was on the banks of a river, due to the lake's long and sinuous form (Le Devoir 1955). While we were not able to find the exact date the lake was completed, we believe that it occurred at some point before May of 1957 (Ville de Montréal 1957).

The Defunct Zoological Park

Despite the grand ambitions of the projects initiators (Le Devoir 1955), only the zoo's winter quarters would end up being built following the abrupt departure of their chosen zoo director, financial difficulties, as well as a change in civic leadership (La Presse 1967). The winter quarters would thus only be used to house the animals from La Fontaine Park's *Jardin des Merveilles* from 1969 to 1988 (La Presse 1969; La Presse 1988). Following the closure of the *Jardin des Merveilles*, Angrignon Park would downsize its zoological activities considerably and only operate a year-round farm-themed petting zoo⁵ in what is now the Jardin des Orioles collective garden

⁴ In this day, municipal elected officials were able to hold other elected positions in the provincial and federal legislatures.

⁵ The original "ferme Angrignon".

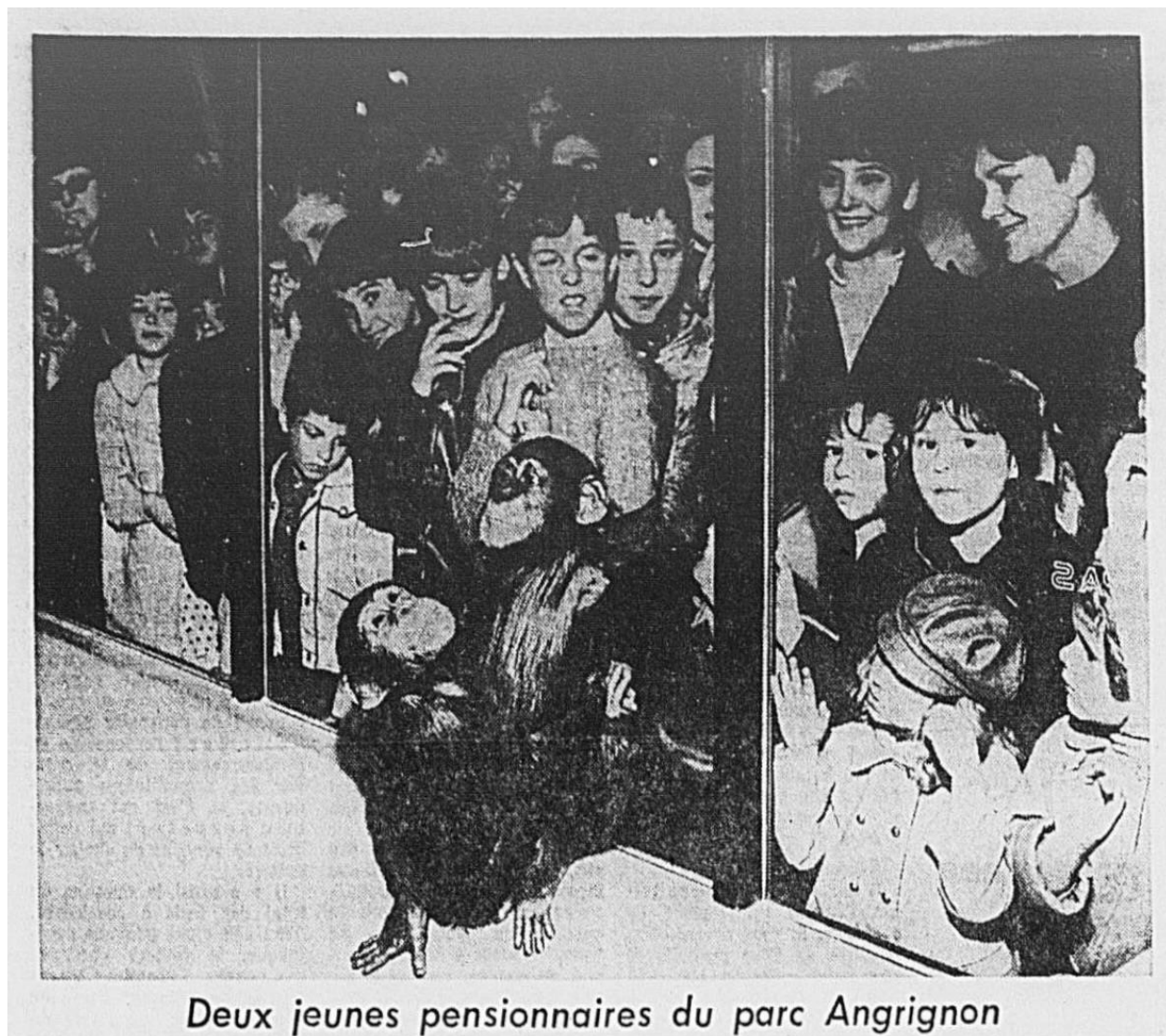


Figure 3.3: Monkeying around in the Winter Quarters 1969 - LaPresse_1969-04-19

Source: (La Presse 1969)

(La Presse 1990). The petting zoo and the winter quarters would close their doors for good in 2008 and 2010 respectively (Corriveau 2008; Corriveau 2011; Beauchamp 2010), after which the latter was left in a state of abandon and neglect (Dorais 2021).

Although there were plans to turn the old winter quarters into an animal sanctuary for the city (Normandin 2013) and a park welcome centre (Ville de Montréal 2017), these would never pan out. There are currently no public plans for the building's reuse, though it is highly likely that this structure's fate will be revisited in the new masterplan.

Park Activities

Throughout its near centennial history, Angrignon Park has hosted several types of activities planned by both civil servants and park users. Indeed, these activities go beyond standard park functions such as families on picnics, friends playing soccer, and hikers taking advantage of the trails. The City has planned and operated a zoo (Corriveau 2008), an annual winter wonderland (La Presse 1991), gondola rides on the lake (Dimanche-Matin 1978), and a community garden in the park (Délavar Esfahani 2007). Meanwhile, members of civil society have hosted athletics competitions (La Presse 1969, La Patrie 1953, Le Devoir 1966), sugar shacks (La Patrie 1932), county fairs (La Presse 1936), festivals (APM 2024), concerts (Fever s.d.), as well as nature walks (Le Devoir 1933) and an indoor obstacle course for schoolchildren in the winter quarters (Corriveau 2011).

Additionally, graffiti artists, street gangs, cruisers, “gay-bashers”, and the homeless community have also influenced the park in their own ways, according to our participants and observations. Several of the park’s structures are covered in tags by graffiti artists, also known as graffers. Furthermore, tents occupied by the city’s homeless are present throughout the park in the warmer months of the year. According to participants and police reports, the park used to be a site for gang fights and cruising until relatively recently (Participant #32486; SPVM 2011). With respect to cruising, this informal activity was met with resistance from gay-bashers, who would lure gay men into the woods before mugging them (Participant #32486).

Geographical Context, Park Layout and Park Amenities

While the size, layout, and geography of Angrignon Park and its immediate surroundings have changed drastically since its inception in 1926, we will only present the current geographical context as of 2024. In this section, we will first situate Angrignon Park on municipal, semi-local and local levels. Next, we will describe the park’s layout. Finally, we will list the park’s various summer and winter amenities.

Situating Angrignon Park

Montréal has a system of large parks that encompasses each of the City's ends: Maisonneuve Park in the East, Jarry Park and Frédéric-Back Park in the North, La Fontaine Park in the Centre-South, Jeanne-Mance Park and Mount-Royal for the Centre and finally Angrignon Park in the South-West (which includes the boroughs of Lachine, Lasalle, Verdun, and le Sud-Ouest)⁶. However, due to the extreme urban boundaries separating the South-West from the rest of Montréal externally (the highway and the Lachine canal), and the different neighbourhoods of the South-West from each other internally (the canal de l'Aqueduc, the Lachine canal, and the highway), Angrignon Park is the only reasonably accessible major park for many area residents. Nevertheless, recent work on the Lachine Canal by Parks Canada and on the Verdun Beach by the *Service des grands parcs, du Mont-Royal et des sports* have increased general park access in the area.

Angrignon Park occupies a central location within the South-West. As the western terminus of the Green Line—Montréal's main East-West metro line—and a major local and regional bus terminal, the park is easily accessible by public transit for parkgoers within and beyond the South-West (Montréal métropole en santé 2022). Thanks to its two large parking lots and its proximity to three major boulevards (de la Vérendrye, des Trinitaires/Angrignon and Newman), it is also easily accessible by automobile. Where the park is less accessible, however, is by active transportation.

The park is hard to reach by bicycle due to a lack of connections to a continuous secured cycling network. Angrignon Park is, however, the site of two Bixi stations (Montréal métropole en santé 2022). Finally, pedestrian access is impeded by fences blocking access from the perimeter sidewalks outside of the designated entrances (Montréal métropole en santé 2022).

At the local level, Angrignon Park is surrounded by the boulevard de la Vérendrye and the canal de l'Aqueduc along its East, boulevard des Trinitaires and apartment buildings along its North, apartment buildings along its West and finally townhouse backyards and Cégep André-Laurendeau along its South.

⁶ While technically the Parc des Rapides, located in the Lasalle borough, is also situated in the South-West, its relative lack of recreational facilities makes it difficult to consider the two parks as equals.

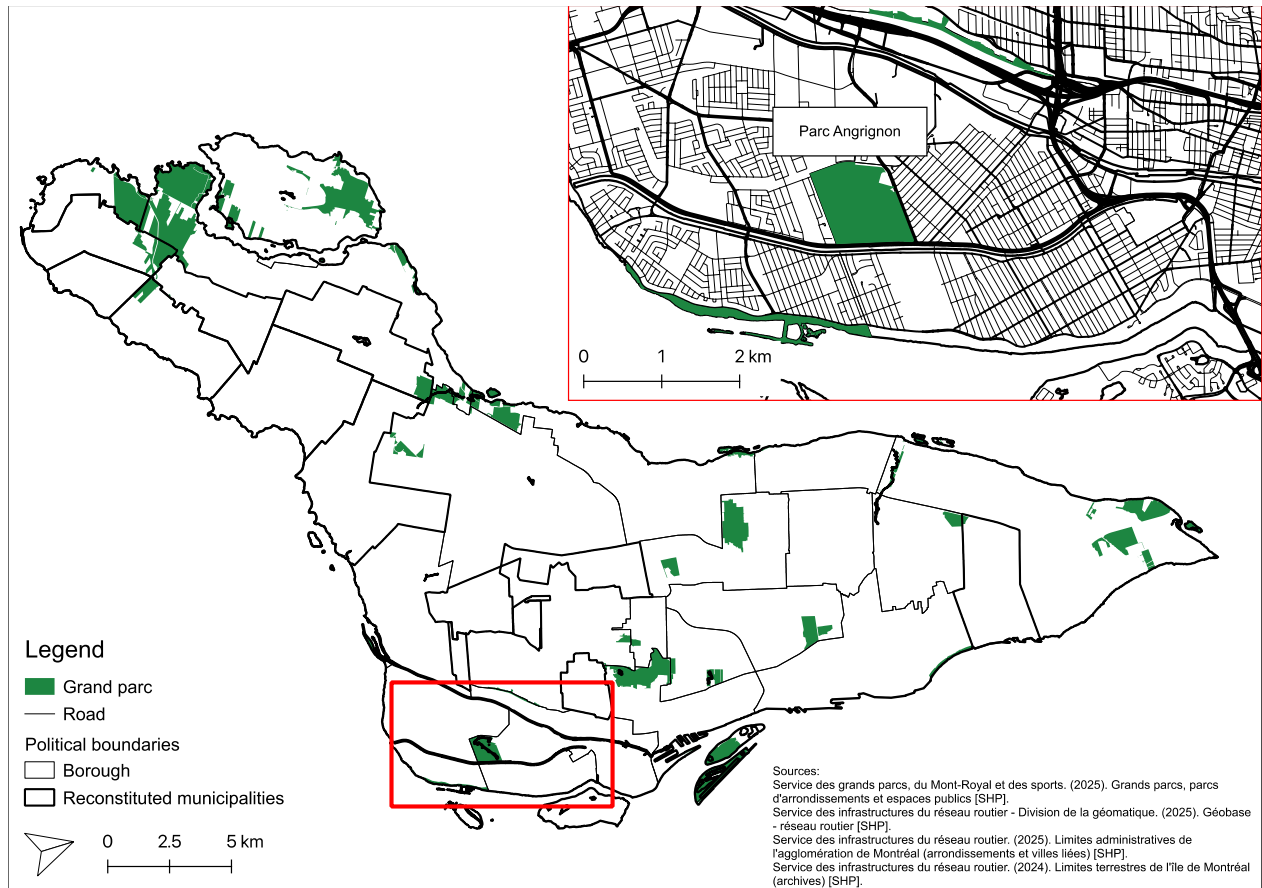


Figure 3.4: Angrignon Park situated

Source: (Imbeau 2025)

Park Layout

Angrignon Park is a 97-hectare park built in the English Gardens style. The park can be organized into zones which reflect general intended uses: the des Trinitaires sector, the Winter Quarters sector, the de l'Étang sector, and the de la Forêt sector. As the entire length and breadth of the park are traversed by footpaths, we will not take them into account in this description of the park's layout.



Figure 3.5: Angrignon Park's different sectors

Source: (Imbeau and Google 2025)

The des Trinitaires sector is situated along the park's North-Eastern boundary. It contains an abandoned baseball pitch, community gardens, a dog park, two children's playgrounds (intended for 18-month to 5-year-olds and for 5-year to 12-year-olds) and a barbecue/picnic area. It is therefore unsurprising that these amenities, intended for local families and residents, are situated in the zone closest to Ville-Émard and Côte-Saint-Paul. The area is characterized by its sparse wooded sections as well as by its abundance of grassy fields.

The Winter Quarters sector is located in the North of the park between the main parking lot and the central lake. While it was once a focal point during the zoo and Fort Angrignon days, no new attraction or amenity has been able to fill the void since they ceased operation. This zone is highly mineralized due to the large parking lot, although towards to central pond there is a fenced-off wooded area filled with debris and scrap metal.

The de l'Étang sector, which stretches along the park's western boundary, is structured around the park's three ponds. It hosts two picnic areas, a children's play area (intended for 18-month to 5-year-olds) and a barbecue/picnic area. Along with the de la Forêt sector, this zone is the park's

most ecologically impressive: it counts 3 ponds, a stream, dense woodland as well as an area of sparse woodland around the picnic and barbecue areas. This zone's programming accommodates family recreation and visitors coming from across the Grand Sud-Ouest, as well as residents of the neighbouring townhouses and apartment buildings.

Finally, the de la Forêt sector corresponds to the southern shore of the central lake. While there are two sledding hills in this area in the wintertime, there are no man-made amenities intended for the summer months. The principal function of this area is to breathe a bit of natural woodland into the South-West's post-industrial environment. Additionally, it is the most ecologically sensitive area of the park, as it is the site of the former Crawford woods; the last area of virgin Laurentian forest on the island of Montréal. As far as its vegetation is concerned, it is a relatively vast expanse of dense woodlands with a small field centred around two barren sledding hills and a mineralized parking lot. This area is destined above all for nature-lovers; however, it was also used in the past as a site for cruising and gay-bashing until the mid-2010s, when a police operation managed to eliminate cruising from the area, and consequently homophobic violence (Villeneuve 2012). The parking lot is also commonly used for barbecues on the weekend.

Park Amenities

From the perspective of the *Service des Grands parcs, du Mont-Royal et des sports'* site plan, the park has several amenities: bathrooms, water fountains, a dog park, play areas, a picnic area, a community garden, a barbecue area, an area available for booking events, a footpath (both in its summer and winter forms), a cycling trail, a sledding area, a cross-country ski trail, a snowshoeing trail, and parking lots, as seen in figures 3.6 and 3.7. It is worth noting, however, that most of the park's buildings have been closed to the public for a number of years. While the City of Montréal has not published the timeline of these closures, our interviewees have claimed the park's pavilions, as well as their water fountains and bathroom facilities, have been closed for the better part of a decade, with the occasional reopening that tends to last for only a few weeks. Borough mayor Benoît Dorais claimed that this situation was due to conflict between the borough and the City regarding financing (Dorais 2021). In addition, our participants have claimed to use informal amenities, such as using certain hills as snowboarding slopes, or the parking lots as places to do car maintenance.

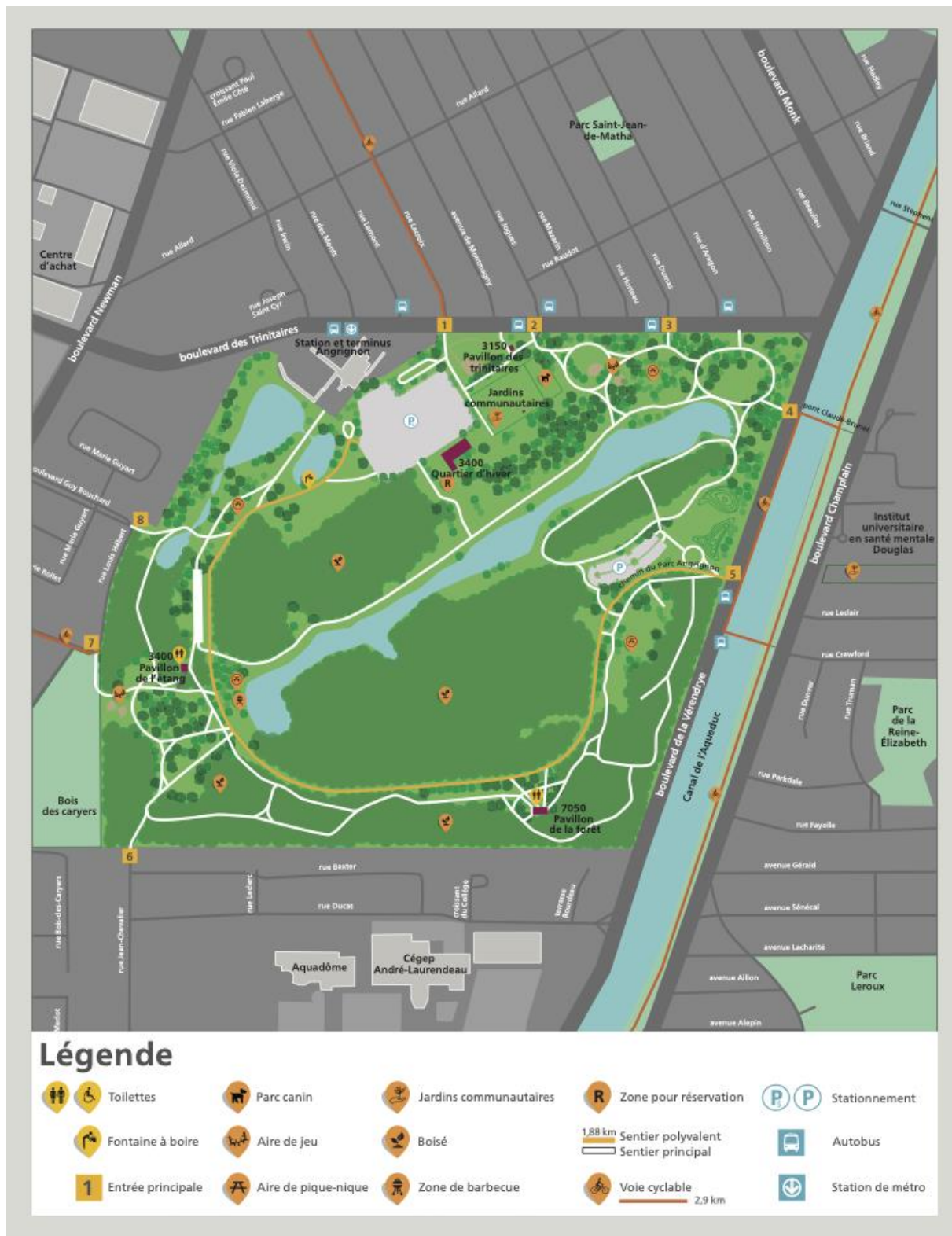


Figure 3.6: Angrignon Park's summer amenities

Source: (Ville de Montréal 2015)



Figure 3.7: Angrignon Park's winter amenities

Source: (Ville de Montréal 2015)

Governance

While the park is officially the responsibility of the *Service des grands parcs, du Mont-Royal et des sports*, most day-to-day operations have been delegated to the Sud-Ouest borough. Public and fire safety are the responsibility of the SPVM's *poste de quartier 15* and the SIM's *caserne 33* respectively. The governance of the park also includes several non-municipal actors, such as the *CPE le P'tit Terminus*, *Jardins communautaires parc Angrignon*, and *Pro-Vert Sud-Ouest* who operate the childcare centre, the community garden, and collective gardens respectively.

On paper, the *Service des grands parcs, du Mont-Royal et des sports* is charged with designing, managing and maintaining the City's large parks, including Angrignon Park. It is also responsible for carrying out the park's design projects, protecting local ecosystems and organizing recreational and athletic activities (Kikano et al. 2023). The department has, however, delegated several of these responsibilities to the Sud-Ouest borough, notably regarding management and maintenance (Service des grands parcs, du Mont-Royal et des sports 2025), as is the case with other major parks such as Jarry Park in the Villeray-Saint-Michel-Parc-Extension borough (Kikano et al. 2023). The Sud-Ouest borough ensures that maintenance work on the park and its installations is carried out (Service des grands parcs, du Mont-Royal et des sports 2025). Unclear separation of City and borough responsibilities has put a great deal of strain on borough services in the park, which are considerably underfunded by the City relative to the other major parks, as shown in Table 3.1. This has led to significant friction between the two levels of municipal government and has impacted the park's service levels (Dorais 2021).

Table 3.1: Budgeted capital expenditure by main major park for 2024-2033 Source: (Ville de Montréal 2023)			
Park	Capital investments from 2024-2033 (in thousands of dollars)	Surface area (rounded to nearest hectare)	Capital investment per hectare (in thousands of dollars)
Mount-Royal Park and Jeanne-Mance Park	131 374\$	242 ha	543\$/Ha
Jean-Drapeau Park	605 741\$	260 ha	2 330\$/Ha
La Fontaine Park	53 653\$	40 ha	1 341\$/Ha
Maisonneuve Park*	35 894\$	63 ha	570\$/Ha
Jarry Park	66 293\$	36 ha	1 841\$/Ha
Angrignon Park	50 659\$	97 ha	522\$/Ha

* Does not include at least 267,4 M\$ of investments linked to the Botanical Gardens, the Biodome, the Insectarium, the Planetarium, the Olympic Stadium or the Saputo Stadium over the same period.

Non-profit and subsidized organizations have in several instances been granted the right to occupy the public domain in Angrignon Park. The *CPE le P'tit terminus* operates a childcare centre for children whose parents work in Montréal's downtown core (Les architectes bertrand + paquette. s.d.). *Jardins communautaires parc Angrignon* are responsible for the operation of the community garden (Arrondissement du Sud-Ouest 2024). This 4 404 m² garden hosts 113 beds and is currently at capacity, with over 270 people on a waiting list for a plot (SymbioTIC Coop s.d.). Just beside this community garden is the Jardin des Orioles, a collective garden operated by Pro-Vert Sud-Ouest (Arrondissement du Sud-Ouest 2024). This garden serves multiple social aims, such as donating produce to local community organizations in an effort to curb food insecurity (Sincennes 2023). It also sells approximately half of its produce through a farmers' market by the Angrignon metro station (Sincennes 2023).

Conclusion

Angrignon Park has a long and storied history. Caught between anthropocentric and ecocentric ambitions, it has been hard for the park to find its own distinctive identity, especially after the loss of its cornerstone zoo. Disinvestment since the 1990s, and notably since the late 2000s, has led to several activities and amenities closing or falling into disrepair. This turn of events is especially problematic considering its symbolic and practical significance for residents of the South-West, for whom it is one of their only accessible major greenspaces. Additionally, unclear separation of responsibilities between the borough and the *Service des grands parcs* has complicated the parks governance and administration, making much needed repairs and renovations devolve into political fights regarding funding. Nevertheless, the *Service des grands parcs* is currently preparing a public consultation, due to be announced sometime in the summer of 2025, regarding the drafting of a new masterplan for the park.

CHAPTER 4: RESEARCH OBJECTIVE, QUESTIONS AND HYPOTHESES

This chapter outlines our research's purpose and our predictions of the main results. The research objective, questions and hypotheses ground our methodology and analysis firmly within our theoretical framework. We will adopt more exploratory research as these play best to the strengths of qualitative research.

Research Objective

We wish to analyse the differences between the perspectives of Angrignon Park's performance held by participants. These differences can be both between groups (i.e. between civil servants and park users) and within groups. This objective seeks to find the articulation points between our participants' different perspectives in accordance with our theoretical framework. By analysing these differences, we will also be forced to identify and begin to typologize these perspectives.

Research Questions

Firstly, what are the different civil servant and park user perspectives of Angrignon Park's performance? This question seeks to establish a basic typology of the perspectives of civil servants and park users, as well as the meanings of these perspectives. It will of course be impossible to represent all types of perspectives due to our small sample size and inductive approach.

Secondly, if applicable, why are civil servant and park user perspectives different from each other both between and within groups? This question seeks to understand the factors driving the differences in perspectives on Angrignon Park's performance. First, it asks how civil servants and park users perceive the park differently from each other as a function of their situated social role relative to the park as a public service; the former being the "producers" of the service while the latter are the "consumers". Next, it asks how groups can be different within themselves depending on their reasons for visiting Angrignon Park; what different things are they saying about the park and its performance and what different things are they using the park for?

Thirdly, how well do existing performance indicators measure park user-defined performance? This question asks whether performance indicators developed by and for use by expertized civil servants have any relation to park user perspectives, and if so, to what extent.

Hypotheses

Firstly, we hypothesize that there will be a large variety of perspectives. While we cannot predict the exact results, we believe that perspectives will frequently overlap over certain “obvious” elements of the park’s performance that are present in the literature, such as visitor volume, cleanliness, and general maintenance. Nevertheless, we believe that park users will adopt either an outwards or an inwards perspective. The former refers to how a park user’s perspective of park performance is built around how much value they personally get out of their use of it, while the latter refers to how a park user’s perspective could also be based on the value the park’s performance has for all park users.

Secondly, we believe that perspectives will be different from one another depending on how and why an individual uses the park (i.e.: birdwatchers will see the park’s performance as relating to birdwatching, barbecuers will see performance as how easy it is to have a barbecue, or joggers and cyclists will see it as the quality of the paths).

Thirdly, current performance indicators will near exclusively reflect civil servant perspectives. Performance indicators are already made for and by civil servants. As Godbout highlights, the park user’s perspective is alien to the civil servant and the bureaucratic system as a whole. The park users will be abstracted into the “average” park user whose interests and characteristics are projected onto it by its managers (Godbout 1983; Godbout 1987). Further, as Crozier argues, civil servants consider the internal ramifications of a policy before external impacts. This would again suggest that the park users’ perspectives, which may potentially threaten the civil service in some way, would be considered too “dangerous” to fully consider while creating performance indicators (Crozier 1964). We will expand upon these theories in the following chapter.

CHAPTER 5: THEORETICAL FRAMEWORK

This chapter establishes the theoretical framework we will use to analyse civil servant and park user perspectives of Angrignon Park's performance. We will begin with an introduction of performance management and performance budgeting under the New Public Management paradigm⁷. Then, we will present a brief introduction to stakeholder theory. Finally, we will advance our theoretical stance regarding civil servants and park users.

Public Sector Performance Management

According to OECD definitions, performance management serves to hold civil servants accountable to organization goals (Verbeeten and Speklé 2015). This follows Christopher Hood's argument that performance measurement was increasingly being used by public sector managers to reign in specialists and eliminate the zone of uncertainty surrounding their work (Hood 1995). More charitable views, as recorded by Robert D. Behn, found that performance measurement serves to improve communication between citizens and government, satisfy citizen demands for evidence of program effectiveness, and allow citizens to better evaluate the quality of public services (Behn 2003).

Thus, performance management fits quite neatly into the toolbox of New Public Management (NPM). As Quebec and Montreal's public administration largely follows the NPM paradigm (Hufty 2016), this understanding of performance management and its indicators are key to understanding how the City's civil service produces and manages performance in Angrignon Park. Before looking into these indicators, we will provide a brief description of NPM to provide greater context to readers unfamiliar with public administration studies.

While a full description of NPM would be too long to be included in this thesis, it can be summarized a form of public administration that claims to give civil servants greater agency in exchange for greater accountability. This resulted in an increased use of performance

⁷ Although alternative theoretical perspectives such as Lefebvre's theory of the production of space or environmental psychology could have been employed, NPM provides a more appropriate framework for this study. As the research is situated within the field of public administration, drawing primarily on a paradigm that emerged from the field ensures conceptual coherence. Moreover, because the City of Montréal's performance management strategies are strongly shaped by NPM principles, this framework offers a direct and relevant basis for critical evaluation.

management tools, as in NPM the performance of the service and the civil servant are what gives public administration its legitimacy. The key virtues of this form of public administration are service efficiency, or cost-cutting, and service effectiveness, or customer satisfaction (Charbonneau 2012).

Efficiency Versus Effectiveness-Oriented Performance Indicators

Quebec's *Guide sur la gestion axée sur les résultats*⁸, a key guide to the province's performance management strategy, differentiates between two types of performance indicators: internal management indicators⁹ and results-based indicators¹⁰ (Secrétariat du Conseil du trésor 2014). The former concerns itself with the cost of administration, while the latter focusses on output levels (Secrétariat du Conseil du trésor 2014). In other words, internal management indicators track efficiency while results-based indicators track effectiveness (Bouchard 2009). Within Quebec's New Public Management paradigm, effectiveness-oriented indicators are critical tools in promoting public accountability as they allow the "citizen-client"¹¹, or public service user, to evaluate the quality of their public services (Secrétariat du Conseil du trésor 2014). Efficiency-oriented indicators, meanwhile, serve to promote accountability vis-à-vis the "citizen-taxpayer"¹² (Secrétariat du Conseil du trésor 2014).

Performance Budgeting

The first batch of performance indicators tracked by the City were those imposed by the province pursuant to article 17.6.1 of the *Act respecting the Ministère des Affaires municipales, des Régions et de l'Occupation du territoire* adopted in 2003 (Corporation des officiers municipaux agréés du Québec 2005). This piece of legislation empowered the ministry to "establish management indicators that relate to the administration of municipal bodies and prescribe the conditions and procedures for the implementation of the indicators in municipal bodies". The ministry of municipal affairs would in 2007 adopt *M-22.1, r. 1.1 - Ministerial Order regarding management indicators that relate to the administration of certain municipal bodies*, which established the first municipal

⁸ Guide for results-based management (own-translation).

⁹ Indicateurs axés sur la gestion interne (own-translation).

¹⁰ Indicateurs axés sur les résultats (own-translation).

¹¹ Citoyen « client » (own-translation).

¹² Citoyen « contribuable » (own-translation).

performance indicators, which was updated in 2012 and finally binned in 2017 after the ministry ended its requirement to track these indicators in 2015 (Ville de Montréal 2020). The choice of indicators differed, however, from recommendations of the *Guide sur la gestion axée sur la performance*, in that the efficiency-oriented and effectiveness-oriented indicators lacked predetermined objectives.

The City of Montréal would, in addition to the ministerial indicators, adopt indicators developed by Municipal Benchmarking Network Canada (Ville de Montréal 2020). This batch of indicators are entirely efficiency based and do little to track service outputs. While the last report published by the City which treated the results of these indicators holistically was in 2020, several of the City's various departments continue to use them in their annual budgetary requests to the *Commission sur les finances et l'administration*. There are also homebrew indicators which include effectiveness-based measures of performance, often based on programmes. This can be seen with the *Service des grands parcs, du Mont-Royal et du Sport's* 2023 budgetary presentation in figure 5.1, wherein we see programme-specific goals, deadlines, and results.

Indicateurs de performance du Service | Plan nature et sports

Objectifs 2030	Résultats 2023
• Nouvel indice canopée de 26 % (ville) pour 2025	> 24,3 % (ville)
• Plantation de 500 000 arbres	> 135 600 depuis 2020 (27 % de la cible)
• Augmentation des activités encadrées accessibles universellement (AU)	> 50 % des activités étaient accessibles universellement - Grand parc de l'Ouest et parcs-nature
• Augmentations des pratiques écoresponsables lors d'événements sportifs d'envergure	> 65 % des promoteurs proposent un plan écoresponsable concret

Figure 5.1: Nature and sport performance indicators

Source: (Service des grands parcs, du Mont-Royal et des sports 2023).

It is worth noting that most of the City's departments use a mix of efficiency and effectiveness-oriented indicators, and that the use of output targets or performance targets is far from universal. These include the number of breakages per 100km of pipes for the *service de l'eau* (Morissette and Service de l'eau 2024), or the average response time from fire stations (Liebmann and Service de sécurité incendie de Montréal 2024). Some indicators, such as the number of freedom of information requests per year which the Montréal Taxi Bureau¹³ uses (Bureau du taxi de Montréal

¹³ Bureau du taxi de Montréal (own-translation).

2023), have little to do with efficiency or effectiveness at all. This undermines the citizen transparency and accountability aspect of performance indicators and demonstrates the uneven application of New Public Management-style performance management principles within the municipal organization.

Stakeholder Theory

Stakeholder theory is a lens used to analyse how different parties, or stakeholders, approach, collaborate, and influence decisions surrounding common interests. Originally based in business ethics, the theory highlights the importance of recognising and balancing the interests of all parties affected by an organisation's activities (Freeman and Menghwar 2024). In practice, stakeholder theory supports stakeholder management strategies that serve to create value for all relevant actors (Beck and Storopoli 2021; Mahmoud et al 2021). The theory has been adopted in the public sector in public policy, notably with respect to participatory processes, through engagement methods such as surveys, interviews, and workshops (Liao and Liu 2023). In this study, stakeholder theory is used to understand how different stakeholders, or civil servants and park users, perceive Angrignon Park's performance.

Theories of Civil Servants and Public Service Users

Considering the literature's stance on how park stakeholders hold different perspectives on parks due to their different relationships with them, it is necessary to first lay out these relationships. Sociologists and social psychologists have used social role theory to explain how someone's social role, such as their gender, influences their behaviour (Eagly and Wood 2012). These roles also include professional or situational roles, such as "civil servant" or "park user". The implications of social role theory on our framework is that the members of both groups are not always inhabiting their social roles, as when they leave the park or go home from work, they adopt different roles. This section will expand on this idea by looking at theories of bureaucracy from Crozier and Godbout, as well as Godbout's theory of the service user, to theorize their perspectives vis-à-vis park performance.

The Bureaucratic World

Michel Crozier

Michel Crozier wrote about civil servants in many of his works, most notably in his landmark monograph *Le phénomène bureaucratique* (Crozier 1964). This book is one of the most ambitious studies of the psychology and sociology of bureaucrats, examining the specific case of French public administration in the 1950s, and critically acknowledges the agency of the individual within the organization (Crozier 1964; Bezes 2020; Gournay 2021). His framework is especially salient considering our intent to examine the worlds of individual civil servants and how they colour their perception of park performance. Crozier responded to Weberian theories of bureaucracy by noting that they were overly formal and that the bureaucratic organization's dysfunctions were not a result of a lack of Taylorist management reforms (i.e.: strict policies, hierarchies, and performance metrics), but were instead an integral part of a functioning bureaucracy (Crozier 1964).

Crozier mainly wrote about a civil servant who was constrained to predetermined actions by centralized decision-making and protocols yet liberated by their "zone of uncertainty": their area of professional specialization which their managers are unable to understand, and thus unable to regulate (Crozier 1964). For the purposes of our thesis, what is the most interesting from his research is how bureaucratic centralization is a result of the supposed need for impersonal decision-making. Thus, decisions are ideally made as far as possible from the front-line civil servant, who may be influenced by the public. This reinforces organizational rigidity, as those who know best how to solve the problems—such as they are understood by service users—are prevented from directly solving them, while those who "solve" them have no direct experience with said problems (Crozier 1964).

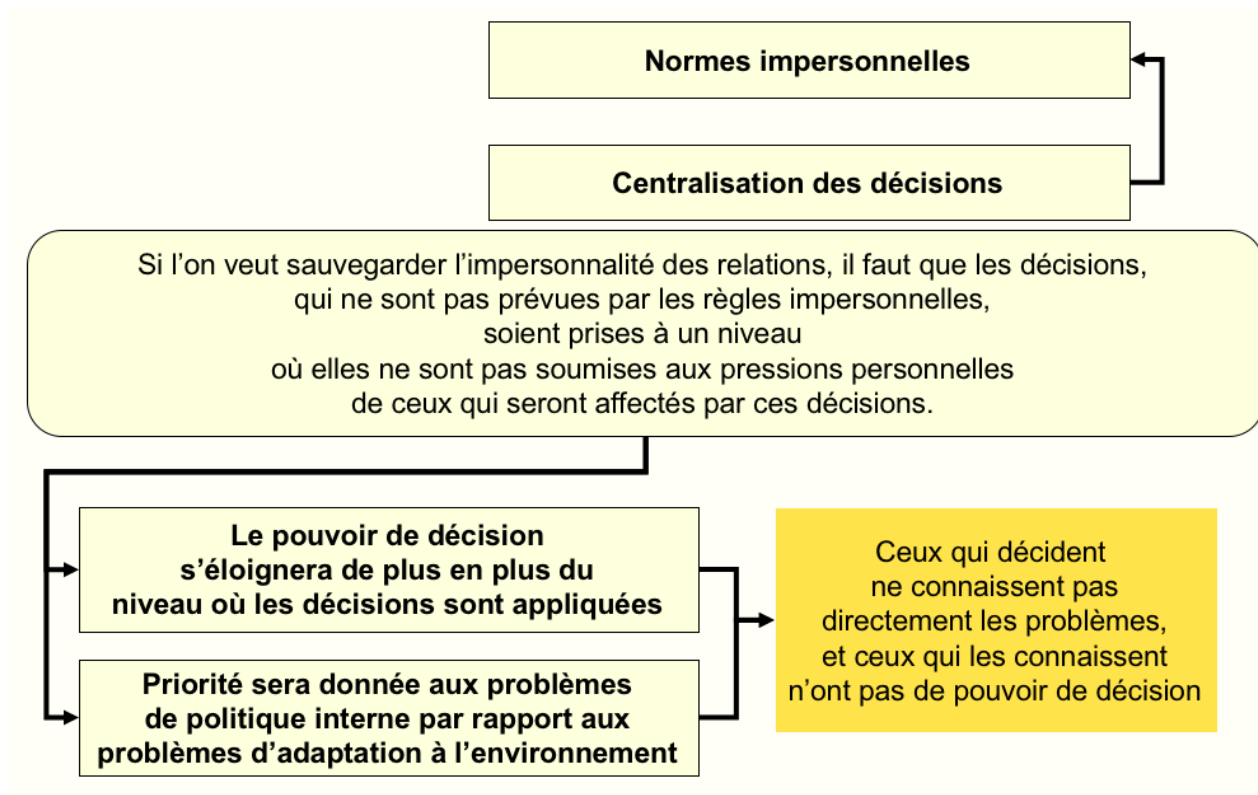


Figure 5.2: Crozier's principle of bureaucratic centralization (French)

Source: (Arthur 2015)

Jacques T. Godbout

Jacques T. Godbout's *La participation contre la démocratie* (Godbout 1983) critically analyses the role of the civil servant through the lens of public consultation, directly contrasting the position of the civil servant to that of the service user. This lens is quite similar to ours, which looks at civil servant perspectives through the lens of participatory budgeting. For Godbout, bureaucracy is a power which civil servants wield that arises from the alienation of the State from the citizen. This power itself relies on an individual's expertise in dealing with the rules and regulations of the State, which just so happen to be created by and for civil servants. As such, the exercise of this power may often seem arbitrary to the average citizen or service user, who may not understand why a given policy was chosen over another due to the results of some abstract Monte Carlo risk quantification or Net Present Value scenario (Godbout 1983). This argument, like Crozier's (Crozier 1964), flips notions of Weberian meritocracy on their head, as the knowledge begetting merit in a bureaucratic system is not only that which is topically relevant (i.e. a transportation

engineer's knowledge of traffic signal prioritization), but also that which is within Crozier's zone of uncertainty: organizational decision-making tools, as well as knowledge of the system's ins and outs (Godbout 1983). Thus, civil servant perspectives on performance do not necessarily need to align themselves with service user perspectives. For Godbout, civil servants need to justify their standing within the organization by devaluing service user perspectives by relying on their superior technical and epistemic capital (Godbout 1983).

Theory of Public Service Users

The "public service user" is a concept developed by Godbout in *La participation contre la démocratie* (Godbout 1983) and *La démocratie des usagers* (Godbout 1987). Again, looking at them through the lens of public consultation, Godbout found that the public service user is located on the outside of the administration's organizational charts, as they have no role to play in the production of the public service itself. He also notes that there are two types of public service user: the ones which exist in real life and use public services, and the one which exists as a monolithic formal representation of all service users which exists in the heads and reports of civil servants (i.e.: the "average citizen" or "the member of the working class/the proletarian") (Godbout 1987).

The public service user is also a distinct entity vis-à-vis the "consumer", the "client", the "beneficiary" or even the "citizen". This distinction is not one of opposition, but rather of precision: public service user is the most generic term which can encompass all the others. The consumer purchases a good, the client purchases a good or service, the beneficiary uses a public service, while the citizen uses a political system (Godbout 1987). For the purposes of our thesis, the public service user could also go by the name "park user", as we are only interested in how they use the park as a public service. To these distinctions we would like to add the one between "public service user", "citizen" and "resident". This distinction is also one of precision: the public service user refers to a position within an economic circuit of production and use, while the citizen refers to a status as a political subject, and the resident refers to geographic situatedness. These roles are not mutually exclusive since a tourist from Halifax is just as much of a park user as a resident/citizen from Montréal.

Finally, the public service user is plural rather than singular. In *La ville autrement* (Noppen and Morisset 2005), Luc Noppen and Lucie K. Morisset call attention to the fact that Montréal's different ethnocultural communities represent the city's heritage differently (Noppen et Morisset 2005): the

gay community is more attached to the Gay Village, the Greek community cares more about Dollard-des-Ormeaux and Laval, and the Gaspeian and Madelinot communities are closer to Verdun. In a similar fashion, public service users can come to the same service with different needs and goals: the disabled and elderly communities have a greater need for accessibility, students have more sporadic mobility requirements as opposed to office workers, and industrial workers need access to more peripheral employment centres when compared to downtown workers. With respect to parks, we believe that different types of park users will have different goals for the park, and thus different value systems that they understand park performance through.

Lay Knowledge

Building on Collins and Evans' theoretical model of expertise (Collins and Evans 2007) and Deweyan philosophy (Dewey 1946), French sociologists and political scientists have developed a theory of user knowledge. Informed by the concept of lay knowledge, which Collins and Evans define as knowledge held by non-expertized individuals on a given topic (Collins and Evans 2007) and the Deweyan maxim that "the man who wears the shoe knows best that it pinches and where it pinches, even if the expert shoemaker is the best judge of how the trouble is to be remedied" (Dewey 1946), Yves Sintomer and Héloïse Nez have built a framework for lay expertise specific to urban issues and participatory processes. Their typology touches user knowledge, professional knowledge, activist knowledge and associative expertise (Sintomer 2008; Nez 2012; Nez 2011). While they decline these types of knowledge in individual and collective forms, we will only concern ourselves with the former as our methodology only includes semi-structured interviewing and makes no attempt to elicit collective responses through group discussions, focus groups, or any other multi-participant methods.

User Knowledge

User knowledge refers to the knowledge citizens have of their environment which is gained through daily interaction with said context (Nez 2011). Referring to local residents, senior planner Tony Gibson argues that:

“We all know where the problems are. We know where the traffic dangers are; we know where the garbage is, etc. We know where the footloose teenagers are; we know where the drug spots are.

[Residents are] experts. This is the fact—that the people who live in the place know about it, and some of them know more than others. The elderly know a bit more because they’ve lived there longer, and they take the dog out and they walk around and see what’s going on. And the teenagers are, of course, all over the place, so they see all that is going on. And the middle aged will know a little bit more about resources outside—like the stuff that’s being thrown out—furniture, out-dated equipment, fabric ends of the roll, shelf timber and things that might be gotten hold of” (Forester 2008).

This form of lay knowledge builds on Sintomer’s “civic expertise”, which is defined as the expertise ordinary citizens hold vis-à-vis their daily lives (Sintomer 2008). Nez builds on this definition by insisting on its situatedness in a specific geographic or social setting, as well as the importance of proximity between the individual and the phenomenon in question (Nez 2011).

Professional Knowledge

Professional knowledge refers to the professional and technical expertise held by citizens which they are able to mobilize within the context of participatory processes (Nez 2011). Nez draws from Sintomer’s “diffuse professional knowledge”¹⁴ to develop this concept (Nez 2011). Put simply, this is the knowledge an engineer or an administrator would possess that is applicable to park administration, such as understanding how a capital budget works or the technical requirements for bathrooms installations. This professional knowledge can be cultivated in a layman through research and familiarization with the relevant specialism (Nez 2011).

Activist Knowledge

Nez’s activist knowledge builds on Sintomer’s concept of political knowledge, which he claims comes from repeated direct interaction of citizens with the political system, specifically in the context of participatory processes (Sintomer 2008). Nez adds that activist knowledge is an

¹⁴ Savoir professionnel diffus (own-translation).

understanding of the mechanisms of governance or administration, specifically on how to use them to effect change (Nez 2011). In the case of park administration, activist expertise could be seen as a citizen with experience sitting on municipal committees, such as in an advisory planning committee¹⁵, who through their participation gain knowledge of the general workings of the public administration.

Associative Expertise

Finally, associative expertise expands on Sintomer's notions of delegated expertise or counter-expertise to include the collective experience of members of an association and the formalization of this knowledge into a formal system of expertise (Nez 2011). This expertise can be used both collaboratively and confrontationally with respect to dominant power regimes (Nez 2012). For parks, this associative expertise can take the form of non-profit associations who assert an alternate perspective of park administration compared to the formal perspective espoused by the relevant civil service.

Application to Angrignon Park's Civil Servants and Park Users

According to our theoretical framework, Angrignon Park's civil servant and park user stakeholders approach and understand the park in diverse ways due to their different relationships to the park.

Civil Servant Perspectives

Civil servants exist in a strictly formal setting. Crozier's bureaucracy held that the higher within the organisation a civil servant rises, the less they understand the reality of their organisation's outputs, being occupied more in their formal representations (Crozier 1964). Godbout would add that the use of professional management techniques, such as indicator use for the purpose of performance budgeting, are what allow expertized civil servants to distinguish themselves from lay park users (Godbout 1983; Godbout 1987). Moreover, New Public Management value systems promote "performance" as a key virtue for a civil servant to have and perform (Hood 2007). As

¹⁵ Comité consultatif d'urbanisme.

such, the use of both efficiency-oriented and effectiveness-oriented performance indicators in the budgeting process suggests a certain degree of faith in their appropriateness.

The knowledge which is available about the park's performance to civil servants generally takes the form of objective evidence. As such, performance information will take on a quantitative dimension. Furthermore, as the civil servant is generally confined to the bureau, all information they receive is to some degree testimonial, or removed from the reality of the situation. Lastly, the civil servant cannot be held to possess user knowledge about Angrignon Park, as they are not necessarily park users on their personal time.

Park User Perspectives

Park users' perspectives of Angrignon Park's performance are difficult for Montréal's bureaucracy to understand due to the park user being outside of the organisation. Civil servants will thus often simplify park users into a single normative, mean, or median "park user" which has little to do with the reality of park user pluralism. Park user knowledge about Angrignon Park's performance comes primarily from their direct phenomenal experiences. Despite this, park users with professional, activist or associative knowledge may use different forms of evidence, such as empirical evidence.

CHAPTER 6: METHODOLOGY

Introduction

This chapter justifies our choice of research setting, describes our target populations, and lays out our research methodology. Finally, we reflect on the limits of this study, given our chosen methodology, as well as the potential impact our positionality had on our results.

Research Setting and Populations of Interest

We established several conditions in our search for our specific research object. First, it had to be financed through one of the Ville de Montréal's central services, and said service had to use performance indicators in their presentations to the *Commission sur les finances et l'administration's* annual *étude publique du budget et du PDI*. Next, it had to be physical object or space that was accessible to the public; to borrow the vocabulary of economics, it had to be a non-exclusive good. Then, the research object had to present itself to the average user as a part of their daily lives. This rules out purely administrative services like the *Service d'évaluation foncière*. Finally, following guidance from our peers and our thesis supervisor, we decided to add a final condition of perceived apoliticality, meaning that while certain uses of the service may be politically informed or marginalized, the object itself is considered to be above politics. This condition was meant to protect the epistemic validity of our results, as public service users may otherwise come into the semi-structured interviews negatively primed against the research object. These conditions left us quite a few options, however, after much thought, guidance, and logistical considerations, we settled on using Angrignon Park as our case study.

Population of Interest

Civil Servants

This group consists of any employee who, as part of their professional tasks, work on Angrignon Park either directly or indirectly. Additionally, these civil servants must be employed by the City of

Montréal's *Service des grands parcs*. We chose this specific service, rather than including employees from the borough, to reinforce the division between formal and informal perspectives. While we call this group civil servants, they are often referred to as park/greenspace managers or employees in the literature.

Park Users

Park users refer to any individual who visited Angrignon Park for any purpose at least once within the previous twelve months. As park users do not necessarily reside in the City of Montréal, especially considering the park's metropolitan nature and its proximity to a subregional public transportation hub, we would like to stress that the term park user bears no relation to notions of citizenship or residency.

Sampling and Recruitment

Non-Probability Sampling

We used purposive non-probability sampling in our efforts to recruit respondents for our research project. This sampling approach does not seek to ensure that the sample we use for our research is a representative sample of the total population. As we are involved in exploratory research that does not seek full generalizability, this approach is appropriate (Adeoye-Olatunde and Olenik 2021). The purposive element of this sampling method indicates that participants will be sought out based on pre-established recruitment criteria, which we have already defined in our population of interest section (Adeoye-Olatunde and Olenik 2021). Furthermore, as we have limited financial resources and a strict timeline, the savings of time and labour generated by this sampling approach are greatly appreciated (Adeoye-Olatunde and Olenik 2021).

Email Recruitment

For our civil servant participants, we recruited them directly via email and telephone. This recruitment method consists of finding the professional emails of members of our target population and sending each of them the same recruitment message. These emails were found by calling

the municipal service line (311), emailing political representatives, emailing and calling the relevant unions, as well as sending cold emails. The recruitment message sent to volunteering participants contained relevant information such as the research objectives, the time commitment involved, the kind of involvement expected of the participant as well as the contact information of the researcher and his research supervisor. These recruitment techniques were used between September 19th 2024 and January 13th 2025. Despite these efforts, we were only able to attract two civil servant participants.

Social Media Recruitment

The first, and by far the most successful, recruitment method we used for park users was social media recruitment. We published recruitment posts on the following local Facebook groups and pages: “Les amis du parc Angrignon” and “Quartier Ville-Émard / Côte-Saint-Paul.” These groups were selected on the basis of discussions with peers and the researcher’s supervisor due to their probability of containing highly motivated park users. The posts contained relevant information such as the research objectives, the time commitment involved, the kind of involvement expected of the participant as well as the contact information of the researcher and his research supervisor. The first post was made on the Facebook page of “Les amis du parc Angrignon”¹⁶ on the 23rd of August 2024, and the second post was made on the “Quartier Ville-Émard / Côte-Saint-Paul” Facebook group on the 20th of September 2024.

Poster Recruitment

The second recruitment method targeting our park user participants was poster recruitment. Approximately 20 posters were displayed in a variety of high foot-traffic locations in the surrounding neighbourhoods¹⁷ such as the park itself, high-streets, small grocery stores and convenience stores. The posters contained relevant information such as the research objectives, the time commitment involved, the kind of involvement expected of the participant as well as the contact information of the researcher and his research supervisor. This recruitment technique was done in geographically targeted phases: the first phase targeted boulevard Monk and Angrignon Park on the 31st of July 2024, the second phase targeted rue Laurendeau, avenue de l’Église and

¹⁶ “Friends of Angrignon Park” in English.

¹⁷ The Sud-Ouest, Verdun, Lasalle and Lachine boroughs.

rue de Verdun on the 7th of August 2024, while the third phase targeted the community gardens in the park on the 21st of August 2024. Very few participants mentioned having contacted us because of this recruitment method. We also recruited one participant directly in the park upon the advice of our supervisor.

Both poster and social media recruitment were continued until we found that we were not able to attract more park user participants to our study. This happened relatively early on, after 12 park user participants were recruited, likely due to the use of the word “performance” in our recruitment material. Additionally, the use of this word may have scared away some more lay park users and attracted a greater amount of more professionalised or expertised park users, introducing sampling bias. As we carried out recruitment over several months and with interest in the study tapering off gradually over time, we strongly believe that we exhausted our potential pool of participants.

Research Method: Semi-Structured Interview

While initially popularized by pioneers of psychology and psychoanalysis such as Sigmund Freud (Brinkmann 2014), the semi-structured interview entered the toolbox of urban studies researchers in the early 20th century, with notable proponents being found amongst the Chicago School’s sociologists (Brinkmann 2014). With respect to our research project, we wish to use the semi-structured interview to observe how different perspectives of objects or properties—in this case Angrignon Park and the performance of Angrignon Park—differ depending on the relationship and positionality an individual maintains with respect to said objects or properties.

Though not required per se, we have made ourselves interview guides to help us steer the interview towards our research objectives, which are provided to the reader in Appendices 10 to 13. These guides do not imply that the questions are always asked either verbatim or in a set order. Rather, they exist merely to help the interviewer stay on topic and properly direct the exercise (Adeoye-Olatunde and Olenik 2021). In practice, we quickly realized that the formulation of our questions was confusing and so we adapted them to make them more easily understandable. Due to our dual research population, our interview guides are split into both a civil servant portion and a park user portion. Additionally, as we conducted interviews in both Canadian official languages, the interview guide had both an English and a French translation for the interviewer’s convenience. The interviews of park users are meant to be between 15 and 25

minutes long, while the interviews of civil servants are meant to be between 15 and 30 minutes long. Several interviews ended up lasting over an hour, however, as some participants very generously offered us more time and allowed us to ask them many follow-up questions.

Analysis Methods and Presentation of Results

Audio recordings of the interview were made by clip-on microphones and stored temporarily on the researcher's phone. These recordings were transcribed by the researcher within 48 hours of the interview's end. Following the transcription, we would add interview metadata to the transcripts, including: the participant's coded identification number, the type of participant, the meteorological conditions, the date and time of the interview, the location of the interview, and the activity which accompanied the interview. These transcripts would then be further analyzed, meaning that the analysis of our data would take on three steps: transcription, identifying thematic codes, and interpretation. While each of these steps do inform the following steps, the overall analysis process is by no means strictly linear.

Transcription

The first step of our analysis was to transcribe the audio recordings of our interviews into full verbatims. As mentioned previously, these verbatim documents were garnished with the interview's metadata at the beginning of their text file. Additionally, any interesting or relevant comments made by the interviewee before or after the recording were noted in the interview's verbatim. No editorial license was taken with these transcriptions: they were written in their original language, grammatical and syntactic deviations from standard Canadian English and Quebec French were maintained, and onomatopoeia were noted. Nevertheless, we will translate all excerpts into standard Canadian English when we will include them in our thesis, while including the original text, when applicable, in footnotes. In addition, when possible, non-verbal communication as well as physical context cues were also included in parentheses. In retrospect, this transcription approach was overzealous and ended up making transcription more time intensive than it needed to be, considering that next to no value came from this additional level of detail.

Identifying Thematic Codes

Thematic codes were borrowed both from the concepts and theories identified in the literature review section. Specifically, we borrowed from Bedimo-Rung et al's categorization of perceived physical characteristics (Bedimo-Rung, Mowen and Cohen 2005) and the main park goals identified by Boulton et al. and Bijker and Sijtsma (Boulton, Dedekorkut-Howes and Byrne 2018; Bijker and Sijtsma 2017). We did, however, modify the Bedimo-Rung framework in light of participant responses, adding heritage and visitor volume as characteristics. Thus, we mostly used deductive coding for these themes.

We also coded themes concerning how participants compared the performance of Angrignon Park to other major parks, what data sources participants used when evaluating the park's performance, as well as what type of lay knowledge participants mobilized. These themes were derived from the interview questions detailed in Appendices 10 to 13. For the comparison and lay knowledge themes, the codes were found deductively, while for the data source theme we used inductive coding.

The coding was conducted using NVIVO, a thematic coding software commonly used in qualitative research. Each transcript was coded separately, beginning with the park user verbatims, followed by the civil servant verbatims. Once this process was completed, we were able to interpret our transcripts based on their themes.

Meta-Perspectives

To compare park user stakeholders amongst themselves and to civil servant stakeholders, we categorised participants' transcripts according to meta-perspectives. These meta-perspectives—anthropocentric, ecocentric and bureaucentric—were determined based on which activities participants practiced in relation to the park. These meta-perspectives mirror the different wellbeing aspects of park users' greenspace portfolio developed by Bijker and Sijtsma (2017). We categorized participants to an anthropocentric meta-perspective if a plurality of the "Practiced Goals" we attributed to their verbatims were from the "Active Recreation", "Alternative Uses", and "Socialization" codes. Meanwhile, we classified participants to an ecocentric meta-perspective if a plurality were from "Natural Functions" and "Passive Recreation", and to a bureaucentric meta-perspective if a plurality were from "Public Service." While there was also a "Through-

Transportation” code in the “Practiced Goals” theme, we did not take them into account when attributing meta-perspectives, as this practiced park goal did not engage with the park as a park, but rather as an alternative transportation route. Finally, although participants are categorized into a single meta-perspective, it is possible that their perspectives are more fluid. As such, the barrier between the anthropocentrists and ecocentrists should not be considered as rigid as the one between park users and park managers.

Overview of Interview Processes

The interviews themselves were fairly standard. We met our participants at the Bixi station located at the Angrignon metro station, which is a fairly open, central and neutral space in the park. We would engage in brief unrecorded pleasantries and conversation before and after the recorded interview. Any relevant unrecorded statements were written down in our notes, which were then transcribed into the beginning of our verbatims and served to enrich our analysis. All but one of our interviews were in person, either in the park or in the participant’s place of work. The remote interview was carried out via Microsoft Teams during the participant’s working hours.

Sociodemographic Profile

Min	Median	Mean	Max	Spread	Count
19	43	47	73	54	12

Male	Female	Total
5	7	12

We collected sociodemographic information to generate both a profile of our twelve park user participants as well as to enrich our analysis by comparing the frequency of certain themes as a function of their characteristics. To respect the anonymity of our participants, the following tables will be disaggregated by variable. Additionally, while we had two civil servant participants, we are only able to share that both are employed by the *service des grands parcs*, with one being a forestry engineer and the other being in a management position.

As shown in Table 6.1, the ages of our participants’ ages skew towards the right tail of the distribution. Only two of our participants were younger than 30, while most of our participants were

in their mid-thirties to their mid-fifties. Table 6.2, meanwhile, shows that there is a balance of male and female participants, with both genders being relatively equally represented.

DEC	Certificate	Bachelor's	DESS	Master's	N/A	Total
1	1	4	2	3	1	12

The near totality of our participants did not self-identify as a visible minority. This does not reflect the sociodemographic characteristics of either the Montréal CMA or the neighbouring communities of Ville-Émard, Côte-Saint-Paul or Lasalle (Statistic Canada 2021). Nevertheless, several of the participants who did not identify as a visible minority could have, in our opinion, also claimed visible minority status if they so desired based on their physical appearance. We will, however, only use the participants' stated identity for analysis purposes.

The educational achievement of our participants is noticeably higher than that of both the Montréal CMA as well as the neighbouring communities (Statistic Canada 2021). Thus, Table 6.3 shows that our sampling had significant educational attainment bias, as individuals with higher levels of formal education are more likely to engage with research projects. While we aimed to mitigate this by posting recruitment advertisements in high foot-traffic areas as well as on relevant community Facebook pages, our efforts were fruitless, as only three participants did not hold a bachelor's degree or higher.

Computer and information sciences and support services	1
Engineering	3
Biological and biomedical sciences	1
Social Sciences	1
Visual and performing arts	1
Health professions and related programmes	2
Business, management, marketing and related support services	1
French language and literature/letters	1
N/A	1
Total	12

Table 6.4 points towards a similar sampling bias as Table 6.3 did. Indeed, participants who had studied engineering made up 3/11 of the participants with a post-secondary diploma, and 3/10 of participants with a university degree. This suggests that members of the population with such an educational background are more predisposed to participate in our study than others. We believe that it is likely that the use of the keyword “performance” in our recruitment materials contributed to this bias. While in retrospect it may have proven wiser to use a diversity of keywords in our posters and social media posts, the fact that “performance” is in the title of our study made it difficult to sidestep the issue of self-selection bias.

Business, finance and administration occupations	1
Natural and applied sciences and related occupations	5
Health occupations	2
Occupations in education, law and social, community and government services	1
Occupations in art, culture, recreation and sport	1
Trades, transport and equipment operators and related occupations	1
N/A	1
Total	12

Table 6.5 once again points towards self-selection bias in the recruitment of participants. Over 5/12 of participants who gave a response regarding their career claimed to work in what the national occupation classification of 2021 considers to be “Natural and applied sciences and related occupations”. These individuals are more likely than others to participate in research as they conduct or interact with research in their professional lives. As we chose to pursue non-probability sampling, there was little that could be done to avoid this outcome considering the constraints of our study.

Tenant	Owner-occupier	Total
6	6	12

H4E (Ville-Émard/Côte-Saint-Paul)	H8N (Lasalle)	H3E (Nun's Island)	Total
7	4	1	12

Table 6.6 shows that we were able to interview an equal number of tenants and owner-occupiers. This is not reflective of the household characteristics of the Montréal CMA or the neighbouring communities, which are majority tenant-occupied (Statistic Canada 2021). However, this matters little as our study used non-probability sampling and because we are operating under an inductive framework.

Table 6.7 shows that, as previously stated, the overwhelming majority of our park user participants live near the park. While this may a priori be a sign of location-bias, we believe that it may instead be an indicator that Angrignon Park's catchment area is fairly limited. Additionally, the overwhelming majority of participants had recently visited the park.

Finally, Table 6.8 (on the following page) shows the demographic profile of park user participants according to their meta-perspective. The only striking pieces of information from this demographic profile are relative to the age of ecocentrists, the studies of anthropocentrists, the work of both meta-perspectives, the tenure of ecocentrists, and the forward sortition area of both groups. This last point is especially interesting, as the H4E forward sortition area is closest to the park's barbecue and picnic areas, while the H8N forward sortition area is nearest to the park's old-growth woodlands.

Interview Profile

We will now present our interviews' metadata, which is to say the mode of communication, their location, the activities accompanying the interview, and the dates. Concerning the dates, we will present them by week to respect our participants' anonymity.

We were successful in conducting the entirety of our park user interviews in person, which kept in line with our desire to promote a situated understanding of the situation in our participants during the interview. Nearly all of our interviews took place within Angrignon Park, with one interview

being undertaken in the eponymous metro station’s lobby at the participant’s request. This demonstrates that we achieved our objective of meeting park users in their “natural” environments. Finally, we mostly walked in the park with our participants.

Table 6.8: Park user participants’ demographic profile by meta-perspective		
Demographic variable	Anthropocentrists (n=8)	Ecocentrists (n=4)
	Count	Count
Age (Under 43)	5	1
Age (Over 43)	3	3
Gender (Male)	3	2
Gender (Female)	5	2
Education (Under Bachelor’s)	3	0
Education (Bachelor’s)	2	2
Education (Over Bachelor’s)	3	2
Studies (Engineering)	2	1
Studies (Non-engineering)	6	3
Work (Science)	2	3
Work (Non-science)	6	1
Tenure (Owner-occupier)	3	3
Tenure (Tenant)	5	1
Forward Sortition Area (H4E) ¹⁸	1	4
Forward Sortition Area (H8N) ¹⁹	6	0
Forward Sortition Area (Other)	1	0

Table 6.9: Interview dates by week									
34/24	35/24	36/24	37/24	39/24	43/24	44/24	45/24	3/25	Total
2	3	3	1	1	1	1	1	1	14
* the date format is ww/yy									

Table 6.9 includes our civil servant interviews and shows that we conducted half of our interviews in the first three weeks of fieldwork, while the other half of the interviews were stretched out over

¹⁸ Ville-Émard/Côte-Saint-Paul

¹⁹ Lasalle

18 weeks. In total, our fieldwork lasted 21 weeks, from late August to mid-January. We largely attribute this early bunching to the timing of our recruitment post on *Les amis du Angrignon Park's* Facebook page. The last interview stands out due to scheduling conflicts over the Christmas break. Finally, recruiting civil servant participants was made difficult due to a lack of direct, publicly accessible contact information for both staff and departments. This also extended the length of our fieldwork rather significantly and required us to try and reach them by several means, including calls to the municipal service line (311), emails to political representatives, emails and calls to the relevant unions, as well as cold emails.

Epistemic Issues, Research Limitations, and Positionality

Due to the use of non-probabilistic sampling and of a singular research setting, it is impossible to generalize our findings to other parks. There is also the problem of situatedness, as the results from our analysis are tainted by our own subjectivity, both as a park user and as a researcher.

A better rapport between the interviewer and interviewee potentially allowed for more meaning to come across as the interviewee were less guarded. As a resident of Côte-Saint-Paul and as a park user, we believe that it was easier for us to connect with participants through a shared relationship to the park and the neighbourhood, as participants often asked if we were from the area or used the park before giving far more detailed and nuanced responses than they had before. It is also possible that our positionality as a white, heterosexual, mid-twenties, able-bodied male may have also influenced participant responses.

CHAPTER 7: PARK USER PERSPECTIVES

This chapter will present the results from our interviews with park users. Definitions of park performance given by anthropocentrist participants centred the importance of the park space facilitating park use. Participants highlighted the importance of having sufficient facilities and levels of maintenance to accommodate the number of visitors the park receives, which was currently judged to not be the case. In contrast, ecocentrist participants emphasized the importance of nature being able to fully actualize itself in the park. An excess of human activity was seen as countering and limiting this natural appropriation of space and was therefore seen as anti-performant to this second group, highlighting a major tension between these perspectives and partially explaining within-group differences.

Anthropocentrist participants were mixed on whether they compared Angrignon Park to other large parks based on its size and amenities, noting inequitable park provision, or whether they compared it to itself due to the importance of its nature. Ecocentrist participants, meanwhile, mostly compared the park to itself due to its uniquely rich ecosystems and biodiversity. Participants from both categories showed a preference for first-hand and word-of-mouth data sources over social and legacy media; largely mobilizing user knowledge when talking about the park. Nevertheless, some ecocentrists who were members of activist and bird-watching groups made use of activist knowledge and associative expertise as well. These different frameworks likely lead to the two categories of park users holding divergent perspectives on park performance as well.

Anthropocentrist participants' perspectives also, when analysed through our modified Bedimo-Rung model of park characteristics (Bedimo-Rung, Mowen and Cohen 2005), treated access as positive in terms of the park's proximity to their homes, and negative in terms of its universal accessibility (due to a lack of bathrooms, water fountains, and separation between cyclists and pedestrians) and equity between the Sud-Ouest's main major park and other sectors of Montréal's main major parks (notably La Fontaine Park). These participants viewed aesthetics positively, noting visual natural attractiveness and large park design, though an abundance of litter was a sore point. The park's condition was more criticized due to litter, vandalism and overly noisy barbecuers being considered as incivilities towards the park and park users. Moreover, the condition of the park's maintenance was also found to be severely lacking, as bathrooms, water fountains, and trails were considered to have been left in a state of disrepair by anthropocentrist

participants. They also viewed the park's facilities as lacklustre, citing a lack of bathrooms, garbage receptacles, and park lights. Ecocentrist participants' perspectives, meanwhile, were similar, though their criticisms were largely framed around a lack of respect for nature rather than as impediments to human use of the park space. Loud barbecues, litter, improper horticultural maintenance, and a lack of promotion of the park's natural heritage were found to be particularly problematic. These ecocentrist participants often, though not always, conceived the park space to be a zero-sum space caught between human and more-than-human users.

Definitions of Park Performance

Definitions of park performance given by anthropocentrist participants nearly universally mentioned maintenance, often included facility provision, visitor volume and user satisfaction, and occasionally stressed the diversity of available park uses. This characterized their perspectives as being focussed on the elements of the park which helped park users interested in taking part in social activities or active recreation enjoy the space without impediment.

Maintenance was mobilized in definitions of park performance largely as it pertained to the general cleanliness of the park (i.e.: picking up litter). One especially passionate participant stated that for him, "the performance of Angrignon Park, for me, I would say that it's emptying the garbage more often. That's the big problem here. The garbage man, let me tell you man, that's a huge [expletive] problem. [...] I find that it's a big problem for performance because it looks pretty rough" (Participant #32486)²⁰. Speaking about where performance could improve, another participated stated that "there are tonnes of families that come picnic here and everything, and the garbage bins overflow all the time" (Participant #29827)²¹.

Beyond trash collection, the availability of waste collection bins was also considered as being tied to the park's performance. One participant summed up this feeling quite well, stating that her "only complaint on performance might be that there aren't enough garbage bins for the amount of people coming to the park and it ends up in mountains. There's garbage everywhere" (Participant

²⁰ « La performance du parc Angrignon moi, je te dirais c'est plus changer les, les poubelles plus souvent. Ça c'est un gros problème icitte là. Les poubelles là man, j'te dis là, c'est un crisse de gros problème. [...] Ça je trouve que c'est un gros problème de performance parce que ça fait dure là. » (Participant #32486)

²¹ « Il y a énormément de familles qui font des piqueniques et tout ça, et les poubelles débordent super souvent. » (Participant #29827)

#45082)²². Another participant, sharing suggestions he and his wife had written down for improving the park's performance, stated:

“Look I get that they put a bunch of garbage bins everywhere, but it seems like there are never enough (laughs). Maybe it would take, uhm, some new permanent infrastructure you know? I know that there are those containers with holes that trucks come and empty et cetera, that have more volume in them, because it's starting to look a little rough. Yes, adding more garbage bins is good, but at the same time, uhm, there are dozens of bins everywhere across the park, and it's starting to make things a little less aesthetically pleasing.” (Participant #77173)²³

This participant qualified support for additional garbage bins, claiming that in an effort to fix the cleanliness issue, an overcorrection might endanger the park's aesthetics, which he implied to be part of the park's performance as well.



Figure 7.1: Excessive amounts of waste bins — over a dozen in frame (left)

Source : (Imbeau 2025)

Figure 7.2: Out of order bathroom facilities (right)

Source : (Imbeau 2025)

While cleanliness was certainly an important factor, it was by no means the only one intersecting with facility provision; a lack of bathrooms and water fountains were also noted as limiting the

²² « La seule critique peut-être sur la performance c'est que y'a pas assez de conteneurs de déchets pour l'utilisation que le monde fait, ça fait des montagnes, ça fait des déchets un peu partout. » (Participant #45082)

²³ « Là c'est sûr qu'ils ont rajoutés énormément de bacs partout mais on dirait qu'il y en a jamais assez (rires). Peut-être que ça prendrait euh des infrastructures permanentes tsé, je sais qu'il y a des bacs dans des trous que les camions viennent vider et cetera, qui ont plus de volume là que de, disons que ça commence à faire un petit peu dur là. Oui de rajouter des poubelles c'est bien mais là en même temps, euh, il y a des dizaines de bacs partout dans le parc, ça commence à être un petit peu moins intéressant au niveau esthétique là. » (Participant #77173)

park's performance. One anthropocentrist participant claimed that “[she would] often leave the park early because [she wanted] to use the bathroom or go drink water” (Participant #58434)²⁴. This participant said this to follow up what her ideal of park performance would be, which she summed up as “the park should facilitate the utilisation of space” (Participant #58434)²⁵. Another participant, who was also frustrated with the bathroom situation, said that “[the City was] just putting Porta Potties, but between you and me, Porta Potties? That’s all I’ll say” (Participant #32486)²⁶. The participant with the list of suggestions from him and his wife added to this discussion, stating that even if the situation had gotten somewhat better with the new bathrooms by the barbecues, their chronic closures due to vandalism showed that “there is a clear lack of infrastructure” (Participant #77173)²⁷. These participants stressed the availability and aesthetics of basic park infrastructure, including waste, sanitary, and hydration facilities, as a core aspect of Angrignon Park’s performance.

A lack of facilities supporting active recreation was also noted. One participant mentioned that performance was lacking in this department when Angrignon Park is compared to La Fontaine Park and Jarry Park. He found that for a park of its size, “there are no, there aren’t many facilities. There are no chalets, no chalets in winter, so, uhm, when we come ski, there’s nowhere to put them on. Uhm, to go sledding there is nothing available either. You know like, maybe a little chalet might be nice” (Participant #77173)²⁸. This quote harkens back to Participant #58434’s ideal of park performance, where the park ought to facilitate the use of park space. This aspect of park performance was found by another participant to have declined over time, as “another thing [he found] lame was that there used to be a baseball field here before” (Participant #32486)²⁹. This speaks to a sense that a lack of organized sports in the park is also a loss in the park’s performance.

Visitor volume was either understood as the manifestation of park performance or an indicator of it for anthropocentrist participants. Multiple participants, when asked to define Angrignon Park’s performance, stated that it was performing well since it was used a lot: “I see that it’s used a lot

²⁴ « Je vais souvent quitter le parc plus tôt parce que je veux aller aux toilettes, aller boire de l'eau. » (Participant #58434)

²⁵ « Le parc faciliterait l'utilisation de l'espace. » (Participant #58434)

²⁶ « Ils mettaient juste des toilettes chimiques, mais on s'entends que les toilettes chimiques, c'est ça. » (Participant #32486)

²⁷ « Il y a un manque clair d'infrastructure » (Participant #77173)

²⁸ « Il y a aucun, il y a pas beaucoup d'installations, il y a pas de chalets, il y a pas de chalets d'hiver, donc euh quand on vient faire du ski de fond, pour renfiler les skis il y a rien de disponible. Euh pour aller à la pente à glisser il y a rien de disponible, tsé bon, peut-être avoir un p'tit chalet ça serait intéressant. » (Participant #77173)

²⁹ « Une autre affaire que je trouve plate c'est qu'il y avait un terrain de baseball icitte avant. » (Participant #32486)

on the weekend” (Participant #58434)³⁰, “[the park is] very performant [...] because it’s not a deserted park” (Participant #45082)³¹. Thus, the park being a vibrant social landscape can be perceived by anthropocentrist park users as part of their definitions of park performance.

User satisfaction was also an important facet of anthropocentrists’ definitions of park performance. One international student participant thought that “it’s interesting, like it’s a big park, but I don’t see many people talking about it, so I think that’s why I barely see people go: ‘Oh let’s have a picnic at that park’” (Participant #34217) when asked how she defined park performance. This speaks to a lack of enthusiasm about Angrignon Park being a damper to its performance, and that the park’s popularity was an indicator of this enthusiasm. Another participant, when discussing how one could measure the park’s performance, said that “of course it’s difficult to measure the quote unquote return on investment because people are happier [because of the park], they feel better, but that isn’t measurable” (Participant #29827)³². This participant critiqued park performance measurement, stating that one of the most important indicators, user satisfaction, was not measurable along quantifiable lines like a classic return on investment calculation.

Anthropocentrist participants gave diverse answers to the question of defining Angrignon Park’s performance. While ensuring cleanliness through regular maintenance and facility provision were by far the most frequently cited dimensions of performance, proper access to bathroom and hydration facilities, and availability of active recreation facilities were all considered to be important aspects of park performance as well. Visitor volume and user satisfaction were both considered, albeit less frequently than the previous items, to be both dimensions and indicators of Angrignon Park’s performance by participants. While the vast majority of these anthropocentrist participants’ definitions of performance follow Participant #58434’s idealistic definition of a park that facilitates park use, one participant was especially perplexed by the question, asking “how can nature perform you know?” (Participant #29827)³³.

Two perspectives of park performance were mobilized by ecocentrist participants when asked what their personal definition of park performance was in the case of Angrignon Park. Hard ecocentrist participants defined park performance such as the park “should be used to its

³⁰ « J’vois que c’est utilisé pas mal la fin de semaine. » (Participant #58434)

³¹ « Il est très performant [...] parce que c’est pas un parc qui est désert. » (Participant #45082)

³² « C’est sûr que entre guillemets le retour sur investissement il est difficile à mesurer parce que les gens sont plus heureux, ils se sentent mieux, mais c’est pas mesurable. » (Participant #29827)

³³ « Comment la nature peut performer tsé? » (Participant #29827)

maximum according to what it is, according to nature” (Participant #80983)³⁴. Another participant added to this sentiment, stating:

“For me the park should stay as wild as it is now so that we can come contemplate nature, not just walk around with stuff that makes noise and things that make trash and leave all of that everywhere. So it’s, I, from a certain point of view I want it to be anti-performant. [...] I think that would be something to do because I would like for the park to continue to grow and to become more beautiful so that all of the pretty things that are here now are able to remain.” (Participant #21614)³⁵

These definitions park performance highlight how the non-human park user envisioned by ecocentrist participants is a more legitimate park user than humans. When speaking about his ideal of park performance, the pro-park activist did not mention humans once. Instead, he highlighted and centred the importance of park performance on biodiversity and ecosystems.

For soft ecocentrist participants, park performance was geared towards both human and natural use values:

“I think a park is a shared recreational space, so the ability for it to do that, to provide this service to people, uhm... It’s a nature park, it’s a park. [...] Maybe I’m going a bit deeper than what most people would say because it’s more about humans, but I see it not just about humans, but about the ecosystem we have here. So this is kind of a special park 'cause it has a thriving ecosystem, so I think part of it should be to take care of that ecosystem.” (Participant #63162)

Comparison with Other Major Parks

As shown in Table 7.4, most anthropocentrist participants compared the performance of Angrignon Park both to other parks (of similar importance) and to itself, with one participant

³⁴ « C’est pour être utilisé à, à son maximum d’après ce qu’il est, d’après la nature. » (Participant #80983)

³⁵ « Moi pour moi le parc devrait rester aussi sauvage qu’il est maintenant et qu’on puisse venir contempler la nature, pas juste se promener avec des affaires qui font du bruit et des affaires qui produisent des déchets et laisser ça tout ça partout. Faque c’est, je, d’une certaine façon c’est qu’il soit un peu anti-performant. [...] Ça je trouve que ça serait une chose à faire parce que moi je voudrais que le parc puisse continuer à croître et à s’embellir et que les belles choses qui sont là puissent demeurer. » (Participant #21614)

comparing the park to the park system when hypothesizing about how civil servants perceive Angrignon Park’s performance.

	Table 7.1: Comparison for park user participants			
	<i>Anthropocentrist participants (n=8)</i>		<i>Ecocentrist participants (n=4)</i>	
Theme: Comparison	<i>n of participants contributing</i>	<i>n of transcript excerpts assigned</i>	<i>n of participants contributing</i>	<i>n of transcript excerpts assigned</i>
Code 1: To Another Park	5	9	2	2
Code 2: To Itself	5	5	3	3
Code 3: To the Park System	1	1	1	1

Anthropocentrist participants often compared Angrignon Park’s performance to that of La Fontaine Park and Maisonneuve Park, generally omitting Mont-Royal Park from consideration as it was perceived to be in a class of its own. These comparisons were done based on available facilities, available programmes, and user satisfaction. In terms of available facilities, one participant mentioned that “[he compared] it to other large parks in Montréal [...]. [He had] personally lived in central neighbourhoods for quite a few years and went to La Fontaine Park and Jarry Park fairly often. [He saw] things in those parks that could be done a lot better in Angrignon Park” (Participant #77173)³⁶. This participant captured a commonly expressed sentiment that other parks had more facilities, programmes and investment than Angrignon Park. Another participant directly accused the City of Montréal of lacking motivation when it came to Angrignon Park compared to other major parks: “There may not be enough motivation at the City of Montréal to do more, uhm, promotion [...]. There hasn’t been much that worked out in Angrignon Park. You know, in La Fontaine Park everything works. Here man...” (Participant #32486)³⁷. Other participants compared Angrignon Park more positively compared to other major parks based on its size and design. One participant claimed that “if we compare it with Maisonneuve Park, here it’s 92 [...], and Maisonneuve Park it’s

³⁶ « Je le compare, euh, aux autres grands parcs de Montréal [...]. Moi personnellement j’ai habité les quartiers centraux quand même quelques années donc je suis allé souvent au parc La Fontaine, au parc Jarry, et cetera. Euh donc euh je vois des choses qui pourraient être mieux dans le parc Angrignon par rapport à ces parcs-là. » (Participant #77173)

³⁷ « Il y avait peut-être pas assez de motivation de la Ville de Montréal pour euh, faire plus de promo [...]. Il y a pas grand chose qui a marché dans le parc Angrignon. Tsé parc La Fontaine tout marche. Ici man... »

25 hectares, so it's incredible. So that's my unit of measurement, so I feel lucky that I don't need to go far to feel satisfied, to go deep into nature. [...] It's my favourite." (Participant #45082)³⁸.

Several ecocentrist participants compared Angrignon Park to other major parks in Montréal, or its park system. Discussing how to better evaluate the park's natural heritage, a retired woman compared Angrignon Park to nearby Des Rapides Park: "there are signs that identify the, uhm, some birds. Here they don't have that. It seems to me like that's a part of, uhm, the park's richness, we could find a way to get people to know it better" (Participant #21614)³⁹. In terms of the park system, a man compared it alongside the entire *trame verte*, a municipally planned network of designated ecologically productive urban greenspaces called *écoterritoires*:

"Angrignon Park is important as well because we can connect it to other large spaces. Like in the Sud-Ouest we have, uh, a big potential in that respect, we have the Saint-Jacques Cliffs, that's an *écoterritoire*. The Des Rapides Park, that's also another major park, another *écoterritoire*, with the whole *Île-aux-Hérons* and all of that, with the lakeshore, uhm, which is nearby, the cliff and all of that, the park here, they all are part of an ensemble which, once connected together, will help propagate biodiversity across all of the, the sectors. So if, connectivity, so we, between all of those spaces there, it's an enormous potential to increase the biodiversity, which is huge. That's also another point to improve on and all of that." (Participant #18130)⁴⁰

Here, biodiversity levels are considered to be an integral part of the park's performance as they relate to the other *écoterritoires* through the *trame verte*. This signals that for certain ecocentrists with associative expertise, the park's natural performance can be understood as a single part of a wider network of urban greenspaces.

Participants also compared Angrignon Park to itself, considering that they could not compare it to other major parks due to its unique design and management. In terms of design, the parks natural

³⁸ « Si justement on le compare avec le parc Maisonneuve, [...], ben ici c'est 92 [...], puis le parc Maisonneuve c'est 25, donc c'est incroyable. Donc pour moi c'est mon unité de mesure, ce qui fait que chanceuse, j'ai pas besoin d'aller loin pour me satisfaire, pour aller loin dans la nature. [...] C'est mon préféré. » (Participant #45082)

³⁹ « Il y a des panneaux qui identifient euh quelques oiseaux. Ici il y a pas ça. Me semble que ça fait partie de, si ça fait partie des richesses du parc, on pourrait trouver une façon de les faire connaître au gens. » (Participant #21614)

⁴⁰ « Le parc Angrignon est important aussi si on peut le relier à d'autres grands espaces. Comme dans le Sud-Ouest on a euh, un grand potentiel à ce niveau là, on a la falaise Saint-Jacques, ça c'est un *écoterritoire*. Le parc des rapides c'est aussi un autre grand parc, un autre *écoterritoire*, avec toute la partie l'île euh, aux hérons pi tout ça, avec le bord du fleuve, euh, qui est proche, la falaise et tout ça, le parc ici, ça fait tout un ensemble qui, une fois connecté ensemble, vont aider à propager la biodiversité dans tout les, les secteurs. Donc si, la connectivité, donc on, entre tout ces espaces là c'est un potentiel à améliorer la biodiversité là qui est immense. Ça aussi c'est un autre point qui est à améliorer et tout ça. » (Participant #18130)

features were frequently cited, with one anthropocentrist participant stating that in other parks, the nature was more restrained:

“What I like a lot about Angrignon Park was this whole zone here that’s a real forest you know, so there aren’t really any points of comparison [with other parks]. There are other parks kind of like this one, but even with Maisonneuve Park, Jarry Park, let’s just say that there aren’t any zones with a real forest.” (Participant #29827)⁴¹

While this participant compares the parks physically, it is done to highlight the impossibility of comparing their performance due to fundamental differences in design. Another participant, who had recently arrived in Canada, found that:

“Montréal can be very different in different parts. So I used to [compare the parks] in the beginning when I first moved here, but now I just go and I'm not expecting anything because I think every place is very themselves, like I can't compare here to Jean-Drapeau for example. It's close to La Ronde [Six-Flags Theme Park] and there's pools with diving things in there so [...] it's not the same, but they're good in their own ways.” (Participant #34217)

Finally, a third participant mentioned that “the regulations aren’t the same. The only park in Montréal where you have the right to do a barbecue is right here” (Participant #32486)⁴². While the previous citations from anthropocentrist participants stressed the natural singularity of Angrignon Park, this last participant instead highlighted its uniqueness as a place for socialization.

Ecocentrist participants mostly compared Angrignon Park’s performance to itself, rather than to other parks. An avid birdwatcher said:

“No, I don’t generalise with the other parks because each park is different but, uhm, given that this park is really, uhm, close to my place, [...] it’s like my park. But I also go to Jean-

⁴¹ « Ce que j'aime beaucoup du parc Angrignon c'est que toute cette zone là c'est une vraie forêt tsé, donc euh il y a pas vraiment de comparaison euh, tsé mettons il y a le bois de Liesse mettons, ou il y a d'autres parcs un peu comme ça, mais même le parc Maisonneuve, le parc Jarry, il y a pas vraiment de zones avec du, un vrai bois mettons. » (Participant #29827)

⁴² « Les règlements sont pas pareils. T'as le seul parc de Montréal que t'as le droit de faire un barbecue c'est icitte. » (Participant #32486)

Drapeau on occasion, I'll go to the mountain on occasion, but uhm, it's also that I know [Angrignon Park] well, also that I know where to look for the birds." (Participant #21614)⁴³

This participant stresses the importance of the park's proximity, emotional attachment to the land, and knowledge of the land. Again, one participant let Angrignon Park influence her residential choice when buying her current condo: "I have a condo not too far from here, precisely for the park and the metro and the bike paths. I found that it was an area with more nature than elsewhere" (Participant #80983)⁴⁴. This condo-owner reinforces the importance of the land, for both its nature and its built amenities, for ecocentrist participants. This was not the only view amongst them, however, as one web-developer had a rather functionalist perspective:

"The reason I judge this one a bit differently is because of the nature here. Like we have protected species you know? We have the great blue heron, I've seen turtles, I've seen a fox, we have owls, we have all these crazy birds, so I do judge this one differently and I think it should be treated differently because of all these protected species." (Participant #63162)

This participant argued that Angrignon Park's rich natural heritage put it in a class of its own among Montréal's parks. This is a clear stance on the park's ecocentrism as well: Angrignon Park is held to different standards to other parks due precisely to its natural heritage.

Data Sources

The overwhelming majority of statements made about Angrignon Park's performance used first-hand experience as a data source, as shown in Table 7.5. These first-hand experiences were used by anthropocentrist participants to speak about all manner of topics, though usually related to the park's characteristics (access, aesthetics, condition, features, heritage, policies, and safety). Word-of-mouth was used in the same way, albeit less frequently. Use of grey literature as a data source was largely reserved for the park's management and its use as a rampart against urban heat islands. Legacy media was used as a data source to speak about the narratives surrounding

⁴³ « Non je généralise pas pour les autres parcs parce que chaque parc est différent mais euh, c'est ça étant donné que le parc est vraiment euh, proche de chez moi, [...] c'est comme mon parc euh, pi euh je vais aller à l'occasion à Jean-Drapeau, je vais aller à l'occasion à la montagne, mais euh, c'est aussi que je le connais bien faque je sais euh, où chercher les oiseaux » (Participant #21614)

⁴⁴ « J'ai un condo pas loin d'ici, justement pour le parc et le métro et les pistes cyclables. C'était un endroit qui avait plus de nature qu'ailleurs, trouvais là. » (Participant #80983).

the park, with participants viewing coverage as overly negative: “Do you know what’s a big thing that hurt the park’s image? [...] A murderer. [...] Rocco Magnotta when he decapitated the Chinese guy. [...] Guess where they found his head? Right there (points to a spot 2 metres away). [...] That really hurt the park’s image, big time” (Participant #32486)⁴⁵. While this is an extreme example, it mirrors the feelings of unjust negative coverage seen in anthropocentrist participants using social media as a data source:

“Facebook is full of nonsense. People will usually highlight the negatives instead of the positives. There are plenty of great stories here, but sure there are some less good ones. [...] What’s with this sense of fatality? And the famous, uhm, or rather the infamous Magnotta, that too. Was that the park’s fault? [...] I find that sometimes [social media] as well as the news are pretty alarmist.” (Participant #45082)⁴⁶

		Table 7.2: Data source for park user participants			
		<i>Anthropocentrist participants (n=8)</i>		<i>Ecocentrist participants (n=4)</i>	
Theme:	Data Source	n of participants contributing	n of transcript excerpts assigned	n of participants contributing	n of transcript excerpts assigned
	Code 1: First-Hand	8	123	4	56
	Code 2: Grey Literature	3	3	1	18
	Code 3: Legacy Media	2	4	1	1
	Code 4: Social Media	3	5	1	1
	Code 5: Word-of-Mouth	5	11	3	7

These excerpts show that some participants are critical of media accounts of the park’s performance. As one participant put it when mentioning that she checked social media about the park: “nothing beats coming to see things for yourself” (Participant #70927)⁴⁷. Considering these results, direct experience with the park appears to be a bona fide used by anthropocentrist

⁴⁵ « Grosse affaire qui a terni l'image du parc ici, tu sais c'est quoi? [...] Un tueur. [...] Rocco Magnotta quand il a décapité le chinois. [...] Où c'est qu'ils ont trouvé ça tête à lui? Ici (pointe vers l'endroit à 2m d'où on marchait [...]) Ça a terni beaucoup l'image au parc, mais solide là. » (Participant #32486)

⁴⁶ « Il y a un peu du n'importe quoi partout autant sur Facebook, ou des informations qui vont plutôt tout le temps souligner le négatif que les belles histoires tsé. Il y a pleins de belles histoires ici, il y a des pas bonnes. [...] C'est quoi cette fatalité-là. Pi euh, le célèbre, malheureusement célèbre Magnotta, bon ça aussi. C'est tu pas la faute du parc là? [...] Je trouve que les, parfois les [réseaux sociaux], autant les nouvelles, c'est alarmiste. »

⁴⁷ « Il y a rien comme d'y aller toi-même pour euh, vérifier par toi-même. » (Participant #70927)

participants to determine whether an opinion about the park's performance should be seriously taken into account.

Like anthropocentrist participants, the vast majority of statements made about Angrignon Park's performance by ecocentrists used first-hand experience as a data source, as seen in Table 7.5. Ecocentrist participants used these first-hand experiences to describe the park's natural characteristics and lacklustre bathroom situation, as well as nuisances and incivilities to the park's nature from socialization and criminal activities: "I'm trying to relax here, and I can hear the music from the loudspeakers from the other end of the park" (Participant #63162). Word-of-mouth was used to talk about incivilities from stemming from socialization as well as perceived insecurity: "I think there could be more lighting on the main road and the main exit for sure, especially since we've heard some stories, some terrible things" (Participant #63162).

Social media was used, meanwhile, as a data source by one participant to track the park's biodiversity: "the number of bird species, on eBird a few years ago, there was 180 different bird species that were logged here, so if we exclude a few misidentifications and all of that, there are still loads of birds that come to the park" (Participant #18130)⁴⁸. Finally, grey literature was also used by this ecocentrist participant to get information about the park's governance, regulations, and history:

"At first, it was by kind of looking through, uhm, the City's documents which had like, uhm, the history [...], I looked a little bit at the park's history and all of that, how it was built and all, and it's especially when I, I would say one of the catalysts [for my activism in the park] was when I discovered what they call, at the City, their *schéma d'aménagement* which since, at least in 2015 it was, uhm, the sector that I [undecipherable] classify as a protected natural space." (Participant #18130)⁴⁹

These excerpts and participants highlight the importance of first-hand experience in their appreciations of park performance. Unlike anthropocentrist participants, no ecocentrist participant mentioned anything to the effect of seeing the park for yourself as being the best gauge of

⁴⁸ « Le nombre de variété d'espèces d'oiseaux, sur eBird il y a quelques années, il y a eu 180 espèces différentes d'oiseaux qui ont été observé ici, donc si on exclue quelques erreurs d'identifications et tout ça, il reste que il y a beaucoup d'oiseaux qui viennent au parc. » (Participant #18130)

⁴⁹ « Au début, ça été de, en regardant un p'tit peu les euh, les, les documents que la ville avait comme euh, ou l'histoire, même l'hi, j'ai regardé un p'tit peu l'histoire du parc tout ça, comment est-ce qu'il a été bâti et tout ça, c'est quand j'ai surtout euh, je dirais un des points déclencheurs là c'est quand j'ai découvert le, ce qu'ils appellent euh, à la ville, leur schéma d'aménagement qui depuis, au moins en 2015 c'était euh, le secteur que je [undecipherable] classifie milieu naturel protégé. » (Participant #18130)

performance. Furthermore, eBird, a crowdsourced birdwatching social media, was mentioned by one participant as a data source, but two other birdwatching participants also said that they upload their observations to the app as well, with one stating: “for sure [my reason for coming to the park] is mostly for the animals, for observation, and that goes to eBird” (Participant #80983)⁵⁰. This suggests that some specialized social medias are significant to local birdwatchers as part of the birdwatching experience, as well as for their use as data sources to gauge the park’s performance relative to avian biodiversity. Finally, the use of grey literature by the activist ecocentrist participant may lead to him holding a different perspective of performance as compared to more lay park user participants, as he is using municipal data to make at least part of his judgement on the park’s performance.

Lay Knowledge

		Table 7.3: Lay knowledge for park user participants			
		<i>Anthropocentrist participants (n=8)</i>		<i>Ecocentrist participants (n=4)</i>	
Theme:	Lay Knowledge	n of participants contributing	n of transcript excerpts assigned	n of participants contributing	n of transcript excerpts assigned
	Code 1: User Knowledge	8	137	4	52
	Code 2: Professional Knowledge	4	8	0	0
	Code 3: Activist Knowledge	0	0	2	12
	Code 4: Associative Expertise	0	0	3	21

As shown in Table 7.6, user knowledge was overwhelmingly more mobilized as a type of lay knowledge than professional knowledge for anthropocentrist participants. While the former was used by all anthropocentrist participants, the latter was used by someone who worked in engineering, someone in administration, and someone in biology to speak about specific design elements, performance management, and horticultural maintenance respectively. Additionally, participants’ use of professional knowledge did not overshadow their use of user knowledge, rather, it was complementary.

⁵⁰ « C'est sur que pour les animaux c'est l'observation là ça s'en va à eBird là. » (Participant #80893)

Table 7.6 shows that user knowledge was likewise the most mobilized type of lay knowledge among ecocentrists, although several participants also used activist knowledge and associative expertise. Interestingly, while these participants frequently mobilized user knowledge when talking about incivilities, park maintenance, or a lack of park facilities, some participants mobilized this form of lay knowledge when explaining the intricacies of the park's natural spaces. We summarized an unrecorded statement made by one ecocentrist participant to this effect: "The participant used visual cues, notably a large red oak on the side of one of the trails in the woods, to help me find the condo. The condo is a tree with four bird hides and where we observed a sleeping owl" (our notes on Participant #21614's interview)⁵¹.

Associative expertise was mobilized by two members of a birdwatching club as well as by one pro-park activist to critique the general management of Angrignon Park's natural ecosystem. One birdwatcher mentioned contacting the City to ask them to improve the park's biodiversity: "I have already written, I think to the City or to the Sud-Ouest or the *service des grands parcs*. We could, like, install some birdfeeders. Attract the birds. Look, of course we can't attract foxes, that's no good for the City, but if we could at least attract some birds that would be nice" (Participant #80983)⁵². The activist, meanwhile, mobilized associative expertise to a far greater degree to lay out his association's vision for the park, however, in the spirit of participant confidentiality, we will not cite his interview for fear that this may be used to identify him. Finally, activist knowledge was a relatively rare form of lay knowledge mobilized by ecocentrist participants which was used to describe how participants pressured or questioned park managers. Again, in the spirit of confidentiality, quotes will not be included in order to protect participants' privacy. Nevertheless, these different frameworks for approaching the park's performance may explain part of the divergence between these park users' perspectives regarding the park's performance: users with professional knowledge might leverage it to use more formal definitions or measures of performance, while users with associative expertise might be able to approach park performance in terms more familiar to park managers, as we will see in chapters 8 and 9.

⁵¹ « La participante a utilisé des repères visuels, dont un grand chêne rouge sur la bordure d'une de chemin dans le boisé, pour m'aider à retrouver le condo. Le condo est un arbre avec quatre cachettes d'oiseau et où nous avons observé une chouette en train de dormir. » (Our notes on Participant #21614's interview)

⁵² « J'ai déjà écrit je pense à la ville ou au Sud-Ouest ou le département des grands parcs. On pourrait mettons mettre des mangeoires d'oiseaux. Attrayer les oiseaux. Bon c'est sur qu'on peut pas attrayer les renards, c'est pas bon pour la ville là, mais au moins attirer les oiseaux ça serait bien. » (Participant #80983)

Bedimo-Rung Park Characteristics

Anthropocentrist and ecocentrist evaluations of the park's characteristics, when analysed through our modified version of the Bedimo-Rung framework, give us a great deal of insight into the substance of their perspectives on park performance. This section will look into how they perceived access, aesthetics, condition, features, heritage, policies, safety, and visitor volume in Angrignon Park.

Access

	Table 7.4: Access for park user participants			
	<i>Anthropocentrist participants (n=8)</i>		<i>Ecocentrist participants (n=4)</i>	
Theme: Access	<i>n of participants contributing</i>	<i>n of transcript excerpts assigned</i>	<i>n of participants contributing</i>	<i>n of transcript excerpts assigned</i>
Code 1: Availability	3	3	1	2
Code 2: Equitable	3	9	1	2
Code 3: Individual	4	9	3	4
Code 4: Within Park	7	19	4	8
Code 4.1: Universal Accessibility	6	17	3	6
Code 4.2: Wayfinding	1	2	1	2

The main aspect of access stressed by anthropocentrist participants was universal accessibility within the park. An acute lack of sanitation and hydration facilities were found to deter park use and exclude vulnerable park users, such as children (and by extension families), as well as the elderly: "I can imagine that there are children and elderly people who, I mean, just by taking a stroll around the park there are people who will need to take a bathroom break, so it's hard. There are people who won't come here because of that" (Participant #58434)⁵³. Some participants also found the lack of separation between pedestrians and cyclists along the main path to be problematic. An avid handicapped cyclist shared that:

⁵³ « C'est sûr que je peux m'imaginer des enfants ou des personnes plus âgées je veux dire, juste faire le tour ici il y a des gens qui ont besoin de s'arrêter aux toilettes donc c'est difficile. Il y a des gens qui vont pas venir à cause de ça. » (Participant #58434)



“There used to be a delimitation, there were some signs here and there. I also seem to remember a line in the middle to separate the bike path, [...] it was separated by a line and there’s a part of it [...] that there’s a cement median, and the pedestrians were supposed to be on the other side. [...] Now it’s open. There’s nothing. And for me, starting and stopping my bike, that’s just about the most dangerous thing there is.” (Participant #61969)⁵⁴

Figure 7.3: The central path’s lack of delimitation #61969)⁵⁴

Source: (Imbeau 2025)

Availability of park space was mentioned by participants who were happy to have such a large urban greenspace in Montréal: “I find that it’s a great greenspace in Montréal, because you don’t have many big parks like this one. It’s super rare. Especially for an island” (Participant #32486)⁵⁵. Statements like this one highlight how important having a greenspace of this size and quality in an urban setting is for anthropocentrist participants.

Equitable access to parks was criticized by several anthropocentrist participants, who noted that parks in other sectors of Montréal received more attention from the City:

“The Sud-Ouest has always been a little neglected man. You know, for real the Sud-Ouest has always been considered, like, we’re in Angrignon, next to Lasalle, it’s not a good combo man [because of criminal and gang activity]. It’s absolutely not a good combo, and the civil servants don’t feel like investing here. They’ll put in a bathroom because people complained for ten years before we got functioning bathrooms. They don’t want to invest

⁵⁴ « Avant il y avait une délimitation, il y avait quelques pancartes ici et là. Et pi me semble qu’il y avait une ligne pour voie cyclable, [...] c’était séparé par une ligne et euh mettons il y a une partie presqu’au centre-là qui est en ciment là, ben les piétons ils étaient censés y aller de l’autre côté. [...] Là c’est ouvert. Il y a plus rien. Et c’est ça moi qui, moi démarrer en vélo, m’arrêter, c’est ce qu’il y a de plus dangereux à peu près. » (Participant #61969)

⁵⁵ « Je trouve ça fait un bon endroit de verdure à Montréal, parce que t’as pas des gros parcs comme ça ici là. C’est extrêmement rare. Pour une île en plus là. » (Participant #32486)

in Angrignon Park because they still think it's the '80s and '90s when there were street gangs fighting here.” (Participant #32486)⁵⁶

This life-long Ville-Émard resident argued, amidst a larger point about a lack of facilities and programmes in Angrignon Park compared to downtown parks, that inequitable park provision in the Sud-Ouest is both real and nothing new. This statement reflects similar feelings and statements made by another anthropocentrist participant who joked that it felt like there was a conspiracy from the Sud-Ouest and the City to neglect the park in order to avoid financial burdens. Other participants were more reserved in their criticisms of park provision equity, simply stating that it would be nice for Angrignon Park to have as many facilities as Montréal's other major parks.

Finally, individual access was noted as a positive element of Angrignon Park's performance. Anthropocentrist participants greatly appreciated the proximity of the park to their homes, which allowed them to visit the park regularly with relative ease. This was especially important to walkers, who were able to integrate a tour of the park into their daily walking routines.

Access was less stressed by ecocentrist participants than anthropocentrist participants as a park characteristic. While participants mentioned that the park was close to home (the “individual” code), only the activist highlighted the availability of park space and Angrignon Park's inequitable lack of park space and services when compared to other major Montréal parks. In terms of getting around within the park, participants mentioned both universal accessibility and wayfinding as problematic. Insufficient trail maintenance made the park harder to navigate in winter, requiring one participant to wear crampons on her boots. Two other participants found that the lack of clear separation between cycling and pedestrian paths, as well as improper maintenance, negatively impacted accessibility. One participant who had mentioned that the pedestrian and cycling paths had been separated in the past stated:

“Before the bike path was on this side, a bike path that is really dangerous for cyclists with too many cracks and then, me I go on the second path and there are people who remember the path being on the other side and there aren't any signs. There are some who, you know, crash into me and then say ‘go on the other side there’ you know? [The City doesn't]

⁵⁶ « Le Sud-Ouest a toujours été comme un peu négligé mon gars man. Tsé pour vrai là le Sud-Ouest a toujours été considéré comme, vu qu'on est Angrignon, Lasalle, ça fait pas bon ménage mon gars. Ça fait aucunement bon ménage, pi les fonctionnaires ont pas le goût d'investir ici. Ils vont mettre une petite toilette parce que le monde s'est plein pendant dix ans avant qu'il y ait des toilettes qui sont fonctionnels. Parc Angrignon ils veulent pas investir parce qu'ils pensent encore que c'est comme les années '80-'90, qu'il y a des gangs de rue qui se battent. » (Participant #32486)

have anything... And then the next day I saw, I saw some glass on the, uhm, bike path.”
(Participant #80983)⁵⁷

This conflict between path-users makes them inaccessible to vulnerable pedestrians and cyclists, which participants argue harms the park’s performance:

“If it was just a park, which was, with a self-contained bike path and all of that, it could be acceptable [to mix the bike path and the pedestrian path], but the fact that it’s almost the main bike lane to go between the [Saint-Lawrence] river and the Lachine Canal, we find that it’s, that we should get back the, the signage [indicating which side is for bikes and which side is for pedestrians] like before.” (Participant #18130)⁵⁸

Wayfinding was also perceived to be problematic. One woman stated that when she went birdwatching with her friends, they got lost easily since “with so much turning around, me when I go walking with my friends, we don’t go in straight lines, well we get all confused, and, uhm, the trees all look alike” (Participant #21614)⁵⁹.

Aesthetics

	Table 7.5: Aesthetics for park user participants			
	<i>Anthropocentrist participants (n=8)</i>		<i>Ecocentrist participants (n=4)</i>	
Theme: Aesthetics	<i>n</i> of participants contributing	<i>n</i> of transcript excerpts assigned	<i>n</i> of participants contributing	<i>n</i> of transcript excerpts assigned
Code 1: Attractiveness	12	30	4	6
Code 1.1: Olfactory	2	2	0	0
Code 1.2: Sonic	3	3	1	1
Code 1.3: Visual	7	25	3	5
Code 2: Design	5	12	0	0

⁵⁷ « Auparavant c’était la piste de ce côté là, une piste de vélo qui vraiment là est dangereuse pour le vélo avec trop de craques et puis, moi je me promène sur la deuxième piste et puis il y a des gens qui se rappelle que la piste de vélo c’était de l’autre bord et il y a aucun signe. Il y en a qui tsé qui me ramassent pi qui me disent vas-t-en de ce côté là tsé. Ils ont rien... Et puis la journée suivante j’ai vu de, de la vitre sur la euh, la piste cyclable. » (Participant #80983)

⁵⁸ « Si c’était juste un parc là, qui est, dont la piste cyclable reste à l’intérieur et tout ça, ça pourrait être acceptable, mais le fait que c’est presque une piste cyclable principale de communication entre le fleuve et le canal Lachine, on trouve que c’est, on devrait ravoir la, la signalisation comme avant. » (Participant #18130)

⁵⁹ « Alors pi à force de tourner aussi, moi quand je me promène avec mes amis, on promène pas en ligne droite, on devient tout mêlés, pi euh les arbres se ressemblent. » (Participant #21614)

Visual attractiveness was the most common aspect of aesthetics mentioned by anthropocentrist participants, as shown in Table 7.8. The park's natural ambiance was seen extremely positively by participants, for whom "Angrignon Park is beautiful because it's a park where you feel like you're in nature, there are a lot of wooded areas, it's fun to go for a stroll, you have the impression of being in a forest in Montréal" (Participant #77173)⁶⁰. This commonly held appreciation for the park's natural aesthetic is counterbalanced by criticisms levied towards the level of cleanliness: "there are spots I avoid in the park because I know that like over there, there are people that have lots of gigantic barbecues so I know there will be tonnes of garbage and so I'll avoid walking there" (Participant #70927)⁶¹. This dynamic was also seen in how participants described the park's olfactory and sonic aesthetics, citing beautiful birdsong and noisy loudspeakers, as well as the wonderful smell of the trees alongside the disgusting smell of garbage.



Figure 7.4: Woodland trails (left)

Source: (Imbeau 2025)

Figure 7.5: The view of the lake (right)

Source: (Imbeau 2025)

The importance of park design was also a notable aspect of aesthetics according to these participants. Participants appreciated the park's size, natural design, and the diversity of areas. Nevertheless, one participant criticized the park's design as being too concentrated in one area:

⁶⁰ « Le parc Angrignon est beau c'est que c'est un parc où on se sent en nature, il y a beaucoup de secteurs qui sont boisés, c'est vraiment le fun se promener, on a l'impression d'être en forêt à Montréal. » (Participant #77173)

⁶¹ « Il y a des spots que j'évite dans le parc parce que je sais que comme là-bas il y a des gens qui font comme pleins de barbecues gigantesques faque je sais qu'il va y avoir pleins de déchets faque j'y va pas genre marcher par là-bas. » (Participant #70927)

“The problem here in Angrignon Park is that everything is too concentrated over here by the metro [...]. The further you go into the park, the less things there are” (Participant #32486)⁶².

Aesthetics were barely mentioned by ecocentrist participants. While the park’s birds and trees were highlighted as aesthetic strengths, participants did not go into detail about the implications of aesthetics like anthropocentrist participants had.

Condition

	Table 7.6: Incivilities for park user participants			
	<i>Anthropocentrist participants (n=8)</i>		<i>Ecocentrist participants (n=4)</i>	
Theme: Incivilities	<i>n of participants contributing</i>	<i>n of transcript excerpts assigned</i>	<i>n of participants contributing</i>	<i>n of transcript excerpts assigned</i>
Code 1: Towards Nature	1	1	4	19
Code 2: Towards Service	5	7	2	5
Code 3: Towards Social	4	7	3	5

Anthropocentrist participants largely complained about two types of incivilities: incivilities towards other park users (towards social) and incivilities towards the park itself (towards service). A father who often brings his young family to the park for picnics had this to say about the former variety:

“There are some people who are pushing it. There are more and more people who are coming with huge speakers, loud music, and who bother three-quarters of the park with them. You know, a small radio I get it, [...] but when it sounds like we’re at the club when we’re 400 meters away, that’s pushing it.” (Participant #77173)⁶³

This complaint about speakers, and incivilities more broadly, during the weekend picnics was frequently repeated. Another participant, who mentioned loving having a beer in the park, added to this sentiment, stating that “look, when you’ve got a family beside you, and you’re drinking

⁶² « Le problème icitte, le parc Angrignon c'est que tout est concentré ici de la place du métro [...]. Plus que tu t'en vas vers le fond, moins qu'il y a d'affaires. » (Participant #32486)

⁶³ « Il y a des gens qui exagèrent. Il y a beaucoup de plus en plus des gens qui viennent avec des énormes speakers, de la grosse musique, qui dérange le trois-quarts du parc avec. Tsé, moi à la limite quelqu'un avec une petite radio, [...] mais là quand c'est rendu que ça sonne comme on est dans une discothèque pi qu'on est à 400 mètres de l'événement, c'est exagéré. » (Participant #77173)

forties and king cans, it's about respect too man" (Participant #32486)⁶⁴. These examples demonstrate that while the act of listening to music or drinking beers in the park is neutral, if not positive, the inability to coexist with other park users is a damper on the park's performance as it pertains to being a space anyone can use and enjoy. In terms of incivilities towards the park service, anthropocentric participants highlighted littering and vandalism.

Ecocentrist participants nearly exclusively mentioned incivilities in the context of them being directed towards nature, such as littering. For one participant, these incivilities came in the form of infractions against park regulations meant to protect local wildlife:

"They also put signs [...] that said woops 'no feeding the animals', 'pack up your picnic properly', uhm, 'no fishing', it's been a while that it's been like that. Me though, I never never see anyone [from the City] telling people that they shouldn't feed the ducks for example" (Participant #21614)⁶⁵.

For other ecocentrist participants, socialization in the form of barbecues is almost itself an incivility towards nature:

"People have barbecues, blast their radios, and uhm, it's not very good for nature, for the animals you know. [...] It isn't everyone who is aware of the issue, there are some who [...] are doing barbecues, especially at the park's entrance, who come in their SUVs, they park on the grass you know. Respect for nature. You know, that's a minimum." (Participant 80983)⁶⁶

Critically, these participants do not attribute these incivilities to malice, but to a lack of awareness of the issue of natural conservation. Additionally, simply having regulations on paper was seen as meaningless without enforcement. The pro-park activist explains:

"Often it's not malicious, but it's a lack of knowledge and all of that so uhm, it's, uhm, to protect natural spaces like this it [takes], yes regulations, but they need to apply them and

⁶⁴ « Tsé il y a une famille à côté, qui est à côté de toi pi t'es avec tes boys en train de boire des forties pi des king cans, le respect aussi man. » (Participant #32486)

⁶⁵ « Ils ont mis aussi des panneaux [...] avec woops interdiction de nourrir les animaux, remballer bien votre piquenique, euh euh bon interdiction de pêcher, ça ça fait longtemps que c'est là. Mais moi je vois jamais jamais jamais personne pour rappeler au gens qu'il faut pas nourrir les canards par exemple. » (Participant #21614)

⁶⁶ « Le monde fait des barbecues, mettent leurs radios au bout pi euh, c'est pas très bon pour la nature, les animaux là, faque tsé. [...] Ben c'est pas tout le monde qui sont sensibilisés, il en a comme tu dis là qui font des barbecues, surtout à l'entrée du parc, ils arrivent avec leurs VUS, ils stationnent sur le gazon tsé, le respect pour la nature. Tsé, ça c'est un minimum. » (Participant #80983)

you need to spread awareness to people. If we don't do these [actions], there won't be a crystal ball saying, 'oh we're going to make a regulation'. Sure, but if there isn't anyone to apply it like it is with the current situation, the sound systems are banned but no one intervenes, no one stops them, and so year after year it's been going up. So it takes, I believe, many kinds of interventions, regulations, and the spreading of awareness.” (Participant #18130)⁶⁷

Incivilities towards the park service were largely concerned with littering and vandalism, while incivilities towards other park users stressed noise pollution during barbecues and fireworks:

“In terms of performance and whether that's like the users' responsibility or the people that maintain it to enforce kind of decibel limits or, I don't know how they could stop fireworks, it's a big challenge. That's one concern I have about the performances, how do we you know, deal with people that are kind of abusing. [...] It's a public space you know? They have to share it with other people.” (Participant #63162)



Figure 7.6: Graffiti on the main welcome sign (left)

Source: (Imbeau 2025)

Figure 7.7: Some families having a barbecue (right)

Source: (Imbeau 2025)

⁶⁷ « C'est souvent pas pour malfaire, mais c'est un manque de connaissance et tout ça donc euh, c'est euh, pour protéger des milieux comme ça [prends], oui la réglementation, mais faut l'appliquer pi faut sensibiliser les gens. Si on fait pas ces, il y aura pas de boule magique ah on va faire un règlement. Oui mais s'il y a personne qui est là pour l'appliquer comme présentement, les systèmes de son sont interdit mais il y a personne qui intervient, qui vient les arrêter et d'année en année ça augmente. Donc ça prend j'pense plusieurs types d'interventions, de réglementation, de sensibilisation. » (Participant #18130)

	Table 7.7: Maintenance for park user participants			
	<i>Anthropocentrist participants (n=8)</i>		<i>Ecocentrist participants (n=4)</i>	
Theme: Maintenance	<i>n of participants contributing</i>	<i>n of transcript excerpts assigned</i>	<i>n of participants contributing</i>	<i>n of transcript excerpts assigned</i>
Code 1: Buildings and equipment	3	12	2	5
Code 2: Cleanliness	8	13	2	2
Code 3: Natural environment	4	7	3	8
Code 4: Trails	6	14	4	7

Anthropocentric participants frequently noted that the maintenance of the park’s water fountains, bathrooms, and trails left much to be desired. While we have already presented a great deal of criticism regarding the first two, the state of the trails was considered problematic as their lack of upkeep made them uninviting or dangerous. One participant mentioned that she gave up skiing after an incident where a poorly maintained trail caused her to fall and hurt herself. Criticisms of the walking trails largely tackled how muddy they were, which made walking in them during the summer months challenging. Finally, participants were confused by the horticultural maintenance,



Figure 7.8: Broken water fountain
Source: (Imbeau 2025)

since “the people from the City empty the garbage in pickup trucks, but the path is pretty narrow. So each time they end up demolishing the park [...], especially since it’s a marshy area so it gets wrecked constantly” (Participant #77173)⁶⁸. A similar confusion was also shared by a participant who felt that it was a shame that they cut down all of the ash trees.

In terms of the maintenance of the natural environment, ecocentrist participants highlighted the importance of ecosystemic maintenance as well as horticultural maintenance. These participants found that park performance was lacking with respect to both of these aspects. A condo-owner remarked that park performance is about “protecting the animals, because here we have some special species” (Participant

⁶⁸ « Les gens de la ville viennent ramasser en pickup les poubelles, mais en fait le sentier est extrêmement pas large. Donc à chaque fois ils démolissent le parc pour ramasser les poubelles, [...] en plus c’est un secteur qui est marécageux donc c’est tout le temps démolis là. » (Participant #77173)

#63162). He immediately explained why these species were relevant, admitting that “maybe I'm going a bit deeper than what most people would say because it's more about humans, but I see it not just about humans, but about the ecosystem we have here” (Participant #63162). Another participant lamented the state of this form of maintenance, saying that when she asked a police cadet what his role in the park was, he responded: “Well we remind people what the regulations are, don't feed the animals and all that, don't fish” (Participant #21614)⁶⁹. The ensuing conversation left her perplexed, however: “Well then I told him ‘well it's because you just passed a guy who's fishing in the lake there.’ ‘I didn't see him.’ And that was that. It's uhm, so sometimes I have trouble understanding what their job is” (Participant #21614)⁷⁰.

Ecocentrist participants also criticized damaging horticultural techniques. One stated:

“I've seen things happen, places where there were treads in the woods in May, so by compacting the soil, what it does [...], in woodlands when you compact all of that, you squash the roots and then you kill them. So when the borough does maintenance with heavy equipment in a protected woodland, and during a period when the soil is very humid, and it creates huge treads, I ask myself whether they're aware of the issues, of the proper maintenance techniques and all of that, are they trained to manage that?” (Participant #18130)⁷¹

This critique was shared by another ecocentrist participant, who remarked on the amount of tire treads left by heavy equipment in the woods. This excerpt stresses that while horticultural maintenance is important, if operations are done improperly, they risk doing more harm than good. Both ecosystemic and horticultural maintenance were perceived by ecocentrist participants to be linked to the performance of the park's nature and were the responsibility of park managers.

Trail maintenance was well received by ecocentrist participants, who congratulated the City for clearing the snow from the main path and for maintaining, climate change permitting, the cross-country ski trails in good condition. Sometimes, these congratulations were expressed directly to

⁶⁹ « Ben on rappelle au gens c'est quoi les règlements, pas nourrir les animaux et tout ça, pas pêcher. » (Participant #21614)

⁷⁰ « Bon, ben j'ai dis là c'est parce que vous venez de croiser un monsieur qui pêche dans le grand étang là. J'avais pas vu. Pi c'est ça. Euh. Faque parfois j'ai du mal à comprendre quel est leur rôle. » (Participant #21614)

⁷¹ « J'ai vu des choses qui se sont produit, des places où ils avaient des ornières dans le boisé au mois de mai, donc en compactant le sol, ce que ça fait [...], en milieu boisé quand on compacte tout ça, on écrase les racines pi on les tues. Donc quand l'arrondissement fait de l'entretien avec des équipements lourds dans un boisé qui est un milieu protégé, et dans une période quand le sol est très humide, et que ça créer des ornières importantes, j'me dis sont tu conscient des enjeux, des bonnes pratiques d'entretien et tout ça, est-ce qu'ils ont la formation pour gérer ça. » (Participant #18130)

the City: “last year, uhm, I went to the City to congratulate them. The paths, when there’s snow, they clear them” (Participant #80983)⁷². Finally, one participant found that bathroom facilities were not maintained enough due to chronic vandalism.

Features

	Table 7.8: Diversity for park user participants			
	<i>Anthropocentrist participants (n=8)</i>		<i>Ecocentrist participants (n=4)</i>	
Theme: Diversity	<i>n</i> of participants contributing	<i>n</i> of transcript excerpts assigned	<i>n</i> of participants contributing	<i>n</i> of transcript excerpts assigned
Code 1: Holistic	2	2	2	3
Code 2: Within Social	3	3	0	0
Code 3: Within Nature	0	0	1	2

Holistic diversity, or a diversity of park features which includes ecosystemic, socialization, active and passive recreation park goals, was mentioned by two anthropocentrist participants, who either practiced or observed the whole range of these goals. Diversity within social, or contained to socialization and active recreation, was mentioned by three participants. Both types of diversity were celebrated and found to be important to the park’s performance: “I find that it’s a very performant park because as you can see it’s used in all sorts of ways by all sorts of people” (Participant #45082)⁷³.

Ecocentrist participants who mentioned diversity of features did so both for a diversity between various park goals, as well as within natural functions. A web-developer expressed that he thought that the park should be able to be enjoyed by everyone:

“I think the different ways people could enjoy the park, 'cause people have different ways in how they want to experience it. For some it's relaxing, for some it's seeing nature, for some it's seeing animals, some it's adrenaline and sports and speed biking and mountain biking. So for others it's, I don't do it as much, getting together with family and doing picnics,

⁷² « L'année précédente euh, j'ai été à la ville pour la féliciter. Les pistes quand il y a de la neige ils l'entretiennent. » (Participant #80983)

⁷³ « Je trouve que c'est un parc qui est très performant parce que comme vous voyez là il est utilisé de toute sortes de façon par toute sortes de gens. » (Participant #45082)

others it's doing huge parties and cultural events. Seeing that the park can do all these different things, there's all these different ways it could perform so to speak, and I mean I think it does really well, offering all these different subcategories of, I don't know if it's performance, but yeah.” (Participant #63162)

This participant, as well as the other participant who had an excerpt corresponding to the code of holistic, acknowledges and valorises the diversity of park users, as well as their various goals and needs respecting Angrignon Park. Meanwhile, another line of thought held that the park does and should offer a variety of ecosystems:

“The performance of the park with respect to biodiversity, it’s the variety of ecosystems. I was talking about the lake which brings the ducks, but also in the natural woodlands, there are sectors identified as wetlands, and in the spring they’re flooded, and there are certain species of ducks that in the spring go there to nest, who are looking for spaces like that, and in an urban setting it’s become very rare because we have a tendency to drain them to make parks, the parks were drained.” (Participant #18130)⁷⁴

This view, while it does not antagonize non-natural uses for the park, stresses the park’s natural essence by saying that performance depends on biodiversity’s ability to find various ecosystems to inhabit.

	Table 7.9: Facilities for park user participants			
	<i>Anthropocentrist participants (n=8)</i>		<i>Ecocentrist participants (n=4)</i>	
Theme: Facilities	<i>n</i> of participants contributing	<i>n</i> of transcript excerpts assigned	<i>n</i> of participants contributing	<i>n</i> of transcript excerpts assigned
Code 1: Active recreation	4	12	1	1
Code 2: Basic Park Infrastructure	6	26	4	7
Code 3: Natural Functions	5	9	4	18
Code 4: Socialization	1	7	1	1

⁷⁴ « La performance du parc au niveau de la biodiversité, c'est la variété des milieux aussi. Là je parlais du Grand Étang qui amène les canards, mais dans la partie boisée naturelle, il y a des secteurs qui sont identifiés comme des milieux humides, pi au printemps ils sont inondés, et il y a certains types de canards au printemps quand ils vont nidifier, qui recherchent ces espaces-là, et en milieu urbain c'est rendu très rare parce qu'on a tendance à assécher pour donner accès aux parcs, les parcs ont été asséchés. » (Participant #18130)

Basic park infrastructure, such as bathrooms, water fountains, and park lights, were by far the most frequently cited reasons that the park's lack of facilities might compromise its performance. Active recreation facilities, while appreciated, were found to be lacking in scope by a number of anthropocentric participants. One participant who had been asking about the lake mused: "Ok but you know, canoeing, kayaking, I don't know, it would be cool" (Participant #70927)⁷⁵. Facilities for natural functions (i.e.: the woods or the ecosystem) were noted as particularly performant by a frequent walker:



Figure 7.9: A flock of Canadian Geese
Source: (Imbeau 2025)

"I do a lot of birdwatching as well and it's an excellent place for the birds and [...] the trails around the lake and all, uhm, I find it [...] amazing so that's why I come here so often, because I find that it's lovely and because of how its laid out and because of the birds we can see." (Participant #70927)⁷⁶

Ecocentrist participants highlighted the importance of natural amenities such as biodiversity, ecosystems, the old-growth woods, and the presence of protected species. A

frequent visitor told us that "it's a magnificent park, it really is, uhm, there are a lot of birds. There are also a lot of beautiful trees. Even some rare species. Rare essences, uhm, like the Virginia Cherry, the Hackberry, the Black Maple, the White Oak, et cetera. There are really plenty of things to see" (Participant #21614)⁷⁷. Another participant answered similarly, saying: "I judge this one a bit differently because of the nature here. Like we have protected species you know?" (Participant #63162). For the old-growth woodland, a participant reminded us that "here we're really in nature with a capital N, so that makes it a space, uhm, that's rare I would say, to find even in an urban environment, to find this type of, of decor, so uhm, one thing I learned is that there's a part of the park that's a natural woodland that was never cleared" (Participant #18130)⁷⁸. These excerpts

⁷⁵ « Ok, mais tsé faire du canot, du kayak, je sais pas ça serait cool. » (Participant #70927)

⁷⁶ « Je fais beaucoup d'observation d'oiseaux aussi pi c'est un excellent spot pour les oiseaux pi [...] les sentiers autours d'un lac pi tout, euh je trouve ça [...] ça formidable faque c'est pour ça que je viens aussi souvent parce que, je trouve que c'est beau euh, comment c'est aménagé, pi que les oiseaux qu'on voit. »

⁷⁷ « C'est un parc magnifique là vraiment, euh, il y a beaucoup d'oiseaux. Il y a beaucoup aussi de de de beaux arbres là. Des fois des espèces rares là. Des essences rares euh, comme euh, le cerisier de virginie, le micocoulier, le l'érable noir, le chêne blanc et cetera. Il y a vraiment plein de choses à voir. » (Participant #21614)

⁷⁸ « Ici on est réellement en pleine nature, donc ce qui en fait un endroit là, euh, euh, rare je dirais, même en milieu urbain, de retrouver ce type de, euh, de décor là, donc euh, pi une des choses que moi j'ai appris, c'est qu'il y a une partie du parc qui est une forêt naturelle qui a jamais été déboisée. » (Participant #18130)

demonstrate an understanding of the various components of the park's nature as highly performing amenities which primarily serve non-human park users. Nonetheless, ecocentrist participants clearly visited and consumed the park's space due to the presence of these natural facilities.

In terms of basic park infrastructure, ecocentrist participants noted a lack of bathrooms and waste receptacles as having a negative impact on the park's performance. One participant, however, did not mention the lack of these facilities at all, instead focussing on the absence of a welcome centre: "the winter quarters, they were kind of like the park's old welcome centre. They've been closed down for twelve years now" (Participant #18130)⁷⁹.



Figure 7.10: Winter Quarters as seen from outside the fences (left)

Source: (Imbeau 2025)

Figure 7.11: Winter Quarters as seen from inside the fences (right)

Source: (Imbeau 2025)

	Table 7.10: Programmes for park user participants			
	<i>Anthropocentrist participants (n=8)</i>		<i>Ecocentrist participants (n=4)</i>	
Theme: Programmes	<i>n of participants contributing</i>	<i>n of transcript excerpts assigned</i>	<i>n of participants contributing</i>	<i>n of transcript excerpts assigned</i>
Code 1: Active recreation	1	1	0	0
Code 2: Socialization	3	6	2	2
Code 3: Natural functions	0	0	2	3

⁷⁹ « Les quartiers d'hiver, c'était comme on peut dire l'ancien pavillon d'accueil du parc. Ça fait douze ans que c'est fermé. » (Participant #18130)

Anthropocentrist participants mentioned programmes infrequently compared to diversity and facilities when it came to park features. Socialization type programmes were the most frequently cited of the two programmes identified in Table 7.13. Anthropocentrist participants remarked that they enjoyed the current offer of programmes, including concerts from Montréal's symphonic orchestra and the cultural festivals.

Some ecocentrist participants stressed a need for programmes to raise awareness for the park's ecosystems and biodiversity. One participant noted that the park's proximity to childcare and educational centres provided synergies for these sorts of programmes:

"I think that we need to raise awareness with people and also, we have two primary and secondary schools [...] and a daycare, even a CEGEP you know, these are things that could be organized and that would be good for all of those people you know. It would be super useful, awareness needs to be raised with people at that age." (Participant #80983)⁸⁰

A lack of these sorts of programmes was considered a missed opportunity to increase the park's performance. Meanwhile, the symphonic orchestra concerts were the only socialization programme ecocentrist claimed to have participated in. These participants appreciated the concerts but kept their comments fairly limited.

Heritage

The anthropocentrist participant who mentioned natural conservation as an important heritage value did so in reference to the former petting zoo: "You know what I find lame, it's what they did with the, what was it called, Ferme Angrignon. [...] I remember how it was before, when there were llamas, ostriches. I don't know what happened" (Participant #32486)⁸¹. This participant highlighted the loss of the Zoo while talking about various natural elements of the park, thus associating the Zoo to nature. The loss of this space was interpreted by this participant as a loss in performance, specifically in terms of the park's effectiveness.

⁸⁰ « Je pense qu'il faut sensibiliser les gens et en plus, on a deux écoles primaires pi secondaires [...] et la garderie, pi même le CEGEP tsé, c'est des choses comme qu'ils pourraient organisés qui seraient bon pour toutes ces gens là là tsé. Ça serait vraiment pratique, les gens ils faut qu'ils sont sensibilisé à cet âge là. » (Participant #80983)

⁸¹ « Tsé moi ce que je trouve plate, c'est pourquoi qu'ils font rien avec le, le le, qu'est-ce qu'il est de la ferme Angrignon. [...] Moi j'ai connu ça quand il avait là. Quand il avait les llamas, les autruches. Je sais pas qu'est-ce qui c'est arrivé. » (Participant #32486)

	Table 7.11: Heritage for park user participants			
	<i>Anthropocentrist participants (n=8)</i>		<i>Ecocentrist participants (n=4)</i>	
Theme: Heritage	<i>n</i> of participants contributing	<i>n</i> of transcript excerpts assigned	<i>n</i> of participants contributing	<i>n</i> of transcript excerpts assigned
Code 1: Natural Heritage	3	5	4	10
Code 1.1: Conservation	1	1	1	3
Code 1.2: Envaluation	2	4	3	7
Code 2: Social Heritage	2	3	0	0
Code 2.1: Conservation	1	1	0	0
Code 2.2: Envaluation	1	2	0	0

The envaluation of the park’s natural heritage, however, was more widely shared by participants. They stressed the importance of protecting and developing the park’s biodiversity, with one participant stating:

“There are tonnes of, you know, small mammals, uhm, in the water there are some turtles, there are some snakes, there are tonnes of things going on, and also some protected plants. So I don’t know, maybe they should be more envaluated for people who come to the park but who aren’t regulars, who don’t know about them.” (Participant #70927)⁸²

This statement, which is representative of the other participant’s perspective, shows that the park’s biodiversity is an integral part of its heritage and that it should be shown off to new park visitors. This joins the conscious acknowledgement and presentation of the park’s biodiversity with the park’s performance.

In terms of the park’s social heritage, this participant stressed the importance of the conservation and creative reuse of the winter quarters:

“[The winter quarters] is a place where cultural activities could be hosted. You know earlier we were talking about, you know, how non-profit organizations should host activities and

⁸² « Il y a pleins tsé de petits mammifères euh dans l'eau, il y a des tortues, il y a des couleuvres, il y a pleins de trucs qui se passent, pi il y a des plantes aussi euh à statut. Faque je sais pas peut-être de, de plus mettre euh ça en valeur pour que les gens euh, ceux qui viennent fréquenter qui sont pas des réguliers, qui savent pas. » (Participant #70927)

all of that, well this would be the best place to do those kinds of things. There's no need to build anything new." (Participant #32486)⁸³

This participant missed the activities that used to be held in that building, and found that instead of keeping it as an abandoned structure, it ought to be occupied by non-profit organizations for them to host cultural programmes in.

Ecocentrist participants, meanwhile, only stressed the envaluation of the park's natural heritage. This took two forms: signage to highlight the animal and plant species present in the park, and investment in the park's various ecosystems. For the first type of envaluation, one participant compared Angrignon Park to the nearby Des Rapides Park: "in some parks, notably in Des Rapides Park, there are signs that identify, uhm, some birds. Here, we don't have that. I feel like that's part of, it's a part of the richness of this park, we could find a way to get people to know about it" (Participant #21614)⁸⁴. An activist argued that the City could use regulation to further conserve and envaluate the park's ecosystems, stating:

"We find that the park should be better protected at that level, uhm, by how the park is regulated. That's a problem because presently, with respect to regulation, it's actually more of an administrative question. While for some types of parks, like this one, we are one of the rare parks in this, this classification where it is, to have protected spaces, but with respect to regulation we're the same as some other park with no protected spaces and that is on the whole more of a park geared, really towards recreation and play structures." (Participant #18130)⁸⁵

This high-information participant argues that the park's nature could be better protected and envaluated if it was properly classified as a nature park, rather than as a recreational park. While this clearly demonstrates this participant's ecocentrism, it also shows how improper regulation

⁸³ « C'est tellement un endroit qui pourrait avoir des activités culturelles. Tsé tantôt on parlait que, tsé comme des organismes de faire des activités nanana, ça serait le meilleur endroit pour faire des affaires comme ça. Pas besoin de construire un autre endroit. » (Participant #32486)

⁸⁴ « Dans certains parcs, notamment au parc des rapides, il y a des panneaux qui identifient euh quelques oiseaux. Ici il y a pas ça. Me semble que ça fait partie de, si ça fait partie des richesses du parc, on pourrait trouver une façon de les faire connaître aux gens. » (Participant #21614)

⁸⁵ « On trouve que le parc devrait être mieux protéger à ce niveau là, euh, par la réglementation du parc. Ça c'est un problème parce que présentement, au niveau de la réglementation, c'est fait au niveau d'une question administrative. Alors que pour certains types de parcs, comme ici, on est un des rares parcs dans cet, dans la classification où il se trouve, à avoir des milieux protégés, mais au niveau de la réglementation on est pareil qu'un autre parc avec aucun milieu protégé et que l'ensemble du parc c'est plus, c'est réellement récréatif, des aires de jeux. » (Participant #18130)

concerning Angrignon Park can be perceived as harming its performance, in this case as a natural space.

Policies

	Table 7.12: Policies for park users (n=12)			
	<i>Anthropocentrist participants (n=8)</i>		<i>Ecocentrist participants (n=4)</i>	
Theme: Policies	<i>n of participants contributing</i>	<i>n of transcript excerpts assigned</i>	<i>n of participants contributing</i>	<i>n of transcript excerpts assigned</i>
Code 1: Budget	4	9	1	2
Code 2: Management	4	12	4	20

Anthropocentrist participants were critical of the park’s level of investment, citing a lack of bathroom facilities and maintenance on play structures and trails as evidence of this fact. In terms of park management, they found that while the presence of barbecues was positive compared with other parks, Angrignon Park sorely lacked surveillance. One participant, reflecting on his past work experience as a South-Shore teenaged park supervisor, said this:

“First of all, uhm, when I was younger, I was a park supervisor. [...] I was in Sainte-Julie. It was a relatively small park if we compared it with Angrignon Park. We were three full-time employees who watched and managed the park. Uhm, whereas here we have this huge park with hundreds, even thousands of people who come here on the weekend, and there aren’t really any employees charged with that here from what I understand. I find that a little...” (Participant #77173)⁸⁶

This lack of surveillance was found to have consequences on the park’s performance in many areas by anthropocentrist participants, notably vandalism of the bathroom facilities and excessive noise from some barbecuers.

⁸⁶ « Premièrement euh, on m'a, quand j'étais plus jeune j'étais gardien de parc. [...] J'étais à Sainte-Julie. C'était quand même relativement un petit parc si on compare avec le parc Angrignon. On était trois employés à temps-plein qui surveillaient le parc pi qui géraient le parc. Euh, tandis que bon ici qu'y est un immense parc avec des centaines, des milliers de personnes qui viennent la fin de semaine, il y a pas vraiment des employés attirer selon ce que je comprends. Je trouve ça un petit peu... » (Participant #77173)

The vast majority of excerpts associated to the theme of policies were coded as management for ecocentrist participants. These participants found enforcement to be absent from the park, noting a lack of enforcers as well as lacklustre job enthusiasm from the few who were present in Angrignon Park. In terms of separation between path-users, several participants mentioned that a lack of signage and markings were responsible for collisions and close calls between cyclists and pedestrians on the main path. Finally, a Lasalle condo-owner noted how it was “bizarre” (Participant #80983) that a public consultation she participated in was not followed up with action from the City:

“This was before COVID, uhm, five years ago there were people right in this area here (*Pavillon de l'étang*) there was a computer station where they asked us what we thought of the park and, uhm, they wanted to install a *manaudière* [it was unclear if this word was transcribed correctly and thus was impossible to translate] not too far from the metro, I don't know if you heard of that? [...] That was in Coderre's day I think, anyways, they even hired people to interview us. Right now, they haven't changed anything. It's true that [the City] changed administration but still.” (Participant #80983)⁸⁷

These perspectives show that park performance was found by ecocentrist participants to be contingent on at least these aspects of park management. Budgets, meanwhile, were mentioned by a single participant to highlight how park managers were attempting to rectify the bathroom situation with a multimillion-dollar investment in new temporary bathrooms.

Safety

Two anthropocentrist participants mentioned feeling that the park was a safe place. One remarked how much the situation has improved, stating that “you look like a great guy, If I was you, I wouldn't have come here at night if we were back in the day” (Participant #32486)⁸⁸. This feeling of safety was found to be linked to park performance, since if families and other users were not able to feel safe in the park, they would not come, which would be counter to performance.

⁸⁷ « Ça c'est avant COVID là, euh cinq ans il y avait du monde justement dans ce coin ci (*Pavillon de l'étang*), il y avait des stations d'ordinateurs pour nous demander ce, qu'est-ce qu'on pensait du parc pi euh, euh ils voulaient installer une manaudière pas loin du métro, je sais pas si t'avais entendu parler de ça? [...] Ça c'était dans le temps de Coderre je pense. Pi en tout cas c'est, ils avaient même engagé des gens pour interviewer. En ce moment, il y a jamais rien qui a changé là. C'est vrai qu'ils ont changé d'administration là, mais. »

⁸⁸ « T'as d'laire esti de bon gars, moi si j'étais toi je viendrais pas de la nuit quand c'était dans le temps. » (Participant #32486)

Two ecocentrist participants reported hearing about insecurity in the park due to having heard “some terrible things” (Participant #63162), with one participant claiming to feel unsafe in the woods: “what I don’t like is the security in the park. I’ve never seen any incidents, I’ve never seen incidents personally. Now it’s gotten to the point where the place looks like a campground, and also I used to go along the side of the lake there. Now I’m afraid of going there” (Participant #80983)⁸⁹. While the other participant in question did not feel unsafe in the park, he stated that this was “because [he is] an adult male” (Participant #63162), pointing to park safety being a gendered issue relating to park performance. These real feelings of perceived insecurity limit Angrignon Park’s performance as a space where people can go and enjoy nature as parts of it, especially its out-of-sight woodlands, might become off-limits to vulnerable users.



Figure 7.12: A campsite in the woods (left)
Source: (Imbeau 2025)

Figure 7.13: A tent along the lakeshore (right)
Source: (Imbeau 2025)

A third ecocentrist participant reported feeling unsafe in the woods due to widow-maker branches not being removed from above the walking trails: “now we’re going beneath a broken tree branch that has no more leaves on it, and it’s been this way for at least the past few months so, uhm, that’s where walking in some trails becomes a little bit problematic” (Participant #18130)⁹⁰. This

⁸⁹ « Ce que j’aime pas c’est la sécurité dans le parc. J’ai jamais vu d’incidents, j’ai jamais vu pour moi des incidents. Là c’est rendu qu’il y a du camping un peu partout, pi après j’y allait admettons le long du lac là. J’ai un peu peur d’aller là là. » (Participant #80983)

⁹⁰ « Là on passe en dessous d’une branche cassée qui a plus de feuille du tout et ça doit faire plusieurs mois que c’est cassé donc euh, d’où un p’tit peu la problématique de passer dans certains senti. » (Participant #18130)

feeling of ecogenic insecurity could also prevent some users, fearing injury or worse from a falling tree limb, from using the woodland trails, again limiting Angrignon Park's performance.

Visitor Volume

Finally, several anthropocentrist participants mentioned that visitor volume was an important indicator of the park's performance, since "if people weren't happy with what they have, or if they didn't have access to what they need, well then there wouldn't be as many people" (Participant #58434)⁹¹. In the words of another participant: "performance is also that it attracts a lot of people" (Participant #32486)⁹².

One ecocentrist participant mentioned that for her, visitor volume was inversely correlated with park performance. When talking about how the winter quarters have been abandoned for over 20 years, she said that "personally I don't care because it means there are less people in the park" (Participant #80983)⁹³.

⁹¹ « Si les gens ils étaient pas content qu'ils avaient pas accès à ce qu'ils avaient de besoin il y aurait pas autant de monde. » (Participant #58434)

⁹² « La performance aussi c'est que ça attire beaucoup de personnes. » (Participant #32486)

⁹³ « Personnellement ça me fais rien parce que ça fait moins de monde dans le parc. » (Participant #80983)

CHAPTER 8: CIVIL SERVANT PERSPECTIVES

This chapter presents the bureaucrist perspectives held by our two civil servant participants. Due to the stipulations of our research ethics certification, we will not present any direct quotations from these participants in order to maintain their confidentiality. The results from these interviews are more succinct, which we believe is due to the substantially smaller sample size of this category of participants, as well as their fundamentally different way of interacting with the park than park users: they understand Angrignon Park as a service and see it as the object of their work rather than the setting of their leisure. This chapter will analyse bureaucrist park definitions, their comparison of the park's performance to other major parks, their data sources, and their statements as classified through our adapted Bedimo-Rung framework of park characteristics.

Definitions of Park Performance

Our bureaucrist participants both agreed that their main definition of park performance was that the citizen was satisfied by the level of service provision provided by Angrignon Park. How the citizen could be satisfied changed from one participant to the other, however. The participant in management spoke more about general asset maintenance while the forestry engineer was more focused on the quality of the park's natural ambiance. A secondary definition of park performance highlighted by one participant was the follow-through of operations over objectives, which is to say that the park service itself would be considered performant if predetermined performance objectives were reached. These definitions stand in stark contrast with the definitions provided by park users in chapter 7, pointing to and partially explaining fundamental divergences in their perspectives on park performance.

Comparison with Other Major Parks

Participants mostly compared Angrignon Park to the park system, while they compared the park to itself when it came to forestry related tasks. Comparison to the park system was done to ensure equity between major urban parks. This comparison was effectuated by contrasting performance measurement information from each major park to each other and was used to allocate budgetary resources and manpower to the most in-need parks. Again, this stands in stark contrast to the

perspectives of park users presented in chapter 7, who viewed parks as spaces that should serve their users. This difference may lead to certain misalignments between civil servant and park user perspectives on park performance as well.

Data Source

Bureaucratic participants mostly mentioned using quantitative data, or statistics, and performance indicators to establish and measure the park's performance. Nonetheless, one participant also touched on qualitative data being important to performance evaluation, albeit without sharing how this data is used or why it was important.

Quantitative data was mentioned by bureaucratic participants as being given to them by boroughs, non-profit organizations, and extra-municipal agencies such as Statistic Canada. These statistics were then used to establish performance objectives tailored to each park's specificities and enshrined in design documents and project charters.

Performance indicators, meanwhile, were used to directly measure park performance. These indicators cover a variety of dimensions of park performance, including visitor volume, greening initiatives, territorial equity, urban canopy coverage, rainwater management, and tree health. Participants also stressed the importance of financial performance, or service efficiency, which is measured by a project controller. The indicators themselves are predetermined in park project charters, and as such indicators as well as performance objectives are known in advance. This demonstrates a preference for performance indicators by bureaucratic participants, both in terms of effectiveness and efficiency. It is worth noting that these participants claimed that Angrignon Park did not currently have any specific indicators attributed to it, as the service is currently drafting a new project charter for a major park renovation. As such, Angrignon Park was said to not share the same level of performance management that other major parks, such as La Fontaine Park, enjoyed. Nonetheless, several sore points highlighted by park user participants are not represented in these examples of performance indicators given by civil servants, calling into question their relevance for park users. As our park manager interviewees most likely did not provide us with an exhaustive list it is possible that other unnamed indicators did in fact cover these concerns, however, the fact that these indicators were given when asked about which performance metrics they used is telling and speaks to their importance for civil servants' work.

Bedimo-Rung Park Characteristics

While the Bedimo-Rung framework was built based on interviews with park users in their original paper (Bedimo-Rung et al 2005), we use it to analyse park manager perspectives on park performance in order to more closely compare and contrast them with the perspectives of park users.

Access

The only dimension of access mentioned by bureaucrist participants was equity. One participant noted that there was a lot of work to catch up on in Angrignon Park relative to the rest of the major park network. This inequity was seen as a problem both for the citizen as well as for the different boroughs and borough mayors. This participant stressed the importance of a new equity related performance management indicator called the *indice d'équité territoriale*, which tracks the equity of park provision across Montréal according to different geographic, social, and economic variables.

Condition

Bureaucrist participants found asset maintenance to be a top priority for their service. Participants acknowledged that this aspect of Angrignon Park's performance was sorely lacking in comparison to other parks, to the point where several buildings could almost no longer be saved. This was the case of the winter quarters, which a participant claimed had not been maintained for a decade by the borough, making it a target for a particularly involved creative re-use in the upcoming renovation of Angrignon Park. Nonetheless, maintenance was largely perceived to be the responsibility of other municipal actors, although one participant claimed that the Sud-Ouest borough specifically needed additional funding from the City of Montréal in order to have enough resources to maintain park structures such as the playgrounds.

Horticultural maintenance was also seen as highly important, especially in the recent past during operations to fight the Emerald Ash Borer epidemic. Ensuring forest health, both in terms of the trees as well as the ecosystem as a whole, was seen as critical to park performance. This was

seen as even more true due to the singularity of Angrignon Park's natural spaces and old-growth areas.

Features

Bureaucratic participants highlighted Angrignon Park's natural facilities, such as its natural ambiance and its woodland spaces. These were perceived as great locations for park users to enjoy the park in, be it through barbecues in nature to relaxing in nature. Other than this brief aside on the park's features, our civil servant participants did not highlight the bathroom situation, the lack of chalets, or any other feature related issue brought up by our park user participants.

Policies

Performant park management was seen by bureaucratic participants as proper follow-through between objectives and operations. The key to achieving this was through the budget, which is to say that plans should not be made if there are no financial resources available to make them happen. This perspective on the budget's role in park performance was used to explain why efficiency-oriented performance indicators were used, as well as to explain why the Sud-Ouest borough and other municipal services sometimes did not maintain the park to the level the *service des grands parcs* might like. One participant criticized the City's budgetary management of the park, stating that the borough cannot be expected to follow through on maintenance plans if they lacked the budget to do so, and that the *service de la planification et de la gestion immobilière*, which was held to be responsible for maintaining all structures in the park, only had so many projects they could take on in a year with their limited financial and human resources.

CHAPTER 9: DISCUSSION

In this chapter, we will critically analyse our results by putting them in relation to our research questions, hypotheses, theoretical framework and literature review. In addition, we will expand on the implications our findings hold for future research, practice, and policymaking. We will also detail our study's limitations and paths for future research.

Key Findings

This research set out to study the different perspectives held by Angrignon Park's stakeholders—namely civil servant park managers and its park users—on the park's performance. By categorising these stakeholders into three meta-perspectives depending on the reasons they interacted with the park (anthropocentrist, ecocentrist and bureaucentrist), we were able to compare their perspectives on performance.

Anthropocentrist and ecocentrist park users viewed the park as either a space for people or a space for nature. These participants, who encountered the park first-hand, prioritised lived experience as a data source to evaluate the park's performance. Their definitions of performance were for it to be either maximising the park space's ability to facilitate park use by people, or to maximise the park space's ability to be used by plants and animals, respectively. In contrast, bureaucentrist civil servants viewed Angrignon Park as a public service, rather than a space. Bureaucentrist participants used quantitative statistics and performance indicators to evaluate the park's performance, while acknowledging the importance of qualitative data from park users. These participants did not view park performance as facilitating the use of a space, but rather as providing a service which should be both effective and efficient: it will satisfy the citizen's expectations and respect project charters, and it will stay on budget.

These divergences lead to stark differences in performance evaluations between all three groups of park stakeholders. Despite these divergences, there were also convergences, such as the importance of maintenance and ecosystemic services, on park performance between the bureaucentrists, anthropocentrists and ecocentrists.

These findings highlight a need for participatory performance management processes in Montréal's *service des grands parcs*. This would allow performance-based budgetary requests to

reflect park user perspectives rather than only civil servant perspectives, as well as increase the availability of performance information to park users so that they may make more informed electoral decisions with respect to the management of major parks.

Interpretation of Findings

This section will contextualise our results with our research questions, our literature review, and our theoretical framework. The purpose of our interpretation is to communicate why our results matter and how they are significant.

What are the perspectives?

Our first research question asked: “what are the different civil servant and park user perspectives of Angrignon Park’s performance?”. Based on our division of participant stakeholders into three distinct categories, we were able to observe a few distinctions and similarities between these groups’ perspectives by analysing their perspectives through the Bedimo-Rung framework of park characteristics.

Anthropocentrist participants’ perspectives largely focussed on universal accessibility within the park, highlighting a lack of sanitation facilities and water fountains which they believed led to less visits from vulnerable users such as the elderly or young families. Additionally, these participants lamented the lack of repair on these facilities and on the trails, as well as a lack of garbage bins and recreational facilities more generally. Concerns about incivilities, specifically regarding loudspeakers were also commonly shared among these participants, as they felt it was disrespectful to other park users trying to enjoy themselves. They were also critical of the City’s policies regarding the park in terms of managing its assets, which they saw through abandoned infrastructure, lacklustre waste management and vandalism. On a more positive note, they put a great amount of emphasis on the park’s natural aesthetics as a key reason they came to Angrignon Park specifically. Additionally, they felt as if the park’s safety—especially when compared to the past—was rather inviting. Finally, they enjoyed the fact that the park was visited by many park users.

Ecocentrist participants were highly critical of incivilities in the park, especially as they pertained to damaging local ecosystems. This included loudspeakers scaring wildlife, littering, and fishing.

These participants also criticized subpar ecosystemic and horticultural maintenance, citing the use of heavy equipment in the woods during springtime and dangerous branches being left of walking trails in the woods. Additionally, they mentioned a lack of bathrooms, water fountains and garbage bins as missing features in the park which occasionally discouraged their use of it. Further still, a lack of evaluation of the park's natural heritage, namely its biodiversity when compared to the nearby Des Rapides Park, was another sore point. Several ecocentrist participants also mentioned feeling unsafe in the woods do to fear of criminal activity and low surveillance by park wardens and police officers. Some also felt as though too much visitation by humans was harming the park's performance with respect to promoting and protecting its natural environment. Highlights for these participants included the preservation of the old-growth woods, the local biodiversity, and trail maintenance during all seasons.

Finally, bureaucrist participants, who considered park performance to be relating to a system rather than to an individual park, viewed equitable access to green spaces as a problem for Angrignon Park relative to the rest of the major park network. This inequity was also seen as lacking concerning building maintenance, which was considered to be years behind where it should be. Positives for park performance stressed by our two civil servant interviewees largely featured access to high quality natural spaces and woodlands.

Why do perspectives differ?

Our second research question asked: "why are different civil servant and park user perspectives different from each other both between and within groups?". We found that these between-group differences were articulated along participants' understanding of the park as a space or as a service, as a unit or as part of a network and their sources of information regarding park performance, while the type of lay knowledge mobilized by participants and their reasons for interacting with the park explained within-group differences. The relevance of different park characteristics to their interactions with Angrignon Park, meanwhile, seemed to explain both within and between group differences in perspectives.

The first major factor explaining the difference between park manager and park users is how the park itself is conceived in definitions of performance: for the former, it is a public service while for the latter, it is a space. Anthropocentrists and ecocentrists disagree, to some extent, as to the intended beneficiary of this space, with the first category finding that park space should serve

people while the second category found in favour of nature. These stakeholder categories' definitions of performance explicitly referenced these space/service and human/nature distinctions, with bureaucentrists interviewees defining park performance as the delivery of a service that meets organizational and financial objectives as well as meeting the citizen's expectations, while anthropocentrist and ecocentrist participants defined it as a space that allowed humans or nature could take advantage of to a maximum degree, respectively.

In a similar vein, there was a convergence can perhaps best be seen in how both bureaucentrist participants and the ecocentric park activist conceived of park performance as relating to the entire park network in Montréal, while lay ecocentrists and anthropocentrists considered Angrignon Park's performance as it pertained to the park itself. This is in keeping with Mathers et al's (2015) [Mathers et al's \(2013\)](#) findings that "Friends of" groups and park managers sometimes held more similar views than those community groups and lay park users themselves. Indeed, lay stakeholders expressed that they felt the park to be either too unique from other parks to consider, or that they did not have a sufficient degree of knowledge of the other parks to properly consider them. It is of course a possibility that the question posed to them—"In your words, how would you define the performance of Angrignon Park"—may have primed them towards considering the park as a unit. However, as several participants compared certain aspects of Angrignon Park to other parks—such as its size, the quality or availability of its facilities, and the quality of the natural environment—or even hypothesized that civil servants considered park performance relative to the park system, the impact of this priming may not have been overly important.

The second major factor explaining this difference is the park characteristics the groups found relevant to understanding park performance. Each group tended to highlight characteristics that helped or disrupted their use of the park and framed their responses to highlight that. For example, ecocentrists were often critical of incivilities inasmuch as they would scare or harm local plant and wildlife, while anthropocentrists complained about these same incivilities because they would distract from their families' picnic. Bureaucentrists, meanwhile, who thought of the park as a public service, spoke much more at length about elements such as the park's condition and policies, as these were areas that they personally were able to work on. Moreover, our two civil servant participants each spoke of performance measurement information specific to their role within the organization, which is to say park management and urban forestry. This also corroborates the findings of [Casado-Arzuaga et al \(2013\)](#) with respect to the park user stakeholders, and to Crozier's (1964) theory regarding the compartmentalization of civil servant expertise and activity.

Additionally, park user participants largely mobilized first-hand or word-of-mouth information to judge the park's performance, the civil servants we interviewed relied on second-handed information from reports and performance indicators prepared by other civil servants within their organization, as well as by local boroughs and non-municipal agencies such as Statistic Canada. Additionally, while both anthropocentrist and ecocentrist park users acknowledged the diversity of park user profiles—noting that they observed large numbers of park users visiting and using the park in ways that they did not or would not—our civil servant participants referred to all park users as “the citizen”, implying that these stakeholders were relatively homogenous. These results align with Crozier (1964) and Godbout's (1983; 1987) theories of civil servants and public service users: civil servants worked on the park from afar, using professional performance management techniques, and monolithized park users into an average park user. Park users, meanwhile, were quite diverse in expression and use of the park and had direct contact with the park's outputs. Additionally, both ecocentrists and bureaucentrists stressed the importance of ecosystemic services, with activist ecocentrists and bureaucentrists focussing on the non-wellbeing dimensions of these services, in keeping with Mathers et al's (2015) and Granobles [Velandia et al's \(2023\)](#) findings respectively. As such, participants in these three stakeholder categories used different sources of information to feed their perspectives on park performance, which contributed to divergent conceptions of what performance was and meant to them.

Similarly, while anthropocentrists largely mobilized user knowledge as their preferred form of lay knowledge, ecocentrists demonstrated a higher degree of activist knowledge and associative expertise when speaking about the park's performance. This distinction follows Mathers et al's (2015) results regarding the differences between lay park user stakeholders and activist members of “Friends of” park organizations. The implications of these different types of lay knowledge which these stakeholders mobilized is that they led to them understanding park performance through different frameworks and contributed to divergent priorities and evaluations. As such, ecocentrist participants who were members of park related organizations, notably the park activist participant, held a far greater degree of similarity in terms of their ideal objectives and priorities for the park's performance to bureaucentrist than anthropocentrist participants or more lay ecocentrist participants.

Do current performance indicators matter?

Our third research question asked: “how well do existing performance indicators measure park user-defined performance?”. Before providing our answer to this question, we wish to underline the current importance of these indicators for civil servants currently managing Angrignon Park. Then, we will examine how statistically informed performance management techniques are, to a certain extent, misguided attempts at understanding park users’ expectations.

Current performance indicators were seen as incredibly valuable by civil servants. They allowed them not only to evaluate service efficiency, promote budgetary discipline and respect taxpayer resources, but also measure service effectiveness. By having a tool to gauge effectiveness, bureaucrist participants claimed to be able to better respect project charters and directives from political leadership, as well as measure the citizen’s appreciation of the park. These benefits of performance indicators were, in the case of Angrignon Park, theoretical, as one bureaucrist participant mentioned that the *service des grands parcs* was currently drafting a new masterplan for the park which would involve a new project charter and consequently new Angrignon-specific performance indicators. Additionally, indicators were to be constructed based off of socioeconomic and demographic statistics, which points to an understanding of park user perspectives on performance that is based on demographic factors such as age, education, income and gender, which is, according to the literature, a common practice in park management, alongside planning for visit-related behaviours such as visit frequency or visits’ time of day ([Mak and Jim 2019](#); [Ho et al 2017](#); [Rahimi et al 2021](#); Liu et al 2017; Ma et al 2022).

Nevertheless, park users’ perspectives are not entirely subject to statistical categorization. Our results demonstrate that park users of various ages, genders, abilities, incomes and residential tenures took on both anthropocrist and ecocrist perspectives, although certain demographic commonalities did exist within these categories. This practice of statistically informed performance indicator construction fails to account for the importance of park users’ lived experience and personal park uses which are not inherently linked to their demographic characteristics: a young birdwatcher may have more in common with an elderly birdwatcher than they do with a young barbecuer. Our civil servant participants were aware of this and often stressed that park users have invaluable qualitative performance information which they and their service lacked. This strongly suggests an awareness that performance indicators may not wholly capture the park’s performance. These findings provide evidence to support our third hypothesis, which states that “current performance indicators will near exclusively reflect civil servant perspectives.”

Furthermore, a disconnect between performance indicators which either do not cover only Angrignon Park, or which reflect aspects of performance which are incongruent with park user perspectives, could harm the public legitimacy of these indicators and, as a result, the *service des grands parcs* itself. While several of our participants were satisfied with the park, most believed that the park's performance should be improved. Some park user participants felt so alienated by park management that they believed civil servants were purposefully ignoring and underinvesting in Angrignon Park, thus harming its performance, as part of either a political squabble between the City and the boroughs, or due to apprehensions to invest in a criminalized park and neighbourhood.

Implications

Theoretical Implications

This research supports Crozier (1964) and Godbout's (1983; 1987) contentions that bureaucracy is a highly rigid organizational structure that abstracts, rather than engages with, service users. The contents of bureaucentrist civil servants interview verbatims corroborated behaviours predicted by their theories: they only spoke on matters they were experts on, and they abstracted park users as "the citizen". This highlights the continued relevance of their theories into the 21st century, at least as far as Montréal's *service des grands parcs* is concerned.

Practical Implications

Our study suggests that the *service des grands parcs* should strongly consider integrating park user feedback into its performance evaluation processes through increased public consultation. Such public consultation could take the form of an online suggestion box made available to park users through signs with QR codes attached to them in park entrances and high-traffic park areas. These suggestions could start with a user satisfaction survey which lists aspects of park performance brought to light through previous consultations, followed by a brief open form comment section. The *Office de consultation publique de Montréal* (OCPM) could manage this suggestion box and, before the end of the fiscal year, produce a report presenting the key themes to the *service des grands parcs*. In order to respect how park users perceive each park as a unique space, rather than as a component of a greater park system, a suggestion box should be available

for each major park managed by the service. The *service des grands parcs* should, in a publicly available annual report, demonstrate how the previous years' public feedback was integrated into the current years' operations and strategic planning. This sort of practice would also imply that the *service des grands parcs* would make current and future performance indicators transparent and publicly accessible as well. This kind of action could help alleviate some of the cynicism expressed by park user participants vis-à-vis the *service des grands parcs*' management of park performance and of Angrignon Park more generally, as well as foster a stronger culture of participatory governance within the service. While we were not able to find examples of such forms of community input in other municipalities, the City of Montréal already has significant participatory infrastructure that could be mobilized to enact such a policy.

Our findings also suggest that performance indicators used to evaluate parks should be tailored to each park, be laid out on the basis of park users' use profile alongside their sociodemographic profiles and be coherent with lay park users' experiential knowledge on the park's performance. This would imply increased qualitative analysis of park users and thus increased training for the service's relevant employees on qualitative analytical methods. Nevertheless, a greater proximity of effectiveness-oriented performance indicators used by the *service des grands parcs* and perspectives on park performance held by park users would likely increase these indicators' public legitimacy. From our results, we believe that some indicators could already be constructed, such as: the frequency of heavy machinery deployment into woodlands during critical months, crowd-sourced counts of bird population (eBird), the number of interventions regarding sonic incivilities, the average bathroom facility uptime per month/quarter/year, the number of unique cellphone devices in the park per month/quarter/year as a proxy for park visitor volume (SafeGraph), the number of cultural festivals, the number of bags of garbage filled from stray litter, or the number of reported collisions between cyclists and pedestrians. The creation of these indicators could be done in conjunction with the OCPM, with the *Service de la planification stratégique et de la performance organisationnelle*, and, of course, with non-profit organizations.

Finally, as non-profit organizations were found to be important for park performance through their actions by park users, and through their political vision by civil servants, it could be interesting to incorporate horizontal governance mechanisms for each major park. These horizontal governance techniques could mirror Montréal's *tables de quartier*—neighbourhood roundtables which bring local community organizations together to discuss and provide the City with input on local social issues—by creating a space for non-profit organizations active in parks to gather and discuss issues facing the park and, critically, provide input to the *service des grands parcs*. By formally

integrating these park roundtables into the *service des grands parcs*' organizational chart, the disconnect between civil servant and park user perspectives on performance may be somewhat alleviated. From an operations perspective, these roundtables may also allow non-profit organizations to take more regular and coordinated actions in the park regarding cleanliness and event programming.

Limitations

The scope of our study's findings and their generalizability were limited due to several shortcomings. Our small sample size greatly limited the availability of data to analyse, which greatly limited the validity of our findings. Furthermore, the fact that we were only able to recruit 2 civil servants makes any generalization on what civil servants believe impossible. Next, we used leading recruitment material. Our physical posters and social media posts contained the word "performance", which may explain a part of the overrepresentation of participants who had studied engineering and who work in a science related field. Furthermore, these recruitment materials were full of greenery and lacked any sports equipment, which may have biased participants into adopting more ecocentrist perspectives. We are also an inexperienced interviewer and researcher, meaning that poor interviewing and analysis techniques may have biased participant responses and interpretation. Finally, we did not expressly include 3 very important perspectives: those of the numerous homeless park users/residents, those of the civil servants working for the Sud-Ouest borough, and those of City and borough elected officials.

Lessons for Future Research

Our study presents lessons for future research, both theoretically and methodologically, that could be applied to the study of urban parks and beyond. Our introduction of meta-perspectives as a framework for understanding and contrasting park user and civil servant park performance perspectives is a starting point for further research, leading to several questions. First, can the typology of meta-perspectives be refined? Are there more precise meta-perspectives left to be uncovered, such as, for example, a homeless meta-perspective? Do these more fine-grained meta-perspectives exist for Angrignon Park or for major parks more generally? Next, do these meta-perspectives express themselves the same across cultures and cities? Research from this

angle could contrast meta-perspectives from immigrant and non-immigrant participants, anglophone and francophone participants, indigenous and non-indigenous participants, as well as from major cities around the world, and across Quebec's urban hierarchy. Finally, can meta-perspectives be applied to non-spatial municipal services (i.e.: not parks) such as waste management, public transportation, or water services?

Additionally, a greater variety of research methods, notably mixed methods, could increase the generalizability and scope of the findings of a similar study. Surveys could have been used to replace our use of certain closed-ended interview questions, which would have allowed us to reach a greater number of participants. Willing respondents could have been subsequently contacted to participate in semi-structured interviews. Next, a new survey could have been created following the analysis of the initial survey and interviews to verify the generalizability of the interview findings. This survey could then be distributed to verify the generalizability of the interview findings. Participatory cartography could have been used to map which spaces were associated with performance by participants, alongside non-participatory observation to measure and qualify the use of various park spaces. The results of this mapping could also be included in the generalization survey.

CHAPTER 10: CONCLUSION

This thesis has examined the various perspectives held by park stakeholders—both the civil servants responsible for as well as the park users visiting Angrignon Park—on park performance; examining their given definitions of park performance, the types of data they used, the kinds of lay knowledge employed by park users, as well as how they evaluated the various park characteristics identified in the Bedimo-Rung framework. By employing a qualitative methodology centred on semi-structured interviews and thematic analysis, this study has sought to bridge the gap between institutional performance frameworks and the lived experiences of individuals who regularly engage with the park. The findings illustrate that Angrignon Park's performance is a contested concept, influenced by positions and specific interests of different stakeholders categories; namely anthropocentrist and ecocentrist park users and bureaucrist civil servants.

This research further highlights significant limitations in existing performance evaluation frameworks employed by municipal authorities. Traditional metrics, often based on quantitative indicators such as maintenance costs, visitor counts, and infrastructure conditions, fail to capture the qualitative dimensions of park performance that matter most to users. The findings suggest that integrating participatory governance mechanisms and qualitative assessment methods—such as user satisfaction surveys, participatory performance indicators and park roundtables—could enhance the responsiveness of municipal park management.

Furthermore, our results call into question assumptions of neutrality and superior expertise from civil servants. Without strong qualitative data gathered from diverse park users, park managers risk generalizing the loudest and most organized park users' perspectives to all park users. This process of monolithization could devalue the perspectives of less organized groups in the eyes of park managers, leading to a situation where a large contingent of park users' expectations are not properly taken into account. In our study, this was seemingly the case for anthropocentrists. As all park users theoretically have the same vote and the same tax bill, these assumptions of "average citizen" perspectives could prove problematic from a democratic perspective.

Our findings also reveal a potential power asymmetry between stakeholder groups holding different perspectives on park performance. With the most organized and involved park user participants we interviewed being exclusively of an ecocentrist persuasion, it is possible that the more numerous voices of non-activist ecocentrists and anthropocentrists are left behind. By having the epistemic capital to communicate in terms more familiar to civil servants, these

organized park users, leveraging their associative expertise and activist knowledge, may have an easier time convincing civil servants to listen to their perspectives regarding park goals and measures of performance. This may influence not only the management of the park's performance, but its future planning and development as well. Of course, due to our small sample size and non-probability sampling methods, our findings are not generalizable to the entire park user population unless more extensive interviewing and surveying work is carried out.

Viewed through the lens of stakeholder theory, this imbalance demonstrates that current municipal governance frameworks, with respect to major parks, fails to balance the interests of all park users. While our civil servant participants mentioned that qualitative data is critical to developing plans for Angrignon Park, such public engagement has not been forthcoming according to several of our park user interviewees. Many of them lamented a lack of transparency; cynically stating that they felt as though there was a conspiracy to underinvest in the park. As it stands, our civil servant participants only mentioned engaging with organized civil society groups concerning the park, rather than with a broad spectrum of park users. As such, lay park user stakeholders seem to be left out from park governance and performance management strategies, which may lead to practices and future development plans creating less than optimal value propositions for these groups.

Another key contribution of this study is the use of meta-perspectives—anthropocentric, ecocentric, and bureaucentric—to help us understand how park performance is perceived and evaluated depending on participants reasons for interacting with the park. Anthropocentric perspectives prioritize accessibility, recreational facilities and social interactions, whereas ecocentric perspectives emphasize biodiversity, environmental stewardship, and the minimization of human interference. The bureaucentrist perspective, as adopted by our two civil servants participants, aligns more closely with operational efficiency, budgetary constraints, and policy mandates. The divergence in these perspectives underscores the challenge of reconciling municipal governance with user expectations. Beyond their application to our research project, meta-perspectives may also prove to be a valuable tool for qualitative research in the future, as they can allow researchers and analysts to more easily identify and typologize diverse user perspectives beyond statistically informed sociodemographic approaches.

This study also raises important considerations for future research. First, expanding the sample size and employing mixed-method approaches could provide more generalizable insights. Additionally, comparing park performance across different socio-cultural contexts would offer a

broader understanding of how park users define and evaluate performance. Lastly, extending the meta-perspective framework to other public services, such as public transportation or waste management, could further illuminate how citizens interact with municipal services beyond urban parks.

By acknowledging the diversity of perspectives on park performance, municipal authorities can foster a more nuanced, adaptive, and democratic approach to urban park management. This study underscores the need for a shift towards more integrative and participatory governance mechanisms that recognize and incorporate the diverse needs and values of all park stakeholders.

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APPENDIX 1: CONSENT FORM (ENGLISH)

Consent form

« La performance des services publics montréalais : visions expertes et citoyennes »
(The performance of Montreal's public services: perspectives from experts and citizens)

I am aware of the study described in the information letter.

I have been informed, orally and by writing, of the research objectives, of the data collection methods, and of the terms of my participation in this project.

I have also been informed of:

- a) the ways in which the research team will ensure the confidentiality and protection of the collected data;
- b) my right to end the interview or its recording, as well as to refuse to answer certain questions if I so desire;
- c) my right as a volunteering participant in this study to withdraw my participation at any time without any negative repercussions;
- d) my right to communicate with the main researcher (Gabriel Imbeau, gabriel.imbeau@inrs.ca) or his research supervisor (Pierre J. Hamel, pierrej.hamel@inrs.ca) if I have any questions about the project.

I understand that I have the right to withdraw my participation from this research project at any time as well as to refuse to answer certain questions without having to justify myself and without incurring any inconveniences.

I have been assured that all statements made by myself in the scope of this interview will be conserved in a confidential manner and processed in an anonymous manner. However, I am aware that despite all the precautions taken to that effect, it remains possible that I can be indirectly identified.

I allow the main researcher, who is identified below, to cite certain excerpts of the interview exclusively for research purposes.

I accept to participate in this study according to the terms described in the project's information letter which is appended to this form.

I will sign two copies of this form and conserve on of them.

Participant's signature

Date

Gabriel Imbeau – Main researcher
gabriel.imbeau@inrs.ca

Pierre J. Hamel
pierrei.hamel@inrs.ca

This project has been approved by the Comité d'éthique en recherche avec des êtres humains de l'INRS : 24-793, 2024-07-30.

24-793
2024-07-30

2/2

APPENDIX 2: CONSENT FORM (FRENCH)

Formulaire de consentement

« La performance des services publics montréalais : visions expertes et citoyennes »

J'ai pris connaissance de la recherche décrite dans la lettre d'information.

J'ai été informé.e, oralement et par écrit, des objectifs de la recherche, de ses méthodes de cueillette des données et des modalités de ma participation au projet.

J'ai également été informé.e :

- a) de la façon selon laquelle l'équipe de recherche assurera la confidentialité des données et protégeront les renseignements recueillis;
- b) de mon droit de mettre fin à l'entrevue ou à son enregistrement, si je le désire, ou de ne pas répondre à certaines questions;
- c) de mon droit, à titre de personne participante volontaire à cette étude, de me retirer à tout moment sans conséquence négative;
- d) de mon droit de communiquer, si j'ai des questions sur le projet, avec la personne responsable du projet (Gabriel Imbeau, gabriel.imbeau@inrs.ca) ou à son directeur de recherche (Pierre J. Hamel, pierrei.hamel@inrs.ca).

J'ai compris que j'ai la possibilité de me retirer de la recherche en tout temps ou de ne pas répondre à certaines questions, sans avoir à fournir d'explications et sans subir d'inconvénients.

J'ai l'assurance que les propos recueillis au cours de cet entretien seront conservés de façon confidentielle et traités de façon anonyme. Cependant, je suis conscient(e) que malgré toutes les précautions prises à cet effet, il demeure possible que je sois identifié(e) de manière indirecte.

J'autorise la personne responsable, désignée ci-dessous, à citer certains extraits de l'entretien, et ce, exclusivement à des fins de recherche.

J'accepte, par la présente, de participer à la recherche selon les modalités décrites dans la lettre d'information sur le projet, ci-annexée.

Je signe ce formulaire en deux exemplaires et j'en conserve une copie.

Signature de la personne participante

Date

2024-476
2024-07-30

1/2

Gabriel Imbeau – Chercheur

gabriel.imbeau@inrs.ca

438-504-4244

Pierre J. Hamel

pierrei.hamel@inrs.ca

Ce projet a été approuvé par le Comité d'éthique en recherche avec des êtres humains de l'INRS :
2025-476, 2024-07-30.

2024-476
2024-07-30

2/2

APPENDIX 3: INFORMATION LETTER PARK USER (ENGLISH)



Information letter on the study and consent form

La performance des services publics montréalais : visions expertes et citoyennes

(The performance of Montreal's public services: perspectives from experts and citizens)

Study lead by Gabriel Imbeau, student at the Centre Urbanisation Culture Société of INRS.

Hello,

We are requesting your participation in a research project. However, before accepting to participate in this study, please take the time to carefully read and consider the following details. We invite you to ask all questions that you judge pertinent and ask that you request clarification for any word or piece of information which is not clear. The objective of these documents is to inform you of your rights as a research participant.

1. The objective of the study is to better understand the potentially divergent perspectives that the users and providers (in the present case, these are civil servants) of Montreal's public services hold.
2. Your participation in this study will consist of granting us an interview that will last approximately 15 to 30 minutes. This interview will be held in Parc Angrignon over the course of a walk through the park. However, the participant may let the researcher know if they would prefer another location for the interview, including a virtual interview. The interview will be recorded by audio only. This interview will pertain to various aspects of your understanding of the term "performance" with regard to Parc Angrignon, as well as the ways you judge this performance. The information collected from this interview will be used to write the researcher's master's thesis, as well as produce scientific communications to be published in specialized journals and academic conferences.
3. By participating in this study, you will be contributing towards a better understanding of the potentially divergent perspectives held by users and civil servants regarding the performance of Montreal's public services. This research project will be used to write the researcher's master's thesis, as well as other scientific communications such as articles published in academic journals and presentations in academic conferences. Additionally, participation in

this study will not expose you to any risks other than those you would encounter in everyday life. The main inconvenience to the participant is the time spent participating in the study.

4. If there are any questions which you cannot or do not wish to answer, you are free to refuse to respond without having to provide any justifications. There will be no inconveniences or negative repercussions linked to a refusal to answer. Additionally, as a volunteering participant, you may withdraw yourself from the study at any time and have all data collected from your participation deleted up until this data has been anonymized.
5. The confidentiality of the data gathered during the course of the study will be ensured by the following procedures: the audio recording of the interview will be transcribed within 48 hours following the interview. After this transcription, the audio file of the interview will be permanently deleted. All collected data will remain strictly confidential as prescribed by law. Only data useful to the research project's scientific aims will be gathered. The participants' names will be replaced by a number at the transcription stage in order to preserve anonymity. Once transcribed, the interview verbatims will be stored in a file secured by password. The key connecting your name to your numbered interview will be only accessible to the person who communicated with you, and the interview verbatims will only be accessible to the project lead and his research director.
6. Should you wish to consult the data from your interview, please contact the main researcher. If you contact him before the transcription, you will be able to have access to the audio recording of the interview. If you contact him after the transcription, you will be able to have access to the verbatim.
7. When publishing the results of the study, no information will be able to identify you directly or identify any individuals which you may have spoken of. There remains, however, a risk of indirect identification despite the precautionary measures taken. Rest assured that everything will be done to keep this risk to a minimum. Please be aware that an interview in a public space will have a higher risk of identification than an interview in a private space.
8. The interview verbatims and all other files used in the course of this study will be permanently deleted 7 years after the end of the project by the Service des archives et de la gestion documentaire of INRS. The data that was collected in the course of the study will only be used within the scope of this research project. All data will be digitally stored in INRS databanks.

You will find two (2) copies of the consent form that we will ask you to sign attached to this document, should you desire to participate in this research project and grant us an interview. Before signing the consent form, you may, if you should so desire, ask the researcher for any additional information on the study that you may desire. You may also contact the research director, whose contact information will be included at the bottom of the document. You may also contact the Comité d'éthique de la recherche of INRS, which will be able to inform you of your rights as a research participant.

We would like to thank you for your collaboration.

Gabriel Imbeau – Researcher and master’s student

gabriel.imbeau@inrs.ca

Pierre J. Hamel – Research director and master’s thesis supervisor

pierrej.hamel@inrs.ca

External contact:

Comité d’éthique en recherche avec des êtres humains
INRS

490, rue de la Couronne
Québec (Québec) G1K 9A9
Téléphone : 418-650-7434
Courriel : cer@inrs.ca

APPENDIX 4: INFORMATION LETTER USER (FRENCH)



Lettre d'information sur la recherche et formulaire de consentement

La performance des services publics montréalais : visions expertes et citoyennes

Recherche menée par Gabriel Imbeau, étudiant au Centre Urbanisation Culture Société de l'INRS.

Bonjour,

Nous sollicitons votre participation à un projet de recherche. Cependant, avant d'accepter de participer à ce projet, veuillez prendre le temps de lire, de comprendre et de considérer attentivement les renseignements qui suivent. Nous vous invitons à poser toutes les questions que vous jugerez utiles et à demander qu'on vous explique tout mot ou renseignement qui n'est pas clair. L'objectif de ces documents est de vous informer de vos droits en tant que personne participante à la recherche.

1. L'objectif de la recherche est de mieux comprendre les perspectives potentiellement divergentes des usagers des services publics de la Ville de Montréal et des fonctionnaires qui en sont responsables.
2. Votre participation à la recherche consistera à accorder une entrevue d'environ 15 à 30 minutes au chercheur. L'entrevue aura lieu au Parc Angrignon et se déroulera dans le cadre d'une marche. Toutefois, le participant pourra communiquer avec le chercheur s'il ou elle préfère un autre lieu d'entretien, incluant un entretien virtuel. Cette entrevue sera enregistrée par audio seulement. Cette entrevue portera sur divers aspects de votre compréhension de ce qu'est la performance dans le cas du Parc Angrignon, ainsi des manières dont vous la jugez. Les informations recueillies lors de cette entrevue seront utilisées pour rédiger le mémoire de maîtrise du chercheur, ainsi que pour rédiger des communications scientifiques dans des revues spécialisées et des conférences universitaires.
3. En participant à cette recherche, vous contribuerez à une meilleure compréhension des perspectives potentiellement divergentes de la performance des services publics de la Ville de Montréal entre les fonctionnaires responsables de produire ces services et les usagers qui les

consomment. Ce projet de recherche servira à écrire le mémoire de maîtrise du chercheur, ainsi que des communications scientifiques telles que des articles publiés dans une revue scientifique ou des présentations dans des colloques scientifiques. Toutefois, l'entrevue comporte un risque d'identification en raison de la collecte de données démographiques. Pour minimiser ce risque, aucune donnée démographique ne sera associée à une citation du verbatim de l'entrevue. Le principal inconvénient est le temps passé à participer au projet.

4. S'il y a des questions auxquelles vous ne pouvez pas ou préférez ne pas répondre, vous êtes tout à fait libre de choisir de ne pas répondre sans avoir à fournir de raisons et sans inconvénient ou conséquences négatives. Sachez par ailleurs qu'à titre de personne participante volontaire à cette étude, vous avez la possibilité de vous en retirer à tout moment et de demander le retrait de vos réponses jusqu'au moment où elles seront anonymisées.
5. La confidentialité des résultats sera assurée de la façon suivante : l'enregistrement audio de l'entrevue sera transcrit dans les 48 heures qui suivent l'entrevue. À la suite de cette transcription, le fichier audio de l'entrevue sera supprimé de manière définitive. Tous les renseignements recueillis demeureront strictement confidentiels dans les limites prévues par la loi. Seuls les renseignements nécessaires pour répondre aux objectifs scientifiques de ce projet seront recueillis. Les noms des personnes seront remplacés par un numéro au moment de la transcription afin de préserver votre anonymat. Une fois retranscrites, les entrevues seront conservées dans des fichiers sécurisés par mot de passe. La clé du code reliant votre nom à votre dossier de recherche ne sera accessible qu'à la personne responsable du projet devant communiquer avec les participants et les retranscriptions ne seront accessibles qu'au chercheur et son directeur de recherche.
6. Si vous souhaitez consulter les données de votre entretien, veuillez contacter le chercheur principal. Si vous le contactez avant la transcription, vous pouvez avoir accès au fichier audio de l'entretien. Si vous le contactez après la transcription, il pourra vous envoyer le verbatim de l'entretien.
7. Lors de la diffusion des résultats, aucune information ne permettra de vous identifier directement ou d'identifier des personnes dont vous nous auriez parlées. Il existe malgré tout toujours un risque qu'un tiers vous identifie indirectement, et ce, malgré les précautions prises. Soyez assuré que tout sera mis en œuvre pour réduire ce risque au minimum. Veuillez toutefois noter qu'un entretien dans un lieu public comporte un plus grand risque d'identification qu'un entretien dans un lieu privé.
8. Tous les fichiers contenant vos informations personnelles ou les retranscriptions de vos entretiens seront détruits 7 ans après la fin du projet par le Service des archives et de la gestion documentaire de l'INRS de manière définitive et les données recueillies ne serviront que dans le cadre de la présente recherche. Toutes les données et tous les fichiers contenant vos informations personnelles ou les retranscriptions de vos entretiens seront conservés sur les banques de données de l'INRS.

Vous trouverez ci-joint deux (2) exemplaires du formulaire de consentement que nous vous demandons de signer, si vous acceptez de participer à cette recherche et de nous accorder une

entrevue. Avant de signer le formulaire, vous pouvez, si vous le désirez, demander au chercheur toutes les informations supplémentaires que vous souhaitez sur la recherche. Vous pouvez aussi contacter le directeur de recherche du chercheur, dont les coordonnées apparaissent au bas de la page. Vous pouvez également contacter le Comité d'éthique de la recherche de l'INRS, qui peut vous renseigner sur vos droits en tant que personne participante à cette recherche.

Nous vous remercions de votre collaboration.

Gabriel Imbeau – Chercheur et étudiant à la maîtrise

gabriel.imbeau@inrs.ca

Pierre J. Hamel – Directeur de recherche et superviseur de mémoire de maîtrise

pierrej.hamel@inrs.ca

Personne-ressource extérieure à l'équipe de recherche :

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APPENDIX 5: INFORMATION LETTER CIVIL SERVANT (FRENCH ONLY)



Lettre d'information sur la recherche et formulaire de consentement

La performance des services publics montréalais : visions expertes et citoyennes

Recherche menée par Gabriel Imbeau, étudiant au Centre Urbanisation Culture Société de l'INRS.

Bonjour,

Nous sollicitons votre participation à un projet de recherche. Cependant, avant d'accepter de participer à ce projet, veuillez prendre le temps de lire, de comprendre et de considérer attentivement les renseignements qui suivent. Nous vous invitons à poser toutes les questions que vous jugerez utiles et à demander qu'on vous explique tout mot ou renseignement qui n'est pas clair. L'objectif de ces documents est de vous informer de vos droits en tant que personne participante à la recherche.

1. L'objectif de la recherche est de mieux comprendre les perspectives potentiellement divergentes des usagers des services publics de la Ville de Montréal et des fonctionnaires qui en sont responsables.
2. Votre participation à la recherche consistera à accorder une entrevue d'environ 20 à 30 minutes au chercheur. L'entrevue aura lieu dans votre milieu de travail. Toutefois, le participant pourra communiquer avec le chercheur s'il ou elle préfère un autre lieu d'entretien, incluant un entretien virtuel. Cette entrevue sera enregistrée par audio seulement. Cette entrevue portera sur divers aspects de votre compréhension de ce qu'est la performance dans le cas du Parc Angrignon, ainsi des manières dont vous la jugez. Les informations recueillies lors de cette entrevue seront utilisées pour rédiger le mémoire de maîtrise du chercheur, ainsi que pour rédiger des communications scientifiques dans des revues spécialisées et des conférences universitaires.
3. En participant à cette recherche, vous contribuerez à une meilleure compréhension des perspectives potentiellement divergentes de la performance des services publics de la Ville de

Montréal entre les fonctionnaires responsables de produire ces services et les usagers qui les consomment. Ce projet de recherche servira à écrire le mémoire de maîtrise du chercheur, ainsi que des communications scientifiques telles que des articles publiés dans une revue scientifique ou des présentations dans des colloques scientifiques. Toutefois, l'entrevue comporte un risque d'identification en raison de la collecte de données démographiques. Pour minimiser ce risque, aucune donnée démographique ne sera associée à une citation du verbatim de l'entrevue. Le principal inconvénient est le temps passé à participer au projet. Toutefois, la collecte de ces données démographiques sera nécessaire pour des fins de recherche afin d'évaluer la similitude/divergence de certains discours entre les participants fonctionnaires et usagers en fonction de leurs réponses à ces questions démographiques.

4. S'il y a des questions auxquelles vous ne pouvez pas ou préférez ne pas répondre, vous êtes tout à fait libre de choisir de ne pas répondre sans avoir à fournir de raisons et sans inconvénient ou conséquences négatives. Sachez par ailleurs qu'à titre de personne participante volontaire à cette étude, vous avez la possibilité de vous en retirer à tout moment et de demander le retrait de vos réponses jusqu'au moment où elles seront anonymisées.
5. La confidentialité des résultats sera assurée de la façon suivante : l'enregistrement audio de l'entrevue sera transcrit dans les 48 heures qui suivent l'entrevue. À la suite de cette transcription, le fichier audio de l'entrevue sera supprimé de manière définitive. Tous les renseignements recueillis demeureront strictement confidentiels dans les limites prévues par la loi. Seuls les renseignements nécessaires pour répondre aux objectifs scientifiques de ce projet seront recueillis. Les noms des personnes seront remplacés par un numéro au moment de la transcription afin de préserver votre anonymat. Une fois retranscrites, les entrevues seront conservées dans des fichiers sécurisés par mot de passe. La clé du code reliant votre nom à votre dossier de recherche ne sera accessible qu'à la personne responsable du projet devant communiquer avec les participants et les retranscriptions ne seront accessibles qu'au chercheur et son directeur de recherche.
6. Si vous souhaitez consulter les données de votre entretien, veuillez contacter le chercheur principal. Si vous le contactez avant la transcription, vous pouvez avoir accès au fichier audio de l'entretien. Si vous le contactez après la transcription, il pourra vous envoyer le verbatim de l'entretien.
7. Lors de la diffusion des résultats, aucune information ne permettra de vous identifier directement ou d'identifier des personnes dont vous nous auriez parlées. **Il existe malgré tout toujours un risque qu'un tiers vous identifie indirectement, et ce, malgré les précautions prises. En tant que fonctionnaire, ce risque reste non négligeable en raison du faible nombre de participants potentiels.** Soyez assuré que tout sera mis en œuvre pour réduire ce risque au minimum. Avant la diffusion des résultats, le chercheur demandera votre consentement pour l'inclusion d'une citation directe anonyme de votre entrevue. Si vous ne souhaitez pas que la citation ne soit diffusée, vous avez le droit de refuser sans fournir d'explications et sans recevoir de conséquences négatives.
8. Tous les fichiers contenant vos informations personnelles ou les retranscriptions de vos entretiens seront détruits 7 ans après la fin du projet par le Service des archives et de la gestion documentaire de l'INRS de manière définitive et les données recueillies ne serviront que dans le cadre de la

présente recherche. Toutes les données et tous les fichiers contenant vos informations personnelles ou les retranscriptions de vos entretiens seront conservés sur les banques de données de l'INRS.

Vous trouverez ci-joint deux (2) exemplaires du formulaire de consentement que nous vous demandons de signer, si vous acceptez de participer à cette recherche et de nous accorder une entrevue. Avant de signer le formulaire, vous pouvez, si vous le désirez, demander au chercheur toutes les informations supplémentaires que vous souhaitez sur la recherche. Vous pouvez aussi contacter le directeur de recherche du chercheur, dont les coordonnées apparaissent au bas de la page. Vous pouvez également contacter le Comité d'éthique de la recherche de l'INRS, qui peut vous renseigner sur vos droits en tant que personne participante à cette recherche.

Nous vous remercions de votre collaboration.

Gabriel Imbeau – Chercheur et étudiant à la maîtrise

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Personne-ressource extérieure à l'équipe de recherche :

Comité d'éthique en recherche avec des êtres humains

INRS

490, rue de la Couronne

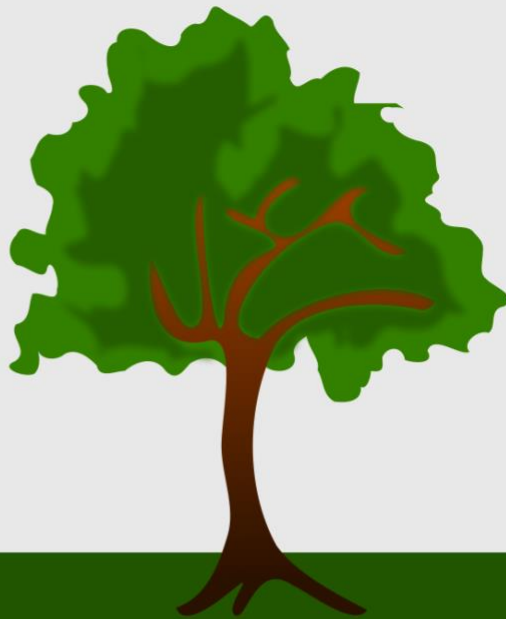
Québec (Québec) G1K 9A9

Téléphone : 418-650-7434

Courriel : cer@inrs.ca

APPENDIX 6: RECRUITMENT POSTER (ENGLISH)

Study on the performance of Parc Angrignon



Participants wanted

This study explores the different perspectives held by park users and by civil servants regarding the performance of Parc Angrignon. The main focus of this study will be how you understand the term "performance" and the ways in which you evaluate it.

Participants will be asked to take part in a 15 to 30 minute recorded interview that will take place during a walk through Parc Angrignon (or in any other setting preferred by the participant).

To participate, you must:

- Be over 18 years of age;
- Be a user of Parc Angrignon (at least 1 time per year).

To participate of for more information:

email: gabriel.imbeau@inrs.ca

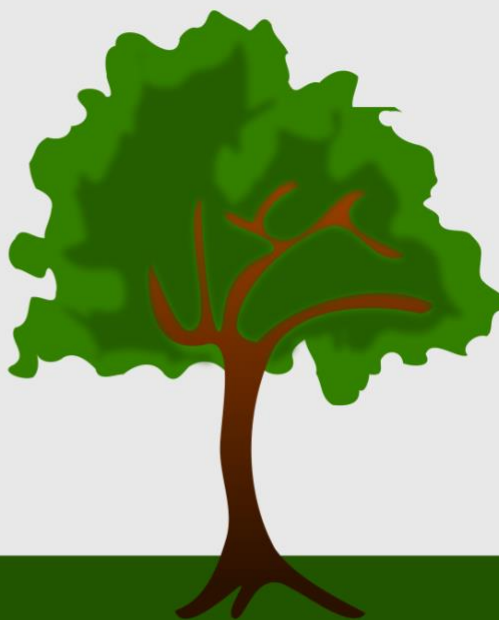
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Reference no : 2025-476, 24-793

APPENDIX 7: RECRUITMENT POSTER (FRENCH)

Étude de la performance du Parc Angrignon



Participant.es recherchés.es

Cette étude explore les différentes visions qu'ont les usagers et les fonctionnaires de la performance du Parc Angrignon. Une attention particulière sera portée sur comment vous comprenez ce terme de performance et des manières dont vous l'évaluez.

Les intéressés participeront à un entretien enregistré d'une durée de 15 à 30 minutes en se promenant au Parc Angrignon (ou tout format d'entretien souhaité par le participant, le cas échéant).

Pour participer, il faut:

- Avoir plus de 18 ans;
- Être un usager du Parc Angrignon (minimum 1 fois par année).

Pour participer ou pour plus d'information:

courriel: gabriel.imbeau@inrs.ca

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Approuvé le 30-07-2024 par le Comité d'éthique de la recherche de l'Institut national de la recherche scientifique (CER-INRS). No de référence : 2025-476, 24-793

APPENDIX 8: RECRUITMENT POSTS FACEBOOK (ENGLISH)

Study on the performance of Parc Angrignon



Participants wanted

To participate, you must:

- Be over 18 years of age;
- Be a user of Parc Angrignon (at least 1 time per year).

To participate or for more information:

email: gabriel.imbeau@inrs.ca

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Study on the performance of Parc Angrignon

This study explores the different perspectives held by park users and by civil servants regarding the performance of Parc Angrignon. The main focus of this study will be how you understand the term “performance” and the ways in which you evaluate it.

Participants will be asked to take part in a 15 to 30 minute recorded interview that will take place during a walk through Parc Angrignon (or in any other setting preferred by the participant).

To participate or for more information:
email: gabriel.imbeau@inrs.ca

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APPENDIX 9: RECRUITMENT POSTS FACEBOOK (FRENCH)

Étude de la performance du Parc Angrignon



Participant.es recherchés

Pour participer, il faut:

- Avoir plus de 18 ans;
- Être un usager du Parc Angrignon (minimum 1 fois par année).

Pour participer ou plus d'informations:

courriel: gabriel.imbeau@inrs.ca

Approuvé le 30-07-2024 par le Comité d'éthique de la recherche de l'Institut national de la recherche scientifique (CER-INRS). No de référence : 2025-476, 24-793

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Étude de la performance du Parc Angrignon

Cette étude explore les différentes visions qu'ont les usagers et les fonctionnaires de la performance du Parc Angrignon. Une attention particulière sera portée sur comment vous comprenez ce terme de performance et des manières dont vous l'évaluez.

Les intéressés participeront à un entretien enregistré d'une durée de 15 à 30 minutes en se promenant au Parc Angrignon (ou tout format d'entretien souhaité par le participant, le cas échéant).

Pour participer ou plus d'information:
courriel: gabriel.imbeau@inrs.ca

Approuvé le 30-07-2024 par le Comité d'éthique de la recherche de l'Institut national de la recherche scientifique (CER-INRS). No de référence : 2025-476, 24-793

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APPENDIX 10: INTERVIEW GUIDE (PARK USER - ENGLISH)

Indicators	Main questions	Complementary questions / notes
Park attractivity factors	Why do you visit Angrignon Park?	By season? When you are alone and when you are with a group?
	What kinds of activities do you do in Angrignon Park?	By season? When you are alone and when you are with a group?
	<ul style="list-style-type: none"> • Bathrooms • Water fountain • Dog park • Play area • Picnic area • Community garden • Woods • Barbecue area • Reservation area • Footpath (summer) • Footpath (winter) • Cycling trail • Sledding • Cross-country ski trail • Snowshoeing 	Never, at least once per year, at least once per season, at least once per month, at least once per week, at least once per day
What	In your own words, could you describe to what performance means in the case of Angrignon Park?	
Who	For you, which people, groups or organizations are responsible for ensuring the performance of Angrignon Park?	

Why	Why is it important to know how well Angrignon Park is doing?	
Relationship	Do you believe that you have a role to play in the maintenance of Angrignon Park?	Do you take part in bettering the park?
Data	When you're gauging the quality of Angrignon Park, what kinds of observations come to mind?	
Variables	What kind of categories do you base your judgment off of? (cleanliness, attendance, diversity of activities, etc.)	Why these categories?
Approaches (inductive, deductive, etc)	When you judge Angrignon Park, is it moreso to judge its performance individually, in comparison to Montreal's other large parks, or rather to judge those large parks as a whole?	Why do you choose this approach?

Demographic questions
<ul style="list-style-type: none"> • Age • Gender • Visible minority • Immigration status • Schooling • Post-secondary studies • Profession (length of career, jobs, career trajectory) • Residential tenure (tenant, owner, other) • Postal code (first 3 numbers) • When was the last time you went to Angrignon Park?

APPENDIX 11: INTERVIEW GUIDE (PARK USER - FRENCH)

Indicateurs	Questions principales	Questions complémentaires / notes
Facteurs d'attractivité au Parc	Pourquoi venez-vous au Parc Angrignon ?	Par saison ? Lorsque vous êtes seul et lorsque vous êtes en groupe ?
	Vous faites quelles sortes d'activités au Parc Angrignon ?	Par saison ? Lorsque vous êtes seul et lorsque vous êtes en groupe ?
	<ul style="list-style-type: none"> • Toilette • Fontaine à boire • Parc canin • Aire de jeu • Aire de pique-nique • Jardin communautaire • Boisé • Zone de barbecue • Zone pour réservation • Sentier (été) • Sentier (hiver) • Voie cyclable • Glissade • Piste de ski • Raquette 	Jamais, au moins une fois par année, au moins une fois par saison, au moins une fois par mois, au moins une fois par semaine, au moins une fois par jour
Quoi	Dans vos mots, pouvez-vous me décrire ce qu'est, pour vous, la performance dans le cas du Parc Angrignon ?	
Qui	D'après vous, quels personnes, groupes ou organisations seraient responsables d'assurer la performance du Parc Angrignon ?	

Pourquoi	Pourquoi est-ce important pour vous de connaître la performance du Parc Angrignon ?	
Relationalité	Croyez-vous que vous ayez un rôle à jouer dans l'entretien et la mise en valeur du Parc Angrignon ?	Posez-vous des gestes pour améliorer le parc ? Si oui, lesquelles ?
Données	Lorsque vous vous faites une idée de la qualité du Parc Angrignon, quelles observations vous passent à l'esprit ?	
Variables	Est-ce que vous avez des catégories ou des critères sur lesquels vous basez votre jugement ? (Propreté, fréquentation, diversité d'activités, etc.)	Pourquoi ces catégories ?
Approches (inductif, déductif...)	Lorsque vous évaluez le Parc Angrignon, est-ce plus pour le juger individuellement, en comparaison avec les autres grands parcs de Montréal, ou bien pour juger les grands parcs dans leur ensemble ?	Pourquoi choisissez-vous cette approche ?

Questions démographiques
<ul style="list-style-type: none"> • Âge • Genre • Minorité visible • Statut migratoire • Scolarité • Études/Formation post-secondaire • Profession (durée de la carrière, postes, parcours) • Tenure résidentielle (locataire, propriétaire, autre) • Code postal (3 premiers chiffres) • À quand remonte votre dernière visite au Parc Angrignon ?

APPENDIX 12: INTERVIEW GUIDE (CIVIL SERVANT - ENGLISH)

Indicators	Main questions	Complementary questions / notes
Tasks viz the Park	Could you list and describe your various tasks in relation to Angrignon Park for me (or for major parks more generally)?	How long, why, could you describe in more detail?
	How long have you held these responsibilities?	
	Why did you take on these responsibilities?	
	Could you describe to me the role that the Service des Grands parcs plays with respect to Angrignon Park?	
What	In your own words, could you describe what performance means in the case of Angrignon Park (or for major parks more generally)?	
Who	For you, which people, groups or organizations are responsible for ensuring the performance of Angrignon Park (or for major parks more generally)?	What do they do?
Why	Why is it important to know the performance of Angrignon Park (or for major parks more generally)?	
Relationship	What would you say your personal relationship to the performance of Angrignon Park is (or for major parks more generally)?	

Data	What kind of information or data do you use to evaluate the performance of Angrignon Park with?	Why these sources? Where do you find them?
Variables	What variables do you use to judge the performance of Angrignon Park with?	Why these variables?
Approaches (inductive, deductive, etc.)	When you judge the performance of Angrignon Park, is it to evaluate its individual performance, its performance in relation to other Grands parcs, or is it rather to judge the performance of the Grands parcs as a whole?	Why do you choose this approach?
Data processing	Do you ever exclude datapoints or adjust their weight when you judge the performance of Angrignon Park and if so, why?	Why these exclusions or adjustments?
Collection methods	Where and how do you get the data used in your performance evaluations of Angrignon Park?	Why these methods?
Analysis methods	What kinds of analyses or models do you put the data through in order to gauge the performance of Angrignon Park?	Why these methods or models?

Demographic questions
<ul style="list-style-type: none"> • Age • Gender • Visible minority • Immigration status • Schooling • Post-secondary studies • Profession (length of career, jobs, career trajectory) • Residential tenure (tenant, owner, other) • Postal code (first 3 numbers) • When was the last time you went to Angrignon Park?

APPENDIX 12: INTERVIEW GUIDE (CIVIL SERVANT - FRENCH)

Indicateurs	Questions principales	Questions complémentaires / notes
Tâches vis-à-vis du ou des parcs	Pouvez-vous me lister et me décrire vos tâches et responsabilités vis-à-vis du Parc Angrignon (ou des Grands parcs plus généralement) ?	
	Depuis quand effectuez-vous ces tâches ?	
	Pourquoi avez-vous accepté de prendre en charge ces tâches ?	
	Pouvez-vous me décrire le rôle du Service des Grands parcs vis-à-vis du Parc Angrignon ?	
Quoi	Dans vos mots, pouvez-vous me décrire ce qu'est, pour vous, la performance dans le cas du Parc Angrignon (ou des Grands parcs plus généralement) ?	
Qui	D'après vous, quelles personnes, groupes ou organisations seraient responsables d'assurer la performance du Parc Angrignon (ou des Grands parcs plus généralement) ?	Que font-ils ?
Pourquoi	Pourquoi est-ce important de connaître la performance du Parc Angrignon (ou des Grands Parcs plus généralement) ?	
Relationalité	Personnellement, quel est votre rôle par rapport à la performance du Parc Angrignon (ou des Grands Parcs plus généralement) ?	

Données	Vous vous fiez à quelles données ou à quelles informations lorsque vous jugez la performance du Parc Angrignon ?	Pourquoi ces données ? Où les trouvez-vous ?
Variables	Sur quelles variables vous basez-vous lorsque vous évaluez la performance du Parc Angrignon ?	Pourquoi ces variables ?
Approches (inductif, déductif...)	Quand vous évaluez la performance du Parc Angrignon, est-ce pour évaluer sa performance individuelle, sa performance comparativement aux autres Grands parcs, ou plutôt pour évaluer la performance des Grands parcs de manière générale ?	Pourquoi cette approche ?
Traitement des données	Il vous arrive-t-il d'exclure certaines données, ou sinon de donner un poids plus fort pour certaines que d'autres, lorsque vous évaluez la performance du Parc Angrignon ?	Pourquoi ces traitements ?
Méthodes de collecte	D'où vous viennent les données, informations et variables sur lesquelles vous vous basez pour évaluer la performance du Parc Angrignon ?	Pourquoi ces méthodes ?
Méthodes d'analyse	Quelles méthodes ou modèles employez-vous pour analyser ces données ?	Pourquoi ces méthodes ou modèles ?

Questions démographiques
<ul style="list-style-type: none"> • Âge • Genre • Minorité visible • Statut migratoire • Scolarité • Études/Formation post-secondaire • Profession (durée de la carrière, postes, parcours) • Tenure résidentielle (locataire, propriétaire, autre) • Code postal de résidence (3 premiers chiffres) • À quand remonte votre dernière visite au Parc Angrignon ?