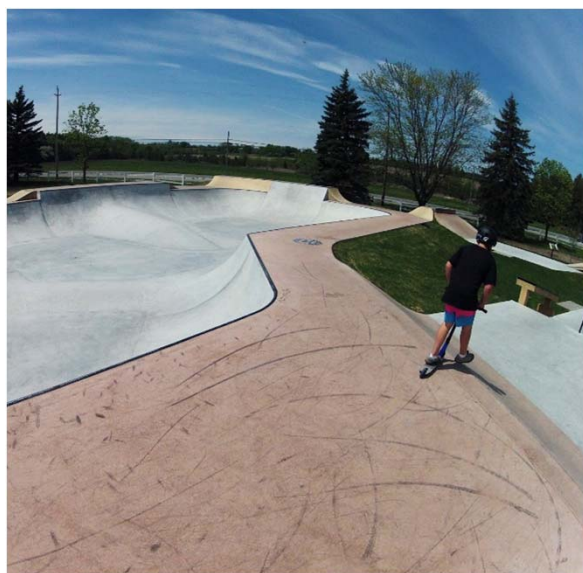




TOWNSHIP OF UXBRIDGE

PARKS MASTER PLAN

PART 2: MASTER PLAN REPORT



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1 Introduction

1.1 What is a Parks Master Plan?

A Parks Master Plan provides guidance to Township Council and staff related to the future use and development of the municipality's parks, athletic fields, open spaces, trails, and natural areas for the next 10 to 20 years.

As identified in the *Part 1: Background Report*, the main driver of this study is the Township's plan to develop an integrated recreation complex at the Fields of Uxbridge, anticipated to be a multi-million-dollar expansion and consolidation of existing recreation facilities making it the primary recreation destination for the community. While a master plan for the Fields of Uxbridge was developed in 2010¹ and later updated in 2016 to include servicing requirements, the question of financing the full built-out of the development has not been answered.

This Master Plan is a flexible blueprint to guide municipal decision making over the next twenty years. Many of the recommendations are stand-alone and can be implemented independently from decisions required to implement other aspects of the Plan.

The Master Plan is a Township-wide document in that it identifies required investment in communities across the Township, to ensure that all residents of Uxbridge continue to have access to high quality parks and outdoor recreation opportunities.

1.2 How to Read this Plan

This Parks Master Plan is to be read in conjunction with the Background Report completed in Phase 1. The *Part 1: Background Report* provides the technical analysis and background information that informs the recommendations identified within this document.

1.3 The Process Guiding Plan Development

A Parks, Recreation and Culture Master Plan was previously developed in 2006. Since this time, strategic initiatives related to indoor recreation assets have been developed and/or implemented, therefore a need to focus on the outdoor recreation facilities (parks, open space

¹ Developed by Alexander Budrevics & Associates Limited Landscape Architecture.

and trails) at this time. This Parks Master Plan builds on the findings of the previous plan, guiding municipal decision making to the year 2037, developed through the following process:

- Community engagement and stakeholder outreach;
- Township Staff and Council engagement;
- Local, regional, and provincial demographic review;
- Outdoor recreational activities and facility trends review;
- Review of existing outdoor recreation facilities including condition, utilization and determining the target level of provision appropriate for Uxbridge; and,
- Review of municipal, provincial and federal policies and priorities for outdoor recreation development to align with the recommendations contained within this Master Plan so that Uxbridge is able to take advantage of programming, investment, and partnership opportunities in the future.

The Master Plan has been developed over three phases, as detailed below.



Phase 1: Situational Analysis

Initial investigations and site review, background research, analysis of utilization, participation, trends, standards of provision, etc.

Community consultation activities, including staff interviews, community workshop, public online survey, and a user group online survey.



Phase 2: Recommendations

Recommendations related to a broad range of options associated with the supply and delivery of parks, athletic fields, open space lands, trails and natural areas.



Phase 3: Reporting

Finalize recommendations and develop master plan document.

1.4 Aligning the Plan with Council's Strategic Priorities

The Township of Uxbridge undertook a strategic planning exercise at the end of 2015. The Township's strategic vision is:

“The Township of Uxbridge is a well-managed and well-planned community. Driven by a solid base of volunteers and visionary leaders, we are a thriving, supportive and vibrant community that values our environment, our history and one another.”

The Township’s stated mission is focused on “improving the quality of life for all residents through responsible and professional leadership and excellent service delivery.” One of the strategic goals as it relates to planning for parks and outdoor recreation is centered on *Healthy, Safe, Sustainable Communities* with the following key priorities:

- Advocate for additional sewage capacity;
- Plan for the Fields of Uxbridge (land disposition to offset the costs of recreational facilities); and,
- Improve community walkability, among others.
- This Plan provides guidance for the Township of Uxbridge to fulfill this vision and mission in the realm of parks and outdoor recreation. Specifically, this Plan identifies goals and objectives to ensure that parks services play an active role in positioning Uxbridge as an ideal place to live.

2 Overview of the Planning Context

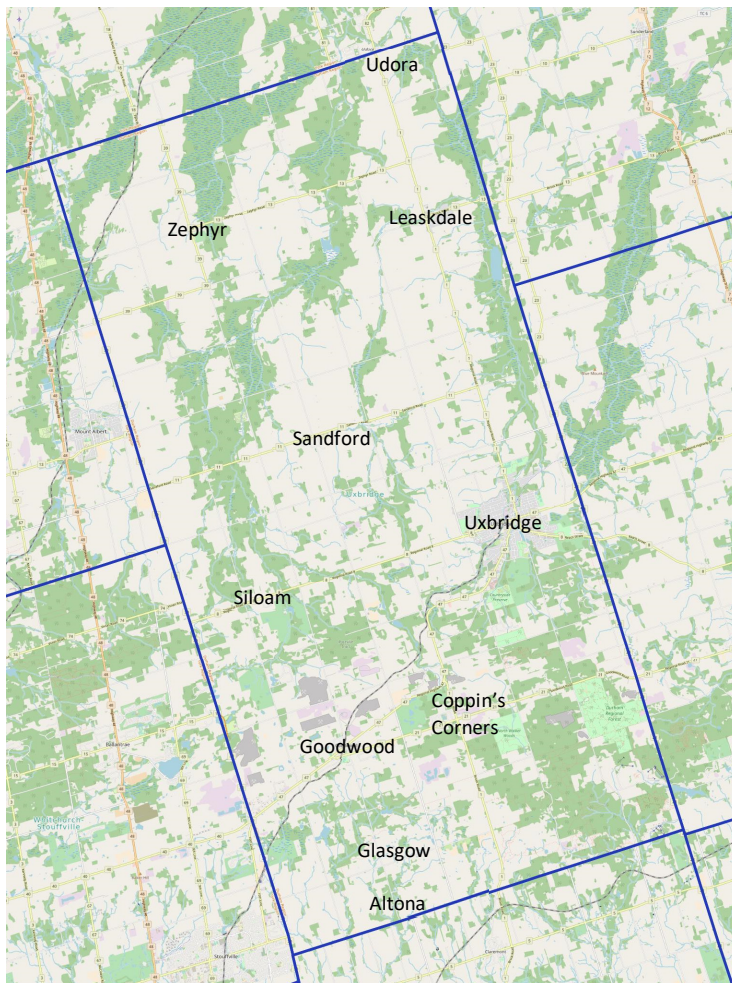
The *Part 1: Background Report* provides detailed information related to Uxbridge's changing demographics and community profile. The following provides an overview of this information.

2.1 Locational Context

The Township of Uxbridge is located in the northwestern portion of Durham Region. While, Uxbridge is situated only 65 kilometres northeast of a major urban centre (City of Toronto), the Township remains quite rural in nature, with the urban area of Uxbridge located in a valley on the northern slope of the Oak Ridges Moraine.

The Township of Uxbridge is comprised of an urban centre, Town of Uxbridge, and several rural hamlets: Altona, Coppin's Corners, Glasgow, Goodwood, Leaskdale, Sandford, Siloam, Udora, and Zephyr. Historically, population has been split with 55% residing in the urban centre (Uxbridge), and 45% within the rural communities.

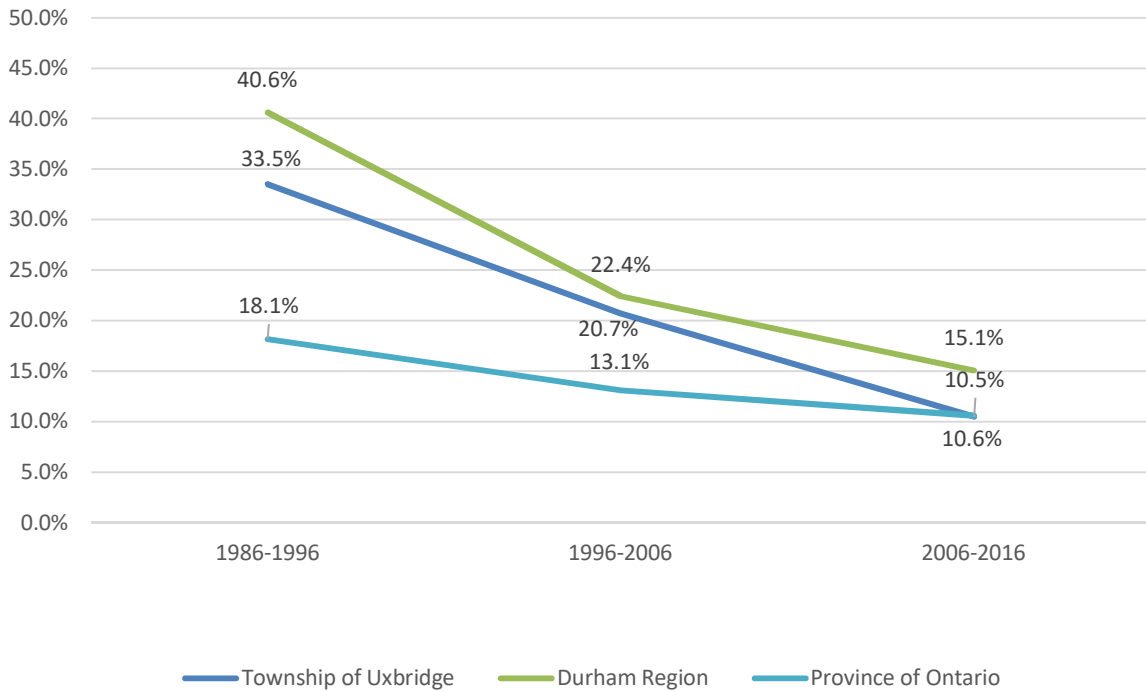
Exhibit 1: Uxbridge – Map of Communities



2.2 Population Growth

Compared to most of the southern municipalities in Durham Region, the Township of Uxbridge’s population growth rate has remained relatively low. Since 2006, the Township of Uxbridge experienced a growth rate of 10.5%, growing from 19,169 in 2006 to 21,176 in 2016. This modest increase is lower than the Region of Durham’s growth rate over the same period at 15%, and more comparable to Ontario’s growth rate during the same period, which was 10.6%.

Exhibit 2: Historic Population Growth Rate Comparison (1986 – 2016)

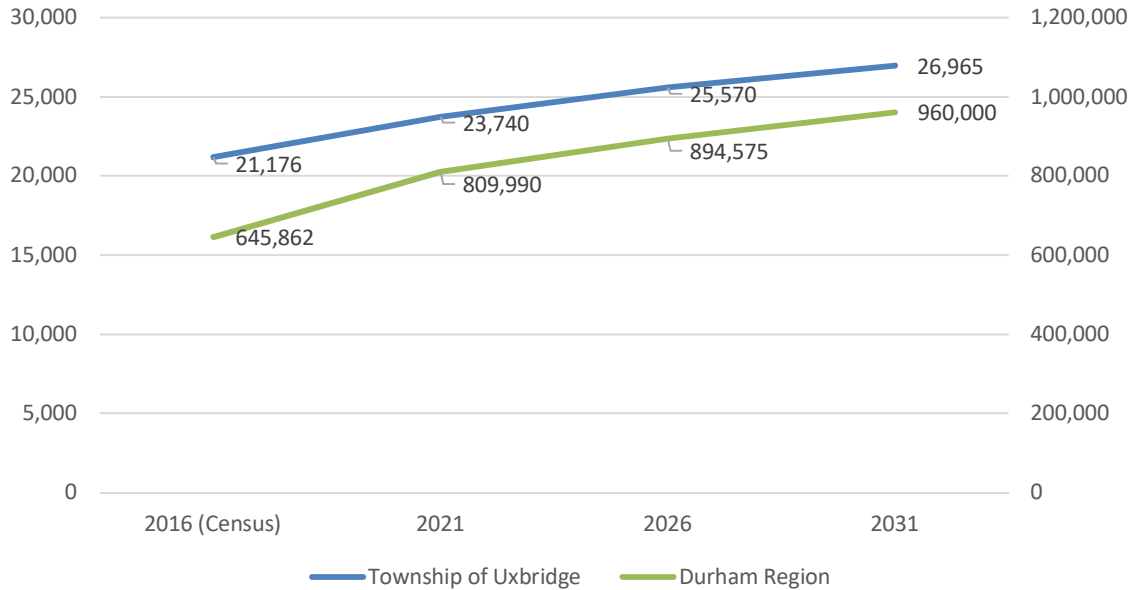


Source: Statistics Canada Census Data, 1986-2016

Uxbridge’s population is forecasted to be 26,965 persons by 2031, an addition of 5,789 residents – with 61% of the population estimated to be living in the Urban Area². The total population growth represents a 27.3% increase from 2016 to 2031, compared to 48.6% for Durham Region over the same period. 85% of estimated new residents are planned to be accommodated within the urban centre.

² Durham Region Official Plan, 2015.

Exhibit 3: Forecasted Population Growth, 2011 - 2031



Source: Durham Regional Official Plan (2015) and Statistics Canada Census Data (2016)

This increase in population will likely require investment in existing municipal facilities (i.e. servicing, recreation, transportation infrastructure, etc.) to ensure the continuation of services for current and new residents, as well as the potential for new facilities to ensure the level of service currently provided by the Township is sustained with future modest growth.

Municipal servicing and environmental constraint limit the amount of growth that can occur within urban Uxbridge. While the Town has limited capacity remaining to serve additional residential units within the built boundary (Phase 1 development), required servicing upgrades will need to be completed to accommodate growth beyond this capacity and meet the Region’s growth targets.

2.3 An Aging Demographic

An understanding of the age distribution of the Township’s residents is critical to ensure that recreation facilities and programming meet the needs of all residents in the future.

Exhibit 4: Uxbridge Population Trends by Age Cohort

Age Cohort	2011 Pop.	% Pop. Share	2016 Pop.	% Pop. Share	Trend
Children (0-9)	2,060	10.0%	1,980	9.0%	Stable
Youth (10-19)	3,180	15.4%	2,890	13.6%	Declining
Young Adults (20-29)	2,085	10.1%	2,325	11.0%	Stable
Adults (30-64)	10,140	49.2%	10,230	48.7%	Stable
Older Adults (65+)	3,155	15.3%	3,750	17.7%	Growing
Total	20,620	100.0%	21,180	100.0%	

Source: Statistics Canada Census Data, 2016

The 2016 age structure signals that the Township is expected to experience growth in the older adult populations (65 years of age and over), as the adult population transitions into their retirement years. The demand for services focused to this age group can also be expected to increase, and additional attention to the overall health and wellbeing of this age groups will be necessary.

There is also a growing need to recognize and provide a balance between the needs of “new seniors” and opportunities for more elderly age groups. In general, the Township should strive to provide more active living programs (i.e. fitness, educational, and arts-based) within the parks and open space network that appeal to a range of older adults.

3 Community Aspirations

3.1 Community Engagement Process

This Master Plan and its recommendations have been developed with a focus on the aspirations of the community. A number of engagement opportunities were provided for the community to share their issues, ideas, wants, and needs. This includes, but is not limited to:

- An initial community workshop held on June 15, 2017 with over 50 interested citizens in attendance;
- Public online survey, which received over 600 responses;
- User group online survey, which received responses from 14 organized groups;
- One-on-one interviews with several external stakeholders (i.e. school boards, conservation authorities, etc.);
- A second community workshop was held on November 29, 2017 (with over 60 people in attendance), to present the key directions and draft recommendations of the Master Plan for validation from the public; and,
- Feedback related to draft recommendations was submitted via email to the Township and Consulting Team following the second community workshop.

3.2 Prevalent Themes

There are a number of important themes that have emerged from the community engagement process. These are summarized below.

Theme: Healthy Lifestyles

Providing the active and passive infrastructure to enable residents to be active year-round is important to overall health and wellbeing. Leverage the parks, open space and trail network to promote active transportation and physical activity was identified as a key theme throughout the consultation process.

The community stressed the importance for variety within the parks, open space and trail network to provide something for everyone, embracing the “8 to 80” movement, which focuses on designing spaces that if everything in the space is great for an 8-year-old and an 80-year-old,

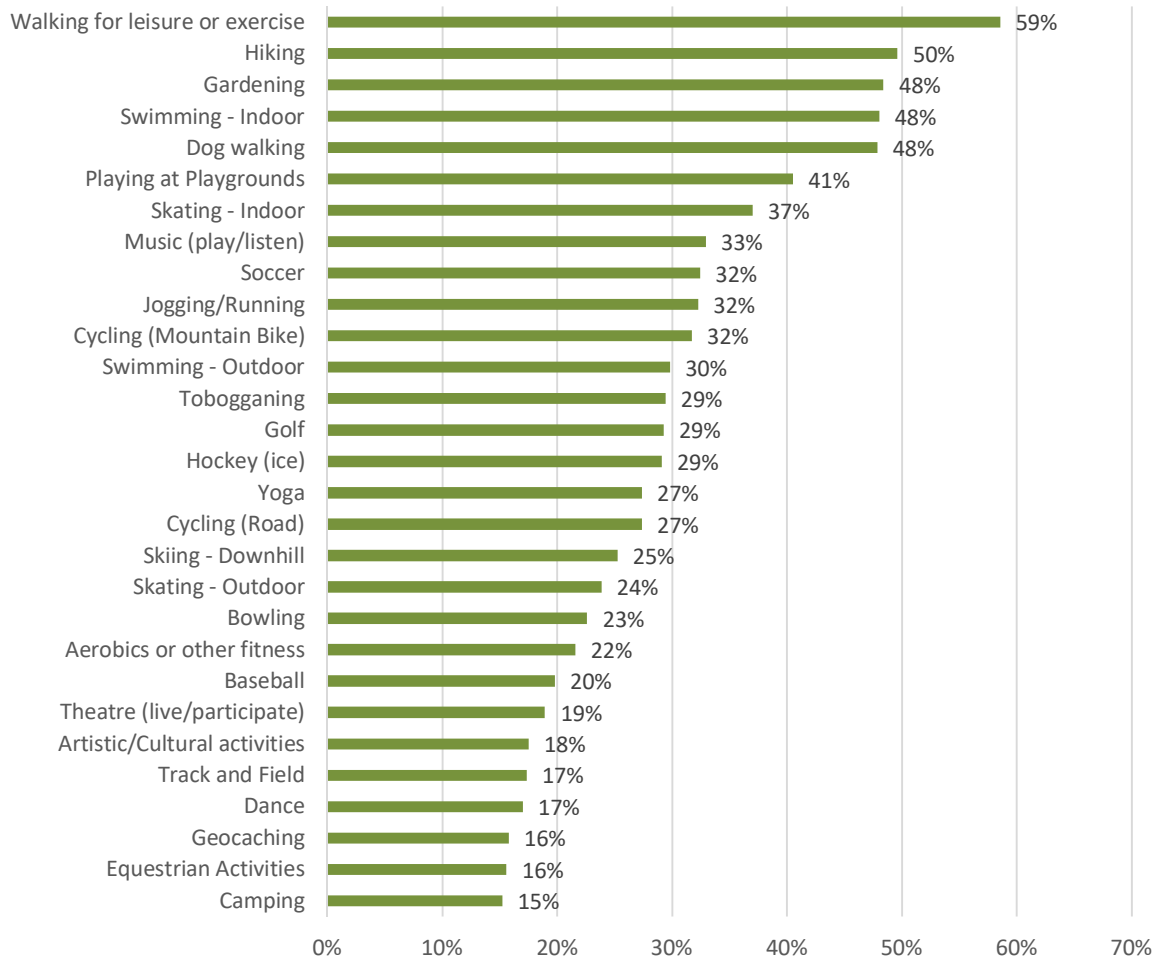
then it will be great for all people. Outdoor programming ideas geared towards adults and older adults were suggested by the community, including group fitness and beach volleyball.

When providing the necessary facilities to promote a healthy lifestyle the Township should consider winter activities and year-round uses of outdoor space. Related suggestions heard through consultation included the provision of artificial turf field at Fields of Uxbridge (covered with a dome in winter) to complement the indoor facilities planned (pool, gymnasium, etc.), as well as improving the maintenance of (select) trails in the winter months.

Theme: Informal, Self-Directed Activities

42% of public survey respondents reported that they prefer unorganized leisure activities and to recreate on their own. Many of the most popular responses were outdoor recreation and leisure activities, the majority of which are informal, self-directed, such as hiking, walking for leisure or exercise, dog walking, gardening, horseback riding, mountain biking, and playing at playgrounds. This is in-line with participation trends seen across Ontario, where walking for exercise and individual fitness activities (i.e. yoga, aerobics, etc.) are among the top three physical activities for adult participants.

Exhibit 5: Most Popular Outdoor Activities amongst Public Survey Respondents



The community indicated that ensuring the provision of multi-use trails and unstructured spaces within the parks and open space network for informal, self-directed activities, casual play and unorganized sports to occur will be important in the future.

Theme: A Balance between Local Facilities and Larger Co-Located Facilities

When asked about location factors that should influence new recreation investment, 50% of respondents believed that new facilities should be co-located with existing facilities. Relatedly, 44% of respondents indicated that larger, centralized facilities should be a factor when planning new recreation opportunities.

Therefore, developing focal areas for co-location of outdoor (and indoor) facilities to provide a variety of uses in one centralized location is important. Many people expressed interest for a more centralized recreation hub, as proposed at the Fields of Uxbridge, that offers diverse programming for children, youth and adults. In addition, providing numerous fields and courts (soccer, ball diamonds, tennis, etc.) in one location enables the hosting of tournaments, etc., which is important to sport-focused user groups.

Local parks are important assets that provide active and passive recreational opportunities on a smaller scale within walking distance of residential areas. 43% of public survey respondents identified local recreation facilities as important when developing facilities in new neighbourhoods providing options for users of all age groups and abilities.

Theme: Accessible Trail Network

Creating a connected trail network and better promoting the existing trail network were key themes that emerged from consultation activities. Promoting walkability by ensuring new facilities have sidewalk access and are located close to residential areas and ensuring non-motorized access to key destinations within Uxbridge (i.e. Fields of Uxbridge, Elgin Park, etc.) were identified as important considerations going forward.

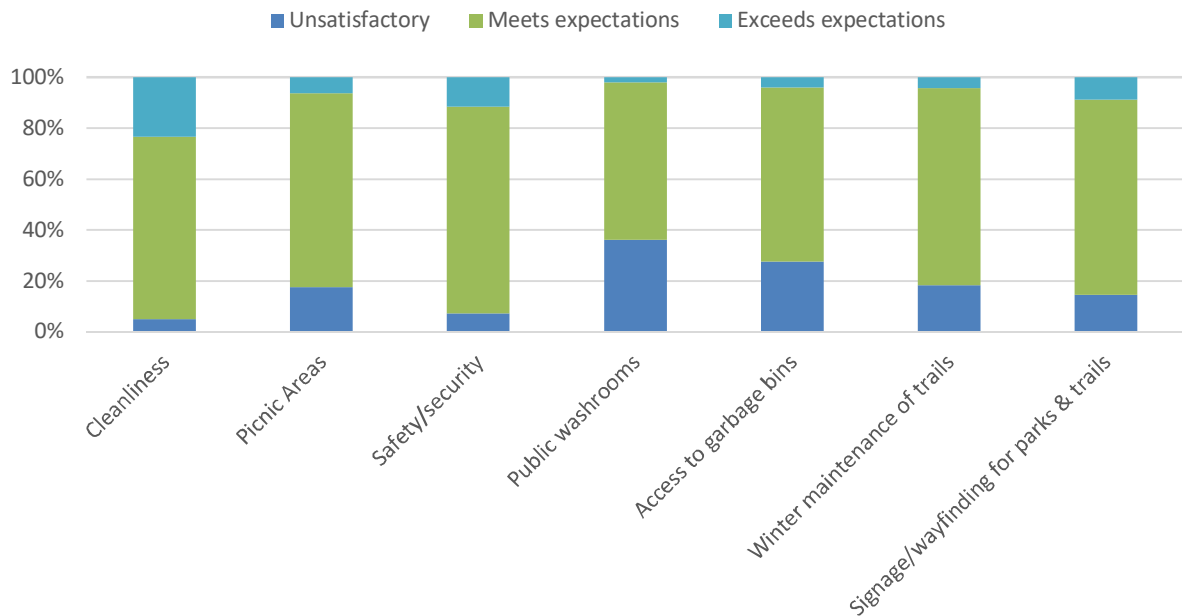
The community also highlighted the need for better trail connectivity within, to and from the hamlets, and improved active transportation routes that link into urban and rural green spaces.

Opportunities to improve or further develop major trailheads (i.e. Countryside Preserve and Fields of Uxbridge) within Uxbridge were cited by the community. Suggestions included expanded parking / staging facilities, washrooms, and improvements to the wayfinding and signage system.

Theme: Maintenance of Outdoor Recreation Facilities

Overall, a majority of respondents are satisfied with their experiences at parks and trails within the Township.

Exhibit 6: Rating of Select Aspects of Parks and Trails by Public Survey Respondents



Of those who identified that some aspects were unsatisfactory cited public washroom and access to garbage receptacles being the main issues, as 36% reported that the public washrooms at parks and trails were unsatisfactory, and 27% indicated that access to garbage bins was unsatisfactory. Specific comments included, but are not limited to:

- Public washrooms in parks are not always open / often locked;
- Washrooms require more frequent cleaning, and need updating;
- Garbage and dog waste on trails is a problem;
- More garbage bins are required within parks and along trails / at trail entrances, especially for dog walkers;
- Garbage bins on trails and within parks should be left out year-round;
- Trails could be groomed / maintained in the winter;
- Existing trail signage is too small, inadequate and confusing; and,
- More wayfinding signage and maps throughout Town to promote trail system.

These comments have been provided to the Parks Department for further consideration.

In general, the community would like to see the current supply of parks and green spaces to be better maintained before the Township expands its supply of facilities. Allocating funding for the maintenance of parks, open space and trails was acknowledged as an important consideration going forward.

4 The Master Plan

4.1 Vision

The vision to guide municipal planning for parks facilities for the next 10 to 20 years reads:

“A parks and open space system serving the recreation and wellness needs of residents and visitors of all ages and abilities maximizing social benefits, economic benefits, and quality of life.”

4.2 Guiding Principles

The recommendations within the Master Plan are directed by a number of key principles:

- Ensure access to parks, open space and trails.
- Promote multi-generational spaces for all to enjoy.
- Provide both Township-wide and neighbourhood scaled parks.
- Focus on quality of space and functionality.
- Leverage development to provide parks investment over and above legislative minimums.
- Recognize differences in level of service.
- Promote health, wellness and physical activity through a variety of outdoor opportunities.
- Embrace the natural environment of Uxbridge.

4.3 Goals & Objectives

Goal 1: Promote Health, Wellness, and Active Living

Objectives:

- Promote physical activity as a way of life through the provision of outdoor facilities and programming.
- Provide opportunities for outdoor recreation for all members of the community regardless of age, ability, income, or ethnicity.
- Provide outdoor facilities that support recreational activities on a year-round basis.
- Prioritize accessible facility design and compliance with AODA legislation and guidelines.
- Improve overall quality of life for residents.

Goal 2: Prioritize and Enhance Outdoor Recreational Opportunities

Objectives:

- Invest in existing parks and trails to enhance their utility and benefit to the community.
- Apply principles of Crime Prevention Through Environmental Design (CPTED).
- Provide multi-functional, multi-generational facilities in centralized locations for all to enjoy.
- Invest in effective maintenance of Township-owned trails as a first priority, with longer term consideration of investment in new trails on Township-owned lands.
- While maintaining operating responsibility only for those trails on Township-owned land, support the efforts of other land owners and trails advocacy groups to improve access to the natural environment of Uxbridge. This includes conservation authorities and other agencies and landowners involved in developing and maintaining safe, enjoyable trails for a range of users.
- Town-wide and neighbourhood level planning and investment in outdoor facilities as appropriate.
- Encourage the integration of public art into the parks, open space and trail network.

Goal 3: Fiscally Sustainable Facility Investment and Renewal**Objectives:**

- Maximize the utilization of existing assets through strategic investment in improvements and renewal.
- Pursue all opportunities to develop outdoor recreation infrastructure through leveraging external funding.
- Promote sustainability practices through the design, development and operations of parks, open spaces and trails.
- Ensure long-term capital planning for infrastructure renewal.
- Ensure Parks, Recreation, Culture and Tourism Department has sufficient resources to maintain all assets to a high standard and is operationally efficient.

Goal 4: Support, Promote and Partner for Access to Facilities and Programs**Objectives:**

- Leverage regional and local partnerships to enhance the outdoor facility and program offer for residents.
- Identify opportunities to work with developers to increase access to parkland, trails, and outdoor amenities through the development process.
- Encourage and support tourism (including sport tourism) and economic development.

5 Parkland Recommendations

The Township operates a total of 26 parks, comprising a total land area of 181.58 hectares, as detailed in the *Part 1: Background Report*³. The Township's parks provide the land base that supports a variety of outdoor recreation facilities and amenities to appeal to a wide range of users.

The Master Plan recommendations contained within this section are intended to provide direction to address key issues and areas of focus and for the continued management of active parkland resources.

5.1 Parkland Classification

The Township's 2014 *Official Plan* provides a hierarchy for the Township's parks organized in the following typologies:

- **Community Parks:** are large, community-wide parks, with major athletic / recreation facilities and other supporting amenities that serve the Urban Area and adjacent portion of the rural area.
- **Local Parks:** are smaller neighbourhood parks, which typically include sports fields, play areas / structures and associated amenities.
- **Natural Open Space Areas:** are located throughout the Township, and typically include trails, picnic areas, and other conservation and educational features.
- **Design Features:** are located at key gateways, intersections, neighbourhood entrances, or at important focal points within the Township's Urban Area.

The above classifications are appropriate for most parks and open spaces within the Township (as classified within the *Part 1: Background Report*), however, Elgin Park functions as much more than a Community Park and is used for large events throughout the year and the Fields of Uxbridge is poised to become a major recreation destination for the Township and beyond in the future.

³ The Part 1: Background Report does not include the new dog park or the Countryside Preserve in the parkland inventory. Since the publication of that report, it has been determined that these properties should be included within the active parkland inventory and are included here within.

The Township has identified its intention to move towards investment in larger ‘destination parks’ at key locations rather than small park parcels throughout. This does not mean that the Township will not be investing in local parks that serve residents on a neighbourhood level, but preference for larger local or community parks that serve adjacent neighbourhoods should be sought. This will enable a broader variety of amenity within park locations and reduce operational and maintenance requirements in the future.

Destination Parks, as observed across the province, are major community attractions which serve a Township-wide or even regional function and can accommodate large events and groups of people to attend at the same time (i.e. large festivals, outdoor concerts, and sports tournaments / league play, etc.). These parks are intended to serve as a destination point drawing residents from the urban and rural areas of the Township, and typically:

- Comprises event infrastructure of varying scales;
- Supports both passive and active uses for recreation and culture;
- Enables co-location of sport, leisure and recreation infrastructure;
- Includes some element of civic, historic, cultural, and/or recreational significance; and,
- Is integrated within the broader trail system.

Destination Parks can be of varying sizes and have a variety of purposes, defined by the context and municipal setting.

This Master Plan supports the continued use of the existing classification system and recommends the addition of a ‘Destination Park’ typology. This typology is recommended to be applied to the Fields of Uxbridge, Elgin Park and the Countryside Preserve properties (and others, as deemed appropriate), as the major recreation hubs within the Township.

The criteria associated with the ‘Destination Park’ typology is provided in the following exhibit for consideration.

Exhibit 7: Proposed Criteria for Destination Parks as part of the Parkland Hierarchy

Criteria	Destination Park
Area / Population	2.5 ha / 1,000 population
Minimum Size	Variable. Destination Parks are typically the largest of the parks, however their size reflects program need.
Location	i) minimum continuous road frontage on two sides (as appropriate); ii) adjacent to a collector or arterial road; and iii) connections with open space and trail network.
Service Area	Township, Regional
Facilities	May include any facility or amenity described under Community or Local Parks, dependent on the nature of the park and its overall purpose in the parks hierarchy. Specific facility requirements and design standards are to be determined on a site-specific basis.

The development of major/destination parks should be guided by a facility-specific Park Master Plan, indicating intended uses, active and passive areas within the park, and area functionality. Moving forward, the development of the Fields of Uxbridge will be guided by the updated Concept Plan for the site, developed by Alexander Budrevics & Associates Limited Landscape Architecture in 2016.

Elgin Park is currently without a plan to guide future park improvements and requires direction as to the park's function in the future. To address this, a master planning exercise is recommended for the park property. The Countryside Preserve is also without a guiding plan; however, the property is intended for nature conservancy and trail development, and therefore a plan for the property should be considered as part of future trail planning exercises.

Recommendation(s): Parkland Classification

- 1. Through the *Official Plan* review process, amend / update the Parkland Classification System per this plan to accommodate a Destination Park typology.**
- 2. Prepare a Master Plan for Elgin Park. This should be completed through an iterative community engagement process and will require the retention of a multi-disciplinary team, including, but not limited to, landscape architecture and engineering.**

5.2 Provision of Parkland

As identified above, the Township's portfolio of parkland comprises a total land area of 181.58 hectares. This translates to a provision standard of 8.5 hectares of active municipal parkland per 1,000 population, distributed by typology as identified in the exhibit below.

Exhibit 8: Uxbridge Parks Inventory by Park Typology

Park Typology	Total Parks	Hectares	Current Township Standard
Community Parks ⁴	9	158.9	7.5 hectares per 1,000 residents
Local Parks	17	22.68	1.0 hectares per 1,000 residents
Parks Total	26	181.58	8.5 hectares per 1,000 residents

The Township is currently supplying Community Parks at a rate of 7.5 ha per 1,000 population, although its target level identified in the *Official Plan* is 0.5 ha per 1,000 population. The inventory well exceeds the target level of provision. To recognize that the Township has significantly increased its inventory of parkland with the acquisition of the Fields of Uxbridge property and to recognize the proposed expansion of the Parkland Hierarchy to include 'Destination Parks', the Township should consider an increase to the target standard through the Official Plan Review process.

Overall, the Township's level of parkland provision is high when compared to that observed in similar communities, which typically aim to provide between 2.0 and 4.0 hectares of total parkland for every 1,000 population. This does not include "natural areas" or "open space" lands, which can vary significantly by community. Uxbridge has over 290 hectares of Natural Open Space Areas in its ownership located throughout the Township.

Based on the above, it is recommended that the following adjustments be made to the target level of active parkland identified with the *Official Plan*:

Exhibit 9: Proposed Active Parkland Targets

Park Typology	Current Target	Current Level of Provision	Proposed Target
Destination Parks (new typology)	-	5.5 ha / 1,000 ⁵	2.5 ha / 1,000
Community Parks	0.5 ha / 1,000	2.0 ha / 1,000	1.5 ha / 1,000
Local Parks	2.0 ha / 1,000	1.0 ha / 1,000	1.0 ha / 1,000
Total Active Parkland	2.5 ha / 1,000	8.5 ha / 1,000	5.0 ha / 1,000

⁴ Includes properties identified as 'Community Parks' within the *Part 1: Background Report* as well as the new Dog Park (at Brock Street West and Concession Road 6) and the Countryside Preserve property.

⁵ When considering the Fields of Uxbridge, Elgin Park and the Countryside Preserve lands as 'Destination Parks'.

Recommendation(s): Provision of Parkland

- 3. Consider amending the provision targets for Community and Local Parks, and adding targets for Destination Parks, per this plan while increasing the overall target level across the typologies to better reflect Uxbridge's parkland supply.**

5.3 Rural Level of Service

The Township's park facilities are distributed among the rural hamlet areas (8 park locations) and within the urban area of Uxbridge (18 park locations). While the existing population (and a majority of the projected growth) of the Township is focused in the urban area, the hamlets accommodate nearly 45% of the overall population. The importance of providing parkland and recreational facilities within proximity of these rural residents is important.

The Master Plan is premised on the principle of recognizing differences in urban and rural level of service. The recommended level of service for parkland provided within the rural hamlets is based on the following:

- Maintain ownership / do not dispose of parkland in rural hamlets;
- Include both active and passive park opportunities; and,
- Align amenities to the changing needs of residents over time.

Recommendation(s): Rural Level of Service

- 4. In order to sustain the existing level of service in rural areas, maintain existing parkland within the hamlets to provide outdoor recreation opportunities for each community.**

5.4 Surplus Parkland

As identified above, the Township possesses a large quantity of parkland and open space, focused within and adjacent to the urban area. In order to determine whether parkland can be deemed as surplus to supply, the following evaluation criteria should be applied:

- Is there a recreational need for the facility or amenity(ies) or can it be / is it provided elsewhere?

- Is the facility / amenity(ies) functionally obsolete?
- Does the site have limited or no future recreational development potential?
- Is the disposal of parkland acceptable from a land use planning perspective?

In general, any proposed surplus parkland identified by the Township must also be evaluated based on the following and will be subject to a public consultation process, as per the Township's *Disposition By-law* (No. 2008-109):

- Consideration for loss of recreational amenity lost as a result of disposition;
- The potential for re-allocating the land for other Township purposes;
- The land use policies and objectives of the *Official Plan* as it pertains to the property and surrounding area, and applicable zoning; and,
- That any revenue to be generated from a proposed sale of surplus parkland should be allocated to re-investments in priority parks and recreation facilities and programs.

A number of parkland properties have been identified by the Township that will need to be further reviewed and evaluated in order to determine whether they are deemed surplus to the recreation needs of the community. These include the following:

- Elgin Park (adjacent parcel on Joseph Street): 0.10 ha;
- Uxpool Diamond: 1.05 ha;
- Herrema Fields (southern portion): 3.80 ha;
- Arena Diamond: 1.50 ha;
- King Street Parkette: 0.21 ha; and,
- Siloam Park (adjacent parcel on Mill Run Gate): 0.15 ha.

Recommendation(s): Surplus Parkland

5. **Undertake a detailed evaluation and review of identified parkland properties owned by the Township to determine whether they are surplus to parkland supply and the recreation needs of the community based on the criteria identified within this Plan.**
6. **Subject to evaluation, consultation and confirmation of demand, the Township may seek to decommission parkland properties and opt to dispose of parkland via the sale for other uses considering the existing supply of total parkland in the Township (see Section 5.2 Provision of Parkland). By doing so, the Township will consolidate its park locations as well as its maintenance efforts and costs. The proceeds from any sale of parkland properties should be directed to a reserve for Township-wide parkland improvements or re-investment in priority facilities.**

5.5 Parkland Policy and Dedication

Parkland acquisition in Uxbridge is governed by the existing *Official Plan* and *Parkland Dedication By-law*. Like many communities across Ontario, the Township's primary method for acquiring parkland is through dedication from development. Section 3.8.3 of the *Official Plan* identifies parkland conveyance and acquisition methods (or cash-in-lieu thereof), in accordance with the *Planning Act*, as a condition of development approval, in particular:

- **Commercial or industrial purposes:** 2% of land proposed for re/development or within a plan for subdivision;
- **All other purposes:** 5% of land proposed for re/development or within a plan for subdivision; and,
- **Residential purposes:** rate of 1 hectare for each 300 dwelling units proposed if this alternative standard would result in the conveyance of a greater area of land (or cash-in-lieu amount).

The existing *Parkland Dedication By-law*, developed in 2000, does not allow for use of the alternative rate identified above. In order to better align it with the policies set out in this Master Plan and the *Official Plan*, the *Parkland Dedication By-law* is recommended to be amended.

With mostly small-scale developments occurring in Uxbridge at present (due to the servicing constraints), the Township is primarily taking cash-in-lieu at this time, with a vision to develop

'Destination Parks' that centralize recreation facilities (such as the Fields of Uxbridge), rather than developing multiple small park parcels, as identified in Section 5.1.

The *Planning Act (Section 42(15))* states that, in addition to the acquisition of parkland, cash-in-lieu of parkland dedication can be used towards "park or other public recreational purposes, including the erection, improvement or repair of buildings and the acquisition of machinery for park or other public recreational purposes." This Master Plan supports the potential to use cash-in-lieu for park improvements / renewal, in principle.

In accordance with the *Official Plan*, the Township is also accepting the conveyance of some valley lands and natural hazard lands⁶ from developers where they can be linked into the overall parks, open space and trail system, where appropriate. This should continue as the Township's population grows.

Any future parkland acquisition by the Township should be guided by the following:

- Geographic distribution within the urban and rural areas, with an emphasis on neighbourhood access to local and community parks;
- Balanced provision of both active and passive parkland opportunities; and,
- Strategic / opportunity-driven acquisition of natural corridors, areas and open spaces to accommodate trails, and key linkages to create a connected parks, open space and trails network.

Recommendation(s): Parkland Acquisition

- 7. Update the existing *Parkland Dedication By-law* to bring it in line with this Master Plan and the policies set out in the *Official Plan* in order to maximize the parkland dedication or cash-in-lieu of parkland from development, specifically to include:**
 - *1 ha per 300 dwelling units (33.3 sq. m. per dwelling unit) where development is for residential purposes at density exceeding 15 dwelling units per hectare.*
- 8. Continue to consider cash-in-lieu of parkland and/or acquisition via alternative means where land acquired through dedication by development if the land to be conveyed is of an insufficient size or configuration for the intended park function or if the area being developed is already well served by existing parks and recreation facilities.**

⁶ The conveyance of natural hazard lands is not acceptable for parkland conveyance.

- 9. Continue to pursue the acquisition of undevelopable natural open space areas through the development process and other means of securement to provide opportunities for enhanced conservation, and compatible public access and linkages to the parks, trails and open spaces, as per Section 51(25)(b) of the *Planning Act*. This land should not be accepted as part of the parkland dedication requirement (i.e. no credit is to be applied).**

5.6 Park Design, Development and Operations

Within the *Part 1: Background Report*, trends and innovations for park development were highlighted, including the importance of involving the community in the park design process. In order to guide the future development of new parks (or renewal of existing parks and/or amenities), it will be important to continuously evaluate potential park / playground revitalization projects. In these instances, this Master Plan recommends consideration of the following:

- General park condition (age of infrastructure, increased maintenance);
- Changing recreation needs (infrastructure or amenities);
- Demographic changes (change in age, cultural shifts);
- Park usage (increase / decrease of use, new policies);
- Best practices in park design from other communities;
- Community influences (through consultation with children, youth, seniors); and,
- Garner input from the local community, Committees of Council (Accessibility, Trails, etc.) for all future parks planning.

In order to fulfill the guiding principles, goals and objectives, this Master Plan supports the recommendation within the 2006 Plan that suggested that the Township develop park design and maintenance guidelines to provide consistent guidance on new park development and redevelopment / renewal of existing parks. This will help to ensure that parks throughout the Township are providing a consistent level of service to residents, as determined by the park's typology within the revised Parks Hierarchy.

The Township's 2017 Approved Parks Operating Budget identified that 65% of the budget was allocated towards the operations of parks. Park development and renewal in the future should

contemplate sustainability practices in order to reduce the maintenance and operational requirements, specifically related to:

- Designs that encourage sustainable maintenance practices; (e.g. xeriscapes, naturalized landscapes, etc.);
- Incorporate native, drought-resistant vegetation features (to reduce watering requirements); and,
- Utilize durable materials and infrastructure (i.e. furniture, play equipment, etc.).

Recommendation(s): Park Design, Development and Operations

10. When new parks are being developed, or existing parks and/or amenities are being renewed/redeveloped in accordance with asset management planning, the Township should evaluate need based on the identified considerations and consult with the local community and relevant Committees of Council.

11. Establish design and maintenance objectives and guidelines for parks and open space, based on park typologies.

6 Outdoor Recreation Facilities Recommendations

The recommendations for outdoor recreational facilities are intended to provide guidance in order to address the key issues related to the sports fields, outdoor courts and activity areas available within the Township's parks identified within the *Part 1: Background Report*. The key issues have been summarized within each relevant section below.

6.1 Sports Fields

The Master Plan recommendations for sports fields (ball diamonds and soccer fields), in principle, are based on the following:

- Direction away from investment in stand-alone facilities.
- Within the rural areas, fields shall be maintained, as appropriate, while within the urban area, sports fields are recommended to be consolidated at the Fields of Uxbridge to allow for co-located facilities (in addition to Bonner Fields for ball diamonds).
- Moving forward, new appropriately-sized fields should be built and operational prior to the decommissioning of existing fields, as required.

6.1.1 Ball Diamonds

The Township currently provides 9 ball diamonds, 7 of which are lit. The current level of provision is 1 ball diamond per 37 registered participants, compared with observed levels of provision in similar communities of 1 ball diamond per 75 registered youth participants to 100 total registered participants.

Participant-based standards suggest that there is currently no shortage of ball diamonds, however, consultation with user groups indicated that due to unfavourable field conditions, a lack of lighting, and small diamond size in many locations, there is not much room for expanding the baseball program within Uxbridge.

The Master Plan recommendations for ball diamonds are intended to provide direction to address the following key issues that emerged through the Master Plan process:

- Infrastructure at Elgin Park, Zephyr Park, and Harold Bell Memorial Park (Junior diamond) is in poor condition;
- Consistent flooding / drainage issues at Bonner Fields;
- Many of the ball diamonds are used for casual play by residents;
- Undersized diamonds at Elgin Park, Uxpool and Goodwood locations;

- Usable diamonds are currently at capacity; and,
- Lack of accessibility at Arena diamond in particular; however, other diamonds have also been identified by ball associations as having accessibility issues.
- In addition, a Youth Centre is currently being developed, to be co-located with the existing Senior's Centre on Marietta Street, presenting an opportunity for alternative outdoor recreation opportunities geared to these demographics.

Recommendation(s): Ball Diamonds

12. Ensure that sports (i.e. soccer, tennis, and hard/softball) associations are involved throughout the design process (i.e. schematic and detailed design) of relevant facilities at the Fields of Uxbridge as it moves forward. This may include reassessing the concept plan developed in 2016 to consider additional full-size, lit ball diamond(s) at the Fields of Uxbridge. Involvement by these groups will aide in determining the appropriate facility requirements, sizes, infrastructure and associated amenities for successful implementation and future use.

13. With the planned development of additional ball diamond capacity at Fields of Uxbridge, including one (1) new full-size lit diamond, review the potential for re-purposing existing, single ball diamonds in urban Uxbridge for other active and passive recreation, over the period of the Master Plan, as part of future rehabilitation and renewal of the existing parks.

14. Beyond the implementation of the new diamond(s) at the Fields of Uxbridge, expand ball diamond capacity when sustained growth in ball diamond demand and participation is evident, and to support tournament functions and sports tourism.

This should be done by:

- *Maximizing the quality and capacity of existing ball diamonds at Bonner Fields, through enhanced lighting and repair / renewal of existing diamonds to sustain diamonds based on asset management planning.*
- *Consulting with appropriate ball diamond user groups on an on-going basis through the development of an annual meeting with outdoor recreation user groups to determine time allocation requirements, infrastructure needs and improvements, and any other issues that may be affecting their use of the parks and sports fields.*
- *Updating the existing ball diamond allocation policy to optimize scheduling.*
- *Considering additional ball diamonds at Fields of Uxbridge as the park design process moves forward.*

Exhibit 10: Future Considerations for Existing Ball Diamonds

Park Name	Existing Ball Diamond	Potential Improvements / Re-purposing
Bonner Fields	2 senior diamonds, lighting, flooding / drainage issues	<p>Maintain existing senior diamonds as primary facilities within the Urban Area for use for hardball and/or softball.</p> <p>Investigate the potential for reinvestment at Bonner Fields to address flooding / drainage issues on both fields, enlarge diamonds to full-size, including a wider warning track and other essential improvements for continued game play and expanded tournament hosting capabilities.</p>
Uxbridge Arena Grounds	1 junior diamond, lighting, poor accessibility	<p>Short-term: Maintain existing diamond in acceptable condition for use by the community.</p> <p>If this property is determined to be surplus to municipal needs through a formalized review and evaluation process (see Recommendation 5), the Township should consider providing the Durham District School Board the opportunity to purchase the ball diamond before placing it on the competitive market (with consideration for continued Town / public use of the facility).</p>
Elgin Park	1 junior diamond, no lighting, poor condition	<p>Monitor usage to determine potential facility changes (e.g. enlarged, repositioned facility) or re-purposing. Potential improvements / re-purposing is to be determined through the master planning exercise for Elgin Park (see Recommendation 2).</p>
Uxpool Park	1 junior diamond, no lighting	<p>Short-term: Maintain existing diamond in acceptable condition for use by the community.</p> <p>Contingent on the implementation of new full-size diamond(s) at Fields of Uxbridge, investigate the feasibility to repurpose diamond for new recreational uses, geared towards seniors and youth (could include passive gathering space, open lawn area for informal sports, inclusion of tennis / pickleball courts, basketball courts, beach volleyball, etc.). The local community, seniors and youth in particular, should be involved throughout this process.</p> <p>Alternatively, if this property is determined to be surplus to municipal recreation needs, the Township should consider investigating alternative uses, including re-investment in priority facilities from sale of parkland.</p>

Park Name	Existing Ball Diamond	Potential Improvements / Re-purposing
Walter Taylor Park (Goodwood North)	1 senior diamond, lighting	Maintain as senior diamond for hardball and/or softball and monitor level of usage.
Harold Bell Memorial Park (Goodwood South)	1 junior diamond, no lighting; 1 senior diamond, lighting	Short-term: Maintain existing junior and senior diamond for use for hardball and/or softball. Monitor usage – if usage is consistently low / declining, review the feasibility of upgrading the senior diamond to be a full-size facility (used by all age groups) and re-purpose the junior diamond to be open play area.
Zephyr Park	1 junior diamond, no lighting, poor condition	Remove backstop when warranted based on asset management planning. Consult with local community regarding re-purposing for alternative / new recreational uses.

It should be noted that since the development of the *Background Report*, the ball diamond fencing at Leaskdale has been removed. The Township intends to maintain the space as an open play area for informal use by the local community.

6.1.2 Soccer Fields

The Master Plan recommendations for soccer fields are intended to provide direction to address the following key issues that emerged through the Master Plan process:

- The Township's current supply of 15.5 full-size fields (based on the equivalencies identified below) and participant-based standard of 1 soccer field per 44 registered participants suggest that there is no shortage of soccer fields.

Exhibit 11: Field Equivalencies

Soccer Field Type	Field Equivalencies
Full size lit field	1.5
Full size unlit field	1.0
Mid-size unlit field	0.75
Mini unlit field	0.5
Micro-mini unlit field	0.25

- The utilization rates for all fields were very low, suggesting that a decrease in the supply of soccer fields would not be adversely affected if future demand were to increase.
- The environmental conditions at Herrema Fields attract mosquitos, and consequently do not provide for ideal playing conditions.
- Field and turf quality at the Fields of Uxbridge does not currently support increased field use. Planning for the formal development / engineering of the fields has commenced and should continue. This including appropriate base materials, grading, and drainage, etc.
- Ultimately, as fields are upgraded at the Fields of Uxbridge to be of a higher quality, existing fields not required for soccer could be considered for alternative recreational uses (i.e. ball diamonds).

Recommendation(s): Soccer Fields

- 15. With the planned development of one (1) new lit full-size field and one (1) unlit mid-size field at Fields of Uxbridge, review the potential for including lighting on one of the existing (once formally developed) full-size fields to provide the same level of service as is currently provided at Herrema Fields.**
- 16. As fields are formally developed at the Fields of Uxbridge, ensure that they are properly engineered. To accommodate this, the Township should consider reviewing the Capital Plan that has been developed for the Fields of Uxbridge.**
- 17. Investigate the feasibility to enhance the capacity of renewed sports fields at Fields of Uxbridge through the implementation of lighting, irrigation, etc.**
 - *This, combined with properly engineered fields (see Recommendation 16), may in fact reduce the number of fields required at full build-out, allowing for alternative recreational uses (i.e. additional ball diamonds) to be developed on site.*

Exhibit 12: Future Considerations for Existing Soccer Fields

Park Name	Existing Soccer Fields	Potential Improvements / Re-purposing
Fields of Uxbridge	4 full size, 3 mid-size, 4 mini, 6 micro-mini fields, no lighting, poor turf quality	<p>Maintain and further develop as primary multi-field complex for junior and senior soccer to meet community need.</p> <p>Continue with plans for the development of a washroom facility at FOU to support the park.</p> <p>Investigate the feasibility to enhance the capacity of existing sports fields at FOU for events and tournaments, as warranted (engineering of fields, irrigation, greater lighting of fields).</p> <p>Investigate the feasibility to include artificial fields (minimum of 2) at FOU to increase playing season, provide opportunities for other sports, and for improved tournament hosting potential.</p> <p>The above improvements could reduce the number of soccer fields required / developed at FOU, allowing for alternative recreational uses (i.e. additional ball diamonds).</p>
Herrema Fields	2 full size engineered fields, lighting	<p>Short-term: Maintain fields for community use.</p> <p>Mid to Long-term: Contingent on the implementation of 2 full-size engineered fields (built to a specific standard to be determined by the Township) with lighting at the Fields of Uxbridge, decommission the fields at Herrema Fields.</p> <p>If this property (or a portion of), is determined to be surplus to municipal recreation needs, the Township should consider investigating alternative uses, including re-investment in priority facilities from sale of parkland (i.e. engineered fields at Fields of Uxbridge).</p>
Harold Bell Memorial Park (Goodwood South)	1 full-size field, no lighting	<p>Short-term: Maintain as a soccer/ multi-use field for community use.</p> <p>Based on asset management planning and life span of infrastructure, investigate the potential to re-purpose for informal soccer / multi-use field, open field area for passive use.</p>
Siloam Park	1 full-size field, no lighting	<p>Short-term: Maintain as a soccer / multi-use field for community use.</p> <p>Based on asset management planning and life span of infrastructure, investigate the potential to re-purpose for informal soccer / multi-use field, open field area for passive use.</p>

6.2 Tennis Courts

With 5 tennis courts in its inventory, the Township currently provides 1 court per 4,235 population. 4 additional courts are planned to be developed at the Fields of Uxbridge, significantly increasing the supply (and level of service).

Pickleball is now the fastest growing sport in North America, and with the recent formation of the Uxbridge Pickleball Club, there is certainly growing interest in the sport locally within the Township. Once built, the gymnasium at Fields of Uxbridge could be used as an indoor facility for the sport, while there are existing opportunities within the Township to repurpose existing tennis courts to be multi-purpose to accommodate pickleball and other court sports.

- The Master Plan recommendations for tennis courts / sport courts are intended to provide direction to address the following key issues and needs that emerged through the Master Plan process:
- The limited number of courts and lack of a clubhouse facility at the arena grounds prevent the ability to host inter-league tournaments.
- The tennis courts at the Arena are in need of some repairs to be kept in acceptable playing condition.
- The tennis courts in Goodwood and Leaskdale are mostly used for casual play.
- It is anticipated that there will be continued demand and need for existing courts and additional courts in the future as registration in tennis club membership and programs continues to grow.
- Respondents to the public survey noted the need for more sport courts and related program offerings (such as basketball, badminton and tennis).
- Future planning should accommodate other growing court sports, including pickleball, within the outdoor recreation facility inventory.
- As previously identified, a Youth Centre is currently being developed and is proposed to be co-located with the existing Senior's Centre on Marietta Street, presenting an opportunity for alternative outdoor recreation opportunities geared to these demographics.

Recommendation(s): Tennis Courts

- 18. Continue to plan for 4 consolidated lit tennis courts, and associated amenities (i.e. clubhouse, storage, etc.) at the Fields of Uxbridge.**
- 19. Contingent on the above and the decommissioning of the Uxpool diamond as a ball diamond, investigate the feasibility of decommissioning the 2 tennis courts (and lawn bowling) at the Arena and developing new multi-purpose sport courts (for use for pickleball, basketball, etc.) located adjacent to the Senior's and Youth Centre on Marietta Street.**
- 20. Revitalize the tennis courts at Harold Bell Memorial Park (Goodwood South) and Leaskdale Park to be multi-purpose courts (i.e. include pickleball lines, basketball, etc.).**

Exhibit 13: Future Considerations for Existing Tennis Courts

Park Name	Existing Tennis Courts	Potential Improvements / Re-purposing
Arena Tennis Courts	2 tennis courts, lighting	Short term: Maintain tennis courts for community use. Mid to Long- term: Contingent on the implementation of 4 tennis courts with lighting at the Fields of Uxbridge, decommission the 2 tennis courts (and lawn bowling as appropriate) at the Arena.
Harold Bell Memorial Park	2 tennis courts, no lighting	Revitalize tennis courts to be multi-purpose. Include lines for pickleball.
Leaskdale Park	1 tennis court, no lighting	Revitalize tennis court to be multi-purpose. Include lines for pickleball.

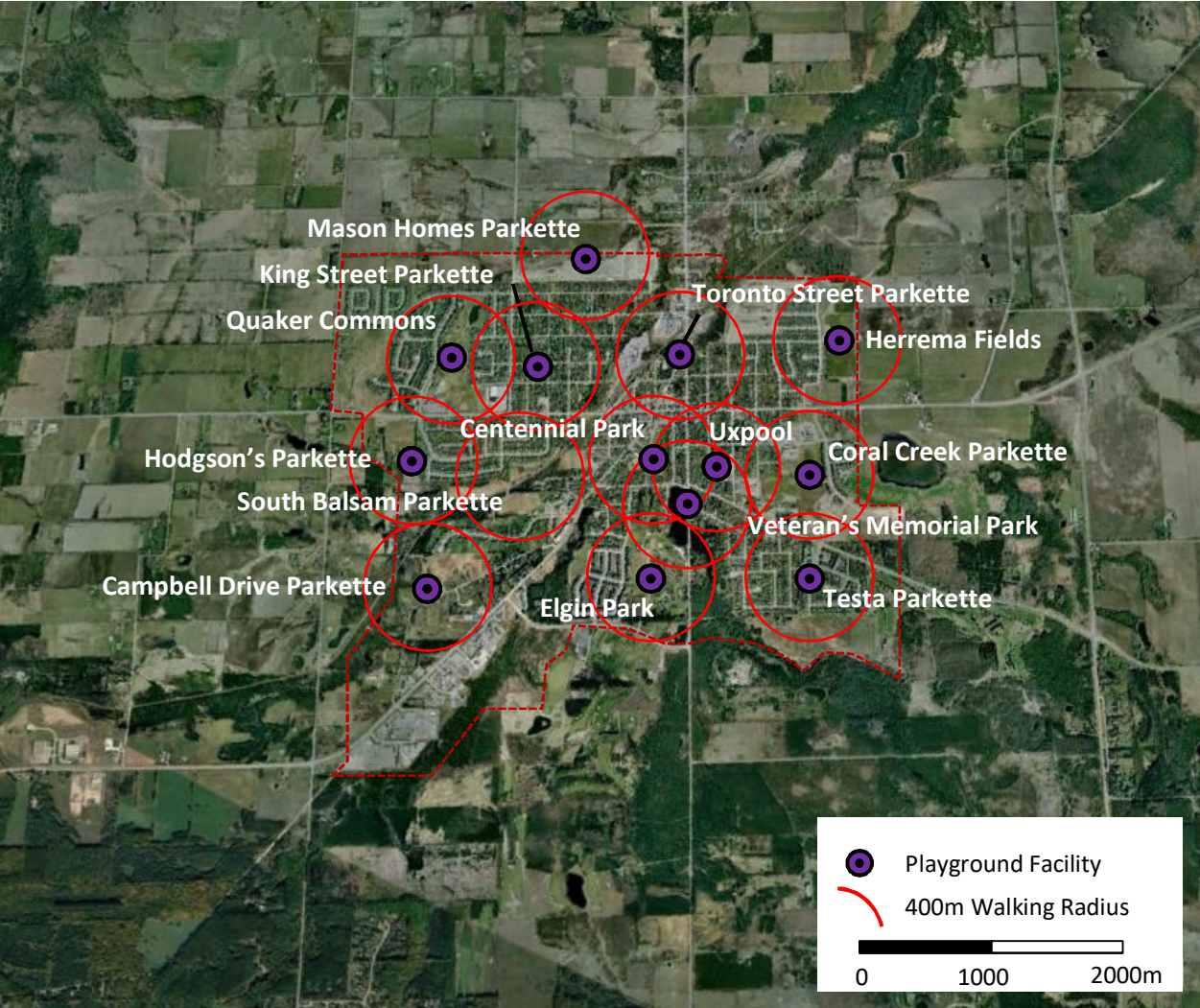
6.3 Playgrounds

The Township currently provides 1 playground per 116 children aged 0 to 9 years. This is a higher level of provision compared to similar communities. Typically, a minimum of 1 playground or local park within 400m to 800m (5 to 10 minutes) walking distance of most residences is considered an acceptable range.

As illustrated on Exhibit 14, urban Uxbridge has good geographic coverage for these assets. When applying a 400m (5 minute) walking distance to each playground / local park the Town is well-served.

It should be noted that the playground equipment at South Balsam Parkette is due for replacement in 2019, and with the current location considered to be unsafe (near the train tracks, not visible from the street, etc.), staff has indicated that this equipment will be replaced within Hodgson’s Parkette near the corner of South Balsam Street and Meadows End Crescent (south end).

Exhibit 14: Geographic Distribution of Playground Facilities / Local Parks within Urban Uxbridge



The Master Plan recommendations for playgrounds are intended to provide direction to address the following key issues and identified needs that emerged through the Master Plan process:

- The demographics and community aspirations in new residential developments within the southwestern portion of the Town should be continually monitored.
- Some playground equipment is in poor condition (Zephyr Park and King Street Parkette).
- Seek alternatives to traditional playgrounds through innovations in alternative equipment.

Recommendation(s): Playgrounds

- 21. Develop activity focal points on a neighbourhood-based level, as well as part of the planning of larger scale, destination parks.**
- 22. Continue to assess the geographic distribution of playgrounds (and local parks) based on a 400m to 800m walking distance.**
 - *Based on the above, consider the removal of selected existing playground structures within urban Uxbridge where an overlap in supply exists based on local age-related needs, condition of structure, change in park usage, and as renewal is required.*
- 23. Continue to address current standards for safety and accessibility of play structures through on-going renewal / replacement, as required.**
- 24. Review and consider trends and innovations in playground design and development, specifically the potential for alternatives to traditional playground structures.**
- 25. When playgrounds adjacent to school properties (i.e. Quaker Village schools) are due for replacement, discussion with local School Board(s) will be required.**

6.4 Splash Pad

The *Part 1: Background Report* provides a detailed review of the existing splash pad facility located at the Arena Grounds (provided on a township-wide basis). This facility is well used and considered to be in good condition.

The Master Plan recommendations for the splash pad are intended to provide direction to address the following key issues and needs that emerged through the Master Plan process:

- With a current standard of provision of 1 splash pad per 1,980 children (aged 0 to 9 years) there is no requirement for an additional splash pad facility in the short-term of the plan, however in the medium- and long-term participation and need should be monitored based on the township-wide demographic profile.

Recommendation(s): Splash Pad

26. Monitor participation and need based on town-wide demographic profile for splash pads over the plan period.

6.5 Action Sport Facilities

The *Part 1: Background Report* provides a detailed review of the existing skate park located at the Fields of Uxbridge. This facility is popular with youth and considered to be in good condition.

The Master Plan recommendations for the skateboard park are intended to provide direction to address the following key issues and needs that emerged through the Master Plan process:

- The standard of provision for skateboard parks is currently 1 per 2,890 youth aged 10 to 19. This is well within the acceptable standard of 1 per 5,000 youth for communities similar to Uxbridge. Based on standards, no additional skateboard parks are required over the course of the Plan.
- The current location of the skateboard park at the Fields of Uxbridge is of some concern related to issues of safe access by non-motorized vehicles, as it is just outside of the Urban Centre. However, this Plan acknowledges that Council had budgeted for sidewalk facilities to be implemented along the east side of Main Street to facilitate a safe route for pedestrians, cyclists, skateboarders, etc. to access the Fields of Uxbridge.

- A pump park facility is currently in the pre-planning stages and is to be co-located with the skateboard park at the Fields of Uxbridge.

Recommendation(s): Action Sport Facilities

27. Monitor participation and need based on town-wide demographic profile for skateboard parks over the plan period.

28. In coordination with the Pump Park Committee, investigate potential funding partnership opportunities for pump park development.

6.6 Equestrian Facilities

The *Part 1: Background Report* provides a review of the existing equestrian facilities within the Township, which includes rural trails and a horse ring located at Elgin Park.

The Master Plan recommendations for equestrian facilities are intended to provide direction to address the following key issues and needs that emerged through the Master Plan process:

- Uxbridge Horseman's Association has seen increased membership over the past few years with the addition of a children's program.
- Elgin Park hosts a wide variety of special events on a regular basis, particularly in the summer and fall months. Because of these competing uses, there is limited time available to book activities at the horse ring in this location.

Recommendation(s): Equestrian Facilities

29. Through the master planning process for Elgin Park (as per Recommendation 2) work with the Uxbridge Horseman's Association to determine facility requirements and the ability to accommodate these requirements within the Township (e.g. lighting, adequate space for parking and staging, linkages with equestrian trails within the Township, etc.). Potential alternative locations for equestrian activities may need to be investigated and should be identified through the park master planning process.

7 Trail Recommendations

The Township of Uxbridge is home to over 330 kilometres of managed trails, most of which are managed by a variety of groups, including Durham Region, Conservation Authorities, local associations, and citizen groups. Of this total, the Township is responsible for and directly manages over 30 kilometres, primarily located within parks, residential developments, and at the Countryside Preserve. The Township of Uxbridge is officially designated as the Trail Capital of Canada by Industry Canada. The Township's trail network is detailed in the *Part 1: Background Report*.

- While there is no official data related to the use of trails within Uxbridge, through conversation with Township staff, the community, and local groups, it is evident that the network is very well used and considered to be a great asset by the community. This is consistent with the trend that walking for leisure / recreation has increased in popularity across Ontario and is often the most common and popular activity above all other leisure pursuits in Ontario communities. Use of trails continues to grow with an increasing emphasis on healthy and active lifestyles and “walkable” communities, particularly in the context of an aging population.
- The following trail recommendations were developed based on the goals and objectives for this Master Plan, specifically the promotion of health, wellness and active living through physical activity, prioritizing trail development and active transportation infrastructure, leveraging partnerships, and encouraging sport tourism and economic development.

7.1 Trail Development

The Master Plan recommendations for trail development are intended to provide direction to address the following key issues that emerged through the Master Plan process:

- The Township's existing Master Trails and Conservation Plan was completed in 2005 and is now out of date. Since this time a number of new trails have been developed. Updating the plan will provide for an overall vision and priorities for trails in the future, increase public awareness of and support for trails, as well as highlight the Township's role in providing trails, particularly related to the Countryside Preserve and other conservation lands within its jurisdiction.
- Some connections between residential areas and key destinations, parks and open spaces are incomplete, unsafe or otherwise not ideal. This includes connections to the Fields of Uxbridge and the Countryside Preserve.

- Leveraging the fact that Uxbridge is the Trail Capital of Canada and is poised to have a new connection between the Oak Ridges Trail Association main trail and the Rouge National Urban Park (800 acres of which lie within the Township of Uxbridge⁷) was identified during consultation. This, and other key linkages initiated by local trail partners, will continue to be important to increase trail use, tourism / sport tourism, and stimulate economic development in the Township.

Recommendation(s): Trail Development

30. As an immediate priority, update the Master Trails and Conservation Plan to include new trail facilities that addresses:

- *A Trails Hierarchy, including classification by user, surface type, and accessibility, to be used as a basis for the planning, designing, developing and managing trails.*
- *Future trail locations including proposed trails (currently planned for), and potential trail routes (conceptual, on- and off-road) to link to trails and natural areas under the jurisdiction of other agencies, partners, and/or levels of government.*
- *Review the inventory of existing trails and establish a trail improvement and renewal program, identifying priorities for year-round maintenance and investment.*
- *A unified trail signage, identification and wayfinding system. This should be complementary to the Tourism Wayfinding Signage Plan currently being developed by the Township.*
- *Potential programming opportunities related to the trail network.*

This should be completed through a collaborative, transparent and formalized community and stakeholder engagement process.

31. Develop an Accessibility Implementation Plan, as part of the Master Trails and Conservation Plan, for trails to identify potential improvements, barrier-free access opportunities, and locations where exemptions would be permitted due to the natural geography, environment, etc.

⁷ In 2017, 5,200 acres of Federal Lands in Durham Region, which run north to Webb Road, were transferred to the Rouge National Urban Park (Green Durham Association, 2017).

- 32. Connect on- and off- road routes to develop a linked network of convenient and accessible trails, linking key facilities (with a priority to continue with the planned implementation of improved access routes to Fields of Uxbridge).**
- 33. Improve trail support facilities by adding washrooms, rest/staging areas, garbage receptacles, and signage / wayfinding, at key locations (as required).**
- 34. All future recreational trails should be developed to be aligned with the TRCA Trail Strategy (currently under development, anticipated to be released in 2018) and Trail Design Handbook (to be released in 2019).**
- 35. When developing new or redeveloped recreational trails, the Township should consult with the public, people with disabilities, Accessibility Advisory Committee, and the Trails Advisory Committee.**

7.2 Trail Operations and Maintenance

The Master Plan recommendations for trail operations and maintenance are intended to provide direction to address the following key issues that emerged through the Master Plan process:

- Discussions with user groups and members of the public indicated that there is concern about the current level of maintenance related to trails within Uxbridge.
- It is understood that a majority of maintenance on Township-owned (and other) trails is currently done as a joint effort between the Township (and other agencies) and local volunteers / user groups.
- The wide array of trails within the municipal boundary of the Township has generated concern from an operational perspective since the Township is not the responsible owner or operator for the large majority of trail length in Uxbridge.

This Plan recognizes that the Township has a responsibility to provide services to all land owners including emergency services, policing and educational support regarding trails management, personal responsibility of trail users and respect for the environment. However, the popularity of the trails system at large, coupled with the strong support of the trail user groups to develop the system further, brings with it challenges to maintain the system to an acceptable level of service.

The Township is therefore supportive of attempts by the landowners and user groups to develop and improve trails where there is an adherence to minimum amenity and service standards. These might include the following in addition to other criteria:

- sufficiency of off-street parking at trailheads;
- on-site amenities including sufficient washroom/change room facilities;
- improved access and signage along the trails;
- provision of emergency medical service (EMS) direct access routes; and,
- use protocols in the event of poor ground conditions (when to close and open trails).

Recommendation(s): Trail Operations and Maintenance

36. Continue to develop trail information map(s) and promotional materials, online and for public access and integration with tourism marketing materials. Upon the completion of the Master Trails and Conservation Plan, this should be expanded to include cycling routes (on- and off-road).

37. Continue to promote stewardship, partnerships, education and engagement initiatives for trails, including:

- *Stewardship opportunities for trails to promote trail etiquette and safety, regulations and community engagement (i.e. trail clean-up days, adopt-a-trail, online trails forum / social media, etc.).*
- *Outdoor education opportunities through interpretive signage at key points of interest (e.g. historical, cultural, environmental, etc.) and community-focused programs and partnerships (e.g. geo-caching, walking tours, etc.).*

38. Continue to develop and promote partnerships with trails groups and other levels of government / public agencies in a manner which will minimize costs, with a focus to:

- **Firstly** - *maintain the existing trail system to a specified standard (to be determined in the updated Master Trails and Conservation Plan); and,*
- **Secondly** – *further develop the trail system to create a linked and comprehensive network.*

39. Develop a reserve fund for the maintenance of existing, and development of new, trails in the future.

40. Support new or improved private land trails where the owner and trail association are willing to develop and maintain the standards described above, per this Plan.

8 Funding and Financing Recommendations

The Parks Master Plan is a municipal guidance document designed to further effective planning, budgeting and implementation of the stated goals, objectives and corresponding actions outlined.

This Plan establishes principles and recommendations for future investment in capital and planning for outdoor recreation. These principles and recommendations are based on established municipal priorities and policies, community feedback, an assessment of the current condition, use and demand of outdoor municipal recreation facilities and assets and is the primary basis on which future capital planning decisions for recreation should be made.

Future requests for municipal investment in the development of new outdoor recreation facilities should be evaluated in light of the priorities and recommendations established in this Master Plan. Specifically, projects which compromise or conflict with the principles of this Plan should not be considered.

8.1 Implications of Investment in New Facilities

With respect to investment in new infrastructure, this Master Plan recognizes the future plans for the implementation of the Fields of Uxbridge property including, but not limited to, a new indoor aquatics facility and gymnasium, and outdoor soccer fields, ball diamond, and tennis courts.

The capacity of the Township to fund new infrastructure can be expected to vary over time in response to economic conditions and competing demands for investment in other infrastructure. The purpose of the Master Plan is to create the guidelines and strategy around which those investment decisions can be made and to understand the consequences of not proceeding with development.

It is not possible to predict the actual timing and cost of construction to implement the Master Plan as these are contingent on future economic and municipal corporate needs. Efficiencies in design may impact scale of development as well as overall capital costs. Most importantly, the method by which this new infrastructure is delivered to the community – either by traditional procurement or alternative strategy to reduce the burden on the public sector – will also impact the extent of capital that must be funded by the Township.

8.2 Approach to Capital Reserves

In 2018 the Township established a levy for a Facility Asset Preservation Reserve. This was developed as a result of the Township's Asset Management Plan, approved by Council in March 2017.

The practice of formalizing a commitment to funding a capital reserve for each principal facility is growing in communities across Ontario and the potential investment in new infrastructure in the Township of Uxbridge offers the incentive to undertake future planning for capital replacement at the outset. The means of funding the capital reserve should be subject to further discussion but at its minimum would be a charge against the revenues to the facility. A reserve may also be created using operational savings or capital proceeds from divesting or decommissioning existing facilities.

This Plan recommends that consideration be given to creating a recreation facility capital reserve fund policy. The purpose of the policy is to establish a set of principles and guidelines for the creation of a long-term capital reserve for key municipal capital facilities, including new facilities such as the Fields of Uxbridge.

The operating savings that result from a required decommissioning of an asset may be allocated towards funding capital reserve(s) for parks and recreation facilities.

Recommendation(s): Capital Reserve for New Facilities

- 41. Ensure that for all new build facilities, including the Fields of Uxbridge as a whole, 1%-2% of the original capital cost of new building infrastructure be allocated to a capital reserve(s). This should be built into the business plan and annual operational expense budgets for these facilities.**
- 42. Explore opportunities to redirect operating savings or proceeds from the sale or decommissioning of any parkland assets to fund capital reserve(s) for new recreation, parks and trail infrastructure. This may require a review and update of the existing Disposition Policy.**

8.2.1 Dedicated Project Reserve

There are currently no dedicated funds going towards specific major capital projects related to planned facilities, such as those proposed at the Fields of Uxbridge, or other parks and trails infrastructure. This Plan recommends developing a dedicated project levy specifically for the implementation of the proposed development at the Fields of Uxbridge.

Additionally, where the decommissioning of surplus outdoor facilities that are planned to be relocated to the Fields of Uxbridge results in the sale of parkland for other uses, these proceeds may also be used to fund a Fields of Uxbridge project reserve. For example, a decision to decommission and dispose of a portion of Herrema Fields lands may result in the proceeds of sale being directed to support a dedicated reserve for the Fields of Uxbridge, subject to Council direction, as the existing engineered fields at Herrema are recommended to be replaced there.

Recommendation(s): Capital Reserve for the Fields of Uxbridge

- 43. Separate from the Capital Project Levy, develop a dedicated project reserve for the capital funding of the implementation of indoor and outdoor recreation facilities proposed at Fields of Uxbridge.**

8.3 Planning for Operational Sustainability

Holistically, the development of the indoor and outdoor facilities proposed at the Fields of Uxbridge will present expanded opportunity for program development beyond the existing offer. With this new development, the Township will need to assess / modify its fee structure to reflect the superior spaces provided at the new facility (both indoors and outdoors), as well as at revitalized / improved outdoor amenities throughout the Township. Consideration for indoor and outdoor program and facility use fees should be reviewed.

Recommendation(s): User Fee Structure

- 44. Consider price differentiation within the User Fee structure as the indoor and outdoor facilities are developed at the Fields of Uxbridge.**

8.4 Other Funding Mechanisms

The Township of Uxbridge should consider a wide range of future partnerships for all of the capital projects outlined in this Master Plan, and specifically for the Fields of Uxbridge. This may include community groups that are willing fundraising partners, in addition to the availability of capital funding from upper levels of government and other sources to support the development of new assets.

Building on this Master Plan, the Township of Uxbridge should seek funding from its Provincial and Federal Government partners through the variety of existing capital funding programs/streams available, in order to first, undertake the necessary feasibility and strategy making process, and subsequently build the facilities. That process is not necessarily linear, nor easy, and will require ongoing efforts by the Township.

The Province of Ontario recognizes that municipalities are the stewards of the infrastructure they own and that the Provincial and Federal governments have an obligation to help municipalities address infrastructure challenges. Further, comprehensive asset management plans are required in order to enable a municipality to be eligible for Provincial infrastructure funding. The Province also recognizes the concept of partnerships – between communities and between organizations to help enable facilities renewal.

A linked recommendation of this Master Plan is that the Township should therefore continue the ongoing process of effective asset management planning as a prerequisite in obtaining the financial support of upper levels of government which will be necessary to achieve the full build-out of the Fields of Uxbridge.

Recommendation(s): Funding Mechanisms

- 45. Consider the full range of partnership opportunities and options in the development of new recreation infrastructure.**
- 46. Consider the full range of external grant programs to assist in financing all aspects of new development.**
- 47. Continue asset management planning as is currently practiced by the Township.**

9 Planning for Implementation

The Master Plan is based on a 10 to 20-year planning timeframe and identifies key recommendations or actions moving forward. Some recommendations are expected to extend well beyond this time horizon – in particular, those involving capital planning, the timing for which can only be estimated based on further assessment of funding sources. The recommendations are not intended to be a definitive list, and may be supplemented as additional capital repairs, operational expenditures, and other initiatives beyond the scope of this Plan may be identified.

This plan is designed to guide Council and municipal decision-makers in addressing priorities for planning and investment in recreation and set a general course for meeting the needs as they are currently defined. Recommendations related the development of facilities and repurposing of existing ones – require detailed consideration of how these required changes will come about – that means further public consultation, design and concept planning, but also an assessment of the technical feasibility of repurposing.

Staff and Council of the Township of Uxbridge will need to further evaluate and investigate the feasibility of implementing individual recommendations/actions on an annual basis as part of the municipal planning and budgetary process.

9.1 Timing Framework

The following outlines the timeframe for the implementation of Master Plan recommendations based on the following:

- **Short Term:** 1 to 5 years
 - Immediate priorities (recommended to be undertaken within the first 3 years) are identified with an asterisk (*)
- **Medium Term:** 6 to 10 years
- **Long-Term:** 11+ years

Exhibit 15: Implementation Framework Schematic

	No.	Parkland Recommendations	Short-Term	Medium-Term	Long-Term
			1-5 years	6-10 years	11+ years
Parkland Classification	1	Through the Official Plan review process, amend / update the Parkland Classification System per this plan to accommodate a Destination Park typology.			
	2	Prepare a Master Plan for Elgin Park. This should be completed through an iterative community engagement process and will require the retention of a multi-disciplinary team, including, but not limited to, landscape architecture and engineering.	*		
Provision of Parkland	3	Consider amending the provision targets for Community and Local Parks, and adding targets for Destination Parks, per this plan while increasing the overall target level across the typologies to better reflect Uxbridge's parkland supply.			
Rural Level of Service	4	In order to sustain the existing level of service in rural areas, maintain existing parkland within the hamlets to provide outdoor recreation opportunities for each community.			
Surplus Parkland	5	Undertake a detailed evaluation and review of identified parkland properties owned by the Township to determine whether they are surplus to parkland supply and the recreation needs of the community based on the criteria identified within this Plan.	*		
	6	Subject to evaluation, consultation and confirmation of demand, the Township may seek to decommission parkland properties and opt to dispose of parkland via the sale for other uses considering the existing supply of total parkland in the Township (see Section 5.2 Provision of Parkland). By doing so, the Township will consolidate its park locations as well as its maintenance efforts and costs. The proceeds from any sale of parkland properties should be directed to a reserve for Township-wide parkland improvements.			

	No.	Parkland Recommendations	Short-Term	Medium-Term	Long-Term
			1-5 years	6-10 years	11+ years
Parkland Acquisition	7	Update the existing Parkland Dedication By-law to bring it in line with this Master Plan and the policies set out in the Official Plan in order to maximize the parkland dedication or cash-in-lieu of parkland from development, specifically to include: <ul style="list-style-type: none"> • 1 ha per 300 dwelling units (33.3 sq. m. per dwelling unit) where development is for residential purposes at density exceeding 15 dwelling units per hectare. 	*		
	8	Continue to consider cash-in-lieu of parkland and/or acquisition via alternative means where land acquired through dedication by development if the land to be conveyed is of an insufficient size or configuration for the intended park function or if the area being developed is already well served by existing parks and recreation facilities.			
	9	Continue to pursue the acquisition of undevelopable natural open space areas through the development process and other means of securement to provide opportunities for enhanced conservation, and compatible public access and linkages to the parks, trails and open spaces, as per Section 51(25)(b) of the Planning Act. This land should not be accepted as part of the parkland dedication requirement (i.e. no credit is to be applied).			
Park Design, Development and Operations	10	When new parks are being developed, or existing parks and/or amenities are being renewed/redeveloped in accordance with asset management planning, the Township should evaluate need based on the identified considerations and consult with the local community and relevant Committees of Council.			
	11	Establish design and maintenance objectives and guidelines for parks and open space, based on park typologies.			
	No.	Outdoor Recreation Facilities Recommendations	Short-Term	Medium-Term	Long-Term
			1-5 years	6-10 years	11+ years
Ball Diamonds	12	Ensure that sports (i.e. soccer, tennis, and hard/softball) associations are involved throughout the design process (i.e. schematic and detailed design) of relevant facilities at the Fields of Uxbridge as it moves forward. This may include reassessing the concept plan developed in 2016 to consider additional full-size, lit ball diamond(s) at the Fields of Uxbridge. Involvement by these groups will aide in determining the appropriate facility requirements, sizes, infrastructure and associated amenities for successful implementation and future use.			
	13	With the planned development of additional ball diamond capacity at Fields of Uxbridge, including one (1) new full-size lit diamond, review the potential for re-purposing existing, single ball diamonds in urban Uxbridge for other active and passive recreation, over the period of the Master Plan, as part of future rehabilitation and renewal of the existing parks.			
	14	Beyond the implementation of the new diamond(s) at the Fields of Uxbridge, expand ball diamond capacity when sustained growth in ball diamond demand and participation is evident, and to support tournament functions and sports tourism.			

		Outdoor Recreation Facilities Recommendations	Short-Term	Medium-Term	Long-Term
			1-5 years	6-10 years	11+ years
Soccer Fields	15	With the planned development of one (1) new lit full-size field and one (1) unlit mid-size field at Fields of Uxbridge, review the potential for including lighting on one of the existing (once formally developed) full-size fields to provide the same level of service as is currently provided at Herrema Fields.	*		
	16	As fields are formally developed at the Fields of Uxbridge, ensure that they are properly engineered. To accommodate this, the Township should consider reviewing the Capital Plan that has been developed for the Fields of Uxbridge.			
	17	Investigate the feasibility to enhance the capacity of renewed sports fields at Fields of Uxbridge through the implementation of lighting, irrigation, etc.	*		
Tennis Courts	18	Continue to plan for 4 consolidated lit tennis courts, and associated amenities (i.e. clubhouse, storage, etc.) at the Fields of Uxbridge.			
	19	Contingent on the above and the decommissioning of the Uxpool diamond as a ball diamond, investigate the feasibility of decommissioning the 2 tennis courts (and lawn bowling) at the Arena and developing new multi-purpose sport courts (for use for pickleball, basketball, etc.) located adjacent to the Senior's and Youth Centre on Marietta Street. This would allow for the future potential for twinning of the arena (to be determined through a separate facilities master planning process).			
	20	(Goodwood South) and Leaskdale Park to be multi-purpose courts (i.e. include pickleball lines, basketball, etc.).	*		
Playgrounds	21	Develop activity focal points on a neighbourhood-based level, as well as part of the planning of larger scale, destination parks.			
	22	Continue to assess the geographic distribution of playgrounds (and local parks) based on a 400m to 800m walking distance. Based on this, consider the removal of selected existing playground structures within urban Uxbridge where an overlap in supply exists based on local age-related needs, condition of structure, change in park usage, and as renewal is required.			
	23	Continue to address current standards for safety and accessibility of play structures through on-going renewal / replacement, as required.			
	24	Review and consider trends and innovations in playground design and development, specifically the potential for alternatives to traditional playground structures.			
	25	When playgrounds adjacent to school properties (i.e. Quaker Village schools) are due for replacement, discussion with local School Board(s) will be required.			
Splash Pad	26	Monitor participation and need based on town-wide demographic profile for splash pads over the plan period.			

	No.	Outdoor Recreation Facilities Recommendations	Short-Term	Medium-Term	Long-Term
			1-5 years	6-10 years	11+ years
Action Sport Facilities	27	Monitor participation and need based on town-wide demographic profile for skateboard parks over the plan period.			
	28	In coordination with the Pump Park Committee, investigate potential funding partnership opportunities for pump park development.	*		
Equestrian Facilities	29	Through the master planning process for Elgin Park (as per Recommendation 2) work with the Uxbridge Horseman's Association to determine facility requirements and the ability to accommodate these requirements within the Township (e.g. lighting, adequate space for parking and staging, linkages with equestrian trails within the Township, etc.). Potential alternative locations for equestrian activities may need to be investigated and should be identified through the park master planning process.			
	No.	Trail Recommendations	Short-Term	Medium-Term	Long-Term
			1-5 years	6-10 years	11+ years
Trail Development	30	As an immediate priority, update the Master Trails and Conservation Plan to include new trail facilities that addresses: <ul style="list-style-type: none"> • A Trails Hierarchy, including classification by user, surface type, and accessibility, to be used as a basis for the planning, designing, developing and managing trails. • Future trail locations including proposed trails (currently planned for), and potential trail routes (conceptual, on- and off-road) to link to trails and natural areas under the jurisdiction of other agencies, partners, and/or levels of government. • Review the inventory of existing trails and establish a trail improvement and renewal program, identifying priorities for year-round maintenance and investment. • A unified trail signage, identification and wayfinding system. This should be complementary to the Tourism Wayfinding Signage Plan currently being developed by the Township. • Potential programming opportunities related to the trail network. This should be completed through a collaborative, transparent and formalized community and stakeholder engagement process.	*		
	31	Develop an Accessibility Implementation Plan, as part of the Master Trails and Conservation Plan, for trails to identify potential improvements, barrier-free access opportunities, and locations where exemptions would be permitted due to the natural geography, environment, etc.	*		
	32	Connect on- and off- road routes to develop a linked network of convenient and accessible trails, linking key facilities (with a priority to continue with the planned implementation of improved access routes to Fields of Uxbridge).			

	No.	Trail Recommendations	Short-Term	Medium-Term	Long-Term
			1-5 years	6-10 years	11+ years
Trail Development	33	Improve trail support facilities by adding washrooms, rest/staging areas, garbage receptacles, and signage / wayfinding, at key locations (as required).			
	34	All future recreational trails should be developed to be aligned with the TRCA Trail Strategy (currently under development, anticipated to be released in 2018) and Trail Design Handbook (to be released in 2019).			
	35	When developing new or redeveloped recreational trails, the Township should consult with the public, people with disabilities, Accessibility Advisory Committee, and the Trails Advisory Committee.			
Trail Operations and Maintenance	36	Continue to develop trail information map(s) and promotional materials, online and for public access and integration with tourism marketing materials. Upon the completion of the Master Trails and Conservation Plan, this should be expanded to include cycling routes (on- and off-road).			
	37	Continue to promote stewardship, partnerships, education and engagement initiatives for trails, including: <ul style="list-style-type: none"> • Stewardship opportunities for trails to promote trail etiquette and safety, regulations and community engagement (i.e. trail clean-up days, adopt-a-trail, online trails forum / social media, etc.). • Outdoor education opportunities through interpretive signage at key points of interest (e.g. historical, cultural, environmental, etc.) and community-focused programs and partnerships (e.g. geo-caching, walking tours, etc.). 			
	38	Continue to develop and promote partnerships with trails groups and other levels of government / public agencies in a manner which will minimize costs, with a focus to: <ul style="list-style-type: none"> • Firstly - maintain the existing trail system to a specified standard (to be determined in the updated Master Trails and Conservation Plan); and, • Secondly – further develop the trail system to create a linked and comprehensive network. 			
	39	Develop a reserve fund for the maintenance of existing, and development of new, trails in the future.	*		
	40	Support new or improved private land trails where the owner and trail association are willing to develop and maintain the standards described above, per this Plan.			
	No.	Funding and Financing Recommendations	Short-Term	Medium-Term	Long-Term
			1-5 years	6-10 years	11+ years
Capital Reserve for New Facilities	41	Ensure that for all new build facilities, including the Fields of Uxbridge as a whole, 1%-2% of the original capital cost of new building infrastructure be allocated to a capital reserve(s). This should be built into the business plan and annual operational expense budgets for these facilities.			
	42	Explore opportunities to redirect operating savings or proceeds from the sale or decommissioning of any parkland assets to fund capital reserve(s) for new recreation, parks and trail infrastructure. This may require a review and update of the existing Disposition Policy.			

	No.	Funding and Financing Recommendations	Short-Term	Medium-Term	Long-Term
			1-5 years	6-10 years	11+ years
Capital Reserve for the Fields of Uxbridge	43	Separate from the Capital Project Levy, develop a dedicated project reserve for the capital funding of the implementation of indoor and outdoor recreation facilities proposed at Fields of Uxbridge.	*		
User Fee Structure	44	Consider price differentiation within the User Fee structure as the indoor and outdoor facilities are developed at the Fields of Uxbridge.			
Funding Mechanisms	45	Consider the full range of partnership opportunities and options in the development of new recreation infrastructure.			
	46	Consider the full range of external grant programs to assist in financing all aspects of new development.			
	47	Continue asset management planning as is currently practiced by the Township.			
	No.	Implementation Recommendations	Short-Term	Medium-Term	Long-Term
			1-5 years	6-10 years	11+ years
Monitoring and Updating the Plan	48	Develop an Interdepartmental Working Group comprising Parks and Recreation staff with a mandate to meet on a regular basis to discuss implementation priorities and planned capital projects.	*		

9.2 Monitoring and Updating the Master Plan

Individual recommendations will include involvement from a range of municipal divisions and should be reviewed and assessed regularly to ensure that they reflect current conditions and responsive to the changing community. For this to be done, monitoring of activities and uses, user satisfaction levels, and open dialogue with the community and user groups is essential.

While a range of staff support and partnerships will be required to enact recommendations, there must be senior management commitment and administrative oversight for effective implementation.

The development of an Interdepartmental Working Group will provide an appropriate mechanism for regularly reviewing and evaluating progress and successful achievement of targets of this Plan and will allow for accountability. The Group should routinely evaluate opportunities to maximize departmental resources and, where possible, collaborate on projects which have implications for parks and open space assets, including some recommendations of this Master Plan. Annual progress in the implementation of this Master Plan should be outlined by staff report to the Council of the Township of Uxbridge.

Recommendation(s): Monitoring and Updating the Plan

- 48. Develop an Interdepartmental Working Group comprising Parks and Recreation staff with a mandate to meet on a regular basis to discuss implementation priorities and planned capital projects.**

