Dundas Valley 50-Year Vision and Strategy 2008-2058

Securing the Future of our Urban Wilderness

Implementation Strategy Cycle 1

2014-2019

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A project of:

Hamilton Conservation Authority
Healthy Streams...Healthy Communities!

With generous financial support from:

GREEN BELT

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Background Cover Photo: Dundas Valley
Cover Top Left Inset: Hooded Warbler
Cover Middle Inset: Biking, Dundas Valley
Cover Bottom Inset: Darnley Mill Ruins
Bottom Left Inset: Hermitage Cascade

Acknowledgements

Photo: Woods, Dundas Valley

The development of the Implementation Strategy Cycle 1 (ISC1) was made possible under the direction and guidance of the Dundas Valley Steering Committee (DVSC):

Anne Redish, Community Representative- Dundas
Cheryl Larocque, Member- Conservation Advisory Board Hamilton Conservation Authority (HCA)
Chris Krucker, Farmer- Manorun Farm
Dave Carson, Chair- Dundas in Transition
Edward John, Senior Planner-City of Hamilton
Frank Cucullo, Member- Conservation Advisory Board HCA
Lynda Lukasik, Executive Director-Environment Hamilton
Russ Powers, City Councillor-Ward 13, Dundas

Chris-Firth Eagland and T. Scott Peck of the HCA also served on the DVSC as a technical resource. In addition to the DVSC, the contributions made by other local community residents, stakeholders, municipal, and provincial groups who assisted with the development of the ISC1 are graciously acknowledged. Over 100 key individuals and HCA staff generously participated in work planning efforts and more critically the project selection, prioritization, and ranking process by providing comments and feedback at stakeholder advisory meetings, DVSC meetings, public open houses, and one on one consultation. Individuals consulted ranged from Dundas Valley residents to the City of Hamilton, the Ontario Ministry of Natural Resources (OMNR) to representatives of local non-profit, agricultural, and landowner groups.

The encouragement and input of the following individuals are acknowledged:

Adam Simpson, Member- Hamilton Cycling Association
Allison Kirkpatrick, Terrestrial Invasive Species Outreach Liaison- Ontario Federation of Anglers and Hunters (OFAH)
Allyson Wenzowski, Member- Hamilton Chamber of Commerce, Dundas Division
Ann Gillespie, Heritage Planner- Gillespie Heritage Consulting
Anne Marie Laurence, Ecological Monitoring Specialist- Niagara Escarpment Commission (NEC)

Arthur Greenblatt, Executive Director-Dundas Valley School of Art (DVSA)
Ben Vanderbrug, Chief Administrative Officer-HCA (past)
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Bill Kennedy, Member- Dundas Valley Treekeepers AND Dundas Community Council
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Deborah Herbert, Project Manager, Cootes to the Escarpment Park System Strategy (CEPS) - Royal Botanical Gardens (RBG)
Diana Mooji, Program Specialist, Invasive Alien Species- Canadian Food Inspection Agency (CFIA)
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Doug Mallory, Information Technology Manager- HCA
Ella Haley, Executive Director- Sustainable Brant
Elizabeth Berestecki, Watershed Officer- HCA
Erin Davis, Founder- Ancaster Discovery Gardens
Erin Semande, Researcher-Ontario Heritage Trust
Garnet Cowsill, Manager, Marketing & Sales- HCA
Gord McNulty, Board of Directors- Hamilton Naturalists Club (HNC)
Graham Buck, Species at Risk Biologist- OMNR
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Joel Konik, Grants Officer- HCF
John Bryden, Historian/Writer-Dundas Valley Community
John Farquharson, Landowner Relations Director, Bruce Trail Conservancy-Iroquoia Club
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Lindsay Davidson, Information Services Officer, HCA
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Lois Corey, Site Supervisor- Fieldcote Memorial Park & Museum/Griffin House/Old Town Hall
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Meghan House, Cultural Heritage Planner-City of Hamilton
Melanie Golba, Farmer- Plan B Organic Farm
Michael Drescher, Assistant Professor-University of Waterloo
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Randy Kay, Coordinator of Volunteers- Ontario Public Interest Research Group (OPIRG) McMaster
Rick Woodworth, GIS Specialist- HCA
Robert Patrick, Executive Director-Coalition on the Niagara Escarpment (CONE)
Scott McDonald, President- MacGreen, McMaster University
Sandy Bell, Manager, Design & Development-HCA
Sarah Gauden, Marketing & Communications Coordinator-HCA
Sean James, Chair-Landscape Ontario's Environmental Stewardship Committee
Shannon Kyles- Ontario Architecture
Sharon Murphy, Tourism Development Coordinator- Tourism Hamilton
Sheila O'Neal, Manager of Hamilton-Halton Watershed Stewardship Program (HHWSP) - HCA
Shelley Petrie, Program Director- Friends of the Greenbelt Foundation
Sofia Stanidis, Business Development Coordinator- HCA
Stan Nowak, Heritage Representative- Dundas Community Council & Dundas Valley Historical Society
Stephanie Danek, Marketing & Communications Coordinator, Hamilton Halton Brant Regional Tourism Association
Steve Miazga, Chief Administrative Officer-HCA (past)
Stu Campana, Operations Coordinator- Landscape Ontario
Sri Sethuratnum, Program Manager-FarmStart
Susan Monarch, Acting Manager- Tourism Hamilton
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Terry Carleton, Conservation Director-HNC
Toby Tresidder, Administrative Assistant- HCF
Tom Beckett, Chair- Spencer Creek Conservation Authority (past)
Tony Horvat, Director of Land Management- HCA
Valerie Pazzi, Administrative Assistant-HCA
Vicki Edwards, Public Health Nutritionist- City of Hamilton
Wayne Terryberry, Outdoor Education Recreation & Altitude Team Development Coordinator- McMaster University

The Early Implementation Phase (EIP) was made possible through generous funding by the Friends of the Greenbelt Foundation. The *Dundas Valley 50-Year Vision and Strategy 2008-2058* ISC1 will contribute to the long-term vision and goals of Ontario's *Greenbelt Plan* and is dedicated to the sustainable protection of the Greenbelt as an ecologically, socially, and economically valuable feature of the our province's natural landscape.

Sincere appreciation goes out to HCA's Board of Directors, Conservation Advisory Board, Dundas Valley residents and the other individuals and organizations from diverse backgrounds who took the time to participate in the shaping of this strategy at committee meetings, public open houses, online surveys, and the community blog.

Photo: Canterbury Falls

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Photo: St. John's Anglican church, Ancaster

Photo: Ancaster Farmers Market

It's a magnificent valley. I don't know a city or an area as extensive as this virtually untouched land. It would be a tragedy if not preserved."

-Tom Beckett (Past Chair, HCA)

Photo: Dundas, Hamilton- Ontario

1. Background

Photo: Sherman Falls

1.1 Dundas Valley 50-Year Vision and Strategy 2008-2058

The Hamilton Conservation Authority (HCA) is Hamilton's largest environmental management agency and for 55 years, has managed a number of environmental initiatives and programs to provide for the conservation and enjoyment of the watershed with the support of the Hamilton Conservation Foundation (HCF). Through flood forecasting and control, watershed planning and management, natural space protection, and the provision of opportunities for public recreation and environmental education, the HCA has advanced the protection of significant ecosystems.

In 2009, the HCA actively worked with the community to develop the *Dundas Valley 50-Year Vision and Strategy 2008-2058.* To ensure that the Dundas Valley area is protected in perpetuity, HCA is taking on a holistic approach to the conservation and stewardship of the Dundas Valley area through the long-term implementation of this Vision. Being an area of natural, historical, cultural, and archeological features, the Dundas Valley area still remains susceptible to a number of growing pressures such as climate change, development, and invasive species, among others. More than 72% of Valley lands fall under the jurisdiction of the Niagara Escarpment Commission (NEC)'s *Niagara Escarpment Plan,* in addition to other provincial plans such as the *Greenbelt Plan,* and also the City of Hamilton's *Official Plan* and HCA's Policies and Regulations. The Vision recognizes that the protection and enhancement of the Dundas Valley area would draw upon a multitude of interdependent factors such as knowledge, stewardship, and strong community support that would work to secure the environmental, social, and financial viability of the Dundas Valley area.

Through active community engagement and discussion, 4 main theme areas, 11 goals, and 43 Strategic Directions (SDs) emerged. Over 100 people actively participated in the development of the Vision. With the 4 main theme areas ranging from the protection of the Dundas Valley area, enhancing the economic sustainability and vibrancy of Dundas Valley area communities to infusing education and stewardship in the community culture, and ensuring financial sustainability, the comprehensiveness of the Vision's mandate is reflected

as a diversity of areas are taken into consideration. The resulting Vision is geared towards seeing the Dundas Valley area continue to develop in an environmentally, socially and economically sustainable manner.

Photo: Reforestation Trail, Dundas Valley

1.2 Early Implementation Phase (EIP) 2012-2013

To initiate the work outlined in the Vision, the EIP was necessary to identify priority areas, develop work plans, secure support from partner organizations, and inform and engage the wider Dundas Valley area community. Within this phase, there were a number of short-term and long-term objectives that worked to realize the overall mandate of the Vision while at the same time planned for future implementation cycles.

The objectives of the EIP were to establish a steering committee of community representatives, develop an implementation strategy, secure dedicated partners, foster a strong online presence, while at the same time promote that the Dundas Valley area is increasingly linked with the Cootes to the Escarpment EcoPark System. Given that some of the 43 SDs fall outside the mandate of the HCA, there was a need to develop an integrated management model for use with possible implementation partners. In addition to the aforementioned goals, the research and development of an information repository with Vision-specific document, reports, and policies was also undertaken. An executive summary for each stored document was created and made available for internal, public, and academic use.

The long-term implementation through the ISC1 and subsequent phases will serve to address other focus areas, particularly the promotion of Greenbelt grown food by encouraging environmentally-sustainable farming practices and well as the consumption of local produce.

1.3 Implementation Cycles

To realize the Vision, on-going implementation is needed to safeguard the sustainability of the Dundas Valley area. Over the span of the Vision's 50 year period, it is anticipated that there will be a series of 5 year implementation cycles with each serving to implement specific projects and act as a preparatory period for the subsequent cycle. Implementation Strategy Cycle 1 (ISC1) is the first strategic phase of the Vision. Given that the Vision was created in 2009 and there are 43 SDs to be acted upon, there will be a need to periodically re-assess the current state of the Dundas Valley area to inform the prioritization, selection, and ranking of the SDs or action areas to be implemented within any given particular cycle.

An integral component of the ISC1 will be continued community support, partnerships, and public participation. By bolstering the support of the public through open houses, discussion forums, and online mediums, the ISC1 will continue to build the interest and support of the local community. It is hoped that the ISC1 will establish a firm foundation and pathway to secure the future of the Dundas Valley area and ensure that the area's natural, historical, and cultural features are sustainably protected and enjoyed by generations to come.

2. Introduction

Photo: Dundas Valley Trail Centre

In keeping with the overarching mandate of the Vision, the ISC1 will strive to be a collaborative effort among HCA, other organizations, and members of the public by working towards accomplishing the long-term mission of the Vision.

2.1 Mission

By 2058, Dundas Valley continues as a diverse, sustainable, and essential Niagara Escarpment ecosystem. The area's streams, meadows, farmlands, and neighbourhoods connect people living in vibrant urban and rural Hamilton communities with their natural and cultural heritage.

2.2 Objectives

Over the 5 year period, the primary objectives of the ISC1 are to:

- Hire a full-time Strategy Manager to drive the Vision's implementation forward
- Establish a Community Advisory Committee (CAC) to guide and inform the implementation of each SD and assist with the planning and design of Implementation Strategy Cycle 2 (ISC2)
- Implement, monitor, and report on the actions and progress of the 10 SDs to the CAC, HCA staff, and advisory boards

- Prioritize and refine another top 10 SDs for ISC2
- Develop work plans for the 10 selected SDs for ISC2
- Develop a 5 year strategy for ISC2 with methodology and budget
- Secure committed community partners to assist with the planning, design and implementation of ISC2
- Maintain and strengthen relationships formed during the EIP and ensure their continued participation
- Increase the level of awareness and involvement among the Dundas Valley community
- Maintain a strong and vibrant community, web, and social media presence
- Engage the wider community within key public participation opportunities using a variety of approaches
- Secure funding for implementation where needed

Photo: Stakeholder Meeting, Ancaster

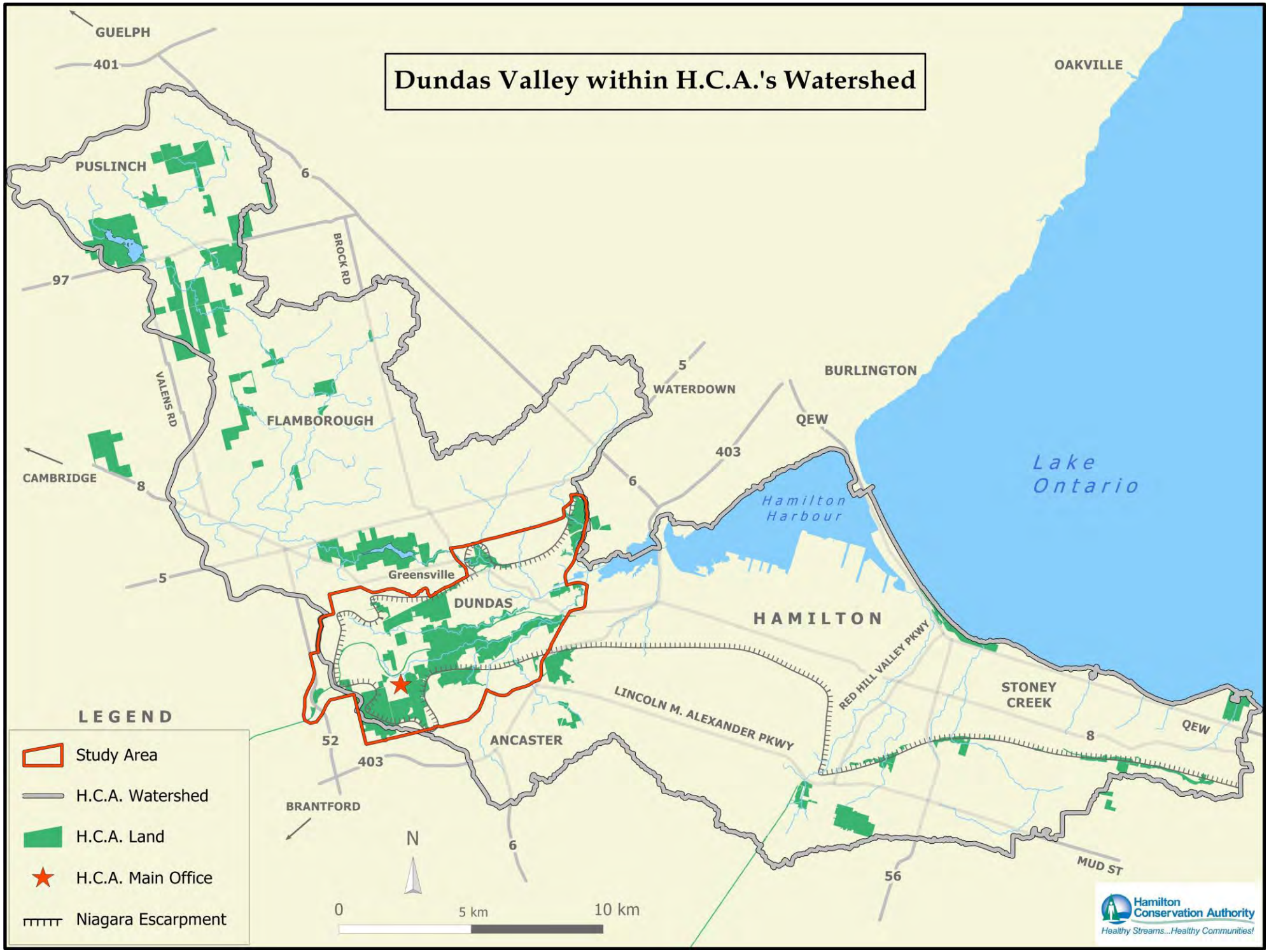
2.3 Scope

The ISC1 will advance the implementation of the 10 SDs and create a road map demonstrating how the 10 selected SDs outlined in the original Vision document will be implemented. This cycle's core objectives entail work plan implementation, project planning and design in preparation for the following cycle- Implementation Strategy Cycle 2 (ISC2), continuous community engagement along with on-going public participation at key stages over the ISC1. With the support of the CAC and HCA staff, the Strategy Manager will oversee the implementation of the 10 SDs.

It is important to note that the scope of the ISC1 is a rough guide and may be subject to changes within the 5 year period. Thus the ISC1 should be considered a living document that is adaptable to any unanticipated factors that may arise. The scope of the ISC1 will be progressively elaborated and re-visited throughout the strategy's life cycle.

2.4 Study Area

The study area encompasses a total of 5,400 hectares of land where natural features co-exist with residential, recreational, agricultural, and industrial land uses (see Map 1-page 15). HCA owns approximately 1500 ha (or 28%) of the lands within the study area, with the majority of the remaining lands under private ownership. Most of the Dundas Valley area is within the Niagara Escarpment Plan (NEP) area and Greenbelt Plan area. The Dundas Valley area surrounds the community of Dundas with parts of Ancaster, Flamborough, and Greensville. The Dundas Valley area, in its entirety is within the larger boundaries of the City of Hamilton. In addition, adjacent natural areas of the Spencer Gorge Webster's Falls Conservation Area, Borer's Falls Conservation Area and Rock Chapel, and the Tiffany Falls Conservation Area are also part of the study area. It should be noted for the purposes of this study, that the Valley's ecological connectivity to Cootes Paradise is a component of the Vision and the ISC1 would serve to assist with the goals of the Dundas EcoPark Campaign and in turn the Cootes the Escarpment EcoPark System.


Dundas Valley within H.C.A.'s Watershed
GUELPH
401
PUSLINCH
6
BROCK RD
97
VALENS RD
FLAMBOROUGH
CAMBRIDGE
8
5
WATERDOWN
6
403
QEW
BURLINGTON
OAKVILLE
Lake Ontario
Hamilton Harbour
Greensville
DUNDAS
HAMILTON
RED HILL VALLEY PKWY
LINCOLN M. ALEXANDER PKWY
ANCASTER
STONEY CREEK
QEW
8
52
403
BRANTFORD
6
56
MUD ST
N
0
5 km
10 km
LEGEND
Study Area
H.C.A. Watershed
H.C.A. Land
H.C.A. Main Office
Niagara Escarpment
Hamilton Conservation Authority
Healthy Streams...Healthy Communities!

2.5 Strategic Direction Project Selection and Prioritization

Given that there are a total of 43 SDs (see Appendices A) to be acted upon across a 50 year period, there will be a need for a continuous prioritization and selection of SDs for each implementation cycle. From the EIP 10 SDs (out of the Vision's 43 SDs) were chosen based on a current state analysis of the Dundas Valley area. From this it was determined that these 10 SDs were of a higher priority for the next 5 year period and should be acted upon.

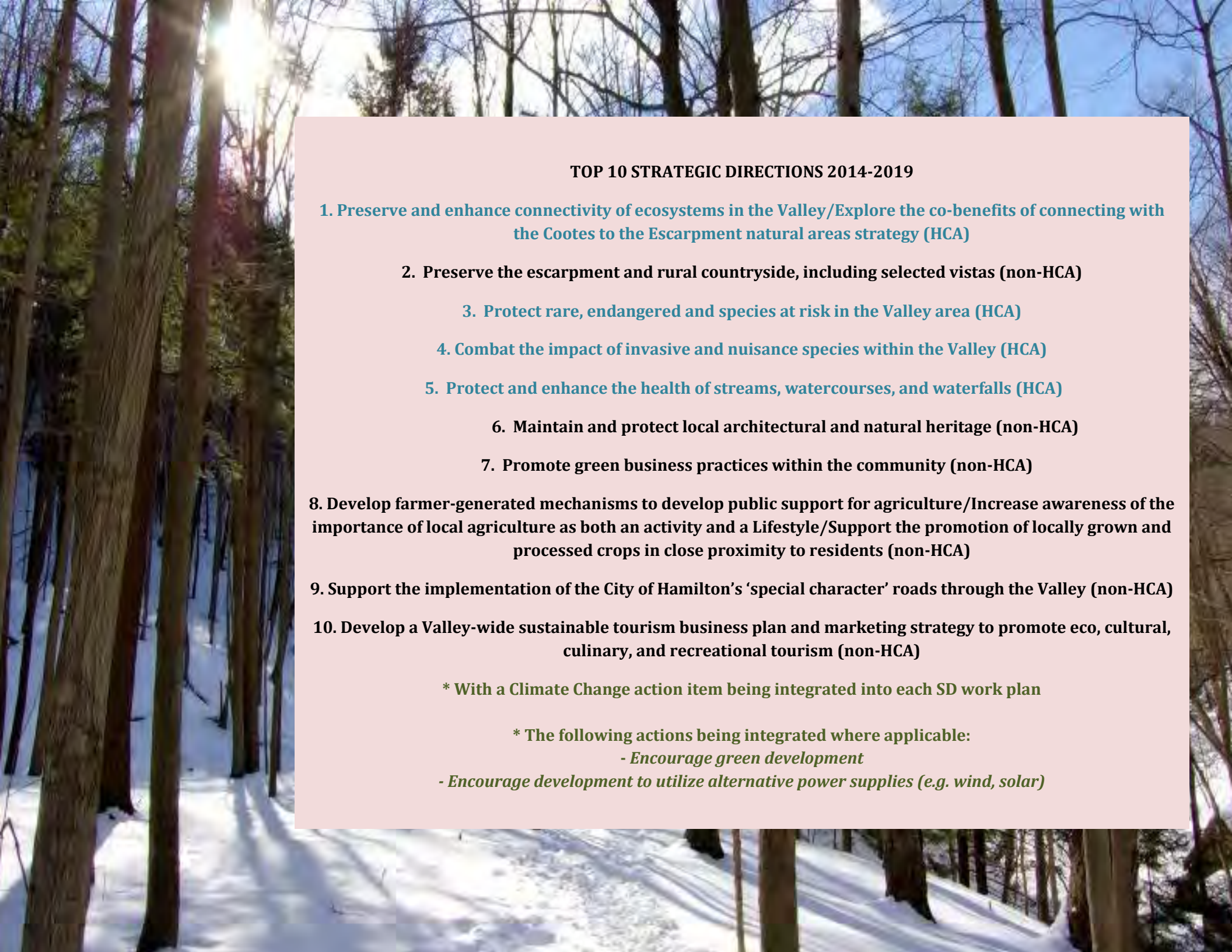
Using a Priority Scoring Matrix (PSM) and a Selection Criteria (SC) HCA staff conducted an internal review, selection, and prioritization of the 43 SDs which resulted in a list of 10 SDs. The DVSC then reviewed the proposed listing and provided feedback followed by a stakeholder group who in turn reviewed the proposed listing. The revised list of SDs was then presented to the public for comment at an open house in Dundas. In addition, an online survey was available to the public to allow participation in the selection process. Using the results from this survey along with the feedback from the stakeholder meeting and the public open house, the DVSC then finalized the top 10 SDs for action. To ensure community feedback and participation, this extensive consultation process was undertaken between June and September of 2012. It was decided by the DVSC that SD *Develop a Climate Change action Mitigation and Adaptation strategy* should be integrated into each SD work plan as an additional climate change action and actions *Encourage green development* and *Encourage development to utilize alternative power supplies (e.g. wind, solar)* from SD *Minimize growth impacts on the ecological integrity of the Valley within privately held Valley lands* also be integrated into SD work plans where applicable.

It is anticipated that a similar approach would be employed in subsequent implementation cycles to aid in the identification and prioritization process. It should be noted that sufficient time must be dedicated to this integral process as internal HCA staff, key stakeholders, groups, and the general public should be given the opportunity to be informed, consulted, and involved at key stages.

2.6 ISC1: Top 10 Priority Strategic Directions

For the 10 SDs or selected priority areas, it should be noted that 4 out of the 10 SDs are within the HCA's mandate while 6 are outside of the HCA's mandate. The HCA will take the lead on implementing SDs within its mandate. These plans will be integrated into existing HCA work and programs where appropriate. The Strategy Manager will work towards securing additional funding as necessary for implementation of the activities outlined in these work plans.

For the work plans that are beyond the scope of HCA's mandate, the Strategy Manager will build on the support and relationships formed during the EIP in addition to cultivating new partnerships during the ISC1 to enable members of the community to adopt and implement these plans where possible. The Strategy Manager and HCA would help facilitate this process by highlighting work that is being done in the Valley area by the City of Hamilton, key environmental groups, and local citizens in addition to bringing the community together under one collective Vision that would work towards the protection and celebration of the Dundas Valley area.



TOP 10 STRATEGIC DIRECTIONS 2014-2019

1. Preserve and enhance connectivity of ecosystems in the Valley/Explore the co-benefits of connecting with the Cootes to the Escarpment natural areas strategy (HCA)

2. Preserve the escarpment and rural countryside, including selected vistas (non-HCA)

3. Protect rare, endangered and species at risk in the Valley area (HCA)

4. Combat the impact of invasive and nuisance species within the Valley (HCA)

5. Protect and enhance the health of streams, watercourses, and waterfalls (HCA)

6. Maintain and protect local architectural and natural heritage (non-HCA)

7. Promote green business practices within the community (non-HCA)

8. Develop farmer-generated mechanisms to develop public support for agriculture/Increase awareness of the importance of local agriculture as both an activity and a Lifestyle/Support the promotion of locally grown and processed crops in close proximity to residents (non-HCA)

9. Support the implementation of the City of Hamilton's 'special character' roads through the Valley (non-HCA)

10. Develop a Valley-wide sustainable tourism business plan and marketing strategy to promote eco, cultural, culinary, and recreational tourism (non-HCA)

*** With a Climate Change action item being integrated into each SD work plan**

*** The following actions being integrated where applicable:**
- Encourage green development
- Encourage development to utilize alternative power supplies (e.g. wind, solar)

3. Implementation Framework

Photo: Cootes Paradise

3.1 Methodology

ISC1 would consist of three phases:

1) The first phase of this cycle would be to initiate the implementation of work plans for the 10 priority areas (See Appendices A) and in some instances, continue implementation of on-going projects that relate to the Vision. The integral components of the first phase would be the successful acquisition of funding and community partnerships to drive the implementation of HCA and non-HCA items where needed. It should be noted that SD implementation, particularly for the non-HCA SDs would be contingent on the successful securement of funding and community support
2) The second phase of this cycle would be geared towards the preparation of work plans for the next cycle: ISC2 and the selection and prioritization of priority areas to be acted upon
3) The third phase would be on-going community awareness using a blended approach of techniques (see page 33)

Work plan implementation will take the form of project initiation and execution followed by continuous monitoring and evaluation to gauge the success and highlight areas for improvement along the way. Monitoring and evaluation would be conducted to observe work plan execution so that potential challenges could be identified in a timely manner and corrective action be taken, to control the execution of the project (see Figure 1). It should be noted that the ISC1's scope would serve as a rough guide that outlines how the SDs would be implemented, and therefore may be subject to changes in light of challenges that may be encountered as a result of financial, personnel, or other miscellaneous factors.

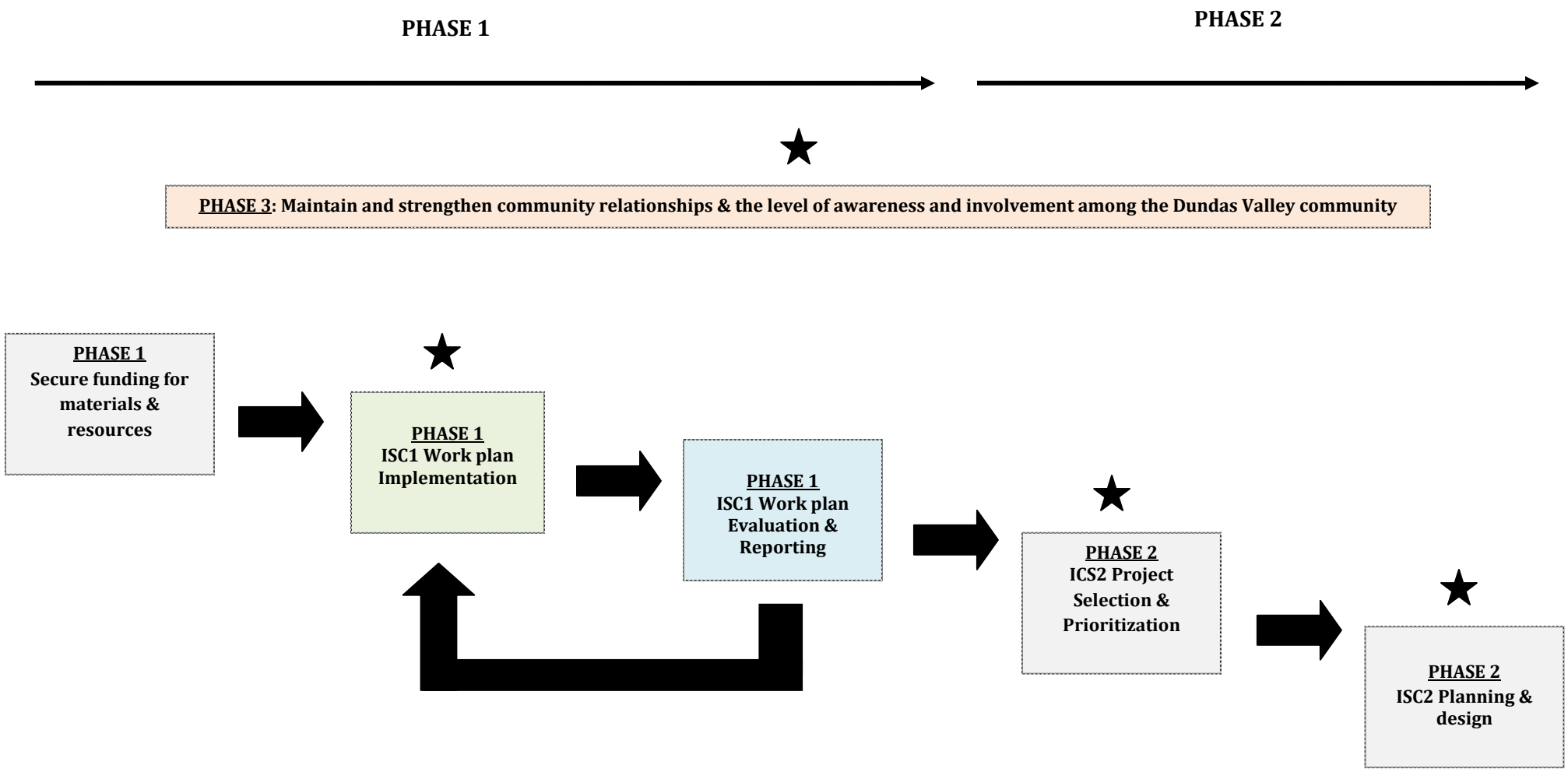


Figure 1: ISC1 Implementation Framework

★ Opportunity for Public Participation

3.2 ISC1 Action Matrix 2014-2019

Phase	Task #	Description	Projected Outcomes	Timeline	Comments
1	**1.1 Secure funding for staff and resources**	Apply for and secure funding for full-time Strategy Manager position, overhead, travel, and materials for SDs where needed. Continue to work with staff of the Hamilton Conservation Foundation (HCF) to seek funding for this position.	1.Researched and developed an inventory of grants and other funding opportunities that match the Vision's SDs 2.Continuously tracked applications made and that need to be made using the inventory 3.Successfully secured funding for staff and resources	Feb. 2013-on-going	-Letter of Inquiry sent in Feb. 2013 to the Friends of the Greenbelt foundation. -Application to the Ontario Trillium Foundation was submitted in July, 2013.
1	**1.2 Hire a Strategy Manager**	Develop job posting, advertise, and hire a full-time Strategy Manager to drive the Vision's implementation forward.	1.Developed job posting for Strategy Manager 2.Successfully advertised and hired a Strategy Manager	Feb. 2013-Jan. 2014	
1 ★	**1.3 Establish a community advisory committee**	Based on the 10 identified action areas, develop a project-specific advisory committee to oversee, guide, and inform the implementation of each work plan and assist with the selection of another 10 SDs/action areas for ISC2 in addition to the planning and design of the second cycle. The committee would meet every other month and on a project needed basis. The term of duration for members would be renewed annually over the 5 year period. The online Dundas Valley Information Sharing SkyDrive would continue to store meeting and project materials for public information. The CAC would report to the HCA's Conservation Advisory Board (CAB) on an as needed basis.	1.Successfully established a Community Advisory Committee (CAC) of at least 8 community members and 2 HCA staff members 2.Developed a Terms of Reference document to guide the committee's operations 3.Successfully appointed positions of Chair, Vice-Chair, and Secretary 4.Held at least 4 committee meetings per year 5.Continued use of the Dundas Valley Information Sharing SkyDrive	Feb. 2014	The Dundas Valley Information Sharing SkyDrive has already been created in the 18 month phase: https://skydrive.live.com/?cid=67bcf4a0157adb74&id=67BCF4A0157ADB74%211136&authkey=!AG2QQYvSldecCVU

Phase	Task #	Description	Projected Outcomes	Timeline	Comments
1 ★	**1.4 Implement, monitor, and report on the 10 work plans and progress of the ISC1**	For the 10 developed work plans (see Appendix), initiate implementation of outlined action items and their related activities. The order of work plan implementation would follow the rough project schedule as outlined below (see page 26-27). The HCA-mandate work plans' implementation would be spearheaded by the Strategy Manager and HCA staff and integrated into existing HCA work where feasible. For non-HCA mandate work plans, the Strategy Manager would work collaboratively with interested community partners where possible to implement these actions in addition to securing funds where needed for specific project activities. The Strategy Manager would produce an annual progress report to outline actions completed to date and next steps.	1. Reviewed related HCA, municipal, provincial, and federal policies and make note of any changes and their implications towards the 10 plans 2.Conducted an internal current-state scan to gauge how the HCA-mandate work plans could be integrated into existing HCA projects and programs 2.Worked with partners where possible to realise actions outlined for each non-HCA work plan 3.Informed, consulted, and involved additional partners (local, municipal, and provincial) with mandates that are similar and parallel to the outlined actions in addition to the CAC 4.Informed and consulted with the Six Nations of the Grand River on related actions 5.Secured additional funding for work plans where needed 6.Monitored and tracked the implementation of work plan actions through the development of a SD status inventory report 7.Reported on the overall progress of the ISC1 through the development of an annual progress report and bi-monthly updates to the CAC and the HCA's Conservation Areas Advisory Board 8.Held 2 public open houses/events to inform the public of the ISC1's progress over time	March 2014- Dec. 2018	It should be noted that the project schedule (page 26-27) is a rough outline to work plan implementation, and could be subject to changes. A SD Status Report Inventory has already been created and will be periodically updated through the course of ISC1 (See Appendix B)

Phase	Task #	Description	Projected Outcomes	Timeline	Comments
2	**2.1 Conduct a Current State Analysis**	Based on the remaining 29 SDs [1] conduct a current state analysis in relation to the Dundas Valley area's present environmental, social, and economic conditions. This analysis will assist and inform project selection and will help determine which SDs are more of a priority for the future than others and should be acted upon.	1.Reviewed related HCA, municipal, provincial, and federal policies and take note of any changes and their implications towards the Valley's future 2.Created a current-state matrix to illustrate findings	Jan. 2017-March 2017	
2 ★	**2.2 Prioritize and refine another top 10 SDs for ISC2**	Using the information obtained from the current-state analysis work with the CAC, internal staff, key stakeholders, community groups, and the general public to refine the next 10 SDs/action areas for ISC2. . The selection of the next top ten will be a refinement of the existing ranking based on a current state analysis of the area's needs.	1.Designed and launched an online survey to inform and consult the general public at the start of the selection process 2.Conducted a review and selection process using the Strategic Direction Priority Scoring Matrix (SD PSM), the Selection Criteria (SC), and instruction sheet (or other methods) using the support of HCA staff and the CAC 3.Developed a draft list and have 1 stakeholder meeting to review draft list and assist with the prioritization and selection process 4.Informed and consulted with the Six Nations of the Grand River on related actions 5.Held 1 public open house to inform the public of the draft list of ISC2 top 10 action areas 6.Finalized a list with the feedback and comments received from the online survey and the open house using the input from the CAC and HCA staff	April 2017-Sept. 2017	The SD PSM, SC, and the online survey that was used in the 18 month phase should be revised under the direction of the CAC and HCA staff and used again (See Appendix A)

[1] 29 SD s remain as there were two amalgamations in the top 10 SDs-Ecological connectivity (2 SDs) and Agricultural stewardship (3 SDs). It should be noted that the Climate Change SD was integrated into each SD.

Phase	Task #	Description	Projected Outcomes	Timeline	Comments
2 ★	**2.3 Develop 10 work plans**	For the 10 SDs/action areas that were identified in the second round of selection and prioritization in the EIP, work plans with methodology and sub-budgets would be developed for implementation in the cycle to follow- ISC2.	1.Divided the list of 10 SDs into HCA mandate and non-HCA mandate categories 2.Reviewed current and related HCA, municipal, provincial, and federal policies and take note of any changes and their implications towards the 10 plans 3.Conducted an internal current state scan to gauge how the HCA-mandate work plans could be integrated into existing HCA projects and programs 4.Successfully informed, consulted, and involved community partners (local, municipal, and provincial) to develop non-HCA mandate work plans (methodology/implementation framework) in addition to the CAC 5.Informed and consulted with the Six Nations of the Grand River on related actions 6.Worked with HCA staff to develop work plans (methodology/implementation framework and sub-budgets) for HCA-mandate work plans 7.Held 1 public open house to inform the community of the 10 SDs and draft plans	Sept. 2017-June. 2018	

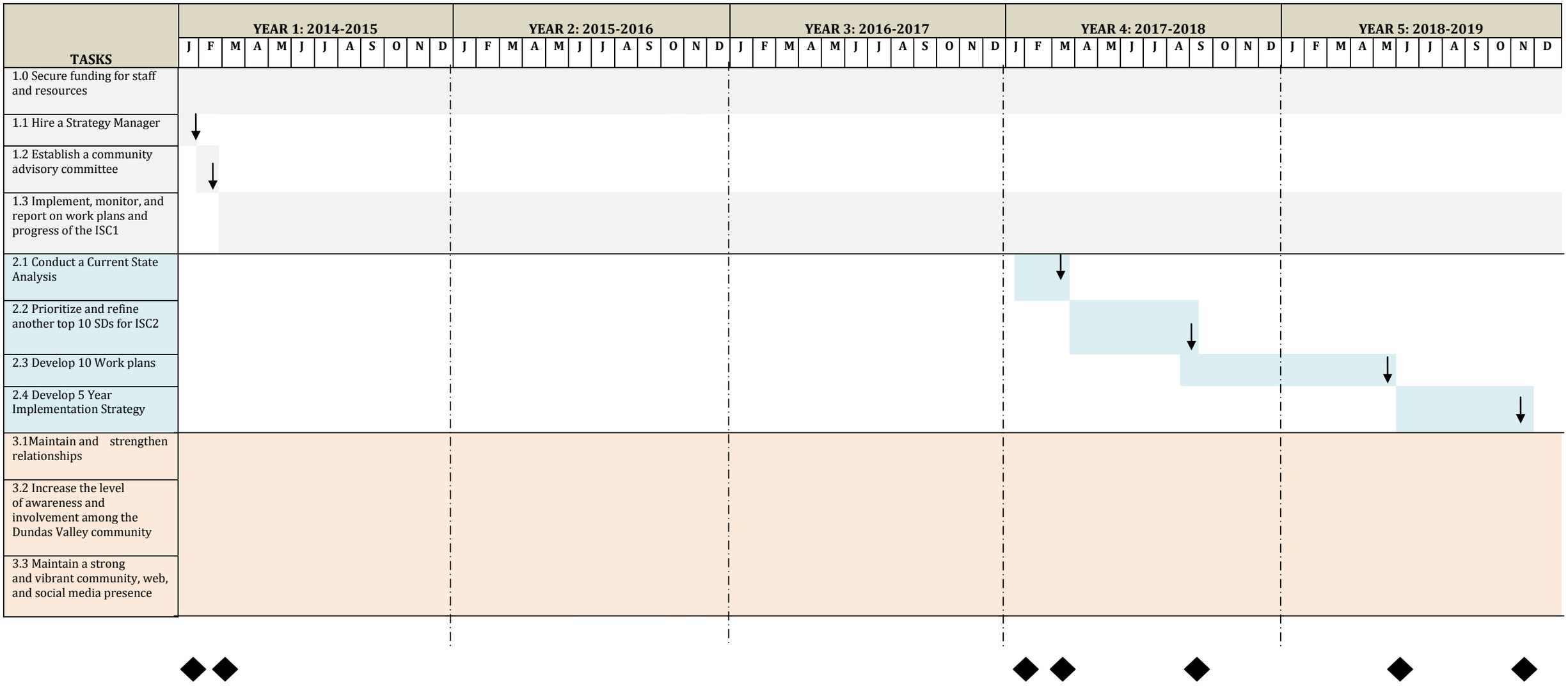
Phase	Task #	Description	Projected Outcomes	Timeline	Comments
2 ★	**2.4 Develop a 5 year Implementation Strategy: ISC2**	Work with key community partners, HCA staff, and the CAC to create an overall implementation strategy with a methodology, core budget, and timeline-ISC2.	1.Reviewed related HCA, municipal, provincial, and federal policies and take note of any changes and their implications towards the ISC2 2.Informed, consulted, and involved additional partners (local, municipal, and provincial) in addition to the CAC and HCA staff to develop the ISC2 for HCA-mandate work plans 3.Informed and consulted with the Six Nations of the Grand River on related actions 4.Developed a methodology/implementation framework 5.Created a core budget for ISC2 funding 6.Hosted 1 public open house to inform the public of the ISC2's development	June. 2018-Nov. 2018	

Phase	Task #	Description	Projected Outcomes	Timeline	Comments
3 **On-going** ★	**3.1 Maintain and strengthen relationships**	Continue to build upon the relationships formed during the 18 month stage and ensure their continued input and participation within the ISC1. In addition, new partnerships and networks should be fostered with key community organizations and groups particularly for the non-HCA mandate work plans.	1.Strengthened existing relationships and continued to investigate ways of working with key local groups and organizations to implement the non-HCA mandate work plans through outreach at local events, public presentations e.g. board and committee meetings, attendance at local organizational networking events, and other opportunities that may arise 2.Successfully involved and collaborated with local groups that share mandates related to the non-HCA mandate work plans 3.Continued to update and add to the Community Individuals Tracker 4.Continued to build and update the Community Partnerships Matrix 5.Developed and maintained a Issues Map and Matrix 6.Conducted a Stakeholder Analysis and an Aboriginal Peoples Analysis	Jan.2014-Dec. 2018	The Community Individuals Tracker and the Community Partnerships Matrix have already been developed and should be updated regularly throughout the course of the ISC1. An Outreach Events Listing has also been made and should be revised regularly.

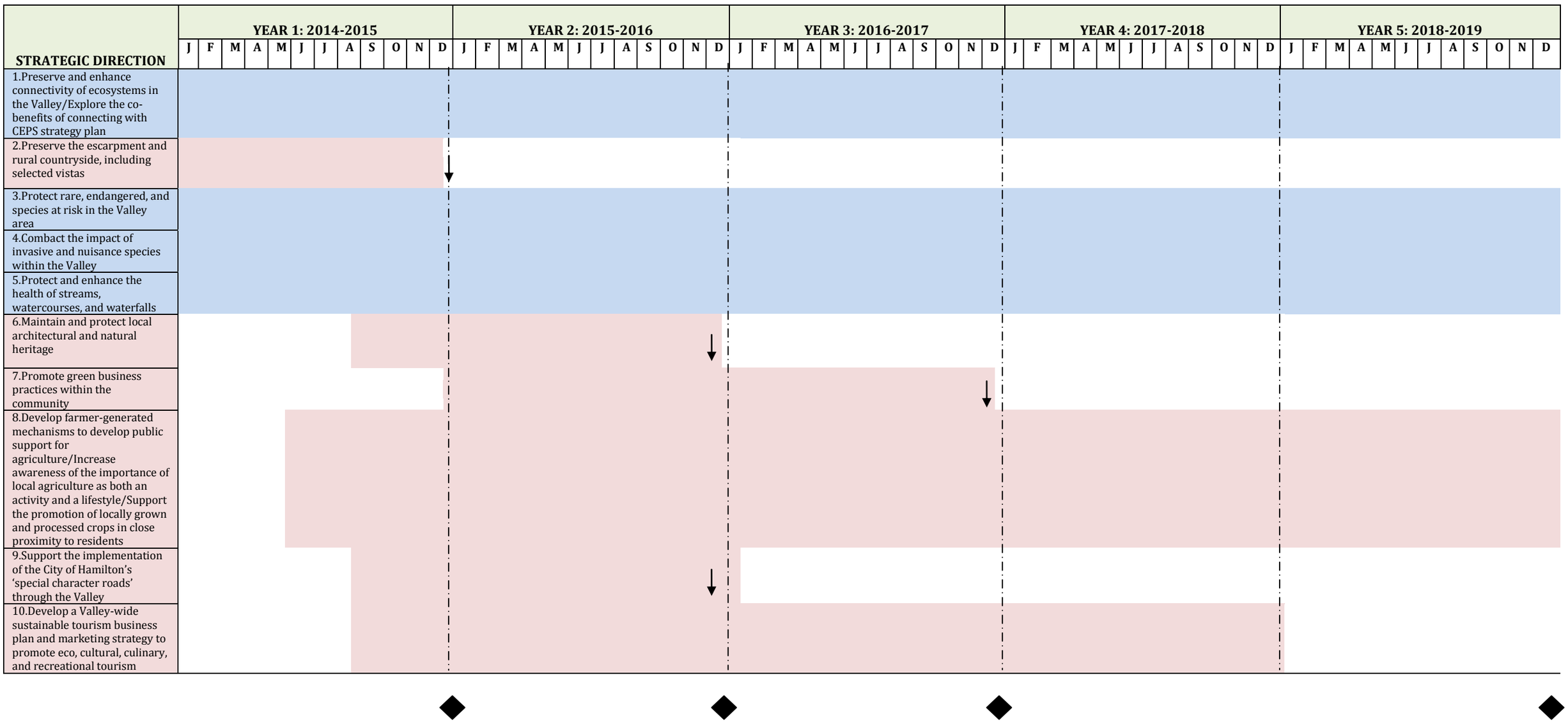
Phase	Task #	Description	Projected Outcomes	Timeline	Comments
3 **On-going** ★	**3.2 Increase the level of awareness and involvement among the Dundas Valley community**	The level of awareness about the Vision, on-going work plan progress, accomplishments, and work that needs to be done should be continuously highlighted and shared with the community. This should also be used as an opportunity to build partnerships and feature the work that other community groups are doing in relation to the Vision. Information about key public participation opportunities should also be publicized in a timely fashion.	1. Ensured periodic press releases 2.Ensured newspaper notices/ads prior to each public open house or community event 3.Created an updated project brochure that highlighted the goals and 10 priority areas of the ISC1 4.Created an updated display board/s for outreach work that highlighted the goals and 10 priority project areas of the ISC1 5.Regularly updated the Outreach Events Listing and looked for avenues to promote the project at local community events, councils, forums, and other opportunities 6.Posted project flyers and important project materials at prime public areas e.g. town halls, community centres, and libraries 7.Welcomed opportunities to participate in radio, online, phone and in-person interviews where possible	Jan.2014-Dec. 2018	An Outreach Events Listing has already been created and should be updated regularly throughout the course of the ISC1.
3 **On-going** ★	**3.3 Maintain a strong and vibrant community, web, and social media presence**	The level of awareness about the Vision, on-going work plan progress, accomplishments, and the work that needs to be done should be continuously highlighted through online mediums to facilitate a blended approach to marketing. Information about key public participation opportunities should be publicized in a timely fashion.	1.Ensured online project updates and press releases 2.Ensured online ads and project updates prior to each public open house 3.Continued to update the community blog 4.Investigated and incorporated new social media techniques where feasible 5.Re-designed project webpage to reflect new stage of the ISC1 and the 10 action areas	Jan.2014-Dec. 2018	A community blog has already been created and should be updated regularly throughout the course of the ISC1: http://dundasvalley.blogspot.ca/

Project Schedule

3.1.3 Table 1: ISC1 5-Year Schedule: 2014-2019



3.1.4 Table 2: SD Work Plan Implementation Schedule



4. Financial Management

Photo: Bobolink

4.1 Financial Plan

Funding for the ISC1 would be a combination of in-kind HCA funding for HCA mandate SDs in addition to the securement of grants throughout the ISC1's life cycle. An integral component of the ISC1 would be the on-going securement of funding to drive the implementation of SDs. This would provide a unique opportunity for local groups and organizations to apply for funding where appropriate, using the developed work plans as a rough guide towards implementation. For implementation, there would two operating budgets:

- **Core budget**- outlining how the overarching ISC1's expenses would be funded e.g. personnel, overhead, travel, expenses, and materials over the 5 year period (see Appendix A)

- **Sub-budget**- for some of the 10 SDs, there is a sub-budget that demonstrates the personnel, overhead, travel, expenses, and materials that would be needed for each respective plan over the 5 year period (see Appendix A)

4.2 Cost Control

The 10 SD work plans would need to be guided in order to accomplish the required and expected output at the end of the ISC1 with project cost control being a critical success factor. Some cost control measures would be:

1. **Cost Tracking**- with the preparation of a core and sub-budgets that are time-based, this would assist in keeping track of budgets in each of its phases. The actual costs would be tracked against budgeted amounts. Costs would be evaluated in annual project progress reports. If any new or additional work is required, estimations would need to be made followed by an examination of if it could be accommodated given the final amount in the corresponding sub-budget or within the core budget.

2. **Time Management** - the Strategy Manager will work to ensure important deadlines are met and project deliverables are completed on time. On-going time management will help to keep the ISC1 on schedule and costs in-line with budget allocations.

3. **Project Change Control-** change control systems are essential to take into account any potential changes that could occur during the course of the ISC1. Any changes to the scope of the ISC1 would have impact timelines and projected outcomes, and may increase project cost by increasing the effort needed for the SD. It is important to adhere to the scope of the ISC1's framework, however in light of challenges, a re-prioritization of the 10 SDs would be necessary so that budget allocations are not exceeded.

5. Public Participation

Photo: Dundas Cactus Festival

The implementation of SDs particularly the non-HCA mandate SDs will rely upon the on-going support from community groups using a range of public participation techniques. Public participation would take the form of committee meetings, stakeholder meetings, public open houses, as well as a range of other activities that would be geared towards informing, consulting and in some instances involving and collaborating with the broader community.

5.1 Guiding principles:

- **Early identification**: key community groups and individuals would be a part of the process from the start
- **Collaboration**: existing relationships would be strengthened and opportunities for new partnerships could be created
- **On-going**: continuous informing, consulting, and involving of groups and individuals
- **Openness**: transparency, integrity, and accountability
- **Inclusiveness**: provision of adequate opportunities for public participation using a range of techniques
- **Time sensitivity**: flexibility with regards to the needs of groups, individuals, and the HCA
- **Responsiveness:** tact and understanding with regards to public inquiries

5.2 Target groups:

Local residents, groups, and users of the Valley area, and parts of surrounding communities of Greensville, Dundas, Ancaster, and Flamborough would be a target for on-going public participation activities. To provide input, direction, and build more partnerships for implementation, the following groups would be of focus:

1. **HCA Conservation Advisory Board (CAB)**
   The CAB would serve as an influential body providing input and direction on regular project updates. As the ISC1 progresses, the Strategy Manager would provide progress updates to the CAB at key stages.

2. **ISC1 Community Advisory Committee (CAC)**
   This committee would work very closely with the Strategy Manager on a regular basis. As a representative community body, the CAC would provide guidance and support to the implementation of the 10 identified SDs over the 5 year period. The appointed members of the CAC would include representation that pertains to the 10 SDs where possible.

3. **Local Community Councils**
   Local Community Councils e.g. Ancaster and Dundas Community Councils could potentially serve as a sounding board for the continued promotion of the 10 identified SDs and the formation of partnerships. The Strategy Manager should periodically provide updates to councils and also keep informed of council activities e.g. events, meetings, networking opportunities. This would ensure that the ISC1 receives sufficient community coverage and maximizes opportunities for the engagement of local citizens where possible.

4. **Aboriginal Nations**
   Given that the Dundas Valley has a rich legacy of Aboriginal culture and history in addition to the Valley being used for an annual deer harvest, it is important to inform, consult, and involve these nations at an early stage and ensure that communication is on-going and inclusive. The closest Aboriginal nation to the Dundas Valley area is the Six Nations of the Grand River.

5. **Community groups and residents**
   The biggest support for the ISC1 would be derived from local community groups and residents in addition to users of the Valley area who do not live in the immediate vicinity of the study area. Based on the 10 identified SDs key groups that would be influential to implementation would be local non-profits organizations, agencies, Business Improvement Areas (BIAs), local and regional tourism bodies, the City of Hamilton, farmers, and landowners in addition to branches of the provincial and federal government. Given the ISC1's long-term approach, the involvement of youth is critical.

5.3 Methods

Four rounds of public participation have been identified for the ISC1's framework (refer to Figure 1). These include the following:

- **Round 1: ISC1 Work plan Implementation**
- **Round 2: ISC2 Project Selection and Prioritization**
- **Round 3: ISC2 Work planning and Design**
- **Round 4: Maintain and Strengthen relationships and Increase the level of awareness and involvement among the Dundas Valley community**

Photo: Public Open House, Dundas

The schedule for public participation activities is reflected in the ISC1's Implementation Framework (see Figure 1). It should be noted that this is a rough outline to the execution of activities and would be adaptable to project changes.

5.4 Tools and Techniques:

A variety of tools and techniques would be utilized to enable active public participation among the community and would entail print, online through social media, in addition to facilitated discussions. In no particular order, the following table outlines the proposed tools, techniques, to be applied throughout the implementation of the ISC1:

Table 3: Public Participation Tools & Techniques

Tool/Technique	Description	Round	Comments
1. Press releases	Informs the public about key stages and public participation opportunities as the ISC1 progresses and should be used to highlight achievements and opportunities for public comment.	**4**	
2. Newspaper Advertisements	Informs the public about key stages and public participation opportunities as the ISC1 progresses and should be used to highlight achievements and opportunities for public comment.	**4**	
3. Community Blog	Informs and consults with the public at key stages and prior to public participation opportunities as the ISC1 progresses and should be used to highlight achievements and opportunities for public comment. It also allows local residents to provide feedback, concerns, and issues in addition to stimulating dialogue among the community.	**4**	A blog has already been created and should be updated on a monthly basis with project specific material: http://dundasvalley.blogspot.ca/
4. Facebook & Twitter	Informs and consults with the public about key stages and public participation opportunities as the ISC1 progresses and could be used to highlight achievements and opportunities for public comment. The advantage is access to a large online community.	**4**	
5. HCA Web page	Informs and consults with the public about key stages and public participation opportunities as the ISC1 progresses and should be used to highlight achievements and opportunities for public comment. The advantage is access to a large online community.	**4**	A webpage has already been created, but should be re-designed to highlight the phase-ISC1, the 10 SDs, and have an action inventory of work in progress.
6. Stakeholder Meetings/Task Team Meetings/Workshops	Serves as a forum for participants to work in groups on defined assigned and allow room for extensive discussion about a key topic/s. Meetings/workshops allows participants to learn by discovery and exchange, and focus on providing input that's integral to a critical decision-making process. Workshop/s should be carefully designed to accomplish a set outcome. This tool allows stakeholders to become involved and	**2 & 3**	

	collaborate at key stages of the ISC1.		
7. Outreach & Networking Events	Create an inventory of community events and develop promotional project materials e.g. display board, brochure, flyers, and videos. Fairs, events, and other public spaces such as town halls, libraries, and community centres are central places to raise awareness about the ISC1, attract attention and media to the project, and connect with the public in a relaxed setting. This is a good tool that could be utilized to inform and consult with the public and would be important during all stages of the ISC1.	**4**	A list was created during the EIP and should be revised where possible to include more events.
8. Online Survey	Allows members of the public who cannot attend public open houses or meetings a chance to be informed and consulted about the ISC1. The survey would cater to the online community and should be used to assist with the second round of project selection and prioritization which is a very important process.	**3**	
9. Open Houses	Provides an informal setting with multiple displays where community members are given the opportunity to view the various displays and discuss any key concerns with staff. The open house would serve to heighten the level of public understanding of the ISC1 and obtain public feedback. Comment forms/cards are very important to open houses. Open houses provided an opportunity to inform the public about the ISC1 and should be used at key stages in the project.	**1,2 & 3**	Should be rotated across the communities in the study area to maximize project coverage and public input.
10. Comment Form/Comment Card	Invites people to provide feedback in a safe, non-judgemental manner. This allows information to be obtained from people in an individual setting, provides an opportunity for the less vocal participants to share their views, and collect input at a forum focused primarily on providing information. This is a good tool to consult with the public and should be used at public open houses and meetings where applicable.	**1, 2 & 3**	
11. Interviews (phone & in person)	One on one meetings with key community members or a small group with the discussion focused on a specific topic about the ISC1. The interview is a good way to build rapport, gauge perspectives, and learn about the issues and concerns in additions to alternative ideas and solutions. It is a good way to inform and consult with important community individuals and groups	**1, 2 & 3**	

	and should be utilized during the earlier stages of project planning and design.		
12. Community Advisory Committee Meetings	A body of community representatives that will convene regularly to provide advice, expertise to the Strategy Manager. It is a good technique to solicit information from diverse perspectives, input over time on complex topics, and to assist the HCA when there is a high volume of decisions being made and requires some level of public involvement. It is a good technique to consult, involve, collaborate, and empower the public and should be used on a bi-monthly basis.	**4**	
13. Progress Reports	For the ISC1, it is important to have annual progress reports that would demonstrate to the community actions achieved to date, celebrate milestones, and outline what the next steps in the project are. It could also be used to reach out to those individuals who may not have the time to come out to meetings, and ensure that people see and receive important information including status reports, meeting notices and comment forms. It is a good way to inform the public and should be used on an annual basis. This report can be mailed out to key community members and stored on the online SkyDrive and public information repositories.	**4**	
14. Dundas Valley Information Sharing SkyDrive	ISC1 project specific documents are available to members of the public for review. This online resource contains a wealth of resources and provides community members with the necessary background information about the project's history. This is a good tool that could be utilized to inform and consult with the public and should be employed throughout the project's life cycle.	**4**	During the EIP implementation phase, a SkyDrive was created: https://skydrive.live.com/redir.aspx?cid=67bcf4a0157adb74&resid=67BCF4A0157ADB74!1136&parid=67BCF4A0157ADB74!103&authkey=!AG2QQYvSldecCVU
15. Information Repositories	Used as both online/web-based e.g. the SkyDrive or in person at key communal spaces such as libraries, town halls, or community centres. It is useful to house important project materials for public comment. This allows time for sufficient feedback to be collected from the community while at the same time providing an opportunity to inform and consult with the public and should be employed throughout the project's life cycle.	**4**	

5.5. Documentation

It is important to keep track of all public participation activities being conducted, particularly issues and concerns that have been encountered throughout the process. In adherence with the guiding principles of transparency and accountability, the following are some methods of how public participation documentation would be kept by the Strategy Manager:

- Community Individuals Tracker
- Issues Matrix
- Outreach Material e.g. posters, flyers, information boards and panels
- Online survey and survey responses
- Blog postings
- Press releases
- Newspaper Advertisements e.g. notices of public open houses
- Comment Cards
- CAC, Task Team, and Stakeholder meeting minutes
- Interview notes
- Stakeholder Analysis and Aboriginal Peoples Analysis
- Summary reports of each public open house
- Photographs
- Correspondence Emails
- Copies of letters sent out
- Other

Photo: Monarch Butterfly

These records are useful for annual progress reports for funders and internal HCA use. It would also highlight areas where improvements would be needed and also which tools and techniques were proven to be more successful than others.

5.6 Monitoring

Public participation is an integral component of the ISC1's success. The effectiveness of tools and techniques would be assessed on an annual basis by examining a number of key indicators:

- Attendance numbers at public events

- Number of hits on webpage, blog, Twitter, and Facebook
- Level of media coverage e.g. articles
- Number of interviews
- Number of created partnerships
- Survey participant numbers
- Comment cards

These records would also be useful for annual progress reports for funders and internal HCA use. It would also highlight areas where improvements would be needed and also which tools and techniques were more successful.

6. Evaluation and Reporting

Photo: Hermitage Loop, Dundas Valley

It will be important to regularly examine the progress of the ISC1 over time to ensure that the overall objectives are being met within the outlined time frame and budget. Through this process, areas where improvements are needed would be taken into consideration in addition to celebrating any successes that have been made to date and what factors had influenced them

6.1 Evaluation

Evaluation would involve an analysis of the effectiveness of the ISC1's performance in meeting stated objectives and its impact on the advancement and implementation of the Vision. The purpose of evaluating the ISC1 would be to assess the ISC1's results to determine if projected outcomes are being met sufficiently, improve strategic project management, ensure accountability, and allow sufficient room for understanding community perspectives. The following methods would be employed:

- **Online SD Action Inventory**- to be updated on a semi-annual and as needed basis and would be available for public review.
- **Annual Progress report-** would be developed on an annual basis to highlight work that has been accomplished and outline next steps.
- **ISC1 Schedule Chart i.e. Gantt Chart**- to be updated twice per year and would be used internally by staff and other non-HCA partners as a rough guide to implementation over time.

- **Survey/Questionnaires-** at the end of the CAC's term, an evaluation survey would be circulated. Also at the end of each stakeholder, task team, and Aboriginal nation meeting, a survey would be issued to get feedback from various individuals and groups.

6.2 Reporting

To ensure that the ISC1 is headed along the right path with sufficient public endorsement and feedback, various forms of reporting would be adhered to as follows:

1. **HCA Board of Directors (BOD)**
   All draft final reports, major decisions, and financial investments would be presented to the BOD for adequate review and approval.

2. **HCA Conservation Advisory Board (CAB)**
   The CAB would serve as an influential body providing input and direction on regular project updates. As the ISC1 progresses, the Strategy Manager would report to the CAB at key stages.

3. **Funders**
   Interim and end of project funding reports may be developed depending on funding agreements over the 5 year period.

Next Steps

Photo: Sunset over Dundas Valley Golf Course

In keeping with the overall mandate of *Dundas Valley 50 Year Vision and Strategy 2008-2058*, the ISC1 would pave the way for subsequent implementation cycles. Each cycle would progressively work towards the implementation of the SDs outlined in the Vision document through a holistic, community-oriented, and sustainable approach. The following cycle after the ISC1 would be the ISC2 and would consist of the following major activities:

1. **Securing funding for the implementation of ISC2**
2. **Implementation, monitoring, and reporting on the progress of the 10 SDs of ISC2**
3. **Prioritizing and selecting another 10 SDs for ISC3**
4. **Developing work plans for the 10 SDs for the following cycle: ISC3**
5. **Developing an Implementation Strategy for ISC3**
6. **Securing committed community partners and stakeholders**
7. **Maintaining and strengthening partnerships**
8. **Increasing the level of awareness and involvement among the community**

The implementation of the *Dundas Valley 50 Year Vision and Strategy 2008-2058* would strive to facilitate a unique opportunity for the local community to work with each other and the HCA, to ensure that the Dundas Valley area and its natural, cultural, historical, and social attributes are conserved for future generations.

"This is one of the most impressive conservation areas in Southern Ontario. Impressive because of its size and because of its scenic beauty."

- Ben Vanderbrug, Past Chief Administrative Officer, HCA

Background: Ice climbing, Tiffany Falls
Bottom Left Inset: Jefferson Salamander

Background: Spencer Gorge
Top Right Inset: Spencer Gorge

"If we do these things, we will leave a legacy for our children. We will be thinking far further ahead than any of our ancestors did when they first saw the great forests of Ontario. Instead of a denuded landscape and diminished animal life, we will pass on a land enriched with large stretches of woods and a diversity of birds, wildflowers, trees, amphibians, mammals and all the rest. That is the future I envisage."

- Bruce Duncan, Past Chief Administrative Officer, HCA