

Credit Valley Conservation Belfountain Complex Management Plan



Strategic Directions - Phase I Draft

BELFOUNTAIN COMPLEX MANAGEMENT PLANNING PROCESS

CVC's management planning process is separated into three distinct phases: Background Studies and Reporting, Strategic Directions and the Final Management Plan. This report represents the first stage of the Strategic Directions phase in the management planning process. Additional documents within this reporting sequence are outlined below.

The Background Report for the Belfountain Complex Management Plan details the social, cultural and ecological characteristics and attributes of the property. This report contains the baseline information summarized from CVC's monitoring program data, research and other studies and provides the foundation for the identification of opportunities, constraints and recommendations.

The **Strategic Directions** stage identifies and refines the guiding principles, proposed projects and management recommendations. The Strategic Directions phase is separated into three distinct reports: Phase I, Phase II and Phase III:

- **Strategic Directions Report – Phase I**, outlines the draft guiding principles, including the vision, goal and objectives, identifies actionable directives to achieve the objectives and provides discussion on proposed projects. The Phase I report is built off of recommendations outlined in the Background Report and through initial consultation with CVC's advisory committees.
- **Strategic Directions Report - Phase II** builds off of the Phase I report and provides discussion on comments and input received through broader consultation in regards to the proposals outlined in Phase I. Based on input from the public and various advisory committees, options for concept plans and various project plans are presented.
- **Strategic Directions Report - Phase III** summarizes the input received from the public and advisory committees in regards to the projects and options presented in Phase II. The Phase III report will identify the recommended projects, programs and implementation methods (where appropriate) to be carried through to the final management plan.

The **Final Management Plan for the Belfountain Complex** summarizes and incorporates the results of the Background Report and the Strategic Directions Reports and presents the final vision for the Complex. Approval of the Belfountain Complex Management Plan is required by CVC's Board of Directors, the Niagara Escarpment Commission and the Ministry of Natural Resources and Forestry.

Short, detailed strategies may be prepared to accompany and guide the implementation of the Belfountain Complex Management Plan. These may include a **Trail Strategy**, which could provide an overview of the approximate placement, design and estimated cost of implementing the trail system for the Complex. A **Signage Plan** which itemizes signage requirements and provides information regarding approximate location, type and cost of signage may also be developed. These reports will be designed for internal use in order to facilitate the implementation of the final management plan.

ACKNOWLEDGEMENTS

The management planning process is led by staff in CVC’s Land Planning Branch. Thank you to all staff who sit on the Technical Steering Committee or have participated in the management planning process to date by providing input, contributing to technical reports, attending site visits and supporting consultation sessions.

A special thank-you to our Stakeholder Advisory Committee who have provided valuable input and directly contributed to the development of this report. We look forward to our continued relationship during the next phase of the management planning process. The organizations represented on the Stakeholder Advisory Committee for the Belfountain Complex are identified in the table below.

Organization	Committee Member
Belfountain Community Organization	Judy Mabee
Belfountain Heritage Society	Steve Goyeche (alt. Sarah Bohan, David Jobe)
Belfountain Public School	Tim Pedersen
Caledon Environmental Advisory Committee	Adrie Lamers
Caledon Hills Bruce Trail Club	Carol Sheppard
Caledon Chamber of Commerce	Valerie Arnold-Judge
Credit River Anglers Association	Mike Ewaschuk
Credit Valley Conservation	Shawn Verge (alt. Dave Orr)
Headwaters Communities in Action	Dave Dyce (alt. Chris Broom)
Hills of Headwaters	Michele Harris
Izaak Walton Fly Fishing Club	Don Arthurs
Niagara Escarpment Commission	Kellie McCormack
Ontario Heritage Trust	Kendrick Doll
Ontario Parks	Mike Toutant (alt. Tim Marchand)
Region of Peel – Alternate	Janet Wong
Town of Caledon (Parks)	Tina Fernandes
Town of Caledon (Planning)	Tim Manley
Trout Unlimited – Greg Clark Chapter	Brian Greck

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1.0. INTRODUCTION

The Belfountain Complex Management Plan was initiated in 2014 as a long range planning project set to develop site specific policies and operational priorities for the Belfountain Complex. The outcome of the management planning process provides benefit towards responsible management of the natural and cultural heritage features, staff and visitor safety, meaningful visitor experiences, community conviviality and continued operational stability.

The timeframe for Management Plan completion is intended to run throughout 2015, with implementation beginning in 2016. The Implementation Plan is projected to run throughout 2018. Under this timeframe, key project milestones have been set and include the following phases of work:

- Phase I: Background Studies and Reporting
- Phase II: Strategic Directives
- Phase III: Management Plan
- Phase IV: Implementation

This report details the works completed under the first stage of the *Strategic Directives* phase of the management plan process. For further information regarding the Phase I Background Studies, please refer to the [Belfountain Complex Management Plan Background Report \(2014\)](#).

The first stage of developing *Strategic Directives* under the management plan involves utilizing the detailed findings from the Background Report to refine opportunities and constraints, establish conservation area zoning, generate ideas, establish values and build consensus towards the actions that will be taken to manage the property upon Plan completion. Consultation is a critical component of the Strategic Directives Phase, and this report outlines the compilation of work that has been generated and reviewed by CVC's Land Planning staff, CVC's internal Technical Steering Committee, CVC's external Stakeholder Advisory Committee and Agency Partners. The next stage within the *Strategic Directives phase* is to confirm consensus on the Directives presented in this report with the varying Management Plan Committees, to solicit community feedback through broad Public Consultation and to set recommendations for implementation.

2.0. MANAGEMENT PLANNING PROCESS AND UNDERLYING ASSUMPTIONS

Management plans are documents prepared to guide the management of our conservation areas. The preparation of a management plan is a process that provides the public and the Authority with a high level of confidence that the activities undertaken in a conservation area are appropriate and highlight the uniqueness of that area. As a holistic decision making process, management planning balances a science-based approach with a community-driven approach. It is designed to engage Authority staff, municipal and provincial agencies, partner groups and the public in determining the priorities and future management directions of a conservation area. The process is organized in a transparent and consultative fashion, thus ensuring that recommendations are founded on the best science available and that those individuals and groups that have a vested interest in the property can contribute their thoughts and values to the development of management goals.

The development of a management plan requires a ‘filtering down’ approach to information gathering and synthesis. Under the initial phases of the management plan, content is presented and reviewed without discern, under a broad spectrum. As the plan progresses, filters and values are established and applied, thus making the spectrum of data and decision making more specified. The end result is a set of definitive actions for future site management. Filters that are applied through the management plan process include policy, regulations, values, industry best practice, scientific standards and underlying assumptions.

Within the context of CVC’s management planning process, the primary tone for underlying assumptions is derived from the *Conservation Areas Strategy (CVC, 1994)*; the guiding document for Conservation Land Management rationale and priority setting. Under the Strategy it is understood that Land Management is approached as a system of conservation areas that represent a cross-section of the region and highlight the significance of the Credit River watershed.

The goal statement for the Conservation Areas system is:

To protect the Credit River watershed’s significant and representative ecosystems, and offer sustainable natural heritage appreciation and recreation to its residents and visitors.

Within the management plan process, decisions are made at the site level for individual property management. It is expected however, that throughout the planning process decisions will be made to enhance the individual conservation area, while ultimately benefitting the entire conservation areas system. In order to realize the underlying assumptions of the *Conservation Areas Strategy* a set of objectives has been established to guide decision making. In order of priority the objectives include:

- PROTECTION:** To protect significant and representative natural heritage features through selective acquisition and resource management.
- APPRECIATION:** To provide the public through various means, with opportunities for understanding the watershed's natural heritage, and role of the Authority in its stewardship.
- RECREATION:** To provide opportunities and facilities for selected outdoor recreation activities requiring high quality, sustainable natural environments.

All three objectives are important, and are considered to be the major, if not only reason for the Authority to own and manage conservation land. In some conservation areas, all three objectives will be met. In others, only one or two of the objectives will be sustained. The priority ranking of objectives recognizes that there will be circumstances where the Authority must make a decision on one objective that will preclude efforts to meet additional objectives. The order of priority recognizes that without protection, there will be diminishing quantities and qualities of natural heritage features to appreciate. It further recognizes that without public awareness of environmental processes and stewardship, it will be difficult for the Authority to maintain conservation areas and permit use on a sustainable basis.

Finally, it recognizes that conservation areas provide unique settings for outdoor recreation and appreciation activities that cannot be provided as successfully by others.

The management plan process, including the use of filters and underlying assumptions is depicted in the image below. The ‘filtering down’ approach for data synthesis and decision making can be seen if we view this triangle as a funnel. *Protection, Appreciation* and *Recreation* represent the contextual pillars from which the planning process begins and is framed within. At the launch of a management plan, a wide array of ideas and opportunities are proposed. These are then evaluated against property challenges, constraints and values. Consultation is held to filter ideas down to those recommendations that are most meaningful, feasible and appropriate for the property and the conservation areas system.



Image 1: Contextual Framework for Management Planning

In addition to the underlying assumptions held from the *Conservation Areas Strategy*, policy and regulations also make up a specific and important filter through which plans for a Conservation Area must be evaluated. Please see section 2.1 for further detail on the policy considerations that influence the Belfountain Complex Management Plan.

A well-conceived management plan contains specific, measurable targets and will successfully guide the future use and management of a conservation area. The ultimate goal of the Belfountain Complex Management Plan is to develop a vision that balances the protection of natural features and the functions they provide with the development of appreciation and recreation opportunities and the values of the local community and general public. The Directives presented in this report represent the first stage of idea generation and vetting under the *Strategic Directives* phase of the Management Plan. Recommendations were derived from consultation with both the internal and external Management Plan Advisory Committees and are presented here for final review and consensus before moving into the detailed design stage of the *Strategic Directives* phase.

2.1. POLICY CONSTRAINTS FOR THE BELFOUNTAIN COMPLEX MANAGEMENT PLAN

The multiple, overlapping layers of internal, municipal and provincial policy provide a framework on which the goals, recommendations and policies of the Belfountain Complex Management Plan will be structured.

2.1.1. CVC Strategies and Policies

Guiding the planning and management of CVC's Conservation Area System are key documents such as the Conservation Areas Strategy and the Greenlands Securement Strategy (2004) which provide the framework that guides CVC's land acquisition, management and planning programs. Internal guiding documents such as CVC's Strategic Plan (2006), the Credit River Fisheries Management Plan (2002) and the Credit River Watershed's Natural Heritage System (draft) form a foundation of broad goals, objectives and recommendations for the Credit River watershed that can be achieved, in part, through the sustainable and responsible management of CVC's conservation areas.

Made under Section 28 of the Conservation Authorities Act, Ontario Regulation 160/06 - Development, Interference with Wetlands & Alterations to Shorelines & Watercourses, prevents or restricts development in areas where the control of flooding, erosion, dynamic beaches, pollution or the conservation land may be affected. CVC's Watershed Planning and Regulation Policies (2010) provide the parameters against which Ontario Regulation 160/06 is administered and guides all development within CVC conservation areas.

Several agreements specific to particular properties and parcels are in place for some portions of the Complex. The Willoughby Property is owned by the Ontario Heritage Trust (OHT) and managed by CVC under a management agreement. The McCurdy parcel within Belfountain Conservation Area was purchased with assistance from the OHT's Natural Spaces Land Acquisition and Stewardship Program (NSLASP). All lands acquired through NSLASP are subject to Conservation Easement Agreements that places restrictions on the property in perpetuity to ensure their wise stewardship.

2.1.2. Municipal Planning and Policies

The policies and strategies of municipal documents, such as Official and Strategic Plans will also guide the development of policies and recommendations for the Belfountain Complex Management Plan. Official Plans provide the long-term strategic policy framework for guiding sustainable growth and development within a community; as well, they interpret and apply provincial legislation and policies within the regional context.

The Belfountain Complex is located within the Town of Caledon in the Region of Peel. The majority of the Complex is designated within the Peel Greenlands System and the Caledon Environmental Policy Area, both of which have specific environmental policies that must be adhered to. The portions of the Complex that are contained within a Cultural Heritage Landscape are subject to the Town of Caledon's cultural heritage conservation policies.

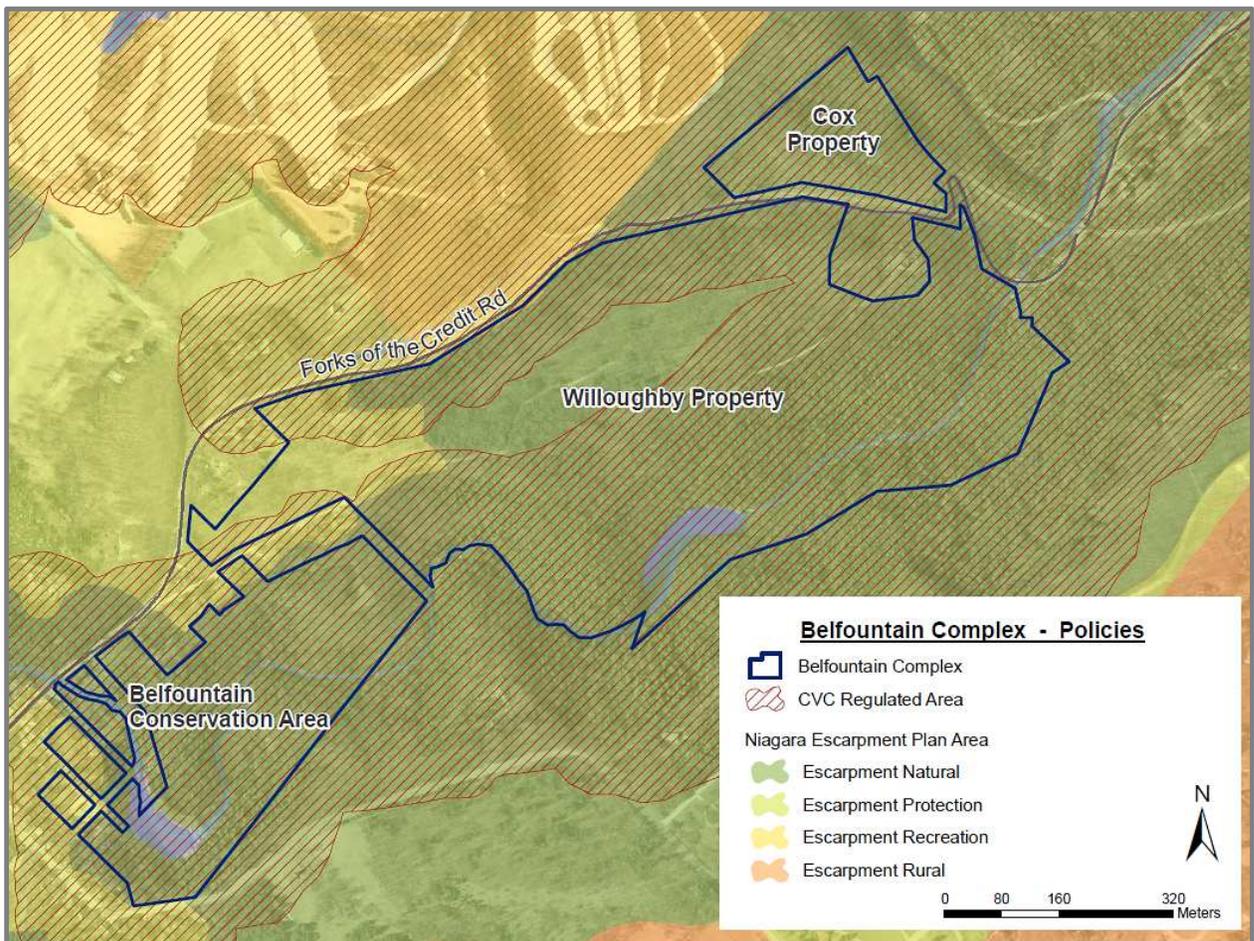
2.1.3. Provincial Legislation and Plans

Provincial legislation and plans direct the management of CVC lands from a variety of perspectives. The Provincial Policy Statement (PPS) (2014), issued under the Planning Act, provides the framework for policy protection of significant natural heritage features in Ontario and sets the policy foundation for regulating the development and use of land. Specific to parks and conservation areas, the PPS also

recognizes the importance of publicly accessible natural areas for protecting natural features and functions as well as contributing to strong, healthy communities.

The Niagara Escarpment Plan (NEP) provides for the maintenance of the Niagara Escarpment and ensures that development within its jurisdiction is compatible with the natural environment. The entire Belfountain Complex is located within the Niagara Escarpment Plan Area, and Belfountain Conservation Area and the Willoughby Property (which includes the Cox Property in the NEP) are both identified with the Niagara Escarpment Parks and Open Space System (NEPOSS). NEPOSS is a system of publicly owned lands that protect the unique natural and cultural heritage features found along the Escarpment and provide opportunities for public education, appreciation and recreation.

A variety of other broadly scoped provincial legislation provides high-level guidance as well as specific policies applicable to the Belfountain Complex. These include the Accessibility for Ontarians with Disabilities Act (2005), the Conservation Lands Act (1990) and the Endangered Species Act (2007), the policies and themes of which will be incorporated, as appropriate, into the Belfountain Complex Management Plan.



Map 1 - Belfountain Complex and Policy Context

2.2. BELFOUNTAIN COMPLEX MANAGEMENT PLAN ADVISORY COMMITTEES

Management Plan Committees were established as a means to formally launch, generate data, review proposals and make recommendations for the Belfountain Complex Management Plan. Four (4) primary groups have been identified to steer the management planning process. The four groups are as follows:

1. CVC's Conservation Land Planning team

Role: Lead the management plan process and organize content for review and decision making. Complete primary authorship on all Management Plan documents and act as the first set of reviewers and decision makers regarding Management Plan contents.

2. CVC's Internal Technical Steering Committee

Role: A Committee representing the varying technical expertise held across the Conservation Authority. Technical experts from each department are charged with collecting and presenting data relevant to their subject matter for compilation in the Background Report. Technical Steering Committee members are also responsible for making recommendations based on their knowledge of the property and reviewing proposals in order to make the most meaningful and sound decisions in the final Management Plan.

3. CVC's External Stakeholder Advisory Committee

Role: The Stakeholder Advisory Committee represents a broad range of voices from community groups and agencies at the local, municipal, regional and provincial level. The Committee acts as a forum where community stakeholders can communicate their ideas and expertise on a variety of topics related to the Belfountain Complex Management Plan. The informed input of representatives cultivates recommendations and guides the resolution of key issues and challenges under the Management Plan.

4. Agency Partners

Role: Agency partners are represented on the Stakeholder Advisory Committee; however at times throughout the management plan process separate consultation is held with provincial and regional agency partners to ensure that legislated requirements are being met. Agency partners also include the Ministry of Natural Resources and Forestry, and the Niagara Escarpment Commission, whom ultimately have approval authority over the final Management Plan under the Niagara Escarpment Parks and Open Spaces System (for further details, please refer to the Belfountain Complex Management Plan Background Report).

These groups will be referred to as the Committees or Management Plan Committees throughout this report.

Additional groups outside of the four listed above, including the public at large and special interest groups, are consulted regarding the directives and decisions made by the Committees upon key Management Plan milestones and as needed throughout the planning process.

Idea generation and review was organized with the Management Plan Committees through:

- Brainstorming sessions,
- Visioning exercises,
- Value and Asset identification,
- Weakness and Challenge identification, and
- Solutions and Opportunities recognition.

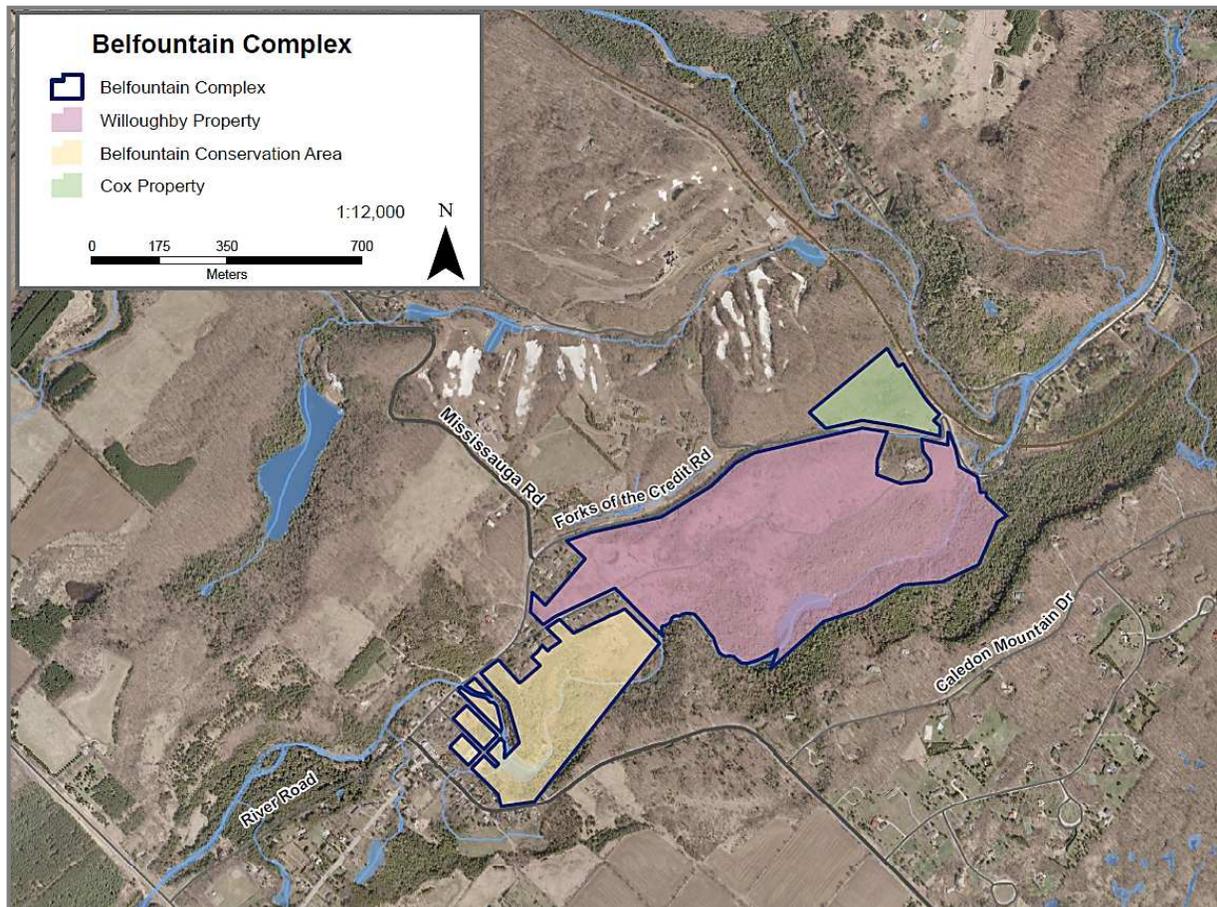
The outcome of working with these Committees has resulted in the development of draft:

- Management Plan Vision
- Management Plan Goal
- Management Plan Objectives, with associated Outcomes and Directions
- Management Plan Zoning
- Management Plan Concept Plans

Sections 4, 5 and 6 of this report will outline the Directives established through consultation with the Committees. A complete listing of recommendations and comments from the Management Plan Committee members is found in *Appendix 1*. A listing of comments that will not be brought forward to the next stage of the Management Plan, along with rationale, is available for review in *Appendix 2*.

3.0. BELFOUNTAIN COMPLEX OVERVIEW

Located on the Niagara Escarpment near the confluence of the Credit and West Credit Rivers, the Belfountain Conservation Area (BCA) is part of a larger 56 hectare Complex of properties that also includes the Cox Property and Willoughby Property (owned by the Ontario Heritage Trust, managed by CVC), see Map 2.



Map 2: Belfountain Complex Management Plan Area

CVC began purchasing land for what would become BCA in the late 1950s, but the area has a much longer history of engaging the public to pursue leisure activities amongst its picturesque backdrop. The development of BCA as a recreation destination began in 1908 when Charles Mack, a wealthy Toronto manufacturer and inventor of the cushion-back rubber stamp, purchased the property after having seen it on a motor-camping trip. Shortly thereafter, he began construction of a personal summer retreat, along with unique attractions including a miniature Niagara Falls, a boating pond, a man-made cave with concrete stalagmites and stalactites, and a suspension bridge over the West Credit River. He also built a fountain of inverted bells and dedicated it to the community. Mack's Park was opened to the public in 1914 and has functioned as a publicly accessible natural area, in much the same way it does now, since the early twentieth century.

Cox and Willoughby properties were acquired in the late 1980s, and while visitation and the recreational attributes of all three properties are different, they are linked ecologically through the function of large-scale landscape features and share cultural and social connections via the Bruce Trail and a common history of early natural resource extraction. These features have shaped the environmental, social, cultural and recreational characteristics of the Complex into what it is today.

The fusion of the unique and eclectic history of the park combined with the spectacular Escarpment backdrop make BCA a visitor destination unlike any other. Belfountain Conservation Area welcomes over 25,000 visitors annually, with the primary motivation being to 'Escape and Get Fresh Air' and to 'Spend Time with Loved Ones'. Primary activities include social gatherings, picnics, hiking and photography. Fifty-five percent of visitors are noted through Visitor Information Surveys to be repeat customers and over 95% of all survey respondents said that they would be interested in returning to the property for a future visit. The majority of visitors travel from the urban centres of Mississauga, Brampton and Toronto to visit for the day; however the draw of fall colour tours has shown visitor origins to span across southern Ontario.

Visitor amenities at BCA currently includes two (2) parking lots with a combined capacity of 45 vehicles; four (4) picnic sites accommodating on average 75 individuals; washroom facilities, staffed gatehouse facilities, and a potable water station. Staging exists for three main trails; two loops within BCA and one linear trail crossing both BCA and the Willoughby Property. A cantilevered stone terrace and natural amphitheater also exist on the property and are used as primary staging for special events. The terrace overlooks the Credit River Valley and the West Credit River as it races over the Belfountain dam. The sights and sounds of the waterfall act as a stunning backdrop to outdoor weddings, and the spectacular vistas of this property make it an important revenue generating site for group bookings and special events.

Visioning exercises and an assessment of values related to the Belfountain Complex completed by the Management Plan Committees support the promotion of Belfountain Conservation Area as a unique and iconic destination where experiences are made special through the interconnected relationship that exists between the natural environment and history of the site. Further comments from the Visioning

Exercise are found in *Appendix 3*. Details from this work have been integrated into the Management Plan Vision, Goal and Objectives.

3.1. BELFOUNTAIN COMPLEX CHALLENGES

Belfountain Conservation Area is operational between April and November each year. Due to the challenging terrain and recreational space restrictions on the property, programming opportunities are limited and infrastructure must be planned to meet the management challenges that face this site.

Challenges relate to aging and inadequate infrastructure, limited operating seasons for revenue generation, space restrictions and visitor crowding, traffic congestion, and vandalism. Some of the specific challenges that are faced in operating and managing the Complex are identified below, with details further outlined in *Appendix 4*.

- Provide *Adequate Infrastructure* to enhance programming, experience and operations
- Repair *Aging Infrastructure* to ensure staff and public safety, reduce environmental impacts and enhance programming opportunities
- Manage *Traffic* and reduce *Congestion* within the parking area to ensure safety, improve visitor experience and provide community satisfaction
- Maintain *Cultural Heritage Features* to ensure that they are appropriately conserved and celebrated
- Address *Erosion and Environmental Degradation Issues* to ensure the protection and resilience of natural heritage features and their functions
- Provide *Accessible Options* in terms of both infrastructure and programming, whenever feasible, to enhance the visitor experience
- Address *Vandalism and After-hours use* to ensure safety, viable conservation area operations and community satisfaction
- Improve *Visitor Distribution and Flow* to mitigate visitor crowding and conflict and reduce environmental impacts
- Improve *Site Layout and Design* to mitigate visitor crowding, enhance the visitor experience and reduce visitor confusion
- Provide *Interpretive Materials and Information* to enhance the visitor experience, reduce visitor confusion and provide programming opportunities

These challenges have been identified through Committee consultation, and it is felt that the Directives laid out in this report represent meaningful actions to address these concerns. CVC has invested in maintaining aging infrastructure and cultural heritage features, but has not invested in any significant improvements or repairs. The recommendations put forth in this report are required investments at BCA in order to maintain visitorship and satisfaction levels, while also adequately managing our natural and cultural resources and ensuring diligence is met regarding site safety and accessibility.

4.0. MANAGEMENT PLAN GUIDING STATEMENTS

Guiding statements represent the intended outcomes for the actions identified under the Management Plan. The guiding statements highlight management priorities and key areas of opportunity for a property. Site significance and connectivity with the broader conservation areas system are conveyed through the guiding statements and should be used to direct future programming and implementation planning. The guiding statements for the Belfountain Complex Management Plan are listed below. They include the Vision, Goal and Objectives.

Vision:

Aspirational in nature, the vision statement highlights the key themes of a Conservation Area and sets the tone for long range planning and strategic directives.

The proposed vision statement for the Belfountain Complex Management Plan is as follows:

To protect and enhance the unique fusion of natural and cultural heritage and to celebrate it as an iconic destination for traditional park experiences on the Niagara Escarpment.

Goal:

The goal statement of a Management Plan is developed in order to advance us towards achieving our higher purpose.

The proposed goal for the Belfountain Complex Management Plan is as follows:

To protect and enhance the significant natural and cultural heritage features and functions of the Belfountain Complex, while providing opportunities for high quality, environmentally sustainable appreciation and recreation opportunities.

Objectives:

Objectives represent the results that the decisions made through the management planning process will achieve. Six (6) objectives have been identified for the Belfountain Complex Management Plan. They are as follows:

1. *Conserve and Enhance the Ecological Diversity and the Unique Natural Heritage Features and Functions of the Belfountain Complex*
2. *Conserve and Enhance the Unique Cultural Heritage Attributes of the Belfountain Complex*
3. *Promote the Unique Identity of the Belfountain Complex*
4. *Develop Viable Solutions for Sustainable Conservation Area Operations*
5. *Provide Sustainable Recreation Opportunities*
6. *Provide Site Accessibility through Barrier Free Design, Affordability and Multi-Lingual Communications*

Section 4.1 of this report holds further discussion on the Objectives of the Belfountain Complex Management Plan. Background data related to objective setting is also referenced in *Appendix 5*.

4.1. OBJECTIVES

The Objectives for the Belfountain Complex Management Plan were developed through data coding, theming and synthesis from the works completed with the Management Plan Committees.

Based on data from the brainstorming sessions, visioning and identification of challenges and solutions a series of five (5) key themes for objective setting became evident. The themes related to:

- Natural Heritage
- Cultural Heritage
- Operations
- Destination
- Visitor Experience

Under these themes, a set of 15 preliminary objectives and over 100 associated Actions were identified for further comment in order to establish areas of high consensus and priority for the Belfountain Complex Management Plan.

Consultation under this portion of the *Strategic Directives* phase resulted in the preliminary 15 objectives being pared down to six (6) Objectives with associated Outcomes and Directives for implementation and evaluation. The selected Objectives, Outcomes and Directives are presented below.

To understand the Objectives portion of the Guiding Principles, the Objectives should be considered as the high order results that we are trying to achieve through Management Plan implementation. A series of Outcomes has been established for each Objective. The Outcomes equate to the expectations and impacts that have been set for each Objective. Finally, under each Objective and associated Outcome a set of Strategic Directives has been established. The Strategic Directives represent how we hope to accomplish each Outcome under the Belfountain Complex Management Plan. The Strategic Directives are tied to Policy, Programming or Design considerations and it is through the Directives that we can measure and evaluate Management Plan success (please see *Appendix 5c*). It is expected that each Directive will be further refined under the next stage of *Strategic Directives* in order to set out tangible and targeted implementation and design items.

The proposed Objectives with associated Outcomes and Directives are as follows:

Objective 1

Conserve and Enhance the Ecological Diversity and the Unique Natural Heritage Features and Functions of the Belfountain Complex

Outcome	Strategic Directives
Significant natural features and functions of the Complex are protected to remain viable for future generations.	<ul style="list-style-type: none"> • Habitat for Species at Risk, Significant Wildlife Habitat, Rare Communities and Sensitive Features are protected as the highest order priority in the Natural Heritage Conservation and Nature Reserve Zones. • Natural cover is maintained and, if feasible, improved upon. • Natural stream function is promoted.
Important natural features affected by development are recognized through effective site design and compensation plans.	<ul style="list-style-type: none"> • Development will occur, as much as possible, away from ecologically sensitive areas. Instead development will be focused to the Development (Access and Recreation) and Cultural Heritage Zones. • Development will utilize existing footprints where possible before considering options for expansion or development into new areas. • Tree removal will be minimal. Where removal is necessary, compensation planting will be required. • Buffers around sensitive ecological features are maintained, and as necessary developed.
Restoration initiatives enhance and protect significant and sensitive ecosystems across the Complex.	<ul style="list-style-type: none"> • Develop an Implementation Plan for managing non-native invasive species, including Emerald Ash Borer. • Restore degraded natural areas, including specific site designs for: <ul style="list-style-type: none"> ○ Christie Parcel (Belfountain Conservation Area) ○ Cox Property ○ McCurdy Parcel (Belfountain Conservation Area) ○ Access Points along the West Credit River • Mitigate impacts from human activities, such as past land use and visitor activity.
Adaptive site management is utilized to ensure implementation of the best natural resource management practices and standards.	<ul style="list-style-type: none"> • Implement recommendations from Programs designed to inventory, monitor and assess site conditions. • Integrate policies under the Credit River Watersheds Natural Heritage System, and similar strategic documents.

Objective 2

Conserve and Enhance the Unique Cultural Heritage Attributes of the Belfountain Complex

Outcome	Strategic Directives
Heritage Features are maintained to function as a focal point for visitor interest on the property.	<ul style="list-style-type: none"> • Develop a Cultural Heritage Conservation Plan and Monitoring Schedule for cultural features. • Mitigate the impacts of visitor activities on cultural heritage attributes.
Site Design and Programming reflects the heritage of Belfountain Conservation Area as an Early 20th Century Park.	<ul style="list-style-type: none"> • Infrastructure within the day-use area is appropriately designed with accurate historic reference. Examples of infrastructure projects which should include the Early 20th Century Park theme in their design include: <ul style="list-style-type: none"> ○ Redesign of Operations Workshop ○ Visitor Centre ○ Enclosed Picnic Shelter ○ Terrace Enhancement ○ Bridge Upgrade in lower picnic area ○ Picnic Sites and Amenities

	<ul style="list-style-type: none"> ○ Gardens and Landscaping ○ Property Access and Gatehouse ● Maintain aesthetics and historic viewsapes so as not to cause visual distraction or cluttering by sign placement, equipment storage, or infrastructure development.
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Objective 3

Promote the Unique Identity of the Belfountain Complex

Outcome	Strategic Directives
Belfountain Conservation Area is promoted as a desirable Destination within Caledon for families and all visitors.	<ul style="list-style-type: none"> ● Develop strategic, mutually beneficial partnerships to promote the Belfountain Complex as part of a larger tourism experience within the Caledon Area and as a unique Destination in Ontario. ● Develop strategic, mutually beneficial partnerships to support marketing, events and program development. ● Develop a Marketing Strategy that addresses how the Complex should be marketed and at what scale.
The significance and unique identity of the Belfountain Complex is recognized within relevant Policies and Strategies made by Member Municipalities and Provincial Agencies.	<ul style="list-style-type: none"> ● Designate Belfountain Conservation Area as a Nodal Park under the Niagara Escarpment Parks and Open Spaces System. ● Recognize Belfountain Conservation Area as a Visitor Destination within the Caledon Tourism Strategy. ● Designate Route Options and Linkages for the Credit Valley Trail through the Belfountain Complex. ● Recognize Belfountain Conservation Area as an important natural area and outdoor recreation facility within Official Plans.
Relationships with the Belfountain Hamlet, its Rural Character, Community and Heritage are Cultivated and Nurtured.	<ul style="list-style-type: none"> ● Identify and create programming and design options to strengthen the physical linkages between the Belfountain Complex, Belfountain Hamlet and the surrounding landscape. Considerations can be made through: <ul style="list-style-type: none"> ○ walking tours and interpretive trails, ○ sign design and logos, and ○ cross promotion. ● Develop a “Friends of Belfountain Conservation Area” group that works in partnership with local residents to scope and organize events and promotions, resolve property management concerns, consult upon site designs, and fundraise for continued operations. ● Identify and promote opportunities for outreach with the local community, including Neighbourhood Events, Stewardship Days and Resident Passes or Rates. ● Large-scale events and undertakings should be evaluated under an impact assessment to determine any noise or traffic concerns and identify mitigation measures.
Infrastructure enhancements denote Belfountain Conservation Area as a special and unique place for outdoor recreation, nature appreciation and heritage celebrations.	<ul style="list-style-type: none"> ● Establish site design and features to promote Belfountain Conservation Area as a Nodal Park within the Niagara Escarpment Plan and Escarpment Staging Area. ● Establish a Visitor Welcome Centre. ● Enhance picnic facilities and services. ● Upgrade trail infrastructure and design. ● Install interpretive and commemorative signage. ● Develop Programming to recognize the unique heritage and natural features of the Complex.

Objective 4

Develop Viable Solutions for Sustainable Conservation Area Operations

Outcome	Strategic Directives
Conservation Area grounds and facilities are safe and secure by implementing a diligent Risk Management Program.	<ul style="list-style-type: none"> • Land Care needs are inventoried, monitored, assessed and scheduled for repair in a timely and routine manner. • Vandal-proof design is integrated into site plans and building materials. • Work with local residents, Community Watch and OPP to monitor and deter vandalism and after-hours use. • Property Enforcement is conducted in a routine manner, with infractions handled as a matter of priority. • Boundary Line Encroachments are dealt with as a matter of priority under CVC's Enforcement Program. • Remove Cox Cottage and Restore Site. • Conduct adequate patrols of Cox Property • Willoughby Driveway is zoned as Special Management Zone to denote terms of Easement Agreement. • Dam Safety Assessments and Action Plans are developed and managed in a routine and timely fashion.
Conservation Area operations are financed through secure, sustainable and innovative means.	<ul style="list-style-type: none"> • Create an Endowment Fund that will be accessible for major maintenance and long term land care needs. • Incorporate multifunctional facilities that accommodate mixed uses and enhanced programming opportunities.
Improved Visitor Capacity and Flow.	<ul style="list-style-type: none"> • Encourage visitation during off-peak periods by: <ul style="list-style-type: none"> ○ developing incentives and programming to boost weekday visitation, ○ developing winter programming options, ○ developing shoulder season incentives. • Work with Town of Caledon and Region of Peel to alleviate traffic congestion and pressure during peak seasons across the Belfountain Area. Options include may include off-site parking, shuttle services, seasonal price structure and indicator signage along HWY 10. • Upgrade parking facilities within Belfountain Conservation Area by re-aligning the site design and increasing capacity in order to make more effective use of space. • Include option for bus parking and a bus turn-around zone in concept plan designs. • Manage visitor capacity within the day-use area by upgrading and delineating picnic sites and facilities. • Manage visitor distribution throughout the Complex by providing useable way-finding signage and site infrastructure that directs and manages visitor movement. • Limit vehicle traffic to the Development Zone. • Conduct studies to determine the ecologic and social carrying capacity of the site.
Improved Facilities for Day-Use Area and Activities.	<ul style="list-style-type: none"> • Develop a business case and work with local businesses to determine the feasibility and logistics of offering concessions. • Improve picnic facilities through space delineation, reservation system efficiencies, opportunities to accommodate varying group sizes, sheltered accommodation, design and beautification.
Improved Facilities for Essential Services.	<ul style="list-style-type: none"> • Maintenance road will remain open for operational and emergency purposes. • Improve essential services at pumphouse to better meet user needs and operational function. • Concrete bridge requires upgrades to meet safety requirements. Re-design of new bridge should be tied to 'Mack's Park' theme, and may also consider options for pedestrian only, vehicular access requirements and/or glass bottom designs.

Improved Facilities and Capacity for Special Events.	<ul style="list-style-type: none"> • Improved facilities and services to promote green weddings. • All development designs should include multi-functional space as a priority. • Repair the Terrace to meet safety standards, while also enhancing the usability and beautification of the site. • Electrical servicing provided to upper and lower picnic areas and terrace.
Environmental Best Practices are Integrated through Site Design and Development Updates.	<ul style="list-style-type: none"> • Gardens are planted with native species and promote natural function. • Green building design principles are incorporated into infrastructure, landscaping and development projects. Options include: <ul style="list-style-type: none"> ○ Low Impact Development, ○ Compost and Recycling facilities, ○ Water Recycling facilities, ○ Green Power generation, ○ Green Roofs, ○ Demonstration Gardens, ○ Snow Removal and Salting Plans. • Purchases are made using Environmentally Responsible products, services and companies.

Objective 5

Provide Sustainable Recreation Opportunities

Outcome	Strategic Directives
Visitors enjoy traditional park leisure pursuits that are engaging to a range of ages and interests.	<ul style="list-style-type: none"> • Current recreation offerings of picnicking, hiking, fishing and nature viewing are maintained and enhanced. • Options for a River Exploration Area are further considered and include river access areas, boulder placement and interpretive information. • Identify increased and/or enhanced opportunities for scenic vistas to be experienced by the public.
Conservation Area trails follow sustainable trail building principles and best practices.	<ul style="list-style-type: none"> • Implement best practices regarding sustainable trail development and landscape design. • Develop a Trail Plan that identifies where trails will be re-routed, upgraded and closed. • Develop a Trail Plan that identifies trail surface materials, signage needs and locations, and designates rest areas, staging areas and landscaping features. • Consider options for re-routing and upgrading the Gorge Loop Trail to mitigate safety and environmental concerns. • Consider options for re-routing and upgrading the Pond Loop Trail to mitigate safety and environmental concerns. • Consider formalizing a trail to access features such as the Stone Cutter's Dam, Angling Sites and Scenic vistas. • Formalize a 'Heritage Trail' that goes through the old Cottage Site in the day-use area (within the Cultural Heritage Zone).
Visitors of varied ages and interests experience meaningful opportunities for Natural Heritage Appreciation.	<ul style="list-style-type: none"> • Investigate innovative design and technology options to showcase natural heritage attributes. • Explore opportunities to create or enhance scenic vistas. • Facilitate sensory and experiential opportunities for visitors to enjoy the West Credit River. • Incorporate unique and interesting site features into Trail Maps and Kiosk Signage. • Develop both Programmed and Self-Guided interpretive opportunities through: <ul style="list-style-type: none"> ○ Signage ○ Brochures and Property Guides ○ Online Mediums, Virtual Tours, Pod-Casts

	<ul style="list-style-type: none"> ○ Active (staffed) Interpretation and Events ● Identify strategic partnerships for both interpretive material design and program implementation.
Visitors of varied ages and interests experience meaningful opportunities for Cultural Heritage Appreciation.	<ul style="list-style-type: none"> ● Investigate innovative design and technology options to showcase cultural heritage attributes. ● Develop both Programmed and Self-Guided interpretive opportunities through: <ul style="list-style-type: none"> ○ Signage ○ Brochures and Property Guides ○ Online Mediums, Virtual Tours, Pod-Casts ○ Active (staffed) Interpretation and Events ● Incorporate unique and interesting site features into Trail Maps and Kiosk Signage. ● Design a Commemorative Program to recognize important people, places and events across the complex. Options may include: <ul style="list-style-type: none"> ○ Signage and Site Interpretation ○ Trail, Location and Structure Naming ○ Plaques or 'Walk of Fame' or Timeline of Events ○ Commemorative Book ● Identify strategic partnerships for both interpretive material design and program delivery. ● Access to cultural heritage sites and attributes is promoted through site design and programming.
Annual Signature Event celebrates the unique identity of Belfountain Conservation Area amongst CVC's Core 10 Properties.	<ul style="list-style-type: none"> ● The Vision for Belfountain Conservation Area is recognized and promoted through event design. ● Event planning will include an evaluation of resource availability, operational viability, natural heritage protection and off-season opportunities when determining event timing and scope.

Objective 6

Provide Site Accessibility through Barrier Free Design, Affordability and Multi-Lingual Communications

Outcome	Strategic Directives
Day-Use Area is accessible to people of all ages, interests and abilities.	<ul style="list-style-type: none"> ● Accessibility standards, under the Accessibility for Ontarians with Disabilities Act, will be integrated into the design of all new visitor amenities and materials. Examples include: <ul style="list-style-type: none"> ○ Signage ○ Brochures and Media ○ Customer Service ○ Program Delivery ○ Site Design and Scenic Vistas ○ Building Development and Enhancements ● Opportunities for an accessible (barrier-free) washroom in the lower day-use area will be reviewed as a high priority. ● Portions of the Pond Loop Trail will be upgraded to a standard that meets the needs of those with mobility issues. Accessibility enhancements will be completed along the Pond Loop Trail as site terrain reasonably allows. ● Trails design and infrastructure will be incorporated, as feasible, throughout the Complex to enhance the current state of site accessibility. Trail Enhancements may include added rest stops, detailed signage and surface materials. ● Conservation Area fees will remain competitive, yet affordable for families and individuals. ● Marketing, Communications Materials, Media, Signage and Interpretive Programming will be developed with consideration given towards the diversity in client languages and communication needs.

Please refer to the following appendices for reference materials related to the Management Plan Objectives:

- *Appendix 1:* Sorted list of Comments with associated Objectives and Directives
- *Appendix 2:* Rationale Table for Comments that will Not be Brought Forward
- *Appendix 5a:* Preliminary Objectives with associated Themes for Comment
- *Appendix 5b:* Rationale Table for Objective Selection
- *Appendix 5c:* Outcomes and Directives Table for each Objective

5.0. MANAGEMENT PLAN ZONING

It is widely recognized that establishing zones during the planning process is an effective method for managing conservation area operations and protecting important site features and functions. Zones are based on the Authority's best understanding of the significant and representative natural, cultural and operational attributes. Zones protect important resources, while also recognizing where the best opportunities for appreciation programs and recreational activities should exist.

The following section defines and outlines the zones that are being proposed for the Belfountain Complex Management Plan. Please see *Appendix 6* for a detailed map and definitions of the proposed Conservation Area Zoning.

Nature Reserve Zone

The Nature Reserve Zone is designated to contain undisturbed natural features, which are at a minimum considered to be regionally significant, highly sensitive or integral to maintaining a healthy ecosystem. These zones only permit use that is non-invasive and compatible with the natural values of the resource. Management activities are limited to those that ensure the long range protection of these natural values; and include restoration activities, management of essential services and potentially environmental research. Removal of existing infrastructure or features is permitted, however new development, including trails and visitor amenities, will not be permitted.

The Nature Reserve Zone for the Belfountain Complex Management Plan is held on the north-east portion of the Complex on the Willoughby Property. The area has been designated as Nature Reserve because it is relatively free of anthropogenic disturbances and contains a diversity of rare and sensitive species, as well as Species at Risk habitat.

Based on comments received, ongoing discussion with the Technical Steering Committee needs to be held in order to determine if zoning a portion of the Cox property as Nature Reserve is also feasible and appropriate for the Belfountain Complex.

Natural Heritage Conservation Zone

The Natural Heritage Conservation Zone generally contains relatively undisturbed natural features that are integral to maintaining a healthy ecosystem. Management activities are limited to those that ensure long range protection, such as restoration and management of essential services, as well as environmentally appropriate trails for hiking. More active visitor activities, such as mountain biking, cycling and cross country skiing are not permitted.

Under the Belfountain Complex Management Plan, the majority of the Complex has been designated under this zone. While much of the Complex was clear cut for aggregate extraction activities more than a century ago, the area has since regenerated and now provides habitat to Species at Risk and specialized plant species. Bruce Trail Side Trails are the only visitor activity permitted within these areas. While short trail re-routes and minor enhancements may be accommodated, the overall trail density will be kept low to reduce environmental impacts.

Natural Heritage Appreciation Zone

The Natural Heritage Appreciation Zone is designated to highlight and provide access to the aesthetic natural landscapes and representative natural features. A minimum level of development is permitted in this zone to support outdoor recreation activities that are environmentally sustainable and in keeping with the natural character of the site. Management of essential services, resource management, restoration and research are permitted. New development is permitted, presuming it provides an overall benefit to natural heritage appreciation efforts and can be completed with minimal environmental impact.

The Natural Heritage Appreciation Zone is designated within the day-use area of Belfountain Conservation Area. The designation was selected for areas that provide aesthetic enhancements for the area but in their current state do not provide significant natural functions. Within the Belfountain Complex, the Natural Heritage Appreciation Zone will primarily provide for restoration opportunities to mitigate invasive species infestations and enhance the natural function of the area. Ancillary features, such as an occasional picnic table may also be appropriate in this area.

Cultural Heritage Zones

The Cultural Heritage Zone is designated to include significant archaeological or historical areas which require management that will ensure the long-term protection of significant values. The stabilization, restoration, or dismantling of historical features is permitted as well as the development or removal of essential services and ancillary features.

The Cultural Heritage Zone for the Belfountain Complex Management Plan contains the early twentieth century park features that Belfountain Conservation Area is famous for. The stone works, fountain, cave, Belfountain dam and Pond Loop Trail among other features are culturally significant and require management, maintenance plans and interpretation in order to protect their significant values. Several additional historical sites, including old quarries, dams, and rail line, while significant, will not be managed or maintained for conservation purposes due to their ecologically sensitive and inaccessible locations.

Development Zones

Development zones provide access, orientation and operation facilities that support appreciation, recreation and resource management activities of the conservation area. CVC's zoning framework accounts for three distinct development zones:

- Access: Areas that serve as public staging areas and provide facilities such as roads and parking lots, gatehouses, trailheads, etc.
- Operations: Areas and features that serve conservation area operations. This may include workshops and out buildings, parking lots that are not generally publicly accessible, etc.

- **Recreation:** Areas designated to provide facilities for recreation purposes. This may include large, publicly accessible buildings and other infrastructure necessary for active recreation opportunities, for example a splash pad, swimming pool or high-intensity camping area.

Access and recreation development zones have been identified within the Complex. The main access zone within the Complex envelopes the main parking area, driveway and existing workshop, though a small access zone has also been identified on the Cox Property. The recreation development zones are associated with the day use areas and grassed picnic sites. While policies limit the development of structures in these areas, they are heavily used by the public and have been altered to accommodate picnicking and other visitor activities. While new structures are not proposed, high visitor use levels will continue and be contained within recreation development areas as much as possible.

Special Management Zone

Special management zones are generally applied to large scale projects that fall outside of the scope of the other zones or areas that have special management agreements. Special Management Zones and their associated policies may vary widely by each individual zone and property.

For the Belfountain Complex, a portion of the Willoughby Property has been designated as a Special Management Zone. This area denotes a right-of-way, with a specific management agreement between CVC and the Ontario Heritage Trust and the landowner. The policies for the management of this right-of-way are outlined in the agreement.

6.0. CONCEPT PLANNING

Concept Plans are included within the *Strategic Directives* phase as a means for bringing the Management Plan Guiding Statements and Directives to life. Concept Plans form the baseline for moving the Strategic Directives along into detailed design and implementation planning as they represent the potential locations where on the ground actions and changes will occur, taking into account zoning, policy and operational considerations.

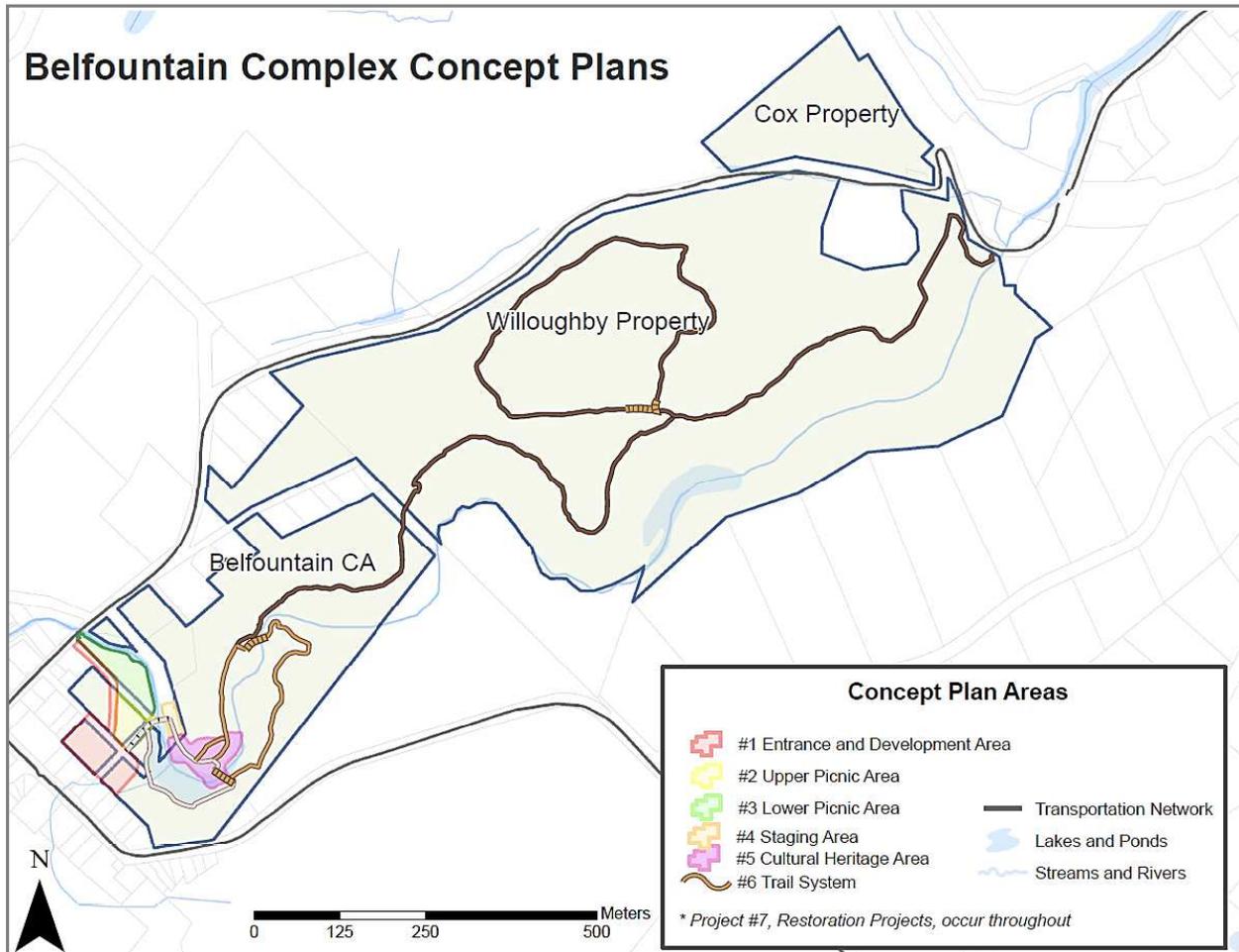
In order to help organize concept planning under the Belfountain Complex Management Plan, a series of Project Areas have been delineated by grouping functional spaces together. Seven (7) Project Areas have been identified across the Complex, they are as follows:

1. Property Entrance and Development Area
2. Upper Picnic Area
3. Lower Picnic Area
4. Staging Area
5. Cultural Heritage Area
6. Trail Plan (Complex Wide)
7. Restoration Plan (Complex Wide)

The next section of this report will outline each of the seven (7) project areas by defining the existing attributes, discussing identified needs and depicting proposed site alterations, enhancements and programming, policy or activity recommendations. Only the details of major Project Area opportunities are being discussed in this phase of the Management Plan. Specific details surrounding design, location,

materials, and program content will be determined later in the process. The intention of presenting the Project Areas here is to confirm consensus on the proposed general directions before advancing further with detailed designs.

Please see Map 3 below, for a locational overview of each proposed Project Area.



Map 3: Project Area Locations within the Belfountain Complex

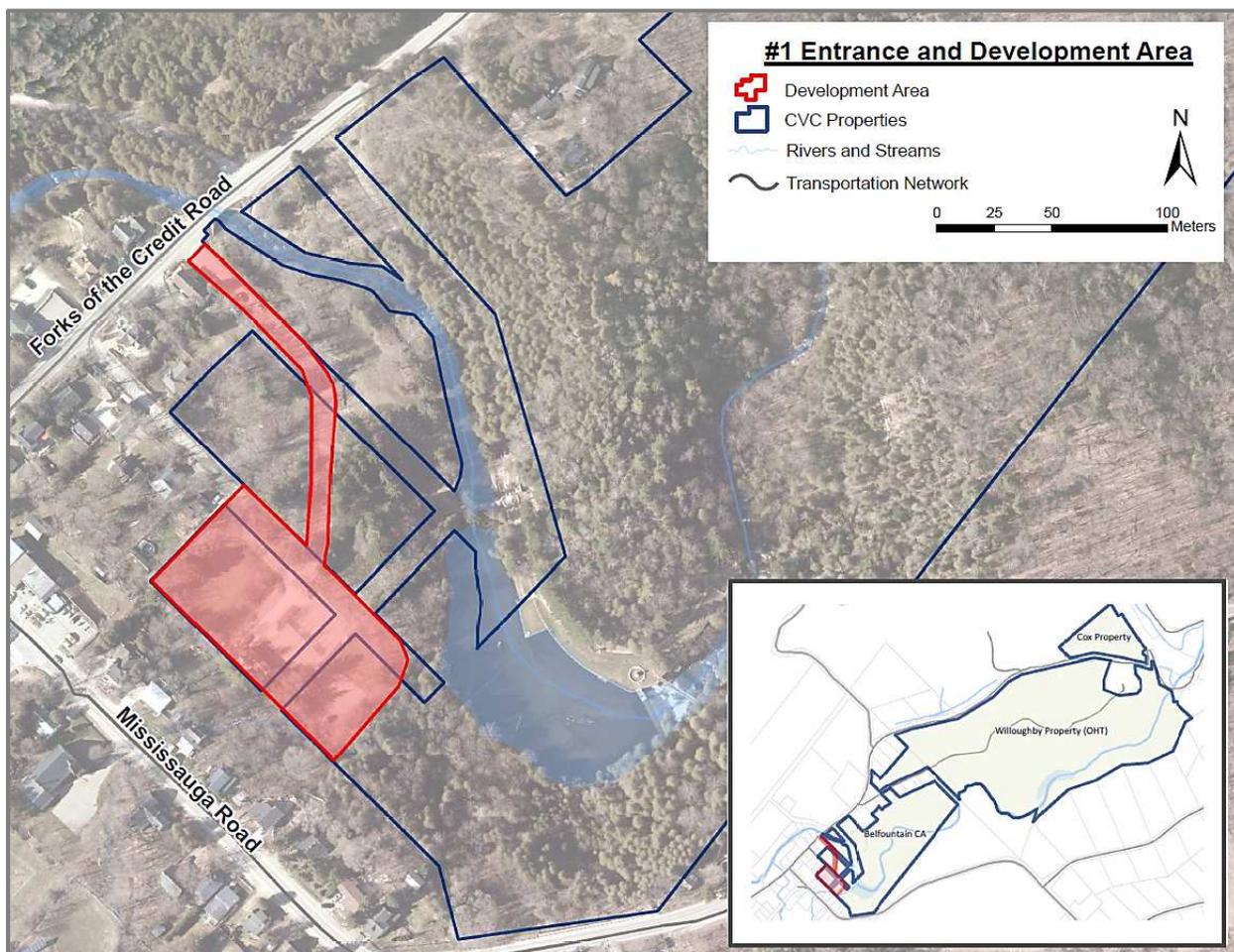
6.1. PROJECT AREA 1: PROPERTY ENTRANCE AND DEVELOPMENT AREA

Function: Property Access, Parking, Property Staging and Expectation Setting, Information Sharing

Policy Considerations:

- Management Plan Zone: Development Area – Access (100%)
- Species at Risk Habitat
- Niagara Escarpment Plan Area: Escarpment Natural (30%); Escarpment Protection (70%)
- CVC General Regulations: Crest of Slope (100%); Floodplain (15%); Slope Hazard (100%)

Primary Challenges: Aesthetics, Experience, Traffic Congestion, Visitor Flow, Expectation Setting, Information Sharing, Place-making, Operational vs. Visitor Space Confusion, Site Lay-out & Design



Map 3: Project Area 1 – Location within the Belfountain Complex Management Plan

Project Area 1 represents the main property entrance and staging. It is approximately 7,770 m² and represents 1.4% of the study area and 6% of Belfountain Conservation Area. Existing facilities include the primary access route and gatehouse for the Conservation Area, vehicle parking, washrooms, a trailhead kiosk, and a workshop and office for Conservation Area operations.

Visitor and vehicular flow through this area are a noted challenge. The current layout is inefficient, it does not allow for a welcoming visitor introduction to the property and parking is an especial challenge. During peak periods the parking lot is over capacity and traffic flow between the Hamlet and the Conservation Area is unmanageable. Opportunities for information sharing and expectation setting are minimal and visitors are generally left to wander into the day-use area without a proper understanding of the conservation area lay-out and opportunities. The location of the current workshop causes an operational structure to be the central focus of the visitor staging area. The facilities in place for conservation area operations are also lacking, and efficiencies in terms of size, design, technology and lay-out are required.

Several comments regarding the design or re-design of this area were received from the Management Plan Committees. Main themes included creating a more efficient layout with multi-use aspects.

Specific examples include the creation of a Visitor Centre with meeting space that could be used for interpretation, events, programming and classroom education. Parking suggestions include a designated bus parking zone, increased space capacity, and multiple design options for overflow parking; including one that could be developed with a reinforcement grid over a grassed area, instead of pavement or patio stones.

The importance of low impact design features and sustainable approaches to implementation were also noted, as were comments regarding the need to minimize the number of buildings being added to the site by creating multifunctional spaces. Tree removal is expected to be minimal for development and the importance of beautifying developed features through native gardens and landscaping was identified. Overall, there is consensus that a more welcoming and functional space is needed in Project Area 1.

The proposed concept plan for Project Area 1 includes a re-designed entrance and parking area. The best design will be one that quickly, easily and safely directs pedestrian and vehicular traffic between the property entrance and the parking area. Project Area 1 will be the only area where vehicular traffic (aside from Operational vehicles) is permitted. From here, the design should engage visitors by sharing information about the property and setting expectations for what their experience at Belfountain Conservation Area will entail. Pedestrian flow should be logical between the main entrance area and the recreational spaces across the Complex. The new layout will feature increased parking capacity, a new visitor centre, relocation of the gatehouse and a bus turn-around area. The operations workshop should also be located within this area, however it should be minimally visible; located at the back of the new building, or off to the side, so as not to confuse visitors.

Project Area 1 imparts the crucial first impression of the site and sets the tone for the visitor experience. It is important that this area houses all amenities (e.g. washrooms) and is designed to accommodate both user needs and operational requirements. The new Visitor Centre will communicate information about the Complex and CVC initiatives, while also providing enhanced opportunities for education, interpretation and programming.

The following tables outline the existing attributes and proposed enhancements for Project Area 1.

Project Area 1: Existing Attributes	
1	Main Entrance and Driveway
2	Gatehouse and Entrance Gate
3	Washroom facilities; including a septic bed and a single composting outhouse installed and used solely by the Belfountain Public School
4	Staff office
5	Operational Workshop and Equipment Storage
6	Two Parking Areas with a combined capacity of 45 vehicles
7	Small Picnic Area (Grassy Area)
8	Garbage Storage Facilities
9	Gated Access to Pinnacle Street
10	Information Kiosk

Project Area 1: Proposed Site Enhancements	
1	Assessment of current Gatehouse and Entrance Gate in order to better deter after hours parking and to denote when the BCA parking lot is at capacity
2	Develop a new Visitor Centre that will contain: <ul style="list-style-type: none"> ○ Washroom facilities; including relocation of septic bed ○ Indoor space to function as an interpretive centre, meeting space, event space, classroom, etc. ○ Small outdoor deck space ○ Staff office and storage space
3	Assess location of current Composting Toilet to best align with future site layout
4	Increased Parking Capacity: <ul style="list-style-type: none"> ○ Allocate spaces for 70 – 90 vehicles ○ Designate options for Overflow Parking (decommissioned septic bed may be appropriate)
5	Bus and Large Vehicle Turn Around Space and Parking Zone
6	Storage Shed for Equipment and Materials necessary for Conservation Area Operations
7	Gardens and Low Impact Design Options are to be incorporated wherever possible
8	Upgraded Staging, Trailhead, Kiosk, and Stairs leading from Project Area 1 to the Day-Use Area

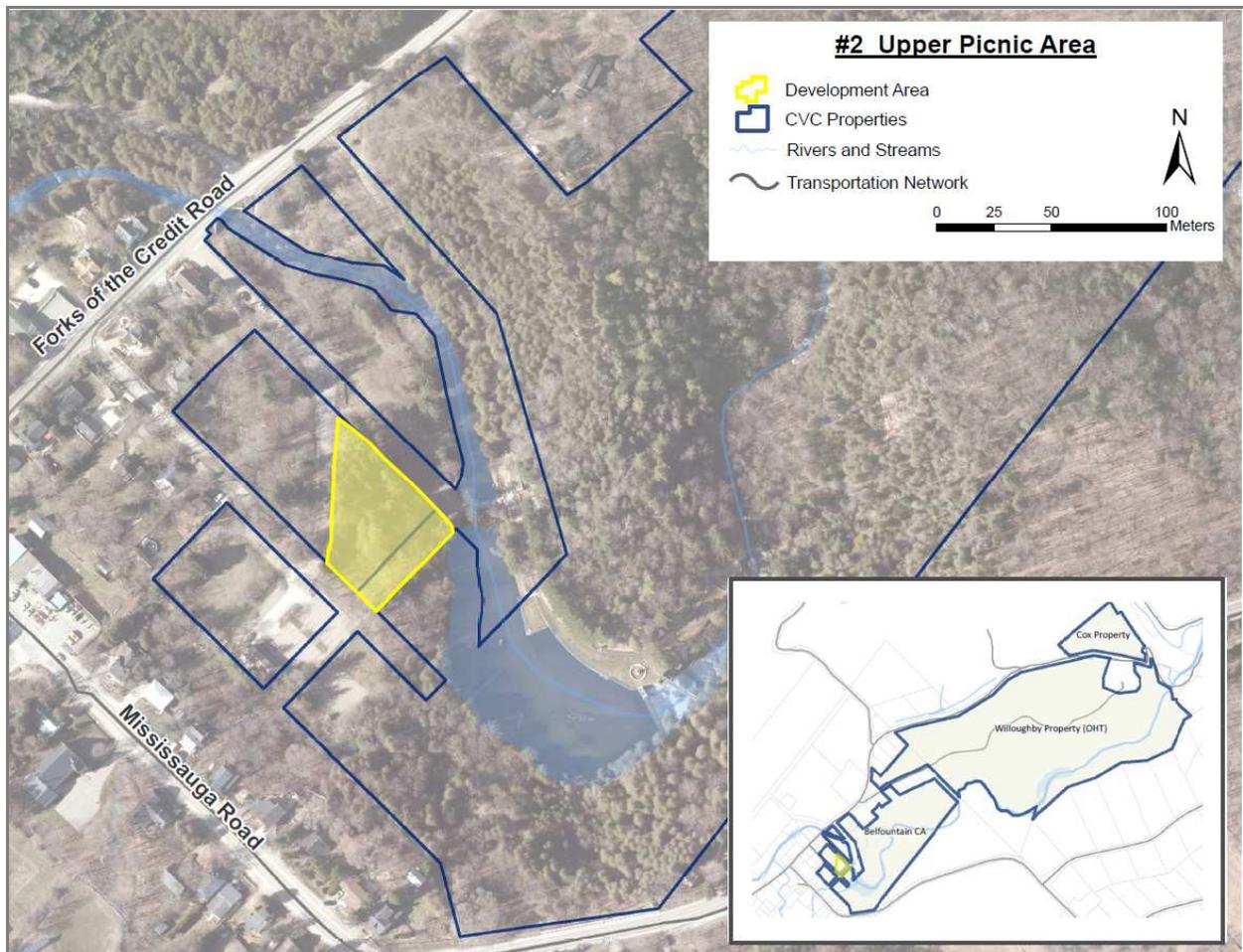
6.2. PROJECT AREA 2: UPPER PICNIC AREA

Function: Day-Use Area, Picnic Space, Group Gatherings, Sheltered Accommodation and Multi-Functional Space

Policy Considerations:

- Management Plan Zone: Development Area – Recreation (100%)
- Species at Risk Habitat
- Niagara Escarpment Plan Area: Escarpment Natural (70%); Escarpment Protection (30%)
- CVC General Regulations: Crest of Slope (100%); Floodplain (60%); Slope Hazard (100%)

Primary Challenges: Aesthetics, Visitor Distribution and Flow, Erosion, Site Lay-out & Design, Experience



Map 4: Project Area 2 – Location within the Belfountain Complex Management Plan

Project Area 2 represents the first of two main day-use sites within the Complex. The site is referred to as the Upper Picnic Area and it is one of the first recreational attributes that visitors experience when they enter the property. The Project Area is 2550 m² and represents approximately .45% of the study area and 2% of Belfountain Conservation Area.

The site does not host much in terms of facilities or amenities, aside from picnic benches, shaded areas, and gardens. The current area is degraded, with evident soil erosion and root exposure. Project Area 2 lacks a clear function and connection to the other recreational spaces within the Complex, and it is generally underutilized by visitors.

Comments regarding the Upper Picnic Area were largely focused on the effective use of space, mitigating erosion, incorporating aesthetic improvements and focusing on naturalization efforts through the enhancements of gardens and landscaping. The erosion and root exposure caused by current visitor activities was noted as a potentially hazardous negative impact that should be corrected through landscaping or the installation of a boardwalk or decked area. Input regarding the importance of low impact design, compensation plantings and naturalization efforts are also widely recorded for this Project Area.

The development of a picnic pavilion is an acknowledged site need due to the lack of covered space existing across the Complex. It was agreed that the Upper Picnic Area is the most logical site for a new covered picnic facility because of the close proximity to parking and washroom facilities, minimal policy constraints and the opportunity that exists to make a more effective use of the current footprint available. The importance of delineating picnic areas through landscape design, developing a picnic pavilion that is functional for different sized groups and introducing electricity to the pavilion were all identified as necessary considerations for this area.

Landscaping and a re-design of this area will provide an inviting extension, drawing visitors into the conservation area from the parking area. The Upper Picnic Area will function as an active day- use and picnicking location and will be organized to facilitate small and medium sized groups. The inclusion of a pavilion and landscaped gardens that are designed with inspiration from the Century Park theme will help to create a distinct sense of place. The enhancements proposed for this site are expected to create better space utilization, enhance the user experience, create better programming and operational opportunities, and reduce pressure on the Lower Picnic Area which experiences crowding and space conflicts.

The following tables outline the existing attributes and proposed enhancements for Project Area 2.

Project Area 2: Existing Attributes	
1	Picnic Tables
2	Historic Stonework (in degraded state)
3	Gardens (current non-native; noted invasive species management project)
4	Concrete staircase (not of cultural significance; not to standard)

Project Area 2: Proposed Site Enhancements	
1	Updated Picnic Tables and Rest Areas (including barrier free options)
2	Picnic Areas defined by Landscaping, Stonework and Gardens (multiple group size options available)
3	Renewed and Restored Stonework
4	Landscaped areas to minimize erosion and Gardens with Native Species
5	Three Season Picnic Pavilion with Electricity
6	Updated Stair Walkway with Navigational Signage
7	Low Impact Development Solutions (to be scoped during detailed design)

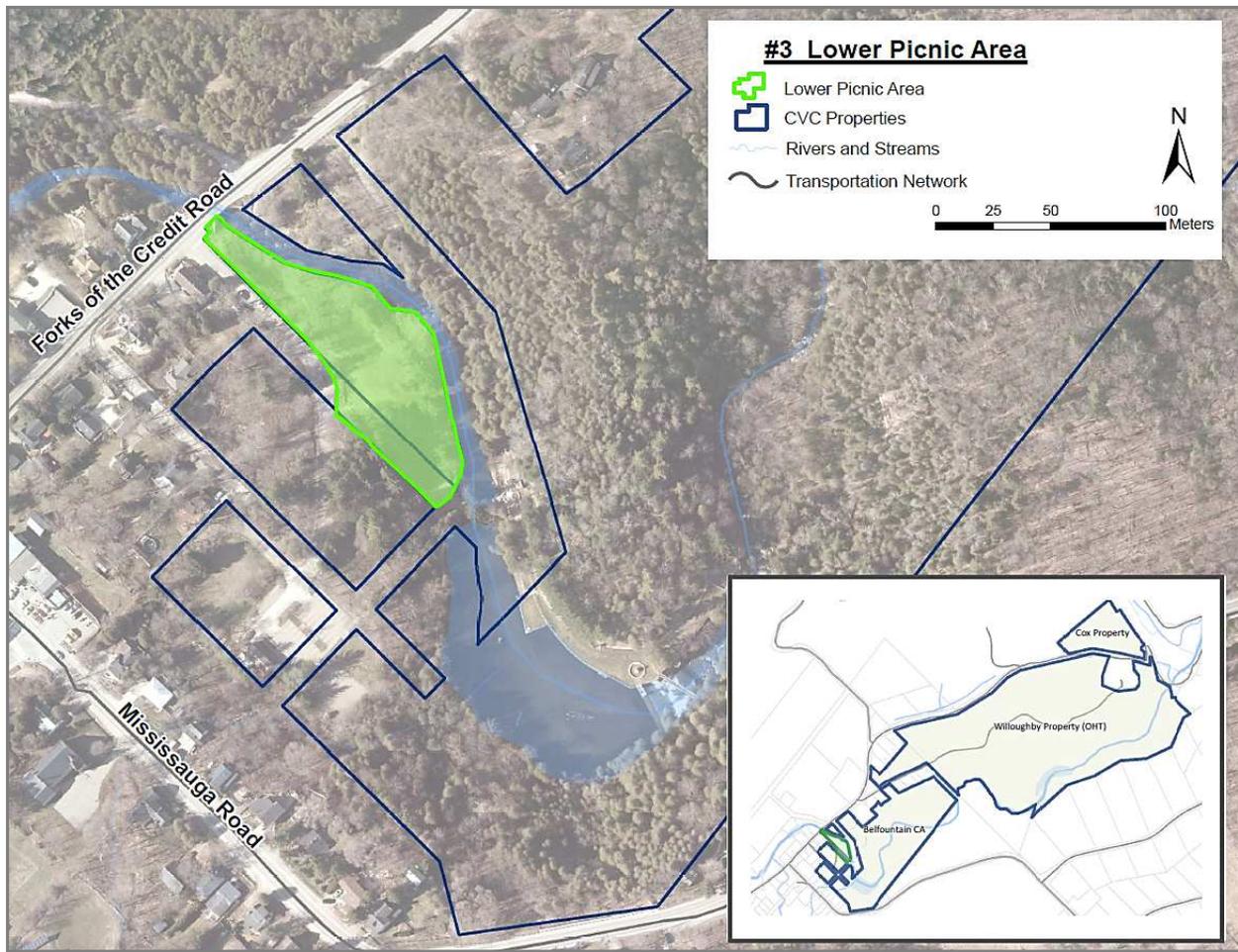
6.3. PROJECT AREA 3: LOWER PICNIC AREA

Function: Day-Use Area, Picnic Space, Group Gatherings, Special Event Space and Staging Area

Policy Considerations:

- Management Plan Zone: Development Area – Recreation (100%)
- Species at Risk Habitat
- Niagara Escarpment Plan Area: Escarpment Natural (100%)
- CVC General Regulations: Crest of Slope (100%); Floodplain (100%); Slope Hazard (100%)

Primary Challenges: Aesthetics, Visitor Distribution and Flow, Crowding, Site Lay-out & Design, Experience



Map 5: Project Area 3 – Location within the Belfountain Complex Management Plan

Project Area 3, is also referred to as the Lower Picnic Area. It encompasses approximately 4880 m² and represents .86% of the study area and 3.8% of Belfountain Conservation Area. The Lower Picnic Area serves as the main day use location and gathering place for the majority of visitors. The site is largely made up of a grassed area with picnic tables, a water station, garbage and recycling stations and vistas of the Complex and the West Credit River. The current design and lay-out of the Lower Picnic Area is structured into large and generic picnic sites. The current lay-out does not lend itself well to managing groups of varying sizes, especially during peak periods. Crowding and user conflicts are a known challenge for this site.

The importance of the Lower Picnic Area as the most intensely used site within Belfountain Conservation Area is evident from the comments received. It was noted with high importance that the area should host the ability to support groups of varying sizes. Large group functions are an important draw for the Conservation Area; however the picnic facilities and design of the day-use area must also make accommodations for single family picnicking.

Aesthetics and gardens were also noted as being very important in this area, with landscaping and beautification being seen as a high priority. It was acknowledged that the current space nearest Forks of the Credit Road is underutilized, and that a structure or focal point in the area could enhance the user

experience. Due to policy restraints and natural hazards, gardens with an outdoor gathering space instead of a covered structure, is being proposed as a site enhancement.

Comments were also received that identified the Lower Picnic Area as an ideal location for interpretive signage. Given that the function of this area is primarily picnicking, and that the proposed function of the adjacent Project Area (Project Area 4) will be focused on staging, it has been determined that interpretive opportunities will be kept to a minimum within the Lower Picnic Area.

Finally, comments emphasized the significance of access to the West Credit River. The need for both non-structured experiential opportunities, as well as the need to define and manage river access to reduce trampling were discussed and must be balanced through site design.

The Lower Picnic Area will accommodate both large and small groups with options to meet accessibility needs. Formalized gardens and landscaping will enhance space delineation and create comfortable, distinct areas for individual groups. A formalized access to the river will reduce trampling, while also providing experiential and exploratory opportunities for visitors. Overall, it is expected that the site changes will enhance the visitor experience, limit crowding issues and user conflict, and increase operational efficiencies and site management.

The following tables outline the existing attributes and proposed enhancements for Project Area 3.

Project Area 3: Existing Attributes	
1	Picnic Tables, BBQs available for rent
2	Gardens
3	Informal access to the Credit River (trampling and erosion are noted concern)
4	Manicured Lawn
5	Potable Water Station
6	Garbage and Recycling Station
7	Short Staircase from Entrance Road (secondary access into Lower Picnic Area)

Project Area 3: Proposed Site Enhancements	
1	Updated Picnic Tables (including Barrier Free Design)
2	Picnic Areas defined by Landscaping and Gardens
3	Native Gardens and/or Demonstration Gardens (LID, Pollinator etc.)
4	Sensory Experience for West Credit River; including formalized access point, signage, staging
5	Riparian Restoration
6	Enhanced Potable Water Station
7	Access Trail from Project Area 2 (Upper Picnic Area)
8	Large Open Space that is Maintained for Group Picnics and Special Events
9	Electricity Servicing offered to host Special Events and Operational Tasks

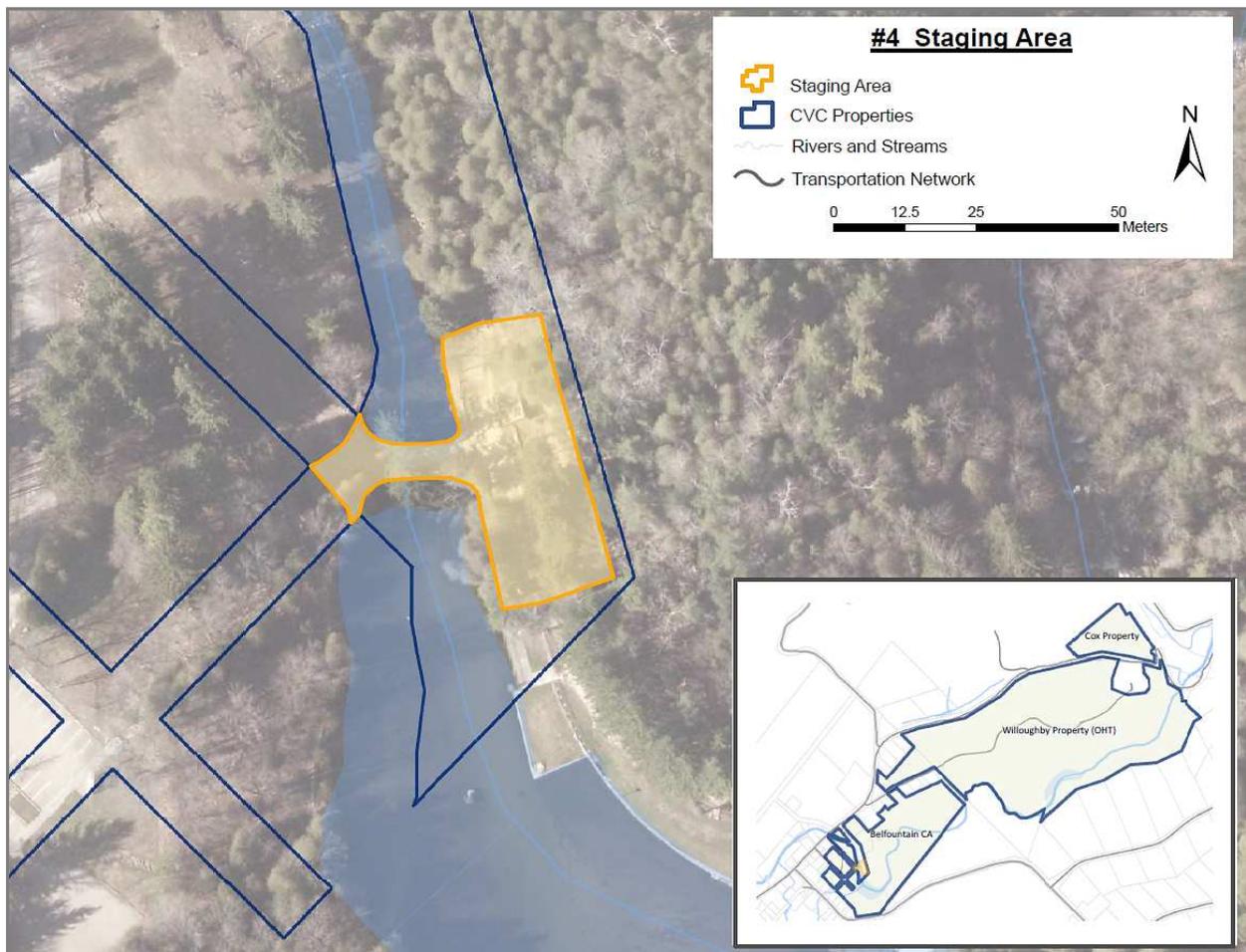
6.4. PROJECT AREA 4: STAGING AREA

Function: Staging Area, Information Hub

Policy Considerations:

- Management Plan Zone: Development Area – Recreation (70%); Cultural Heritage (30%)
- Species at Risk Habitat
- Niagara Escarpment Plan Area: Escarpment Natural (95%); Uncategorized (5%)
- CVC General Regulations: Crest of Slope (100%); Floodplain (100%); Slope Hazard (100%)

Primary Challenges: Aesthetics, Visitor Distribution, Experience, Information Sharing & Interpretation



Map 6: Project Area 4 – Location within the Belfountain Complex Management Plan

Project Area 4, also referred to as the Staging Area, encompasses 1160 m² and makes up approximately .21% of the study area and .9% of Belfountain Conservation Area. Current site attributes include a concrete bridge crossing the West Credit River and a pumphouse that transfers water to the Development Area. Currently the site acts as a transition between those participating in picnicking activities and those looking to explore the Complex further. The site naturally lends itself to this function, as there are visual and physical cues that note the activity change as visitors cross the river.

The opportunities for staging in this area are currently limited however, because site interpretation and information is non-existent.

Comments received for Project Area 4 relate largely to the aging concrete bridge that is used to cross the West Credit River. The bridge is in general need of repair, and Management Plan Committee comments regarding the function and style of the bridge are broad and divergent. Further review and consensus is needed to determine if the detailed design of the bridge will be built to pedestrian or vehicular standards. Additionally, it needs to be confirmed whether the bridge will be built as a wooden structure with a historic theme, designed with a glass bottom for river interpretation, a combination of the two, or an alternative that has not yet been discussed.

The redesign of the pumphouse into an accessible washroom facility was also reviewed and noted to be a high priority for the Staging Area. It is generally agreed that the current washroom facilities are a fair distance from the lower picnic site and that a closer and accessible option would be ideal. Policy constraints do exist for this option, however the need is determined to be high priority at this time and worth bringing forward for further consideration and evaluation under the next phase of the Management Plan.

The enhanced Staging Area will include an updated bridge and centre on the existing pumphouse. The pumphouse will be updated and refurbished to accommodate additional visitor amenities and overall the area will be designed to reflect the theme of an Early 20th Century Heritage Park. The Staging Area will function as the information hub for the property; holding details about area trails, recreational activities and interpretive programming.

The following tables outline the exiting attributes and proposed enhancements for Project Area 4.

Project Area 4: Existing Attributes	
1	Pumphouse
2	Aging Concrete Bridge
3	Gardens
4	Stonework
5	Mill stone

Project Area 4: Proposed Site Enhancements	
1	Pumphouse serves Original Function, and is Expanded to Include Accessible Washroom Facilities
2	Staging Centre, with Property Information and Navigation Tools
3	Upgraded Bridge
4	Native Gardens
5	Stonework maintained
6	Mill stone maintained

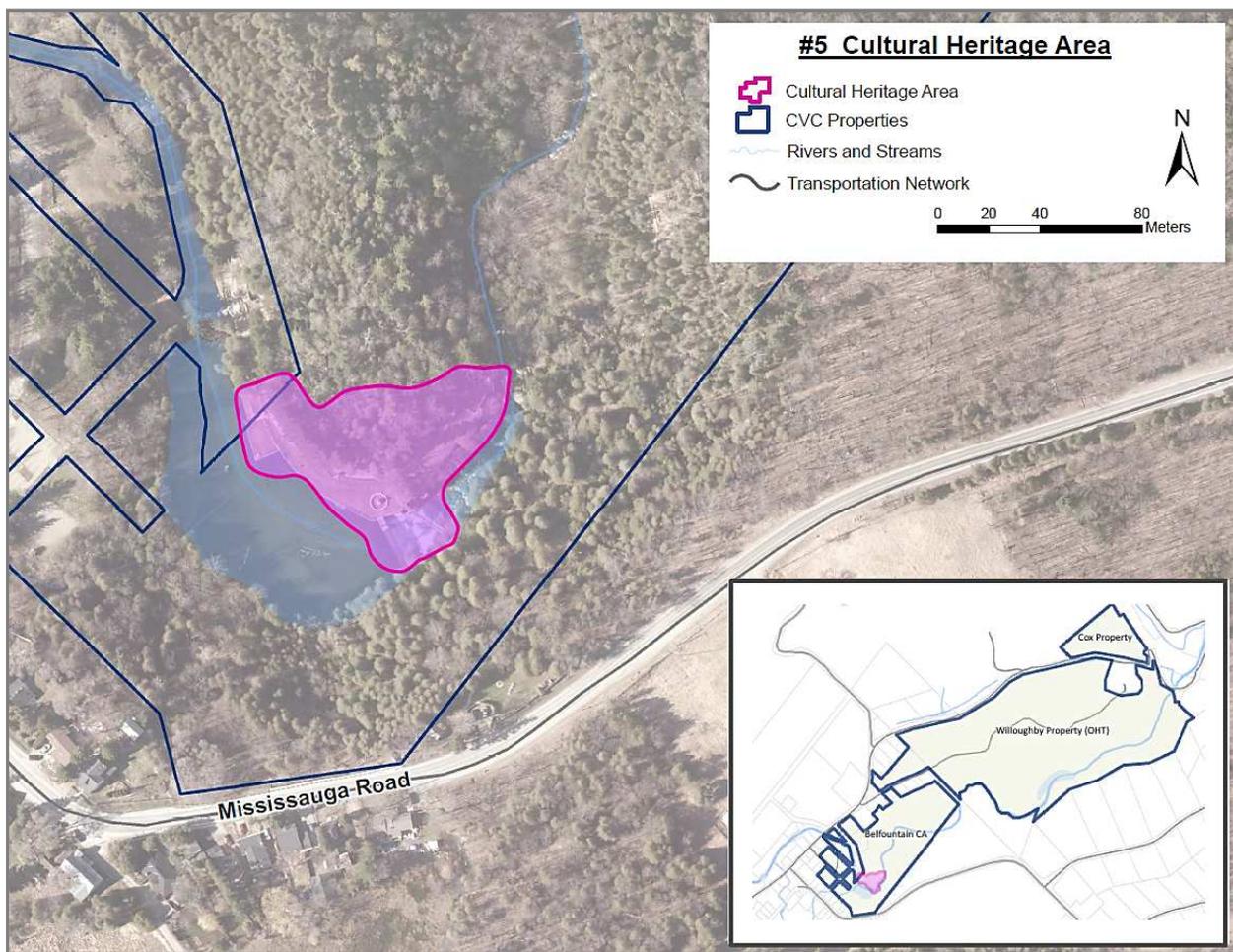
6.5. PROJECT AREA 5: CULTURAL HERITAGE AREA

Function: Focal Point for Property Interest; Trail Heads; Site Interpretation; Special Event Staging

Policy Considerations:

- Management Plan Zone: Cultural Heritage (100%)
- Species at Risk Habitat
- Niagara Escarpment Plan Area: Undefined (13%); Escarpment Natural (87%)
- CVC General Regulations: Crest of Slope (100%); Floodplain (100%); Slope Hazard (100%)

Primary Challenges: Aesthetics, Visitor Distribution and Flow, Crowding, Design, Experience, Failing Infrastructure



Map 7: Project Area 5 – Location within the Belfountain Complex Management Plan

Project Area 5 is also referred to as the Cultural Heritage Area. It is 5020 m² and encompasses approximately .9% of the study area and 3.9% of Belfountain Conservation Area. The Cultural Heritage Area represents the focal point of the Complex. The historic features are of interest and enjoyment to visitors and the spectacular Escarpment scenery makes the Cultural Heritage Area a true reflection of the unique Belfountain Conservation Area experience.

Currently the site lacks focus and visitor experience opportunities are not being offered in a cohesive fashion. The area is well manicured, and users enjoy touring the site; however potential for further engagement is being missed. Without site interpretation, commemorative materials and visitor amenities like rest areas; cultural heritage appreciation is being undervalued. Protection and care for the historic attributes found in the Cultural Heritage Area also require attention. It is recommended through Management Plan implementation that a Conservation Plan for each attribute is prepared in order to ensure that adequate and appropriate maintenance, care and restoration is undertaken. Of especial concern is the terrace, which is currently listed as a health and safety item that has been closed off for public use and requires immediate attention.

Comments received from the Management Plan Committees mimic the noted Project Area concerns. Site utilization, aesthetics, lack of public education and missed opportunities denote the majority of comments for this Area.

Aesthetic and functional updates to the area, including gardens, benches and rest areas are agreed upon as needed enhancements for this site that will create a more welcoming and usable space. Caution is noted however to not allow site enhancements to cause sign pollution or have manicured areas encroach into natural spaces. The pond was highlighted as a specific concern, as it was noted as a visual distraction that decreased the overall aesthetic appeal of the area. The pond will be addressed through the *Class Environmental Assessment for the Belfountain Dam and Headpond*, which is anticipated to commence in early 2015.

Site interpretation was also discussed as being a priority for this area. Combined with the Staging opportunities in Project Area 4, interpretive and commemorative enhancements across Project Area 5 are felt to add significant value to appreciating the Conservation Area as an iconic destination. The components of an interpretive program are not discussed in this report. Further review and consideration is required and proposals will be made during later phases of the Belfountain Complex Management Plan.

Comments were also received citing interest in developing a more “interactive” focal point for the Project Area, such as a replica of Mack’s original house, Bide-a-Wee Cottage, or a Mill Structure. Given the space constraints, policy restrictions, and resource logistics, these large scale projects have been deemed unfeasible for the current Management Plan. The theme of ‘Mack’s Park’ as an Early 20th Century Park will extend into the design of all updated site features. Interpretive materials will also be created to commemorate historic buildings and developments from across the Complex.

The concept plan for Project Area 5 will continue to have the Cultural Heritage Area function as an important element of the visitor experience. It is a place where visitors can briefly congregate to appreciate the unique features before venturing off for a hike or partaking in a picnic. The unique collection of distinctive historic attributes amongst the Niagara Escarpment defines the property as a special place with the characteristic charm that Belfountain Conservation Area is famous for.

The continued maintenance and enhancement of the cultural heritage attributes within this project area are crucial to its future enjoyment. The aesthetics of this area are very important, and while gardens and ancillary features, such as benches, will be enhanced, signage will be kept to a minimum so as not to distract from the overall viewscape.

The following tables outline the existing attributes and proposed enhancements for Project Area 5.

Project Area 5: Existing Attributes	
1	Fountain
2	Swing Bridge
3	Yellowstone Cave
4	Belfountain Dam and Headpond
5	Terrace
6	Stonework
7	Gardens

Project Area 5: Propose Site Enhancements	
1	Fountain (Maintained to Heritage Standards)
2	Swing Bridge
3	Yellowstone Cave (Maintained to Heritage Standards)
4	Belfountain Dam and Headpond; options to be further defined under Class Environmental Assessment
5	Restored Terrace (Maintained to Heritage Standard); outfitted with Electricity for Event Staging
6	Stonework (Maintained to Heritage Standards)
7	Native Gardens and Landscaping
8	Benches and Rest Areas
9	Heritage Trail through Knoll is Upgraded (Surface Materials and Interpretive Opportunities)

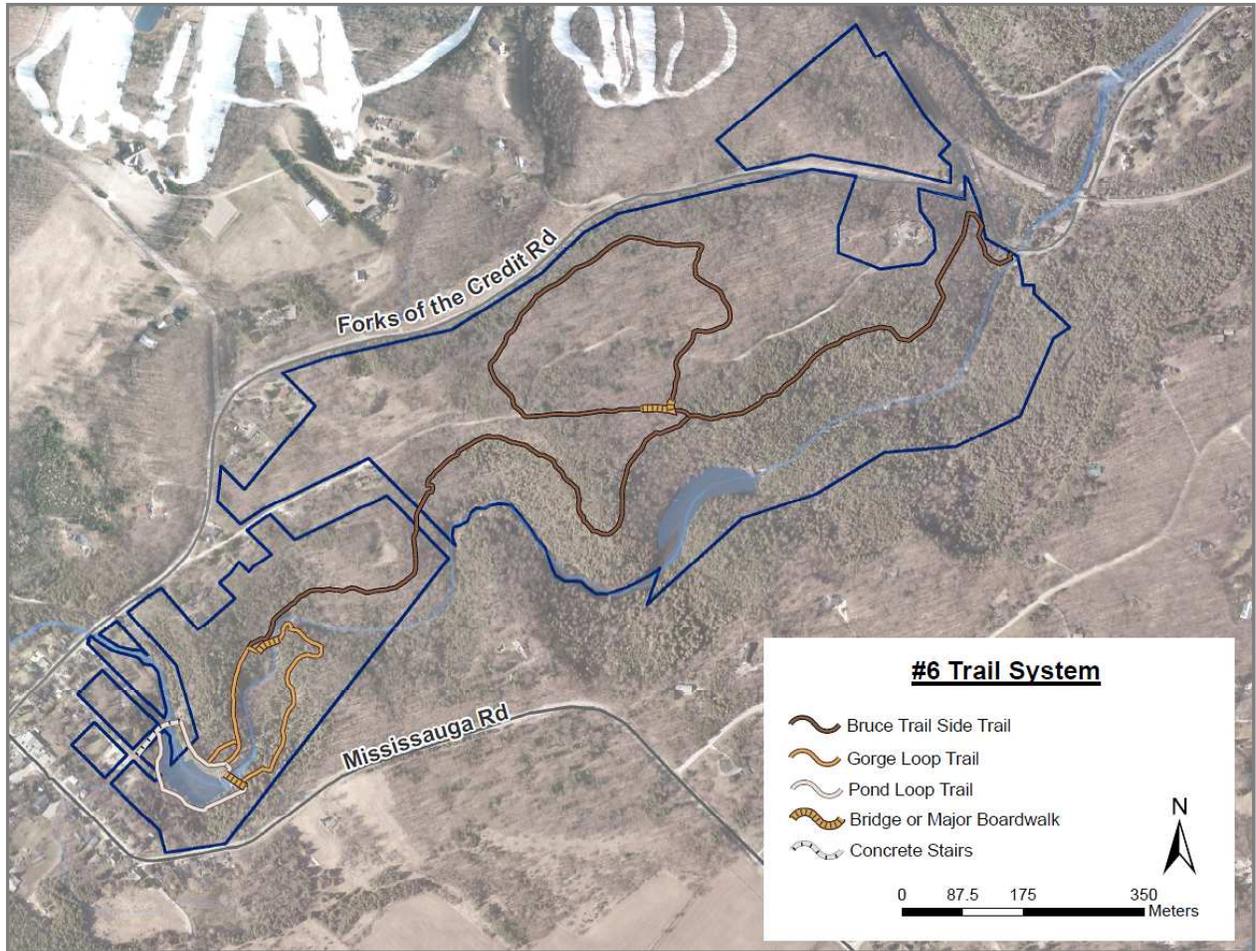
6.6. PROJECT AREA 6: TRAIL SYSTEM

Function: Recreational Asset

Policy Considerations: **Varies across Complex**

- Management Plan Zone: The Trail System crosses through all zone types with the exception of the Nature Reserve Zone
- Species at Risk Habitat
- Niagara Escarpment Plan Area: The vast majority of the trail system passes through the Escarpment Natural Area
- CVC General Regulations: The majority of the trail system passes through CVC's Regulated Area

Primary Challenges: Terrain, Failing Infrastructure, Erosion, Trampling, Environmental Impact, Visitor Experience



Map 8: Project Area 6 – Location within the Belfountain Complex Management Plan

Project Area 6 is a review of the Trails existing across the entire Complex. The following section denotes important considerations and conclusions that have been made regarding the Belfountain Complex trail system. Further details including location, site interpretation and design specifications will be outlined in the Trail Plan that is completed as an implementation item for the final Management Plan.

The steep, uneven terrain of the Niagara Escarpment has resulted in a trail system within the Belfountain Complex that is rugged and can be difficult to navigate. Nevertheless, the hiking experience is an integral component of most visits. The range of ages and abilities visiting the Belfountain Complex makes the importance of offering a range of hiking opportunities paramount. In order to accommodate a variety of visitor needs, trails within the Complex will be categorized and enhanced based on the visitor experience that they will provide; such as family friendly, moderate, or challenging. Subtle enhancements, like minor trail re-routes and surface material improvements, will provide a safer, more accessible trail system and thus improve the overall experience for visitors. Signage that denotes trail difficulty, as well as interpretive signage that identifies points of interest and significant features will also be included as a component of the Trail Plan.

The trail system is an important element of the Belfountain Complex, and many comments regarding its enhancement, expansion and need for updates were recorded. Ancillary features, such as rest areas and benches were identified as being needed, especially on the Pond Loop and Gorge Loop Trails, to

promote usability and accessibility to a wider audience. A deck-like rest area near the Credit River on the Gorge Loop Trail was also recommended to prevent trampling and access to the river at this location. The importance of maintaining the current trail system as is, without route alterations was also noted.

The need for the Pond Loop Trail to remain open, given that it crosses extensive seepage and sensitive natural features, was questioned. The Pond Loop Trail has been in place for almost a century and currently provides the most family-friendly option for hiking at Belfountain Conservation Area. In addition to improving accessibility, a boardwalk on this trail will reduce environmental impacts. Additional opportunities to lessen impacts in this area will be explored during the detailed design phase of the Management Plan.

Several comments regarding the need for new trails were received, including access trails to the Credit River, the implementation of the Optimum Route of the Bruce Trail, an access route to the Stonecutter's Dam, and a short bypass route through the knoll, a wooded area located in the Cultural Heritage Zone. Due to the sensitivity of the natural features within the Belfountain Complex, including Species at Risk habitat, and engineering challenges associated with the topography of the Escarpment, the development of new trails will be kept to a minimum. Further details are found below regarding the specific trail routes proposed through consultation:

- Access Trails to the Credit River: Short trails that act as angling access routes to the Credit River may be appropriate in areas where the trail system is already adjacent or in close proximity to the Credit River, and steep slopes do not exist.
- Optimum Route of the Bruce Trail: While CVC generally supports the development of the Optimum Route of the Bruce Trail on Authority-owned land, the identified Optimum Route in this location passes through the Nature Reserve Zone, which is a significant area that is deemed not suitable for development due to site features and safety concerns. As a general guideline, CVC also aims to develop trails on only one side of a watercourse in order to ensure natural functions, such as migration corridors, can continue uninhibited. Thus, the development of the Optimum Route of the Bruce Trail in this location is not supported.
- Access Trail to Stonecutter's Dam: While trails that provide access to specific features of interest are generally supported, access to the Stonecutter's Dam on the Willoughby Property is not a high priority. The Dam is in a state of disrepair and could pose a potential hazard. In addition, there has not been overwhelming interest from the public or the Ontario Heritage Trust, whom own the property. As such, the development of this trail is not proposed.
- Bypass Route through the Knoll (Heritage Trail): The short trail through the knoll; the site of some of the original cottages on Mack's property, is proposed to be enhance to facilitate interpretation of the site. Unsanctioned trails accessing old stonework exist in this area and developing a formal trail with interpretive signage will encourage a more positive and appropriate use of this site.

Additional comments regarding the need to protect vistas and install ancillary features, such as look-out towers and benches were received. Identifying and promoting vistas along the trail system will be accomplished through improved signage that identifies and celebrates these points. These locations will also be built as positive control points in the Trail Plan.

The following table outlines proposed enhancements to the current Trail System.

Project Area 6: Proposed Trail Enhancements	
1	Pond Loop Trail Designated as Family Friendly Trail
2	Pond Loop Trail Boardwalk and Staircases Upgraded
3	Pond Loop Trail Designated as Accessible around Pond
4	Gorge Loop Trail Designated as Moderate Difficulty
5	Gorge Loop Trail Erosion Scars Mitigated
6	Gorge Loop Trail Boardwalk Sections Included (with option for guard rails to minimize trampling)
7	Gorge Loop Trail Re-Routes away from Slope Hazards
8	Trimble and Crow’s Nest Trails Designated as Challenging and Maintained to Bruce Trail Standard
9	Heritage Trail Delineated through Knoll (Cultural Heritage/Staging Areas)
10	Interpretive Sign Plan Prepared and Installed
11	Benches and Rest Areas Installed
12	Navigational Signage Updated and Enhanced

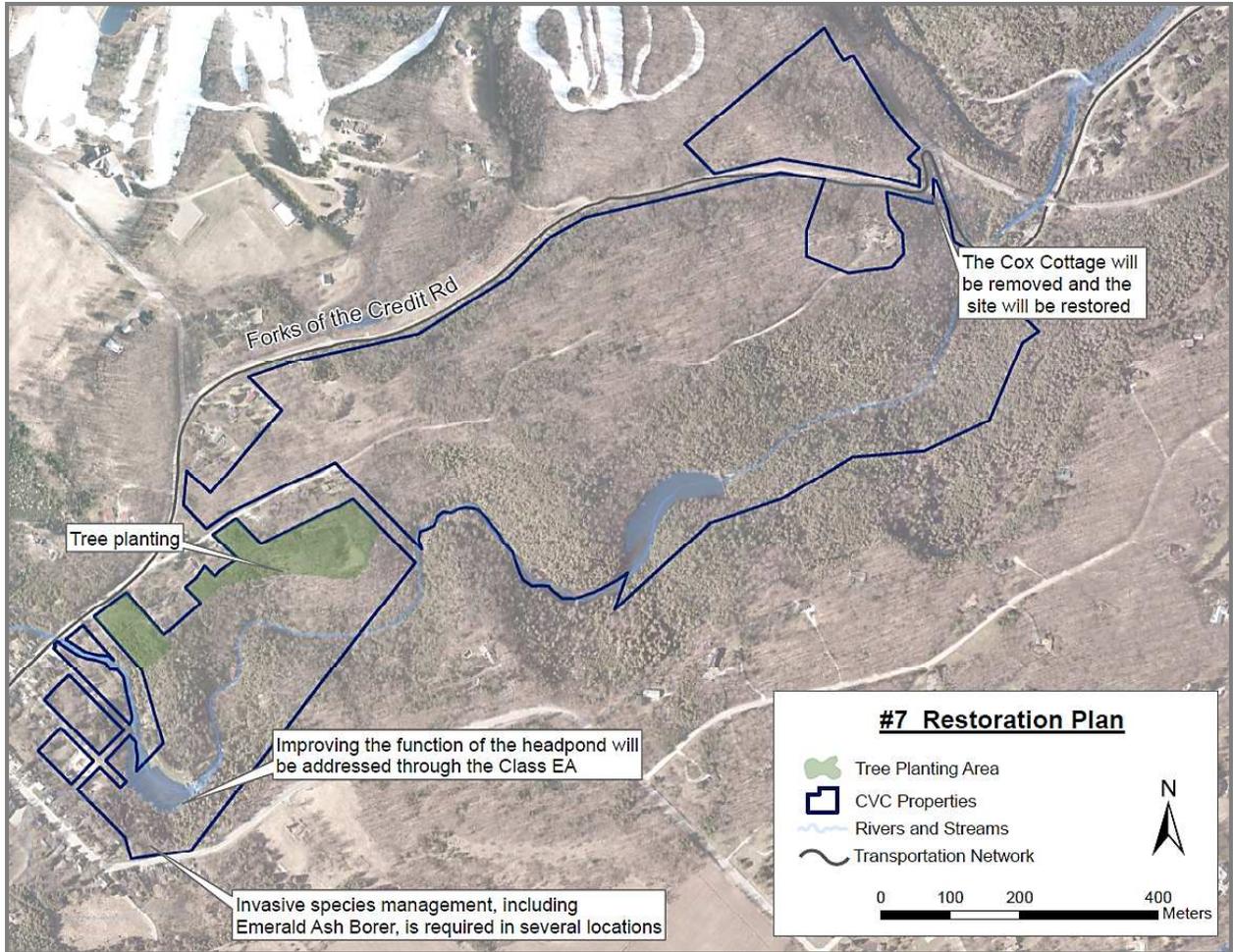
6.7. PROJECT AREA 7: RESTORATION OPPORTUNITIES

Function: Environmental Protection and Enhancements

Policy Considerations: Varies across Complex

- Management Plan Zone: various zones throughout the Complex
- There is potential that some restoration projects may take place in Species at Risk Habitat
- Niagara Escarpment Plan Area: The majority of restoration projects will take place in the Escarpment Natural Area
- There is potential that some restoration projects may take place within CVC’s Regulated Area

Primary Challenges: Invasive Species, Past Lands Use and Visitor Impacts, Decommissioned Buildings



Map 9: Project Area 7 – Location within the Belfountain Complex Management Plan

Project Area 7 represents opportunities for restoration activities Complex wide. To date challenges across the complex requiring restoration solutions have been identified as:

- Invasive Species Removal Projects
- Riparian Restoration targeted at Vegetation Trampling along the West Credit River
- Demolition of Failing Housing Infrastructure and Associated Grounds Restoration
- Tree planting to enhance natural areas and corridor function

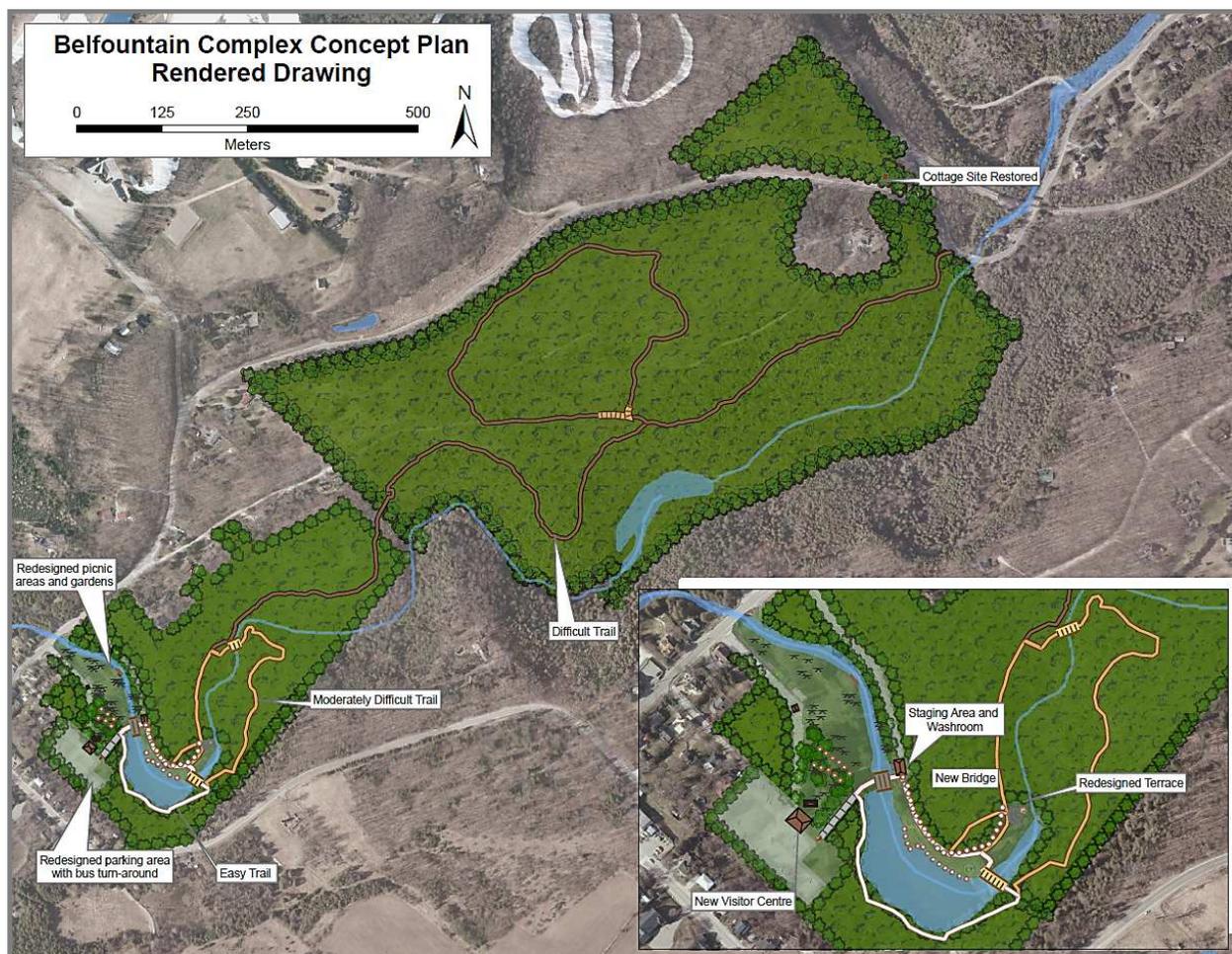
Further review of restoration potential will be ongoing by the Technical Steering Committee during the next stage of *Strategic Directives*. As detailed designs and concept plan areas are further refined, the Technical Steering Committee will also be able to formalize restoration plans and account for additional areas where compensation plantings or buffer development is necessary.

The following table outlines proposed restoration opportunities across the Belfountain Complex.

Project Area 7: Proposed Restoration Projects	
1	Remove Cox Cottage
2	Develop Restoration and Invasive Species Management Plan for Cox Cottage Site
3	Develop Restoration and Invasive Species Management Plan for Christie and McCurdy Parcels (Belfountain)
4	Identify Locations and Develop Strategy for Riparian Restoration along West Credit River
5	Identify Compensation Planting Needs and Locations
6	Identify Need for Buffer Creation or Restoration

The Concept Plans for the Belfountain Complex have been generated in order to visualize where changes can most appropriately take place, while also ensuring that the final Management Plan creates a holistic and balanced approach to managing the Objectives and Directives for the Complex. The next stage of the *Strategic Directives* phase will be completed in order to reach consensus on the proposals brought forward and to add detailed designs into the Concept Plans.

Map 10 illustrates a holistic view of what the concept plans may entail for Project Areas 1 -7. Please note that locations and sizing is for demonstration purposes only, specifics will be organized in the next stage of the Management Plan.



Map 10: Rendered Sketch of the Belfountain Complex

For full sized maps of the Project Areas please refer to *Appendix 6*.

7.0. IMPLEMENTATION BENEFITS & FUTURE STATE

The Directives set out for the Belfountain Complex Management Plan have been developed under a consultative approach to problem solving and decision making. Through this report the major directions and goals for the future state of the Complex have been established. Infrastructure revitalization has been identified as a top priority, not only to maintain an adequate land care program, but also to anticipate and respond to future demands.

Providing people with access to nature is increasingly being considered as a health benefit and recreation studies find that parks serve as places where people go to pursue recreational activities, and that just being in nature is valued as recreation. The value of recreation and access to nature is well documented and studies show that:

- 9 out of 10 Canadians note that they feel happier when they are connected to nature;
- 70% of all Canadians have chosen to spend time recreating outdoors in the past year;
- 80% of Ontario households note that they use public parks.

The Belfountain Complex acts as an outdoor recreation destination, where visitors travel to ‘Escape the City’ and ‘Disconnect’. As the link between lifestyle benefits and spending time in nature are further realized, the Belfountain Complex will remain a convenient and meaningful destination for those looking to find an escape close to home.

Population projections for the watershed note that by 2031 the number of residents will surpass 1.3 million. Increased population numbers will put additional demand on public services and facilities, including access to natural areas and outdoor recreation opportunities. Belfountain Conservation Area already has a noted increase in average group size, which is correlated to the interest that the property receives for large group picnic functions. Site infrastructure is currently not adequate to sustainably manage this demand.

Population trends also suggest that we should be anticipating changing demographics, including aging populations and increasing ethnic diversity, through our visitor amenities and programming. The recommendations put forward to revitalize BCA have been done so with these projections in mind. Updated infrastructure and day-use areas will be enhanced to meet client needs, while also focusing visitor use to development sites in order to protect significant natural areas.

The objectives of the Management Plan are vetted through public consultation and ensure that infrastructure enhancements are planned in a manner that is responsible to the natural and cultural landscape. Additionally, consideration is given towards:

- providing meaningful visitor experiences on the property;
- ensuring diligence in asset and risk management;
- promoting strategic partnerships for property operations, marketing and tourism; and
- positioning CVC as a provider of sustainable outdoor recreation.

It is recommended that the Directives put forward through this report are fulsomely reviewed by the Management Plan Committees in order to establish consensus on the future state for the Belfountain Complex.

The next phase of the Management Plan will include a broad Public Consultation session, where member of the local community and the public at large will be invited to learn about the Management Plan and provide feedback to confirm their agreement with the directives or denote areas where additional solutions and consideration is required.

The next phase of the Management Plan will also have the Land Planning group, the Technical Steering Committee, the Stakeholder Advisory Committee and Agency Partners vet the feedback from Public Consultation and confirm agreement on the decisions being proposed. Agreed upon Directives will be put forward for detailed design and further consideration will be given towards targeting implementation items.

The next stage of the *Strategic Directives* phase will have two associated Reports. The first report will be an overview of the Public and Committee Consultation regarding the comments and consensus received from the review of this report, and it will host the Detailed Design works. The second will be released at the end of the *Strategic Directives* phase in order to note and confirm final decision points for the management plan process.

8.0. CONCLUSION

The *Strategic Directives* phase of the Belfountain Complex Management Plan has been split into three distinct stages of work:

- Stage 1: Development of Directives
- Stage 2: Consultation and Detailed Design
- Stage 3: Decisions

The information presented in this report represents the works completed under Stage 1.

The first stage of developing Strategic Directives involves utilizing the detailed findings from the Background Report to refine opportunities and constraints, establish conservation area zoning, generate ideas, establish values and build consensus on the proposed future state of the Conservation Area.

Consultation is a critical component of the Strategic Directives Phase, and this report outlines the compilation of work that has been generated and reviewed by CVC's Land Planning staff, CVC's internal Technical Steering Committee, CVC's external Stakeholder Advisory Committee and Agency Partners. At this time we would like to acknowledge and commend the work of the Management Plan Committee members. We trust that your expertise and recommendations have been adequately presented in this report and we encourage your ongoing contributions in setting Management Directives for the remaining phases of work under the Belfountain Complex Management Plan.