

COMMITTEE OF THE WHOLE (WORKING SESSION) – SEPTEMBER 23, 2008

"ACTIVE TOGETHER" MASTER PLAN FOR PARKS, RECREATION, CULTURE AND LIBRARIES

Recommendation

The Commissioner of Community Services, and the Directors of Parks Development, Building and Facilities, Recreation and Culture, Parks and Forestry Operations, in consultation with the Senior Management Team, Reserves and Investments, Budgeting and Financial Planning, and the Chief Executive Officer with Vaughan Public Libraries recommend:

That the presentation be received and the final "Active Together" Master Plan be approved in principal to reflect the following:

1. Library Boards input and approval is outstanding;
2. Development Charge (DC) funding may change as a result of an appeal;
3. The need to consolidate the various masterplans to assess their overall combined implications.

Economic Impact

The Active Together Master Plan generally recommends adhering to established service levels for the provision of parks, outdoor recreation amenities, indoor recreation amenities, community centre facilities and library services.

The Development Charge Background Study and the Active Together Master Plan have been reconciled and the timing of facilities and funding are in alignment for the next 10 year Development Charge cycle (out to 2017). For the period 2009 – 2017 a total of approximately \$243 million is required to implement the growth related facilities identified in the Active Together Master Plan (indoor recreation, libraries and parks). Of this, approximately \$205 million will be funded from Development Charges leaving approximately \$38 million to be funded from other municipal sources (i.e.: taxation). Of this amount, \$23 million relates to the 10% co-funding required under DC legislation and \$15 million relates to the repurposing of community centres.

A basic forecast prepared collaboratively by the Budgeting and Financial Planning Department and the Community Services Commission indicates that the operating impacts associated with providing new infrastructure associated with the Active Together Master Plan over the next 25 years will be approximately \$300 million. This results in incremental operating costs of approximately \$1 million on average per year. It should be noted that the above forecast is exclusive of impacts associated with infrastructure repair and replacement.

The Development Charges Background Study was prepared based on a gross population forecast methodology in determining allowable growth related capital costs. As of September 2008, development industry representatives have appealed the methodology used to calculate Development Charges; If this appeal is successful, the Active Together Master Plan's Implementation Strategy will require revision. The impact is a reduction of approximately \$32 million in the amount of DC's that are collected for recreation and library services.

Communications Plan

The community consultation process has been, and will continue to be, an essential component of this Master Plan. Phase 1 of the Master Plan process included Council interviews, senior management team presentation, staff workshops, community group/sports group workshops,

arts/culture/heritage workshops, Library Board and staff consultation, S.A.V.I workshop, statistically significant household survey and user group survey.

Once approved by Council, a communications plan building upon the above community consultation process will be developed in conjunction with the Corporate Communications Department.

Purpose

The purpose of this report is to have Council receive the presentation and approve in principal the final "Active Together" Master Plan document.

Background - Analysis and Options

At the Committee of the Whole Working Session of May 27, 2008, Council directed staff to bring back the Active Together Master Plan to a future Committee of the Whole Working Session in September, 2008 for consideration. The final version (Attachment 'A') incorporates an Executive Summary and Implementation Plan as requested by Council.

The "draft" Active Together Master Plan was presented to Committee of the Whole Working Session on May 27, 2008. Given the magnitude of the information Council requested additional time to consider the "draft" Master Plan and directed that it be brought back to a future Working Session meeting.

The "Active Together" Master Plan is an integrated long-term strategy that guides planning for parks, recreation, culture and library facilities and services until the City's ultimate build-out. The Plan reflects considerable changes that have taken place in Vaughan in past years and proactively respond to the anticipated future needs of residents in both the established and new growth areas. This is the first time that the Vaughan Public Libraries has been included in the Parks and Recreation Master Plan study. The Vaughan Public Library Board reviewed the Active Together Master Plan at its meeting of September 18, 2008. The Library Board chose to defer further discussions regarding the approval in principal of the Active Together Master Plan until October 16, 2008.

A Physical Activity Strategy has also been prepared concurrently with the "Active Together" Master Plan. The purpose of the Physical Activity Strategy is to foster higher levels of physical activity by Vaughan residents through various action designed to remove barriers and allow for greater participation.

The City of Vaughan's Community Services Commission (comprised of Recreation and Culture, Parks Development, Buildings and Facilities, and Parks Operations and Forestry) along with the Vaughan Public Libraries depend on the Master Plan to guide planning for parks, recreation, culture and library facilities and services. The last Parks & Recreation Master Plan was completed in 1991.

Relationship to Vaughan Vision 2020

In consideration of the strategic priorities related to Vaughan Vision 2020, the project will provide:

Service Excellence – Enhance and Ensure Community Safety, Health & Wellness
Establish a Recreation and Culture, Parks and Facilities Master Plan to guide the planning and implementation of recreation programs and new facilities and parks (ongoing).

Management Excellence – Enhance Productivity, Cost Effectiveness & Innovation
Consider opportunities for integrating library operations with the City.

Regional Implications

Not applicable.

Conclusion

Staff recommend that Council receive the presentation and approve the final “Active Together” Master Plan in principal.

Attachments

Attachment ‘A’ – Draft Active Together Master Plan (September 17, 2008) Executive Summary & Implementation Plan

Attachment ‘B’ – Draft Physical Activity Strategy Active Together (April 2008) – Members of Council only.

Attachment ‘C’ – Draft “Active Together” Master Plan for Parks, Recreation, Culture and Libraries (September 17, 2008) – Members of Council only.

Report prepared by:

Paul Gardner, Director of Parks Development, Ext. 3209

Respectfully submitted,

Marlon Kallideen
Commissioner of Community Services

Paul Gardner
Director of Parks Development

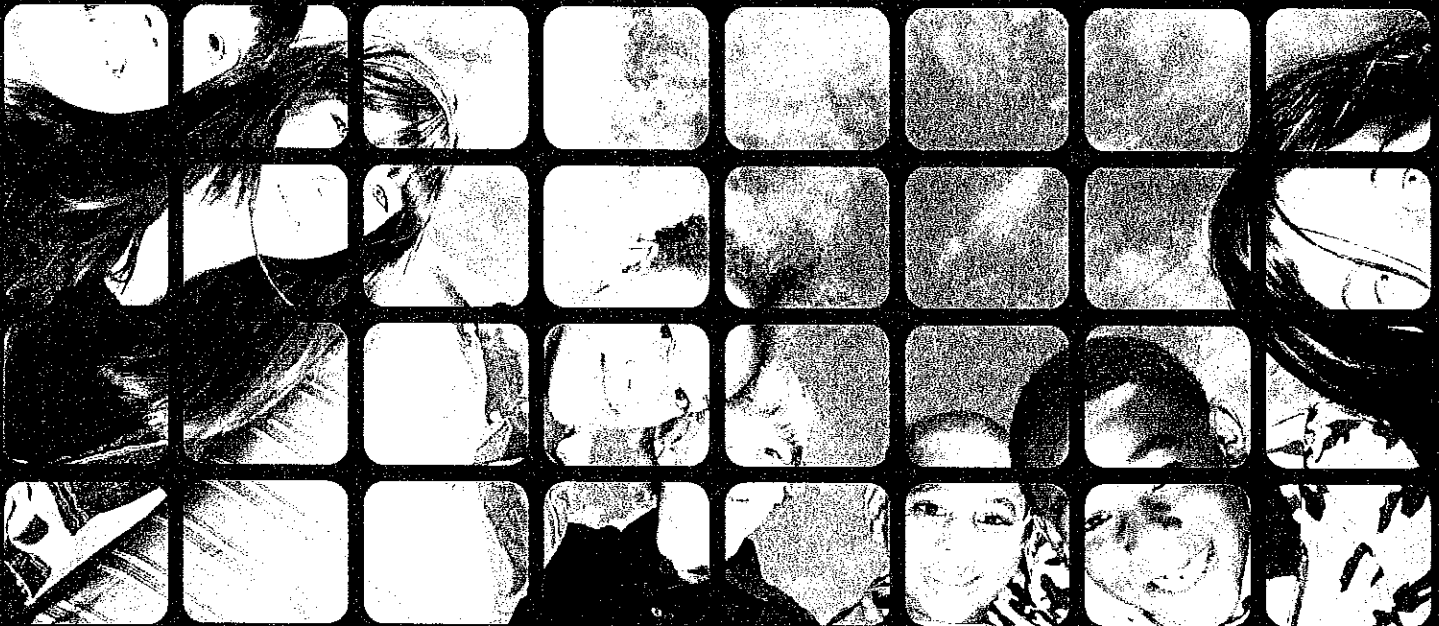
Mary Reali
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The City Above Toronto



Parks, Recreation, Culture & Libraries Master Plan

September 17, 2008

DRAFT

Active
TOGETHER

MASTERPLAN

Parks, Recreation, Culture & Libraries



In
Association
With

**Tucker-Reid
Associates**



**Libraries
In
Transition**

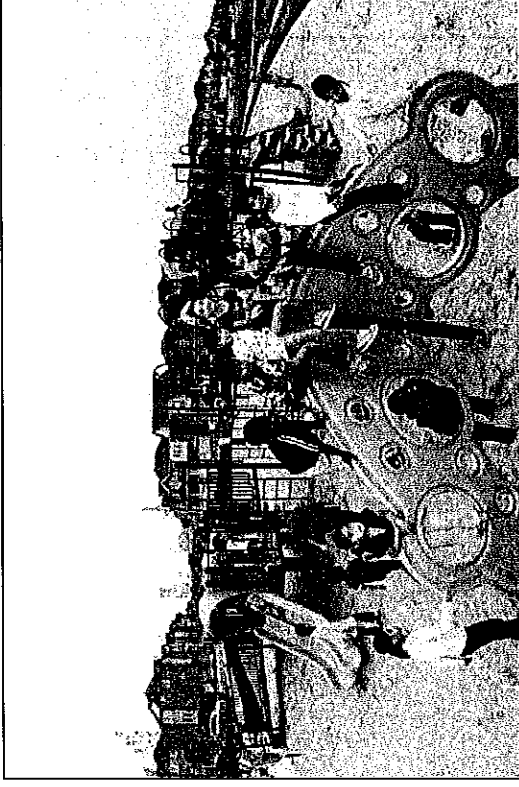
EXECUTIVE SUMMARY & IMPLEMENTATION PLAN

Executive Summary – Master Plan

Parks, recreation, culture, and libraries are at the very core of those elements that define the City's quality of life. The City invests in these areas because of the many social, physical, cultural, and economic benefits derived from participation and to assist in building healthy communities. Some potential benefits include:

- promoting active living and the healthy physical, social, and educational development of all ages;
- creating social integration opportunities for people of all ages, including new Canadians, at-risk populations, persons with disabilities, families, and neighbourhoods;
- enhancing awareness and appreciation of the environment;
- encouraging lifelong learning and information sharing;
- contributing to economic development; etc.

In the last few years the City has made extensive improvements to its recreational and library infrastructure, including the development of the Vellore Village Community Centre, Pierre Berton Resource Library, and Vaughan Grove Sports Park, to name a few. Planning is also underway for several new parks, a community centre in Carrville, and the Civic Centre library. The City has seen participation in its recreational programs and services climb to over 140,000 a year, while more than 80,000 participate in library programs – and these numbers are growing every year!



In keeping with the City of Vaughan's commitment to providing accessible parks, facilities, programs and activities that appeal to a wide range of interests and abilities, a long-range planning study has been initiated in order to identify current needs and future strategies.

As directed by Vaughan Vision 2020 (the City's Strategic Plan), the Community Services Commission and the Vaughan Public Libraries began preparations for the development of a Parks, Recreation, Culture and Libraries Master Plan in 2006. This study is also referred to as the "Active Together" Master Plan due to its goal of enhancing opportunities for physical activity across the community. The Master Plan will form an integral background component to the City's new Official Plan and related initiatives.

What is the “Active Together” Master Plan?

The “Active Together” Master Plan is an integrated long-term strategy that guides planning for parks, recreation, culture and library facilities and services until the City’s ultimate build-out. The Plan seeks to understand the considerable changes that have taken place in Vaughan in past years and proactively respond to the anticipated future needs of both established and new growth areas.

To achieve this, a firm understanding of public opinion, participation trends, demographic forecasts, and profiles of existing parks and facilities is required. This was facilitated through extensive research and a series of consultative events that engaged a wide variety of groups and individuals. Specifically, the public participation program consisted of:

- Random sample household survey (telephone)
- User group survey
- Workshops with community representatives, agencies, and stakeholders
- Ongoing consultation with the Library Board, City officials, and staff
- Public meetings to present the draft Master Plan

Public input yielded generally high satisfaction levels, which is understandable considering the excellent overall number and quality of parks and facilities provided in Vaughan.

Consistency with Vaughan Vision 2020, the City’s corporate strategic plan was also paramount. In this regard, it is important to remember the City’s overall Vision:

“A city of choice that promotes diversity, innovation and opportunity for all citizens, fostering a vibrant community life that is inclusive, progressive, environmentally responsible and sustainable”



A comprehensive needs assessment consisting of qualitative and quantitative analyses was then prepared, including the creation of measurable provision standards that are unique to Vaughan. The last phase of the project involves the development of an achievable implementation strategy that establishes priorities, timing, and financial implications for the future provision of parks and facilities.

The “Active Together” Master Plan provides a clearly articulated and responsible strategy for addressing the needs of current and future residents.

A Physical Activity Strategy has also been prepared concurrently with the Master Plan, the purpose of which is to foster higher levels of physical activity by Vaughan residents through various actions that seek to remove barriers to participation.

Issues Addressed

The "Active Together" Master Plan establishes recommended action plans that identify current and future needs and steps to be taken to achieve them. Some of the key direction areas of the Plan include:

- establishing a preferred strategy for the provision and distribution of library facilities, in concert with future community centre development wherever possible;
- determining the major components, timing, and general locations for multi-use community centre facilities (subject to further detailed studies);
- quantifying outdoor facility needs (e.g., soccer fields, ball diamonds, skateboard parks, off-leash areas, playgrounds, etc.) and giving consideration to areas of geographic under-supply;
- identifying gaps in parkland provision and options addressing future parkland needs;
- ensuring that appropriately located sites are secured for required future parks and facilities;
- recognizing the impact that a growing – but aging and increasingly diverse – population will have on facility and park usage and design requirements;
- suggesting opportunities to improve existing facilities, in keeping with evolving community needs;
- noting policy considerations aimed at enhancing the acquisition, development, and delivery of parks, recreation, culture and library services;
- identifying the financial implications of implementing the Master Plan's capital-related action plans;

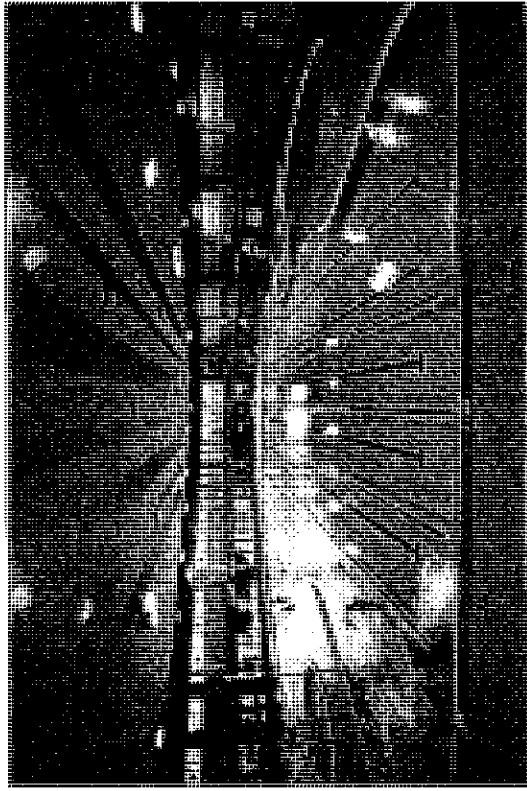
- supporting the strategic initiatives put forward by Vaughan Vision 2020, such as:
 - establishing a multi-service centre for residents in our community centres;
 - strategy to increase support for and promotion of the arts and culture in the community;
 - strategy for utilization of City owned historical houses by the community; and
 - opportunities for integrating library operations with the City.
- supporting Vaughan Public Libraries' strategic direction (as defined by *Today For Tomorrow, Strategic Plan 2008-2011*) to develop library service locations in tandem with rapid community growth and migration.



Compared to many other communities across the province, the City has set high standards for the provision of amenities (such as open space, parkland, community centres, arenas, and playing fields) and has largely been successful in attaining these targets. The general newness of Vaughan's leisure infrastructure has also allowed the City to focus on new development to serve emerging needs and growing communities.

Due to the City's rapid population growth, deficiencies are only now starting to be seen in some areas, including (but not necessarily limited to) library space, senior soccer fields, and skateboard parks. Maintaining appropriate standards for park and facility provision in growing neighbourhoods will be a key goal of the City over the coming years.

Furthermore, as time goes on, there will also be a need to upgrade and/or replace many existing parks and structures. There also continues to be a requirement to work in partnership with volunteers, community organizations, and private business in meeting many local leisure needs.



Implementation Plan – Master Plan

The Implementation Strategy identifies the facilities and land needs to the City of Vaughan based on the action plans of the Active Together Master Plan. Preliminary cost estimates for capital projects have also been estimated.

The Master Plan's action plans are built upon several inputs: past service levels already established by the City; usage by residents; anticipated growth in development; changing recreational, cultural and library demands; and public and City feedback.

The City of Vaughan has set reasonable service levels for most park/facility types, although in some cases – most notably libraries – these levels have not been maintained. In an effort to promote financial sustainability, the Master Plan recommends that infrastructure be provided at a rate that is generally consistent with existing service levels. As a result, it is believed that the Plan is a responsible one. Given the Master Plan's affirmation of most existing service levels, existing funding mechanisms should be adequate to allow the City to provide the necessary parks and recreation infrastructure to build-out (2031).

In implementing the recommendations, it is also expected that Council will consider approaches that are financially sustainable, such as partnering with Vaughan Public Libraries, building multi-pad arenas rather than single pads, looking for sponsors, etc. At present, parks and facility capital projects are funded through development charges, municipal taxes, and grants. Most active parkland is provided through parkland dedication under the *Planning Act*. These implementation tools will continue to be utilized and will be supplemented by other approaches, where possible (e.g., establishing trails –

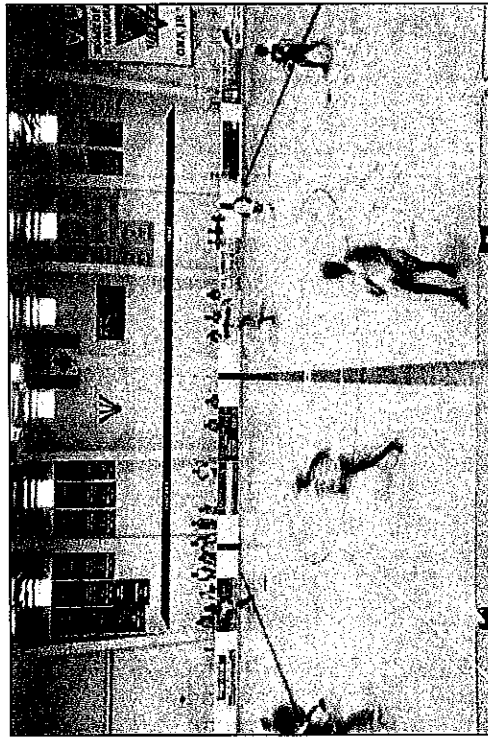
pedestrian transportation corridors – through development applications rather than parkland dedication).

Also part of the implementation strategy is a need to monitor the action plans by assessing participation rates and capacities at existing parks and facilities. Monitoring of usage and capacity issues should be an annual activity, while the overall Master Plan should be updated every five years.

Implementation of Action Plans

The following Implementation Plan is comprised of all action plans (recommendations) contained within the Active Together Master Plan, along with associated timing, priority, and key considerations where applicable.

Action Plans have been divided into separate tables for parks, indoor recreation, outdoor recreation, arts/culture/heritage, libraries, and monitoring/updating. This allows for action plans to be prioritized within each table, but not between as this would not be appropriate due to their inherent differences.



Action Plans have been separated further into two categories: (a) those with specific outcomes or one-time events; and (b) those that offer ongoing guidance.

a) Action Plans with Specific Outcomes or One-Time Events

Timing has been assigned for all action plans that have specific outcomes and/or timeframes. Those action plans that have been assigned a timeframe have also been ranked according to priority. The short and medium-term timeframes (2009-2012 and 2013-2017) are consistent with those being utilized in the City's 2008 Development Charges Study.

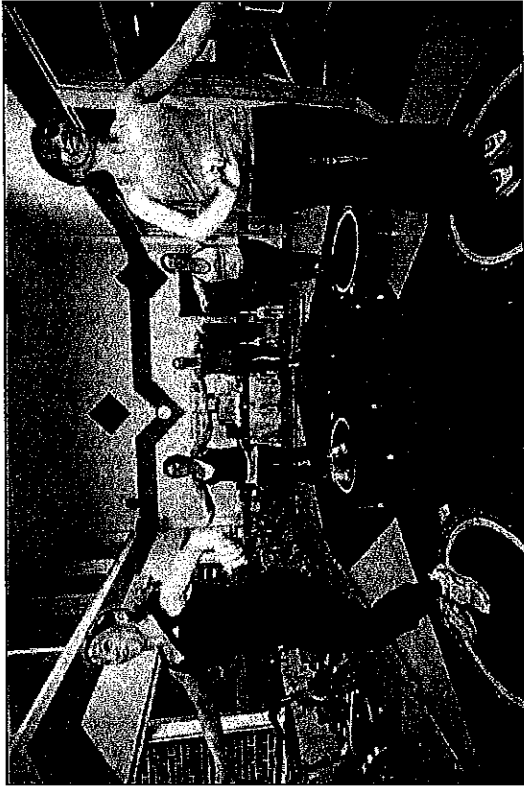
The priority rankings are largely based on the degree of need, as identified throughout the Master Plan process (including public consultation, trend and demographic analysis, assessments of parks, facilities, programs, etc.). Prioritization is suggested as a way of ensuring that the most critical success factors are dealt with in a timely fashion.

In most cases, action plans to be implemented in the short-term are given a higher priority than those to be undertaken in the medium or long-term; however, this is not always the case as the value of each action plan has been assessed independently (with consideration to the necessary sequencing of other actions, where appropriate).

Despite the timing and priority ranking system, all action plans are important and, if properly implemented, would benefit parks, recreation, culture and library provision within Vaughan.

It should be noted that the priorities and timing indicated for the action plans are based upon ideal circumstances. Budget pressures, changes in participation rates or demographics, availability of volunteer resources, and other factors may impact upon the implementation of the proposed action plans.

On an annual basis, the City should reconcile the action plans with its fiscal capacity and focus on the highest priority items. In the event that an action plan is not implemented within the proposed timeframe, it may become a higher priority and hence be upgraded to a shorter time frame. For this reason and others, it is important that the City regularly monitor and update the Master Plan and its action plans.



b) Action Plans Offering Ongoing Guidance

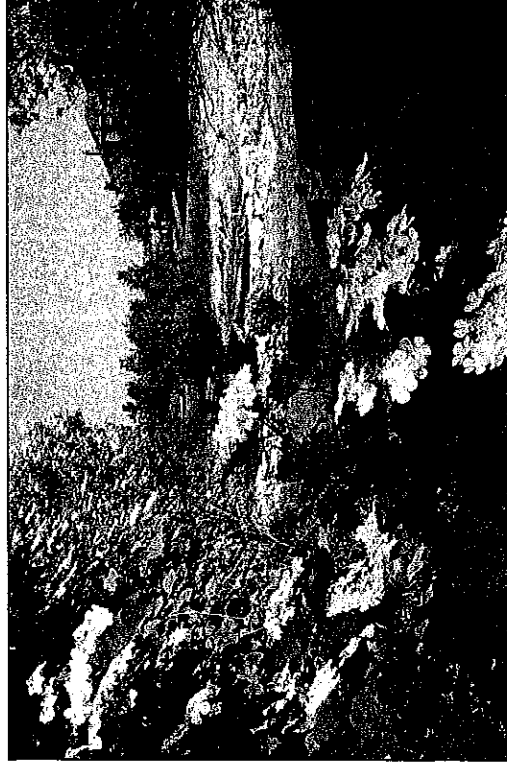
Specific timeframes have not been included for action plans that offer ongoing guidance to the City (e.g., principles of provision or design, programming or service delivery goals, etc.). These action plans have not been placed in priority order (they are shown in alphabetical order, according to subject area), as all are important and worthwhile in their pursuit.

Parkland Action Plans - Specific Outcomes/One-time Events

Priority	Subject Area	Action Plan / Recommendation	Timing			Key Considerations
			2008-2012	2013-2017	2018+	
1	Parkland Needs	The City's Official Plan policies should reference the objective of achieving a supply of 2.5 hectares of active parkland per 1,000 residents (as part of the overall target of 4.0ha/1000 for parks and open space).	X			Official Plan review is underway (2008-09)
2	Parkland Supply	Policies in the City's Official Plan regarding parkland objectives and the classification of parkland should be reviewed to incorporate reference to the desired standard of 4.0 hectares of active and passive parks and open space for every 1000 residents. This objective should be utilized when assessing development applications and evaluating natural lands for public dedication or acquisition.	X			Official Plan review is underway (2008-09)
3	Parkland Acquisition	The City should ensure the acquisition of an adequate land base for the outdoor recreation facilities proposed in this Master Plan, particularly those requiring large land bases (such as soccer fields) and those required to serve new residential communities (before appropriate land becomes unavailable).	X	X		
4	Parkland Acquisition	The City should give strong consideration to requiring full parkland conveyance (or acceptance of cash-in-lieu) within industrial and commercial developments in order to create public spaces that attract and serve businesses and their employees.	X			Official Plan review is underway (2008-09)
5	Parkland Classification	The City should, as part of its Official Plan review process, have regard to the findings of this Master Plan as they relate to the parkland classification system and determine if revisions should be made to the policies and park typology currently articulated through OPA 600.	X			Official Plan review is underway (2008-09)
6a	Park Renewal & Redevelopment	The City should undertake a study to better understand the changes and costs required for renewing and redeveloping its older park sites in an effort to ensure they remain responsive to changing community needs and that they embody modern park design principles.	X			see also action plan priorities #6b, 6c, 6d
6b	Park Renewal & Redevelopment	The City should increase funding to a capital conservation budget for the purpose of renewing and redeveloping existing parkland to better meet the needs of the existing and changing neighbourhoods.	X			see also action plan priority #6a
6c	Park Renewal & Redevelopment	The City should develop a list of priority park renewal projects having regard to the Master Plan needs assessments as well as the need to revitalize tired park areas.	X			see also action plan priority #6a

Parkland Action Plans - Specific Outcomes/One-time Events (continued)

Priority	Subject Area	Action Plan / Recommendation	Timing			Key Considerations
			2008-2012	2013-2017	2018+	
6d	Park Renewal & Redevelopment	The City should determine which of the existing parks are best suited to meet needs identified in the Master Plan (e.g., better linkage/trails, skateboarding, soccer, off-leash dog areas, cultural opportunities, etc.) and combine the growth-related development improvements with overall park renewal projects.	X			see also action plan priority #6a
7	Parkland Design & Amenities	The City should develop guidelines for site features (e.g., light fixtures, site furnishings, signage, etc.) according to park type to achieve a consistent image and level of service across the parks system. Consideration should be given to durability and ease of maintenance and repair.	X			



Parkland Action Plans - Ongoing Guidance

Subject Area	Action Plan / Recommendation	Key Considerations
Parkland Acquisition	The City should consider trails as an essential pedestrian corridor in the same manner as roadways and sidewalks.	
Parkland Acquisition	Developers may be required to provide recreational amenities and opportunities in areas of intensification, in addition to parkland dedication and/or cash-in-lieu.	
Parkland Acquisition	Within higher density development areas, the City must ensure that parkland dedication results in park areas that can accommodate recreational activities, recognizing that cash-in-lieu of parkland may be applied to achieve this objective.	
Parkland Acquisition	The City should continue to ensure that new parks anticipated through subdivision applications are constructed in newly developed residential areas within three years of residential construction being initiated (based on the date that the subdivision agreement is registered). Procedures should be put into place for deadline extensions (e.g., if there is a downturn in the market) and for early ownership transfer to the City as a result of non-compliance (at which point the City could seek to complete the park using the developer's deposit).	
Parkland Acquisition	Where shortfalls may occur in parkland acquisition through the development process, the City should employ a range of alternative parkland acquisition mechanisms to obtain the necessary amount of parkland.	
Parkland Design & Amenities	Provisions to incorporate spaces and amenities encouraging physical activity, wellness, and informal use opportunities – in an effort to encourage use and improve activity levels – should be paramount considerations in the design of parks.	See also Physical Activity Strategy
Parkland Design & Amenities	To ensure that safety concerns do not become a barrier to park usage, the City should continue to incorporate CPTED principles in park design.	
Parkland Design & Amenities	The City should continue to design parks that incorporate natural, indigenous vegetation features in order to foster an appreciation for such areas and maintain crucial ecological functions.	
Parkland Design & Amenities	In partnership with local conservation authorities and other experts in environmental management, the City should continue to develop innovative and engaging initiatives that encourage environmental stewardship and the role of individuals in maintaining and enhancing ecological systems.	
Parkland Design & Amenities	The City should ensure that adequate and consistent signage and/or appealing entrance features exist at all municipal parks, trailheads (with appropriate routing information). These amenities should be restored or replaced when they deteriorate.	
Parkland Design & Amenities	Public washroom facilities (through a combination of permanent and portable facilities) should continue to be provided at heavily utilized parks and key trailheads along the greenway systems.	
Parkland Needs	Using environmental assessments/studies as guides, valley lands, woodlots, areas of natural and scientific interest, and linear linkages should continue to be preserved as public open space (i.e., passive parkland), but will not necessarily be accepted as the required parkland dedication under the meaning of the <i>Planning Act</i> .	Potential implications for Woodlot Acquisition Program
Parkland Needs	Using the Master Plan as a guide, the City should obtain sites that are suitable for active recreational pursuits in keeping with the recommended provision standards of 2.5 hectares of active parkland per 1,000 residents (excluding linear parks).	
Park Renewal & Redevelopment	The City should look to partnerships with the community or public memorial contributions to assist in offsetting parkland beautification costs. For example, community organizations could be approached to participate in adopt-a-park or park beautification projects.	
Park Renewal & Redevelopment	To better reflect changes in Vaughan's population, the City should incorporate amenities that increase the usability of parks for: (a) older residents; (b) residents of different ethnic backgrounds; and (c) residents that prefer additional pedestrian and bicycle-oriented options.	
Parkland Supply	Every effort should be made to maintain a healthy ratio of active and passive parkland to the population served.	

Indoor Recreation Facility Action Plans - Specific Outcomes/One-time Events

Priority	Subject Area	Action Plan / Recommendation	Timing			Key Considerations
			2008-2012	2013-2017	2018+	
1	Multi-use Community Centres - Land Acquisition	The City should acquire an adequate land base for each of the four proposed multi-purpose community centres (Block 11, Block 40/41/42, the Vaughan Corporate Centre, and the Long Term Residential Growth Area), as well as the required library facilities (which should be designed in coordination with community centres, wherever possible). Based upon facility need assessments conducted as part of the Master Plan, the City should construct four additional multi-use community centres, not including the planned Block 10 facility. Community centres are required in both Carrville (Block 11) and the northern portion of the Vellore Village (Block 40/41/42) by 2012, both of which will also serve a portion of the future Long Term Residential Growth Area. A third community centre should be built around 2021 to serve the Vaughan Corporate Centre and surrounding areas, while the fourth centre is recommended in the Long Term Residential Growth Area (with a preference to the western portion of the area) by 2031 as it reaches build out.	X	X		
2a	Multi-use Community Centres		X	X	X	
2b	Indoor Aquatics	The provision of two new indoor pool tanks is required to meet long-term needs; at least one tank should be a leisure design with some capacity for lane swimming. In addition to reconfirming the feasibility of developing these facilities in the future, the type and size of the tanks should be determined prior to their construction in line with future demand and design trends. A preferred location for one or both pool tanks is at the recommended multi-use community centre in the Long Term Residential Growth Area.		X	X	dependent upon timing of community centre construction; see also action plan priority #9
2c	Gymnasiums	A total of two new municipal gymnasiums will be required to serve long-term needs and should be considered at two of the proposed multi-use community centre facilities.	X	X	X	dependent upon timing of community centre construction
2d	Multi-use Program Spaces	The inclusion of flexible multi-purpose spaces should be considered in the design of all appropriate community-oriented facilities, including the proposed community centres. These spaces should be designed to accommodate a variety of opportunities and activities, to the greatest extent possible.	X	X	X	dependent upon timing of community centre construction/redevelopment
2e	Child & Youth Space	Dedicated youth space for structured and unstructured recreation and leisure activities should be included at all new multi-use community centres. These spaces should be designed in consultation with local youth (e.g., Vaughan Youth Cabinet). Stand-alone youth centres are not recommended.	X	X	X	dependent upon timing of community centre construction



Indoor Recreation Facility Action Plans - Specific Outcomes/One-time Events (continued)

Priority	Subject Area	Action Plan / Recommendation	Timing			Key Considerations
			2008-2012	2013-2017	2018+	
2f	Older Adult & Senior's Space	The inclusion of flexible spaces oriented to older adult programming should be considered in the design of all four new multi-use community centres. No additional stand-alone seniors' facilities are recommended.	X	X	X	dependent upon timing of community centre construction
2g	Ice Pads	A twin pad should be developed at the proposed community centre in Carville (block 11). Once this facility is operational, the ice surface at the Maple Community Centre should be closed, with consideration given to redeveloping the space for community centre activities. Additional study and ice time commitments from user groups is required to determine the timing of the twin pad arena (i.e., should it be developed at the same time as the community centre or as a subsequent second phase).	X			see also action plan priority #'s 10 & 11
2h	Ice Pads	A twin pad arena should be built west of Highway 400 between 2021 and 2031 at either the multi-use community centre proposed for the Long Term Residential Growth Area or the Vellore Village area (Block 40/41/42).			X	dependent upon timing of community centre construction; see also action plan priority #'s 10 & 11
2i	Pre-school/ Children's Space	The City should continue to include drop-in preschool and early childhood development programming space in the design of future multi-use community centres.	X	X	X	dependent upon timing of community centre construction
2j	Fitness Training Clubs	At a minimum, the City should provide equipment-less fitness "studios" at all new community centres, with a focus on active living programming and encouraging holistic health opportunities. The provision of full service fitness facilities (with exercise equipment) should be determined by a business planning process that includes a market demand assessment.	X	X	X	dependent upon timing of community centre construction
3	Multi-use Community Centres	The City of Vaughan should consider providing select municipal services and appropriate private services at local community centres to reduce transportation barriers for citizens, including seniors. Potential services could include, but are not limited to: postal services; health and wellness clinics and practitioners; municipal application forms and licensing; and property tax and municipal bill payment. A feasibility study – guided by a multi-departmental working committee – should be undertaken to investigate in greater depth the cost and benefits of moving towards a multi-service centre concept in the future.	X			
4	Access Cards	The City should undertake further investigation into implementing an "ability-to-pay" model for recreation user fees (for all age groups, including seniors) and the development of a "smart card" application tool that improves access to available subsidies.	X			

Indoor Recreation Facility Action Plans - Specific Outcomes/One-time Events (continued)

Priority	Subject Area	Action Plan / Recommendation	Timing				Key Considerations
			2008-2012	2013-2017	2018+		
5	Older Adult & Senior's Programming	Over time, the City should increase its delivery of recreational, educational, and cultural programming that targets the interests of both older adults (baby boomers) and seniors. New programming should be offered at select municipal facilities – not only in the daytime, but also in the evenings – where local demand warrants.	X	X	X	see also the Physical Activity Strategy	
6	Youth Space Dialogue	The City should develop a set of consultative tools to keep apprised of youth demands and opinions pertaining to the municipality's new and existing facilities and services.	X				
7a	Existing Multi-use Community Centres	Existing community centres should be renovated and or retrofitted as necessary to keep pace with the quality associated with newer community centres.		X	X		
7b	Older Adult & Senior's Space	Existing and new community centres should be renovated or designed to be "seniors friendly" in order serve this rapidly growing demographic (the 55+ age group currently represents 20% of the City's population, but will grow to 31% by 2031).		X	X		
8	Indoor Aquatics	The City should establish a strategy to address requests for new and non-traditional types of aquatic programming, in order to respond to evolving community demographics.		X			
9	Older Adult & Senior's Programming	The City should coordinate with the Central Local Health Integrated Network on partnership opportunities for older adult and senior programming.		X	X	see also the Physical Activity Strategy	
10	Multi-use Community Centres	Should the Woodbridge Pool and Memorial Arena be removed from service due to intensification and/or financial sustainability concerns, timing of the Vaughan Corporate Community Centre may need to be advanced, while ensuring that it contains a pool (as a replacement), seniors' room, teen room, a gymnasium, and fitness facilities. The Memorial Arena ice surface should also be replaced through the twinning of another ice pad.	X	X	X		
11	Ice Pads	Should a decision be made to remove the Woodbridge Pool and Memorial Arena from service due to redevelopment proposals, a twin pad in the Woodbridge/Woodbridge East area should be constructed as a replacement and also to serve future population growth in the Vaughan Corporate Centre area. Timing is dependent upon whether or not the existing arena facility is removed.	X	X	X		

Indoor Recreation Facility Action Plans - Ongoing Guidance

Subject Area	Action Plan / Recommendation	Key Considerations see also the Physical Activity Strategy
Fitness Training Clubs	The City should continue to develop innovative and engaging fitness programming that responds to the needs of the growing and evolving population.	
Gymnasiums	Continued access to school board gymnasiums (through agreements negotiated by the City) is required in order to reconcile community-level distribution criteria, as well as to alleviate pressure on the municipal supply.	
Indoor Aquatics	Any new indoor aquatic facility should be "senior friendly", including high levels of accessibility, accommodations for lap swimming and aquafit, warmer water (including consideration for a therapeutic pool tank), and appropriate support space (e.g., change rooms).	
Indoor Turf	Prior to investment in any municipal indoor turf facilities, the City will be required to undertake a feasibility study and business planning exercise to ensure that investment is justified in the context of a tolerable level of risk and the ability/desire to compete with a strong base of existing local service providers.	
Multi-use Community Centres	New community recreation facilities should be designed to incorporate "green" technologies to a level supported by LEED or equivalent standards, thereby reinforcing the City's role as a leader in environmental efficiency and stewardship.	
Multi-use Community Centres	New community centres should, at a minimum, be located in highly accessible locations and on transit routes, have high visual identification, and be designed in consultation with community representatives to ensure that spaces are responsive to their users.	
Multi-use Community Centres	The City should continue to ensure that standards established in the <i>Accessibility for Ontarians with Disabilities Act</i> are met at all community centres.	
Multi-use Community Centres	The City should ensure that adequate and consistent signage and/or appealing entrance features exist at all municipal recreation and cultural facilities. These amenities should be restored or replaced when they deteriorate.	
Youth Space	The City should ensure that appropriate municipal staff are regularly trained to be "youth-friendly" and responsive to youth needs in order to facilitate a welcoming atmosphere at civic facilities.	

Outdoor Recreation Facility Action Plans - Specific Outcomes/One-time Events

Priority	Subject Area	Action Plan / Recommendation	Timing			Key Considerations
			2008-2012	2013-2017	2018+	
1	Trails	Proceed with the implementation of key off-road pathways as articulated in the Pedestrian and Bicycle Master Plan Study as a high priority project.	X	X	X	
2	Soccer and Other Field Sports	Steadily increase the number of soccer fields – with an emphasis on "senior field" development – from 143 to 193 by 2031 (these are unlit equivalent fields, where every lit field is equal to 1.5 unlit fields and every outdoor artificial turf field is equal to 2 unlit fields). To the greatest extent possible, new fields should be clustered together to form multi-field complexes, either at existing parks or at future park locations.	X	X	X	
3	Skateboard / Bike Parks	The City seek creative funding opportunities in expanding its supply of skateboard park facilities from 1 at present to 5 or more by build-out, with a focus on developing most new facilities within the next five to ten years. Existing demand justifies the provision of skate parks in Thornhill, Maple, Woodbridge, Woodbridge East, and Carrville, while the Long Term Residential Growth Area would be a good candidate for a future skate park.	X	X	X	This is a high priority given the low current supply and significant youth population.
4a	Ball Diamonds	Based on current participation rates, the City should maintain a minimum of 51 ball diamonds (of an appropriate quality and design for organized use) in order to meet local needs at present, growing to a total of 67 diamonds by 2031.	X	X	X	
4b	Ball Diamonds	The City should identify and implement opportunities to improve the quality of select ball diamonds and removal of other diamonds (where demand or lack of demand warrants) in an effort to ensure that the existing supply continues to satisfy local needs.	X	X	X	
4c	Ball Diamonds	Several diamonds within established areas of the City are surplus to community needs. The City, in cooperation with local organizations, should consider converting/repurposing underutilized or low quality ball diamonds to other uses (e.g., skateboard parks, soccer fields, passive space, dog parks etc.), especially when undertaking park renewal projects and/or when searching for land to accommodate other needed facilities in the communities of Woodbridge, Maple and Thornhill.	X	X	X	
5	Outdoor Aquatics	Continue to provide one waterplay facility for each full residential block (in District level parks). Approximately 12 new waterplay facilities will be required by build-out. The anticipated provision strategy involves providing additional facilities in Vellore Village (2), Carrville (2), Thornhill (1), Kleinburg (1), Vaughan Corporate Centre (1), and the Long Term Residential Growth Area (5 or more); however, the location of these facilities should be reconfirmed prior to construction.	X	X	X	

Outdoor Recreation Facility Action Plans - Specific Outcomes/One-time Events (continued)

Priority	Subject Area	Action Plan / Recommendation	Timing				Key Considerations
			2008-2012	2013-2017	2018+		
6	Basketball Courts	Utilizing a target of 1 court for every 500 youth ages 10 to 19, the City should develop basketball courts within the new developing portions of the City, including Thornhill (up to 2 courts), Long Term Residential Growth Area (up to 18 courts), as well as up to 8 courts in the Vaughan Corporate Centre and Steeles (Jane to Keele) area.	X	X	X		
7	Off-Leash Dog Parks	The City should develop at least one new off-leash dog park as a pilot project to gauge the demand for the facility and the capacity of the community to support it through assistance with certain operational aspects. Additional off-leash areas should be pursued if the pilot project is deemed successful.	X				
8	Outdoor Skating Rinks	To enhance the City's existing supply and distribution of artificial outdoor ice rinks, the City should develop one additional artificial ice surface in Woodbridge and eventually in the Long-Term Residential Growth Area and Vaughan Corporate Centre. The establishment of natural ice rinks could be explored as opportunities arise, but is not recommended as a long-term solution for meeting community needs.	X	X	X		Locating rinks at Community Centre sites is preferred
9	Outdoor Skating Rinks	The outdoor ice rink at Glen Shields Activity Centre should be removed and replaced with a skate park and/or basketball court.	X				
10	Tennis Courts	As needs arise, the City may consider evaluating the supply of tennis courts in Woodbridge East, Kleinburg, and Thornhill and converting a small number of underutilized courts to basketball courts, sand volleyball courts, or skateboard parks (where justified).	X	X	X		
11	Skateboard / Bike Parks	The introduction of smaller-scale skate zones into neighbourhood-level parks is encouraged to facilitate the causal use of the park by those who are seeking basic skateboarding elements.	X	X	X		Skate zones are considered "play apparatuses" for youth.
12	Soccer and Other Field Sports	The City should provide one new sports field that gives priority scheduling to non-soccer users. At a minimum, this field should have appropriate irrigation, drainage and lighting systems.	X				
13	Off-Leash Dog Parks	Advance planning should be undertaken for the development of up to 5 additional off-leash dog parks.	X	X			Give consideration to converting underutilized facilities such as certain ball diamonds.
14	Outdoor Aquatics	No additional wading pools or outdoor swimming pools should be constructed. The existing pools in Thornhill should be phased out when they become economically unfeasible to operate or maintain and be replaced with waterplay facilities or removed altogether. Major facility renewal should only be considered if supplemented by significant community-based funding as this is no longer a required service level.	X	X	X		

Outdoor Recreation Facility Action Plans - Specific Outcomes/One-time Events (continued)

Priority	Subject Area	Action Plan / Recommendation	Timing			Key Considerations
			2008-2012	2013-2017	2018+	
15	Ball Diamonds	The City should monitor the participation levels of ball players to determine the number and timing of any new ball field development within the Long Term Residential Growth Area communities. Planned development of ball diamonds in Carrville and Vellore Village should be sufficient to meet future needs in these areas.	X	X	X	
16	Tennis Courts	New tennis court development should be limited to new neighbourhoods. Using a recommended target of 1 court per 5,000 residents in new areas, new court development can be justified the Long Term Residential Growth Area (up to 15 courts) and the Vaughan Corporate Centre and Steeles (Lane to Keele) area.	X	X	X	

Outdoor Recreation Facility Action Plans - Ongoing Guidance

Subject Area	Action Plan / Recommendation	Key Considerations
Outdoor Aquatics	The scale and location of waterplay features should reflect the population levels and age characteristics of each area. A two-tiered hierarchy of minor and major waterplay facilities should be established to guide the design process.	
Outdoor Bocce Courts	Given current usage profiles, no additional outdoor bocce courts should be developed. Demand in growing communities should be monitored over time to determine future provision strategies.	
Outdoor Bocce Courts	Usage of existing outdoor courts should be tracked to determine if any can be declared surplus and repurposed as higher-need recreational facilities.	
Playgrounds	The City should continue to provide a playground within 500-metres of all residences within urbanized neighbourhoods, unobstructed by major pedestrian impediments such as highways, major arterial roads, railway corridors, waterways, valleys, etc. This goal applies to existing and future residential areas.	Play apparatuses should be provided for all ages and include skateboard facilities.
Playgrounds	The City should take appropriate steps to address gaps in playground provision within existing residential neighbourhoods.	
Playgrounds	The City should continue to consider the needs of persons with disabilities when developing and replacing playground equipment.	
Skateboard / Bike Parks	Local youth and skateboarding/biking representatives should be consulted in the design of any new skateboard/bike parks developed by the City.	
Soccer and Other Field Sports	In developing new fields, preference should be given to designing most fields as senior fields that can be used for older youth and adult play, as well as by younger children through the division of the field into mini pitches.	
Soccer and Other Field Sports	Due to land shortages, more fields should be artificial turf. Artificial turf provides extended seasonal play, requires less maintenance and field rest, generates increased revenues, and provides a consistent, durable and flexible playing surface that can be used for a variety of sports.	
Trails	As part of subdivision agreements required under Section 51(25)(d) of the Planning Act, trails/liner corridors should be required as an essential service in the transportation linkage system and should not be part of parkland dedication obtained under Section 44 of the Act.	
Trails	The City should continue to seek and capitalize on opportunities to create a linked open space system through the integration of woodlots, open spaces, and parks into an overall network of trails through partnerships, tax incentives, and the mandatory service level requirement.	

Arts, Culture & Heritage Action Plans - Specific Outcomes/One-time Events

Priority	Subject Area	Action Plan / Recommendation	Timing			Key Considerations
			2008-2012	2013-2017	2018+	
1	Arts & Culture Policies	As identified in <i>Vaughan Vision 2020</i> , the City should develop an Arts and Cultural Strategy to increase support for and promotion of the arts and culture in the community.	X			
2	Arts & Culture Policies	Through its Official Plan review, the City should look for ways to strengthen its land use and development policies and guidelines as they relate to arts, culture and heritage, including considerations such as public art requirements.	X			Official Plan review is underway (2008-09)
3	Heritage Buildings	As identified in <i>Vaughan Vision 2020</i> , the City should complete a strategy for utilization of City-owned historical houses by the community.	X			
4	Multi-Purpose Arts & Cultural Space	Ensure that all new community centres and renovations to existing community centres have sufficient space for arts programming. Consideration should be given to accommodating local introductory-level arts and cultural needs through these spaces and flexible design for a range of programming (e.g. dance, music, painting, pottery, etc.).	X	X	X	
5	Multi-Purpose Arts & Cultural Space	The City should encourage the display of local arts and cultural exhibitions in indoor public spaces, including all existing and future community centres and libraries. The City should also review the potential for public gallery space in the new Civic Centre.	X	X	X	
6	Multi-Purpose Arts & Cultural Space	Ensure that the new Civic Centre or one of the new community centres has sufficient outdoor space to be a true City-wide gathering location for major cultural and civic events.	X	X	X	

Arts, Culture & Heritage Action Plans - Ongoing Guidance

Subject Area	Action Plan / Recommendation	Key Considerations
Multi-Purpose Arts & Cultural Space	Continue to work with the arts and cultural community to optimize the utilization of existing meeting/gathering spaces for their potential to accommodate the needs of these groups.	
Multi-Purpose Arts & Cultural Space	Encourage arts-based components through outdoor facility design to allow casual and programmable opportunities at civic spaces and public parks.	
Multi-Purpose Arts & Cultural Space	The City should continue to encourage the development of Vaughan Corporate Centre as a hub for creative and cultural activities.	
Heritage Buildings	Opportunities to link heritage buildings to the City's trail system should be supported in order to improve access to and awareness of these sites.	

Library Facility Action Plans - Specific Outcomes/One-time Events

Priority	Subject Area	Action Plan / Recommendation	Timing			Key Considerations
			2008-2012	2013-2017	2018+	
1	Library Facilities	An aggressive library building programme will be required in order to keep pace with population growth and resident expectations. At present, service gaps exist in Maple, Carrville, and Vellore Village; library service to the Long-term Residential Growth Area and Vaughan Corporate Centre and/or Steeles (Jane to Keele) will also be required in the future. Vaughan Public Libraries should seek to implement a long-term facility provision strategy using the strategies proposed in this Plan as a point of departure.	X	X	X	Land acquisition will be necessary for most (if not all) future facilities.
2	Library Facilities	Vaughan Public Libraries should work towards updating its service delivery model to better reflect current realities and future service approaches.	X			

Library Facility Action Plans - Ongoing Guidance

Subject Area	Action Plan / Recommendation	Key Considerations
Library Facilities	A target of 0.61 square feet per capita of library space is recommended for Vaughan Public Libraries.	
Library Facilities	Every effort should be made to coordinate future planning of libraries and civic facilities.	

Plan Implementation, Monitoring & Updating Action Plans - Specific Outcomes/One-time Events

Priority	Subject Area	Action Plan./ Recommendation	Timing			Key Considerations
			2008-2012	2013-2017	2018+	
1	Master Plan Monitoring & Updating	The City's current parks and community facility inventory tools (i.e., "Breakthru") should be integrated into a GIS-based system in order to improve research, future planning, asset management, and marketing efforts.	X			
2	Master Plan Monitoring & Updating	The Active Together Master Plan should be reviewed annually as part of the City's business planning/budgeting process and be fully updated in 2018. Significant changes in the community or other major planning initiatives may necessitate an update prior to this time (i.e., as early as 2013). In preparation for the Master Plan review, special focus group sessions with ethnic groups and leaders may assist in better understanding leisure interests and cultural preferences.	X	X		

Plan Implementation, Monitoring & Updating Action Plans - Ongoing Guidance

Subject Area	Action Plan./ Recommendation	Key Considerations
Partnerships	The Department should proactively seek out partners to alleviate the capital and operating burden that may be realized through the facility developments and program enhancements recommended through the Master Plan.	
Partnerships	Future partnership opportunities should consider the decision-making protocols outlined in the City's existing partnership policies and this Master Plan; further all future service agreements should be aligned with the priorities outlined in the Active Together Master Plan.	
Master Plan Monitoring & Updating	Prior to the development or expansion of major parks, recreation, culture, and library facilities, the City should conduct appropriate feasibility studies, site selections and business plans to verify that recommended facility components are justified given future community demographics and market demand at that time.	this is a key requirement for monitoring demand and identifying the appropriate timing of facility development (e.g., ice pads, soccer fields, ball diamonds, cricket pitches, etc.)
Master Plan Monitoring & Updating	The Recreation & Culture Department should continue to collect annual registration data from local sports organizations in order to benchmark participation levels over time and apply market-specific provision targets articulated throughout this Master Plan.	
Master Plan Monitoring & Updating	The City should utilize targets in conjunction with other important factors, including trends, spatial and usage data, degree of "pent-up" demand, and population growth in respective age groups to make informed decisions pertaining to facility-based demand and before finalizing capital investment.	

Summary of Capital Requirements

The targets and timing of facility and park acquisition and/or development, as identified in the Master Plan, have been summarized in the table on the following two pages. Proposed timing is based on ideal circumstances (considering projected population targets) and is subject to change based on preferred implementation strategies. In creating the schedule of capital projects (see the next section), the timing of facility provision has been adjusted slightly to better align with funding and other development synergies.

SUMMARY OF CAPITAL REQUIREMENTS: Parkland and Facility Targets based on Recommended Provision Standards

	Current Supply	Recommended Provision Standard	Current Shortfall	Total Recommended Supply (2031)	Notes
Active Parkland (ha)	740 ha	2.5ha/ 1000 pop.	0	1,082 ha	<ul style="list-style-type: none"> - areas of greatest need include: the Long Term Residential Area, Carnville, Vellore Village, Vaughan Corporate Centre, Thornhill, Steeles (Jane to Keele), and Kleinburg - acquisition of active parkland is contingent upon conveyance from development and/or alternate methods - parkland will still be acquired to serve new development areas between 2008-2011
Passive Parkland (ha)	349 ha	1.34ha/ 1000 pop.	0	580 ha	<ul style="list-style-type: none"> - acquisition of passive parkland is opportunity-based and will not be accepted as the required parkland conveyance
Community Centres	10	n/a (dependent upon component needs and distribution)	0	15	<ul style="list-style-type: none"> - see requirements for ice pads, indoor pools, and gymnasiums for more information regarding community centre components: space for youth, seniors, arts/culture, fitness/active living, indoor walking, and other activities should also be considered
Arenas (Ice Pads)	8	1:500 registered youth participants	0	10-12 (to be determined)	<ul style="list-style-type: none"> - timing of future provision is dependent upon community centre development and future of Memorial Arena - current supply includes municipal rinks and two ice pads covered by the Sports Village partnership agreement - needs could be affected by changes to private arena supply
Indoor Pool Tanks	10	1:30,000	0	12	<ul style="list-style-type: none"> - timing of future provision is dependent upon community centre development
Gymnasiums	9	1:35,000	0	11-12	<ul style="list-style-type: none"> - timing of future provision is dependent upon community centre development and future of Woodbridge Pool - three gyms at Vellore Village C.C. which are permitted by through School Board are not included in the supply
Outdoor Soccer / Sports Fields	143	1:56 registered youth participants	3	193	<ul style="list-style-type: none"> - one new field should give priority to non-soccer users - one cricket field is planned and demand should be monitored to determine future need - fields are shown in "unlit equivalent units", where one lit field equals 1.5 unlit fields and one artificial turf field equals 2.0 unlit fields - supply includes permitted school fields, but excludes "mini mini" fields

SUMMARY OF CAPITAL REQUIREMENTS: Parkland and Facility Targets based on Recommended Provision Standards

	Current Supply	Recommended Provision Standard	Current Shortfall	Total Recommended Supply (2031)	Notes
Ball Diamonds	85	1:50 registered youth participants	0	67	<ul style="list-style-type: none"> - a reduction in the overall supply of diamonds is recommended, while recognizing that upgrades may be required to others - there will continue to be a need to develop diamonds in new communities (but at a reduced level of provision) - diamonds are shown in "unlit equivalent units", where one lit diamond is equal to 1.5 unlit diamonds
Tennis Courts	124	1:5,000 in new areas	0	up to 151	<ul style="list-style-type: none"> - established areas of the City have an adequate supply (or oversupply) of tennis courts - new courts are only recommended in new development areas
Basketball Courts	83	1:500 youth (aged 10-19) in new areas	0	up to 127	<ul style="list-style-type: none"> - established areas of the City generally have an adequate supply of basketball courts - new courts are recommended in new development areas
Skateboard Parks	1	1:7,500 youth (aged 10-19)	4	6	<ul style="list-style-type: none"> - smaller-scale skate zones should also be integrated into neighbourhood-level parks
Waterplay Facilities	18	1 per residential block	0	30	<ul style="list-style-type: none"> - to be provided based on growth patterns - although a provision standard of 1 per 2,000 children (ages 0-9) is useful, but does not account for geographic distribution
Playgrounds	147 parks	within 500-metres of urban residential areas, unobstructed		tbd	<ul style="list-style-type: none"> - to be provided based on growth patterns - the City should also work to address service gaps within established areas
Off-leash Areas	0	n/a	1	tbd – see notes	<ul style="list-style-type: none"> - pending the result of a pilot project, up to additional 5 off-leash areas should be planned (total of 6)
Outdoor Skating Rinks	11	n/a	-1 (Glen Shields)	13	
Library Facilities (sf)	120,603sf at 7 locations	0.61 square feet per capita	37,606sf	264,159sf (minimum of 13-14 total locations)	<ul style="list-style-type: none"> - availability of funding and land, along with synergies associated with other civic building projects could affect timing of library construction

Notes: Facilities not included in the above table include: dedicated youth space, dedicated seniors space, multi-use and meeting rooms, fitness/active living studios, indoor walking tracks, indoor soccer/sports centres, arts and cultural facilities (e.g., arts centre, museums, theatres, galleries), heritage buildings, trails, bocce courts – all of which should be provided on an as-needed basis, subject to further analysis and consistent with the directions outlined in this Master Plan and other supporting documents.

Capital Cost Estimates

The costs for the Active Together Master Plan's capital recommendations are shown on the following pages.

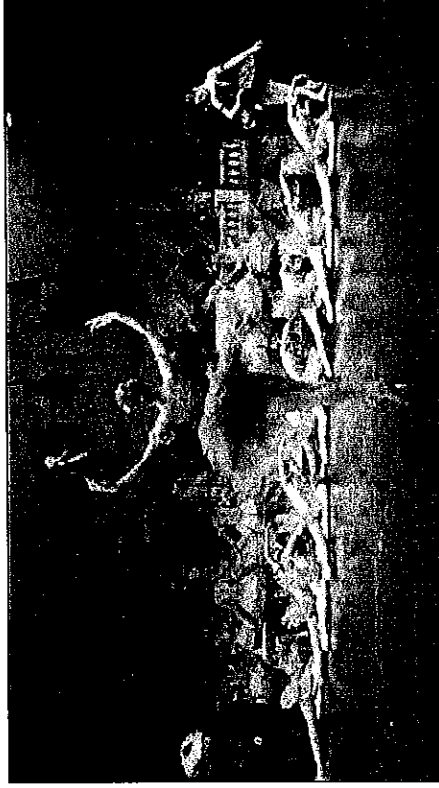
All capital cost estimates are shown in current year dollars (2008) and are generally reflective of the current capital/construction environment. Capital facility costs are based on and are generally consistent with values contained in the City of Vaughan Development Charges Background Study (prepared by Hemson Consulting Ltd., August 2008), as are land costs (estimated at \$1.65 million per hectare).

The estimates include costs associated with construction, contingencies, design fees, common spaces, furnishings and equipment, and site development, all of which are highly variable at this early point in the planning process. The City should account for inflation and other cost factors in its annual and long-term budgeting. The cost estimates noted in this section are felt to be reasonable guidelines for long-term budget planning and should be updated through a more detailed examination at the appropriate time.

Many of the facilities recommended in this Master Plan are eligible to receive partial funding through the City's Development Charges By-law, which covers 90% of growth-related capital based on historic service levels. The remaining 10% is typically financed by the municipality through a combination of reserve funds, tax dollars, or other arrangements. A portion of the recommended new facility development is non-growth related; Development Charges would not apply to these circumstances.

The City has limited resources and cannot afford to do everything that the community desires; this is one of the primary reasons for undertaking a Master Plan in the first place. Although the City may be challenged in providing the appropriate financial resources to meet the service standards recommended in this Plan, the City has an obligation to make every reasonable effort to implement these strategies through a variety of appropriate and acceptable means.

Note: As of September 2008, development industry representatives have appealed the methodology used to calculate Development Charges. If this appeal is successful, the Master Plan's implementation strategy will need to be revisited. A change to the DC methodology could reduce funding by nearly \$32 million between 2008-2017.



Capital Cost Estimates – Outdoor Recreation & Park Facilities

Outdoor Recreation & Park Facilities		Short-Term (2009-2012)	Medium-Term (2013-2017)	Long-Term (2018-2031)	Total
Soccer: Lit Artificial Turf	New Supply @ \$1,300,000 ea.	1 \$1,300,000	2 \$2,600,000	1 \$1,300,000	4 \$5,200,000
Soccer: Premium Lit	New Supply @ \$375,360 ea.	2 \$750,720	1 \$375,360	1 \$375,360	4 \$1,501,440
Soccer: Senior Lit	New Supply @ \$315,360 ea.	3 \$946,080	4 \$1,261,440	5 \$1,576,800	12 \$3,784,320
Soccer: Senior Unlit	New Supply @ \$238,360 ea.	0 \$0	0 \$0	2 \$476,720	2 \$476,720
Soccer: Mini	New Supply @ \$2,640 ea.	5 \$13,200	5 \$13,200	6 \$15,840	16 \$42,240
Ball: Senior Lit	New Supply @ \$258,370 ea.	5 \$1,291,850	4 \$1,033,480	0 \$0	9 \$2,325,330
Ball: Senior Unlit	New Supply @ \$127,800 ea.	0 \$0	2 \$255,600	0 \$0	2 \$255,600
Ball: Junior Unlit	New Supply @ \$98,800 ea.	0 \$0	1 \$98,800	0 \$0	1 \$98,800
Ball: T-ball	New Supply @ \$5,390 ea.	1 \$5,390	0 \$0	0 \$0	1 \$5,390
Tennis Courts: Lit	New Supply @ \$51,725 ea.	4 \$206,900	4 \$206,900	10 %517,250	18 \$931,050
Tennis Courts: Unlit	New Supply @ \$28,725 ea.	2 \$57,450	3 \$86,175	4 \$114,900	9 \$258,525
Basketball Courts	New Supply @ \$30,000 ea.	6 \$180,000	8 \$240,000	19 \$570,000	33 \$990,000
Play Courts	New Supply @ \$27,710 ea.	3 \$81,510	2 \$54,340	6 \$163,020	11 \$298,870

continued...

Capital Cost Estimates – Outdoor Recreation & Park Facilities (continued...)

Outdoor Recreation & Park Facilities		Short-Term (2009-2012)	Medium-Term (2013-2017)	Long-Term (2018-2031)	Total
Playgrounds: Senior	New Supply	27	15	52	94
	@ \$107,000 ea.	\$2,889,000	\$1,605,000	\$5,564,000	\$10,058,000
Playgrounds: Junior	New Supply	23	10	42	75
	@ \$87,000 ea.	\$2,001,000	\$870,000	\$3,654,000	\$6,525,000
Cricket Pitches	New Supply	0	1	0	1
	@ \$10,835 ea.	\$0	\$10,835	\$0	\$10,835
Bocce Courts (outdoor) - Lit	New Supply	0	0	0	0
	@ \$85,000 ea.	\$0	\$0	\$0	\$0
Bocce Courts (outdoor) - Unlit	New Supply	0	0	0	0
	@ \$60,000 ea.	\$0	\$0	\$0	\$0
Splash Pads	New Supply	3	5	4	12
	@ \$242,850 ea.	\$728,550	\$1,241,250	\$971,400	\$2,914,200
Skateboard Parks	New Supply	1	4	0	5
	@ \$650,000 ea.	\$650,000	\$2,600,000	\$0	\$3,250,000
Small-scale Skate Zones / Apparatuses	New Supply	2	2	4	8
	@ \$50,000 ea.	\$100,000	\$100,000	\$200,000	\$400,000
Outdoor Ice Rinks	New Supply	1	0	2	3
	@ \$810,800 ea.	\$810,800	\$0	\$1,621,600	\$2,432,400
Off-leash Parks / Areas	New Supply	1	2	3	6
	@ \$80,000 ea.	\$80,000	\$160,000	\$240,000	\$480,000
Park Development & Servicing (excl. above-noted items)	New Supply*	approx. 150 ha	approx. 50 ha	approx. 150 ha	approx. 350 ha
	@ \$253,000/ha. to \$312,000/ha	\$32,055,926	\$16,505,765	\$40,148,287	\$88,709,978
Off-road Trail & Pathways System	New Supply	n/a	n/a	n/a	n/a
	@ \$300,000 / yr.	\$1,200,000	\$1,500,000	\$4,200,000	\$6,900,000
Total		\$45,348,376	\$30,791,145	\$61,709,177	\$137,848,698

* based on a combination of currently planned projects and provision targets; values are subject to change.

Capital Cost Estimates – Indoor Recreation & Culture Facilities

Indoor Recreation & Culture Facilities		Short-Term (2009-2012)	Medium-Term (2013-2017)	Long-Term (2018-2031)	Total
Community Centre: Block 11	acquire land (7ha), study	\$11,600,000	construction \$36,166,000	--	--
Community Centre: Block 40/41/42	--	--	acquire land (7ha), study, construction \$47,766,000	--	\$47,766,000
Community Centre: Vaughan Corporate Centre	--	\$0	acquire land (7ha) \$11,550,000	study, construction \$26,154,782	\$37,704,782
Community Centre: Long-Term Residential Growth Area	--	\$0	--	acquire land (9ha), study, construction \$42,092,428	\$42,092,428
Additional Program Space (Growth-related)	expand 2 centres \$8,530,000	\$8,530,000	expand 3 centres \$7,030,000	expand 1 centre \$2,500,000	\$18,060,000
Re-purpose Existing Community Centre Components to Match with Changing Trends & Needs	--	--	renovate 3 centres	renovate 2 centres	--
New Twin Pad Arena to Replace Memorial Arena*	\$0	\$0	\$15,000,000	\$10,000,000	\$25,000,000
Total		\$ 20,130,000	\$ 117,512,001	\$ 99,047,264	\$ 236,689,264

* One-half of this project (i.e., one ice pad) may not be eligible for funding through Development Charges.

Notes: All costs include land acquisition (where applicable), studies, design, site development, construction, fees and expenses, furniture and equipment (2008\$). Because the components of each proposed community centre are not yet fully determined, the estimated costs are highly variable. The actual costs of the capital projects will be confirmed once more detailed studies are undertaken.
Costs exclude library components, where applicable.

Capital Cost Estimates – Library Facilities

Library Facilities		Short-Term (2009-2012)	Medium-Term (2013-2017)	Long-Term (2018-2031)	Total
Maple / Civic Centre Resource Library (36,000sf)	acquire land (1.5ha), study, construction		--	--	--
		\$15,225,000	\$0	\$0	\$15,225,000
Carrville Branch Library (15,000sf)	acquire land (0.45ha), study		construction	--	--
		\$792,500	\$5,262,500	\$0	\$6,055,000
Vellore Village Branch Library (15,000sf)		--	acquire land (0.45ha), study, construction	--	--
		\$0	\$6,055,000	\$0	\$6,055,000
Long-Term Residential Growth Area Branch Library (15,000sf)		--	--	acquire land (0.45ha), study, construction	--
		\$0	\$0	\$6,055,000	\$6,055,000
Vaughan Corporate Centre Resource Library (36,000sf)		--	acquire land (1ha)	study, construction	--
		\$0	\$1,650,000	\$12,750,000	\$14,400,000
Long-Term Residential Growth Area Branch Library (26,000sf)		--	--	acquire land (0.8ha), study, construction	--
		\$0	\$0	\$10,528,333	\$10,528,333
Total		\$ 16,017,500	\$ 12,967,500	\$ 29,333,333	\$ 58,318,333

Notes: All costs include land acquisition (where applicable), studies, design, site development, construction, fees and expenses, furniture and equipment (2008\$). Because the components of each proposed library are not yet fully determined, the estimated costs are highly variable. The actual costs of the capital projects will be confirmed once more detailed studies are undertaken. Costs exclude library collections, materials, and computer equipment.

NOTE: Cost estimates associated with each of the following four proposed community centre / library facilities are also contained in the preceding tables. These estimates should not be counted twice when totaling between tables.

Proposed Community Centre - Block 11

Potential Facility Components	Cost per SF	Component Size (SF)	Total Cost	Timing
Community Centre				
Land Acquisition (7ha)	n/a	n/a	\$ 11,550,000	2012
Feasibility Study	n/a	n/a	\$ 50,000	2011
Multi-use, Senior, Youth, and Arts program space		25,000		
Fitness / Active Living program space	\$272	20,000	\$ 36,166,000	2012-14
Office, Storage, Miscellaneous space		18,000		
Twin pad Arena		60,000		
Gymnasium		10,000		
Branch Library				
Land Acquisition (0.45ha)	n/a	n/a	\$ 742,000	2012
Feasibility Study	n/a	n/a	\$ 50,000	2011
Branch Library	\$354	15,000	\$ 5,262,500	2012-14
Total	--	148,000	\$ 53,818,500	--

Proposed Community Centre - Block 40/41/42

Potential Facility Components	Cost per SF	Component Size (SF)	Total Cost	Timing
Community Centre				
Land Acquisition (7ha)	n/a	n/a	\$ 11,550,000	2014
Feasibility Study	n/a	n/a	\$ 50,000	2013
Multi-use, Senior, Youth, and Arts program space		25,000		
Fitness / Active Living program space	\$272	20,000	\$ 36,166,000	2013-15
Office, Storage, Miscellaneous space		18,000		
Twin pad Arena		60,000		
Gymnasium		10,000		
Branch Library				
Land Acquisition (0.45ha)	n/a	n/a	\$ 742,000	2014
Feasibility Study	n/a	n/a	\$ 50,000	2013
Branch Library	\$354	15,000	\$ 5,262,500	2013-15
Total	--	148,000	\$ 53,818,500	--

Proposed Community Centre – Vaughan Corporate Centre

Potential Facility Components	Cost per SF	Component Size (SF)	Total Cost	Timing
Community Centre				
Land Acquisition (7ha)	n/a	n/a	\$ 11,550,000	2017
Feasibility Study	n/a	n/a	\$ 50,000	2019
Indoor Pool		25,000		
Multi-use, Senior, Youth, and Arts program space		25,000		
Fitness / Active Living program space	\$272	20,000	\$ 26,104,782	2020-22
Office, Storage, Miscellaneous space		16,000		
Gymnasium		10,000		
Resource Library				
Land Acquisition (1ha)	n/a	n/a	\$ 1,165,000	2017
Feasibility Study	n/a	n/a	\$ 50,000	2019
Resource Library	\$354	36,000	\$ 12,700,000	2020-22
Total	--	132,000	\$ 51,619,782	--

Proposed Community Centre – Long-Term Residential Growth Area

Potential Facility Components	Cost per SF	Component Size (SF)	Total Cost	Timing
Community Centre				
Land Acquisition (9ha)	n/a	n/a	\$ 14,850,000	2022
Feasibility Study	n/a	n/a	\$ 50,000	2027
Indoor Pool		25,000		
Multi-use, Senior, Youth, and Arts program space		25,000		
Fitness / Active Living program space	\$272	20,000	\$ 27,192,482	2029-31
Office, Storage, Miscellaneous space		20,000		
Gymnasium		10,000		
Twin pad Arena (tbd)	tbd	tbd	tbd	tbd
Branch Library (size & timing tbd)				
Land Acquisition (0.8ha)	n/a	n/a	\$ 1,320,000	2022
Feasibility Study	n/a	n/a	\$ 50,000	2027
Branch Library	\$354	26,000	\$ 9,158,333	2029-31
Total	--	126,000	\$ 52,620,815	--



Notes regarding proposed Community Centre / Library projects on previous page:

- A twin pad arena is recommended in either the Block 40/41/42 community centre (as a second construction phase) or in the Long Term Residential Growth Area community centre; further study is required to determine the preferred location. Future arenas should consider the inclusion of indoor walking tracks. Estimated size is based on a community rink with limited spectator seating.
- Two of the proposed community centres should contain a full gymnasium (to be determined through facility-specific studies).
- Equipment-less fitness “studios” are recommended at all new community centres; business plans are required to assess market demand and feasibility for equipment-based fitness facilities.
- Should the Woodbridge Pool and Memorial Arena be redeveloped for non-recreational land uses, timing of the Vaughan Corporate Community Centre may need to be advanced.

Capital Cost Estimates – All Recommended Parks, Recreation, Culture and Library Capital Projects

All Capital Projects	Short-Term (2009-2012)	Medium-Term (2013-2017)	Long-Term (2018-2031)	Total
Outdoor Recreation & Parks Facilities	\$ 45,348,376	\$ 30,791,145	\$ 61,709,177	\$ 137,848,698
Indoor Recreation & Culture Facilities	\$ 20,130,000	\$ 117,512,001	\$ 99,047,264	\$ 236,689,264
Library Facilities	\$ 16,017,500	\$ 12,967,500	\$ 29,333,333	\$ 58,318,333
Total	\$ 81,495,876	\$ 161,270,646	\$ 190,089,774	\$ 432,856,296
Average per Year	\$ 20,373,969	\$ 32,254,129	\$ 13,577,841	\$ 18,819,839

Operating Cost Estimates

For the purpose of illustrating the operating impacts associated with the capital-related action plans within the Active Together Master Plan, a simple forecast is provided based on available information. It is worth stating the forecast does not represent a proposed budget, but rather a projection of estimated direct departmental net impacts and is intended to generate awareness and stimulate meaningful discussion.

The forecast is based on estimated direct net operating costs, based on current and historical trends provided by departments, applied to the infrastructure timing determined in the Active Together Master Plan, and adjusted for construction timing requirements. A schedule of assumptions is provided in Appendix A. For simplicity, forecasted figures are based on 2008 dollars and exclude assessment growth. It is assumed that inflation and assessment growth will be partially offsetting; therefore, their inclusion would not likely alter the trends illustrated.

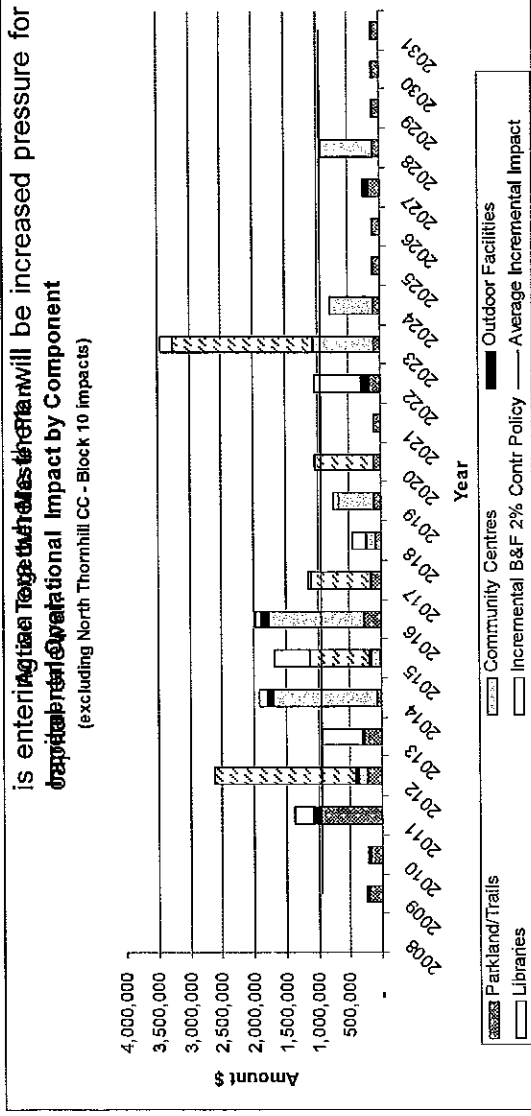
It is also important to note that net future operating impacts associated with the Block 10 (North Thornhill) Community Centre – which are approximately \$1.3 million scheduled for 2010 – are not included in the forecasted figures as this facility was approved by Council prior to the development of the Master Plan and associated recommendations. Nevertheless, the impact of the Block 10 Community Centre should be considered during discussions.

Over the period ending in 2031, the cumulative direct operating impacts associated with the Active Together Master Plan recommended infrastructure is just over \$300 million. Incremental impacts average \$1 million per year and can range between \$200,000 and \$3.4 million per year, depending on the type and timing of infrastructure. In 2008, a 1% tax rate increase equated to approximately \$1.1 million; therefore, the average tax rate impact associated with new parks, recreation, culture and library infrastructure would be approximately a 1% increase per year, fluctuating between 0.1% and 3.0%.

By far, the largest operational impacts are associated with the addition of indoor facilities, specifically community centre and library facilities. These facilities are restricted in their ability to generate revenue and recover full costs; requiring taxation-based funding to support operations in the neighbourhood of \$1 to \$2.2 million per unit annually, depending on the size and type of facility. In addition to the above, there is a requirement, as per policy to contribute 2% of a new facility value to reserves annually. These contributions are intended to fund future building renewal costs and have an incremental operating funding impact of approximately \$3.7 million, which generates \$49 million over the period ending in 2031. In total, indoor facilities represent approximately 75% of the cumulative total operating impacts associated with this Master Plan.

Parks and outdoor facilities, although numerous, require significantly less funding than indoor facilities. The cumulative net operating impact over the Master Plan timeframe is \$72 million, representing approximately 25% of the cumulative total. Incremental annual impacts average \$110,000 per year and can range between \$65,000 and \$1.1 million per year, depending on the type and timing of infrastructure.

The graph at right illustrates the total net operational incremental impacts of the various components of the Active Together Master Plan.



Infrastructure Renewal Funding & the Relationship to Service Levels

The condition and state of municipal infrastructure is an important factor in assessing a community's overall quality of life and economic health. There is a natural symbiotic relationship between the sustainability of existing infrastructure and provision of existing service levels. Any imbalance will impact on the City's economic, social, and environmental sustainability.

The City has developed a Long-Range Financial Planning (LRFP) model that forecasts infrastructure repair and replacement requirements for Vaughan's municipal infrastructure, including parks, recreation, culture and library facilities. A significant portion of the City's infrastructure is aging and approaching the end of its useful life and Vaughan

Given the importance of these assets to the community, it is prudent to understand the challenges associated with aging infrastructure and set in place a plan for keeping facilities in an acceptable state of repair.

In a February 2008 Council report, the Finance Department estimated the infrastructure funding gap over the next 20 years to be \$394 million and growing. The portion related to Recreation, Culture, Parks, and Library services is approximately 30%. Costs and funding sources associated with renewal of existing infrastructure are expected to be addressed through ongoing and future initiatives being pursued by the City and, therefore, have not been included in this Master Plan.

Executive Summary – Physical Activity Strategy

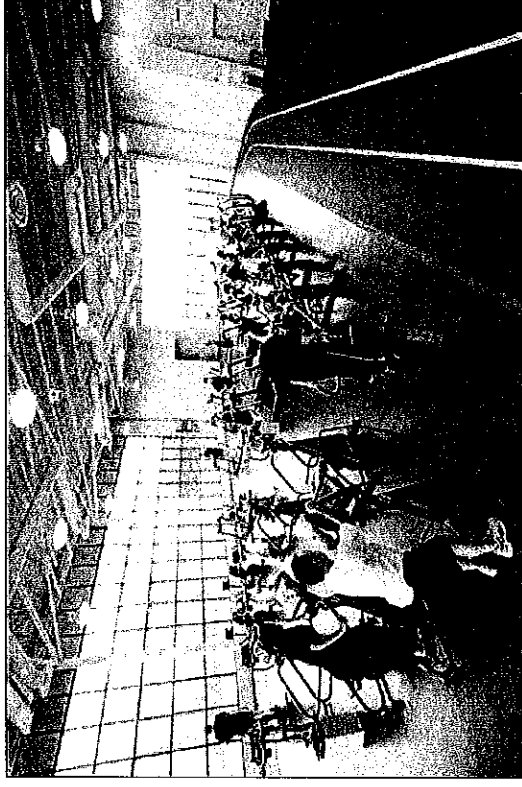
Note: *The full Physical Activity plan can be found in Appendix C of the Active Together Master Plan report.*

Overview

The City of Vaughan has identified the need to develop a Physical Activity Strategy for those who live and work within the City boundary. The need for the strategy has arisen out of the alarming rates of inactivity and obesity in Canada and the City would like to take a pro-active approach in ensuring that:

- there is awareness of the inactivity issue within the community;
- the infrastructure of programs can meet the potential for increased use;
- there are opportunities for joint communication and joint strategies developed with all community partners;
- appropriate strategies are developed to deal with various ages and segments within the community;
- intervention strategies are developed to prompt and encourage people to increase their level of fitness;
- community input is gathered to test as to whether the strategies for the community are appropriate and deemed as workable for the community;
- a prioritized plan allows for the implementation of the plan over time; and
- a measurement tool is utilized to determine if intervention strategies are effective over time.

The City of Vaughan is renowned for providing a wide range of opportunities and facilities to enhance the quality of life in the community. The City is taking a proactive approach to develop strategies in response to the alarming rates of physical inactivity and obesity within Vaughan. The Physical Activity Strategy captures what exists and what can be done to increase the duration and intensity of active lifestyles of the residents and employees within the City boundaries.



About Physical Activity and Obesity

Physical inactivity is the single most important factor contributing to ill health and preventable chronic disease. Research shows that physical activity and sport participation play a key role in improving physical and mental health, preventing disease, disability and premature death.

Nearly 46% of the population over 12 years in the York and Simcoe Health Regions self report being physically inactive. Furthermore, 45% of the population in York Region over 18 years is considered overweight to obese. The data also reported that obesity rates in children across Canada almost tripled between 1978 (3%) and 2004 (8%). The rise in obesity rates in Canada is attributed to the fact that, as a society, we are increasing our calorie intake while at the same time burning less energy in physical activity. Community designs, the convenience of the automobile, longer commutes, sedentary lifestyles and the amount of time spent in front of televisions, computers and game consoles have also decreased activity levels over time. The resultant health issues are evident by increased rates of heart disease, type 2 diabetes and some forms of cancer.

Vision & Goals – Physical Activity Strategy

Vision

Residents and employees have increased their level, duration and intensity of physical activity, have reduced their screen time and are rejuvenated as a result of the “Active Together” strategy.

Goal Statement One

Vaughan residents will have increased their physical activity levels by 10% by the year 2020.

Goal Statement Two

Vaughan residents will have reduced their “screen time” by 10% by the year 2020.



cover the cost to market and promote the strategy and develop new programs and initiatives. For years two and beyond, staff can apply for funding through the Ministry of Health Promotion, the Trillium Foundation and other funders and can leverage resources through the municipal contribution and through community partnerships.

The City is the "key facilitator" of the Physical Activity plan. Staff would identify what needs to be done and would either assume implementation responsibilities or share the responsibility for activities with other organizations involved in the plan's execution. Many community partners in parks and recreation, health and education are properly positioned to provide a substantial contribution to improvements in physical activity levels. Community partners must recognize that their mandates involve education plus the provision of information and supportive tools, infrastructure, programs and social environments, to encourage and motivate residents to become more active. Until the community partners are engaged in working as a collective, the City should work toward finalizing an annual work plan that is attainable and most importantly in the first two years brand and promote what is already being done to support increasing physical activity.

While the development of the Physical Activity Strategy is a key initiative in addressing health issues caused by inactivity, poor nutrition and unhealthy weights, the City's long-term commitment to implementing the strategic actions of the plan will be imperative to successes in advancing the health status of people that work, live, and play in Vaughan.

The implementation of the Strategy is guided by a series of Objectives and Initiatives – with timing associated with each – as outlined in the following tables.



Implementation Plan – Physical Activity Strategy

The implementation of the "Active Together" Strategy must take a planned and coordinated approach.

The development of a community coordinating committee will be crucial. Getting like minded community partners together to confirm a terms of reference, launch the strategy and make the "Active Together" initiative known to the community will be important outcomes in the first year.

The plan recommends actions in the first two years that will be of additional cost (marketing, logo development, signage, community committee support etc), but the leadership to coordinate the plan can for the most part be absorbed into the existing municipal staff time. It is suggested that \$40,000 per year for the duration of the term of the strategy be budgeted to

Objective One: Plan Identity and Recognition

To create an identity and launch for the “Active Together” plan that will draw attention to the physical activity issue and prompt residents to respond to the call to action.

Initiatives – Objective One	Year One	Year Two	Year Three	Year Four	Year Five
Confirm Strategy Name and develop visual look and logo	√				
Confirm a Community Champion (e.g., Mayor) and outline respective responsibilities	√				
Identify community leaders and role models and engage them in the content and delivery of the strategy		√			
Develop a one page overview and Power Point presentation on the issue of inactivity, what Vaughan is doing presently and what Vaughan plans to do in the future	√				
Train staff, community leaders, and partners and make presentations to all active and interested partners, community groups and agencies		√			
Launch a portal on the Vaughan website that hosts the plan, additional information, personal activity audit tools, pedometer challenge log, community partnerships and successes		√			
Plan a launch that “pucks a punch”; alerts residents and businesses to the issue and informs them what they have to do to respond	√				
Confirm key messages, communications vehicles and any promotional materials (postcards, pedometers, posters, etc.)	√				
Ensure that the logo and marketing materials (e.g., pedometers) are widely distributed and visible (possibly through the Library system).		√			
Implement communications and social marketing strategy	√	√	√	√	√

Objective Two: Strengthening Community Partnerships
 To develop and strengthen community partnerships with organizations who can play their part increasing the level, intensity and duration of physical activities in Vaughan.

Initiatives – Objective Two	Year One	Year Two	Year Three	Year Four	Year Five
Complete a list of public and private partners that will serve to increase physical activity	√				
Develop an "Active Together Charter" that speaks to the vision for Vaughan, the importance of physical activity, and the role of the stakeholders and partners signed by all partners at a launch event	√				
Develop Terms of Reference for a Coalition of Community Partners for "Active Together"	√				
Recruit, select and orient the coalition members and clarify roles and responsibilities	√				
Host a one day symposium to launch the plan with all community stakeholders so that each can gain some ownership, "play their part" and begin to submit baseline data		√			
Develop a list of potential sponsors and develop a sponsorship package for various components of the "Active Together" strategy			√	√	
Strengthen the relationships with the Boards of Education to ensure that access to school facilities and playing fields is maximized		√	√	√	√
Confirm - in concert with community partners - second and third year plan targets, deliverables and resources required		√	√		
List all community partners in the Recreation Guide and on the website as well as their contribution to increasing physical activity in Vaughan		√	√	√	√
Host an annual session that highlights new approaches, partnership arrangements, successes and results				√	√
Develop an awards and recognition program that rewards community and stakeholder efforts and individual successes				√	√

Partnership Framework – Physical Activity Strategy

Organization	Suggested Contributions
Vaughan Recreation and Culture Services	<ul style="list-style-type: none"> o Venue and coordination of meetings o Committee terms of reference o Delivery of programs and initiatives o Data collection, performance measures o Use of the Recreation Guide to promote active living partners o Preparation of the annual report
Region of York Public Health	<ul style="list-style-type: none"> o Promotion and education o Assist at special events and other venues o Communications, use of the website o Cross promotion of programs and initiatives
Vaughan Public Libraries	<ul style="list-style-type: none"> o Resource collections o Displays o Pedometer tool kit
Vaughan Communications and Marketing	<ul style="list-style-type: none"> o Communications and marketing plan o Slogan and visual identity o Media relations
Boards of Education	<ul style="list-style-type: none"> o Information dissemination o Supportive programs in schools
Heart and Stroke Foundation	<ul style="list-style-type: none"> o Cross promotion o Use of websites
Community Sports Representatives	<ul style="list-style-type: none"> o Engage in ensuring sport participants are leading active lifestyles
Representatives of Various Age Groups	<ul style="list-style-type: none"> o Reflect age group needs as the "Active Together" strategy is implemented
Cultural Diversity	<ul style="list-style-type: none"> o Reflect the needs of various cultures in the implementation of the strategy o Champion sports and physical activity in diverse communities
Organizations Supporting Persons With Disabilities	<ul style="list-style-type: none"> o Ensure that programs and initiatives are accessible o Champion sports and physical activity within the community
Other Under Represented Groups	<ul style="list-style-type: none"> o Reflect community needs of girls and women, low income residents, diverse cultures and other under-represented groups
Persons with Specific Skills and Competencies	<ul style="list-style-type: none"> o Support the strategy utilizing needed skills and competencies (marketing, fund development / sponsorships etc.)

Objective Three: Active Programs and Initiatives

To capture an abundant inventory of physical activity opportunities in Vaughan and create programs and initiatives to prompt physical activity where there are apparent gaps.

Initiatives – Objective Three	Year One	Year Two	Year Three	Year Four	Year Five
Strengthen linkages with the Boards of Education to integrate Recreation and Culture Department active programming through a “seamless day concept” and integrating community animators into the schools			✓	✓	✓
Develop a monthly theme and focus mostly based on existing events and activities (Heart and Stroke month, SummerActive and WinterActive events, World Walk Day, Healthy Workplace Week, World Physical Activity Day – April, etc.)		✓			
Mark distances on sidewalks and walking trails; provide signage promoting active lifestyles along the way		✓	✓		
Walking Campaigns – Form and support the development of additional local walking clubs where current gaps exist					
Formalize walking clubs and walk times from all community centres		✓	✓	✓	✓
Promote mall walking clubs – Promenade and Vaughan Mills have current programs					
Place decision prompts in strategic places; e.g., “take the stairs” or “get off the bus a stop or two before your regular stop and walk”				✓	
Work in concert with the Planning Department and the Boards of Education to promote the “Safe Routes to Schools” concept			✓	✓	✓
Partner to create active events in and around trails to encourage their use				✓	✓
Promote walking, wheeling and bicycling as an alternative to vehicle transportation			✓		
Develop and promote lane swimming programs that swim to a destination		✓			
Create annual open house events in the districts to promote all sports and physical activity opportunities; (e.g., the doors are open for all to come out and try out various activities and sports).			✓	✓	✓
Initiate “Bring a Buddy” programs during specific weeks at community centres			✓		
Compile baseline data on what active and sports programs and initiatives exist within Vaughan, their capacity and usage. Monitor use on an annual basis	✓	✓			
Promote all active and sport opportunities on the website and in the Recreation Guide		✓	✓	✓	✓
Promote unstructured play opportunities (public swim, public skate, tennis, playgrounds, trails and open spaces) and the value of unstructured play			✓	✓	✓
Complete ongoing needs assessments with active and sport groups as to their satisfaction levels and need for additional active programs				✓	✓
Stay on top of trends and preferences of active pursuits nationally, provincially and locally	✓	✓	✓	✓	✓
Connect and leverage all active events and initiatives (e.g., joint use of the “Active Together” logo).		✓	✓	✓	✓

Objective Four: Infrastructure

To support the maintenance and development of infrastructure and amenities that can increase the capacity and range of choice to enable the enjoyment of safe physical activity.

Initiatives – Objective Four	Year One	Year Two	Year Three	Year Four	Year Five
Place priority on the planned construction and refurbishment of recreation and parks infrastructure to maintain the capacity to provide active programs and opportunities		✓	✓	✓	✓
Ensure that active spaces are audited and considered safe and accessible		✓	✓	✓	✓
Promote and support planning processes, policies and design guidelines that address active transportation principles and infrastructure		✓	✓	✓	✓
Support efforts to ensure that infrastructure is accessible regardless of income or ability including green corridors, bike lanes and paths, safe and connected sidewalks, traffic calming and major parks connections			✓	✓	✓
Develop signage beside all escalators, elevators and bus shelters to encourage the use of the stairs and walking (e.g., 5,000 steps to the next bus stop, do you have the time to be more active for your health?)			✓	✓	
Promote the use of all related active and sport infrastructure (i.e., mall walking clubs).		✓			
Provide updated maps of all areas available for unstructured play (hard copy and on the website)			✓	✓	✓
Provide tool kit to enable local neighbourhood groups to host active special events for families			✓	✓	✓
Work with existing institutions and agencies to promote physical activity and introduction to sport (Brownies, Girl Guides, Scouting, Big Brothers and Sisters)		✓	✓	✓	✓

Objective Five: Social Environments and Support

To enable and support opportunities to support a welcoming, inclusive and supportive social environment to increase the number of active residents.

Initiatives – Objective Five	Year One	Year Two	Year Three	Year Four	Year Five
Encourage activity at the neighbourhood level; train ambassadors from the neighbourhood associations to encourage physical activity			✓	✓	✓
Set up activity teams, buddy systems and adopt-an-exercise partner programs.			✓	✓	✓
Work with sport organizations to encourage training programs (both off and in season) for participants and also for parents and families			✓	✓	
Encourage walking routes for sport spectators before and after games; mark walking routes and information around the arena/ pool or sports fields			✓	✓	✓
Identify natural leaders in the community and assist them in becoming champions of physical activity and sport			✓	✓	✓
Initiate “door to door” and neighbourhood campaigns to discuss active opportunities in the neighbourhood (utilizing summer students through employment programs)				✓	✓
Arm social support workers and health workers with a physical activity and sport tool kit to enable clients to access physical activity opportunities in the community			✓	✓	✓
Ensure that all medical offices are equipped with the PACE Canada toolkit and counselling guide that serves to assist physicians in increasing their patient’s physical activity levels			✓	✓	✓

Objective Six: Including Underrepresented Groups

To reach out and take different approaches to include under-represented groups to ensure that all Vaughan residents are welcome and able to participate in physical activities.

Initiatives – Objective Six	Year One	Year Two	Year Three	Year Four	Year Five
Ensure that the “Active Together” Coalition includes members from under-represented groups (women, diverse populations, persons with disabilities, low income residents)	✓				
Inventory what is being done to include each of the more prevalent under represented groups in Vaughan		✓			
Host annual focus groups with each of the groups to determine what gaps exist, brainstorm around solutions and review the results of previous initiatives		✓	✓	✓	✓
Include special initiatives and programs on the website, and distribute through supportive social agencies and community organizations to encourage greater inclusion		✓	✓	✓	✓
Ensure that an award and recognition program is developed that rewards efforts to include diverse populations and those individuals/groups who champion sport and physical activity		✓	✓	✓	✓

Objective Seven: Workplace Initiatives

To provide support and encouragement to businesses to offer programs and incentives to their employees in embracing active lifestyles

Initiatives – Objective Seven	Year One	Year Two	Year Three	Year Four	Year Five
Vaughan leads by example – promote Vaughan’s wellness program within the organization and develop an annual report that measures its participation and its success	√				
Utilize the Business Directory to promote the importance of workplace physical activity and wellness and the “Active Together” strategy			√		
Develop a scan of the businesses that have workplace wellness programs in place				√	
Develop a tool kit in concert with the Business Improvement Areas and Economic Development and Business Community that prompts business to develop employee wellness programs				√	
Promote the benefits of wellness programs at relevant forums and equip Economic Development Officers with a tool kit					√
Measure the number of businesses that have implemented wellness programs year over year					√
Include corporate wellness program excellence in the “Active Together” awards and recognition program					√

Objective Eight: Policy Support Considerations

To remove barriers to participation and promote physical activity through policy considerations.

Initiatives – Objective Eight	Year One	Year Two	Year Three	Year Four	Year Five
Vaughan will act as a leader and will include “active targets” as part of staff performance agreements (where possible)		√			
All directly-offered Recreation and Culture programs will at a minimum include stretching, age appropriate discussions and encouragement regarding increasing physical activity and decreasing screen time		√	√		
All camps will provide at least one hour in total of moderate to vigorous physical activity per day		√	√	√	√
All partners / groups who provide sport and active programs / opportunities and that utilize municipal facilities will be encouraged to be more inclusive of all under-represented groups		√	√	√	√
Recognizing the need to take special approaches for under represented groups, Vaughan will provide equitable delivery and facilitation of physically active programs and services		√	√	√	√

Objective Nine: Communications and Social Marketing

To implement a social marketing communications strategy that emphasizes key messages to various age groups about the importance of being active and prompting Vaughan residents to adopt active lifestyles.

Simplified Communications Framework

Audience	Key Messages	Communications Vehicles
The General Public	<p>"Active Together" – Physical activity is critical to your health, lets get active</p> <p>"Active Together" – Start with just 30 minutes three times weekly</p> <p>"Active Together" – Turn off the computer and TV screens</p> <p>"Active Together" – There is an active pursuit for everyone in Vaughan</p>	<p>Recreation Guide</p> <p>Posters in Community Centres</p> <p>Vaughan Website</p> <p>Community Partner websites</p> <p>Local newspapers</p> <p>Water and tax bills</p> <p>Rogers Cable</p>

Objective Ten: Measuring the Effectiveness of the Physical Activity Strategy To create a framework that will assist in measuring the effectiveness of the "Active Together" strategy, enable data collection and annual reporting.

Objective		Inputs	Outputs	Effectiveness
Plan Identity and Recognition	<ul style="list-style-type: none"> o Budget o Staff 	<ul style="list-style-type: none"> o Visual identity utilized in concert with like and supporting initiatives 	<ul style="list-style-type: none"> o # of impressions and uses % of the population that recognize the strategy, initiatives and branding 	
Community Partnerships	<ul style="list-style-type: none"> o Total partnership (staff and volunteer) time dedicated in FTEs (full time equivalents) 	<ul style="list-style-type: none"> o # of active community partner organizations 	<ul style="list-style-type: none"> o Perception of the effectiveness of partnerships in increasing physical activity 	
Programs and Initiatives	<ul style="list-style-type: none"> o Budget o Time o # of partners and stakeholders 	<ul style="list-style-type: none"> o Participation #s o # of walking clubs - participation by age group 	<ul style="list-style-type: none"> o Average time spent per week spent engaged in physical activity o Fitness levels of various age groups o Reduction of screen time 	
Infrastructure	<ul style="list-style-type: none"> o Annual capital budget for upgrading and developing new active spaces and active transportation routes 	<ul style="list-style-type: none"> o Kilometres of trails o Square footage of active community facility spaces o Green space in hectares 	<ul style="list-style-type: none"> o Average number of trail uses per week (summer and winter) o Use of active facilities 	
Social Environments and Support	<ul style="list-style-type: none"> o Staff time spent in a community building capacity with respect to physical activity and sport 	<ul style="list-style-type: none"> o # of community leaders and early adaptors o # of self governing groups o # number of participants 	<ul style="list-style-type: none"> o Satisfaction levels with social supports in encouraging activity 	
Inclusion	<ul style="list-style-type: none"> o Staff time spent in engaging under-represented groups in physical activity and sport 	<ul style="list-style-type: none"> o # of outreach connections o New programs for under-represented groups o Participation #s 	<ul style="list-style-type: none"> o Satisfaction levels of under-represented groups 	
Workplace Initiatives	<ul style="list-style-type: none"> o Staff time spent promoting workplace interventions 	<ul style="list-style-type: none"> o # of workplaces with activity plans in place as a % of total workplaces o # of workplace participants o # of new and supportive policies 	<ul style="list-style-type: none"> o Satisfaction levels with workplace supports 	
Policy Support	<ul style="list-style-type: none"> o Staff time dedicated to policy development 	<ul style="list-style-type: none"> o Impact on increased participation and education 	<ul style="list-style-type: none"> o Impact of education/information initiatives and self assessment tools 	
Public Education and Awareness	<ul style="list-style-type: none"> o Staff time o Budget o Sponsorships 	<ul style="list-style-type: none"> o # of media and print impressions o # of visits to the website o # of presentation participants 		