

BELFOUNTAIN COMPLEX MANAGEMENT PLAN

Strategic Directions Report



Stage Two



BELFOUTNAIN 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 second 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 properties. 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** phase identifies and refines the guiding principles, proposed projects and management recommendations. The Strategic Directions phase is separated into three distinct reports: Stage One, Stage Two and Stage Three:

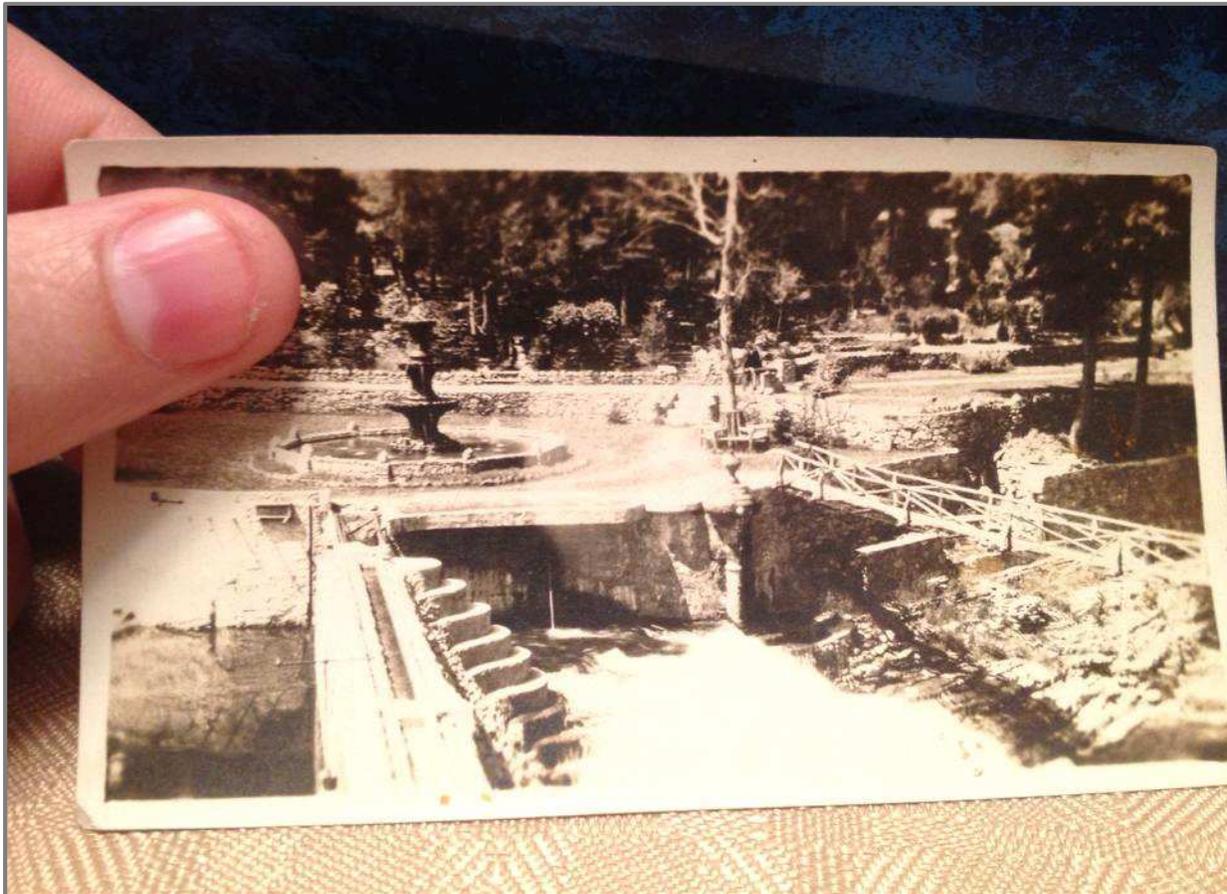
- **Strategic Directions Report – Stage One**, outlines the draft guiding principles, including the vision, goal and objectives, identifies actionable directives to achieve the objectives and provides discussion on proposed projects. The Stage I report is built off of recommendations outlined in the Background Report and through initial consultation with CVC's advisory committees.
- **Strategic Directions Report - Stage Two** builds off of the Stage One report and provides discussion on comments and input received through broader consultation in regards to the proposals outlined in Stage One. Based on input from the public and various advisory committees, options for concept plans and various project plans are presented.
- **Strategic Directions Report - Stage Three** summarizes the input received from the public and advisory committees in regards to the projects and options presented in Stage Two. The Stage Three 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.

STRATEGIC DIRECTIONS REPORT – STAGE TWO

This report represents the Strategic Directions Report - Stage Two. The Strategic Directions Stage Two Report represents the compilation of comments and updates that have taken place on the Guiding Statements, Zoning, and Concept Planning for the Belfountain Complex Management Plan. The ideas and data presented in this report represent the next level of thinking from the Stakeholder Advisory Committee and Technical Steering Committee from the base ideas presented in the Strategic Directions Stage One Report. The data included in this report spans the timeframe of fall 2014, when the Strategic Directions Stage One Report was finalized, through to the summer of 2015 when detailed design works on the Concept Plans began. The Stage Three report will further outline the comments received on detailed designs and final conclusions of the Strategic Directions phase.



ACKNOWLEDGEMENTS

The management planning process is led by staff in CVC’s Land Planning Branch. Thank you to members of the public who attended our public consultation session and completed online surveys, as well as 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.

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.

Organization	Committee Member
Core Committee	
Belfountain Community Organization	Judy Mabee (alt. Ian MacCallum)
Belfountain Heritage Society	Steve Goyeche (alt. Sarah Bohan)
Town of Caledon (Parks)	Tina Fernandes
Ontario Heritage Trust	Kendrick Doll
Headwaters Communities in Action	Dave Dyce (alt. Chris Broom)
Credit Valley Conservation	Shawn Verge (alt. Dave Orr)
Commenting Committee	
Caledon Hills Bruce Trail Club	Carol Sheppard
Caledon Chamber of Commerce	Valerie Arnold-Judge
Credit River Anglers Association	Mike Ewaschuk
Hills of Headwaters	Michele Harris
Izaak Walton Fly Fishing Club	Don Arthurs
Ontario Parks	Mike Toutant (alt. Tim Marchand)
Region of Peel	Janet Wong, Gino Dela Cruz
Town of Caledon (Planning)	Tim Manley
Trout Unlimited – Greg Clark Chapter	Brian Greck
Ministry of Natural Resources and Forestry	Mark Heaton
Niagara Escarpment Commission	Lisa Grbinicek

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1.0. INTRODUCTION

1.1. STUDY BACKGROUND

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 the development of the management plan is expected to conclude in 2016. The implementation plan is projected to run from 2017 through to 2027, with the majority of works focused in 2018 – 2023. Under this timeframe, key project milestones have been set and include the following phases of work:

Table 1: Management Plan Timeframe and Key Project Milestones

Management Plan Phase	Timeframe
Phase I: Background Studies and Reporting	2014
Phase II: Strategic Directions	2014 – 2016
Phase III: Management Plan	2016
Phase IV: Implementation	2017 - 2027

The management plan currently sits in the Strategic Directions phase. The Strategic Directions phase identifies and refines guiding principles, zoning, proposed projects and management recommendations. The works undertaken in this phase are further divided into three stages of reporting. The Stage One report outlines the draft guiding principles and actionable directives and provides discussion on proposed projects. The Stage Two report provides discussion on comments and input received through consultation on the Stage One report. The Stage Three report will summarize input received through consultation on concept plans, and identify and justify the recommended projects, programs, policies and implementation methods. This report represents the Strategic Directions Stage Two Report for the Belfountain Complex Management Plan.

The [Belfountain Complex Management Plan Background Report \(2014\)](#) and the [Belfountain Complex Management Plan Strategic Directions Report - Stage One \(2015\)](#) should be consulted for additional information about the Complex and management planning process.

1.2. STUDY PURPOSE

The overall purpose of a management plan is to provide a vision for a conservation area and details the means toward achieving that vision. The management plan for the Belfountain Complex will balance natural resource protection with appreciation and recreation

opportunities, and advise on the day-to-day operation and management of the Complex. Management plans outline the goals and objectives, and guide the protection and management of natural heritage features, cultural heritage features and activities within the study area, and contain specific, measurable targets that ensure the vision is realized.

Developing a management plan for a conservation area is widely considered a best management practice and, for the Belfountain Complex, is directed by several land management policies (Table 2).

Table 2 - Policies Directing Management Plan Development for the Belfountain Complex

Act/Policy/Report	Direction
CVC Strategic Plan (2015)	Goal 3, Direction 3: Manage new and existing conservation lands through comprehensive management plans.
CVC Conservation Areas Strategy (1994)	<p>4.3 Management Planning Process: The following criteria will be determining factors in deciding which conservation areas require a management plan: 1) CAs that experience more than one active resource management project on a recurring basis; 2) the CA has, or is targeted to have, formalized appreciation and recreation programs.</p> <p>5.3 Program Direction: Belfountain Conservation Area and the Willoughby Property are identified as priority properties to have management plans prepared.</p>
Willoughby Property Custodianship Agreement (1986)	3. c) The Authority shall prepare a management and site development plan (hereinafter called the “Plan”) incorporating such recommendations of the Study as have been approved by the Foundation (Ontario Heritage Trust)...
Niagara Escarpment Plan (2005)	3.1.6 (1) Master/Management Planning Policy: Management agencies will prepare plans for each park or open space in the Niagara Escarpment Parks and Open Space System.

1.3. CONSERVATION ONTARIO CLASS ENVIRONMENTAL ASSESSMENT

In addition to the Belfountain Complex Management Plan, CVC is undertaking a Conservation Ontario Class Environmental Assessment for Remedial Flood and Erosion Control Projects (Class EA) to address safety concerns and environmental impacts associated with the dam and headpond located in Belfountain Conservation Area. The purpose of this study is to determine the preferred management alternative for the Belfountain Dam and Headpond in the context of the greater Belfountain Complex. The Class EA will evaluate several alternatives based on a set of seven guiding objectives developed by CVC that consider environmental, cultural, social, and economic values (Appendix A). The management plan and Class EA are two separate processes with two different approval procedures. The preferred alternative identified by the Class EA will be integrated into the concept plans and management recommendations for the management plan. Additional information can be found in the [Belfountain Dam & Headpond Class Environmental Assessment: Technical Report 1 - Baseline Inventory Report \(2015\)](#) and [Belfountain Dam & Headpond Class Environmental Assessment: Technical Report 2 – Management Alternatives \(2015\)](#).

1.4. POLICY CONTEXT

The multiple, overlapping layers of provincial, municipal and internal policies provide a framework on which the goals, recommendations and policies for the Belfountain Complex Management Plan are developed. As such, the management plan must conform to these acts and policies which are outlined in detail in the Background Report for the Belfountain Complex Management Plan.

2.0. STAKEHOLDER ENGAGEMENT

Communication and consultation with stakeholders and the public is an essential element of the management planning process. Being proactive in engaging and involving stakeholders builds awareness about the study, forms and strengthens relationships, and brings to light any needs, concerns and opportunities stakeholders may have that should be considered in the planning process.

Established at the commencement of the management plan for the Belfountain Complex, an internal steering committee comprised of representatives from several disciplines throughout CVC, and an external advisory committee comprised of representatives from the local and regional municipalities, provincial ministries, stakeholder groups and community groups have helped generate ideas, review proposals and make recommendations for the Belfountain Complex Management Plan.

This report outlines the results of consultation completed on the content of the Strategic Directions Stage One Report (fall 2014 – early summer 2015).

2.1. ENGAGEMENT ACTIVITIES

To initiate the second stage of refining the strategic directives for the Belfountain Complex, CVC solicited comments and feedback on the content of the Strategic Directions Stage One Report. This input has supported the finalization of the guiding statements, zoning and general directions and has facilitated the creation of options for the development of concept plans. Engagement activities are outlined below.

CVC's External **Stakeholder Advisory Committee** (SAC) meets as necessary throughout the management plan process. The guiding statements were first presented to this committee on June 6th, 2014, for their review and input. The draft Strategic Directions Stage One Report was circulated for comment via email on December 18th, 2014. Input was recorded through a feedback survey (Appendix B).

The **Technical Steering Committee** (TSC) was presented with the Strategic Directions Stage One Report at a scheduled meeting on December 2nd, 2014. The draft vision statement, goal statement, objectives with associated outcomes and directions were placed on poster boards and staff were asked to rate their level of agreement on each component through a dotmocracy exercise. The level of agreement was recorded on a scale from Strong Agreement to Strong Disagreement in order to gauge consensus on the ideas presented. Comment cards and post-it notes were available for staff to provide initial written comments with formal comments collected through a feedback survey (Appendix B). For consistency purposes, the same feedback survey was used with the SAC, the TSC, and CVC staff.

CVC also held a **Staff Open House** in the boardroom of the main office in Mississauga, Ontario on December 2nd, 2014. Approximately 30 people attended a presentation that described the management plan process, provided an overview of the Belfountain Complex, and introduced the draft guiding principles and proposed projects. CVC staff were given the same opportunity to rate their level of agreement with the draft guiding principles and on major proposed projects through a dotmocracy exercise. Comment cards and post-it notes were available for staff to provide initial written comments with formal comments collected through a feedback survey (Appendix B). For consistency purposes, the same feedback survey was used with the SAC, the TSC, and CVC staff.

CVC held a **Public Open House** at the Cheltenham Community Centre in Caledon on December 3rd, 2014. The public open house was divided into two sessions; an open house in the afternoon followed by a formal presentation and facilitated discussion in the evening. Approximately 50 individuals attended the public open house during the afternoon and evening sessions. A report summarizing the public open house is contained in Appendix C.

In addition to the activities outlined above, CVC has actively engaged the Ministry of Natural Resources and Forestry and the Niagara Escarpment Commission throughout the management plan process in an effort to identify areas of concern and ensure alignment with policy directions. Management plan materials have also been made available on CVC's website as an additional avenue for public involvement.

2.2. HOW COMMENTS ARE RECORDED

The engagement activities described above brought great insight into the issues and opportunities for the Belfountain Complex and helped to determine the level of consensus on proposed projects. Comments received on the Strategic Directions Stage One Report were recorded in a disposition table (Appendix D) in order to establish transparency with respect to acknowledgement and resolution of comments and to ensure comments are integrated into relevant components of the management plan.

Comments in the disposition table are organized by source, the relevant report section or area of interest, and the area within the management plan process that the comment should be integrated. An excerpt from the disposition table is shown in Table 3.

Table 3 - Disposition Table Excerpt

UID	Comments Received	SAC	TSC	Public Open House	Other (e.g. email)	Report Section/ Area of Interest	Notes	Area Integrated (if applicable)
292	Concerns about having the pavilion be a stopping ground for too long and not helping more visitors through the facility			●		Pavilion	Noted	General Design
297	Expand parking lot to 70 cars and offer reduced parking fee to cars not visiting the park (only parking to visit village). Install small walk through gate on Pinnacle St.			●		Parking Lot	Noted	
298	Tear out toilets in parking lot (uphill walk) and install a new toilet on other side of the river at your pumped water source			●		Project Area 4	Noted. Reducing the number of toilets is not feasible from a customer service perspective.	
299	Clean out [dredge] pond			●		Class EA	Noted. Will be addressed in the Class EA.	
307	(ideas for implementation): signs at child height asking them to "remind" grown-ups to take away garbage			●		Education	Noted. Good idea for all CVC CAs	Education/ Interpretation

Recording the source of the comment helps CVC staff understand its scope and how to best approach the resolution or integration of the comment. Tracking comments in a disposition table also assists in determining overall level of agreement or concern with a proposal or activity and ensures that comments are acknowledged and addressed.

2.3. KEY FINDINGS

Based on the feedback surveys on the Strategic Directions Stage One Report, it is evident that there is general consensus on the ideas presented. A total of 427 individual comments were received on the content within the Strategic Directions Stage One Report:

- 51 comments were received from the public;
- 103 comments from the Technical Steering Committee;
- 115 comments from the Stakeholder Advisory Committee;
- 73 comments from CVC staff; and
- 85 comments from meetings, emails or other.

Comments range in scope from broad recommendations, such as the importance of low impact development, to specific comments regarding the placement and aesthetics of features. Comments received also range in complexity and require a comprehensive approach to ensure the appropriate resolution. For example, comments received on the visitor centre’s general

location and parking layout can be addressed through the development of concept plans. Comments that relate to a true depiction of the visitor centre size, floor plan and design finishes will be incorporated into the detailed design component of the management plan. Comments on recreation and education programming, events and hours of operation will help guide policy directions in the future Strategic Directions Stage Three Report.

Finally, comments expressing concern on how proposed development, programming and events may contribute to traffic and congestion within the immediate area extend beyond the scope of the management plan and jurisdiction of CVC. They require a coordinated approach to implement broader solutions. Comments received with respect to vehicle and pedestrian traffic and congestion within the Hamlet of Belfountain have been brought forward to CVC’s agency partners and together, representatives from the Town of Caledon, Region of Peel, CVC, Ontario Heritage Trust and Bruce Trail Conservancy, will work together to develop and implement solutions to the tourism challenges experienced in the greater West Caledon area.

Eleven main themes emerged from the comments received on the Strategic Directions Stage One Report; they are represented in Table 4. Discussion on these themes and specific comments received can be found in sections 3.0., 4.0., and 5.0 of this report. Table 4 below, outlines the theme categories and the Management Plan component that will best address each theme.

Table 4: Comment Themes from Public, Stakeholder, Agency and CVC Staff Consultation

Theme	Concept Plans	Detailed Design	Management Policies	Multi-agency Traffic Committee
Parking and Traffic Congestion	✓		✓	✓
Crowding and Capacity	✓	✓	✓	
Visitors Centre	✓	✓	✓	
Vandalism and Security	✓	✓	✓	
Policy	✓	✓	✓	✓
Gardens and Native Species		✓	✓	
Low Impact Development		✓	✓	
Interpretation and Education		✓	✓	
Restoration	✓	✓		
Special Events		✓	✓	
Community Engagement		✓	✓	

3.0. CONSERVATION AREA CLASSIFICATION & ZONING

Conservation area classification is an integral part of the management planning process. Classification supports an overarching objective of managing a diversified system of conservation lands within the Credit River watershed. It also distinguishes individual conservation areas and allows them to achieve their role within the system while focusing programs and development efforts within appropriate areas. Classification helps direct the

management of resources within CVC’s conservation area system which in turn ensures an appropriate balance of protection, appreciation and recreation opportunities at both a site level and on a watershed scale.

3.1. CONSERVATION AREA CLASSIFICATION

All conservation areas within CVC’s jurisdiction fall into one of five classes:

- Nature Reserve
- Natural Environment
- Recreation
- Resource Management
- Access

Part III of the Niagara Escarpment Plan (NEP) also identifies the classification for each park within the Niagara Escarpment Parks and Open Space System (NEPOSS). The NEP sets out policies for NEPOSS that strive to achieve a balance of protection, conservation and sustainable development. The use of park classification and zoning serves to guide management and use of the park or open space in order to achieve this balance.

The current and proposed classifications for the Belfountain Complex are shown in Table 5 with additional descriptions and definitions provided in Appendix E. CVC and NEPOSS have similar classification systems. They share five classes with similar management intent however; NEPOSS recognizes a sixth class for Historical parks. CVC does not recognise a Historical class in its conservation area classification system, instead historical attributes and features are guided at a site level through zoning (section 3.2). As well, CVC’s classification definitions are relevant at a regional watershed scale whereas NEPOSS classification definitions are specific to a regional geological and ecological feature, the Niagara Escarpment.

Table 5: Property Classification within the Belfountain Complex

Property	CVC Classification	Current NEPOSS Classification	Proposed NEPOSS Classification
Belfountain Conservation Area	Recreation	Recreation	Recreation
Willoughby Property	Natural Environment	Natural Environment ¹	Natural Environment
Cox Property	Natural Environment		Natural Environment

The following sections provide the justification for the CVC classifications proposed for each of the properties within the Belfountain Complex.

3.1.1. Belfountain Conservation Area Classification

Belfountain Conservation Area (BCA) is a Recreation class property, which is described as an area that provides one of the best recreational environments in the Credit River watershed. In general, these areas are suitable for moderate to high intensity outdoor recreation

¹ The Niagara Escarpment Plan identifies the Cox Property as part of the Willoughby Property. These two areas should be identified as separate properties in NEPOSS.

opportunities, linked to the area's natural setting. Management is directed towards developing and operating sustainable outdoor recreation programs.

There was some discussion with staff from the Ministry of Natural Resources and Forestry (MNRF) that perhaps a more appropriate class would be Natural Environment given its concentration of high quality natural heritage features. As BCA has been a unique and important destination for recreation in the Niagara Escarpment for over 100 years and is one of only seven Recreation class parks within NEPOSS, its recreational qualities and potential should be celebrated. This is reflected by BCA retaining its Recreation classification within both CVC's conservation area system and NEPOSS.

3.1.2. Willoughby Property Classification

The Willoughby Property is identified as a Natural Environment class property, which is described as an area that encompass a variety of high quality natural heritage features representing regional watershed characteristics. Management is generally directed toward protection of these features and may provide high quality passive outdoor recreation opportunities, such as sustainably developed trails. The concentration of high quality natural and cultural heritage features makes Natural Environment an appropriate class within both CVC's conservation area system and NEPOSS.

3.1.3. Cox Property Classification

The Cox Property is classified as a Natural Environment property which, like the Willoughby Property, is described as an area that encompass a variety of high quality natural heritage features representing regional watershed characteristics. Management is generally directed toward protection of these features and may provide high quality passive outdoor recreation opportunities. The concentration of high quality natural and cultural heritage features makes Natural Environment an appropriate class within both CVC's conservation area system and NEPOSS.

3.2. CONSERVATION AREA ZONING FRAMEWORK

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 assign uses to lands based on CVC's best understanding of the significant and representative natural, cultural and operational attributes. Establishing management zones ensures important natural and cultural resources are protected, while also recognizing the best locations for appreciation programs and recreational activities.

CVC has defined five management zones:

- Nature Reserve;
- Natural Heritage Appreciation;
- Development (including operational, recreation and access);
- Cultural Heritage; and

- Special Management.

CVC's zoning framework has been updated since the issuance of the Strategic Directions Stage One Report to create better consistency between CVC and NEPOSS zoning descriptions, as well as to address some comments received from CVC staff. Though CVC zones are described in the following sections, Appendix F demonstrates how the two zoning frameworks align with one another. Expanded CVC zoning definitions are provided in Appendix G.

3.2.1. Nature Reserve Zone

The Nature Reserve Zone generally contains relatively undisturbed natural features, which are at a minimum considered to be regionally significant, highly sensitive or integral to maintaining a healthy ecosystem. This zone only permits use that is non-invasive and compatible with the natural values of the resource. Management activities are limited to those that ensure long range protection, such as restoration, research, removal of existing infrastructure and the development and maintenance of environmentally appropriate hiking trails. More intensive visitor activities, such as mountain biking, are not permitted.

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 trail re-routes and enhancements may be accommodated, the overall trail density will be kept low to reduce environmental impacts.

3.2.2. 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, as long as 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 BCA. The designation was selected for areas that provide aesthetic enhancements for the area but in their current state do not provide significant natural functions. The Natural Heritage Appreciation Zone will provide for restoration opportunities to mitigate invasive species infestations and enhance the natural function of the area. Ancillary features, such as picnic tables are also appropriate in this area.

3.2.3. Cultural Heritage Zones

The Cultural Heritage Zone is designated to include significant archaeological or historical features or 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 BCA 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 features, including old quarries, dams, and rail line, while significant, will not be actively managed or maintained for conservation purposes due to their ecologically sensitive and inaccessible locations.

3.2.4. Development Zones

Development zones provide access, orientation and operational 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 generally not 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 swimming pool or high-intensity camping area.

Access development zones have been identified within the Complex. The primary access zone envelopes the main parking area, driveway and existing workshop. Secondary access zones have been identified on the Cox Property and the north side of the West Credit River within BCA.

3.2.5. 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, the Ontario Heritage Trust and a neighbouring landowner. The policies for the management of this right-of-way are outlined in the Willoughby Custodianship Agreement (1989).

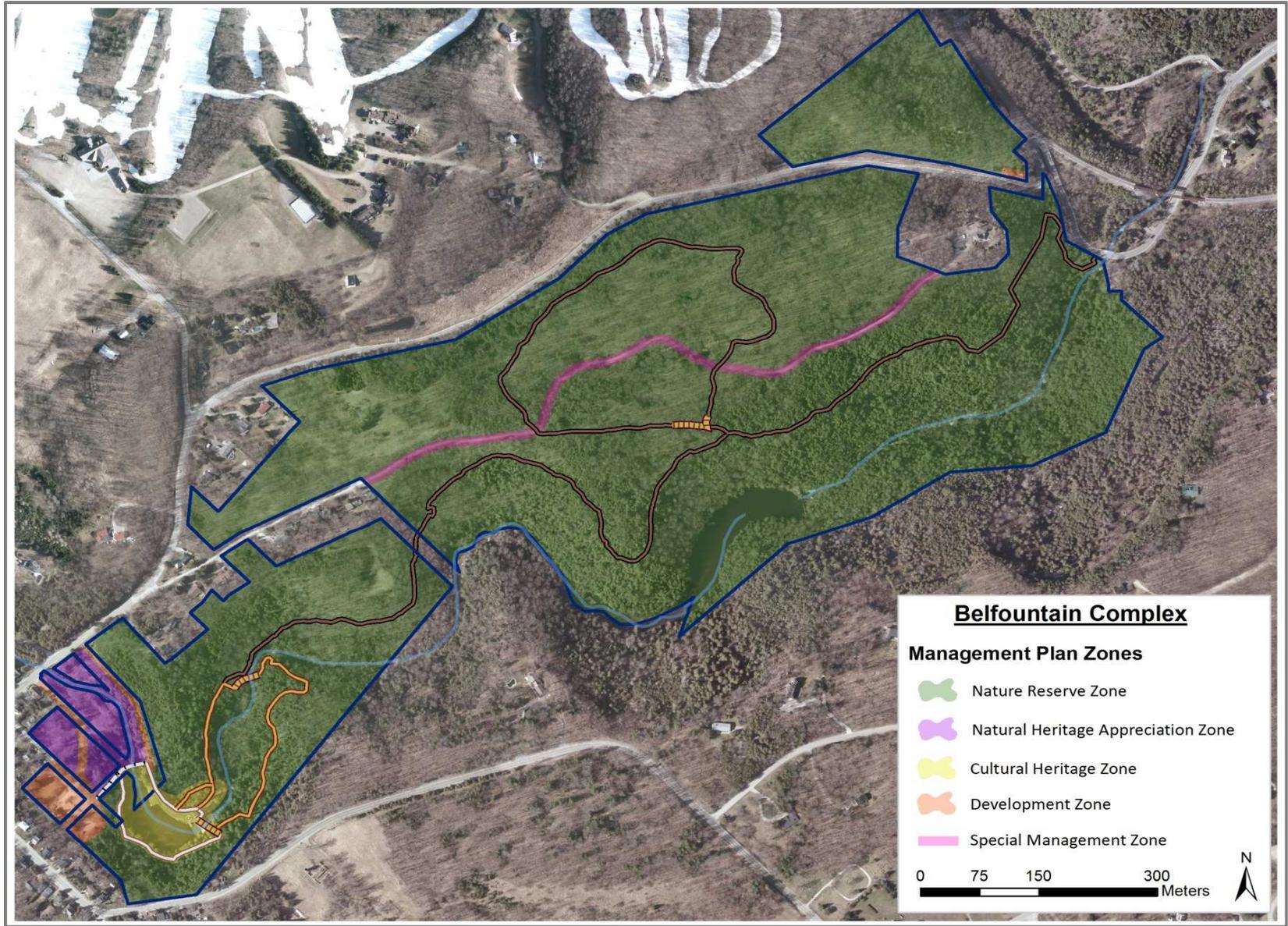


Figure 1: Management Plan Zones for the Belfountain Complex

3.3. ZONING DISCUSSION

CVC's zoning framework incorporates an integrated approach whereby areas are classified according to both the natural and cultural resource protection requirements and their capability and suitability to provide opportunities for a meaningful visitor experience. This method, which aligns with approaches used by Parks Canada and Ontario Parks, provides land managers with the ability to ensure that multiple objectives can be achieved by ensuring that significant natural heritage features, such as Species at Risk habitat, and significant cultural heritage features are protected while at the same time fostering appreciation for these same features by providing appropriate opportunities for recreation. It recognizes that the overarching park classification, guiding statements and the zoning framework provide direction on management and use, and that the balance of protection, appreciation and recreation are truly realized through appropriate site level planning such as through the development of concept plans and accompanying policies that will govern management and use of the conservation area. The diagram below depicts the factors and contexts that inform zoning decisions. Based on discussions held through the management planning process, it is important to note that although considered, zoning for the Belfountain Complex cannot be feature based. Adequate management of the Complex requires a dynamic approach to zoning decisions, where feature based protection is an integral component of the larger picture.

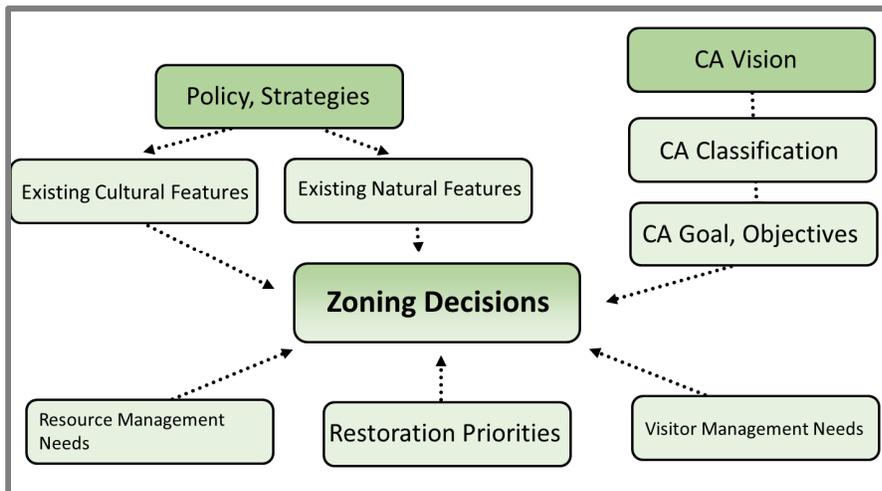


Figure 2: Factors that Influence Zoning Decisions

Comments received with respect to CVC's zoning framework include concerns that significant features not located in the most restrictive zone (i.e. Nature Reserve) will receive a decreased level of protection. Significant natural features located in a Cultural Heritage zone, as an example, will still be protected; however the emphasis in this area would be the maintenance and protection of cultural heritage features. Regardless of the zone assigned to an area, the guiding statements make clear that significant natural and cultural heritage features will be conserved.

In section 2.2., it was noted that the zoning framework has been updated since the issuance of the Strategic Directions Stage One Report in order to create better consistency between CVC and NEPOSS zoning descriptions. The zoning update is respectful of comments received, and has been edited to reflect the needs of Agency partners. This update is specific to the Natural Heritage Conservation zone being updated to Nature Reserve and the previously proposed Nature Reserve omitted.

Figure 1 (page 18) depicts CVC's zoning for the Belfountain Complex. The corresponding NEPOSS zones are depicted in Appendix H, with special management zones reflected as an overlay to the underlying zone.

Lastly, there was some discussion on whether or not the Cox Property should be zoned as Nature Reserve (as opposed to the former Natural Heritage Conservation zone), given the significant natural heritage features, remote location within the Complex and absence of public access. Based on these comments, the Cox property, with the exception of a small access area that includes the former Cox residence, is now zoned Nature Reserve.

3.4. NODAL PARK

Within the Niagara Escarpment Parks and Open Space System, nodal parks act as gateways within characteristically different areas. Though not currently designated a nodal park within NEPOSS, BCA is a unique destination with an equally unique history of recreation on the Niagara Escarpment and could be a complement to the system of nodal parks. The final management plan for the Belfountain Complex will help determine if a nodal park designation is supported.

4.0. 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 have been finalized based on comments received from the review of the Stage One Report. They include the vision, goal and objectives.

4.1. BELFOUNTAIN COMPLEX VISION STATEMENT

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 *vision* for the Belfountain Complex Management Plan is:

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

4.2. BELFOUNTAIN COMPLEX GOAL STATEMENT

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

The *goal* for the Belfountain Complex Management Plan is:

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

4.3. BELFOUNTAIN COMPLEX 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. Protect 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 and its Connection to the Belfountain Hamlet*
- 4. Develop Viable Solutions for Sustainable Conservation Area Operations*
- 5. Provide Sustainable Recreation Opportunities*
- 6. Provide Site Accessibility through Universal and Barrier Free Design, Affordability and Multi-Lingual Communications*

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.

In order to understand the objectives portion of the guiding statements, the objectives should be considered as the high order results that we are trying to achieve through the implementation of the management plan. A series of outcomes established for each objective 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 developed. The strategic directives represent the actions necessary in order to accomplish each outcome under the Belfountain Complex Management Plan. The strategic directives reflect policy, programming or design considerations and it is through the strategic directives that the progress and success of the management plan can be measured and evaluated. The objectives, outcomes and strategic directives have been updated based on comments received. The tables below represent the final guiding statements for the Belfountain Complex; Appendix G illustrates the changes that were made to the draft guiding statements presented in the Strategic Directions Stage One Report.

Objective 1	
<i>Protect and Enhance the Ecological Diversity and the Unique Natural Heritage Features and Functions of the Belfountain Complex</i>	
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 and fish habitat is protected and enhanced.
As much as possible, impacts to natural features will be avoided or minimized.	<ul style="list-style-type: none"> • Development will occur, as much as possible, away from ecologically sensitive areas. 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. • Vegetation removal will be minimal. Where removal is necessary, compensation planting will be required. • Buffers around sensitive ecological features are maintained, and as feasible established
Restoration initiatives protect and enhance significant and sensitive stream, wetland and terrestrial systems 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 of the Credit River Watersheds Natural Heritage System, and similar strategic documents.

Objective 2	
<i>Conserve and Enhance the Unique Cultural Heritage Attributes of the Belfountain Complex</i>	
Outcome	Strategic Directives
Cultural heritage features are maintained and 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 (through education, policy and enforcement, if necessary).
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"> ○ Any buildings onsite ○ Terrace Enhancement ○ Bridge Upgrade in lower picnic area ○ Picnic Sites and Amenities ○ Gardens and Landscaping ○ Property Access and Gatehouse • Maintain aesthetics and historic viewscales so as not to cause visual distraction or cluttering by sign placement, equipment storage, or infrastructure development.

Objective 3	
<i>Promote the Unique Identity of the Belfountain Complex and its Connection to the Belfountain Hamlet</i>	
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"> • Celebrate the Belfountain Complex as a unique park within Niagara Escarpment Parks and Open Spaces System (NEPOSS) and the Niagara Escarpment UNESCO World Biosphere Reserve, and designate Belfountain Conservation Area as a Nodal Park within NEPOSS. • 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

	<p>partnership with local residents to scope and organize events and promotions, resolve property management concerns, consult upon site designs, and fundraise for continued operations.</p> <ul style="list-style-type: none"> • 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.
<p>Infrastructure enhancements denote Belfountain Conservation Area as a special and unique place for outdoor recreation, nature appreciation and heritage celebrations.</p>	<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 <i>Develop Viable Solutions for Sustainable Conservation Area Operations</i>	
Outcome	Strategic Directives
<p>Conservation Area grounds and facilities are safe and secure by implementing a diligent Risk Management Program.</p>	<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.
<p>Conservation Area operations are financed through secure, sustainable and innovative means.</p>	<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.
<p>Improved Visitor Capacity and Flow.</p>	<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

	<p>price structure and indicator signage along HWY 10.</p> <ul style="list-style-type: none"> • 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.
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 <i>Provide Sustainable Recreation Opportunities</i>	
Outcome	Strategic Directives
Visitors enjoy traditional park leisure pursuits that are engaging to a range of	<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

ages and interests.	<p>river access areas, boulder placement and interpretive information.</p> <ul style="list-style-type: none"> • 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. • 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 ○ 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.
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Objective 6 <i>Provide Site Accessibility through Universal and Barrier Free Design, Affordability and Multi-Lingual Communications</i>	
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. • Communications Materials, Media, and Interpretive Programming will be developed with consideration given towards the diversity in client languages and communication needs.

4.4. GUIDING STATEMENTS DISCUSSION

There is general agreement that the vision statement, goal statement and six objectives with associated outcomes and strategic directives are appropriate, desirable statements with which to guide the management direction of the Belfountain Complex.

Sixty-six (66) revisions are reflected in the final guiding statements. The majority of comments were grammatical in nature, or considered the use of alternate verbs such as ‘conserve’ versus ‘protect’ or the order in which the verbs appeared. A few comments related to the context or intent of the guiding statement such as the importance of the promoting the connection of the Belfountain Complex to the Hamlet of Belfountain; these updates are also reflected in the final statements.

5.0. DEVELOPMENT OF CONCEPT PLANS

The development of a series of concept plans and artistic sketches assist in the visualization of the project alternatives and allow for informed cost estimates that will eventually support the prioritization of project implementation. The final concept plan will not only support the final vision for the Complex, it will furnish CVC staff with sufficient detail to acquire permits and authorizations for development.

5.1. FRAMEWORK FOR THE DEVELOPMENT OF CONCEPT PLANS

A landscape architecture firm was retained to develop the concept plans for the Belfountain Complex Management Plan. Nine firms responded to CVC's Request for Proposal in February 2015. CVC's multi-disciplinary evaluation team undertook a rigorous selection process, which included reviewing, scoring and ranking proposals. The firms with the top three proposals were invited to attend an interview at CVC's head office. Brook McIlroy Inc. received the highest score during the interview process and was thus awarded the contract.

The concept plans focus on the most actively used areas of the Complex; all within BCA. Brook McIlroy Inc. developed three separate concepts for each project area based on discussions with CVC staff, review of project materials (Background Report, Strategic Directions Stage One Report, etc.), site visits to BCA, and their expertise and judgement in designing public spaces.

Section 5.2. contains the initial three concepts developed by Brook McIlroy Inc. for each project area, as well as the considerations that went into their design. The intent of developing three separate concepts for each project area was to provide different options that address site challenges while also providing options for different visitor experiences. Selection of a final concept will combine components of each option that best achieve the goals and objectives for the Belfountain Complex. The selection process will be outlined in Strategic Directions Stage Three Report.

Concepts for Project Areas 6 (Trail System) and 7 (Restoration) were outside the scope of Brook McIlroy Inc.'s contract and have been developed by CVC.

5.1.1. Design Principles

Based on the Strategic Directions Stage One Report and the comments received during the first phase of the management planning process, Brook McIlroy Inc. was directed to incorporate five design principles into the development of concept plans and infrastructure design. The design principles include:

- 1) *Century Park Theme*: Site design will reflect the heritage of BCA as one of the earliest twentieth century parks in the watershed. This theme will carry into the design and style of all ancillary features, for example benches and picnic tables, as well as into future

conservation area programming. Structures will mimic the characteristics of the original cottages located on the property. A consistent theme which embodies accurate historic reference will improve aesthetics, pay homage to the history of the conservation area and contribute to developing a rich sense of place.

2) *Effective and Efficient Use of Space*: BCA is a relatively small area: 14 ha, approximately 2ha of which is considered appropriate for day-use activities. The efficient use of space in both buildings and project areas is important for creating a functional, enjoyable setting. Features and areas should be multi-functional, and where possible, should accommodate a variety of group sizes and activities.

3) *Environmental Best Practices*: Environmental best practices will be integrated through site design and infrastructure development. Gardens will be planted with native species to promote natural function and connectivity. Green building design principles and low impact design projects will be incorporated into new and updated infrastructure whenever feasible. Landscaping and design should conserve natural features and functions to the greatest extent possible, and promote ecological health and connectivity. Features and design options may include:

- Innovative building design;
- Low impact development (LID);
- Water conservation and recycling; and
- Landscaping to foster bioretention.

4) *Vandal Resistant Materials and Design*: Vandalism and the use of BCA afterhours is a management challenge. Materials resistant to vandalism should be incorporated where possible and design techniques to deter vandalism and unsanctioned activities should be a design consideration. Crime Prevention Through Environmental Design (CPTED) principles should be considered when designing and siting locations for features.

5) *Accessibility*: The integration of accessible features and options, including infrastructure, signage and programming, throughout BCA is a management objective. Designing day-use areas and infrastructure projects to be barrier-free and as accessible as possible are considered a key element in the design and layout of the property.

As a reference for interpreting concepts, project areas as they were represented in the Strategic Directions Stage One Report are shown in **Error! Reference source not found..**

5.2. PROJECT AREA 1: BELFOUNTAIN VISITOR CENTRE AND PARKING AREA

5.2.1. Site Overview

The Belfountain Visitor Centre and Parking Area (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

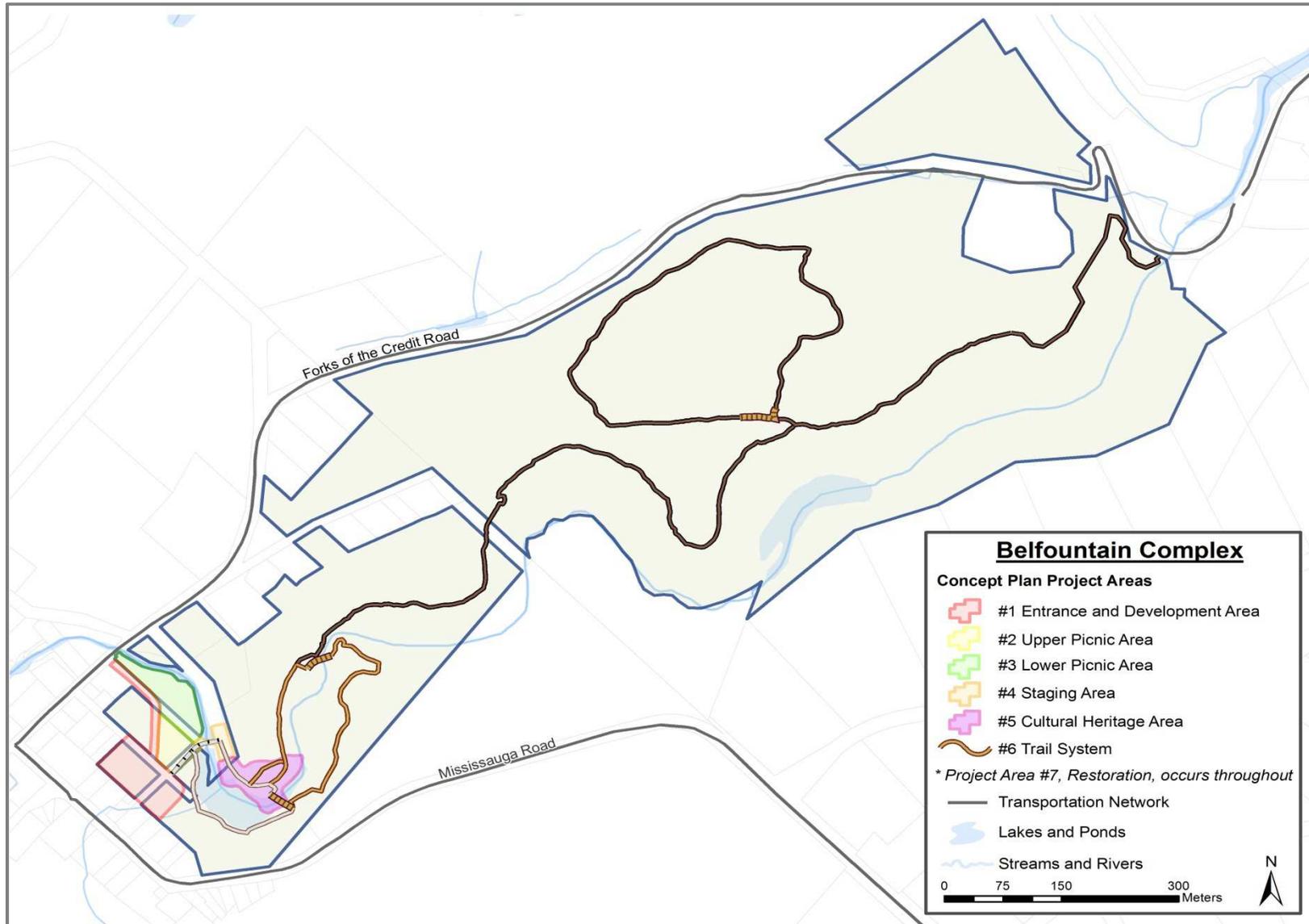


Figure 3: Concept Plan Project Areas

6% of BCA. Existing facilities include the primary access route and gatehouse for BCA, vehicle parking, washrooms, a trailhead kiosk, and a workshop and office for conservation area operations.

The area presents significant challenges for property management, including visitor and vehicular flow, parking capacity and an inefficient and confusing layout. During peak visitation periods the parking lot is over capacity and traffic flow between the Hamlet of Belfountain and the conservation area is unmanageable. Opportunities for welcoming visitors, information sharing and expectation setting are lacking and visitors are generally left to wander into the day-use area without a proper understanding of the conservation area lay-out, opportunities or significance.

The location of the current maintenance 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 necessary. The concepts were developed with these challenges in mind and aim to:

- Create a welcoming and informative gateway via a new visitor centre;
- Increase parking capacity and efficiency in order to address current deficits and help alleviate parking concerns outside of the conservation area;
- Improve safety by creating a better traffic flow and bus turnaround capability;
- Optimize operational efficiency.

5.2.2. Comments Received

The majority of comments received for this area, both positive and negative, focus on the visitor centre and the parking lot. Sustainability and low impact development were key themes from both the public and CVC staff. The importance of green building design principles (green roof, water recycling, etc.) and minimizing disturbance to existing vegetation were particularly prevalent.

At this point in the process, specific comments regarding the visitor centre have been minimal. Of those comments received, primary concern is related to the notion that a visitor centre will encourage large group functions and further visitor attendance numbers. There was some confusion over the size of the proposed visitor centre, and its potential function as a corporate event centre. While the visitor centre may hold events, it will be designed to fit in with the landscape and small size of BCA. The need for a visitor centre to look and feel different from operational space was also noted. The aesthetics and size of any future building(s) was identified as being important in the comments.

Offering food or a concession stand in the conservation area was met with mixed reviews; while some comments noted that it would be a good idea, others were concerned about litter and attracting nuisance wildlife to the site.

Increasing parking space was noted as important as the current layout of the area is not as efficient as it could be. Suggestions on parking fees, both related to providing free parking and increasing the cost for parking were also received.

Comments encouraging CVC to explore a shuttle service to and from BCA were also brought forward for consideration.

At least one comment requested that CVC explore opportunities to lease or develop a partnership with the Town of Caledon to restore and utilize the Belfountain Community Centre for visitor purposes, forgoing the need to build a new centre. While this option was discussed, management options for the Belfountain Community Centre have been determined by the Town, and an onsite building would be required in BCA for operational purposes regardless of other opportunities.

Some feedback stating that BCA should not be used to educate visitors was also received; however this does not align with CVC's Strategic Plan or the guiding statements developed for the Belfountain Complex.

5.2.3. Concept Plan Options

Three main concept layouts were developed for the Belfountain Visitor Centre and Parking Area, however, as this is arguably the most important area from an operational perspective, the final concept may change based on feasibility of each component such as:

- The layout of the parking lot and number of parking spaces;
- Type and layout of LID technologies (parking lot bioswales, rain gardens etc.);
- Utilization of Pinnacle Street as an exit;
- Building size and configuration; and
- Designated parking space for bus parking.

The design and layout of the future building for the visitor centre has not been included at this stage in the process because a building design is site specific and is largely influenced by the parking arrangement. Changes and updates will be identified in the Strategic Directions Stage Three Report.

Option 1

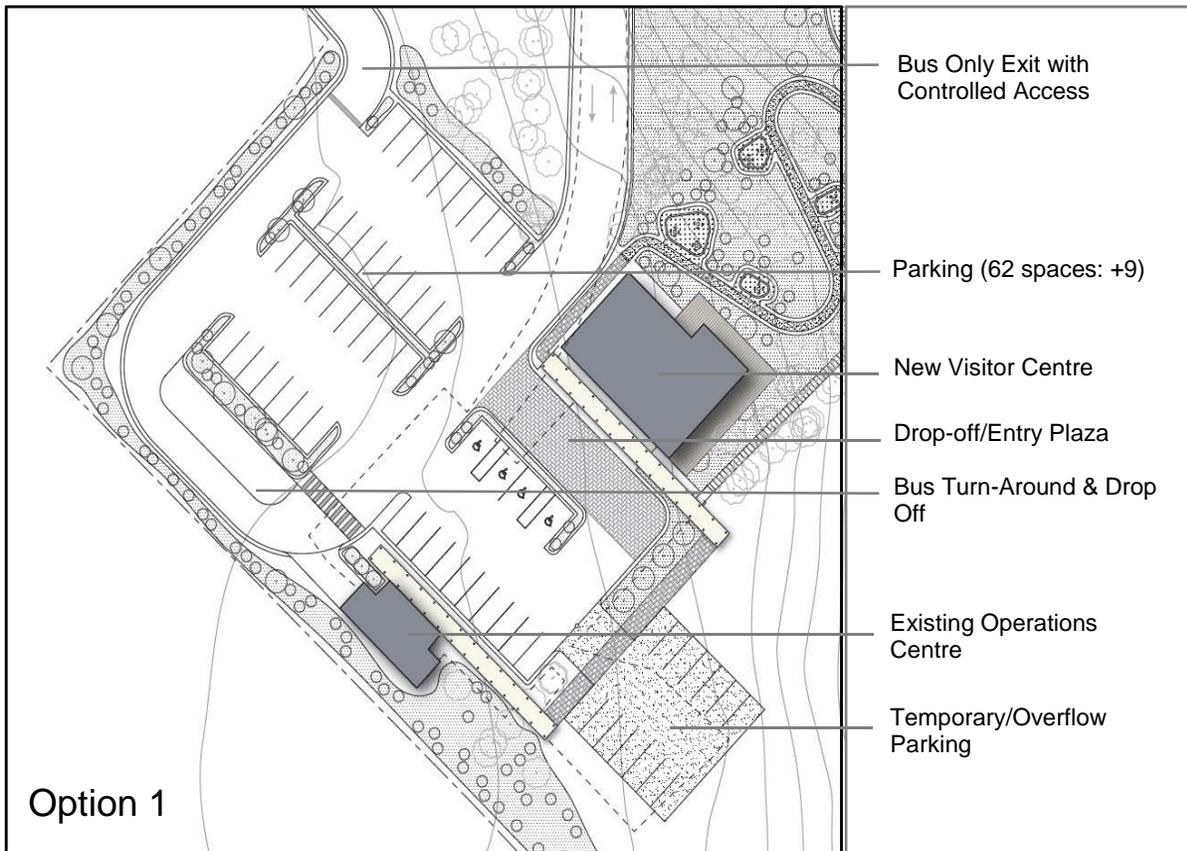


Figure 4: Visitor Centre and Parking Area Option 1

The first option sees the existing workshop and washroom building retained and the development of a small visitor centre. The new visitor centre is built with a view out over the Hillside Garden. The drop-off/entry plaza in front of the visitor centre functions as a space for vehicles to let passengers out, as well as providing an outdoor area that could be fenced off and used as patio space during events.

The existing septic field has been moved and replaced with additional parking space. The septic field area is currently grassed, and while it is occasionally used by picnickers, it is an underutilized area within BCA.

A bus turnaround and bus parking spot are also featured in this option. The existing overflow parking area is also retained as a gravel or grassed area.

Option 2

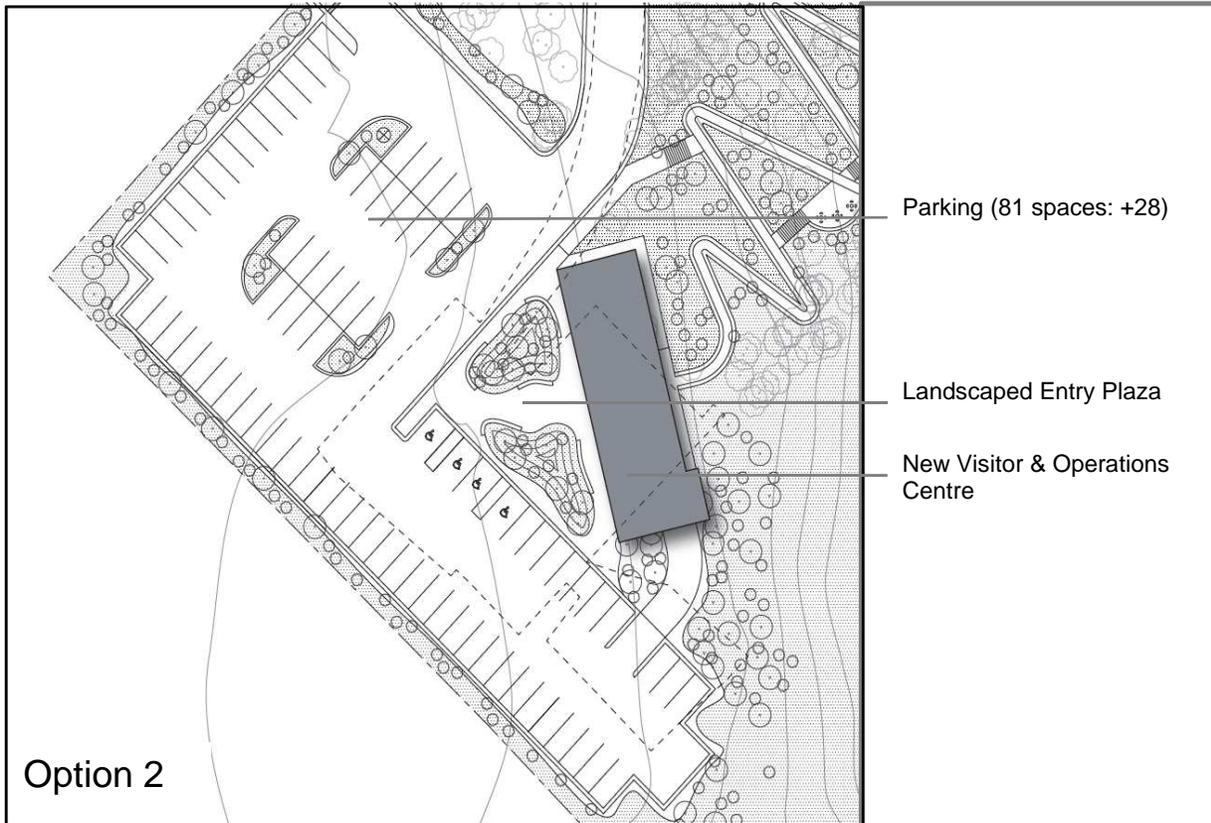


Figure 5: Visitors Centre and Parking Area Option 2

In option 2, a new building contains the space for the visitor centre and the operational facility together. The operational portion of the building will include adequate storage and office space. The operation area would be accessed from a separate entrance on the southern side of the building.

The new building would have a view out over the Hillside Garden. Parking space has been maximized and the parking lot configuration has been updated to include a bus turnaround area; separate bus parking has not been identified under option 2.

Option 3

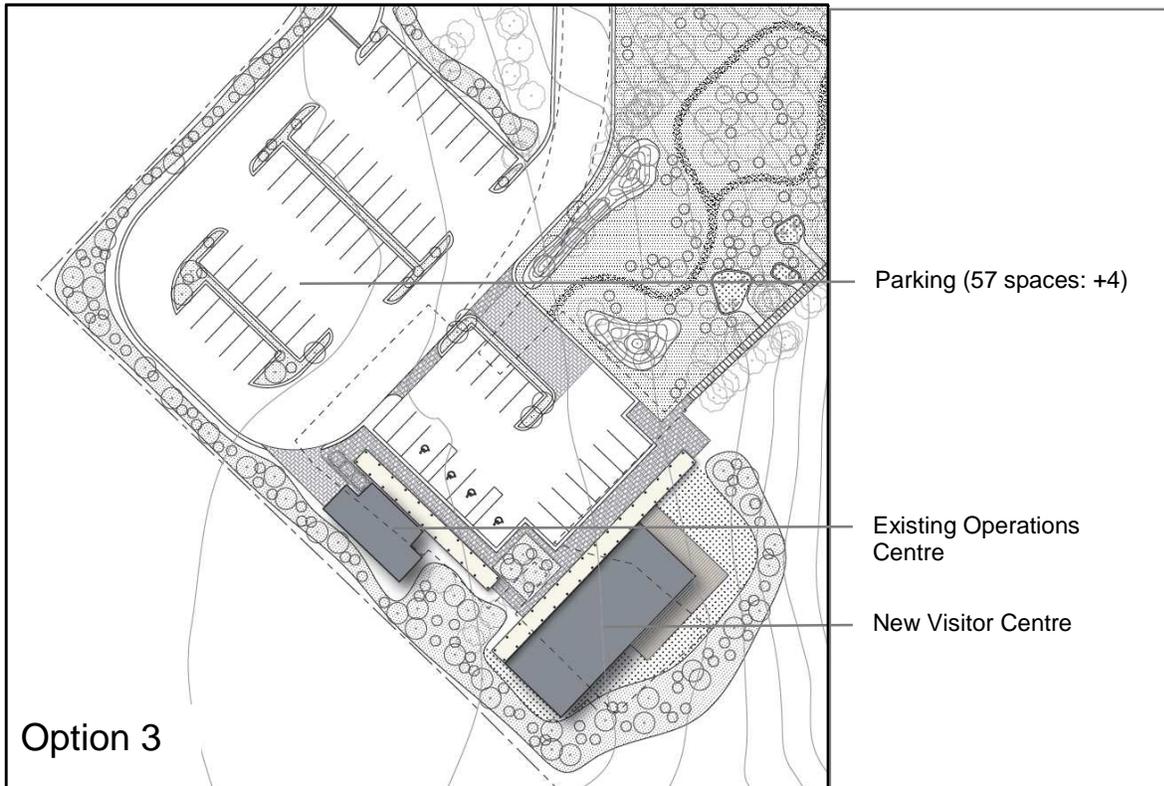


Figure 6: Visitors Centre and Parking Area Option 3

The third option retains the existing workshop and washroom building and includes a new visitor centre built at the south end of BCA. An outdoor patio, behind the visitor centre, is also included in this option. The new visitor centre would have optimal views of the wooded valley and headpond and be largely concealed from neighbouring residences.

5.3. PROJECT AREA 2: HILLSIDE GARDEN

5.3.1. Site Description

The Hillside Garden (Project Area 2) represents the first of two main day use sites within BCA. The site is one of the first recreational attributes that visitors experience upon entry to the conservation area. The Project Area is 2,550 m² and represents 2% of BCA or approximately 0.45% of the study area.

The site does not host much in terms of facilities or amenities, aside from picnic benches and shade trees. The area represents one of three sites available for event rentals, and is highly degraded, with evidence of soil erosion and root exposure. This open space lacks a clear function and connection to the other recreational spaces within the Complex, and it is generally

underutilized by visitors. Three concepts were developed to address the issues and opportunities in this area. The following points of insight were used to prepare the options:

- Create and enhance visual connections and views between the upper development area and the rest of the day use area;
- Restore the slope and remediate degraded and eroded areas;
- Define spaces for people to use and enjoy (rest areas, picnic tables, trail); and
- Naturalize the area by installing gardens and plantings.

5.3.2. Comments Received

Originally a covered pavilion was identified for this area, but it was removed from the concept plans due to concerns about crowding and congestion in the Hillside Garden. Incorporating an outdoor space (patio, deck) in the design of the visitor centre was also suggested; this has been reflected in the concept plans.

Comments related to the design and function of the pavilion, namely that it should be vandal-proof and limit noise and light pollution, were recorded. These will be incorporated into the concept plans and policies for all existing and proposed buildings.

Feedback related to CVC policies regarding picnic reservations (and rental of the proposed pavilion) were also received. The importance of a reservation system for ensuring availability and reducing crowding was noted, however other comments also suggested that picnic space should only be available on a 'first come first serve' basis. Policies related to reservations will be further flushed out through the development of management plan policies and will be included in the Strategic Directions Stage Three Report.

The need for general aesthetic upgrades related to gardens, mitigating root exposure and maintaining the cultural values (mainly stone works) of this area were noted and will be incorporated later in the management planning process.

5.3.3. Concept Plan Options

Option 1

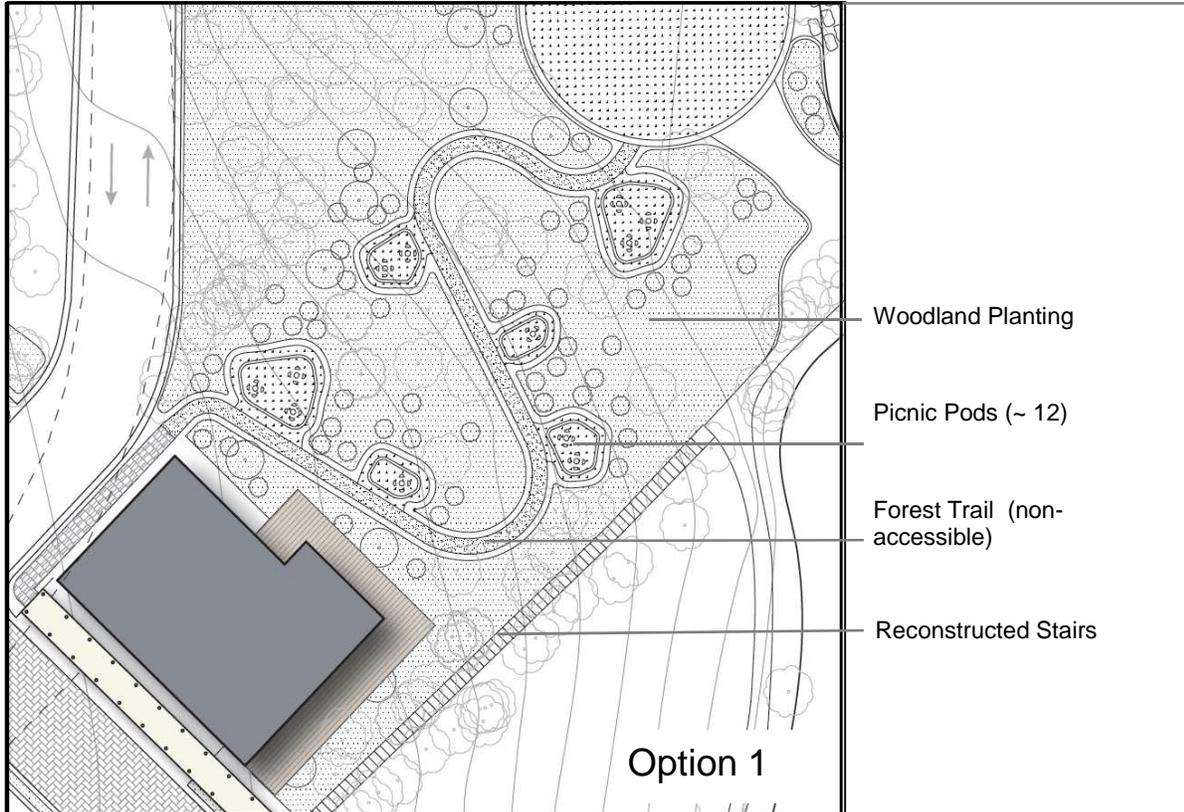


Figure 7: Hillside Garden Option 1

In option 1 for the Hillside Garden, much of the area is restored with woodland plantings to aid in stabilizing the slope and limit off trail access. The existing staircase is reconstructed and a trail leading down from the parking area has been developed. Several small picnic 'pods' have been developed providing shaded seating and intimate spaces for small groups.

Option 2

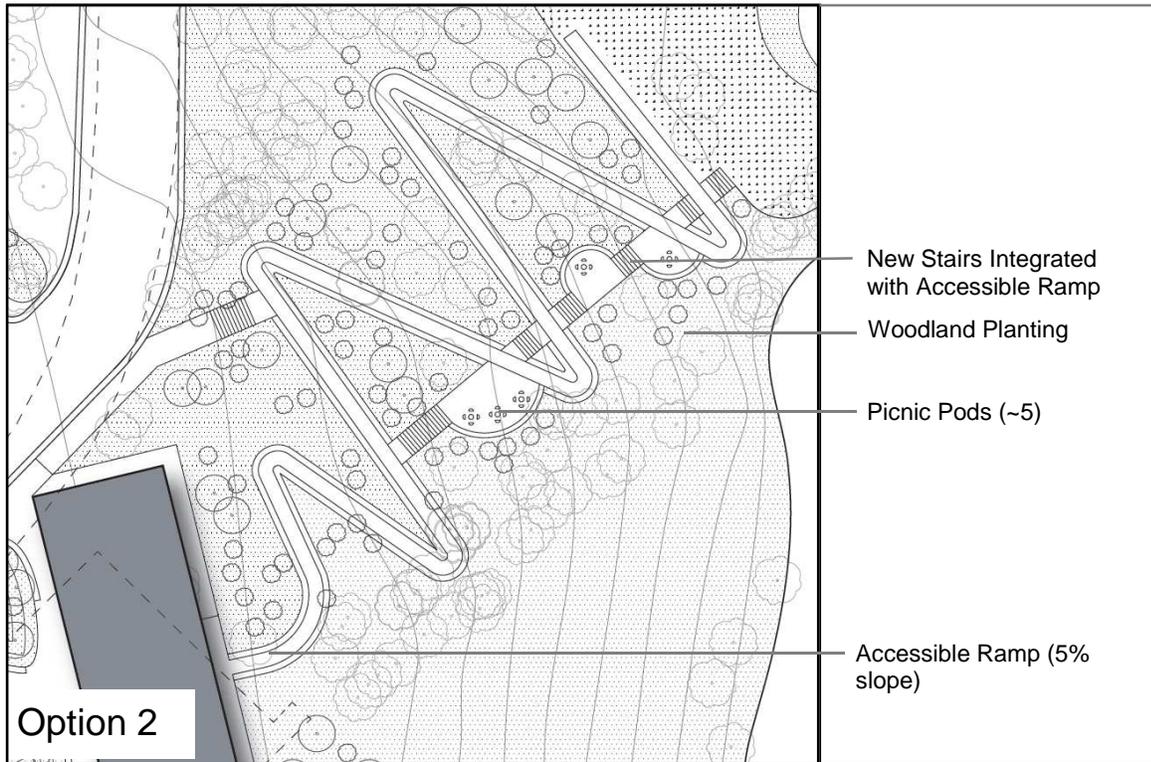


Figure 8: Hillside Garden Option 2

The second option for the Hillside Garden contains a similar planting concept to option 1, which will help to stabilize the slope. The existing staircase has been removed and the area has been restored. A new staircase has been integrated into the design of an accessible trail (5% slope) that traverses the area. A few picnic pods have been incorporated into the junction of the trail and stairs.

Option 3



Figure 9: Hillside Garden Option 3

The third option for the Hillside Garden sees the existing staircase retained and the development of a non-accessible footpath. While planting is still recommended, the looped trail promotes visitor access to the entire slope. Picnic pods for small groups are located off of the refurbished staircase.

5.4. PROJECT AREA 3: THE FORECOURT

5.4.1. Site Description

The Forecourt (Project Area 3) represents the main day use location and gathering place for the majority of visitors. It encompasses approximately 4,880 m² and represents .86% of the study area and 3.8% of BCA. The Forecourt is the most intensely used site within BCA and is largely made up of a grassed area with picnic tables, a water station and garbage and recycling stations.

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 main challenge. The turf is being degraded in some areas and the riparian area suffers from trampling due to the lack of a

defined access point. The concepts for this area were developed to mitigate concerns and enhance the area by:

- Developing a convenient, welcoming entry experience which clearly indicates how visitors should enter the conservation area;
- Creating a pedestrian and cyclist access location;
- Redeveloping the accessible parking and drop-off area at the main entrance;
- Defining picnic areas, so that groups can clearly understand the area which they rented or have been assigned;
- Creating at least one formal water access area and directing visitors to only access the river in designated location(s);
- Naturalize the riparian area through plantings; and
- Redevelop and design the existing gardens; including options to move and expand as needed.

5.4.2. Comments Received

A variety of comments were received for the Belfountain Forecourt, including several on the proposed river access area. Overall, it was acknowledged that the restoration of the river bank in this area is important and that measures should be taken to prevent future trampling and erosion. The idea of developing a single river access point was generally well-received; however a few individuals indicated that they didn't think that this would be feasible (people will continue to access wherever they want) or that a single river access point was unrealistic. Two river access points were identified in the concept plans, though this may be further adapted.

The notion of separating the picnic areas through landscape design was generally well-received, though it was noted that it was important that this area still be able to accommodate large events, such as the Salamander Festival. Bringing electricity to this area would support events and allow a diversity of activities to take place. The concept plans illustrate different options to delineate picnic space in the Forecourt.

The design and function of the entry to BCA was identified as very important to CVC staff. Additional consideration may be put into the final design of this area to ensure it is as serviceable as possible.

The overall management and maintenance of the gardens and turf also received comments. It was suggested that developing themed gardens that support native species and pollinators would work well in this area. Management strategies to improve the condition of grassed areas were also recommended. These items will be explored further as the management plan progresses.

The idea of a natural play area near the river or with a separate water feature was also identified. This idea will be brought forward in the heritage gardens area, which contains more space for this type of activity.

5.4.3. Concept Plan Options

Option 1

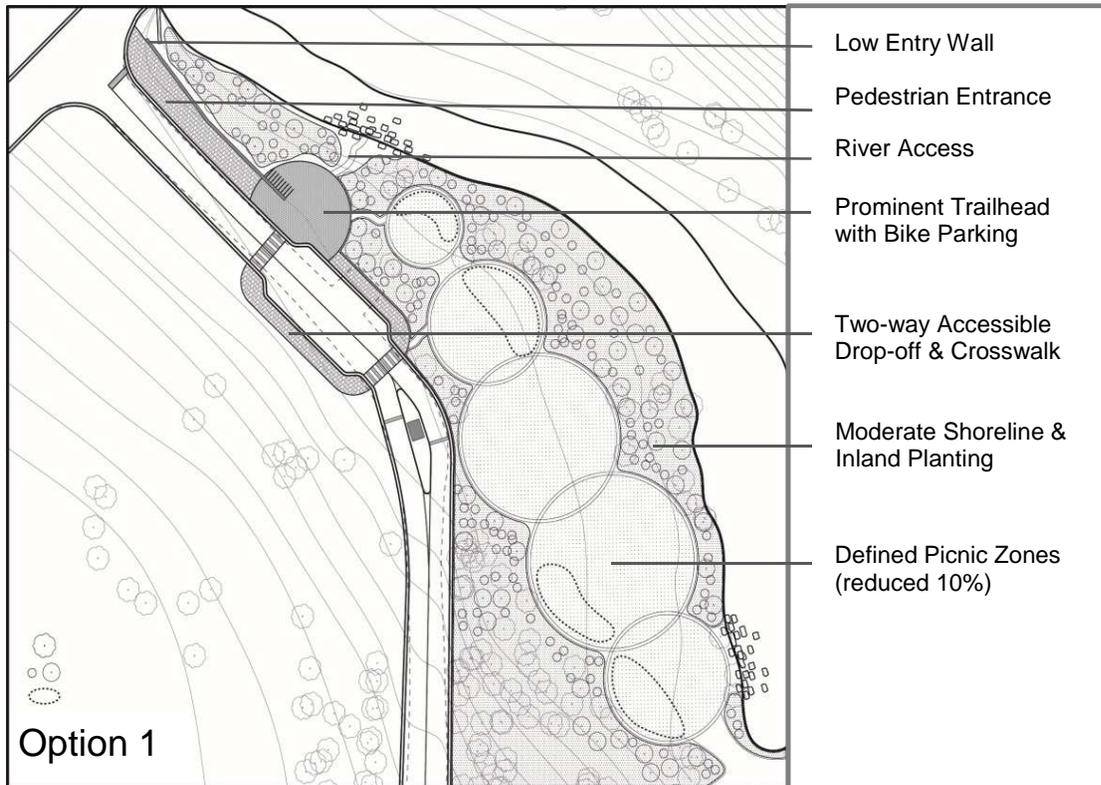


Figure 10: Belfountain Forecourt Option 1

The first option for the forecourt creates a very defined and manicured setting. A formal pedestrian entrance has been developed, which directs visitors to a prominent trailhead and staging area. Bicycle parking and an accessible drop-off area have also been included.

In the lower lawn area the circular motifs segment the space into picnic and open play areas.

Riparian planting is also proposed to help mitigate erosion. Two river access locations have been identified. The exact location(s) for river access will be determined based on the future geomorphology of the river in this reach, and will take into account the river's natural processes.

Option 2

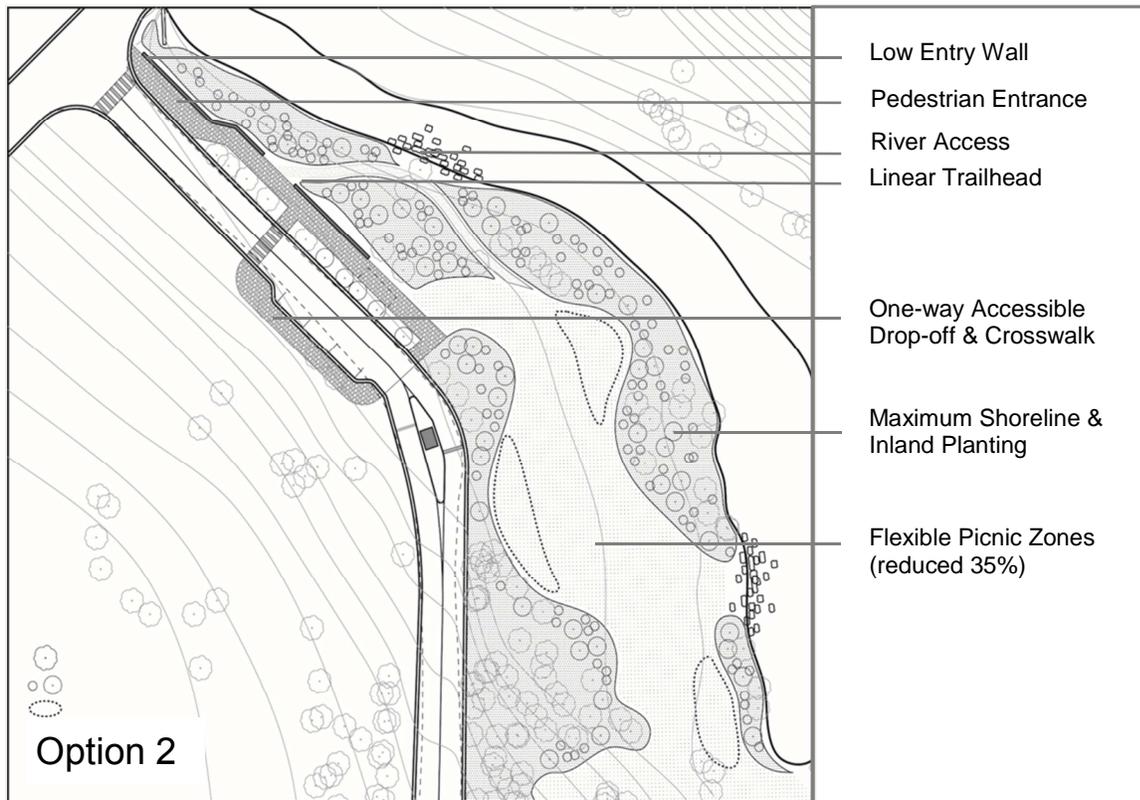


Figure 11: Belfountain Forecourt Option 2

Option 2 for the Forecourt contains a formal pedestrian entrance, which directs visitors into the forecourt area, bypassing the gatehouse. The day use area itself has been drastically reduced in size to accommodate increased natural cover, though the remaining day use space is largely open.

Two river access points have been identified; again, exact locations for these will be based on the most appropriate location from a fluvial geomorphic perspective.

Option 3

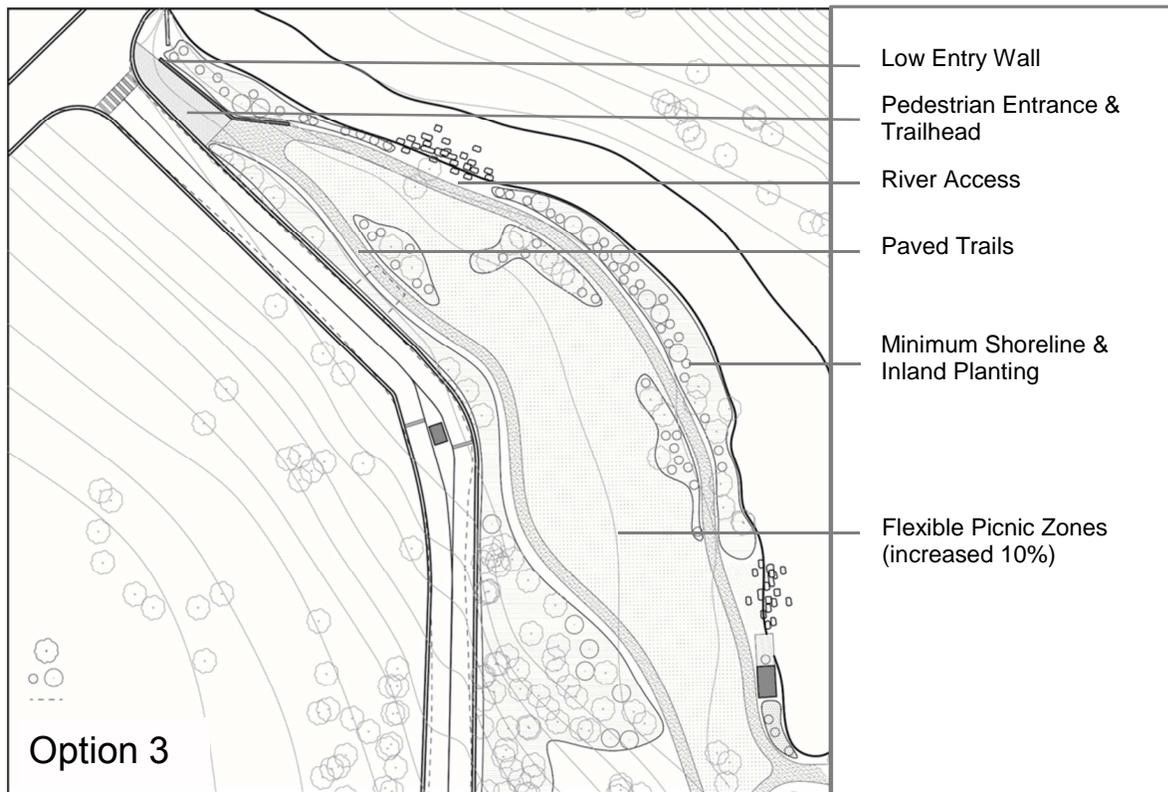


Figure 12: Belfountain Forecourt Option 3

The third option for this area features an accessible trail around the perimeter of the open space. Riparian planting, as well as plantings to separate the picnic areas, are included.

The main entrance maintains a design similar to its current layout, though a pedestrian entrance has been included. As with the first two options, two river access points have also been included.

5.5. PROJECT AREA 4: PORTICO² AND BRIDGEHEAD

5.5.1. Site Description

The Portico and Bridgehead (Project Area 4) encompasses approximately 1,160 m² and makes up approximately 0.9% of BCA or 0.21% of the study area. Currently the area 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 and there are opportunities for staging in this area.

² By definition, a portico is a porch or entrance leading to the entrance of a building. In the context of BCA, this area is designed to function as an entranceway to the rest of the Complex and encourage visitors to explore the cultural features and access the Complex's trail system.

At present, the function and utility of the pumphouse is confusing to visitors. During the first stage of identifying strategic directions for the Complex, the redesign of the pumphouse into an accessible washroom facility was recommended. The current washroom facilities are a fair distance from the lower picnic site and a closer, accessible option would be ideal.

Updates to the bridge have also been recommended, though options are dependent on the outcome of the Class EA (section 1.3). The concepts for this project area were developed to mitigate concerns and enhance the area by:

- Creating a prominent gateway to invite and encourage visitors to explore the trail system, and draw visitors through the conservation area;
- Creating a visual connection between the day use areas and the rest of the Complex;
- Developing an interpretive node (signage, map, etc.) to minimize signage in other areas of the Complex;
- Enhancing the current aesthetics and function of the pumphouse; and

5.5.2. Comments Received

Comments related to the accessible washroom were of two viewpoints; either that an accessible washroom would be a great addition to BCA, or that a washroom in this location should not be a priority. Those in support of the washroom had comments which indicated that an accessible washroom would make BCA more family friendly and that the current walking distance from the day use area to the upper washrooms can be difficult. Other statements received disagreed with additional washrooms being built, and encouraged looking at options to improve accessibility between the lower area and the existing washrooms located in the parking lot.

Comments related to policy considerations for an accessible washroom were also received. Concerns relate to the close proximity of the pumphouse to the river and expanding the building footprint. These policy considerations have been reflected in the current concepts, and will be integrated into the final decision.

Accessibility is one of the six objectives listed for the management plan, and as such the recommendation for inclusion is being carried into concept planning. Further consideration regarding concerns and potential consequences will be further flushed out during the third and final stage of the Strategic Directions.

Ideas and considerations for the bridge, include: design options to ensure that the bridge meets CVC's Pedestrian Bridge Guidelines, including a glass bottom bridge structure and constructing a covered bridge. These comments will be integrated into the design of the future bridge. Options for future bridge design are pending the outcome of the Dam and Headpond Environmental Assessment.

There was some confusion that this area would also contain a visitor centre of some sort. The term 'staging area' refers to the vicinity around pumphouse, which would contain information

and signage to inform visitors about the natural and cultural history of the area. The 'staging area' would be used as the 'hub' for informational signage in an effort to maintain viewscales throughout other areas of the property and limit sign pollution. A visitor centre is not proposed for this location.

5.5.3. Concept Plan Options

Option 1

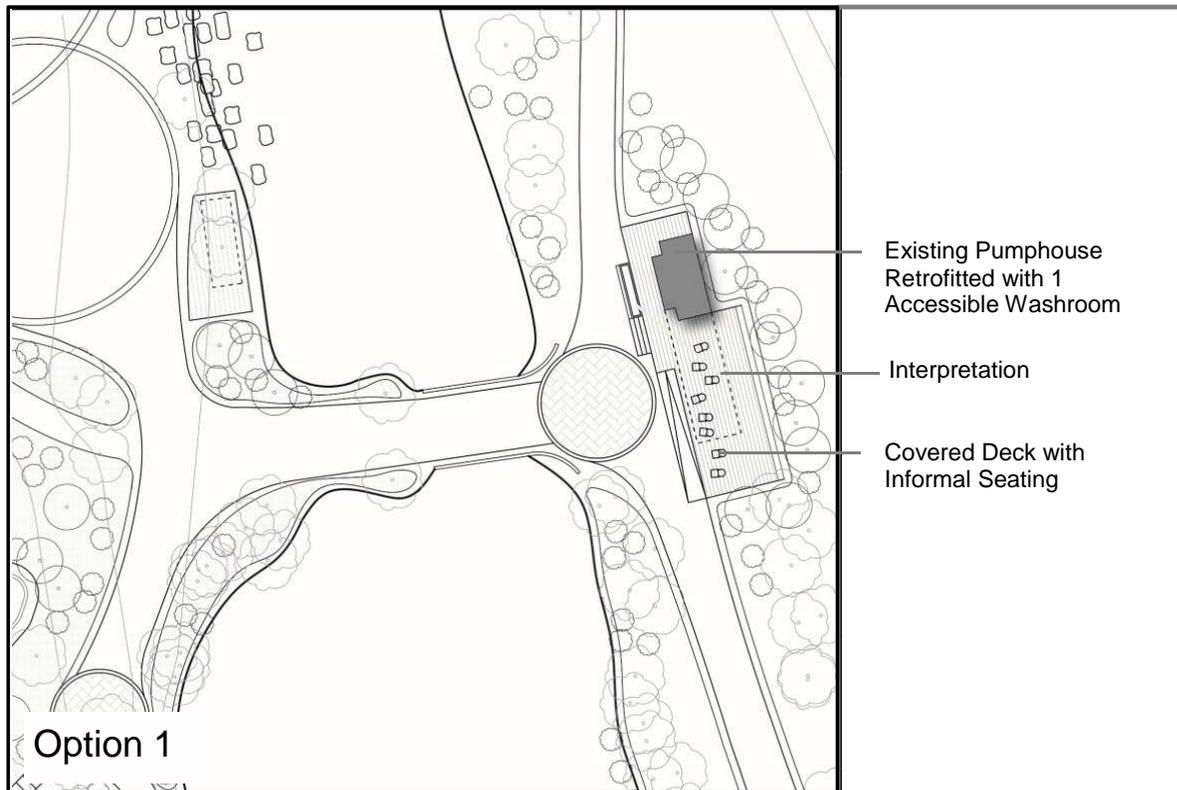


Figure 13: Portico and Bridgehead Option 1

Two options were developed for the portico and bridgehead.

Option 1 includes retrofitting the existing pumphouse as an accessible washroom (Figure 15) with and informal, shaded seating terrace included in the design of the portico.

A riverside deck has been proposed on the west side of the river (Figure 15). A circular trailhead and interpretive display has been included in this area as well.

Option 2

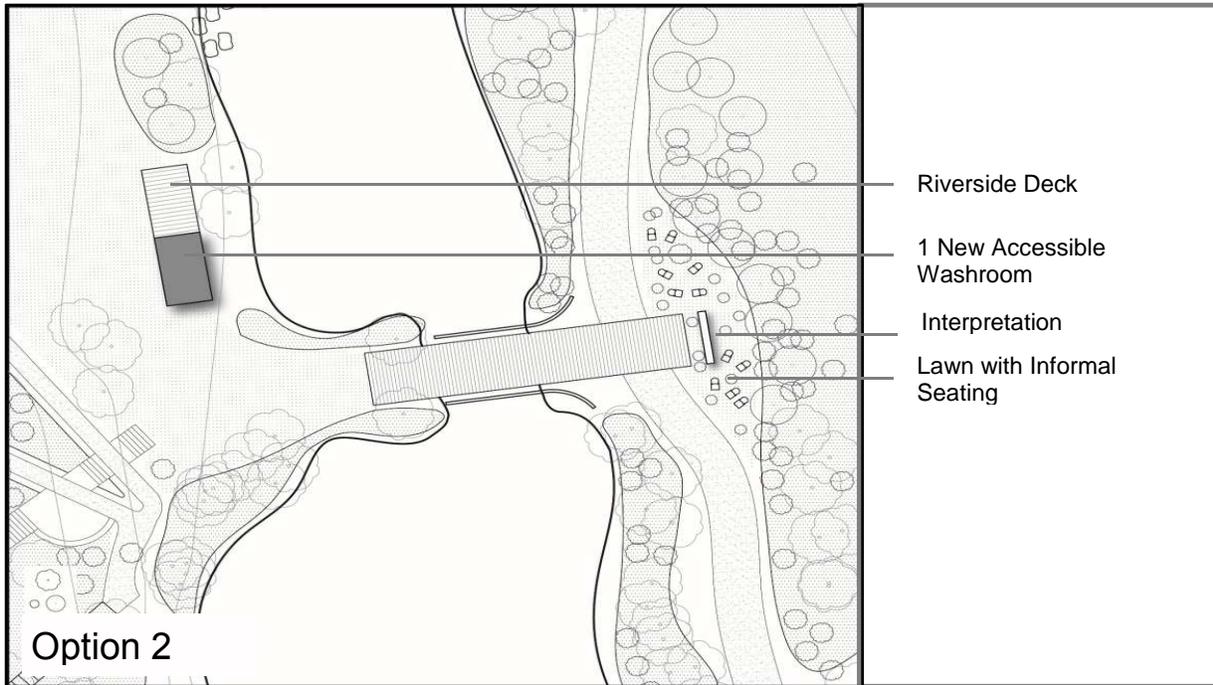


Figure 14: Portico and Bridgehead Option 2

Option 2 for the Portico and Bridgehead includes building a new structure; an accessible washroom with a deck and seating area, on the west side of the river. The new building would be the same size as the existing pumphouse. The pumphouse has been fully removed and has been replaced by a deck or lawn and informal seating.

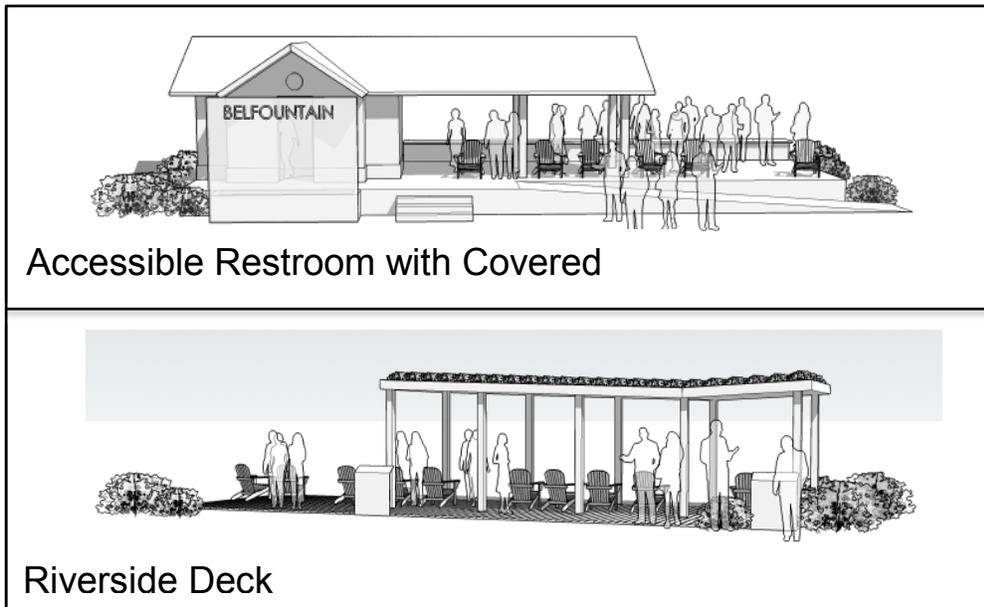


Figure 15: Accessible Washroom and Riverside Deck in Project Area 4

5.6. PROJECT AREA 5: HERITAGE GARDENS

5.6.1. Site Description

The Heritage Gardens (Project Area 5) is approximately 5,000 m² and encompasses approximately 0.9% of the Complex and 3.9% of BCA. The Heritage Gardens represent the focal point of the Complex and contains the decorative historic features originally built by Charles Mack. The area contains the bell-fountain, cave, old swimming pool and Belfountain dam – collectively referred to as Mack’s follies. The follies are of interest and enjoyment to visitors and the spectacular Escarpment scenery makes this area a true reflection of the unique Belfountain Conservation Area experience.

The Heritage Garden area is closely integrated with the Belfountain dam and headpond, and thus options for its future management are heavily dependent on the outcome of the Class EA (section 1.3). Because options for the Class EA may include changes to the headpond, dam and/or the surrounding area, they may impact the layout, function and design of this area. Concept plans, therefore, have not been developed. In addition, as of fall 2015, the terrace is under construction, expected to re-open in the spring of 2016.

The design of the concept plans for the Heritage Gardens will include considerations for the following:

- Mack’s follies will be maintained, enhanced and celebrated, where possible;
- Improvements to heritage features, such as the existing stonework, may be recommended;
- Opportunities for water-play and interaction with the West Credit River will be explored;
- Opportunities for visitor flow and experience will be explored; and
- Comfortable, appropriate seating areas will be incorporated.

5.6.2. Comments Received

Comments related to the Heritage Gardens consisted of both broad ideas and feature specific recommendations. Example commentary includes support for the ongoing maintenance of Mack’s follies and the need to plan for appropriate heritage management. Specific recommendations for the fountain, including maintenance needs and removal recommendations were noted, as were specific ideas related to the management of the pond.

Feedback suggesting some of the original mills and cottages on-site be rebuilt was also received. Due to the original location of these features (in the headpond area, on the valley slope, etc.) and the recommended theme for the property (as an early 20th century park), these suggestions have not been considered in the concept plans. Creative ideas about interpreting the history of the mills and quarries of the Complex have been identified and will be carried into the next stage of the management plan. Some options include using cut limestone as “landscape sculptures” and including innovative signage and plaques to honour BCA’s historic features and heritage.

5.6.3. Concept Plan Options

Concept options for this area are dependent on the outcome of the Class EA for the Belfountain Dam and Headpond. Given the potential for changes to this area, preliminary concepts for the Heritage Gardens have not been included in this report. Several comments on the relationship between this area and the dam and headpond were received and will be considered in the development of concept plan options for the Heritage Gardens once a preferred alternative for the dam and headpond has been approved.

5.7. PROJECT AREA 6: TRAIL SYSTEM

5.7.1. Site Description

The management planning process includes a review of the trail system across the entire Complex (Figure 16).

The steep, uneven terrain of the Niagara Escarpment has resulted in a trail system 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 will be provided; 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.

5.7.2. Comments Received

Recommendations for the trail plan have been developed to account for the following opportunities and constraints:

- The safety of trail users is the priority when considering recommendations for new trails, trail re-routes, enhancements and closures;
- Existing environmental conditions have been considered and have guided the recommendations for the trail system;
- Information to help visitors plan their route and trail activities will be made readily available; and
- The trail system will include options for visitors of all ages and abilities, including both barrier-free and challenging trails.

Overall, less individual comments were received on the trail system compared to the other project areas outlined in the Strategic Directions Stage One Report. Of comments received, it is noted that the key themes include keeping trail development to a minimum and ensuring that any re-routes or enhancements (such as boardwalks) benefit the environment. The importance

of having an accessible trail option, rest areas and benches were also identified as an important consideration for the Complex.

Specific areas where trail improvements are recommended were also provided, including the boardwalk and stairs feature on the Pond Loop Trail and seepage areas along the Gorge Loop Trail. The importance of monitoring to gather data on environmental impacts and trends was also noted.

The comments received have been integrated into the development of initial recommendations for the trail system. Overall, trail development will be kept to a minimum. Trail re-routes and enhancements will focus on reducing environmental impacts and improving visitor experience. The following are general recommendations for the trail system in the Belfountain Complex:

- The existing Bruce Trail Side Trails (Trimble Side Trail, Crowsnest Side Trail) will be maintained as challenging, escarpment trails. Trail maintenance and short re-routes are required in some areas.
- The Gorge Loop Trail will be maintained as a trail with medium difficulty. Trail maintenance, enhancements, such as boardwalks and re-routes are required.
- The Pond Loop Trail will be re-developed as an easy trail with an accessible component. Boardwalks, re-routes and other enhancements will be required.
- The Bypass route through the knoll will be formally developed as a trail. A new name will be developed for this trail and interpretive signage will be considered.
- Given the steep terrain and the associated difficulty supporting sustainable trail development, sensitive habitat types and the density of trails already in existence, the development of additional trails in the Complex is not recommended. The following trails will not be included in the trail system:
 - Access trails to the West Credit River: it has been determined that the trails currently in existence have the ability to support this activity and that sufficient access points exist.
 - Access trail to the Stonecutter's Dam: a trail to the Stonecutter's Dam would be challenging to sustainably develop and is not recommended at this time.
 - Additional Bruce Trail: additional Bruce Trail, or Bruce Trail Side Trails would be challenging to sustainably develop and are not recommended for the Belfountain Complex.

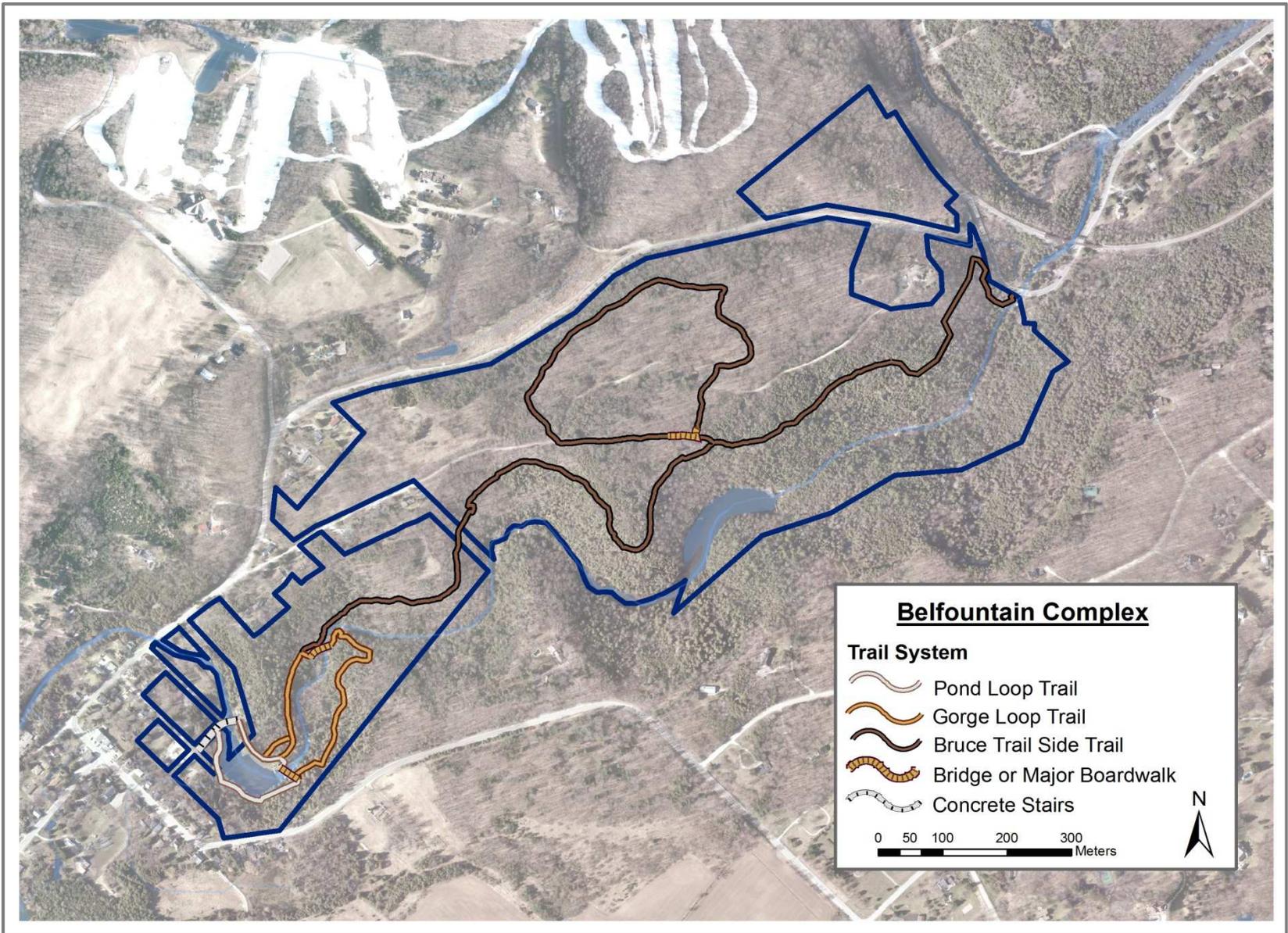


Figure 16: Belfountain Complex Trail System

5.8. PROJECT AREA 7: RESTORATION

5.8.1. Site Descriptions

The Restoration Plan for the Belfountain Complex focuses on addressing areas of environmental degradation and improving connectivity. Focus areas for restoration include:

- The removal and management of non-native, invasive species
- Riparian restoration targeted at mitigating vegetation trampling along the West Credit River – solutions to this problem have been partially presented in concept plans for the Forecourt and are also strongly associated with the outcome of the Class EA
- Demolition of failing housing infrastructure and associated grounds restoration – removal of the Cox Cottage
- Tree planting to enhance natural areas and corridor function (Appendix H)

Further review of restoration potential is ongoing by the Technical Steering Committee and will be finalized during the Strategic Directions Stage Three Report.

5.8.2. Comments Received

Several comments received focused on the removal and mitigation of non-native, invasive species, as well as educating neighbours and the public about their presence. Measures to reduce impacts of removal activities on sensitive environments were also brought forward.

The careful consideration of the species used to develop planting plans (focusing on restoring a community, rather than just tree planting) and developing the restoration plan to meet specific targets, such as increasing biodiversity, supporting unique plant communities or improving specific wildlife habitat.

The potential for habitat restoration and mitigating the impacts of the Stonecutter's Dam and the concrete weir on the Willoughby Property were also recorded. The future management of these structures will be determined by the Ontario Heritage Trust, which owns the Willoughby Property. Comments related to the Belfountain Dam and Headpond will be addressed through the Class EA process.

6.0. NEXT STEPS

Consultation is a critical component of the strategic directives phase of the management planning process. The progression of the planning process and the resulting decisions has been greatly influenced by the valuable commitment and input of the management plan committee members.

To date CVC has received 427 comments on the content and ideas provided in reports, presentations, and extensive consultation materials from both internal and external stakeholders and the public. An overwhelming majority of these comments have been very supportive of the management direction outlined in the Strategic Directions Stage One Report however; there have also been some concerns expressed. Comments are available for review in the Disposition Table appended to this report (Appendix D).

Going forward into Stage Three of the Strategic Directions phase, final decisions regarding management plan policies, programming opportunities, and detailed designs will be made. Projects that currently have high consensus will be brought forward to the management plan committees for final review and implementation recommendations. Concepts and proposals that have expressed concerns will also be brought forward with the management plan committees in order to determine the level of consensus for implementation. The proposals will be evaluated against the guiding statements of the management plan, and those that are suitable will be further refined in order to determine the actions that are needed to address any outstanding issues.

Stage Three of the Strategic Directions Phase will include the selection of the Preferred Alternative for the Belfountain Dam and Headpond Class Environmental Assessment. Implementation recommendations for the EA will connect with the detailed design work associated with the management plan, and tie the two processes together.

Stage Three of the Strategic Directions phase will also include public consultation. Consultation will be planned to review both the preferred alternative for the dam and headpond EA and the detailed design options of the management plan. Stage Three of the Strategic Directions Phase began in the summer of 2015 and it is expected to continue until the fall of 2016. During this stage, ongoing consultation and refinement of the ideas presented in the Strategic Directions Stage One and Two Reports will be made. The management plan committees and the public will be integrated into Phase Three works in order to comment on project milestones and support the development of final decisions.

7.0. 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 first stage of developing Strategic Directives involved utilizing the detailed findings from the Background Report to refine opportunities and constraints, establish zoning, generate ideas, establish values and build consensus on the proposed future state of the Belfountain Complex.

The information presented in this report represents the second stage of developing Strategic Directives, and outlines the compilation of work that has been generated and reviewed by the public, CVC's external Stakeholder Advisory Committee, CVC's Land Planning staff, and CVC's internal Technical Steering Committee, between the fall of 2014 and early summer 2015.

As this report provides a narrative on the consultation and comments received for the works completed under Stage One; CVC will not be soliciting comments on this report. Management plan committee members will be solicited during Stage Three for feedback related to specific decision making points. These comments will be tracked and noted in the next Strategic Directions Report, along with discussion and justification for the final concepts, programs, policies and implementation methods.

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.