

Proposed Parks Master Plan - Implementation Plan

The following provides guidance for the implementation of the parks master Plan.

Additional supporting resources, at the time of need, to be identified through business cases and submitted for review and subject to approval through the budget process.

Capital investments and operating impacts shown reflect current average estimated values and are subject to change over time and will be adjusted for site specific conditions and project specific scope at the time of project submission into the budget process

Summary of Recommendations

| Recommendation | Timeline | Supporting Resources | Capital Investment and Operating Impacts |
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| R-1 It is recommended that Crime Prevention Through Environmental Design (CPTED) principles be incorporated with new park spaces, new amenities, and amenity renewals; and that opportunities to align CPTED principles are incorporated into maintenance programs where possible. | Ongoing | None | None |
| R-2 It is recommended that a business case be prepared for submission into a future budget cycle to support regular inspection and maintenance of heritage features in parks. | 1-3 Years | Operations , supported by Archives and Heritage Planning and Asset Management | Inspections - none Major repairs or maintenance costs, once identified through inspections, to be presented through normal budget process. |
| R-3 It is recommended that a Parkland Dedication By-law be developed following the adoption of this Plan that will outline the expectations of parkland provision associated with development. And further that, an expanded analysis on growth be conducted to further inform the by-law how to address an anticipated gap in | 1 Year | Planning supported by Legal, Operations, and Finance | Funded within existing budget allocations. |

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| <p>parkland provision needed to support current service levels into the future.</p> <p>NOTE: An amendment to the Official Plan policies on parkland dedication will be required.</p> | | | |
| R-4 | It is recommended that all Secondary Plans consider the need for Neighbourhood and Community Parks and Recreation land in alignment with service levels outlined in this Plan. | Ongoing | <p>Planning with circulation and comment by Development Engineering, Recreation, Operations, and Finance</p> <p>To be determined based on outcome of Secondary Plan</p> |
| R-5 | It is recommended that the sale of surplus undeveloped lands, when deemed appropriate by Council, contribute to the Parkland Cash In Lieu Reserve Fund to additionally fund purchase of park land where insufficient land is being provided through parkland dedication. | Ongoing | <p>Realty Services supported by Finance, Recreation, and Planning</p> <p>None May need a land acquisition strategy as an additional recommendation/action 0.05 FTE Landscape Architect required on any parkland acquisition needs to be included in strategy.</p> |
| R-6 | It is recommended that a capital project be created, funded from development charges (or other suitable sources), to install one or more new amenities in the nearest park for each intensification development site plan or subdivision. | Ongoing | <p>Recreation supported by Planning and Operations</p> <p>Site specific, Capital with operating impacts as shown in Appendix C Current standard is for LA capacity: 4-10 Design/Construction projects per year depending on scope (tbd by Manager) Anything outside require resource.</p> <p>Recommend that all capital projects have a operating impact for staffing assigned effective for 2026 and forward.</p> |
| R-7 | That the Development Charges By-law continues to contain a new park amenity funding allocation that represents the need for more amenities supporting new residents via gentle intensification. | Already in place | <p>Finance supported by Operations and Recreation</p> <p>Site specific, DC funded Capital with operating impacts as shown in Appendix C</p> |
| R-8 | It is recommended that capital project park amenity additions be identified in Riverside Park, and in existing Community Parks, funded from Development Charges, | Consider 1 project every 10 Years | <p>Recreation supported by Operations</p> <p>Site specific, DC Funded Capital with operating impacts as shown in Appendix C.</p> |

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| | in recognition of a growing population using these shared parks and amenities within them. | | | |
| R-9 | It is recommended that the Development Charges Bylaw be updated to recognize recreation lands as defined in this Plan; and that a reserve be established for the purchase of future recreation land needs. | 1-3 Years | Finance supported by Recreation and Operations | None |
| R-10 | It is recommended that a Community Benefits Charge be considered, in future, to support the acquisition of land in areas of the city that are below park land provision service level standards that cannot be resolved through planned development. | 3-5 Years | Finance supported by Operations | None |
| R-11 | It is recommended that the level of service for amenities in Neighbourhood Parks should transition, over time, to include at least three amenities, where space exists, to service a broader range of age groups (i.e. amenities for children, youth, adults, and older adults). | Ongoing | Recreation supported by Operations and Development Engineering for new parks. | Site specific, funded from DCs or other growth related funding sources where new parks are created or where existing parks are impacted by intensification, or funded externally and/or taxes on an application basis. Costs are outlined in Appendix C |
| R-12 | It is recommended that the City continue to monitor sports field and park space usage and identify opportunities to improve, decommission, re-purpose, or re-locate sports fields to other suitable locations in the city. | Ongoing | Operations and Recreation. | Site specific. Costs are outlined in Appendix C |
| R-13 | R-13 It is recommended that the City continue to provide sport courts such as basketball, tennis, and pickleball openly to the public and distributed across the city within Neighbourhood and Community Parks, where space is available, and continue supporting | Ongoing | Operations and Recreation supported by Realty | None |

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| existing leases to non-profit / sports clubs under suitable license agreements. | | | |
| NOTE: As per the Neighbourhood Support Policy, Neighbourhood Associations will be consulted in these projects moving forward. | | | |
| R-14 It is recommended that the City transition to a service standard where all Community Parks include one Premium playground. | 1-3 Years 3-5 Years 5-10 Years 10-20 Years | Operations and Recreation. | \$600k – Upgrade two Playgrounds Renewal Projects \$600k – Upgrade two playground renewal Projects \$960k – Upgrade two playground renewal Projects \$1.4M - Upgrade three playground renewal Projects |
| R-15 It is recommended that Staff develop, publish and maintain a guide that highlights special need, accessibility, and inclusion features within the City’s Parks to serve as a resource for those with special needs and their caregivers.It is recommended that Staff develop, publish and maintain a guide that highlights special need, accessibility, and inclusion features within the City’s Parks to serve as a resource for those with special needs and their caregivers. | 3-5 years | Operations supported by Clerks and Communications . | None |
| R-16 It is recommended that a business case be prepared to increase Operations capacity for the inspection, maintenance, and repair of playgrounds. | 1-3 years | Operations | Total estimated annual cost of \$275K for staffing and equipment operating costs with a one-time cost of \$83k for equipment. |

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| R-17 | It is recommended that, for asset management and long-range financial planning purposes, playground renewal cycle would be set to 15 years. | 1 year for reporting needs | Asset Management/Finance | To be determined through regular Asset Management long range forecasting. |
| R-18 | It is recommended that a condition and accessibility assessment be undertaken for all park washrooms and undertake replacement and renewals. | 1-3 Years 3-5 Years 5-10 Years 10-15 Years | Asset Management supported by Facilities | Replace 1 washroom and renovate 4 washrooms - \$1.5M Replace 1 washroom and renovate 4 washrooms - \$1.5M Replace 1 washroom and renovate 4 washrooms - \$1.5M Renovate 2 washrooms - \$500K |
| R-19 | It is recommended that seasonal washrooms be considered in Duncan Ferguson Park, Dickson Park, and a pilot all-season washroom in Central Park (Preston). | 3-5 Years | Facilities supported by Operations | \$1.75M with operating impacts of \$139k |
| R-20 | It is recommended that the park public washroom maintenance program be reviewed and options to increase the frequency of inspection and cleaning of park public washrooms be prepared through a business case and presented to Council for consideration through the budget process. | 3-5 Years | Operations | Cost of options to be presented to Council in future business case. |
| R-21 | It is recommended that a condition assessment be completed to identify and prioritize renewal of splash pads. | 1-3 Years | Operations supported by Asset Management | Assessment to be completed under existing operating budgets Renewal projects, based on assessment, to be submitted as capital projects into the budget process |

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| R-22 | It is recommended that the splash pad at Riverside Park be upgraded to a premium splash pad. | 5-10 Years | Recreation supported by Operations | \$1.2M with \$15K in increased operating cost for upgraded splash pad. |
| R-23 | It is recommended that an additional 4 splash pads be considered for Community Parks, where suitable space exists, through the capital budget process. | 10-15 Years | Recreation supported by Operations | Estimated Capital cost of \$3.2M with an annual operating cost of \$104K. |
| R-24 | It is recommended that the operating season of splash pads be expanded to early May and to end of September, weather permitting. | 1-3 Years | Operations | Total estimated at \$105k annual operating cost including staffing and utilities. |
| R-25 | It is recommended that additional resources be considered to improve maintenance of Premium Soccer fields. | 1-3 Years (3 Premium Fields) | Operations | Estimated cost of \$140k annually for staffing, equipment operating cost, and supplies with one-time cost of \$64k for additional equipment in conjunction with Phase 1 of Baseball Diamond maintenance improvements. |
| R-26 | It is recommended that additional resources be considered to increase the maintenance of Premium baseball diamonds. | 1-3 Years (4 Premium Fields) 3-5 Years (7 Premium Fields) | Operations | Phase 1 is estimated to cost \$140k annually for staffing, equipment operating costs and supplies with one-time cost of \$64k for equipment. Phase 2 is estimated to cost \$242k annually for staffing, equipment operating costs, supplies with one-time cost of \$67 for equipment |
| R-27 | It is recommended that recreation lands be acquired or re-purposed to support at least two additional cricket fields. | 5-10 Years | Realty and Recreation supported by Operations | Capital cost \$673K with Operating impact of \$69K. One Standard Cricket field and one Recreational Cricket field. Costs are exclusive of land costs which are site specific. |
| R-28 | It is recommended that the scope of the 2025 capital project "A/01059-30 Cambridge Dog Park Design" be revised to consider the three options presented in the Parks Master Plan; and that the 2027 capital project "A/01059-40 Cambridge Dog Park Implementation" be | 1-3 Years | Recreation supported by Operations | Existing budget forecast. |

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| | amended to fund one or more of the options within the current estimated budget value. | | | |
| R-29 | It is recommended that a capital project be considered for a neighbourhood pop-up dog park pilot. | 3-5 Years | Operations supported by Recreation | Pilot estimated to be \$200k Implementation of any permanent leash-free dog areas in parks or continue with pop-up dog park model to be evaluated following Pilot. Refer to Appendix C for potential costs. |
| R-30 | It is recommended that a capital project be considered for the installation of electrical services to support special events in existing parks currently used to support events. | 1-5 Years | Facilities supported by Recreation | Site specific. Costs to be estimated and submitted through budget process. |
| R-31 | It is recommended that a set of standard traffic control plans be established to support special events in Riverside Park, Churchill Park, and Dickson Park. | 1 Year | Recreation supported by Transportation and Operations | Costs to be estimated and submitted through budget process. |
| R-32 | It is recommended that the city consider a capital project to acquire or re-purpose suitable land for the purposes of establishing an outdoor event venue; and that land be developed to support events of this nature. | 1 Year | Recreation supported by Realty and Operations | Site specific |
| R-33 | It is recommended that Operations review garbage receptacle placement, usage, and service routes to identify efficiencies and improvements that can be achieved within current operating budgets. | 3-5 Years Implementatio n of regulatory changes regarding recycling anticipated in 2026. | Operations supported by Asset Management | None |
| R-34 | It is recommended that seasonal water bottle fill stations be provided through future park washroom renewal and new park washroom projects. | 1-15 Years | Facilities | \$5k per location. Total of \$105k for all existing 21 public washrooms. |

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| R-35 | It is recommended that an inventory and condition assessment of park identification signs, by-law signs, trail head signs, wayfinding signs, and information boards be completed with a follow-up capital project to install missing signage and to replace signage that is in poor condition or require updates to meet current standards. | 1-3 Years – inventory and assessment 3-5 Years – Sign Installations | Operations supported by Asset Management Operations supported by Communications and EDIA to ensure alignment with FADS. | None Estimated at \$3.1M and approximately \$32k annually. |
| R-36 | It is recommended that additional opportunities to provide food services in parks are explored for future consideration. | 5-10 Years | Operations supported by Realty/Legal and Special Events? | |
| R-37 | It is recommended that a program be developed to educate residents about the natural environment in parks and how they can contribute in a positive way to these spaces. | 1-3 Years | Operations supported by Communications, with input from Environmental Planning | Estimated at \$50k for supporting contract in material development and communication plan. |
| R-38 | It is recommended that significant changes to vegetation maintenance that are requested or needed in a park include a public notice process: and that, it be presented to Council as part of the budget process if capital funding and/or operating impacts are required to support the change. | 1-3 Years – development of process | Operations | None To be determined case-by-case basis. |
| R-39 | It is recommended that an application process for a Park Amenity Additions be developed in alignment with the City’s Sponsorship or Naming Policy; and that applications be limited to parks that have been identified having the highest need. Development of Program and Application Process Review opportunity on how this could align with the Community Grant and Sponsorship Programs. | 2-4 Years | Operations supported by Recreation | None Continued support for the permanent Sponsorship Coordinator position. |
| R-40 | It is recommended that an application process be developed to request the installation of memorial plaques in accordance with the City’s Naming Policy. | 1 Year | Operations | None |

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| R-41 | It is recommended that a list of trails, sports fields, and park amenities suitable for naming be developed and submitted to Council for review and approval as outlined in the City’s Naming Policy. | 2-4 Years | Recreation supported by Operations | Capital Project Estimated at \$100,000 |
| R-42 | It is recommended that staff define a park maintenance volunteer program. Work in collaboration with the future Volunteer Management program. | 1-3 Years | Operations supported by volunteers. | None |
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Summary of Resources Needed to Support Recommendations

The following identifies anticipated positions in the organization needed to implement recommendations of this Plan within the next 5 years. This adoption of this Plan does not implicitly approve these positions as all new positions are subject to review and approval through the regular budget process and will require business cases to be submitted for consideration.

Implementation Years 1 to 3

| Department | Position | FTE | Description | Recommendations Supported | Estimated Cost |
|------------|---|------|--|--|----------------|
| Operations | 1 CUPE32 Playground Specialist Lead Hand 2 CUPE 32 Maintenance Staff (1 Full time and 1 Seasonal 8 month temp) | 2.67 | Responsible for inspections, repairs and maintenance program | R-16 Improved playground maintenance | \$236,885 |
| Operations | Extend 2 CUPE32 student positions from 4 months to 6 month Seasonal Temp | 0.33 | Daily maintenance/sanitation | R-24 expanded season of splashpads | \$38,264 |
| Operations | 3 CUPE 32 Sports Fields Maintenance staff (8 months each) | 2 | Maintenance and Repairs of Sportsfields | R-25 Improved maintenance of three Premium Soccer Fields R-26 Improved maintenance of four Premium Ball Diamonds | \$209,978 |
| Recreation | 1 CUPE 1882 FT staff – Landscape Architect | 1.0 | Parks planning and Capital Projects design & implementation | R-4 – Parks planning comment on secondary plans R-5 – Support Realty in analysis of surplus lands and acquisitions for parkland development R-6 - install one or more new amenities in the nearest park for each intensification development site plan or subdivision R-8 - capital project park amenity additions in Riverside Park, and in existing Community Parks, funded from Development Charges, in recognition of a growing population using these shared parks and amenities within them R-11 - level of service for amenities in Neighbourhood Parks increase to include at least three amenities, where space exists, to service a broader range of age groups R-14 – upgrade playground to Premium in all Community Parks | \$140,700 |

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| | | | | <p>R-32 - capital project to acquire or re-purpose suitable land for the purposes of establishing an outdoor event venue; and that land be developed to support events of this nature.</p> <p>R-39 - application process for Park Amenity Additions be developed and administered, in alignment with the City’s Sponsorship or Naming Policy</p> | |
| Recreation | 0.5 CUPE 1882 Facility Booking Representative | 0.5 | Facility Booking | <p>R-25 - additional resources to improve maintenance of Premium Soccer fields, resulting in additional booking pressures.</p> <p>R-26 - additional resources to increase the maintenance of Premium baseball diamonds, resulting in additional booking pressures.</p> | \$45,285 |

Implementation Years 3 to 5

| Department | Position | FTE | Description | Recommendations Supported | Estimated Cost |
|------------|--|-----|--|--|----------------|
| Operations | 3 CUPE32 staff for 8 months | 2 | Maintenance and Repairs of Sportsfields | R-26 Improved maintenance of seven Premium Ball Diamonds | \$209,978 |
| Recreation | 1 CUPE 1882 FT staff – Landscape Architect | 1.0 | Capital Projects design & implementation | <p>R-6 - install one or more new amenities in the nearest park for each intensification development site plan or subdivision</p> <p>R-11 - level of service for amenities in Neighbourhood Parks increase to include at least three amenities, where space exists, to service a broader range of age groups</p> <p>R-39 - application process for Park Amenity Additions be administered</p> | \$140,700 |

Plans, Policies, and Bylaws to be Reviewed and Updated or Created

The following outlines a list of documents that need to be updated or created to align with service standards and recommendations of the Parks Master Plan.

| Document Name | Action Needed | Priority | Resources |
|--|---------------|----------|--|
| Parkland Dedication Bylaw | Create | High | Legal supported by Planning and Operations |
| POPS and Stratified Parks Policy | Create | High | Legal supported by Planning and Operations and Recreation |
| Reserve Fund Bylaw – Parkland Cash-in-leiu | Update | High | Finance supported by Legal and Operations and Recreation |
| Development Charges Bylaw - Parks | Update | High | Finance supported by Legal and Recreation and Operations |
| Purchasing Land Sales Policy | Update | Medium | Legal supported by Finance |
| Official Plan | Update | Medium | Planning |
| Secondary Plans | Update | Medium | Planning supported by Operations and Recreation |
| Community Benefits Charge Bylaw | Create | Low | Finance supported by Legal |
| Sponsorship and Naming Policy | Update | High | Recreation supported by Finance and Economic Development and Operations |
| Trails Master Plan | Update | Low | Operations supported by Transportation and Asset Management |
| Cycling Master Plan | Update | Low | Transportation supported by Operations and Asset Management |
| Urban Forest Master Plan | Update | Low | Operations supported by Asset Management and Technology Services |
| Affiliation Policy | | High | Recreation supported by Legal and Operations |
| Riverside Park Plan | Create | Low | Recreation supported by Operations |
| Churchill Park Plan | Create | Low | Recreation supported by Operations |
| Soper Park Plan | Create | Low | Recreation supported by Operations |