

TOWN OF WHITCHURCH-STOUFFVILLE

Leisure and Community Services Master Plan

September 2022

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1 OUTLINING THE LEISURE SERVICES MASTER PLAN, STRATEGIC REVIEW AND UPDATE

1.1 Introduction

Sierra Planning and Management has been retained by the Town of Whitchurch-Stouffville (also referred to as “the Town”) to update the Town’s current Leisure and Community Services Master Plan (LCSMP) approved by Council in 2018. The 2018 Master Plan was itself an update of the 2013 Leisure and Community Services Plan.

The update to the current plan is based on a detailed program of research, consultation and priority setting against a background of key goals and objectives which will drive the work of the Town in implementing the plan. As with the current plan, the update is intended to operate as a 10-year guidance document. Accordingly, recommendations are updated to extend the operational life of the plan to the end of 2032. The recommendations of the plan are categorized into those which immediate (short-term – years 1 and 2), medium-term (years 3-5) and long-term (years 6-10).

The 2018 plan is approaching the mid-point of its operational period and a number of the recommendations of the plan have either been completed or are in progress. In some instances, conditions have changed, and recommendations are no longer relevant while the onset of the Pandemic in 2020 has created disruptive conditions that present both challenges and opportunities for the delivery and consumption of recreational, leisure and heritage services. This Update Plan distinguishes between these differing forces of change in order to present a slate of recommendations that address both long-standing patterns of community growth and ethnic diversification as well as lifestyle trends that can be expected to increasingly impact the consumption of recreation and heritage services.

1.2 Relationship of this Plan to Requirements of the Planning Act Regarding Alternative Requirement for Parkland Conveyance

The Ontario Planning Act enables the Town to utilize, at its discretion, the Alternative Requirement for parkland dedication. This requires land to be conveyed to the municipality for park or other public recreational purposes at a maximum rate of one hectare for each 300 dwelling units proposed. In the case of transit-oriented community land, this is further limited to a maximum equivalent of 10% of the land or the value of the land where the proposed development is five or less hectares; and 15% for larger development sites.

In order to apply this alternative method, the Official Plan of the Town requires policies which address the provision of public land for parks and recreation and the use of the Alternative Requirement. Furthermore, before adopting Official Plan policies in this regard, the Town is required to prepare a publicly available parks plan that addresses current and future need for parkland.

The Leisure and Community Services Master Plan fulfills these requirements by providing a full-scope parks plan as part of a broader recreational facilities, parks and open spaces, and services strategy. The plan has been subject to consultation that meets the requirements of the Act.

By virtue of addressing a range of recreation service needs, this Master Plan also contributes to the identification of community needs that may be funded through a Community Benefits Charge (CBC) pursuant to a Community Benefits Charge Strategy, as well as growth-related infrastructure costs that are funded from Development Charges.

1.3 Key Parameters of the New Plan

1.3.1 *Planning As a Result of the Pandemic*

The impact of the Pandemic is expected to ameliorate overtime but, as of 2022, there are several observed trends that should inform the plan. By way of example:

- An increased strain on the supply of volunteers who are critical to the effective operation and growth of a wide range of community sport, recreation and heritage groups. Similarly, the reliance of the Town on experienced volunteers and the reduction in the number of volunteers as a result of the Pandemic is a challenge to the existing delivery model for a number of services;
- Whether short-term or longer-term, the impacts of the Pandemic in reducing the availability of trained part-time and contract staff. The result of this and the pressures on volunteer supply mean that operational realities of delivering services need to be addressed, planned for and sufficiently resourced if the recommendations of the Plan are to be successfully implemented over the course of the next several years;
- A sustained desire for a growing range of outdoor and self-directed recreational pursuits by individuals and families. The focus on outdoor activity over indoor that was a requirement of operations in 2020 and 2021 may be rebalanced in the coming years. However, there is a strong drive for improved access to open spaces, trails, waterfronts, and other places for unstructured, passive recreation by people of all ages. Whitchurch-Stouffville is well placed to respond to this need and this updated plan includes new directions in planning for open space and off-road trail connections.

1.3.2 *Relevant Planning Horizon*

The development of the Master Plan is not isolated from the longer-term planning that is essential to ensure the successful development of the Town and protect the quality of life for its residents.

The analysis that underpins this plan is informed by long-term projections of growth and change to 2041 and for general reference, projections to 2051. This longer-term perspective is essential to good planning. New facilities and services triggered by the achievement of population growth both town-wide and in respect of individual communities within the Town, require necessary

context: a community need for an additional recreational facility by 2032 can become a need for multiple additions in the ensuing years. The value of scaling facility provision to accommodate future growth is considerable and enables operational efficiencies, reduces capital costs over the long-term and enhances customer service.

As a result, the recommendations for each class of recreational asset included in this plan are informed by the rate of growth in need that extends beyond the Master Plan period, and the appropriate ways to meet both evident current need and longer-term future need. By so doing, a five-year update of this plan can more easily be attained, just as the 2018 plan was predicated on recommendations for actions that met needs beyond the plan period to 2028.

1.3.3 Master Plan Period

The Master Plan provides a comprehensive, multi-year framework comprising ongoing actions (those unchanged from the 2018 Master Plan), as well as a series of new directions and individual action items in each of the next 3 years (2023, 2024 and 2025), Years 4 and 5 (2026 and 2027), and Years 6-10 (2028-2032).

The 10-year limit to the plan is appropriate given the dynamic nature of population, employment and overall demographic change in the Town that has occurred in the last 20 years, and which is expected to continue. However, the end date is administrative, and it is expected that the Plan will be subject to review and update at the mid-point (2027), rolling the plan forward with necessary revisions to reflect new economic, social and environmental conditions as of that time. Communities that experience the level of growth expected in Whitchurch-Stouffville require a flexible and responsive set of policies and guidance to inform capital and operating budgets and the achievement of longer-term priorities.

Accordingly, it is important that this Master Plan is not overly prescriptive in its guidance but provides the necessary policy framework, key directions, and service standards to enable senior management to respond flexibly to conditions on the ground, while maintaining the vision, principles, goals and objectives of this plan.

1.3.4 Integrated Municipal Planning

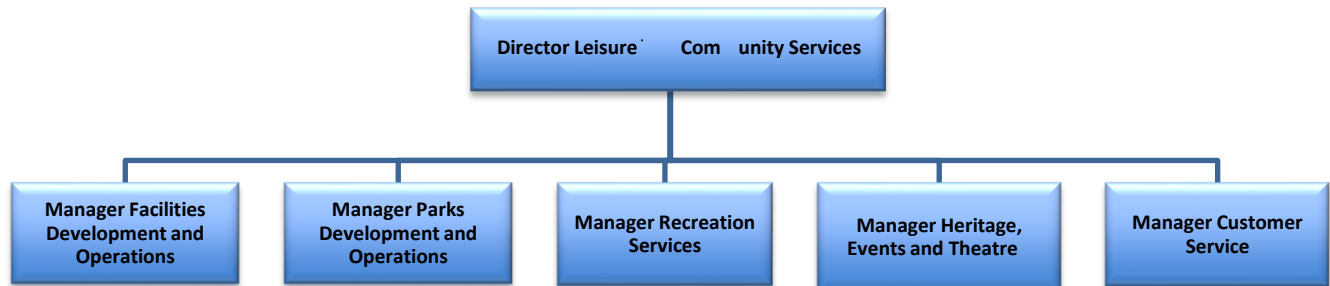
As the Town grows, the importance of the relationship between planning for growth and the nature, location and scale of community facilities is increasingly important. Community facilities are funded from a range of sources including Development Charges, Parkland Acquisition, developer contributions, government grants and the tax base. Achieving the right mix of community facilities and parks, in the right locations and at the appropriate scale to meet the goals of the Town for a hierarchy of parks and facilities to meet local neighbourhood, community and town-wide needs is essential to good planning.

The LCSMP should inform the process of land use planning and development control activities to ensure that the goals of the plan are met as a result of future development.

1.3.5 A Plan that Responds to New Organizational Structure

The organization of the Leisure and Community Services Department has changed since the adoption of the LCSMP in 2018. The original inclusion of Facilities and Parks Division, Recreation Services Division and Culture and Community Services Division has been replaced with the following:

Exhibit 1: Leisure and Community Services Divisions - Organizational Structure, 2022



The separation of Facilities, Development and Operations from Parks and the creation of a Manager of Parks Development and Operations is an appropriate restructuring and deepening of the managerial capacity of the Town. The inclusion of both parks development planning and operations creates the opportunity for far greater coordination, not only in the provision of future parks but also the operational business plans that should support all aspects of maintaining and sustaining parks and the events, activities and programming that occur in the parks system.

The addition of the Town's Centralized Customer Service Centre functions under the direction of the Leisure and Community Services Department is also relevant – enabling a synchronization of the broader customer service role and the more specific customer relationship management overseen by the Recreation Services Division, and the Heritage, Events and Theatre Operations.

Whereas in a number of recreation master plans, the central goal of a service delivery strategy is to enable greater co-ordination of response between those responsible for facilities planning, operations, recreation and heritage programming, and special events, the current organizational structure is already aligned to achieve these outcomes.

1.3.1 Regular Review of Plan to Respond Effectively to Population Growth and Change

Responsibility for implementation of the LCSMP will rest with the Director of Leisure and Community Services with divisional managers responsible for implementation of recommendations specific and limited to each division, reporting in all cases to the Director of Leisure and Community Services. Unless delegated to senior management, the implementation of all recommendations is at the discretion of Council.

Given the pace of growth experienced over the last 15 years and the projected residential growth to 2032 and beyond, the growth management principles of the plan should be reviewed on a timely and on-going basis. The overall implementation of the plan as well as the review of principal assumptions underlying the plan, its vision and key objectives should be reviewed in the fifth year of the plan.

2 BACKGROUND: ACHIEVEMENTS OF THE EXISTING LEISURE AND COMMUNITY SERVICES MASTER PLAN, 2018

2.1 Relevance of Existing Goals and Objectives

The 2018 LCSMP, operational since mid-2018, has been impacted by the onset of the Pandemic in early 2020. The restrictions on access to indoor facilities, parks and programming of all kinds has had a dramatic effect on the metrics of measurement by which we typically measure the success of plans. In this context, it is less relevant to assess utilization of programs and rental of facilities, drop-ins and events development, and far more instructive to assess the degree to which the groundwork has been laid to emerge from the Pandemic with effective implementation of the plan. This is, in part, the reason for an update to the plan at this time.

Despite the Pandemic and its impacts on the preferences and expectations of residents for accessing the range of services offered by the Town, the vision for leisure services presented in the 2018 plan has renewed importance in light of the societal focus on maintaining health and wellness for all residents regardless of socio-economic status.

2.2 New Realities and Priorities

As of 2022, areas of enhanced focus include the following:

Legislative Changes: to the available funding mechanisms for acquisition and development of parkland and recreation infrastructure. These include the creation of the Community Benefit Charge (CBC) as an available funding mechanism, the requirement for a municipality to develop a parks plan prior to the use of Alternative Rate provisions for dedication of parkland, and the requirement for new parkland dedication by-laws to enable Alternative Rate. The parks plan requirement is met by this Master Plan, which includes all parks and open spaces.

Growth Management: the approval of new areas of residential and employment growth in the Town that were not anticipated as part of the 2018 LCSMP.

Integrated Policy Development: the approval of a number of linked policies that, together with the LCSMP, will guide municipal decision making forward.

Uncertain Impacts of the Pandemic: the legacy effect of increased interest in passive enjoyment of parks, open space, and trails, and the desire for unstructured play can be expected to place greater focus on equitable access to the Town's parks and sports fields.

At the same time, a robust growth in program take-up for structured recreational activities is expected, which will serve to emphasize the need for effective forward planning for developing new indoor and outdoor recreation facilities and services. Population, household and employment growth will drive the need for a clear strategy for type of facilities, their location, and funding priorities.

2.3 Implementation of the Plan to Date

Key successes to date in the implementation of the approved LCSMP include a range of capital investment to address the needs of both existing facilities as well the demand for new amenities. This is balanced with considerable focus on operational and service enhancements.

The 2018 plan has also served to stimulate a range of other initiatives that leverage current opportunities for organizational, procedural, policy and capital spending. Examples of these complementary initiatives include the proposed partnership between the Town and a third-party provider to design, build, operate and maintain a large air-supported fieldhouse dome at Ballantrae Park, and the development of a range of recent policy enhancements (itemized below) which will operate in concert with the LCSMP.

Capital Investments

This includes new infrastructure and is over and above annually budgeted investment in facility lifecycle renewal and smaller capital spending on State of Good Repair (SOGR) activities to ensure facilities are maintained in good condition.

2018 Plan: Town to consider future of Soccer City in light of Operating Costs

Outcome: Exercising its right to purchase, the Town purchased and has disposed of the facility consistent with the recommendations of the Plan for a pro-active approach determining the lines of business that should define the Town's recreation mandate.

2018 Plan: Completion of the Leisure Centre Expansion as Planned and Enhancement of Town Services

Outcome: With the completion of the 35,000 sq. ft. addition comprising a new gymnasium, fitness centre, library expansion and the relocation of the Latcham Art Gallery to the Leisure Centre, the onus is on successful programming of the entire complex. While there are ongoing improvements that are still required to improve operational efficiency including potential enhancement to the customer service offices and counter, programming has been successful at the Centre and membership of the fitness centre is also strong.

2018 Plan: Implementation of Memorial Park Capital Development Program

Outcome: Public design charettes helped confirm the direction of the plan following its adoption through the LCSMP in 2018. Council had approved the concept plan as of November 2019 and administration has commissioned design and construction of the courts complex (2 Tennis and 8 Pickleball courts) in Memorial Park adjacent to the Leisure Centre, and the design and construction of an ice-skating trail (slated for opening in 2023). In addition, recent plans include revitalization of the existing bandshell in Memorial Park.

Notwithstanding the degree of focus on Memorial Park over the last three years, ongoing planning and management of this destination park is vital and will be achieved through a dedicated focus on the operational supports to effectively maximize the value of the Park to residents and visitors.

2018 Plan: Community Centres Maintenance and Enhancements

Outcome: Ongoing SOGR investments in existing community centre assets in addition to the Town-wide community centre which include the Leisure Centre, Stouffville Arenas complex and Clippers Arenas facility. Investment includes the development of the Ballantrae Community Centre Clubhouse annex which was originally conceived as part of the plans for year-round tennis and the development (and subsequent termination) or agreement with the Ballantrae Sports Dome Group to install and operate an indoor dome over the courts. In the past four years, Whitchurch-Stouffville Museum and Community Centre invested in minor repairs and upgrades and a proposed plan for Capital Projects and Life Cycle Upgrades (2022-2023) was developed in 2022.

Current plans include leveraging private interest in the design, development, operation and maintenance of a large sports fieldhouse dome at Ballantrae Park. In so doing, this reflects the role of Ballantrae as a community hub serving the rural communities north of Stouffville.

2018 Plan: Additional Splash Pads

Outcome: Development of water play features at Gar Lehman Park and plans for installations at the new Baker Hill North Park. Design for water features at the Baker Hill North Park will be completed in 2022.

2018 Plan: Monitor Demand and Seek Improvements to Cricket Facilities

Outcome: Improved grading and quality of surface at the Bethesda Park cricket grounds are currently underway.

Operational and Service-Related Enhancements

Covid impacts aside, the intent of the existing plan to achieve partnerships with other facility and service providers remains a Town priority, including renewed efforts to development partnerships with local schools.

A number of policy and by-law recommendations contained in the 2018 LCSMP have been incorporated into the 2022 Draft Official Plan. Although further changes to the Official Plan will be necessary to fully align with the outcomes of this Update LCSMP, the Official Plan review has successfully addressed:

- The goals of parks acquisition and development using available legislative tools;
- The role of the parks portfolio in supporting environmental sustainability and access to recreation; and
- Adoption of a parks hierarchy to better define operational and capital resources which need to be allocated to the parks system.

Organizational enhancement was achieved through separation of Parks and Facilities in terms of development planning, construction and management responsibilities. At the same time, these more delineated functions remain integrated as part of Leisure and Community Services.

A number of new and/or updated policies are also in place or underway pursuant, or otherwise in alignment with, the 2018 LCSMP:

- Update to the Town’s Asset Management Plan (AMP) which will include updated assessment of assets under the control of Leisure and Community Services in 2023;
- Individual corporate policies to address:
 - Policies and procedures for subsidization of eligible community groups (completed in 2022);
 - Facility Allocation Policy update;
 - Development of Leisure & Community Services User Fee Policy, schedule and administrative delegation of authority for rate setting (completed in 2022);
 - A Diversity, Equity and Inclusion Plan (currently underway);
 - Reconciliation & Engagement Plan (currently underway);
 - Development of Sponsorship Program to support events (completed in 2022);
 - A Community, Festivals and Special Events Policy; and
 - A Customer Service Plan (Phase 2 commencing in 2022).

2.4 Organization of the Updated Plan

The LCSMP is organized into a number of areas, reflective of the broad and inclusive nature of the plan.

- **Services:** This includes plans and recommendations for the role of the Town as a recreation and heritage services provider and the maintenance of appropriate service standards;
- **Indoor Community Facilities:** Policies to inform planning for the Town’s portfolio of indoor recreation and heritage facilities including the requirements for new infrastructure;
- **Outdoor Sports Fields, Courts and Amenities:** Addressing the future needs for land and development in order to maintain appropriate service standards as the Town’s population grows; and
- **Passive Parks, Open Space Network and Trails:** An area of renewed focus.

The recommendations that form the backbone of this plan include new recommendations as well as those existing from the 2018 Plan that remain relevant to the current 10-year planning horizon. Policies that are unchanged are denoted as “Recommendation for Continuation”. All recommendations, whether existing or new, are based on the detailed analysis of growth and change in the Town projected over the planning period and longer time horizon to 2041, as well as the comprehensive program of consultation and engagement conducted in 2022.

3 CONSULTATION AND ANALYTICS UNDERPINNING MASTER PLAN UPDATE

3.1 Process and Analytics

To date, a number of engagement activities relating to the preparation of this update to the Leisure and Community Services Master Plan have been undertaken, with the purpose of garnering input from those who use and help to deliver the services.

Engagement has included:

- A Community Workshop on June 16, 2022 (in person)
- User Group Workshops in June 2022 (in person)
- Online Public Survey (June 1-July 1, 2022)
- Online User Group Survey (June 6-July 6, 2022)
- Meetings with internal stakeholders: LCS Staff in June 2022 (In person)
- Interviews the Mayor and Members of Council (May – June 2022)
- External stakeholder interviews (June - July)

This section provides an overview of what we have heard thus far in the process and from whom regarding participation/usage, satisfaction, and aspirations for future provision.

3.2 Consultation Framework

A Collaborative Engagement Framework was used to develop this Master Plan update. The public, Town staff, and stakeholders to understand current and future needs, supply of facilities, and current issues in recreation and heritage.

Principles of Engagement included:

- Clear & Understandable Messaging
- Collaborative Discourse
- Inclusive Processes

Key elements of collaborative engagement included in-person and virtual components. In-person meetings allowed for interaction with the public, user groups, and staff. Online surveys distributed via the Town's website, social media (channels where residents receive their community news), and printed media (On The Road - OTR). An invitation to participate in the public survey was also distributed at all in-person meetings.

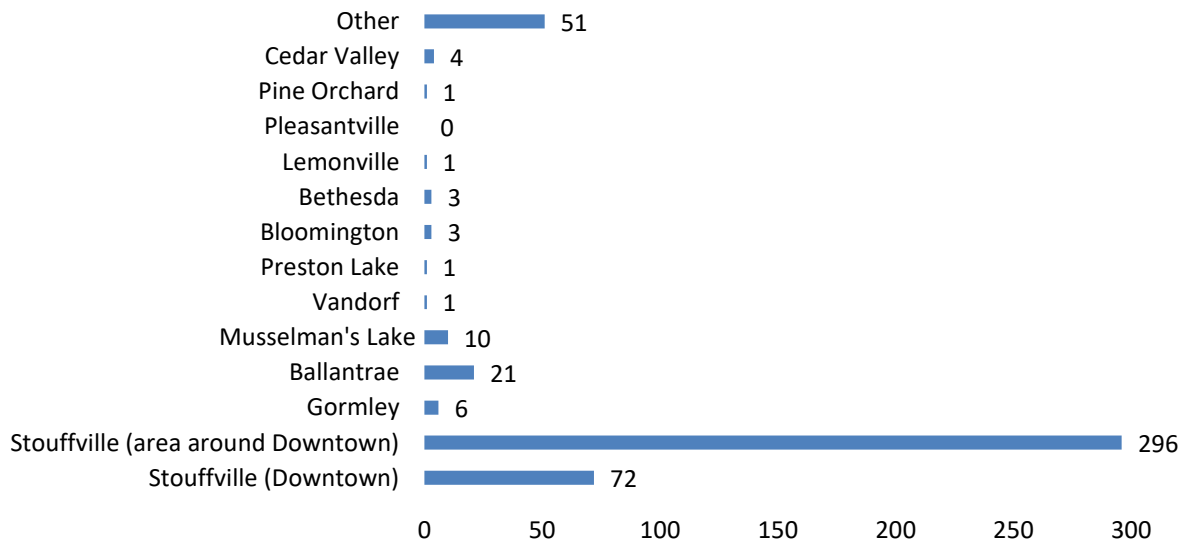
Meetings were conducted with indoor and outdoor user groups as well as internal stakeholders (LCS Staff from all divisions) in June 2022. Interviews with the Mayor and Members of Council were conducted in May and June 2022. External stakeholder interviews were conducted in June and July 2022, while a Community Workshop was conducted on June 16, 2022 and provided an opportunity for members of the public to provide their input and share ideas.

Two surveys were conducted to understand current uses and needs of the Town’s recreation and heritage facilities, parks and trails.

A user group survey was conducted from June 6 to July 6, 2022 to understand needs of sports and community groups. A survey invitation was distributed by the Town. Over 49 surveys were taken by representatives from sports groups (82%), heritage (6.12%) and social clubs (12%) - representing 16 unique user groups. Information on membership and trends has informed the analysis (as discussed in sections below).

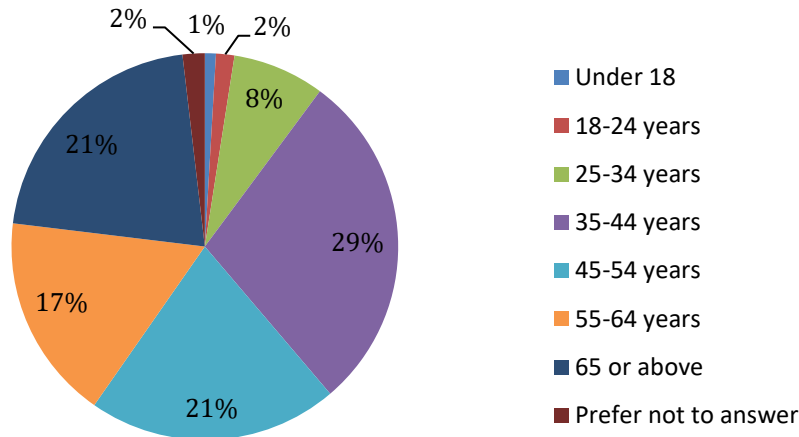
ANSWER CHOICES	Responses, %	Number of responses
Sports and Recreation Group	81.63%	40
Heritage Group (arts, dance, music, theatre, etc.)	6.12%	3
Events/Festival Programming	0.00%	0
Service or Social Club/Community Group	12.24%	6
Total		49

A public survey was conducted from June 1 to July 1, 2022. The public survey was made available online via the Town’s website and information was distributed via community and user group emails lists. The public survey had a good response rate, in total 470 responses were received. A total of 368 (78%) respondents reside in Stouffville downtown and surrounding areas, which represents 70% of the current Town’s population. Respondents from other communities (n=102 or 22%) live in other communities, including Ballantrae and Musselman's Lake (n=31), Gormley (n=6), Bloomington (n=3), Bethesda (n=3), and Vandorf (n=1) as shown in the Exhibit below:



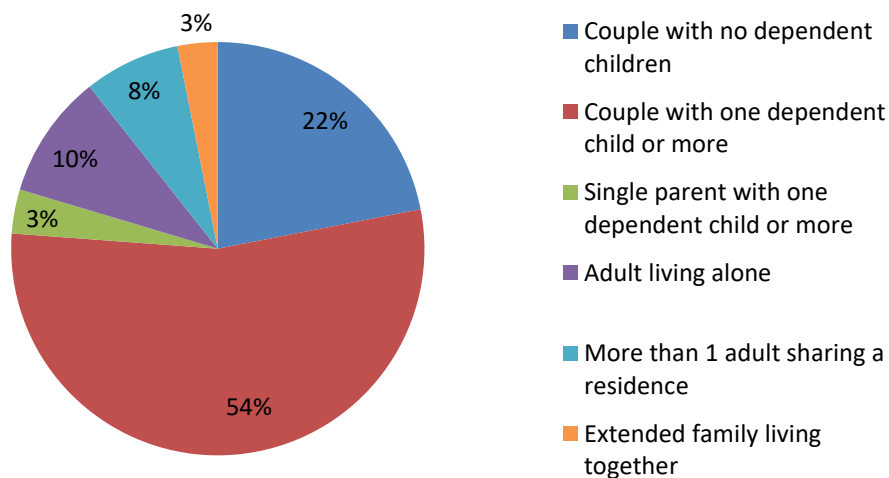
Age Distribution

The age group with the highest percentage of respondents are those between the ages 35-44 years old, resulting in a total rate of 29% of all survey responses. Following this age group, those who are 65 and above make up a total of 21% of respondents and those who are 45-54 make up a total of 21% of all responses. While not a large percent, responses from residents under 18 demonstrate engagement of this harder to-reach group of residents. Overall, the age distribution demonstrates that the survey reached out to different age groups.



Household Profile

Over half of all respondents (54%) were couples with at least one dependent child and nearly a quarter of the respondents were couples with no dependent children (22%). This equates to most of the respondents being couples at a rate of 75%. Other respondents included adults either living alone (10%) or adults living in a shared residence (8%).



3.3 Priorities of the Public

3.3.1 Usage and Satisfaction with Indoor Facilities

Usage

When asked about indoor municipal facilities, 87% of 438 respondents used such facilities in the past few years (not affected by the COVID-pandemic).

Level of Satisfaction

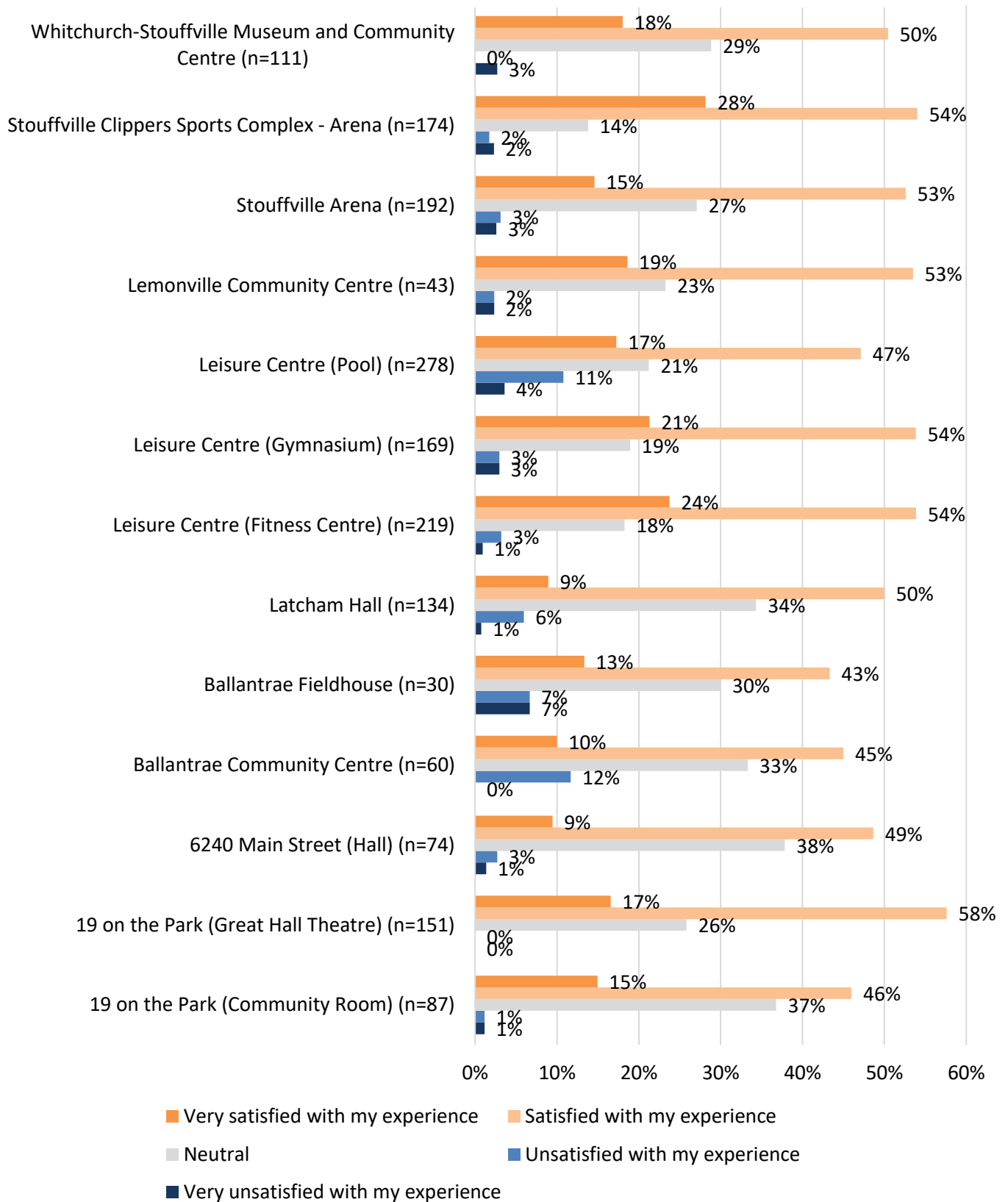
A question about satisfaction with indoor facilities was answered by 364 respondents. Most used facilities are the Leisure Centre - Pool (76%), Leisure Centre - Fitness Centre (60%), and Stouffville Arena (53%), followed by Stouffville Clippers Sports Complex - Arena (48%), Leisure Centre Gymnasium (46%), and 19 on the Park - Great Hall Theatre (41%). All facilities:

Indoor Facilities (number of respondents who report using a facility)	% of total (n=364)
Leisure Centre (Pool) (n=278)	76%
Leisure Centre (Fitness Centre) (n=219)	60%
Stouffville Arena (n=192)	53%
Stouffville Clippers Sports Complex - Arena (n=174)	48%
Leisure Centre (Gymnasium) (n=169)	46%
19 on the Park (Great Hall Theatre) (n=151)	41%
Latcham Hall (n=134)	37%
Whitchurch-Stouffville Museum and Community Centre (n=111)	30%
19 on the Park (Community Room) (n=87)	24%
6240 Main Street (Hall) (n=74)	20%
Ballantrae Community Centre (n=60)	16%
Lemonville Community Centre (n=43)	12%
Ballantrae Fieldhouse (n=30)	8%
Other not listed above (n=23)	6%

Other facilities include Soccer City (several responses) that used to be a municipal facility, the Library, and the Latcham Art Centre.

As shown in the Exhibit below, users are generally satisfied with the indoor facilities. The Leisure Centre Pool has a somewhat higher level of “not satisfied” answers. As an analysis of open-ended responses below shows, this dissatisfaction level is due to a high demand for swimming facilities and the need for more time, programs, larger changerooms, and an additional pool.

Exhibit 2. Level of Satisfaction with Indoor Facilities (n=364, each respondent could indicate multiple facilities)



Suggested Improvements for Indoor Facilities

Respondents were asked what improvements could be made to municipal indoor facilities to increase their interest/access to recreation and heritage programs.

A total of 163 respondents answered this question, making suggestions for both programming content and facility types. Suggestions included:

- Larger pool
- Swim programs
- Indoor gym and fitness
- Indoor walking
- Indoor soccer facility
- Pickleball
- More change rooms at leisure centre
- More seniors programming
- More kids programming for ages 4 and under, preferably free
- More sport/ drop-ins/ activities for teenagers - Age 13-17
- More programs for 11 to 14 like volleyball, dance, cooking classes

Suggestions for New Indoor Facilities

The respondents (n=323) overwhelmingly (56%) feel that additional indoor facilities are needed, including the following:

- Additional pool
- Sports facilities: gymnastics, basketball, karate, racquet, curling, soccer, baseball, squash, bowling, tennis, pickleball, rock climbing
- Skating arena
- Indoor walking track
- More heritage facilities and cultural celebrations: Black History Month, Pride Month, Indigenous History Month, Tamil Heritage Month, etc.
- More library facilities and programs
- Movie / theatre / concert facility
- Facilities and programs accommodating youth, young adults, and seniors

3.3.2 Usage and Satisfaction with Outdoor Facilities

Usage

When asked about outdoor facilities, out of 389 respondents 71% respondents used outdoor facilities in the past few years (not affected by the COVID-pandemic); 29% did not use outdoor facilities.

Level of Satisfaction

The 234 respondents indicated their level of satisfaction with outdoor facilities. As the most satisfactory were named the baseball diamonds at Memorial Park (84%) and Rupert Park (74%), followed by the soccer fields at the Bethesda Sports Fields and the Stouffville Arena and Sports Fields (74% each).

The least satisfactory facilities are the tennis courts at the Stouffville Arena and Sports Fields (18% are not generally satisfied with them). (Exhibit 3, below)

Additionally, 221 respondents named other satisfactory outdoor recreation facilities, such as parks (85%), splash pads (80%), and playgrounds (79%).

The least satisfactory facilities that were named included ball hockey and cricket (52% and 34% said they were unsatisfied with them, respectively). (Exhibit 4)

Suggested Improvements for Existing Indoor Facilities

Respondents (n=61) provided reasons for lower level of satisfied with some outdoor facilities, including the following:

- Pavement, ground leveling and drainage issues at Glad Park, Memorial Park, Greenwood Basketball Park
- Baseball diamonds are not centrally located
- Parks, including splashpads, soccer fields, outdoor ice rinks and baseball diamonds need better maintenance, including lighting, signage, washrooms
- More space is needed for community gardens, outdoor skating, tennis, pickleball¹, outdoor fitness, and cycling facilities
- More playgrounds and indoor facilities are needed for toddlers, and more parking at facilities
- Better awareness of available parks and what they are offering is needed
- Space and operating hours need to increase

¹ Note: The survey was conducted before 2 new tennis and 8 pickleball courts opened at Memorial Park in July 2022.

Exhibit 3. Level of Satisfaction with Outdoor facilities (n=234, each respondent could indicate multiple facilities)

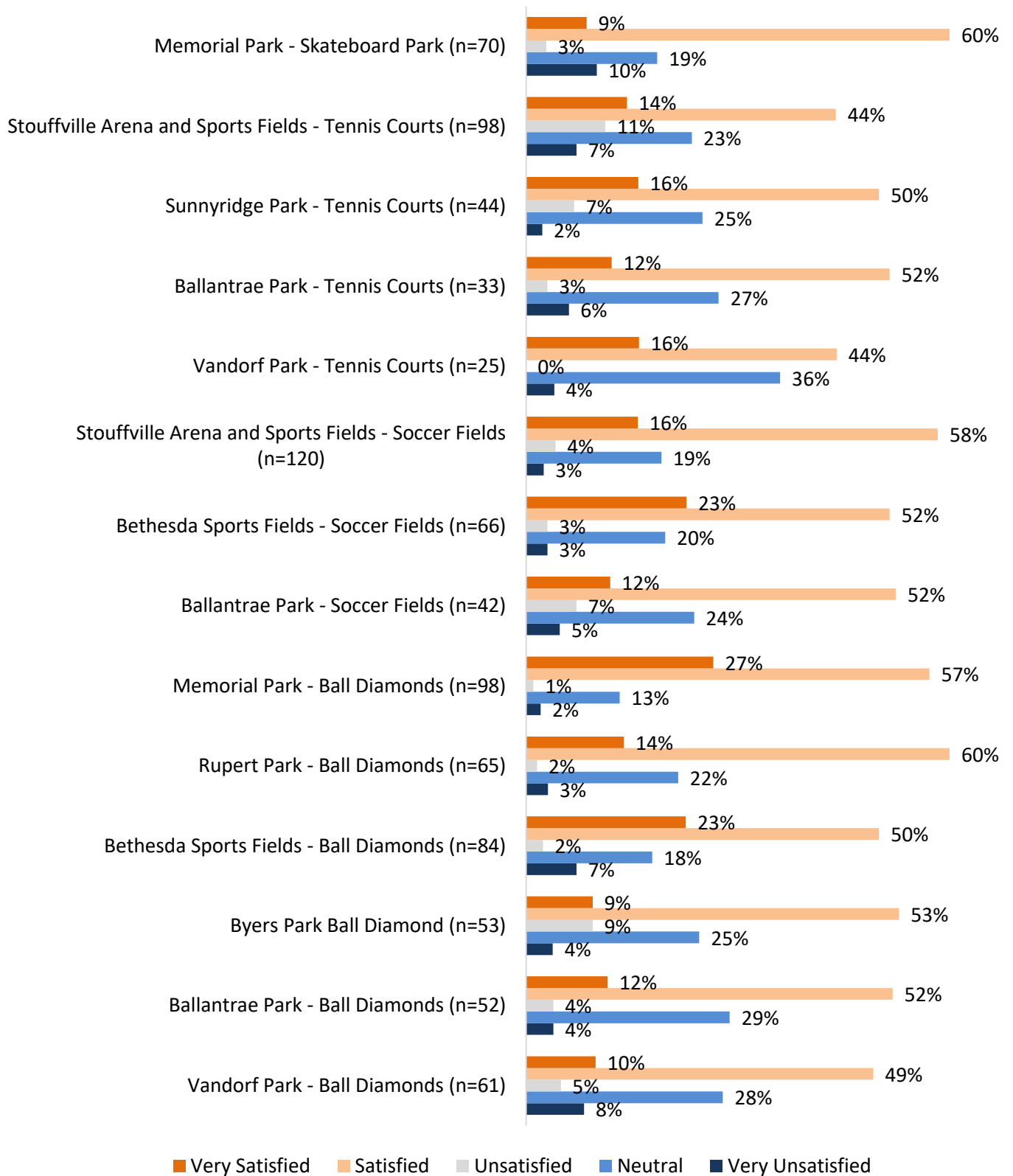
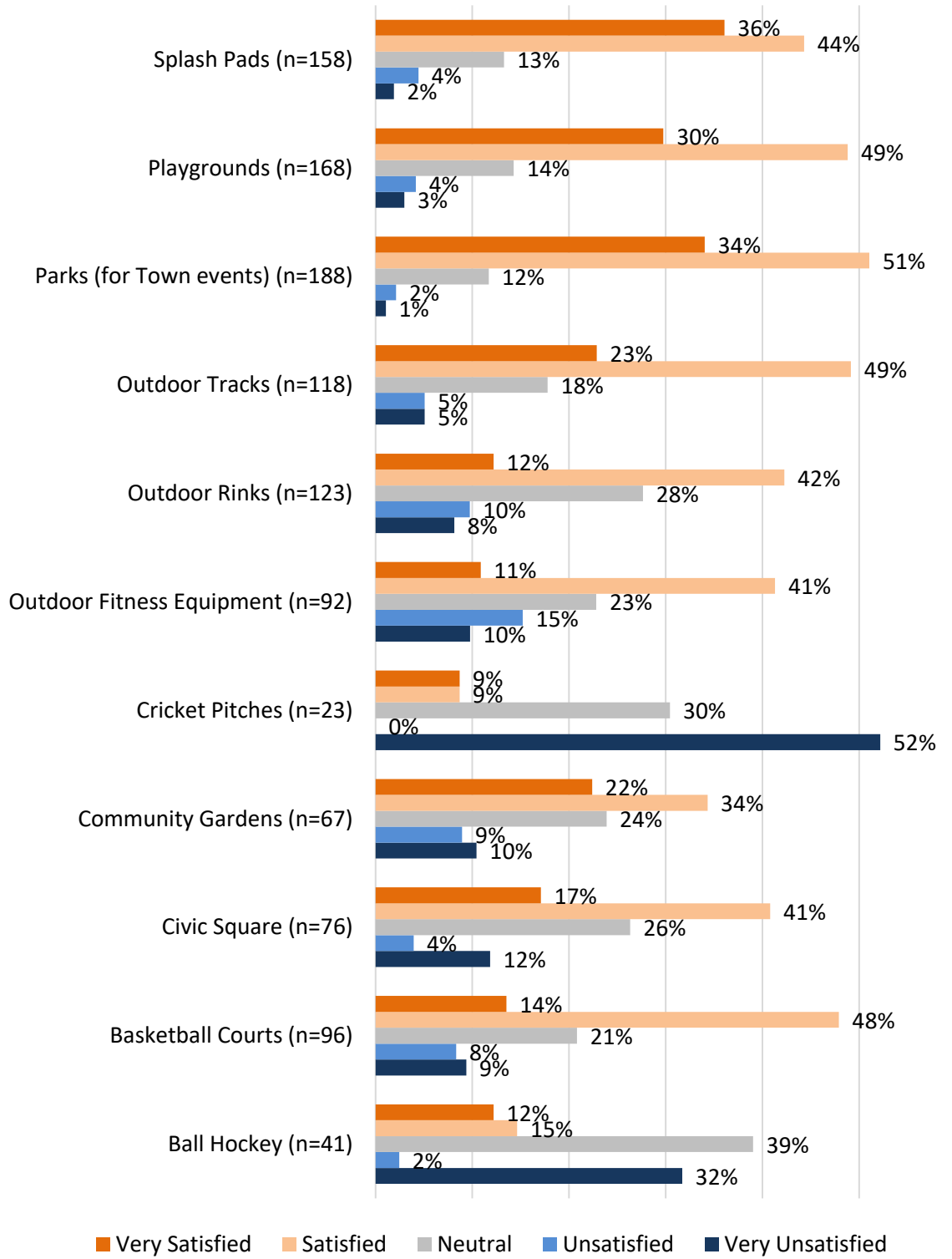


Exhibit 4. Level of Satisfaction with Other Outdoor facilities (n=221, each respondent could indicate multiple facilities)



Additional Outdoor Facilities

54% of the 210 respondents think that additional outdoor facilities are needed; 46% percent do not think that there is a need for additional facilities.

Often mentioned suggestions included the following:

- Pool, public beach, splash pad
- Skating rink/trail, hockey rink
- Tobogganing hills
- Green space, parks
- More walking trails, a walking and running track
- Bike lanes in Ballantrae
- Squash, hardball, soccer, volleyball, cricket, pickleball, golf, tennis, basketball, badminton facilities
- Kayaking/canoeing/paddleboard facilities
- More washrooms,
- More garbage bins
- Toddler safe playgrounds
- Outdoor eating area,
- Auditorium / bandshell

3.3.3 Usage and Satisfaction with Parks and Trails

Usage - Parks

Responses about using parks in Whitchurch-Stouffville (n=368) indicate that 85.6% (or 315 respondents) use parks, 14.4% (53 respondents) do not use parks in town.

Level of Satisfaction - Parks

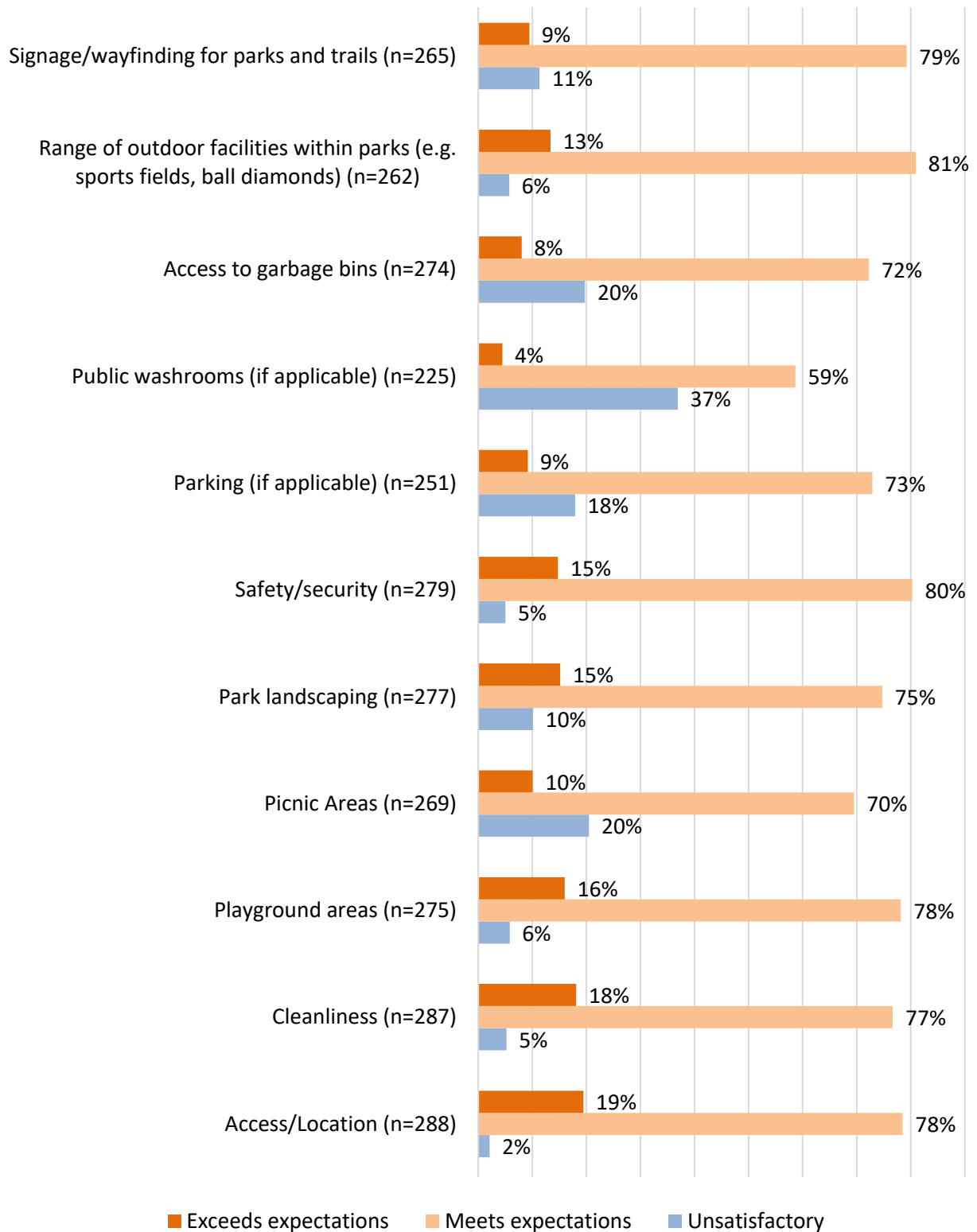
Questions about the level of satisfaction with parks were answered by 67% (n=292) respondents. Respondents generally demonstrate a high level of satisfaction with the town parks. Both the mean and the median approach the top quintile (80% out of 100%).

Survey participants rated aspects of their park experience (Exhibit 5). Top aspects of park experience that meet or exceed expectations are access/location and cleanliness indicated by 96% of 288 respondents, safety/security (95% of 279), range of outdoor facilities and playground areas (94% of 275), park landscaping (90% of 277), signage in parks and trails (86% of 265, although 11% think that signage could be improved).

While generally satisfied, survey participants feel that picnic areas (20% of 269), availability of garbage bins (20% of 274), and parking (18% of 251) could be improved.

Survey participants are less satisfied with access to and quality of public washrooms (37% of 225).

Exhibit 5. How would you rate your experiences with Whitchurch-Stouffville's parks (n=292, multiple answers allowed)



Suggested Improvements for the Town's Parks and Facilities

Additionally, 147 respondents provided the following suggestions to benefit the Town's park users:

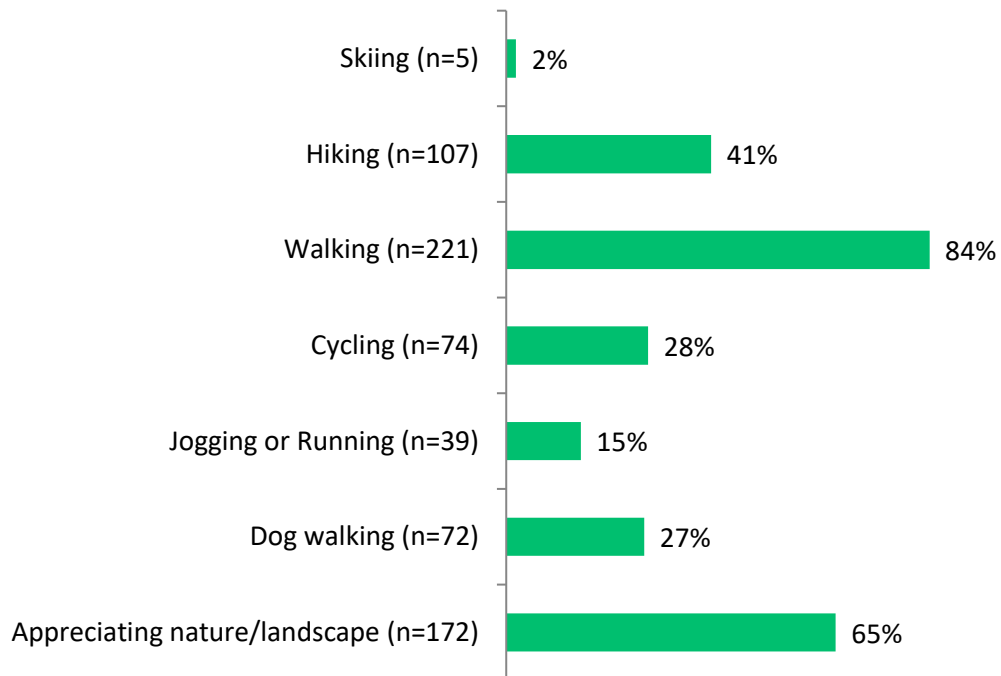
- More shade over playground and picnic areas, for example at Byer's Pond
- More benches in parks
- More trash bins
- Washrooms or porta-potties, at least at the more "rural" parks
- Parks in the vicinity of Baker Hill and 9th line area
- Outside fitness equipment in parks
- Connecting green walkways between parks
- Accessibility for wheelchairs, strollers and walkers, especially at Memorial Park
- More frequent cleaning and upgrades
- Bigger signage
- Sign upgrade at the Stouffville Reservoir trails
- Children outdoor games
- Dog waste bags
- More native plants
- More flowers at Coultice Park
- Safer playgrounds at Memorial Park playground (especially for children under 5)
- Better sidewalk/path/trail for bikers at Gar Lehman Parks
- Better playground at Ballantrae Park

Usage - Trails

Eighty-two percent (82%) of survey respondents use Town's trails.

Sixty percent (60%) of respondents provided reasons for using trails. Top three reasons to visit trails were walking (84%), appreciating nature and landscape (65%), and hiking (41%). In contrast, skiing was the least popular reason (2% of the respondents).

Exhibit 6. Reasons to Visit Trails



In addition, 10 respondents provided other reasons for visiting trails:

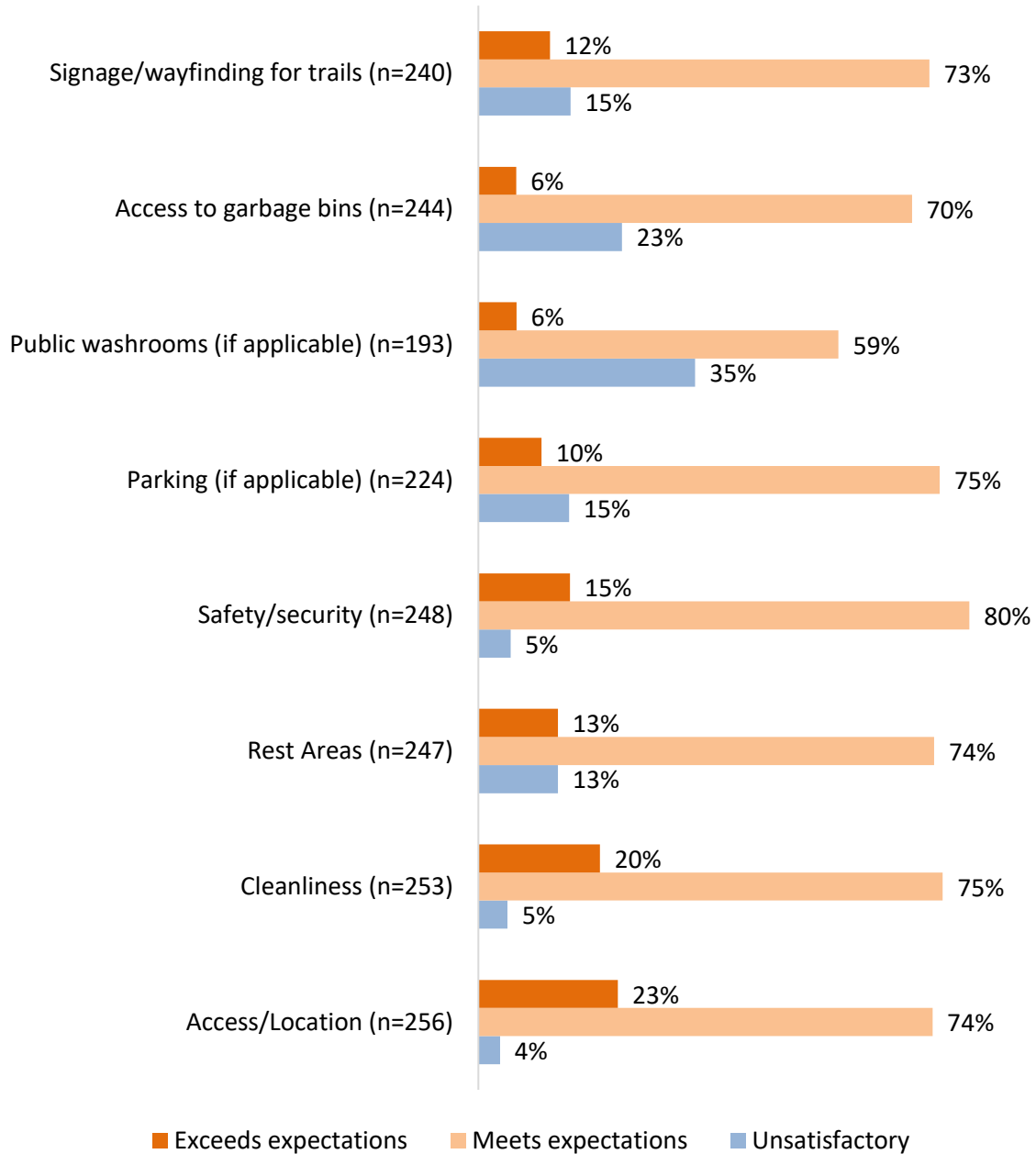
- Children and family activities
- Photography
- Mental health
- Organizational activity (girl guide field trip)
- Snowshoeing

Level of Satisfaction - Trails

The 257 respondents that answered this question generally demonstrate a high level of satisfaction with the town trails. Both the mean and the median approach the top quintile (80% out of 100%).

Overall, 60% of survey respondents expressed their attitudes towards specific trail features. Based on their feedback, the three most popular features of trails that meet or exceed expectations are access, cleanliness, and safety (over 90% each). In contrast, the largest share of respondents responded that trail washrooms (35%) and access to garbage bins (23%) to be unsatisfactory. Some respondents also noted that parking and signage could be improved (15% each).

Exhibit 7. How would you rate your experiences with Whitchurch-Stouffville's trails



Suggested Improvements for the Town's trails and facilities

The 119 respondents that answered this question provided the following suggestions:

- Better signage
- More garbage and recycling bins
- Better trail cleaning and maintenance, including winter maintenance
- Leash enforcement
- More and longer trails, better linkages
- More washrooms and rest areas
- More native species
- Lighting
- Exercise equipment
- More seating options
- More parking options
- Bike paths including a pathway through the Stouffville Reservoir to the Bethesda Ball Fields
- Activities for children
- Bring back the gnome trail!
- More information about available trail options

Eighteen (18%) of respondents (n=79) do not use trails. Reasons include a lack of information about trails (30%) and using trails elsewhere (15%).

Other issues include health and mobility challenges and lack of washrooms.

Suggestions to improve access to parks, trails and natural open spaces:

20% respondents (n=114) provided suggestions regarding how access to parks and trail could be improved:

- Better promote the parks and trails
- Make sure that parks and trails accompany all developments
- Ensure security including lighting
- Improve signage
- Benches and rest stations
- Better maintenance
- Link trails
- Parking options
- Washroom facilities
- Make more off leash spaces and trails
- Move facilities (ball diamonds) back to the town
- Fix the reservoir trail
- Plant more trees in parks
- Build an outdoor pool
- Use gravel for some of the smaller dirt trails
- Add transportation options for people experiencing mobility issues
- Build a trail from Millard to Bethesda Sports Fields
- Continue Millard trail along Baker Hill

3.3.4 *Recreation and Leisure Programs*

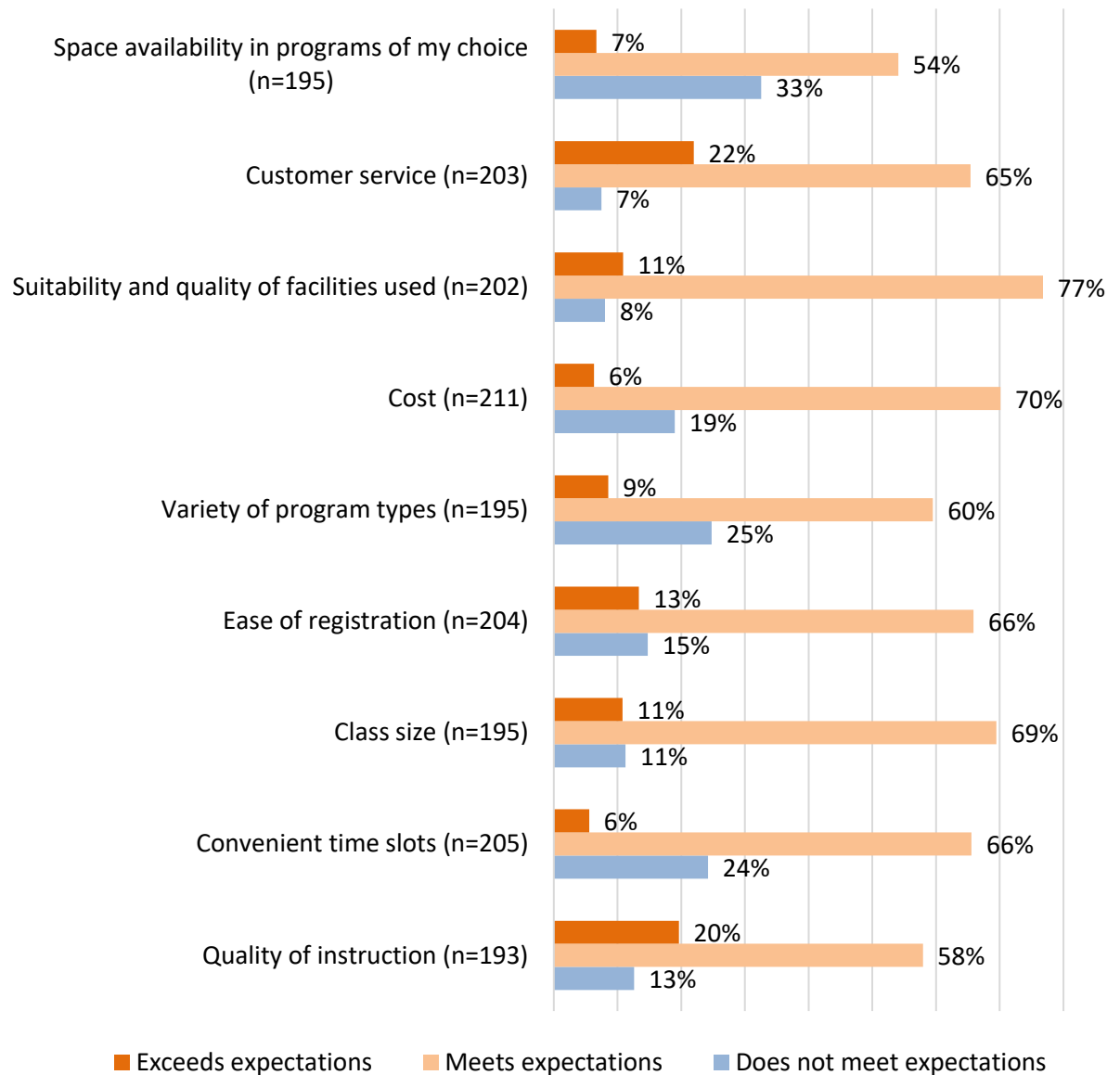
Level of Satisfaction

About 50% of respondents (n=222) respondents answered the question about their satisfaction with recreation and leisure programs. The top three aspects that respondents believe meet or exceed their expectations are stability and quality of facilities and customer service (92% each), class size (88%), and quality of instruction. In contrast, aspects that could be improved include space availability in programs of choice (33%), variety of programs (25%), and convenient time slots (24%).

In addition, 16 respondents provided the following suggestions:

- More swimming programs for kids, teenagers and adults
- Programming for kids and teens with special needs
- More time slots
- Better maintenance and upgrades
- Fitness

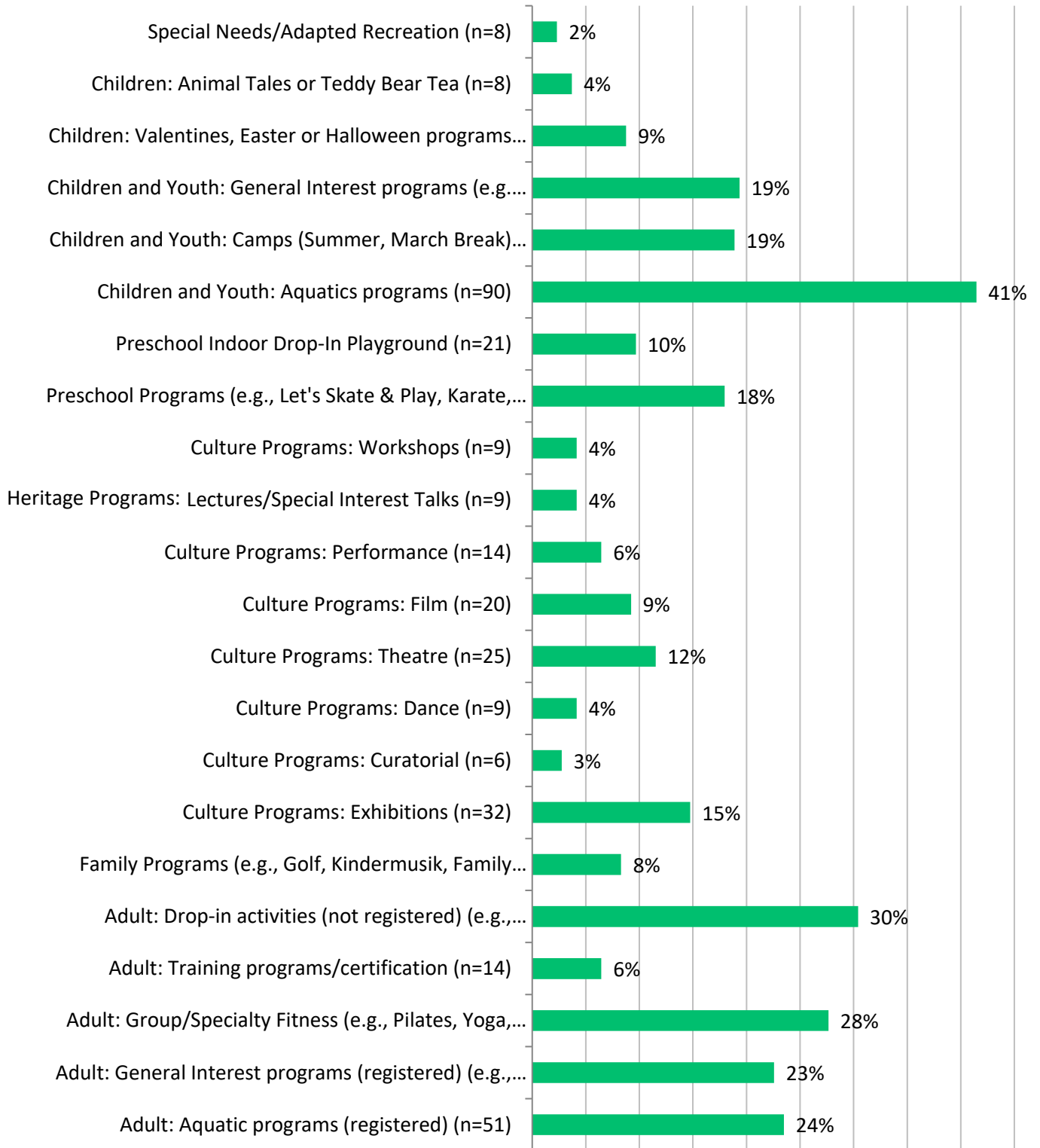
Exhibit 8. Level of Satisfaction with the recreation and leisure programs



Program Participation

About 50% of survey respondents (2017) shared feedback on program participation. The three most popular programs were child and youth aquatics (41%), adult drop-in activities (30%), and adult fitness (28%). 14 respondents also mentioned additional programs including, among others, hockey and art. All responses are provided in the Exhibit below.

Exhibit 9. Program Participation



Based on 82 responses, suggestions for additional recreation or heritage programs that could be offered by the Town include:

- Specific programming for infants, preschoolers, mothers and babies, seniors, adolescents, adults, etc.
- Swimming (including women-only swimming programs)
- Sports: soccer, tennis, pickleball, skating, badminton, skiing, gymnastics, golf, curling, squash, rock climbing, volleyball, etc.
- Arts and crafts
- Self-defense
- Life skills: cooking, economics, horticulture, French FSL, etc.
- Apprenticeship programs
- Dance, aerobics, fitness, yoga, tai chi
- History and heritage programs
- Theatre and festivals
- Dog related events
- Programs outside daytime / work hours

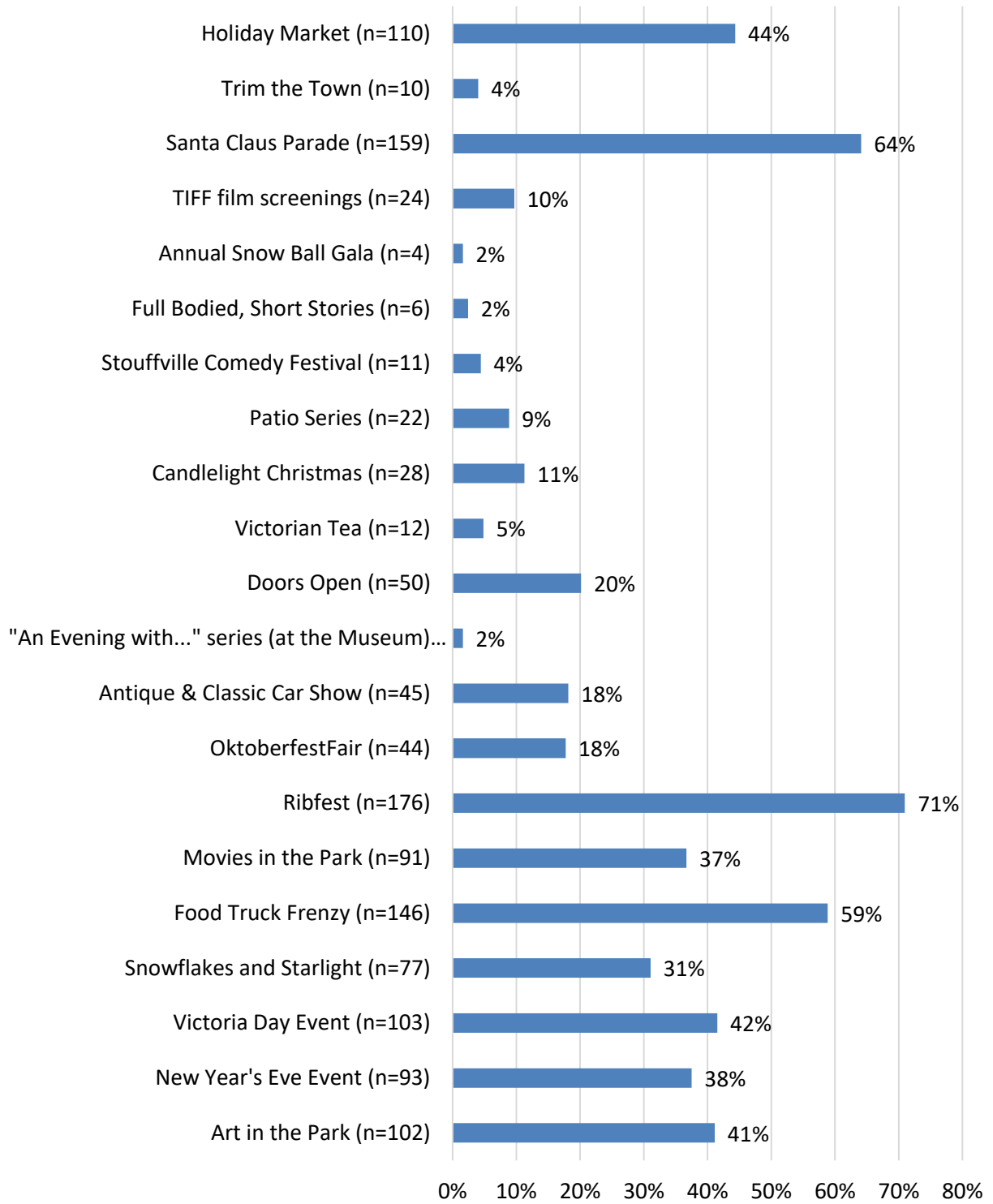
Reasons for not participating in programs include a lack of programs of interest to the respondents, a lack of available spaces in the programs, and a lack of introductory sessions.

Special Events

Over 50% of 243 respondents report participating in special events. As shown below, the three most popular special events are Ribfest (71%), Santa Claus Parade (64%), and Food Truck Frenzy (59%). The Snow Ball Gala and Short Stories were less popular events (2% each).

In addition, respondents mentioned other Town-led events they participate in, including Strawberry Festival, Farmer's Market, Bike and BBQ with the Mayor; Latcham Art competition; and Doors Open.

Exhibit 10. Participation in Town-led Special Events



Suggested improvements to Town Events

89 respondents answered this question, providing the following ideas:

- Information about the event, including easy to navigate website information with clear start times
- Expansion: more vendors, larger names, larger scale events, more artisans, more movies in the park, more bands and music, more diverse food, larger Holiday Market and Santa Claus Parade
- Organization: more parking, washrooms, better traffic management, more places to rest (seating), shade in summer, heaters in winter, better accessibility, more sponsors, longer events (not just those an hour or two long)
- More activities for children and older adults
- More programs such as the Stouffville Winter Carnival at Musselman's Lake, skating on Musselman's lake (Note: These are not Town-led events)
- Fresh ideas, for example bike riding competitions for little kids, pony riding, clowns, theatrical performances knight battles

Suggested improvements to heritage facilities that would increase interest in/access to heritage programs included:

- Better awareness and advertising of programs
- Longer and more suitable hours of operation
- Programming that would better reflect diversity
- Indigenous content
- Programming better reflecting the local history and current events
- Children's programs
- Art classes

Finally, reflecting on the impacts of the COVID-pandemic on recreation and participation in programs and events, respondents (10%) provided their perspectives on what might be considered in the future:

- Smaller classes
- More space
- Prefer outdoor activities
- Cleanliness is even more of a concern
- More commitment to regular exercise after a period of isolation
- Will continue to exercise at home
- Venues could become more crowded as things return to normal

Understanding future needs and expectations of residents is important for offering safe and enjoyable recreation experiences.



PART A: MAINTAINING SERVICE EXCELLENCE

4 LOCAL AND REGIONAL GROWTH PLANNING

4.1 Updated Town-Wide Population Projections

Understanding Whitchurch-Stouffville’s profile and growth dynamics provides a picture of the unique attributes of the Town, how it is proposed to change in the next 10 years and beyond, and what this means in relation to the pressures on existing leisure and community facilities, parkland and open space, and future planning and delivery of services and programs.

The Town of Whitchurch-Stouffville is the second fastest growing municipality in York Region. In the last decade, the Town has experienced a significantly higher pace of population growth than the Region as a whole.

The Town experienced a population growth rate of 32.5% between 2011 and 2021, with the population having increased from 37,628 in 2011 to 49,864 in 2021. To compare, York Region experienced a 13.6% population increase in the same period.

Exhibit 11: Historic Population Growth Comparison (2011 - 2021)

	2011	2016	2021	Change 2016-2021 (5 years)	Change 2011-2021 (10 years)
Whitchurch-Stouffville	37,628	45,837	49,864	8.8%	32.5%
York Region	1,032,524	1,109,909	1,173,334	5.7%	13.6%

SPM, Data Source: Statistics Canada Census Data, 2011, 2016 and 2021

The Town’s population is forecast to continue to experience further significant population growth up to 2051.

York Region has been updating its Official Plan as a component of a broader Municipal Comprehensive Review required to accord with the Provincial Policy Statement (2020). In December 2021, the Region released the Draft York Region Official Plan (ROP), which included population and employment forecasts, for review by Municipal Councils.

York Region’s 2051 Preferred Growth Scenario identifies how this growth is expected to be distributed between its nine local municipalities. All municipalities are projected to grow by 2051. Markham, Vaughan and Richmond Hill will accommodate the majority of the growth. Whitchurch-Stouffville is the second fastest growing municipality (following East Gwillimbury).

Exhibit 12: Comparative Population Forecast (2021– 2051) for York Region Municipalities

	2021 Population Census		York Region OP (Draft) – Population Projections (2021-2051)				
	2021	Share of Region's Population	2021	2031	2041	2051	Projected Pop. Change 2021-2051
York Region	1,173,334	100%	1,226,800	1,447,700	1,717,300	2,051,000	
Aurora	62,057	5%	63,800	71,600	79,000	85,000	33%
East Gwillimbury	34,637	3%	37,600	52,900	83,500	127,700	240%
Georgina	47,642	4%	48,800	56,400	65,000	70,300	44%
King	27,333	2%	27,800	35,400	42,600	50,300	81%
Markham	338,503	29%	354,600	416,900	498,100	611,800	73%
Newmarket	87,942	7%	89,800	96,200	104,600	116,700	30%
Richmond Hill	202,022	17%	214,300	251,200	284,600	322,300	50%
Vaughan	323,103	28%	340,700	407,300	487,500	575,200	69%
Whitchurch-Stouffville, York ROP Forecast	49,864	4%	49,400	59,800	72,400	91,700	86%
Whitchurch-Stouffville, Town's Forecast	49,864		50,314	72,109	91,654	101,446	102%

SPM, Sources: Statistics Canada Census Data, 2021; York Region 2051 Growth Scenario (2051 Population and Employment Forecasts, 2022). Note: 2021 population is presented in two columns: 2021 Census population and the Town's forecast for that year.

In April 2021, Whitchurch-Stouffville Council endorsed interim population and employment projections for the purpose of preparing and updating the Town's Master Plans (Exhibit 13). The Town's population projections reflect population growth in settlement expansion areas. Town's projections are higher as they take into account all current development projects and applications, including new development areas introduced through Ontario Minister's Zoning Orders that allow development outside build-out areas.

Following the review of the Draft ROP, in March 2022, the Town's Council endorsed the Town's recommendation to increase the Whitchurch-Stouffville population and employment projections in the Regional Forecast.

The Town's population projections adopted for master planning purposes provide projections by year. These numbers are used in this analysis to estimate the current and future levels of service and corresponding future needs for parks, trails, recreation, sport and heritage. Projections in the Exhibit below align the projections of the Town with the timing of the master plan. The higher rates of population growth are projected between now and 2037, suggesting potential need for additional parks, trails, and recreation, sports and heritage facilities.

Exhibit 13: Town of Whitchurch-Stouffville Population Forecast (2021– 2051)

	2021 (Census)	2027	2032	2037	2042	2047	2051
Whitchurch-Stouffville	49,864	62,706	74,346	84,968	92,749	97,993	101,446
Projected Population Change, 2021-2051		26%	19%	14%	9%	6%	4%

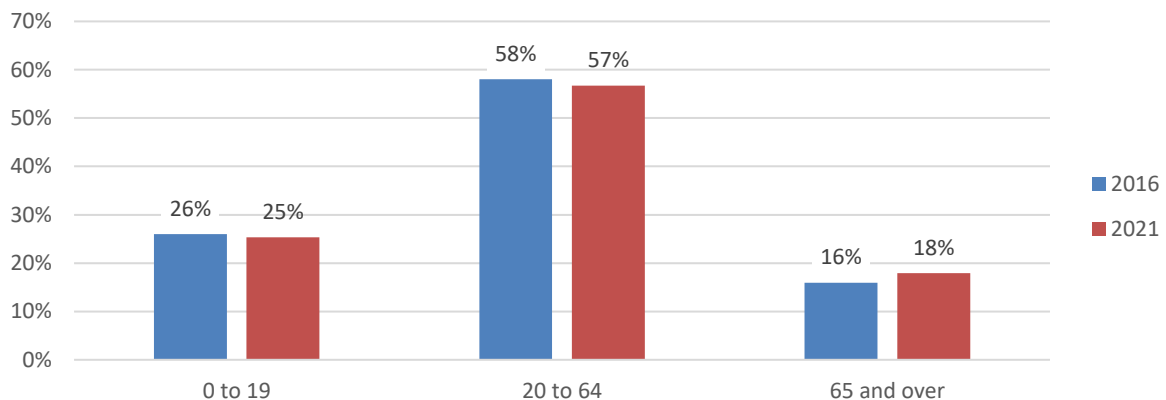
SPM, Data Source: Town of Whitchurch-Stouffville

Within the Master Plan timeframe, the Town's population is forecast to increase by 50%. By 2032 (at the end of the Master Plan period) the forecast is for a population of 74,346 by 2032, an increase of 22,245 compared to the 2021 Census population (49,864 residents). By 2051, the Town's population is projected to double (increasing by 102%): from 49,864 in 2021 to 101,446 by 2051.

These rates of forecast population growth are a significant increase in the context of planning for and delivering necessary infrastructure, including leisure and community services.

In terms of age structure, the population has a large proportion of youth under 19 – 25%, a significant proportion of residents 20-64 years old (57%), and 18% of residents 65+. The proportion of seniors has increased between 2016 and 2021. The age structure is similar to York Region and Ontario, where the proportion of seniors is 17% and 18.5%, respectively.

Exhibit 14: Population Change by Broad Age Group 2016-2021 (Age group as percent of total population)



Median age in Whitchurch-Stouffville increased from 40 years to 41.6 years between 2016 and 2021. Median age in 2021 was comparable to the Region (42 years) and the Ontario (41.6 years).

4.1.1. Cultural Diversity

The Whitchurch-Stouffville community is diverse and rapidly changing. Immigration data has not yet been released in the 2021 Census; 2006 and 2016 Census data demonstrates that immigrant population increased as a proportion of the Town's overall population, from 18% to 32%. This trend will continue and it is likely that the figures from the 2021 Census will show the growth and increasing diversity of the immigrant population.

Exhibit 15: Immigration/Non-Immigrant Population, Whitchurch-Stouffville (2006 & 2016)

	Whitchurch-Stouffville			
	2006	2006 %	2016	2016 %
Non-Immigrant	19,610	81.5%	30,315	67%
Immigrant	4,395	18%	14,740	32%
Non-Permanent Residents (part-time or seasonal residents)	100	0.5%	290	1%
Total	24,105	100%	45,345	100%

Source: Statistics Canada Census Data, 2016

In 2016, of the 14,750 of the Town's population who identified as 'immigrants', 59% were born in Asia and 27% in Europe.

As documented in the 2018 master plan, the majority of the Town's immigrant population were born in Asia, including China (22%), Hong Kong (17%), and Sri Lanka (19%). Immigrants born in Europe identified their place of birth as the United Kingdom (28%) and Italy (20%).

Among recent immigrants who arrived between 2011 and 2016 nearly 80% were born in Asia, including China (50%), India (13%) and Sri Lanka (13%), and 8% were born in Europe.

This increase in the immigrant population and the changes in the immigration profile points to an increasing cultural diversity in the growing community. Monitoring the profile of its population is important to ensure that the Town responds to emerging needs effectively.

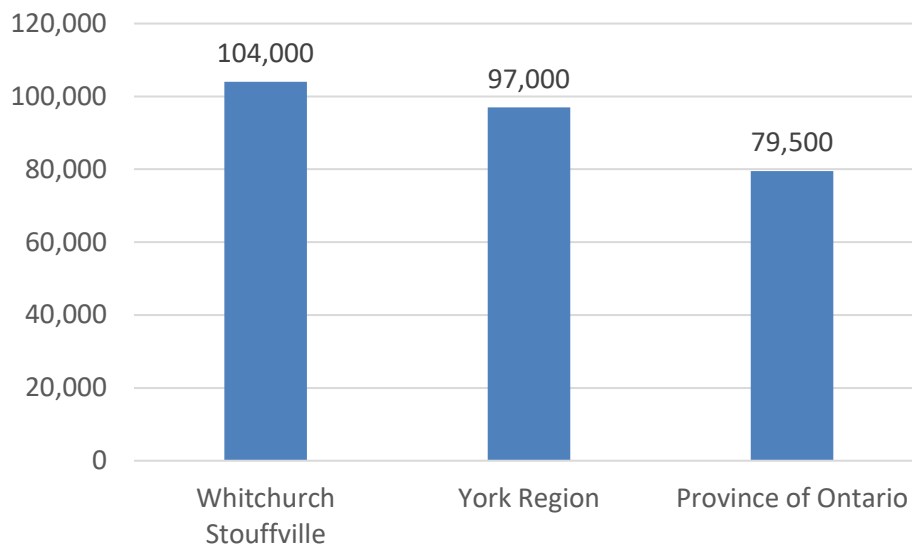
In 2022, the Town has been developing a Diversity and Inclusion Strategy. Additional consideration should be given to the Diversity, Equity & Inclusion Strategy & Action Plan to better understand needs of diverse communities and inform future planning.

4.1.2. Income

On average, the Town is a higher income municipality, when compared with the Region and Province. In 2020, the median after-tax household income for the Town's resident base was \$104,000, which is higher than for residents of York Region (\$97,000) and substantially higher than for residents of Ontario (\$79,500).

Prevalence of households in the Town who were under the Low-income Cut-Off Threshold after tax (LICO-AT) of 2.2% in Whitchurch-Stouffville is significantly lower, compared to 5.1% in York Region and 5.3% in the Province.

Exhibit 16: Median Household After-Tax Income Comparison (Town, Region and Province), CAD, 2020



SPM, Source: Statistics Canada Census Data, 2021 (using 2020 figures)

4.2 Where Population Growth is Planned

The Town's population is projected to double in the next two decades. The Town's total population is projected to increase by 43% (from 50,000 to over 72,000) within the Plan period by 2031 and to double or reach 100,000 by 2051. To project population growth between 2021 and 2051, the Town used small area statistics based on Transportation Zones. The tables below (Exhibits 17 and 18) and the maps on the following pages provide analysis of the geographic distribution of this population growth. For this analysis Whitchurch-Stouffville was divided into four areas based on the Transportation Zones² (as shown below and on the Exhibit 19).

Analysis Areas:

Area 1	Stouffville and adjacent TZ east of Stouffville
Area 2	Ballantrae & Bloomington Hamlet and adjacent TZs
Area 3	Vandorf and adjacent TZs
Area 4	Gormley and adjacent TZs

Area 1, which includes the most populated community of Stouffville, comprises 71% of the total Town's population. Area 2 with 7,420 residents comprises 15% of total population, Area 3 with 5,743 residents represents 11% and Area 4 comprises 3% (1,604 residents), as shown on the Exhibit 17.

Within the Plan period, by 2032, Area 1 population is expected to increase by over 20,000 residents and reach 57,300 people, that will represent 79% of the Town's population, largely due to the growth in Stouffville. By 2041, the Area 1 population is projected to double and its share to increase to 81% of the Town's population. Other communities will see increases in population, but their shares of total population will decrease or remain unchanged, as shown in the table below.

Exhibit 17. Projected Population by Community from 2021 to 2051

Analysis Areas*	Population							
	2021		2031		2041		2051	
	Pop.	% Total	Pop.	% Total	Pop.	% Total	Pop.	% Total
Area 1 (incl. Stouffville)	35,547	71%	56,810	79%	74,592	81%	83,138	82%
Area 2 (incl. Ballantrae & Bloomington Hamlet)	7,420	15%	7,941	11%	7,959	9%	7,969	8%
Area 3 (incl. Vandorf)	5,743	11%	5,762	8%	6,517	7%	6,760	7%
Area 4 (incl. Gormley)	1,604	3%	1,596	2%	2,586	3%	3,580	4%
Town population	50,314		72,109		91,654		101,447	

Note: The data was available based on Transportation Zones, which may not align with geographic community boundaries

SPM, Data Source: Town of Whitchurch-Stouffville Projections

² Transportation Zones and the four areas do not align with community geographic boundaries.

Over the plan period and beyond, the majority of the population and the population growth will be concentrated in Area 1, largely in Stouffville and adjacent areas. Area 1 population is projected to increase by 60% within the Plan period by 2031 (+21,263 residents) and by 134% (+47,591 residents) in the next 30 years. By 2051, population of Area 3 is projected to increase by 18% (+1,017 residents) and Gormley is projected to increase by 18% (+200 residents). The population of Area 4 will increase by 7%. Population in Area 4 is expected to grow due to continued growth west of Stouffville.

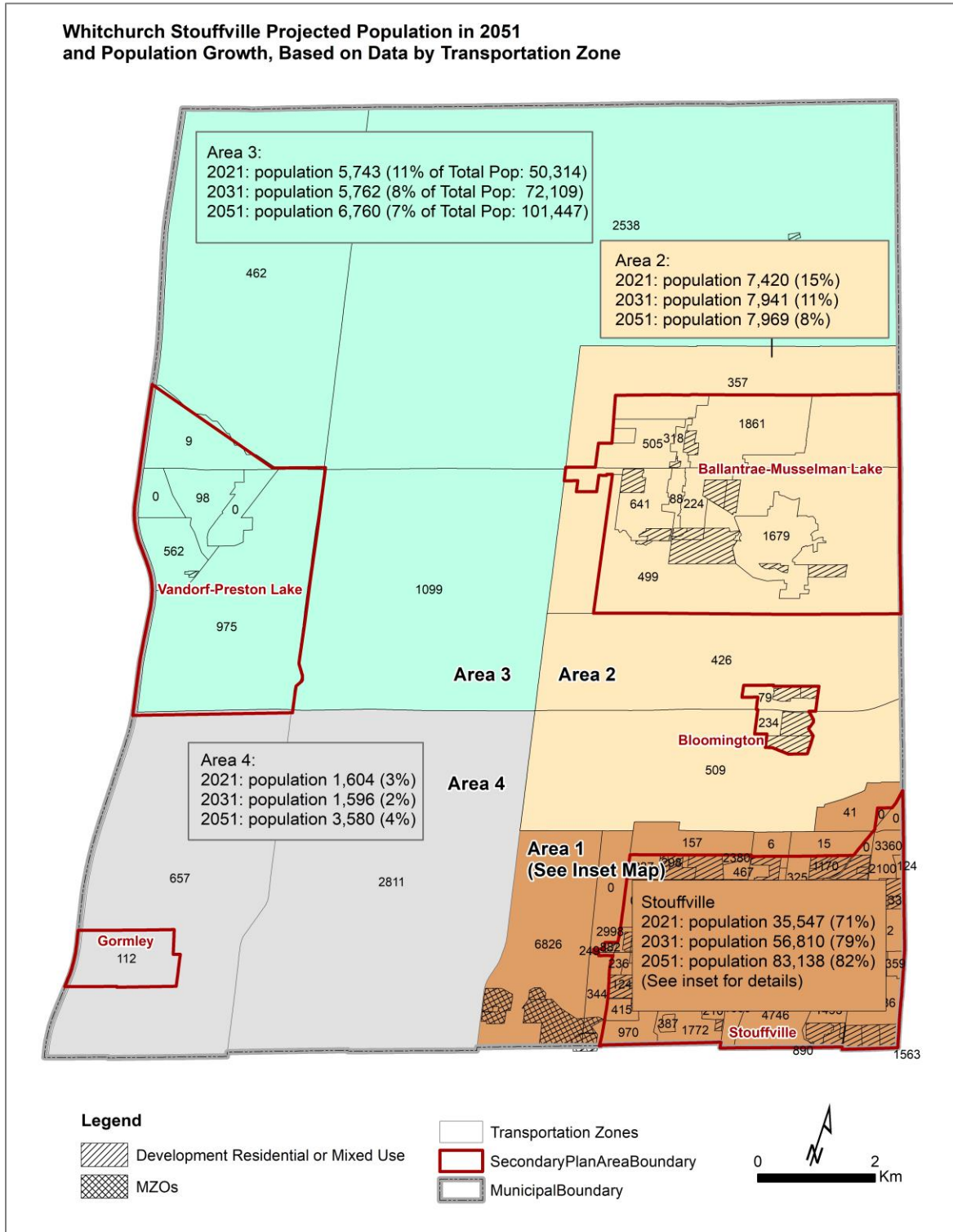
Exhibit 18. Projected Population Change by Area from 2021 to 2051

Analysis Areas*	Projected population			Population Change, %	
	2021	Change to 2031	Change to 2051	2022 - 2031	2021-2051
Area 1 (incl. Stouffville)	35,547	+21,263	+47,591	60%	134%
Area 2 (incl. Ballantrae & Bloomington Hamlet)	7,420	+521	+549	7%	7%
Area 3 (incl. Vandorf)	5,743	+19	+1,017	0.3%	18%
Area 4 (incl. Gormley)	1,604	-8	+1,976	-0.5%	123%
Town population	50,314	+21,795	+51,113	43%	102%

SPM, Data Source: Town of Whitchurch-Stouffville

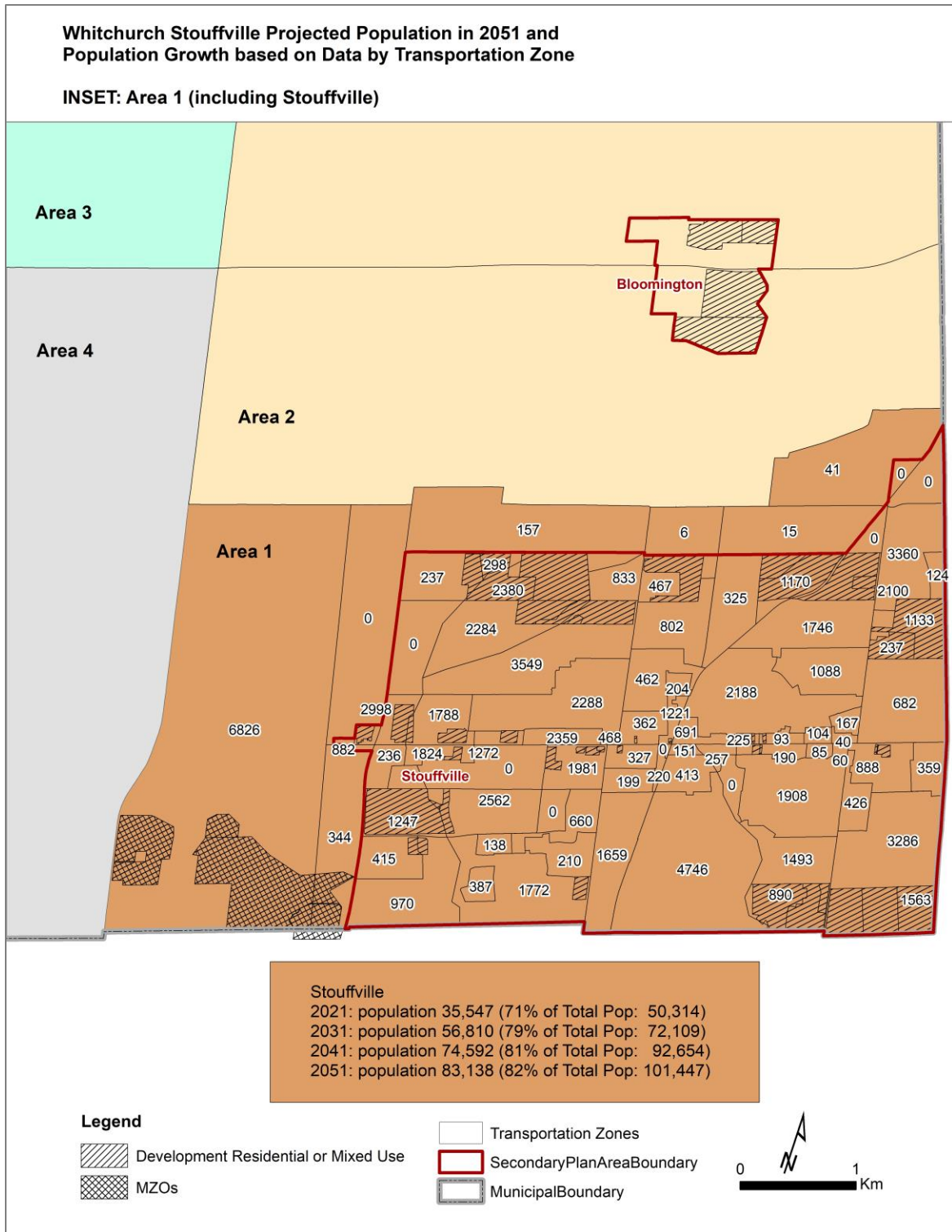
Exhibit 19 on the next page demonstrates geographic distribution of projected growth in the town. Exhibit 20 provides more details for Area 1, including Stouffville.

Exhibit 19. Development Activity and Population Growth by Transportation Zone by 2051: Four Areas



SPM, Data Source: Town of Whitchurch-Stouffville

Exhibit 20. Development Activity and Population Growth by Transportation Zone by 2051 - Inset: Area 1 (including Stouffville)



SPM, Data Source: Town of Whitchurch-Stouffville

4.3 Reality of Land Use Constraints

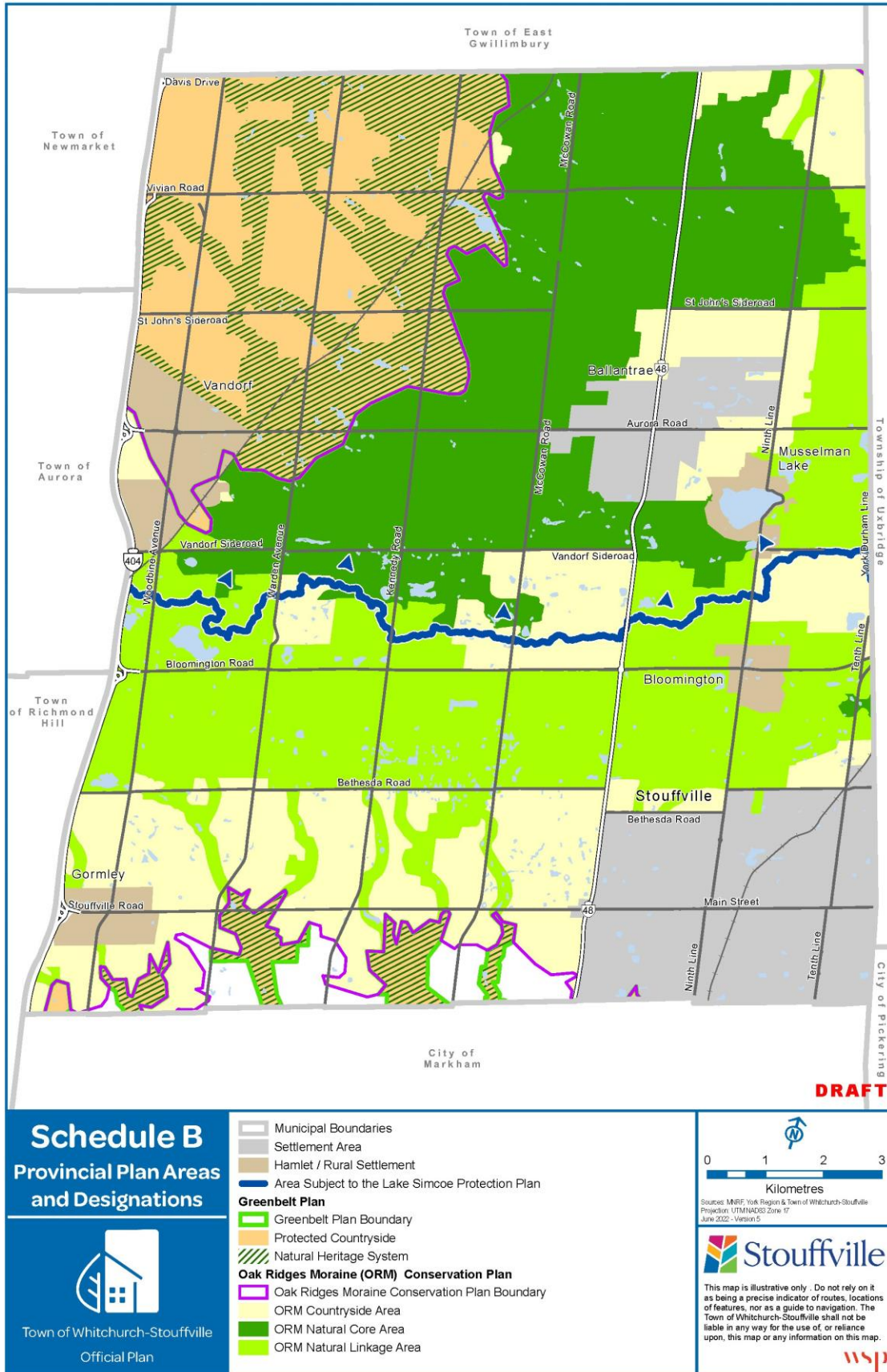
4.3.1 *Governing Land Use Controls*

The majority of the land area of the Town of Whitchurch-Stouffville is within the defined Oak Ridges Moraine Area and subject to the policies of the Oak Ridges Moraine Conservation Area. Lands outside of the settlement areas are comprised of (i) those designated as ORM Countryside Area, generally closer to the principal settlements and south of Bethesda Road; (ii) ORM Natural Linkage Area generally north of Bethesda Road, south of Vandorf Sideroad and east of Ninth Line; and (iii) ORM Natural Core Area north of Vandorf Sideroad.

The Town lies within the Greenbelt Plan (2017) and portions of the Town (including lands north of Vandorf and south of Stouffville Road) are Protected Countryside.

These baseline land use planning constraints ensure that development is principally focused on the urban Settlement Areas and to a lesser degree the Hamlet and Rural Settlement areas. These designations also limit the degree to which recreation uses, particularly those which include significant built assets, can be developed on land outside of the urban areas. Because of this, over time, innovative approaches will be required to meet the expected service standards for the provision of public open space, trails and sports fields.

Exhibit 21. Whitchurch-Stouffville Draft Official Plan – Schedule B: Provincial Plan Areas and Designations



4.3.2 Alignment with Regional Official Planning

As identified, the Town's population projections that form the basis for prudent master planning for services and infrastructure are based on a higher estimate of population to 2041 and 2051 compared to those upon which the Regional Official Plan is based.

In terms of the location of development focused on the community of Stouffville, there are two scenarios that could influence the implementation of key aspects of the Leisure Services Master Plan:

1. The allocation of urban expansion to accommodate development that is expected to 2051 on lands identified as "Whitebelt" – some 375 hectares of land (280 hectares of this for residential use; 95 for employment) north of 19th Line and between Highway 48 and Highway 404 these are to the south of the existing built-up area of Stouffville;
2. Lands on the northern fringe of the community of Stouffville (referred to as New Urban Area on Schedule D-4 Town of Whitchurch-Stouffville Official Plan) which represent generally contiguous development north of Bethesda Road from Tenth Line to Ninth Line capable of accommodating growth to 2041.

In addition, the Minister Zoning Orders (MZO) for the development of the Whitebelt lands west of Highway 48 and south of Stouffville Road, adjacent to the community of Stouffville, represent urban expansion lands as part of the recently adopted Regional Official Plan³. The remaining, fragmented Whitebelt lands in Stouffville further west are designated Future Urban Area.

The lands proposed by the Town for urban expansion are, under the Regional OP, lands identified as such subject to amendments to the Oak Ridges Moraine Conservation Plan.

Notwithstanding the evolving land use framework to accommodate projected growth, in terms of planning for community recreational facilities and services, certainty with regard to both the location and expected timing of development within the urban expansion areas is helpful. As this is not yet readily apparent, save and except for the lands subject to the recent MZO, the LCSMP should ensure that planning for major Town-wide facilities is taken into account during the implementation planning the MZO lands.

Over the longer term, beyond the 10-year period of the Master Plan, the Town should remain cognizant of the potential for the New Urban Area proposed in the Town OP as a future location for significant recreational infrastructure. This is in addition to the requirements for neighbourhood scale planning for parks and open space amenities for all new development areas (including the Phase 2 and Phase 3 subdivision developments).

³ Adoption by Regional Council, June 2022; pending Provincial approval.

4.3.3 *The Need for a Land Acquisition Strategy*

Elsewhere in the LCSMP the required additions to the overall supply of Town parkland are identified for comparison to the Official Plan target of 2 hectares of open space per 1,000 population. The OP is not prescriptive, of course, as to whether this is strictly Town-owned land or other, semi-public provision. However, in consideration of how the land is used for passive and active recreational pursuits, the ownership of the land and the importance of maintaining public access is relevant. Hence, we address that particular standard in terms of the supply of existing Town-owned parkland.

Separate and apart from this, the demands of population growth translate into a growing need for additional lands to accommodate sports fields, outdoor amenities and indoor facilities. The Town requires a Land Acquisition Strategy that involves a multi-faceted approach to achieving the long-term use of lands and the capacity to invest capital funds in development for organized sports, general public use and passive enjoyment.

Currently, 75% of municipal parks (30 of 40 parks) are under 2 hectares. Out of 40 parks, 24 (60%) are parkettes under 1.2 hectares with limited or no amenities. Developing smaller parks limits the Town's ability to deliver adequate service levels in the future. Acquiring and developing larger parks will allow for more amenities and flexibility (i.e. when considering redevelopment in the future to adapt to changing trends.)

Part of any land acquisition strategy is the effective use of tools for parkland dedication and cash-in-lieu of parkland dedication provided for under the Ontario Planning Act. Recommendations with respect to the use of those and other related provincial legislative tools to achieve parkland amenities is addressed elsewhere in this plan.

Recommendations: The Need For A Land Acquisition Strategy

The need to accommodate growth should be addressed in the following combined ways:

- 1. Establish a municipal approach to the acquisition of parkland and its development over time based on (a) acquisition of land, (b) maximizing the use of existing owned land, and (c) considering disposition for tracts of ownership where these are surplus to requirements, the disposition of which would generate benefits to investing in land elsewhere for consolidated recreational infrastructure.**
- 2. Enable land acquisition through a range of means which together constitute the Town's land acquisition "tool kit" to meet long-term needs: Parkland dedication under the Planning Act; Use of public sector status to advance opportunities for purchase, lease or access to surplus public sector properties (school boards, institutions, other government-owned lands deemed surplus); negotiation of long-term easements for trails; acceptance of private land transfers and donations including lands donated through the Canadian Ecological Gifts Program; acceptance of other environmentally sensitive lands that do not constitute part of land**

Recommendations: The Need For A Land Acquisition Strategy

dedications under the Planning Act; strategic land acquisition funded from Cash-in-Lieu of Parkland Dedication, other Town Reserves and/or tax-supported debt as necessary; grant-funded purchases of land and amenities; and other means as may be identified from time to time including joint venture acquisition or partnership as permitted under the Municipal Act.

- 3. To meet the growth in demand for sports, consider the intensification of use of existing land through investment in field turf (synthetic surface) to extend seasonal play; allied to this, consider air-supported domes to enable winter use of outdoor infrastructure to maximize value.**
- 4. Distinguish between the need for larger land holdings for the development of field complexes that enable future expansion in-situ, and localized parkland and trails that should be planned for carefully as part of the land use approvals process.**
- 5. Build capital reserves for future purchases of land to meet recreational needs and utilize Cash-in-Lieu of Parkland Dedication provisions where dedication is not viable to meet the objectives of the Town.**
- 6. Adopt a range of innovations as the opportunity allows, including the use of Privately-Owned-Public-Space (POPS), where the form and density of development provides the opportunity and dedication is not appropriate.**
- 7. Consider the importance of open space linkages, off-road trails and easements as a means to improve public access for safe recreation that meets all of the goals typically associated with dedication of parkland.**
- 8. Plan for maximum efficiency in municipal services and consider the development of outdoor sports fields, community parks and major indoor facilities on a single site (example: Audley Recreation Centre, Ajax).**

These principles of land acquisition are not only related to the purchase of lands but the improved use of both existing and new portfolio to meet the long-term development trends in the Town.

In addition, partnerships are a central plank of a broad approach to securing land to meet the Town's recreation infrastructure needs:

Recommendations: The Need For A Land Acquisition Strategy – Partnerships

- 9. Maintain and potentially expand partnerships with Toronto Region Conservation Area (TRCA), Lake Simcoe Region Conservation Area (LSRCA), York Region and Parks Canada. This can include advocacy support for the development of passive and active facilities or partnership-based capital funding and operational support for new infrastructure on non-Town-owned lands.**

- 10. Similar opportunities may exist and should be explored with the school boards. A number of examples of joint municipal-school board investment in new recreational infrastructure at High Schools are apparent including the installation of field turf and air supported domes. Use is allocated to meet both school board and municipal recreation needs (examples of such planning have occurred at schools in the City of Toronto, City of Ottawa and elsewhere in the province).**

Specific recommendations regarding land requirements are provided in relevant sections of this Master Plan.

5. Vision and Mission

The Vision for Leisure and Community Services as executed through this master plan is as follows:

“A growing community that treasures its natural and heritage assets, maintains both rural and urban character, and ensures that community facilities maximize the opportunities for health and wellness for all residents, visitors and the those who work in the Town”

-10-year Vision

“Through leadership, innovation and a commitment to inclusivity, maximize access and enjoyment of existing and new facilities, programs, services and natural environments as the Town grows rapidly to 2032 and beyond.”

- 10-year Mission

Goals and Objectives

Goal #1: Accommodating the Growth-Related Community Infrastructure

- Long-term capital planning for infrastructure executed per this Master Plan with operational sustainability of new services and facilities part of funding plans.
- Build new and plan for it, and maximize growth-related non-tax related capital funding;
- Enhance, where feasible and fiscally sustainable, the useful life of existing facilities;
- Encourage development of multiuse facilities;
- Consider alternative facility delivery and operation models where appropriate;
- Maintain service standards as the Town grows, both in urban and rural areas – recognize and nurture the economic and reputational benefits of high quality parks, trails, facilities and trails.
- In so doing, support the Town's opportunities to market its assets and hosting infrastructure for sport tourism.

Goal #2: Interconnected Greenways, Trails, Parks and Open space

- The Town will continue to preserve and manage its natural heritage assets and build upon the range of opportunities for activities (structured or unstructured) associated with these assets.
- The Town will seek to maximize public enjoyment of its parks, trails and open space through enhance the connectivity of its parks and open space through the development trails and active transportation pathways.
- To continue to plan for and invest in parkland as well as passive and civic uses as geographically appropriate; and,
- To continue to recognize the role the Town's urban forestry and open space play in supporting a vibrant, healthy community including the need to maintain and enhance these features as part of the open space inventory and landscape of the Town.

Goal #3: Growing the Town's Role in Service Excellence and Community Development

- Embrace opportunities to excel in customer service through investment in people, technology and outreach;
- As the primary provider of many recreation services and facilities in the Town, ensure all opportunities for partnering, organizational co-operation, personnel training and public outreach is pursued with public stakeholders: conservation authorities, school boards, and Parks Canada;
- Sustain and grow community volunteerism: promote, recruit, facilitate training and accreditation of volunteers across the Town's service range in leisure and community services;
- Support existing and emerging user groups by promoting user group run programs and services, tournaments and elite athlete development as part of the community development approach to recreation;
- Recognize user groups as customers and ensure ongoing exchange of ideas and planning for effective maintenance of facilities.

Goal #4: Healthy, Active and Vibrant Communities

- To promote physical activity as a way of life and quality of life through all of the means available to the Town as the leading provider of recreation services, working alongside user groups;
- To offer opportunities for participation in recreation and community activities for all members of the community irrespective of age, ability, ethnicity and income;
- Utilize the Town's communications expertise to advertise, educate and promote physical activity;
- Create services to respond to the increasing diversity of the Town's population;
- To improve access to recreation and community programming through accessible facility design and the provision of appropriate programming and equipment for people with special needs.

6 STRENGTHENING POLICY PILLARS

6.1 Alignment with New Legislative and Regulatory Provisions Governing Community Benefits Charges, Parkland Dedication and Development Charges

Bill 197 introduces regulation 509/20 under the Planning Act to implement Community Benefits Charges (CBCs), which make significant changes to Section 37 (bonusing) of the Planning Act. The new regulation reverses the initial move (through Bill 108) to integrate development charges (DCs), parkland dedication / cash-in-lieu, and Section 37 benefits into Community Benefits Charges (CBCs). Now, CBCs effectively only replace Section 37 benefits, while development charges (DCs) and parkland dedication continue to remain separate requirements. At present the prescribed amount of land value that can be charged is set by regulation at 4% of land value.

Bill 108 (The More Homes for Everyone Act, 2022) amends the Planning Act to stipulate that in transit oriented communities (as defined under the Transit-Oriented Communities Act, 2020 (“Transit-Oriented Community”) parkland conveyance under the Alternative Rate is limited to 10% in the lands or the value of lands in projects of 5 hectares or less, and 15% in development sites larger than 5 hectares. The legislation also requires that any Community Benefit Charges bylaw in effect are revised and otherwise should be subject to 5 year review and renewal.

CBCs and DCs can be used interchangeably to fund eligible services, however, the capital costs that are funded through CBCs must not also be funded by DCs or under parkland dedication. The Development Charges Act clearly identifies a list of services that can be levied through DCs, while CBCs are more flexible and can cover “capital costs of facilities, services and matters required because of development or redevelopment.” Important to note once a municipality has included a cost in its DC by-law, a CBC cannot be used to collect for the same item.

The utility associated with a CBC has been reviewed by the Town earlier in 2022 with the conclusion that the Town does have a need for services eligible for funding under a CBC.

This plan endorses developing a CBC where this will support required services over and above the funding of parks supported through Development Charge Act and Planning Act provisions. In addition, the established community needs contained in the LCSMP may contribute to the development of a Community Benefits Strategy which is currently being undertaken by the Town (pursuant to the recommendation contained in Staff Report DS-023-22, June 1, 2022) as a necessary precursor to the development of a CBC by-law.

With regard to the use of Alternative Rate provisions (1 ha. per 300 dwellings for dedication of land; 1 ha. per 500 dwellings for cash-in-lieu), the use of Alternative Rate will be provided for in the future dedication by-law. The Town’s Draft Official Plan also included provision for the use of Alternative Rate. Recommendations of this Master Plan recommends additional finetuning the language in the Town’s Draft Official Plan to maximize the use of both standard and alternative rates.

The Master Plan identifies the need for an appropriate geographic distribution of parkland to serve residential needs as well as a hierarchy of parks ranging from neighbourhood to Town-wide. It is important that the Town adopts a strategy of parkland development and renewal which meet the intended level of service based on a 400 to 800 metres walkability radius. The Parkland Hierarchy and service level are discussed in Section 9.3.

A commitment to developing larger parks and trails serving the entire town may benefit from a cash-in-lieu approach and hence, the recommendations of the Master Plan on the nature and location of future park improvements should inform the choice of dedication versus cash-in-lieu. Current legislative provisions which enable the creation of a Community Benefits Charge (CBC) are also relevant and would be a consideration where dedication is not required.

The Town's Parkland Dedication By-law 2022-094-FI includes the traditional provisions of the Planning Act (2% of land for non-residential; 5% for residential). Municipal control of the size, location and condition of dedications is maintained as is the requirement for lands free of all encumbrances. The by-law does not include provisions for Alternative Rate pending the completion of relevant policies and studies, including this Master Plan. The Draft Official Plan includes the required policies that enable the Alternative Rate. The Official Plan should also ensure language that further emphasizes that lands dedicated should exclude undesirable or poorly located lands including for example, lands which form part of stormwater ponds and their immediate surrounds, hazard lands or other unusable lands.

Parkland Dedication By-laws are often accompanied by a Parkland Dedication Policy which provides a framework for parkland dedication requirements and details of how cash-in-lieu payments are calculated. Typically, these policies include:

- Statutory requirements of the Planning Act;
- Parkland dedication requirements, protocols, and calculations;
- Conveyance requirements and cash-in-lieu of parkland dedication calculations;
- Valuations, credits, and exemptions;
- Gratuitous conveyance of undevelopable open space (e.g., woodlots, valley lands, floodplains, hazard lands, etc.);
- Trails as a component of parkland dedication;
- Preferred location and configuration of parkland;
- Allocation of cash-in-lieu payments to a reserve fund.

Related to dedication and acquisition of parkland is the reality of surplus Town-owned land. A disposition policy can be tied to parkland acquisition and funding strategy. The Town's disposition by-law (By-Law 2008-057-LA) set out due process and recourse to valuations methods of disposal.

The Town should consider the merit of advancing a disposition policy that establishes more clearly the means by which property is deemed surplus. As it relates to parkland, the consideration of community need, including local access requirements, should be balanced against the benefits of disposition and the potential for such disposition to advance the goals and objectives of the LCSMP.

Recommendations: Parkland Acquisitions Policies

11. **The Town should comprehensively revise its Parkland Conveyance Policy (By-law Number 2022-094-FI) (and associated policy) to apply common principles and practices to development approvals as it relates to the choice of dedication of land versus cash-in-lieu of parkland dedication. This should include updating the by-law to maximize its utility including the use of Alternative Rate provisions. The parkland dedication policy should formalize for development control purposes the aims and intent of the LCSMP as regards the principles of equitable access to parkland, the hierarchy of parks, and the level of amenity supported in each park by virtue of its classification within the hierarchy.**
12. **Where the Town determines that a dedication of land for public parkland purposes is warranted, developers should be required to provide such land at the outset and to avoid any necessity to revert to payment of cash-in-lieu of parkland dedication as a last resort in order to meet requirements under the Planning Act.**
13. **Further, the dedication by-law and policy should establish the Town's control over the timing of development of parks achieved through dedication as a condition of development approval. The dedication by-law and policy should establish the expectation of developer contributions to the development of park services and installations (including responsibility for the one-time replacement of the original parks equipment at the end of its service life, as part of a site plan approval and development agreements as may be executed by the Town).**
14. **The new policy should outline those circumstances in under which a conveyance of land will not be accepted and where cash-in-lieu of parkland will be considered as follows:**
 - *Insufficient size or configuration (e.g., no opportunities for land assembly to create new parks);*
 - *Hazardous or flood prone areas;*
 - *Steep or unstable slopes;*
 - *Any land having unsuitable or unstable soil conditions for intended recreation facilities;*
 - *Utility rights-of-way or easements;*
 - *Any land containing an easement, encumbrance or right-of-use that limits or restricts the Town's use of the land;*

Recommendations: Parkland Acquisitions Policies

- *Provincial or locally significant wetlands or woodlands;*
- *Required setbacks and buffer lands from natural features such as wetlands and watercourses;*
- *Roadways or walkways being conveyed for non-parkland purposes; and,*
- *Lands that are deemed to be contaminated.*

In addition to the above, Cash-in-Lieu of Parkland may be considered:

- *Where lands are deemed to be of an insufficient size, unusable or otherwise unsuitable for recreational purposes;*
- *Where the conveyance of parkland from the site would reduce the number of dwelling units or the floor space of the development or redevelopment to the extent that the development or redevelopment is unfeasible; and*
- *Where an area being developed or redeveloped is already well served with parkland.*

- 15. Cash-in-Lieu of Parkland revenues should be prioritized for the acquisition of parkland.**
- 16. Decisions regarding the conveyance of land, payment of cash-in-lieu or accepting a conveyance, or combination, should require the concurrence of the Director of Planning and the Director of Leisure and Community Services or delegated managers as appropriate prior to granting planning approval (that is, during the period of a technical review of a complete application submission). This is to ensure that Leisure and Community Services staff have the opportunity to comment on the operating implications of potential dedications and the suitability of lands to address future needs as described by this Master Plan.**
- 17. Consider the acquisition of undevelopable natural open space areas through the development process and other means of securement to provide opportunities for enhanced conservation, and compatible public access and linkages to the parks, trails and open spaces, as per Section 51(25)(b) of the Planning Act. This land should not be accepted as part of the parkland dedication requirement (i.e. no credit is to be applied).**
- 18. Over the life of this Master Plan, the Town should continue to review and evaluate the location, distribution of amenities, and overall supply of parkland within the Town. If, through evaluation, consultation and confirmation of demand the Town has determined that parkland property duplicates amenities within a local area is unused or otherwise substandard for the purposes of community recreation, the Town may seek to decommission the identified parkland property(ies).**
- 19. The Town should develop an improved disposition policy that outlines the process, including public consultation that enables a rationale for disposition to take place. This should include the test of whether the goals and objectives of parkland provision contained in the LCSMP are met by a proposed disposition.**

6.2 Asset Management Planning

Elsewhere in this plan, there are a number of references to asset management planning as the basis of effective implementation of recommendations for both indoor and outdoor facilities. An ongoing commitment on the part of the Town to include parks and recreation facilities, including trails, fleet and equipment, in current asset management plans is a necessary condition for annual implementation of lifecycle replacement plans, replacement of equipment and park installations, and building capital reserves from operations to fund future capital expenditure.

It is understood that parks and recreation assets will form part of Phase 2 of the updated Asset Management Plan scheduled for completion in 2023.

6.3 Parkland and Open Space Policy Alignment with Official Plan

The Town of Whitchurch-Stouffville Draft Official Plan (June 2022) includes a number of policies which align with the existing 2018 LCSMP recommendations and which remain relevant going forward. These include the following, in addition to updating the Parkland Dedication By-Law itself:

Recommendations: Alignment with the Official Plan

- 20. Maintain the work currently in progress to ensure that the Town's Official Plan is amended to reflect all relevant policies associated with the LCSMP. For further clarity this includes parkland acquisition and development policies, parkland hierarchy and distribution of parks, their design, form, function, and operational needs to create a sustainable parks system.**
- 21. Maintain the approach and policies contained in the new Draft Official Plan (2022) with respect to Parkland Dedication and Cash-in-Lieu provisions, including future use of the Alternative Rate provisions in the higher density Stouffville Urban Area as appropriate. However, the use of the Alternative Rate should not necessarily be limited to the Community of Stouffville as a Priority Acquisition Priority Area as was recommended in the 2018 LCSMP and as is currently identified in the draft Official Plan. Accordingly, redraft the language of the Draft Official Plan to enable the Alternative Rate to be used in any appropriate circumstance where traditional standards of dedication or cash-in-lieu are not appropriate.**
- 22. Consider provision within the Draft Official Plan for the development of alternative methods of delivering public open space as density of development increases. As examples, this may include the development of Privately-Owned-Public Space (POPs) as an alternative solution to the need for public space where dedication on-site or in close proximity off-site is not viable.**

6.4 Parkland Design and Development Standards

6.4.1 Trends in Parkland Design

Trends in the provision of parks and open spaces are influenced by several factors, including mandates from government legislation, modifications to municipal policy, changes in the demographics of users, changes in interest / participation rates and economic trends. Some of the key trends that should be considered in the planning and development (or redevelopment) of parks and open spaces or are outlined below.

Accessible Design Standards

With the introduction of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA), the Provincial Government legislated standards for all levels of government, the private sector and non-profit organizations related to providing services and spaces that are more accessible to people with disabilities. The legislation applies to all public facilities and spaces that are being newly constructed or significantly renovated. The goal of the province is that Ontario be fully accessible by 2025.

While meeting the requirements of the AODA legislation is not an emerging trend, many municipalities have created their own Accessibility Guidelines for development that exceed the minimum standards – looking for ways to optimize inclusivity and eliminate barriers for individuals with a wide range of disabilities.

Ensuring that play facilities and other park amenities are welcoming for all ages and abilities is an important consideration. Accessible playgrounds is an important trend. Play can provide an appropriate outlet for children who may struggle to express themselves, while helping them to navigate their world in a new and exciting way. It is important to consider not only mobility devices, but those with cognitive and other issues (i.e. autism, sensory disorders, visual and hearing impairments, etc.). *Creating Inclusive Playgrounds: A Playbook of Considerations and Strategies* is a recent resource on accessible and inclusive design developed by Canadian academics and experts.

Age-Friendly Approach

Municipal parks and open spaces should be designed as inclusive spaces. An increased emphasis is on inclusive design, which provides multi-generational amenities within parks and open spaces. This includes looking at specific opportunities for programming that provide support for all age groups in leading active and healthy lifestyles in the planning, design and delivery of parks and open spaces. This trend speaks to the “8 to 80” movement, which focuses on designing spaces that are accessible to all ages: that is to say - if everything in the space is great for an 8-year-old and an 80-year-old, then it will be great for all people.

Many park designers are striving to include all types of ages and abilities within the same play / park space by designing amenities that can be used in a multitude of ways.

Inclusive Design

Designing inclusive spaces means that the amenities and services provided within parks and open spaces should be accessible to all, regardless of race, ethnicity, gender, sexual orientation, socio-economic status, or physical and cognitive abilities. While most municipalities design and deliver parks and open spaces that target a wide variety of populations, every community has population groups that are either underserved or at risk for exclusion.

Design of Parks and Open Spaces becomes a part of a larger effort to make the Town and its recreation facilities and services inclusive. To achieve inclusivity, it would be important to:

- Identify population groups that are underserved or at risk for exclusion;
- Understand the needs / requirements of underserved populations;
- Plan resources and funding for municipal outreach – actively engage, understand, and build relationships;
- Identify partnership opportunities with third party agencies to assist with outreach;
- Make facilities and services affordable and accessible for all; and
- Design formal municipal policies, guidelines, or inclusion standards.

The Town of Whitchurch-Stouffville is currently developing its Diversity, Equity, and Inclusion Plan to recognize diversity and inclusion within the organization and communities. This is an important step toward developing municipal policies, protocols and programs and delivering services that are focused on improving the overall ‘inclusive’ approach to the planning and delivery of municipal services, including recreation and access to parks and open spaces.

Parks as Social Hubs and Gathering Spaces

This concept emphasizes the development of parks as community places which can animate neighbourhoods and provide opportunities for events, programs, and interactions. Providing a variety of seating options, such as park benches, landscape stones, and amphitheatres, designing unique and flexible spaces, innovative landscaping and public art features, as well as shade and shelter, are key considerations that will contribute to an inviting and comfortable space for recreational and social activities to occur.

Sustainable Design Strategies

Parks and open spaces continue to be viewed as more than just facilities that provide opportunities for recreational activities. The planning and implementation of parks and open spaces (as individual sites or as part of a greater network of sites), includes expectations for the inclusion of sustainable design strategies that can contribute to other town-wide systems – such as stormwater management.

The inclusion of Low Impact Development (LID) site design strategies that focus on techniques for the localized storage of stormwater quantity and improvements to stormwater quality have become more prevalent within park landscapes. These techniques include elements like bio-retention areas (both at grade and below grade) such as bio-swales, infiltration galleries, rain gardens, permeable pavements and soil amendments that allow for increased water absorption.

Sustainable parks design can also support more efficient operation and management of parks and open spaces. Exploring best practices in sustainable parks design that are applicable to Whitchurch-Stouffville will contribute to the development of sustainable parks and open spaces, improve user experiences, and may help make operations and management more efficient.

Nature-based Play

Many benefits of connecting children with nature include positive effects on a child's social, psychological, academic, and physical health. Mixing elements of the natural environment with the built environment enhances the play experience. Incorporating natural elements with play places can be done in many ways including:

- Providing outdoor learning spaces and experiences, including butterfly gardens, sensory gardens, educational signage about the local birds, insects and plants, community gardens or greenhouses;
- Including naturalized passive areas into traditional sports complexes. This will provide a broader appeal to all citizens, allowing for multiple users of key facilities;
- Using reclaimed/natural materials in the play area (i.e. logs for balance and seating, large rocks or boulders for climbing, small hideouts made of sticks and branches, etc.).

Connecting recreation, heritage, parks and local businesses

This emerging design strategy aims to create connections between parks, recreation and heritage facilities and local businesses and services. Examples include creating recreation spaces with public programs and urban furniture, encouraging a variety of activities such as skating, gardening, ball sports, etc. mixed with commercial stands for local small businesses. This approach is used in redeveloping underutilized public spaces. The best results are achieved through consultations with the public and local businesses.

Seasonal Re-purposing of Facilities: Skatepark - Outdoor Skating Rink

Communities are finding creative ways to use recreation and sports facilities in all seasons. Outdoor skating rinks turned into skate parks in the warmer months serve as an example of creative re-purposing. Examples include Sid Smith Artificial Ice Rink in Toronto Christie Pits Park and Kleefeld Park, Kleefeld Manitoba, where ramps and setup were done by a local resident.

Multi-functional all-weather spaces

Recreation spaces that cater to different needs, ages, and various abilities. These spaces have been freely designed (a shape that works for the location, do not have to be rectangular). The non-rectangular design is more accessible as it provides various entry points to the space. The space uses PU-bonded synthetic surface has different markings for different activities. PU Synthetic Technology allows converting cemented outdoor courts to cushioned synthetic courts. Flexible design supports multiple activities including multi-sport courts, a bouldering wall, playgrounds and play equipment (a slackline, a low-level trampoline, etc.), areas for running,

training, and other coordinated games. Sport field lighting is low-emission LED. To enable evening activities lights can be activated by users until a certain hour.

6.4.2 *Engaging the Community*

In the planning and delivery of parks and open spaces, it is vital to have established municipal policies and processes in place that clearly outline the standards for Community. An effective planning process capitalizes on the local community's assets, inspiration, and potential and has community-based participation at its centre.

A well-defined Community Engagement Strategy should provide the following benefits to the park development process:

- Provides transparency to design and development processes;
- Builds trust with the community;
- Generates project specific priorities, goals, and objectives;
- Allows for data driven decision making and more effective design solution;
- Generates project momentum and support; and
- Increases the likelihood that implemented projects will be positively received.

The effectiveness of community engagement may be enhanced through a variety of support programs such as:

- Engaging with local parks users and the community to understand needs and opportunities;
- Engage with children at local schools to gain input specific to playground and spray pad design, equipment, materials, and colours;
- Supplementary engagement / outreach to community groups who are not well represented at project public engagement sessions.

6.4.3 *Indigenous History in Future Parks and Recreation Planning*

Whitchurch-Stouffville has been incorporating and celebrating Indigenous heritage into the parks and recreation facilities through signage, interpretive plaques, and murals. Additional ideas incorporated into parks and recreation services in other jurisdictions include:

- Identifying traditional Indigenous place names for new parks, trails, open spaces, and natural features;
- Creating Indigenous gardens featuring plant materials that were traditionally used for material, food and spiritual purposes;
- Providing gallery space and allowing Indigenous artists to showcase, and potentially sell their works;
- Creating spaces suited to staging of Indigenous gatherings and cultural events; and
- Increasing access to community recreation and parks for Indigenous populations.

Importantly, participation of Indigenous Communities should be at the centre of planning activities and amenities that celebrate Indigenous heritage.

6.4.4 Sustainable Operations and Maintenance

Existing parkland and outdoor facilities such as ball diamonds and soccer fields require continued maintenance. A review of park maintenance and operations standards should be undertaken to determine if the current level of service for existing and future parks can be sustained with currently available resources. This review should include the identification of:

- Opportunities to improve or enhance the tracking of Key Performance Indicators (KPI's) for maintenance activities; and
- Opportunities to adjust levels of service – overall and/or on a site-specific basis.

The Town's Parks By-Law is of recent date (By-law 2020-087-RE) and governs the use of the parks, trails and open spaces. The management of parks is directly related to the operational resource needs of the Town, as well as the goals and objectives for the form and function of the parkland classification recommended herein.

Recommendations: Parkland Design and Development

- 23. The Town should undertake a review of the current Parks By-Law as part of the proposed operational review of resources necessary to achieve best practice in the design, development, operation and maintenance of the Town's parks and trails. In addition, the Town's Community Festivals and Events Policy (adopted in August 2022) and the Parks By-Law should be fully aligned.**
- 24. In coordination with the Parkland Classification System, undertake a review of maintenance and operations inputs to assess existing parks operations service levels and identify areas for improvement. Develop a Parks Maintenance Strategy to review and assess current Key Performance Indicators (KPIs) as it relates to parks maintenance.**

6.4.5 Tree Management Plan

A Tree Management Plan outlines a clear set of policies and objectives to guide the protection and care of a town's green infrastructure. These types of plans typically include:

- A plan to inventory and assess the Town's existing trees;
- Establishing a standard of care and schedules for regular risk assessments;
- Identifying the qualification of Parks Staff (or Third Parties) who tend to trees; and
- Developing plans to pro-actively manage problems, including invasive species, pests, and pathogens.

The Town's By-Law 2020-086-RE sets out policies for the protection of trees on public lands. Tree management is a collaboration between Leisure & Community Services and Public Works.

The relevant department of the Town should complete a Tree Inventory for its park locations and seek to address tree replacement and removal needs through the development and implementation of a Tree Planting and Replacement Program for Parks. This should happen in conjunction with the Parks Division of Leisure Services.

Recommendation: Tree Management Plan

25. The Town should consider the development of a tree canopy policy based on an in-depth understanding of the inventory of trees on its lands, and the range of policy benefits of ensuring sufficient tree canopy in order to assist with infiltration, shade protection and thermal benefits. Such policies should be realistic in their advancing of targets for tree canopy coverage. The policy should be used to inform development control practices and approvals of development by the Town.

6.4.6 Parks and Open Space Design Standards

To ensure a consistent approach for the design and development of parkland, open space and trails, the opportunity exists to undertake the development of a Parks and Open Space Design Standards Manual. The Town of Whitchurch-Stouffville Design Guidelines and Standards Drawings do not currently address the important details of design, materials, objectives and seasonal public access that are required to ensure that parks meet the policy objectives of the Town.

The purpose of a Parks and Open Space Design Standards Manual should be to provide clear and consistent communication with regards to expectations for the planning, design, and implementation of parks and recreation facilities. The manual should:

- Provide an overview of general policies and guidelines for the development of parks and open spaces;
- Describe minimum performance standards, metrics and requirements associated with the delivery of parks and open spaces; and
- Provide a compilation of typical details that standardize the baseline for construction including layout, minimum design criteria, materials, and product selection.

Further, the Parks and Open Space Design Standards Manual should specifically address the following key items:

- Accessible Design Standards;
- Sports Field / Sports Court Design Standards;
- Signage and Wayfinding Standards; and
- Approved Plant Material Species for Parks and Open Spaces.

The manual should naturally link to the Town's Parks By-Law (currently by-Law 2020-087 RE) which regulates and controls the use of Parks, Trails, Park Buildings and Open Spaces.

6.4.7 Town's Draft Official Plan Recommendations on Parks and Open Space Design

The Town's Draft Official Plan recommendations for parks design are in line with these trends:

- Designing accessible and inclusive parks for year-round use and enjoyment by residents of all ages, abilities, and diverse cultural groups.
- Ensure through design that parks, playgrounds, and other amenities and recreation facilities offer barrier-free access.
- Recognize and celebrate Indigenous Communities and cultural development opportunities through commemoration or park design.
- Minimize adverse impacts on the environment and adjacent residential areas.
- Design open spaces to be used for a variety of events and activities by the diverse community.
- Create opportunities to incorporate public art and educational elements in parks design.

More specific recommendations in the Town's Draft OP (Section 4.4.3. Design Policies for Parks):

"6 Require that all public parkland shall:

a) Have as much street frontage as possible and maximizes visibility from adjacent streets to enhance connectivity and promote safety;

b) Maximizes public safety through park block size, visibility, configuration and location of park fixtures and facilities;

c) Have direct and safe pedestrian access from adjacent residential areas or adjacent environmental areas where appropriate;

d) Be designed to minimize any potential negative impacts on adjacent residential areas through the use of such measures as planting, fencing and the provision of appropriate access, parking and buffers to active recreational facilities;

e) Incorporate natural heritage features wherever possible in accordance with the policies of this Plan regarding environmental impact;

f) Be integrated into the fabric of the adjacent neighbourhood by promoting open space or walkway linkages to adjacent facilities, neighbourhoods and natural features;

g) Incorporate natural and built shade features to mitigate the urban heat island effect;

h) Incorporate lighting, seating, level pathways, walkways and entrances where appropriate to assist in creating a more accessible and inclusive environment;

i) Incorporate Crime Prevention through Environmental Design (CPTED) principles in the design of parks; j) Be connected, wherever possible, to trail systems, cycling routes, walkways, natural heritage corridors, utility/hydro corridors and natural drainage systems;

k) Preserve existing mature trees and incorporate additional tree cover in a manner that is consistent with the use of the park and prioritizes shade for users; and

l) Respond to climate change by providing cooling amenities in park design such as splash pads, wading pools, shade trees and shade structures, where possible.”

Recommendations: Parkland Design and Development

- 26. Consider future use of agreements providing for Development Charge credits in exchange for developer-built parks as a strategy to advance the timing of development of parks and trails in new development areas. Developer-built parks and trails must adhere to the Town’s guidelines and standards for park design and development, as per the recommendations of this Master Plan.**
- 27. Create a Parks and Open Space Design Standards Manual to guide the development of parks and open spaces. As it relates to developer-built parks, further specify conditions of development including approved design concepts and costing approvals, timing of development and transfer of ownership and operation to the Town, and performance standards and penalties.**
- 28. In conjunction with appropriate asset management practices, continually monitor and document participation/usage levels of park assets to assess opportunities to re-purpose existing facilities in parks that are under-utilized.**
- 29. Develop strategies that clearly define municipal processes and policies for / standards for Community Engagement / Stakeholder Engagement as it relates to park design, development, and renewal projects.**
- 30. Continue to incorporate accessibility features in the design of new parks and the renewal/rehabilitation of existing park features based on the Province’s *Design Standards for Public Spaces and the Accessibility for Ontarians with Disabilities Act (AODA)*. Features may include but are not limited to sensory features (e.g., sensory gardens (sight, smell and sound) or sandboxes), as well as active play components.**
- 31. Future designs for parks should incorporate multi-seasonal features and uses to support warm weather and winter activities where feasible to ensure year-round recreational opportunities for current and future residents.**

6.5 Recreation Services Cost-Recovery Policies

6.5.1 Subsidized Program Access

The Town offers subsidy support to reduce financial barriers to participating in recreation and heritage programs. The JoinIN! program offers subsidy for any municipally run program for residents of all ages in households which fall below the national Low-Income Cut-Off (LICO) threshold and individuals in need of a support person to integrate into programs.

Under this program, applicants may access swimming lessons, drop-in classes and general interest programs. Specifically, the available subsidy may be applied to cover the following:

1. 1 program/season; OR
2. 10 admissions for leisure swimming or leisure skating; OR
3. A 2-month fitness membership each season.

The JoinIN! Project was developed to fill the gaps outside of the Jumpstart mandate, primarily by supporting persons under the age of 4 and over the age of 18 living in households which fall below the national Low-Income Cut-Off (LICO) threshold ([Statistics Canada 2022](#)). The JoinIN! Project provides up to \$100 per season/program. Funding for this program is supported by community fundraising and donations. Funding amounts from these streams vary.

Based on the consultations with user groups and Town staff involved in program delivery, municipal subsidy program is very important as it increases access to recreation and heritage programs. Financial support for recreation and programs should be supported in the Town's budget and remain available.

In 2022, the Town plans to conduct a comprehensive review of the JoinIN! program and evaluate opportunities for additional models and partnerships. The opportunity exists to create a more robust program subsidy offer to residents in need.

Examples of subsidy support models for recreation and heritage vary across Canada, the following are funding and delivery mechanisms which may benefit the JoinIN! and similar programs that aim to remove barriers to participation in Town-led programs include core funding provided in municipal operating budget, corporate sponsorships and individual donations, and In-kind support in the form of placement/registration sport from local use groups. Funding may be used by municipalities to secure additional spots for children and youth.

Recommendation: Municipal Program Subsidization

- 32. Complete a comprehensive review of the existing JoinIN! program and evaluate the opportunity to transition this program to a model similar to KidSport and/or PROKids or a hybrid thereof.**

33. Continue exploring other subsidy support models for recreation and heritage.**Evaluate funding and delivery mechanisms including:**

- *A core level of funding supported by the municipal operating budget for the administration of the program;*
- *As it relates to child placement, funding is supported through corporate sponsorships, individual donations; and*
- *In-kind support is provided in the form of program donations placement/registration sport from local use groups. Funding may be used by municipalities to secure additional spots for children and youth.*

6.5.2 Fee Setting

The Town has developed a user fee policy that will operate alongside the Leisure Services Master Plan.

6.6 Policies to Govern Partnerships

Existing recommendations of the 2018 LCSMP remain relevant, namely the ongoing work to implement a corporate partnership policy as the decision-making framework for a range of partnerships including both capital and operating partnerships. This kind of policy will backstop the development of specific agreements for the use of Town owned land or facilities by not-for-profit or private providers.

More generally, and in view of the Town's interest to improve customer enjoyment of its facilities, the Town should consider working with user groups to commit to mutually agreeable service standards. These are standards of performance with regard to interaction with customers – registration, fee setting, allocation of facility time, range of programs – that will assure the Town that the expectations of its residents and their experiences of Town facilities is as positive as possible. It is recognized that enforcement of such policies is not easy, and the preference should be to adopt a simple protocol between the Town and rental groups to ensure adherence to Town policies including those related to accessibility, inclusivity and support for target groups. This should be supplemented by the annual or semi-annual meeting(s) between the Town and user groups.

Separately, the Town should remain open to the potential for a range of partnerships to deliver new services or facilities. For reference, this can include a review of partnership opportunities for the delivery of major new facilities in addition to the traditional municipal ownership and operation model.

6.6.1 Community Use of Schools

Community Use of Schools is an established principle that will remain relevant, albeit subject to the direction of individual schools in this regard.

A number of the schools in the Town are located adjacent to public parks. This provides a particular benefit to both the school and the Town to continue to enjoy ease of access to the combined park and school including access to parking, school gymnasias and washrooms, as well as school access to the parks.

A specific recommendation of this Master Plan is not required. The Town should continue to liaise with its partners and encourage user groups to maintain their connection with individual schools for access to gymnasias and fields.

6.6.2 Maintaining the Hybrid Service Delivery

Recreation services are delivered by the Town through the wide array of direct programming out of its facilities, particularly the expanded Leisure Centre. In addition, recreation services are delivered indirectly through a range of organizations, individuals and others affiliated persons who rent facilities and fields owned and operated by the Town. By example, this includes all of the minor sport groups, as well as cultural organizations.

In addition, the potential exists for not-for-profit and private sector providers of recreation services, and this can be expected to increase over time as the density of development gives rise to greater private market opportunities. These providers may typically operate in separate facilities or in Town facilities under lease.

Over the plan period, the Town should be open to the potential for other operators to partner with the Town on certain recreation services.

The Town should expand its direct programming offer in line with the goals of this master plan. As new facilities are developed, the Town should expand its programming capacity through operational planning and staffing additions, and increase the opportunity for third party providers of services (contract class instructors, etc.).

As regards the core function of the Town as a recreation facilities provider, the Town should maintain the community development model of indoor recreation and community facility and program provision, namely the provision, maintenance of, and investment in, facilities by the Town, and supporting the delivery of programs and services largely by other non-profit recreation and community groups.

The Town should continue to ensure that physical and financial barriers to participation are removed, plan for diversity of opportunity and grow participation and skills development based on nationally recognized recreation and community participation models.

For investing in new facilities, the Town should anticipate change in population tied to projections of population growth and distribution that may exist over the Plan period. The provision of new facilities, their location and opportunities for new services will be based on standards of recreation

and community facility supply. These provision standards will guide the Town in its investment in new recreation and community infrastructure. Investment is contingent on the achievement of target population growth, which necessitates or ‘triggers’ the requirement for additional facilities to maintain the appropriate standards of provision for the community as it grows.

The Town will seek to promote the emerging leisure and recreation requirements of its residents. This includes new residents, as well as target groups within existing communities, including the needs of the growing seniors’ population over the Plan period to 2032 and beyond.

6.7 Programs and Service Delivery

6.7.1 Customer Services

The centralized customer services of the Town of Whitchurch-Stouffville are, as of 2022, the responsibility of the Department of Leisure and Community Services. The divisional organization include a separate division for customer services reporting to the Director of Leisure and Community Services.

This realignment of organizational responsibility under the Leisure and Community Services department is timely and reinforces the value of customer service recommendations included in the 2018 Master Plan. That plan conceived of a customer relationship management system (CRM) specific to Leisure and Community Services to accommodate the many different functions of the department including facility bookings, program registration, front-line customer service, community engagement and more.

The plan has already achieved the key recommendation of a centralized customer service function and a broad, corporate wide customer service approach.⁴ Recommendations which have not been completed include the application of CRM systems to the work of the Leisure and Community Services Department in particular – specifically the goal of making online interaction with municipal services similar to the high quality interactive medium of other lifestyle apps; in short, enabling rapid access to, and understanding of, Town services and programs, online assistance with program and service selection, registration and payment confirmation. This is a work in progress and the Master Plan supports the ongoing evolution of the Town’s investment in customer relations management.

Allied to these initiatives should be a commitment to effective marketing and promotion of programs and services. Work has commenced in this regard with enhancements to the Leisure Guide, and plans for improvements to social media feeds on a par with other key service providers within the Town (Library Services, Museum as examples).

⁴ Customer services at Town Hall and front desk at the Leisure Centre remain separate entities within the Leisure and Community Services department.

Recommendations: Customer Services

- 34. Undertake an assessment of digital transformation initiatives to date and opportunities for the Town’s centralized customer service function. The particular technology solutions available and the overall aims of digital transformation to meet the needs of customers should be reviewed on a timeline determined by the department. The completion of a customer services strategy and key performance indicators (KPIs) is a first step in this process.**
- 35. As it relates to the offering of programs and services in recreation, leisure, heritage and events, the potential associated with enhanced online applications to improve services, should be an ongoing area of consideration. The Town may wish to hire consulting services to develop the appropriate online improvements for customer services and seek public input opportunities for best practice solutions.**
- 36. Consider the merit of a dedicated marketing function established within the Leisure and Community Services Department. In order to achieve this, the Town Communications team should continue to take the lead in developing strategy, resourcing needs, quality assurance and application of Town brand principles.**
- 37. Continue with ongoing improvements to online resources including the interactive mapping platform for parks, facilities and heritage venues.**

6.7.2 Recreation and Leisure Programs & Services

In the past two years the COVID Pandemic got in the way of programming. Indoor programs were affected more significantly. The participation numbers were not high due to space and safety requirements. Some programs were offered virtually.

Outdoor programs such as skating and sports activities and unstructured recreation activities such as walking, jogging, trekking and cycling gained in popularity.

The Town offers programs for residents of all ages and backgrounds. Registered programs run over a set number of weeks and drop-in programs do not require registration. Access to the pool and fitness amenities is offered as a membership to the Leisure Centre or as drop-in. The programs and their historical performance are detailed below.

Registered community programs cater to residents of all ages, as identified in the table below. Many newer facilities are accessible (e.g., Clipper’s Sport Complex, 19 on the park, and 6240 Mainstreet that hosts 55+ Club). Accessible design provides opportunities for participation for people with various abilities.

Programs for youth include the basketball (with instruction), skatepark and indoor/outdoor basketball, tennis, and ball hockey courts, arenas, and sport fields.

The Town offers educational and arts programs to all residents. The Whitchurch-Stouffville Museum & Community Centre provides recreational and learning opportunities. The Museum is an important hub for learning about history and heritage of the Town and the Region. Latcham Art Centre and 19 on the Park offer programs and spaces to artists and residents interested in arts (including painting and visual arts, films, theatre).

Exhibit 22: Summary of Municipal Programs

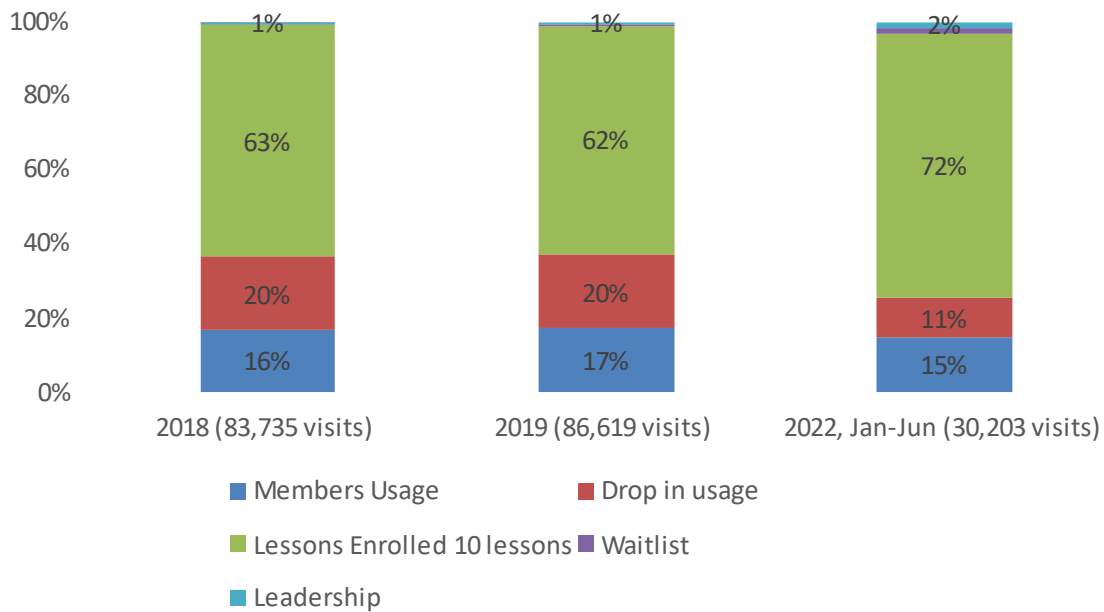
Preschool (under 6)	Children	Youth	Adult	Residents 55+
<ul style="list-style-type: none"> Basketball – Jr. NBA Program Dance (Preschool 3-5 years) Karate Child (3-4 and 4-5 y.o.) Kindermusik Playdate Playball Powerplay Hockey Skating Lessons Sportball (Multi-sport) Tot Spot 	<ul style="list-style-type: none"> Acrodance Badminton Basketball Cycle Fit for Youth Karate Skateboard and Scooter Skills Skating Lessons Skipping Sportball – Multi-Sport Tennis (indoor and outdoor) 	<ul style="list-style-type: none"> Archery 101 Basketball Basketball Skill Development Clinic European Handball Frisbee Touch Football Home Alone Safety Skating Lessons Volleyball Yoga Youth Fitness Program 	<ul style="list-style-type: none"> Badminton Basketball Cardio Fit Hockey Mountain Biking for Boomers Pickleball Running Club Skating Lessons Strength and Flexibility Training Tai Chi Tennis (indoor and outdoor) Volleyball Yoga 	<ul style="list-style-type: none"> Art – Painting BINGO (Virtual) Book Club Bridge Lessons Diabetes Cooking 101 Line Dancing Osteo Fit Pickleball Stretch 'n' Core Tai Chi Yoga - Mat Yoga - Chair - Get Fit Where You Sit! Zumba

Source: Town of Whitchurch-Stouffville

With the completion of expansion of the Leisure Centre, participation in fitness programs has been strong and growing (based on the 2018-2019 data). The Leisure Centre offers fitness programs, a fitness training room, group and cycle fit programs, registered programs and aquafit. In 2018-2019, participation was increasing. The 2018 data (available for July-December) shows over 58,000 person visits and over 117,000 person visits in 2019. Registered program participation in registered fitness programs numbers was 3,056 participants. Over 95% of these visits were registered as member scans (10-visit passes), indicating that the majority of users have membership. Group fitness increased from 15,018 in 2018 to 19,119 in 2019.

Aquatic programs offered at the Leisure Centre include swimming lessons, aquafit, and a leadership program. Aquafit program had 14,000 participants each year in 2018-2019. Swimming lessons represent the majority of visits (60-70%). The 2018-2022 utilization included waiting lists (ranging from 125 people in 2018 to 446 people in 2022). The utilization data and the public survey responses indicate the popularity of lessons and aquafit and point to the unmet demand for the pool and aquatic programs.

Exhibit 23. Indoor Pool Attendance: Registered Programs / Drop-in Visits



Due to the COVID-related restrictions, outdoor activities became more popular. Outdoor skating saw a significant increase in the past few years. Additional outdoor rinks were organized and volunteers were actively engaged in running the rinks. Also unstructured activities such as walking, jogging, trekking and cycling have become more popular.

In 2020-2021, some programs were offered virtually. The Town conducted a survey to identify interest in virtual and in-person programming. The question asked what type of programming would be preferred when in-person programming resumes. Out of 604 respondents 88% preferred in-person or hybrid programs and 69% preferred in-person participation.

As part of its Customer Service Plan, the Town has been developing a system of customer service monitoring to annually assess resident/user needs and the level of satisfaction with recreational and heritage programs. This system will allow the Town to monitor and progressively address methods to improve programs and options over time.

The LCS Department partners with the Library to support the Whitchurch-Stouffville Youth Council, providing an opportunity for residents between 12 and 18 years old to input into youth events and programming and decisions affecting the community.

Pursuant to the 2018 Master Plan recommendations, the Town has been evaluating the opportunities to develop drop-in youth centres. The need for youth programs and dedicated spaces has been mentioned in the public survey and during the in-person consultations with the Town staff. With an increased focus on youth, a dedicated space for youth was discussed as a needed development during consultations. Responding to the need for youth programs, the Leisure Centre team has recently added a staff member whose work will focus on youth.

Operationally, 19 on the Park can improve its appeal to the corporate events market if a strategy of improved on-site and off-site (on-street) parking is achieved. The building should also be licensed for serving alcohol at events.

The Master Plan Update reiterates the important role of this facility as a hallmark venue and an important heritage and arts destination for Town's residents.

Recommendations: 19 on the Park

70. Prioritize the development of a vision, design concept, capital costing and operational business plan for the recently purchased building adjacent to the theatre. Do not limit the vision to general use of the existing structure but consider the merit of a new structure integrated operationally to the Theatre to create a significant improvement to the combined complex as an event space with prominence on Main Street. Due Diligence design should establish the potential for physical connection.

71. Resolve the capital improvement needs of the theatre through this larger scale project, if practical as a result of due diligence assessment. If unable to do so, undertake improvement to the kitchen space, as practical, and seek alcohol licensing of the facility to better support events. In addition, seek a town-sponsored parking solution to enable easier access to the facility for event participants whether this includes on-street traffic management provisions, improvements to onsite parking, or securing additional off-site parking.

7.3 Community Scale Facilities

7.3.1 Community Centres/Halls

As in many other Towns, the distribution and function of the local community centres reflects historical circumstances as well as efforts made over the years to create a functional service model that ensures rural communities are afforded the same opportunities as residents of the principle urban node, in this case the Community of Stouffville and in the future the expanded areas of Whitebelt development.

Not all services can be replicated and this Master Plan supports the concentration of major indoor facilities in and around the Community of Stouffville, where the considerable majority of the Town population resides, now and over the long-term to 2051.

6.7.3 *Support for Volunteers and Institutional Knowledge Transfer*

The delivery of certain services of the Town is supported by the efforts of community volunteers who supplement the presence of Town staff and assist in a variety of ways, often being in public-facing roles.

In addition, the Town's recreation model that is predicated on a balance between direct municipal programming and the delivery of programs by user groups. These organized groups of coaches, administrators and community builders are most often volunteers even if supported by paid programming staff.

Effective operation of town services is reliant on a range of paid staff ranging from part-time contract staff to general management. The impacts of the Pandemic are expected to be felt in terms of the reduced number of accredited staff to assist with programs and facility operations. This is particularly apparent in services such as aquatics which relies upon high numbers of trained lifeguards and others on part-time contracts. Ensuring the supply of properly trained staff is as much a constraint to overcome as is funding capital works.

It is therefore important that the implementation of this Master Plan emphasize the need for effective human resources planning and a proactive strategy of recruitment for both part-time and volunteer positions.

The need to ensure continuity of service excellence should also mean a continued assessment of succession planning to ensure that retiring staff are replaced with staff that have institutional knowledge of working with the Town. Where internal advancement is not possible, a proactive policy of replacement should be factored into annual operating plans.

Recommendation: Support for Volunteers and Institutional Knowledge Transfer

- 45. Develop a Town Volunteering Training and Opportunities Program. Develop online, public-facing information to attract, retain and celebrate local volunteers in recreation and community development.**
- 46. Enhance recruitment practices as necessary to avoid staff shortages in recreation services as it relates to part-time and contract positions.**



PART B: INDOOR RECREATION AND HERITAGE FACILITIES

7 INDOOR RECREATION AND HERITAGE ASSETS

The Town offers a variety of indoor recreation and heritage facilities. These facilities are generally well-used, with the exception of 2020-2021, when COVID-related restrictions significantly impacted indoor activities and limited access to indoor facilities.

The Town's indoor recreation and heritage facilities generally fall under two categories based on the service level categories and ambitions for these assets: Town-Wide Facilities and Community-Scale Facilities. These categories and distinctions are important in planning for future capital investment and inform the relative scale of capital investment and planning required to sustain facility service levels.

Town-Wide Facilities Are defined to include assets that service the entire municipal area as a catchment. These are destination facilities providing major community recreation and include heritage and leisure hubs which residents should be expected to travel greater distances to access. These major capital facilities also function as competitive venues and can attract out-of-town visitation. Examples include multi-use facilities, indoor aquatics, arenas, museums, etc.

Community-Scale Facilities Tend to service clusters of neighbourhoods or community areas, are generally smaller in scale than Town-wide facilities and support low-intensity recreational uses. These facilities include community centres, and meeting and support buildings associated with outdoor fields and parks.

To identify service level / standard of provision and estimate future needs, this Plan uses current usage data and applies population-based standards. This analysis uses data for the last 2 pre-COVID years (2018-2019).

Population-based standards are often used to determine the need for investment in indoor sports and recreation facilities based on an established level of service. Standards vary considerably between communities and often reflect historic circumstances more than a strict adherence to a level of service based on population totals. Indoor facilities standards observed in similar-sized communities in Ontario and target standards for Whitchurch-Stouffville are as follows:

Facility Type	Target Standards	Comparable Standards
Ice Arenas	1 per 12,500 population	1 per 12,000 to 15,000 population
Indoor Aquatics	1 per 35,000 population	1 per 35,000 to 50,000 population
Gymnasias	1 per 35,000 population	1 per 35,000 to 50,000 population

7.1 Town-Wide Recreation Facilities

7.1.1 Indoor Aquatics

The Whitchurch-Stouffville indoor aquatic centre is located at the Leisure Centre. This facility offers a 25 meter pool, a slide pool, and a teaching/therapy pool. The Leisure Centre expansion added a pool viewing area. The previous version of the LCSMP contemplated the expansion of this facility to add additional aquatics programming capacity. That recommendation is no longer carried in this plan given the range of needs identified.

Service Level/Standard of Provision

Similar sized communities offer 1 comprehensive indoor aquatics facility per 35,000 - 50,000 residents. A standard more in line with the lower end of the observed range (1 per 35,000) is more appropriate given the level of demand that has been measured at the existing facility and the degree to which proximity to other population bases adds to demand.

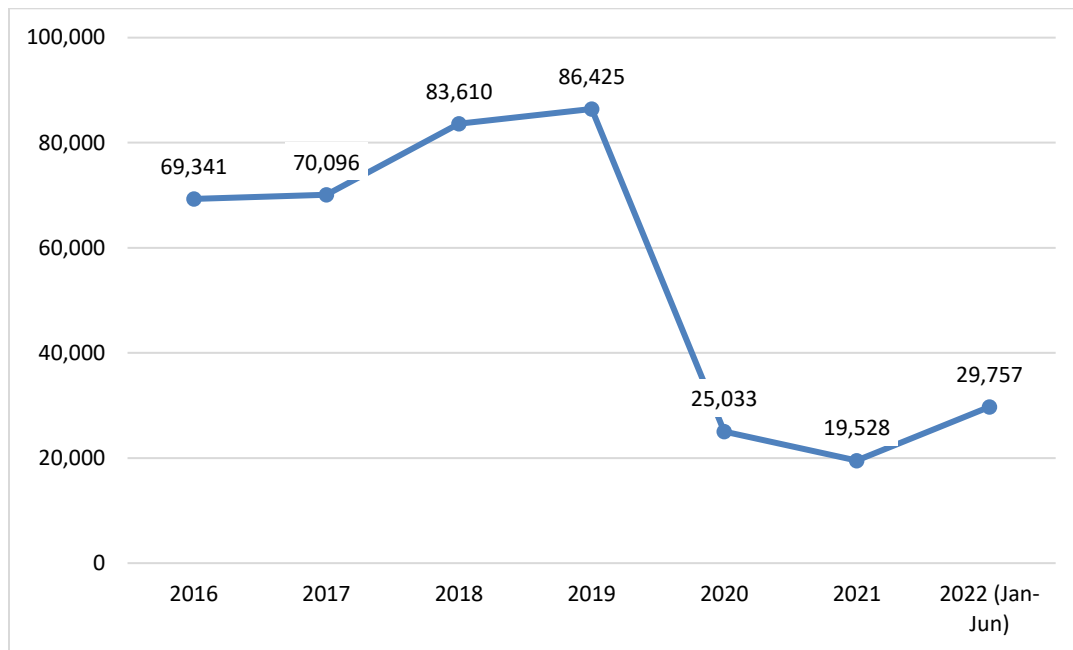
The Town currently provides indoor aquatics at a standard of 1 indoor pool per 49,864 population. At present, the Town is within the acceptable standard of provision for indoor aquatics. However, within the Plan period the Town is expected to see this level of service decrease to 1 indoor pool per 74,000 population by 2032 and further to 1 indoor pool per 92,000 population by 2042. By 2051, the population is expected to double, decreasing the level of service provision to 1 per 102,000 population.

Exhibit 24. Indoor Aquatic Facilities: Service Level/Standard of Provision

		2021 Census		Population (Projected)			
		Population		2027	2032	2037	2042
Facility	Total		49,864	62,706	74,346	84,968	92,654
Indoor Pool	1	1 per	49,864	62,706	74,346	84,968	92,654

Utilization

Historic annual facility utilization (2016-2022) supports the applicability of comparable standards. The indoor aquatics facility at the Leisure Centre attracts 70,000 - 80,000 person-visits per annum, representing a strong and consistent level of demand which is likely to create some degree of compaction at times. This level of utilization is similar to other communities of comparable or larger size. The pool offers membership (10 visits) and drop-in participation. Pre-COVID person-visitation was increasing. Participation during the epidemics dropped but remained relatively high, considering restrictions on the use of indoor facilities.

Exhibit 25: Historic Change in Person Visits at the Leisure Centre Pool (2016 to June 2022)

Notes: 2020-2021 decrease is related to COVID. The data demonstrates that the indoor pool was well used during the epidemics and restrictions on the use of indoor facilities.

Year 2017 is based on facility bookings. The other years are based on registration. Year 2022 – represents registration during the first 6 months.

SPM, Data Source: Town of Whitchurch-Stouffville Usage Data

With population growth in the Town, as well as population growth in the developable parts of north Markham, utilization and compaction challenges will increase.

The large pool utilization was at 95% in 2017, 123% in 2018, and 130% in 2019 (calculated as usage by hour as percent of total hours the facility is available).

Programs include swimming lessons, aquafit, and a leadership program. The 2018-2022 utilization includes a waiting list (ranging from 125 people in 2018 to 446 people in 2022). This statistic and survey responses indicate an unmet demand for the pool and aquatic programs.

The aquatics facility attracts not only residents, but also persons living in communities in the surrounding neighbouring communities for which facilities of this calibre are limited or are not within the local supply.

Through consultation, it was identified that the aquatics centre generally satisfies its users but has several functional challenges over and above the volume of demand that the pool satisfies.

- Public survey responses demonstrate general satisfaction with the indoor pool (64% of those who use the indoor pool (n=278)) are generally satisfied with the facility.
- At the same time, the need for a larger pool or a new pool to serve the needs of the growing community was a prominent theme in the survey. Specifically, these shortfalls comprise the size of changerooms, quantity and availability of universal and family change rooms, as well as the limited amount of pool decking constrains effective programming.
- An indoor or outdoor pool is mentioned in nearly half of responses by those who are not satisfied with the Town's indoor facilities (n=81) and those who agree with the statement that new indoor facilities are needed (n=163).

Challenges of the Existing Pool

- The pool measures under the standard 25 metres length, impeding the capacity for swim meets.
- The pool operates at full capacity during the prime-time periods.
- Added pressure on pool time arises from the need to diversify programming and to meet the responsibility to cultural sensitivity.
- The lack of a dedicated training room and the need for more community rooms in the leisure centre should be addressed in ways other than the further expansion of the leisure centre. Primarily these needs can be met as part of planning for a new facility.
- Some additional changes in terms of renovation have potential, including:
 - Improvements to the space provision for the guards office;
 - Improvements to general customer service counter; and
 - Possible increase in the number of universal change rooms relative to gender-specific.

Recommendations: Indoor Aquatics

- 47. In the short term, hire an architect to study the potential for small scale renovation improvements to the Leisure Centre.**

Expected population growth to the end of the Plan period and by 2051, utilization statistics, and community consultation outcomes point to a need for a second indoor aquatic facility within the Master Plan period to 2032. In terms of long-range planning, continued population growth to 2042 and beyond will necessitate additional solutions. These range from building a second additional pool to appropriately investing in a new pool during the plan period that offers the capacity for modular expansion over time.

To maintain the current level of service in the fast-growing community, the Town would need to begin planning investment in a new pool immediately.

Exhibit 26. Indoor Aquatic Facility: Estimated Deficit / Future Needs

		Population Projections		
		2032	2037	2042
Facility	Standard	74,346	84,968	92,654
Indoor Pool	1 per 35,000 population	(1.1)	(1.4)	(1.6)

The 2018 Master Plan recommended an expansion of the Leisure Centre however, the expansion was found not feasible due to land use and environmental constraints.

Recommendations: Indoor Aquatics

48. By 2030, complete the development of an indoor aquatics centre as part of a new multi-use community recreation complex. The choice of location and site, including design configuration should anticipate the need to potentially expand the facility to meet growth-related demand to 2051.
49. The Town requires a new, multi-tank aquatics centre of sufficient size to meet current and future demand over the period to 2042. To achieve this, the Town should develop a community leisure pool complex that is designed to meet the full range of anticipated demands by type of aquatic activity.
50. Pre-Design Planning and Feasibility: Immediately (2023) commence the process to secure the land in the preferred location(s). In the Short Term (by 2024): Conduct a detailed Concept & Feasibility Study for a new multi-use community recreation centre to meet long-term demand to 2042.
51. Construction: By 2030 fund, construct and commission an aquatics centre as part of a new multi-use recreation centre. For further clarity: 2025-2026 Design and Approvals; 2027-2030: funding, facility delivery and opening.

7.1.2 Indoor Ice

The Town owns and operates two arenas with a total of four (4) indoor NHL ice pads.

Stouffville Arena The Stouffville Arena, built in 1985 and expanded in the late 1990s, comprises a community recreation facility featuring two indoor ice pads, changerooms, staff rooms, and adjoining lobby. The facility also includes a boardroom (15-person capacity) and small multi-purpose room (20-person capacity) and multi-purpose rooms on the second floor, including a large multi-purpose room (60-person capacity) on the first floor. Accessibility features include a fully accessible washroom, including a powered lift and change table.

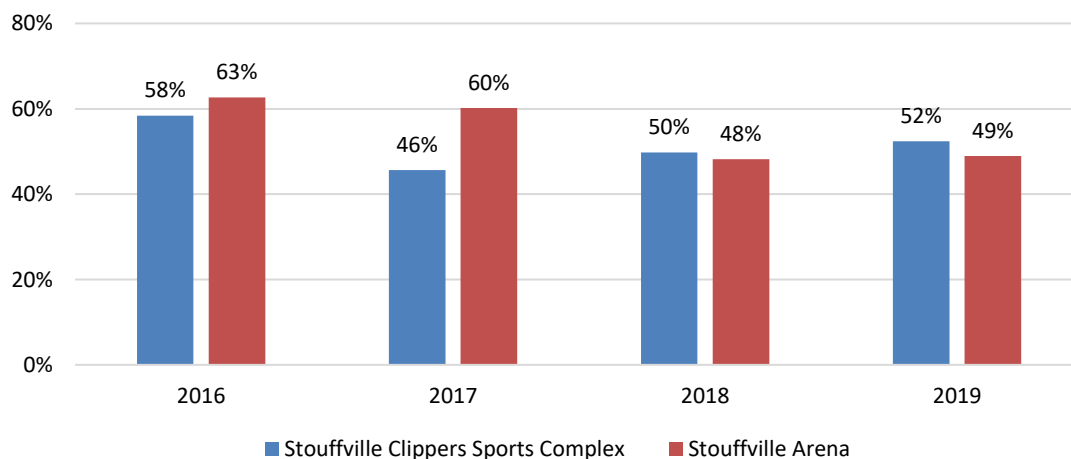
Clippers Sports Complex The Clippers Sports Complex, built in 2010, is 12 years old and offers year-round ice as well as dry pad bookings on one pad during the summer. At the time of this report, the Clippers Sports Complex had no known major deficiencies; however, this does not preclude future requirements for capital investment as the building continues to age.

Utilization

Total utilization across both arenas averaged 54% in 2017-2019 (the four most recent years not affected by COVID restrictions). As of the 2018 Master Plan, prime time utilization was in the order of 75% for both arenas combined. While additional capacity existed, as the population grows it is likely that prime time utilization will become increasingly constrained.

It should be remembered that prior to the development of Clippers, there was pressure on the Stouffville Arena to accommodate demand; with the two additional ice surfaces in place, the service standard was considerably improved and significant capacity added. This capacity has progressively been reduced as a result of population growth not only in the Town but in surrounding communities that utilize the facilities in Stouffville as part of the regional ice market.

Exhibit 27: Arena Utilization of Ice Pads (2016 – 2019): Total Hours Booked as percent of Total Hours Available



SPM, Source: Town of Whitchurch-Stouffville

Hockey groups report 1,350 members and Skating Club report 350 members. Participation in hockey and ice skating decreased in the past few years but user groups anticipate increase in their membership in the future. Both hockey and ice-skating user groups observed increase in outreach and popularity of youth sports. The groups are satisfied with the facilities but some note challenges which include limited time given for minor and girls hockey, insufficient booking time available, a lack of volunteers, and insufficient funding. The current participation-based standard (estimated at around 330 registered participants in the 2018 Plan) likely remains at the high end of the scale (450 registered ice users or less). This is consistent with the utilization rates for prime time which suggests some existing capacity at this time.

In order to plan effectively, development should include, at a minimum, a two-pad arena. This is warranted based on the existing standard by 2031. As population growth continues, by 2042 and beyond a further two sheets are justified.

This Master Plan does not stipulate the delivery method by which ice is added – whether through a municipally-owned and operated venue or through a public-private partnership as is increasingly common for ice-only facilities. However, due to the community need which exists for other major indoor facility components (e.g., aquatics), the Town is advised to consider the potential associated with a new multi-use community recreation centre developed to meet all major indoor recreation needs under one roof.

Service Level/Standard of Provision

The Town currently provides indoor ice at a standard of 1 indoor ice pad per 12,500 residents. By the end of the Plan period in 2032 the service level of indoor ice provision will decrease to 1 indoor ice pad per 18,500 residents, based on the current supply of four indoor ice pads. As the Town grows, it is reasonable to assume that the target service standard itself should change. In larger urban centres, typical service standards are lower – 1 per 20,000 for mid-sized cities and as low as 1 pad per 30,000 people in Canada’s largest city, Toronto.

Exhibit 28. Indoor Ice: Service Level/Standard of Provision

		Population (Projected)					
		2021, Pop. Census	2027	2032	2037	2042	
Facility	Total	49,864	62,706	74,346	84,968	92,654	
Ice Pads	4	1 per	12,466	15,677	18,587	21,242	23,164

For planning purposes, and again reflective of the fact that residents from other communities also utilize ice in Whitchurch-Stouffville, maintaining the target of 1 pad per 12,500 is reasonable for the next 10 years. Thereafter, with a total of 6 ice surfaces, the Town may limit further development until well beyond 2042. While this may reduce the service level in these later years, it is important to recognize that other communities in York and Durham Regions may add supply improving capacity without necessitating further development by the Town.

Part of the transitioning of the level of service from that of a smaller community to a larger urban centre is the requirement to change expectations and patterns of use. In summary, before decisions to build new facilities based on existing standards, greater use can be made of existing facilities through the widening of prime time. The Town should consider the benefit of promoting a change in the culture of use of facilities. For ice, this means potentially renting prime time ice earlier and later in the day. For sports fields, this would entail charging for hours booked regardless of whether these are used.

It should be recognized that changes in how the facilities are used is occurring – in terms of ice provision, ice is now offered longer during the spring season for several ice surfaces and Fall ice installed earlier as well.

In order to maintain the Town’s existing general standard of 1 pad per 12,500 population, the need for two additional ice surfaces will most likely be triggered within the Plan period.

Exhibit 29. Indoor Ice: Estimated Deficit / Future Need

		Population Projections		
		2032	2037	2042
Facility	Standard	74,346	84,968	92,654
Ice Pads	1 per 12,500 population	(1.9)	(2.8)	(3.4)

Recommendations: Indoor Ice

- 52. Continue to monitor and assess indoor ice utilization and capacity on an on-going and periodic basis as a key input to future facility planning. Investigate the ice allocation user fees (in comparison to others) to allow for increased facility use and reduced financial impact on the end user at less desirable time slots.**
- 53. By 2030 commission two new indoor ice surfaces as part of a multi-use community recreation centre. The location, siting, functional program and design of the facility will be subject to analysis in the short-term.**
- 54. In association with plans for an indoor aquatic centre, undertake necessary Pre-Design and Planning and Feasibility Assessment as an immediate task (2023) to secure land in the preferred location(s) and (by 2024) Conduct a detailed concept and feasibility study for new multi-use community recreation centre to meet long term demand to 2042.**

7.1.3 *Role of Existing Ice and Aquatic Facilities*

The additional needs identified above are predicated on the ongoing sustainability of the existing major recreation facilities in Whitchurch-Stouffville. Recommendations for net additional ice and indoor aquatics infrastructure depend on the maintenance of the Stouffville Arena, Clippers Sports Complex and the Leisure Centre in a state of good repair and fully functional. Despite its relative newness, the Leisure Centre is expected to have a growing lifecycle replacement account.

This will require an ongoing commitment to funding these necessary lifecycle replacement items and annual investment to remove the backlog of deferred maintenance items. It will also depend on maintaining the current high operational standards of the facilities.

Recommendations: Role of Existing Ice and Aquatic Facilities

55. Ensure that the long-term capital investment needs of the Stouffville Arena, Clippers Sports Complex and the Stouffville Leisure Centre are met as an essential contribution to meeting the growth-related infrastructure needs of the Town.

56. Ensure that operational practices and resources are sufficient to meet the growing demand for use of these existing facilities as the Town continues to grow over the plan period to 2032 and beyond.

7.1.4 *Fitness and Related Activities*

In terms of master plan strategy, a key question is always which services represent the core mandate of the municipality versus other services that can be designed, developed and delivered either in partnership with the private or not-for-profit sectors, or entirely by the others.

The Town of Whitchurch-Stouffville has long been in the business of fitness programming. Importantly this also includes the outreach programming for fitness and wellness classes in the rural communities outside of Stouffville. The decision to expand the footprint of the Town in the broad range of programs and services that are generally defined as “fitness services”, with the expansion of the Leisure Centre, is a foundational consideration for this master plan.

The Town of Whitchurch-Stouffville is in the business of fitness and there are strong policy reasons for this. The expansion has been successful in terms of programming and access.

On the basis of registrations in 2018-2019, demand for community fitness at the Leisure Centre is significant. Public Survey responses also demonstrate the popularity of fitness programs, especially Aquafit.

Leisure Centre staff bring programs to communities outside Stouffville offering fitness classes and programs in community centres. Participation numbers are shown below as Offsite Programs.

Exhibit 30: Fitness program registrations, 2018-2019

	2018	2019
Fitness training Room	29,603	65,169
Group & Cycle Fit	8,435	22,828
Registered Programs	1,780	3,056
Group Fitness	15,018	19,119
Cycle Fit	3,453	7,020
Total	58,289	117,192
Aquafit	14,309	14,656
Offsite Programs	528	1,388
Annual Total	73,126	133,236
<i>*Fitness room - Jan-Jun data unavailable, no scanning access until July 2018</i>		

According to staff, total fitness centre memberships are approximately 950, made up of about 75% residents of Whitchurch-Stouffville and the remainder from surrounding communities. Approximately 50% are comprised of seniors and students. The general programming philosophy is one of a wellness centre that offers fitness. There is also the ongoing focus on rehab services. As a result, the mandate of the Town in the fitness marketplace is discrete and leverages the significant benefits that arise from a multi-use recreational complex offering complementary spaces and services. Hence, the role of the Town's fitness programming is considered a major addition to the landscape of providers. The services are generally provided on a breakeven or minor deficit basis. As demand increases, staffing should be enhanced to maintain an appropriate level of service.

As noted in the 2018 Master Plan, it is expected that the Town will continue in its role as a provider of fully supervised community fitness opportunities over the life of the Master Plan. This has been and will continue to be justified by the range of programming offered by the Town. The Town has developed a focus on the niche markets such as rehabilitation and wellness (in part through partnerships with the local doctors and hospitals), removing barriers to those with health issues, special needs, needs for enhanced assistance and instruction in individual fitness pursuits. Examples of such programs include Osteo Fit, Yoga - Chair - Get Fit Where You Sit!, Yoga Mat.

As such, the Town's mandate continues to be distinguished from services provided by the private sector which generally range from individual personal training to specialized fitness experiences and non-supervised access to equipment.

The municipal role in fitness has been bolstered by addition of a municipal gymnasium at the Leisure Centre and the expanded fitness centre equipped with dedicated changeroom facilities. The co-location of these facilities has allowed for cross-pollination of the fitness programming offers across these spaces and which is supported by this Plan.

Recommendations: Fitness and Related Activities

- 57. Maintain the success of the current operations of the expanded fitness centre at the Leisure Centre, maximizing the synergy created by the gymnasium and group fitness room. Potentially leverage the development of the pickleball courts to enhance seniors programming in the spring, summer and fall.**
- 58. Include fitness facilities in future planning for major facilities. A concept and feasibility assessment for a new multi-use recreation centre should contemplate, as part of the development, additional gymnasium facilities, fitness and studio spaces with capacity to leverage the combination of these spaces in evolving the program offer. As a result of the sale of Soccer City, the Town has lost an indoor walking track. Any new multi-use facility should include an indoor community walking track.**
- 59. Maintain the commitment to fitness programming in the rural community centres, utilizing any means appropriate including direct programming by the Town or facilitation of programming by non-municipal/community/ or volunteer providers of services as appropriate.**

7.1.5 Updated Policy for Indoor Soccer

There are a number of ownership and operational models related to the provision of indoor fieldhouses that provide for sports such as soccer. There are also a number of facility types including purpose-built fieldhouses, air supported domes, and converted commercial and industrial buildings. Large, purpose-built field houses are often owned and operated by municipalities but not exclusively so.

Prior to the sale of Soccer City, the Town operated the facility and funded the resulting operational deficit. As regards indoor soccer, this is not a typical model. Alternative models, many of which exist in the larger urban centres, include private sector ownership and operation of facilities for a range of sports – soccer, golf, indoor training for field sports, etc. Another model is the development and operation of facilities by non-profit organizations, including user groups, with funding contributions by the local municipality. The municipality provides funding, land or other benefits but is not liable for the operations.

Community interest in indoor soccer along with broader interest in activities that can be provided in a large fieldhouse remain. The policy of the Town should be to support meeting these needs through partnership rather than direct provision as was the case with Soccer City. One such example is the planned development of a 150,000 sq. ft. sports dome at Ballantrae Park wherein the Town will contribute the land and grant a concession for the development, operation, and maintenance of the facility subject to Town oversight and community access policies.

Recommendations: Indoor Soccer

60. In the future the Town should facilitate other providers in meeting indoor field sport needs through appropriate partnership mechanisms.

7.1.6 Gymnasia Style Indoor Space Provision

The expansion of the Leisure Centre to include the gymnasium has offered the Town considerable advantages in program development, as well as improved the capacity for drop-in activities particularly for youth.

Programs include basketball (for different age groups), floor hockey, pickleball, badminton, volleyball, parent and tot playtime, Sports of all Sorts, and Family Open Gym (6yrs +). Since the opening of the gymnasium, participation has been growing; in 2019, there were 13,895 participants in all programs.

While school gymnasia have historically been available as part of the Community Use of Schools model, this has always resulted in challenges in developing programming run by municipalities and typically the relationship is direct between the user group as renter and the school. The impact of the Pandemic was a total shutdown of community access and time will tell how this is resolved.

Municipally-owned gymnasias or other indoor dry-floor space, offer significant advantages. Developing additional spaces to meet a range of program needs should remain part of the longer-term goals of recreation services in the Town.

Based on the observed standards elsewhere, a ratio of 1 full-sized municipal (typically double) gymnasium per 35,000 population is reasonable. The Town has one gymnasium supplemented by the provision of dry-floor space of a smaller nature in the local community centres. As the population grows to 75,000 by the end of the Plan period, the Town should add a second major gymnasium.

Recommendations: Gymnasias

61. As part of the plans to develop a Multi-use Community Recreation Centre in the range of 150,000 sq. ft., the Town should actively pursue a gymnasium and other dry-floor space (studios, meeting rooms and flexible gathering space) as part of the facility. As part of the concept development study in the short term, the Town should undertake best practice research to ascertain the full range of options for innovative dry-floor space.

Recommendations: Indoor Recreation and Play Space

The following are opportunities as they relate to creative indoor space planning. Outdoor opportunities are explored in Section 5 of this Plan.

62. Evaluate the following creative indoor play space options as part of current and future plans for indoor facilities in the Plan period:

- *Indoor rock climbing associated with investment in the municipal gymnasium at the Leisure Centre;*
- *Indoor stand-up paddle boarding apparatus associated with new fitness studio space and an expanded indoor aquatic facility to support skill development and fitness; and*
- *Digital and maker space linked to multi-purpose rooms, and which may support digital learning, skill and craft for youth (potentially as part of a strategy to offer non-dedicated/dedicated youth centres within municipal recreational facilities).*

7.2 Heritage Facilities, Events & Community Development

7.2.1 Events and Community Development

The Heritage, Events & Theatre Operations Division plans, develops, coordinates and delivers Town-led programs, exhibits, concerts and events for residents and visitors to Stouffville. Two facilities under the Division's jurisdiction are 19 on the Park and the Whitchurch-Stouffville Museum and Community Centre.

Town-wide events are becoming an integral part of Leisure and Community Services post-Pandemic. Higher event attendance, compared to pre-pandemic, is observed in 2022. Town's signature events such as Ribfest organized at Memorial Park and Holiday Market on Main Street draw large number of attendees of 32,000+ and 15,000, respectively. Both Town's observations and responses to the public survey conducted as part of this Master Plan update demonstrate a strong desire from the community for ongoing engagement and family-focused events.

The Events Division coordinates event planning and delivery with volunteers, Communications, Facilities, Parks and other divisions, as required to support the delivery of Town-led events (run by the Town staff) and third-party events. Specifically, the Town has had a long-standing partnership with the Stouffville Chamber of Commerce and local businesses. Community development and partnerships are essential and important for ensuring that the events represent the community, with a focus on inclusivity and accessibility.

The Division also provides support to local community groups in organizing third-party events at Town's facilities. The new *Community Festival and Events Policy* approved by Council in 2022 provides guidance and process to community organizers (related to enhanced security, public health, and safety). As stated in the Policy, the objective is to "provide guidelines for fair, equitable, transparent and consistent decision making and access;" (p.63).

With the increasing number of municipal and third-party events and programs the Heritage, Events & Theatre Operations Division has focused on offering a more packaged approach. This approach includes:

- centralizing event coordination and delivery: The Events Division is a focal point for all events in Town (both Town-led and third-party); and
- designing a brand for Town-led events: All such events and programs are delivered under the brand "Stouffville Celebrates". This brand is to attract new and repeat sponsors and help distinguish Town-led events from third-party events organized at Town's facilities.

Town-led events and programs are designed to offer engagement opportunities for all residents to preserve and promote Whitchurch-Stouffville's vibrant heritage as well as to embrace and celebrate its increasing diversity. The Heritage, Events & Theatre Operations Division looks to offer new events and programs that will cater to the needs of growing and increasingly diverse communities.

The Town has been focusing on removing barriers to participation in Town's organized and supported events and programs. The new Community Festival and Events Policy states that Town

events “encourage, attract and promote community involvement, participation at little or no cost”. The Town should maintain its focus on affordability and accessibility of Town events and programs. Programs and events should be monitored to ensure that they are affordable and accessible for all residents.

Moving forward, Town-led events shall continue to maintain the focus on inclusive, diverse events for residents and visitors to Stouffville. The Town should ensure representation of diverse talent, voices, vendors, and performers; leverage opportunities for expanded community partnerships with BIPOC community members; expand roster of events to include Indigenous gatherings and community partnership events.

Consultations and partnerships with Indigenous communities are critical for Truth and Reconciliation. Where the opportunity exists, the Town should seek input from Indigenous communities in designing events, programs as well as enhancing the implementation of this Master Plan in other areas such as designing Parks and Trails and recreation activities.

The Town should also continue and strengthen partnerships with the Stouffville Chamber of Commerce and local Stouffville businesses. These partnerships will help expand the spectrum of inclusive, diverse, affordable and accessible events and programs in Town.

Currently, the Heritage, Events & Theatre Operations Division has limited supervisory level capacity for the oversight of the Town-led events portfolio and to maintain partnerships with Stouffville Chamber of Commerce, local businesses and other partners (as shown on the Exhibit below). Enhancing the supervisory-level capacity of the Division will contribute to maintaining and expanding partnership opportunities and contribute to the Town’s Community Festival and Events policy goals to encourage and promote community involvement and ensure equitable access to Town facilities.

Recommendations: Events and Community Development

63. Maintain focus on removing barriers to participation, diversity, and reconciliation. When planning, organizing and coordinating new events, where the opportunity exists,

- Expand roster of events to include Indigenous gatherings, community partnership events, new facility openings, and other types of events;
- Support representation of diverse talent, voices, vendors, and performers;
- Leverage opportunities for expanded community partnerships with BIPOC community members;
- Seek partnership opportunities to make fee-based events and programs affordable and accessible; and
- Renew and maintain partnership with Stouffville Chamber of Commerce and local Stouffville businesses.

64. Enhance the supervisory-level capacity at the Heritage, Events & Theatre Operations Division to provide leadership to the Events Division. This role would also provide oversight on the delivery of third-party events and programs, Stouffville Celebrates Sponsorship Program, maintain existing partnerships and explore new partnership opportunities and develop an Events Protocol Policy.

7.2.2 *Operational Support for Heritage*

The heritage conservation districts of the Town require effective ongoing management in terms of oversight for planning approvals but also for ensuring the value of these designations as they relate to the public realm, events and broader tourism goals, is maintained. The Leisure and Community Services Department of the Town is therefore involved in this endeavour.

Recommendations: Operational Support for Heritage

65. The Town should ensure that the necessary resources are achieved to enable the Town to fully benefit from the heritage conservation districts and their role in the public and civic life of the Town.

7.2.3 *Whitchurch-Stouffville Museum & Community Centre*

With a commitment to ‘being a dynamic local point of community interaction through public programming, heritage conservation, research and education initiatives in a welcoming, authentic, and sustainable way’, the Whitchurch-Stouffville Museum and Community Centre has retained steady growth in its performance as a heritage destination within the Town. Between 2006 and 2019, the number of person visits nearly tripled – from 5,852 visits in 2006 to 11,137 visits in 2017 and to 14,429 in 2019. With this significant increase in the visitation hours, facility use has been predominantly driven by rentals and special events, however camps, school and other programs have become an important feature of this facility.

The Museum, linked to Vandorf Park, represents a significant opportunity for showcasing the rich history of the region. The expansion of the Museum has resulted in a series of modern event, teaching and research spaces that complement the historical interpretation available on site through the various heritage buildings and gardens.

Operationally, the Museum is not a typical community-level museum and heritage centre. It operates with management and staff qualified as museum curators, responsible for research and collections management, interpretation, programming and strategic planning for the museum. It is also a significant tourism asset, particularly if programming is better associated with the adjacent park.

The recent history of the museum itself is one of municipal investment – the expansion has created opportunities. This requires an ongoing commitment to maximize its impact for community services and tourism.

The program range for the Museum is considerable:

Education Programs – onsite and outreach

Types of programs offered	Full and half day; 2019 a total of 37 programs, with expectation that in 2023 and onward, program take-up will rebound following COVID restrictions.
Level of take-up (as of 2022):	Examples: Archaeology Alive! (Indigenous program); Paper Play; One-Room Schoolhouse; Victorian Kitchen; Spinning & Weaving; Early Settler Life Tour; Winter Tour (seasonal); Nineteenth Century Traditions (seasonal); Holiday Craft add-on (seasonal)
How many spaces available	Maximum 45-60 students per program

Day Camp Programs

Types of programs offered	Full-Week (March Break Camp, Summer Camps) – 25 space cap Single-Day (PA Day Camps) – 20 space cap
Level of uptake	Summer Camps generally with 100% fill rate with waitlists, operating for 9 weeks

Workshops

Types of programs offered	Various skills-building workshops, usually for adults 16+, including wreathmaking, sewing, food-related, etc. (general cap of 8-15 spaces, depending on program). Offered 3 to 4 times per year.
Level of uptake	Somewhere in the middle ground. Wreathmaking does well, sewing does okay. They haven't offered a food-related workshop since Covid

With the 2022 rebound of active participation in municipal programs and events, the Museum is host to approximately 30 discrete museum-programmed event days excluding Culture Days and all summer camps (themselves 9 weeks of programming).

The facility is also an important rental space, catering in a rich, rural setting to weddings/showers and other community gatherings, seminars/training, private meetings, fundraisers, Community BBQs, and other opportunities. In 2019, there was a total of some 77 rentals.

Visitation Metrics: In 2019, a total of 14,429 people visited the site with the following key types of function:

- Patrons related to rental events: 6,765 (46.9 %)
- School students: 1,367 (9.5 %)
- Patrons associated with special events: 2,813 (19.5 %)
- Visits based on outreach activities: 1,852 (12.8 %)

Operational Structure and Challenges

In terms of operational performance, community museums are typically facilities which are significantly subsidized. Their value as tax-supported services is expressed in terms of the commitment to community heritage and often preservation of an existing heritage building/site. In the case of the Whitchurch-Stouffville Museum, its operation has multiple objectives:

- Preservation, conservation and interpretation of the historic artifacts and buildings on site as well as collections management;
- Research and education;
- Programming; and
- Event space services (rentals).

The expansion of the main building represents an ongoing commitment of the Town to maximize the range of benefits associated with the facility. Accordingly, as of 2019, the Museum's operating expenses of \$495,000 were offset by revenues of \$221,603 representing a very significant cost recovery of 44%. By way of comparison, the deficit of \$273,790 is comparable to those observed in a number of small multi-use (arena-based) recreation centres in rural settings.

In order to meet the range of services provided, the staffing mix at the Museum is required to be more diversified. There are currently three (3) full-time positions and two (2) part-time staff for special events and historical interpretation. Seasonal staff to run camps and volunteers are in addition.

Professionally qualified heritage staff are required to steward the Museum's role forward, provide for program development and maintain the primary role of the facility. At the same time, staff focused on customer service and event management are increasingly needed to ensure the appropriate allocation of staff time to the work of the Museum. It is understood that customer service staffing has increased on a part-time basis. Reliance on volunteers remains important to assist with managing visitation to the museum. Effective customer service is key to sustaining revenue growth and donor relations.

Capital Projects

The Museum, as with other venues in the Town, is expected to have ongoing capital needs which should form part of the Town's long-term capital forecast. While the Museum has expressed concern over space limitations, this is not easily solved without additional building development. Thus far, staff have undertaken considerable space-saving organization of collections in storage and additional interior improvements to existing storage areas (fit-up to better enable long-term, temperature and humidity-controlled storage is recommended). We recommend that the Town undertake professional consulting services to determine the range of longer-term options and associated pricing to resolve storage-related space needs.

Capital priorities should be established year-to-year with an appropriate balance struck between capital works to ensure preservation of the assets and works to improve access to and utilization of the museum's range of facilities. In addition, provision of funds for exhibition development and interpretation is a mainstay requirement linked to the strategic objectives for museum as a heritage centre.

Capital should fund the physical assets but also the key research projects and exhibitions that will be necessary to ensure the Museum remains committed to its mandate. Without this, the venue is a community centre – showcasing the sunk investment in heritage is a priority capital project for the Town.

Recommendations: Museum & Archives

Building off the 2022/2023 proposed capital projects and life cycle upgrades:

- 66. The Town should develop an active volunteer development strategy in general, applicable to all volunteer activities in the Town. The Museum is an example of a service that can benefit from such a strategy. An older volunteer base with eventual retirements and the impacts of the Pandemic that have reduced the willingness of people to volunteer, may result in short staffing of skilled volunteers at the Museum.**
- 67. Maintaining a commitment to the core mandate of the museum will require commitment to capital spending to ensure this work is continued. Museum staff should develop both 3-year capital plans to include capital expenses related to exhibit development and research work as well as required building upgrades. This should include plans to remove any backlog of deferred maintenance specific to heritage buildings which are, by definition, less suited for deferring maintenance needs.**

68. Resolve and anticipate future storage challenges through a range of means. It should be recognized that effective storage and management of collections, with the capacity to maintain artifact donations is an important ongoing function. Storage, collections retrieval and management solutions that do not simply include a new building, should be fully assessed.

69. Per the 2018 plan, improve the connectedness of the museum for programming in park and trails:

- Create a heritage trail in Vandorf Park.
- Ally this to small capital projects to enhance heritage and educational programming in an outdoor setting in the park.
- To achieve this, consider the benefit of a master planning exercise for the park to determine a range of short, medium and longer-term opportunities and related costs. This should include public consultation.

7.2.4 *Lebovic Centre for Arts & Entertainment (19 on the Park)*

The Lebovic Centre for Arts & Entertainment (19 on the Park) is the Town's signature performing arts centre, heritage and event facility. The performing arts centre hosts professional seasonal performances and box office services. This facility also accommodates rentals by performing arts organizations such as the Stouffville Academy of Dance, as well as other professional and amateur theatre/performance/musical/dance groups. The Centre offers approximately 44 running feet in the lobby for displaying two-dimensional art.

Success to Date

Prior to the Pandemic, movie screenings, including *Films at 19otp* (monthly screenings), were part of the Toronto International Film Festival (TIFF). Theatre performances for children, music and dance theatre shows, storytelling and speaking engagements, comedy festivals, summer patio shows, and children's theatre celebrations were all part of the roster of activities. Activities and rental opportunities also include weddings.

Reconfirmation of this role is dependent on the post-Pandemic period in 2022 and into 2023. The Master Plan assumes that the venue will regain its position of prominence as an event space in line with how the events industry is recovering.

The Centre is wheelchair accessible; it features entrance ramps, barrier free entrances to the lobby, venues, a fully accessible washroom, and an elevator to the second floor.

The Town has invested in improving this heritage and arts centre for event and performance hosting. Since 2018, improvements have been made to aesthetically enhance the site and the Memorial Park trail areas through creative urban design that infused public art and creative landscaping. Examples include the Library sculpture walk and the current work on enhancing the scooter track in the Memorial Park with public art and other creative elements.

Ongoing Challenges

There are a number of items that should be addressed through future capital plans:

- Improvements to the kitchen, if possible, which remains only a preparation space without major appliances necessary for servicing functions, which have to occur off-site; and
- Ongoing space limitations such as lack of green room, limited dressing room space etc.

Opportunities

The Town has recently purchased 6343 Main Street adjacent to 19 on the Park. Heritage value will inform the eventual use of this building but the opportunity exists to create direct linkage with the existing theatre as an innovative capital project. This would entail development of the full property.

Operationally, 19 on the Park can improve its appeal to the corporate events market if a strategy of improved on-site and off-site (on-street) parking is achieved. The building should also be licensed for serving alcohol at events.

The Master Plan Update reiterates the important role of this facility as a hallmark venue and an important heritage and arts destination for Town's residents.

Recommendations: 19 on the Park

70. Prioritize the development of a vision, design concept, capital costing and operational business plan for the recently purchased building adjacent to the theatre. Do not limit the vision to general use of the existing structure but consider the merit of a new structure integrated operationally to the Theatre to create a significant improvement to the combined complex as an event space with prominence on Main Street. Due Diligence design should establish the potential for physical connection.

71. Resolve the capital improvement needs of the theatre through this larger scale project, if practical as a result of due diligence assessment. If unable to do so, undertake improvement to the kitchen space, as practical, and seek alcohol licensing of the facility to better support events. In addition, seek a town-sponsored parking solution to enable easier access to the facility for event participants whether this includes on-street traffic management provisions, improvements to onsite parking, or securing additional off-site parking.

7.3 Community Scale Facilities

7.3.1 Community Centres/Halls

As in many other Towns, the distribution and function of the local community centres reflects historical circumstances as well as efforts made over the years to create a functional service model that ensures rural communities are afforded the same opportunities as residents of the principle urban node, in this case the Community of Stouffville and in the future the expanded areas of Whitebelt development.

Not all services can be replicated and this Master Plan supports the concentration of major indoor facilities in and around the Community of Stouffville, where the considerable majority of the Town population resides, now and over the long-term to 2051.

Notwithstanding, the local community centres play an integral role. The Master Plan maintains a strong commitment to their retention, maximization of programming opportunities and appropriate investment over time to maintain their capacity to meet current and future needs. The centres are operated by Town staff and this model gives value to a program of progressive investment in these facilities over time.

The Town owns and operates the following five community centres/halls:

- Lemonville Community Centre is a heritage asset;
- Whitchurch-Stouffville Museum & Community Centre: the community centre extension was completed in 2013 and provides support space for events and activities associated with the Museum, in addition to camps and other municipal delivered activities;
- Ballantrae Community Centre: Constructed in 1967 and located adjacent to Ballantrae Park, this 7,200-square foot building comprises four (4) meeting rooms and a kitchen facility for community use; and
- Latcham Hall: Which functions as a revenue generating property but has recently been vacated by the 55+ Club. The Town uses this facility primarily as programming space. Rentals include Lion's Club, Girl Guides/Boy Scouts, etc., many at no charge.
- 19 on the Park: Theatre, accessible community space (with entrance ramp and accessible washrooms).

Primarily, three of these – Ballantrae, the Museum and Community Centre in Vandorf and Lemonville – operate as the principal community centres of the Town outside of urban Stouffville. The Lemonville Community Centre was renovated during the Pandemic and remains a favourite location of Town residents for programming.

The Ballantrae Community Centre has modest utilization and the addition of the club house is a public facility available for rent.

Operationally, it is important that the services of the Town in these locations reflect the challenges that exist to adequate staffing of the buildings and programs. This Master Plan supports the focus of activities on the three principal community centres and the use of other spaces for more specific opportunities and rentals.

The specific organization of meeting space in these facilities is as follows:

Exhibit 31: Inventory of Community Centres and Meeting Rooms (Municipal Supply)

Existing Facility(ies)	Community Centre/Hall	Meeting Rooms/Spaces
Stouffville Clippers Sports Complex	N/A	2
Lemonville Community Centre	1	1
Whitchurch-Stouffville Museum & Community Centre	1	2
Ballantrae Community Centre	1	2
Stouffville Arena	N/A	2
6240 (Senior's Space)	N/A	4
Latcham Hall	1	1
19 on the Park (Theatre)	1	1
Leisure Centre*	N/A	1
Ballantrae Park Field House	N/A	1
Bethesda Park Field House	N/A	1
Total	5	18

* There are two multi-purpose rooms in the Leisure Centre. A smaller multi-purpose space is currently used as office space for Leisure Centre staff.

At the time of this report, the Town owns and operates 18 meeting spaces available for community use, and which include all 5 community centre/hall facilities. Three (3) meeting spaces have been completed since 2018.

The current level of service standard for community centre/halls and meetings spaces in 2022 is as follows:

- 1 community centre per 9,973 residents; and
- 1 meeting space per 2,770 residents.

6240 Main Street hosts the 55+ Seniors Club. This dedicated Senior's space is located in the Town's centre close to other facilities, parks and trails. The space features four meeting rooms, accessible entrance and amenities, and a significant outdoor space with landscaping and public art.

Latcham Hall is a downtown destination facility for rental; primary tenants include Able Network, Lions Club, etc. As a location in the heart of Town, the opportunity exists for effective re-use for functions that support residents that require transit services or otherwise are unable to easily access other venues. An example would be youth services.

Recommendations: Community Centres/Halls

- 72. Continue to invest in needed repairs and improvement to municipally-owned community centres to ensure these assets remain in a state of good repair.**
- 73. Regarding Ballantrae Community Centre, consider the potential associated with interior renovation as part of the future community branch library addition as identified in the Town Library Master Plan. This Master Plan supports its retention, improvement and expansion with the Library.**
- 74. Maintain commitment to operating with effective staffing complements for the three main community centres and undertaking the necessary lifecycle improvements as identified through relevant building condition assessments.**
- 75. Continue to invest in accessibility enhancements as necessary at all community centre locations.**
- 76. Use utilization and programming data to continue to monitor changes in demand for the use of community halls/centres as may change over time and adapt programming accordingly.**

7.3.2 Older Adult Facilities

The Town is committed to the ongoing success of the 55+ Club at its existing location at 6240 Main Street. In 2022, the Town supported free membership at the 55+ Club to reduce financial barriers and increase access to the centre, the Club and its programs. The Club offers a variety of health, education, leisure, arts and heritage programs and workshops. The 6240 Centre as a dedicated space for older adults and the 55+ Club offer opportunities for socializing and quality leisure time.

The Town manages the 55+ Club and programs. To remove barriers to participation in activities for residents 55+ years old, the Town offers free membership to the Club (as of July 2022).

As the community changes, including the ethnic composition of the Town, there is a need to identify the needs of seniors from a range of cultural and ethnic backgrounds as well as specific language – spoken and written – services that need to be supported. These services could be supported by engaging volunteers with the knowledge of languages.

Recommendations: Older Adult Facilities

- 77. Per the 2018 Plan, continue to support the provision of dedicated older adult space at the 6240/55+ Seniors Centre building.**
- 78. The Town should advocate and support those in the community who seek to develop senior services specific to the different cultural communities of the Town. The provision of available time at the Seniors Centre building should be ensured, as well as the potential for use of other town-owned, accessible space as appropriate.**

7.3.3 Youth Centres and Spaces

As it was identified in the 2018 Master Plan, a dedicated youth centre would be an important addition to the Town's community space that will accommodate recreational needs and interests of youth. Pursuant to the 2018 recommendation, The Town has been exploring the opportunities to organize a youth centre.

Several municipalities in Ontario have addressed youth needs through the development of youth centres/hubs. These may be dedicated or non-dedicated spaces, but generally provide a welcoming space for youth. Youth centres can offer unorganized and organized pursuits ranging from personal development to skills development to creative and recreational activities. This is an area of opportunity that has yet to be tapped into by the Town and which should be explored. Youth centres typically provide access at a marginal cost or have free drop-in periods to support participation across income brackets.

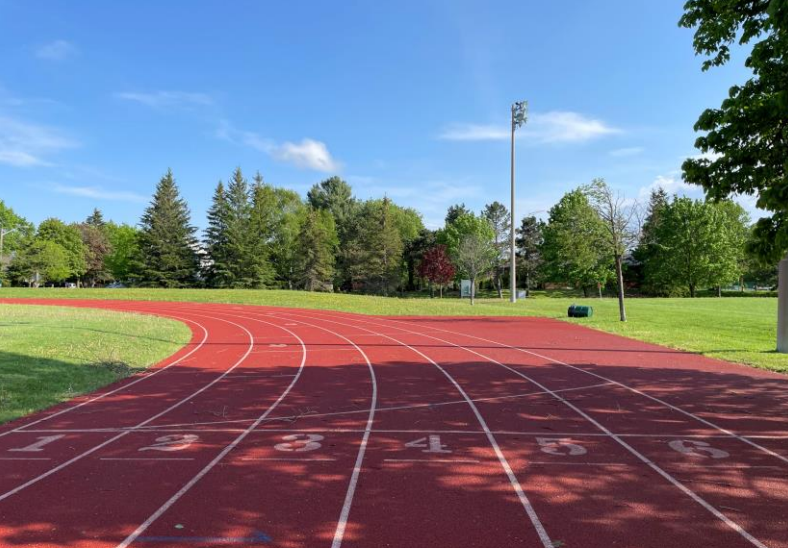
Consultations pointed to the need for indoor and outdoor spaces for youth 10-18 years old. This is a target group which should be a priority focus over the life of this Master Plan. To offer a dedicated indoor space, Latcham Hall would be a potential youth centre location.

Programs and services should target youth from a variety of cultural and ethnic backgrounds, including Indigenous youth and new immigrants. Specific language – spoken and written – services for new immigrant youth could be offered with the help of volunteers who have the knowledge of languages and interest in community work.

For parks and outdoor play and activities, an active group of school students has been advocating for a dedicated youth-themed park for ages 10-18 years old. This initiative initiated by several students at a local school now engages 800 school students who have been meeting with the Town Staff, Councillors, developers, environmental specialists, and planners and other stakeholders to explore feasibility of this idea and learn about the planning process. This example points to the importance of investigating and understanding recreation needs of youth in different age groups.

Recommendations: Youth Centres

- 79. Explore opportunities for a dedicated youth centre with meeting/multipurpose space. Consult with youth groups and representatives to identify the needs for programs and spaces, which could include Programming may include digital learning spaces, skill development, spaces and programs for LGBTQ2S+ and BIPOC youth, new immigrant youth, youth with special needs, and other leisure and educational options. This may be accomplished in partnership with community organizations with aligning mandates.**
- 80. Continue to monitor demand and explore opportunities for dedicated indoor and outdoor youth spaces in partnership with the Youth Council, youth groups and active community members and School Board. For indoor spaces, consider underutilized municipal facilities. For outdoor spaces, investigate recreation needs and gaps of youth in different age groups.**



PART C: ACTIVE OUTDOOR FACILITIES

8 ACTIVE OUTDOOR FACILITIES

8.1 Sports Fields

This section focuses on active outdoor sport uses and facilities which are located within the Town's parks and open areas. The following analysis focuses on ball diamonds, soccer fields, playgrounds and spray pads, courts (tennis, pickleball, and basketball), outdoor ice rinks, skatepark, and other activity areas.

This Master Plan is focused on planning for assets within municipal ownership and while private and other public facilities may accommodate some demand for community use, for the above reasons these assets should not be deemed a substitute or solution to municipal investment in fields.

The non-municipal supply of sport fields plays a valued role meeting the needs of the local sports groups, however, the Town has little to no control over future planning for and the availability of these assets. With respect to the school supply of fields (ball diamonds and soccer fields), community use of these facilities is secondary to school board activities. Furthermore, school facilities may be less accessible following the COVID pandemic.

Population-based standards are often used to determine the need for investment in active outdoor facilities based on an established level of service. Standards vary considerably between communities and often reflect historic circumstances more than a strict adherence to a level of service based on population totals. Active outdoor facilities standards observed in similar-sized Ontario communities and target standards for Whitchurch-Stouffville are as follows:

Facility Type	Target Standards	Comparable Standards
Rectangular Fields	1 per 2,500 population	1 per 2,000 - 3,000 population
Ball Diamonds	1 per 4,000 population	1 per 3,500 - 4,500 population
Tennis Courts	1 per 5,000 population	1 per 5,000 population
Pickleball	1 per 5,000 population	1 per 5,000 population
Spray Pads	1 per 2,000 children (age 0-9)	1 per 2,000 - 4,000 children (age 0-9)
Playgrounds	Walkable access within 500 metres of residences	Location based within 400-800 metres of residences
Basketball Courts	1 per 800 youth (age 10-19)	1 per 800 youth (age 10-19)
Skateboard parks	1 per 5,000 youth (age 10-19)	1 per 5,000 youth (age 10-19)

Recommendations: General Planning for Sports Fields

81. Continue to monitor sports field utilization (that is, the rate of prime-time used/booked year-over-year). Through the Town's allocation process, mechanisms should be implemented to track registration data on an annual basis, for groups requesting sports fields. This information should be used to monitor trends in local participation in outdoor sport, identifying any shift in trends/demand for sport and participation service standards that may trigger the need to invest in new sports fields.

8.1.1 Ball Diamonds

The Town operates 9 ball diamonds located in 6 parks (as shown in the exhibit below). Additionally, there is a backstop at Byers Pond Park (but no diamond), which Stouffville Baseball Association lists as one of its venues. In addition to these municipal fields, Glad Park Public School and Whitchurch Highlands Public School offer two junior fields.

The ball diamonds are used principally by two sports groups: the Stouffville Baseball Association, the Whitchurch-Stouffville Softball Association.

Non-competitive adult softball associations include Sunday Night Mixed League, Monday Night Men's League, and Tuesday Night Ladies League.

Equivalencies (defined below) have been applied based on best practice to reflect variable and potential use of these assets including considerations for lighting which support additional utilization outside of sunlight hours.

Exhibit 32: Ball Diamond Inventory and Field Equivalency (Municipally-owned and/or operated facilities only)

Park Name	Ball Diamonds				Total	Type of Use	Field equivalency
	Senior		Junior				
	Lit	Unlit	Lit	Unlit			
Ballantrae Park	1	0	0	0	1	Baseball, Softball	1.5
Bethesda Sports Field	2	0	0	1	3	Baseball, Softball	3.75
Vandorf Park	1	0	0	0	1	Baseball, Softball	1.5
Memorial Park	1	0	0	1	2	Baseball, Softball	2.25
Rupert Park	0	0	0	1	1	Baseball, Softball	0.75
Wheler's Mill Neighbourhood Park	0	0	0	1	1	Casual Play	0.75
Total	5	0	0	4	9		10.5⁵

Calculating Field Equivalents (FE):

<i>Senior Soccer Field with lighting and artificial turf</i>	<i>2.00 FE</i>
<i>Senior Ball Diamond or Soccer Field – natural turf with lighting</i>	<i>1.50 FE</i>
<i>Senior Ball Diamond or Soccer Field – natural turf without lighting</i>	<i>1.00 FE</i>
<i>Junior Ball Diamond or Soccer Field – natural turf without lighting</i>	<i>0.75 FE</i>
<i>Mini Soccer Field – natural turf without lighting</i>	<i>0.50 FE</i>

⁵ The field at the Byers Pond Park has not been counted as part of the existing supply. The field features a backstop but no diamond.

Existing Ball Diamond Provision vs. Service Target

Based on the current population data, the current supply is 1 ball diamond per 4,155 residents. Level of service observed in comparable-sized municipalities in Ontario is more variable than for rectangular fields. Standards in comparable settings range from 1 ball diamond per 3,000 to 1 per 4,500 residents. Based on current utilization, the analysis maintains the current level of service. This does not imply that the Town has sufficient range of ball diamond facilities – additions to the type and function of diamonds are needed and are addressed in the recommendations.

Population Based Standards

Exhibit 33. Ball Diamonds: Population Standards (Current and Projected)

Facility	Ownership					Population 2021 (Census)	Projected Population				Population
	Municipal	Other Public	Private	Total		2027	2032	2037	2042		
						49,864	62,706	74,346	84,968	92,654	
Ball Diamonds	10.5	1.5	0	12	1 per	4,155	5,225.50	6,196	7,081	7,721	

Based on population standards, the Town will require approximately six (6) additional field equivalents to maintain this level of service over the next ten years.

Participation Based Standards

Based on comparable-sized municipalities in York Region and Ontario, the service target is to have 1 ball diamond (adult or junior) for every 80-100 registered participants. The Town is not able to achieve this at present. It is also not advisable to simply adopt a more aggressive standard resulting in significant current undersupply when current utilization and capacity generally meets needs.

The combined membership (registered participants) in ball diamond sport was 996 persons in 2017. In 2019, baseball only membership was 1,406 registered participants. Of this number, the majority (1,164 players) reside in Whitchurch-Stouffville.

It is important to recognize the potential for variation in the reporting of participation year to year, such that the use of participation standards should represent a broad guideline only.

In 2017, Town's nominal service level was 1 ball diamond per 83 registered participants (based on total municipal and non-municipal supply). In 2019, the apparent surge in registrations resulted in a standard of 117 players per diamond. Participation will need to be monitored going forward post-Pandemic.

Exhibit 34. Ball Diamonds: Participation-based Standards (Current and Projected)

Supply (Field Equivalents)					-			
Facility	Municipal	Private	Other Pul	Total	Registered Participants	Ratio: participants to fields (eq.)	Ratio: Participants to Municipal Fields	Year
								Ball Diamonds
					1,406	117	134	2019

Adopting a reasonable current standard of 1 field per 110 players, a projection of registration based on the proportion of youth (under 19) that participate in baseball and softball suggest that approximately seven (7) additional field equivalents will be necessary by the end of the plan period.

Consultation with groups indicate that softball is well accommodated in the Town. However, with respect to baseball, several preferences include:

- U14 baseball can utilize only 1 diamond in town and the current use of a portable mound rather than a built-in mound is not ideal.
- Membership of baseball has declined since 2019 (not surprisingly given the Pandemic and an active program of revival is warranted, aided by commitments to field improvements).
- The loss of Soccer City has impacted winter training options which now have to occur out of town. The need of baseball (winter training) should be considered as part of the time allocation strategy for any new sports dome.
- Consistent with consultation in 2017 as part of the last Master Plan, the user groups as of 2022 indicate the following:
 - *at least one more lit senior diamond in the Stouffville area and one or more new diamonds sized for ages 13 and up;*
 - *additional time and facilities for women's teams; and*
 - *facilities for winter months training as Soccer City is closed.*

Recommendations: Ball Diamonds

- 82. Assess the merit of lighting the one remaining unlit diamond at Bethesda Park in terms of whether this will meaningfully improve the availability of play for both softball and baseball, particularly with regard to the deficiency in field supply to cater to older youth age groups (U13 and up).**
- 83. Commit to meeting the needs of the older age groups. None of the existing junior fields are capable of expansion into senior fields.**
- 84. Over the Plan period to 2032, increase the net supply of field equivalents by as many as six (6) fields. This can be achieved in large part through the development of a tournament capacity four (4) senior diamonds complex to be located in or near Stouffville. Ideally this complex would be comprised in a facility that accommodates rectangular fields to create a best practice example of an outdoor field complex with centralized changerooms.**
- 85. Assess land acquisition alternatives as an immediate next step, including the potential for a standalone multi-diamond complex, an integrated diamond and rectangular field complex, or meeting some of the sports fields needs by co-locating with a major multi-use indoor recreation centre.**

Recommendations: Ball Diamonds

86. Consider the future of Bethesda Park as a sports field complex including a potential redesign of the facility should this align with a broader active sports field land acquisition strategy.

8.1.2 Soccer/Multi-use Fields

The current municipal supply of soccer fields as follows:

- 3 lit full-size fields (or 4.5 field equivalents) - Bethesda Sports Fields: 1; Stouffville Arena: 2
- 2 unlit full-size fields (or 1.5 field equivalents) - Ballantrae Park; and,
- 4 unlit mini fields (or 2 field equivalents) - Bethesda Sports Fields.

Exhibit 35: Soccer Field Inventory and Field Equivalency (municipally-owned and/or operated facilities only)

Park Name	Soccer Fields						Field Equivalency
	Full-Size		Mid-Size	Mini	Micro-Mini	Total	
	<i>Lit</i>	<i>Unlit</i>	<i>Unlit</i>	<i>Unlit</i>	<i>Unlit</i>		
Ballantrae Park		2				2	2
Bethesda Sports Fields	1			4		5	3.5
Stouffville Arena (outside)	2					2	3
Total	3	2	0	4	0	9	8.5

*All existing facilities are natural turf.

Calculating Field Equivalents (FE):

<i>Senior Soccer Field with lighting and artificial turf</i>	<i>2.00 FE</i>
<i>Senior Ball Diamond or Soccer Field – natural turf with lighting</i>	<i>1.50 FE</i>
<i>Senior Ball Diamond or Soccer Field – natural turf without lighting</i>	<i>1.00 FE</i>
<i>Junior Ball Diamond or Soccer Field – natural turf without lighting</i>	<i>0.75 FE</i>
<i>Mini Soccer Field – natural turf without lighting</i>	<i>0.50 FE</i>

As reported in 2018, minor sport demand for fields was high, with organized groups supplementing needs by using facilities at the Bruce Mills Conservation Area, Teva fields⁶. An additional full-size lit soccer field at Stouffville Arena is owned by the York Region District School Board (YRDSB). Other school fields are located at Ecole Catholique Pape-Francois, St. Brigid, and Whitchurch Highland Public School. Non-municipal supply is 11 field equivalents.

⁶ There are 7 unlit mini-fields (natural turf) at the Teva facility (or 3.5 field equivalents) and 3 unlit full-sized fields (natural turf) at the Bruce Mills Conservation Area.

Considering the municipal supply only, in 2018, standard of provision was 1 soccer field per 211 registered participants based on field equivalencies. When considering those non-municipal fields used by groups this figure improves to 1 soccer field per 92 registered participants. In 2019-2021, participation dropped due to COVID related restrictions.

Population based standard for soccer fields in Whitchurch Stouffville in 2018 and 2021 was 1 equivalent field per 2,557 residents. This standard is similar to population-based standard observed in growing communities of similar size in Ontario is 1 per 2,000 – 2,700 population. Based on the Town’s population projections, this standard will increase by 50% to 1 field per 3,813 over the Plan period and will nearly double by 2042. Keeping the current level of service in the next 10 years, would require an additional 10 field equivalents by 2032. This assumes that the fields at Bruce’s Mill will remain available.

Exhibit 36. Outdoor Soccer Fields: Population Standards (Current and Projected)

					<i>Population (Town Projections)</i>			
Supply (Field Equivalents)					Population 2021 (Census)	2032	2037	2042
	Municipal	Private	Other Public	Total	49,864	74,346	84,968	92,654
Soccer Fields	8.5	3.5	7.5	19.5	2,557	3,813	4,357	4,751

According to the Stouffville soccer association, membership in the club has increased compared to pre-Pandemic levels. The Club schedules most games on facilities (municipal and other) in Stouffville but also schedules games and practices in Ballantrae and elsewhere. The needs of soccer, unlike baseball, are most focused on the younger age groups with participation from ages 4 and up.

The goals of the 2018 LCSMP remain relevant, namely:

- Optimize, where possible, existing fields to provide flexibility for mini-soccer use given the limited availability of municipal land for public recreation uses;
- Explore opportunities to extend the season for play through investment in outdoor artificial turf (and potential doming) at existing field locations; and
- Seek to develop as many of the field requirements as possible in a single new sports field complex in the Town. This can include colocation with new ball diamonds as appropriate based on land availability options.

However, the required number of fields has increased due to the roll-forward of the plan to 2032.

Recommendations: Soccer/Multi-use Fields

87. The Town should seek to develop as many as ten (10) additional soccer/multi-use fields based on field equivalents. The combination of types of fields should be directed by Town staff in consultation with sport user groups and consideration of land and construction costs. Achievement of this will require a land acquisition strategy which includes an assessment of the future of the Bethesda Park sports field complex.

Recommendations: Soccer/Multi-use Fields

- 88. As per the recommendation for ball diamonds, assess land acquisition needs as an immediate next step. This should consider existing approved development lands, the location of urban expansion as approved in the Regional Official Plan and through the Ministers Zoning Orders. The Town may utilize cash in lieu funding as a means to fund acquisition of land parcel(s) of sufficient size to accommodate alternative scales of development.**
- 89. Invest in artificial turf at the main field at the Stouffville Arena Park. This will extend the play season for the full range of uses including soccer. This will also reduce the future requirements for additional full-size unlit fields by 1 full field.**
- 90. Consider the merit of investing in artificial turf at one other location (net 2 artificial fields overall (or create a complex of 2 artificial turf fields with associated lighting for a net 3 supply overall)).**
- 91. Determine if lighting of existing fields will reasonably contribute to higher utilization in the late summer and shoulder seasons based on the type of field (junior, senior and the opportunity to program older age groups or adults at these fields). Undertake a lighting strategy only if utilization is likely to be increased and field quality maintained. All artificial turf fields will be lit.**
- 92. Seek to facilitate ongoing community access and enjoyment of soccer facilities at the Bruce Mill's Conservation Area and Teva Fields, working with the respective organizations to ensure the quality of fields and maintenance are conducive to use/play.**
- 93. Monitor any changes in the quality/quantity of available non-municipal fields which may affect community demand for these facilities.**
- 94. Through the parkland acquisition process, seek to acquire and/or otherwise assemble park lands of sufficient size to accommodate a range of active uses including field sports, as part of the development of Phase 3 and other lands as planned within the Town. The development of parkland can and should involve active sports fields to meet the anticipated demand over the Plan period.**
- 95. Continue to maintain the outdoor track at the Stouffville Arena.**

8.1.3 Cricket

Cricket, like other field sports, requires acceptable standards of field and pitch quality in order to play the game effectively. In addition, and with the parallels to other sports such as baseball and softball, the health and safety of players, spectators, and other users of parks, is another important reason to focus attention on the future of cricket fields and cricket play within the community.

The current standard of provision in Whitchurch-Stouffville is approximately 1 non-dedicated field per 50,000 residents. Cricket is played on a regional basis in the GTA; while there are a number of leagues, and considerable recreational play, the organization of the game sees teams using a number of grounds located around different parts of Toronto, York Region and Durham Region. The single field in the Town of Whitchurch-Stouffville is one field within a broader supply that needs to be maintained and incrementally grown over time to meet rising demand. As the population grows, additional fields will be in demand. However, this is less about meeting population-based service standards (which vary) than it is about understanding the opportunities for development of fields, sometimes in the form of multi-use fields, and improving the level of utilization of those fields which are constructed.

For large, metropolitan centres in the Greater Toronto Area, an emerging standard of dedicated field provision is generally identifiable. However, the standards vary and reflect so much more than the mere fact of population. Organizational development, partnership and access to resources have an important bearing. In addition, municipal recreation facility master planning has been a vehicle for actively planning for cricket as part of large recreation campuses.

Exhibit 37. Cricket: Population-based Level of Service by Municipality

Municipality	Population (2016)	# Fields (Field Equivalent)	Population-Based Level of Service	
Ajax	119,677	1	1:	119,677
Pickering	91,771	1	1:	91,771
Brampton	593,638	11	1:	53,967
Mississauga	721,599	14	1:	51,543
Etobicoke	365,143	3	1:	121,714
Burlington	183,314	1	1:	183,314
Oakville	193,832	1	1:	193,832
Woodstock	40,902	1	1:	40,902

In some jurisdictions where cricket is an emerging sport, cricket facilities and programming have the potential to meet important community goals:

- Cricket provides inexpensive, culturally sensitive program opportunities. Residential in-migration to the Town is increasing the demand for cricket in particular. A municipal policy to assist those wishing to participate in the sport is important. The supply of municipal facilities is one, important element of this policy.
- Challenging this investment in dedicated municipal cricket fields is the historically limited participation in cricket by youth, including girls and women. This is not generally in keeping with the aims of municipal subsidy to maximize participation and particularly that of children and youth. This explains, in part, why cricket fields are found in a range of non-municipal settings.
- Greater demand from the community – including demand for practice opportunities both outside and inside (access to gymnasiums) can be expected to change this equation, creating better alignment with municipal recreation policy and a reason for renewed municipal focus.
- The traditional form of supply is either a decommissioned playing field, or non-dedicated use of active playing fields.

Recommendations: Cricket

- 96. In the medium-term, invest in a dedicated cricket pitch either on land available at Bethesda Park or elsewhere. This field should generally meet the dimensional standards for competitive adult play: 150 yds square of the wicket and 140 yd straight. In metric terms, this equates to (137 metres boundary to boundary square of the wicket and 128 metres straight – boundary to boundary. Run-off areas of several metres are in addition.**
- 97. In the long-term, maximize the potential use of this field through the provision of ancillary amenities as budget permits (including, for example, seating, washroom/changeroom facilities), and/or partner with cricket clubs to consider the development of a clubhouse. Maximize the utilization of this facility by active rental to a number of cricket groups pursuant to the Town's allocation policy that prioritizes resident access to facilities.**
- 98. Consider the merit of lighting as a long-term opportunity to maximize utilization of the field.**

- 99. Consider the potential to develop non-dedicated cricket pitches (in addition to that currently at Bethesda Park) comprised of a playing surface (wicket) sited in the buffer area between two fields – either rectangular (soccer) fields or diamonds that do not have outfield fences or lighting.**
- 100. By 2032, the net supply should comprise 1 dedicated field and one or more non-dedicated fields as the opportunity permits.**
- 101. Associated with any of these investments, the Town should promote access to the sport by youth as well as women. The investment in new infrastructure by the Town should come with a requirement for teams to develop youth cricket. This requires a partnership wherein cricket organizations target youth cricket at different age groups alongside adult play. There is also a role for the schools in this programming.**
- 102. Maximize the potential for youth involvement by installing training nets as a standalone project in the short-term at a suitable park location. These are akin to baseball batting cages and have the potential to accommodate many players simultaneously. The dimensions for a complex of three such nets side by side is approximately 40 metres in length by 12 metres in width (approximately 480 sq. m/5,200 sq. ft.).**

8.1.4 Non-Traditional and Emerging Field Sports

Demands are increasing in many communities for a range of new field sports, including disc golf and ultimate frisbee, field hockey, and rugby. The Town should remain open to discussion of these opportunities with community partners. In all cases, these are likely to be opportunities for non-dedicated use of existing fields. Some activities such as disc golf, ideally do not occur in a field setting but in a more park-like setting. Where demand exists, potential partnerships with the conservation authorities should be pursued.

8.2 In-Park Active Courts, Play Spaces and Amenities

8.2.1 *Playgrounds*

The Town has an inventory of approximately 40 playgrounds (comprising play structures separate and apart from other amenities such as splash pads, skateparks, and other outdoor play spaces). In general terms, the schools do not provide a significant additional supply and in a number of cases, municipal park playgrounds are adjacent to the schools. In the case of Ballantrae, there is no public park playground but one provided at the public school.

Mapping to denote a 500 metre radius (approximately 5-minute walk) from existing parks, indicates that several areas are likely to experience a gap in supply both of park open space and amenities such as playground equipment. Ameliorating this deficit can be achieved by ensuring that the new residential subdivisions coming on stream in the future provide sufficient parkland and park amenities to remove these gaps in access.

Exhibit 38. Playgrounds: 500 metre Distance from Parks with Playground Structures – Stouffville

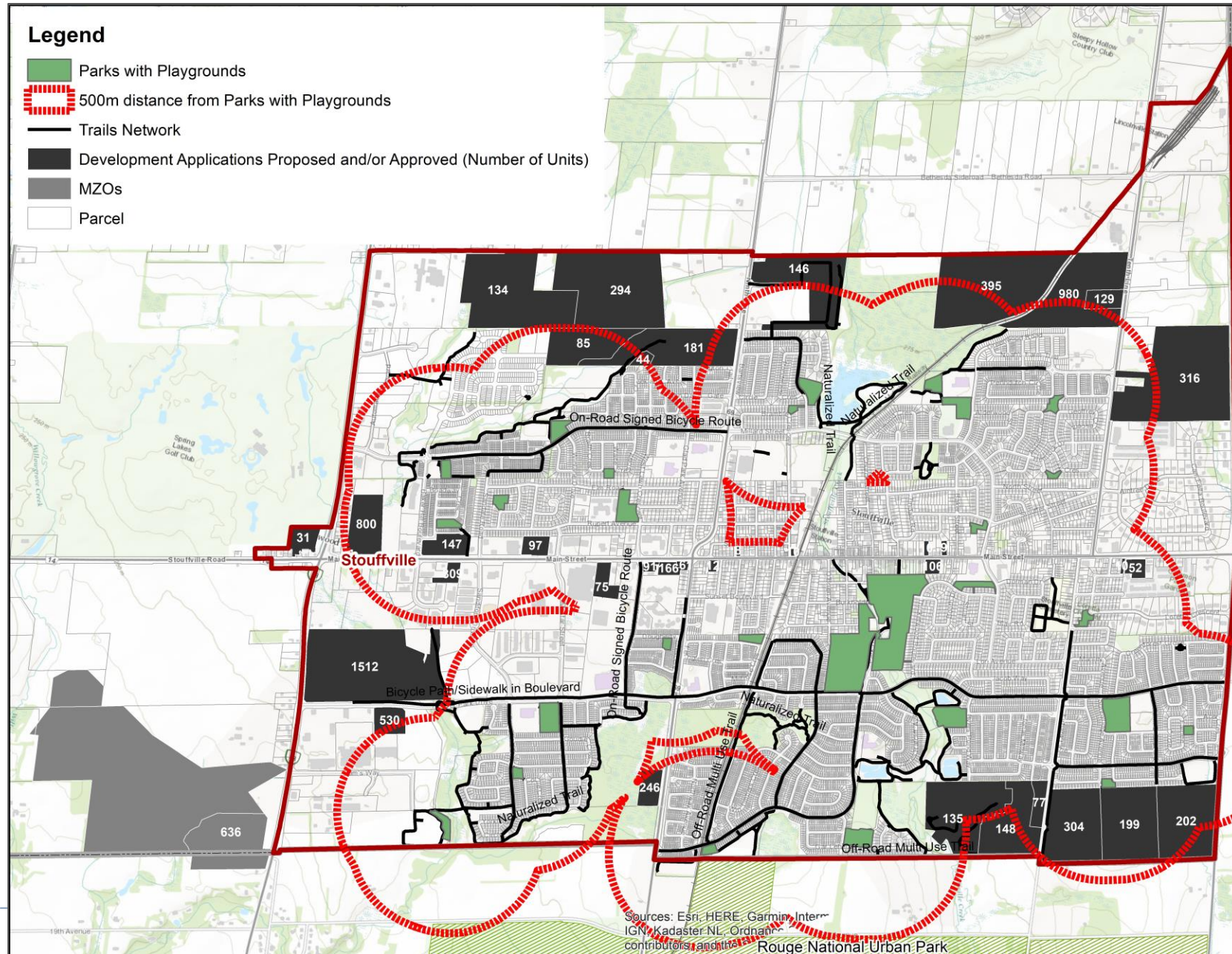
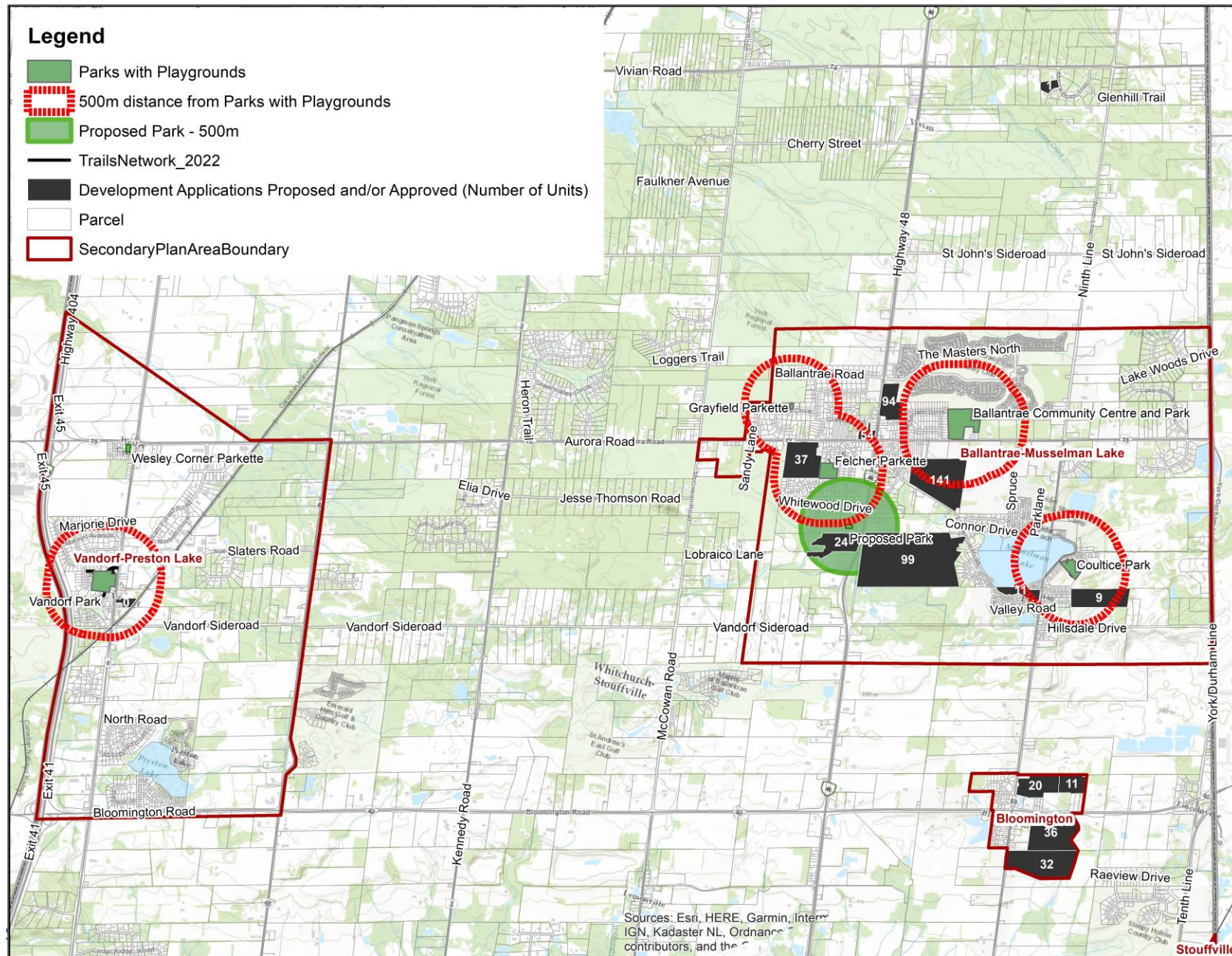


Exhibit 39. Playgrounds: 500 metre Distance from Parks with Playground Structures – Vandorf, Ballantrae, Bloomington



The Asset Management Plan of the Town will be updated to include park assets in 2023. This is the opportunity to fully understand the current remaining service life of existing playground assets, and plan for necessary equipment renewal.

As new residential areas are developed, the Town should employ the same standard of provision and consider inclusion of playground facilities within neighbourhood parks. The need for these facilities must also be assessed based on an assessment of local demographics, proximity to existing playground locations, and co-location with other recreational amenities.

Recommendations: Playgrounds

103. Adopt a standard of provision of one playground location within 500-metres (5-minute walk) of new residential areas, and as a guideline for identifying and resolving gaps within existing residential areas.

- Major barriers (e.g., major roads, natural features, railway corridors, etc.) are to be considered. This includes the constraints associated with public roads such as limited sidewalks and / or limited crosswalks in proximity to parks.
- The inclusion of playgrounds within larger park parcels and collocated with other recreational amenities is preferred over locating them on smaller land parcels to reduce operational requirements in the future.

104. Develop a replacement program for existing playgrounds as part of the Town's ongoing asset management planning.

105. Prepare standards for playground design (for both new construction and replacement) including a list of key requirements - evaluation of play value, accessibility, thermal comfort, general amenity, and associated traffic safety in proximity to playgrounds (including circulation within site).

8.2.2 Summer Tennis

Outdoor tennis courts are well distributed across the Town. The supply of twelve comprises four courts at the Ballantrae Community Centre, four courts at the Stouffville Arena Park, a further two courts at Sunnyridge Park and two courts at Vandorf Park. Two additional unlit tennis courts are currently being constructed at the Leisure Centre, Memorial Park.

Park Name	Tennis		
	Lit	Unlit	Total
Ballantrae Park	4		4
Memorial Park		2	
Stouffville Arena (outside)	4		4
Sunnyridge Park		2	2
Vandorf Park	2		2
Total	12	2	14

With the current supply of 14 courts (including the two additional lit courts in Memorial Park) the current population standard at 1 per 3,562 residents is in line with standard ranges elsewhere. The dispersed nature of the courts and lighting all but Sunnyridge Park courts adds further value to the observed service standard. There is no supply of tennis courts within the schools in Stouffville.

Exhibit 40. Outdoor Tennis Courts: Population Standards (Current and Projected)

	Current Standard			Projected Population			
	2021 (Census pop.)			2027	2032	2037	2042
Facility	Municipal		49,864	62,706	74,346	84,968	92,654
Tennis Courts	14	1 per	3,562	4,479	5,310	6,069	6,618

Condition of the facilities remains good and in the case of Ballantrae Tennis Club, the development of a community centre annex has created a high-quality playing environment and a growing membership base (currently approximately 250 annual members and expected to increase to 300).

Based on a standard of 1 court per 5000, the projected need by 2032 is approximately 15 courts (a net addition of 1 court). Given that some courts are designated as non-dedicated and shared with pickleball, an addition of two tennis courts is warranted over the plan period.

The addition of two courts at Ballantrae Park cannot be achieved as a contiguous addition to the existing courts due to the close proximity of the ball diamond. Given plans for the development of a library at the Ballantrae Community Centre, lands adjacent to the existing building will need to be protected for future development considerations.

Similarly, the Stouffville Arena Park courts are space constrained and do not have expansion capability.

Recommendations: Summer Tennis

106. Monitor the use of the Town’s existing tennis courts and new courts as of 2022 prior to investing further in tennis courts. Maintain all existing courts in good condition. Rules for shared use should be publicized on written boards (rules of play) at the locations. Depending on the level of demand for tennis versus pickleball the Town may wish to specify the protocols around the use of tennis courts for pickleball to limit conflict between these uses. This may, for example, mean limiting the number of pickleball courts to 1 per tennis court.

107. In the medium term, develop two new lit courts either at any existing park or a new municipal park within or in proximity to the Community of Stouffville. Existing locations could include the expansion and full lighting of courts at Sunnyridge Park conditional on relocating community gardens or at the Leisure Centre as a further expansion of the tennis courts commissioned in 2022. The latter option is conditional on sufficient land available.

8.2.3 Winter Tennis Demand

There is growing recognition that in order to grow the game in Canada, access to affordable indoor (winter) courts is necessary. It is also recognized that this is not possible in most communities and generally is not a level of service provided by municipalities.

In view of that, Tennis Canada, working alongside a range of consultants including ourselves, and through pilot projects, developed a framework for potential municipal delivery of indoor tennis – mainly through the winterizing of outdoor courts with air supported bubbles. The strategy can be found at the following link: <https://www.tenniscanada.com/wp-content/uploads/2019/07/02.-Executive-Summary.pdf>.

In general terms, indoor tennis is supplied through winter bubbles, permanent air supported domes as one of a number of uses of the interior space, as part of a multi-use sports court gymnasium (with sport court flooring) or as dedicated indoor tennis venues.

In the majority of cases, the operational risk is held by the tennis club or private operator rather than the municipality as operator.

The LCSMP recognizes the importance of access to winter tennis facilities but also the economics of this business which often restricts dedicated indoor facilities to larger urban centres.

Recommendations: Winter Tennis Demand

108. The Town should consider the opportunity for including indoor tennis within any plans for the development of an indoor air-supported sportsplex in the Town.

109. The Town should investigate the potential of a partnership with Tennis Canada with respect to a partnership-based model for developing a winter tennis bubble at an appropriate location.

8.2.4 Pickleball

The national picture for pickleball is one of dramatic growth, which itself follows strident growth in North America as a whole. As of December 31, 2021, Pickleball Canada has 28,000 active members. At this point, pickleball is rapidly transitioning from niche sport geared only to active seniors, to a more multi-generational sport which offers a range of experiences from participation to maintain social interaction and wellness, to elite player competition.

As with tennis, pickleball is an outdoor sport in summer, with different balls designed to compensate for wind impacts. Unlike tennis, pickleball is easily transferable to an indoor sport, and can be accommodated in a range of spaces including those which are not primarily designed as gymnasias – this includes church halls, community halls, and small school gymnasias.

At the national level, Pickleball Canada is managing the deepening presence of the game in communities. Its Strategic Plan 2021-2023 is predicted on a proactive approach to **Govern, Grow and Develop** the sport.

Research conducted by Ipsos-Reid has indicated that the number of people who play pickleball in Canada may be as high as 350,000 (2019). While this undoubtedly includes people who play only occasionally and are otherwise unaffiliated with organized play, this finding and more importantly the scale of it, suggests that accommodating year-round pickleball is a clear mandate of municipal recreation services – if not now, it will increasingly be so.

In Ontario, the Ipsos-Reid survey indicated some 164,000 players in Ontario, with an age distribution of players that signals its long-term growth potential:

Players 18-34: 31.5%

Players 35-54: 32%

Players 55+: 36.5%

A typical municipal standard for outdoor pickleball courts is around 1 court per 5,000 residents. In addition, many municipalities attempt to supply courts in more than one location in order to improve accessibility. To achieve, this, there is often a mix of dedicated and non-dedicated courts – the latter comprising pickleball line courts on existing tennis courts. Generally, this is not an aggressive approach which would see two courts per single tennis court, but rather markings for a single court and use of the existing tennis net. More formal play may necessitate a pickleball specific net and play on a cross-court basis on one side of the tennis net.

The conclusion from all of this is that multi-use of tennis courts for pickleball is a compromise solution and while it should be maintained, the best approach to supplying pickleball is the installation of dedicated courts.

The current supply of pickleball courts in the Town is comprised of the following:

- 8 dedicated courts at the Leisure Centre, Memorial Park, completed in 2022;
- 4 mixed-use courts at Vandorf Park; and
- 8 mixed-use courts at the Stouffville Arena Tennis Courts.

Total supply (dedicated and non-dedicated is 20, dedicated only – 8 courts)

Park Name	Pickleball	
	Dedicated Court	Mixed-use courts
Vandorf Park - Pickleball Courts		4
Stouffville Arena		8
Memorial Park	8	
Total	8	12

At the current population, this combined supply ensures a generous supply ratio (1 per 2,493 residents) but specifically as a result of the investment in pickleball at the Leisure Centre. As of 2032, the standard is 1 per 3,717, in line with a target standard of 1 per 5,000 population.

Facility	Current Standard		Projected Population			
	Municipal	2021 (Census pop.)	2027	2032	2037	2042
		49,864	62,706	74,346	84,968	92,654
Pickleball Dedicated courts only	20	1 per 2,493	3,135	3,717	4,248	4,633
	8	1 per 6,233	7,838	9,293	10,621	11,582

Recognizing the challenges that can sometimes occur in shared use of courts, a standard based only on dedicated courts, would result in the need to build 5 additional dedicated courts by 2032. We are not advocating a dedicated courts only standard. The appropriate solution is to recognize the demand likely exists somewhere in the middle, supplemented as it is by the opportunity for pickleball to be supported in local gymnasias in the winter months – something that is far easier for pickleball than for tennis which generally requires a specialized, dedicated indoor facility.

Recommendations: Pickleball

110. With the addition of the pickleball facility (8 courts) at the Leisure Centre, continue to monitor the growth of the sport over the plan period and the translation of this into demand for court time in the Town. To achieve this, work with the existing pickleball community group (and others that may emerge) to identify on an annual basis, court utilization statistics, membership levels, and place of residence of members.

111. Build additional courts during the plan period where justified by demonstrated demand or where the addition of dedicated pickleball courts represents an opportunity as part of park redevelopment plan.

112. As part of a future upgrade to the Vandorf Park outdoor arena and change room, redesign and resurface the facility to cater effectively to pickleball courts and associated amenities – seating, weather and shade structures, and potentially club house amenities.

8.2.5 Basketball and Other Courts

The Town has been exploring opportunities to invest in multi-use sport courts at existing park locations. Basketball courts have been co-located with ball hockey courts, some of these fields can be converted to outdoor ice rinks in the winter. This strategy provides opportunities for year-round outdoor activities and use of these spaces.

Basketball courts are located in 9 Town's parks, 8 of them are lit.

Basketball			
Park Name	Courts		Total
	<i>Lit</i>	<i>Unlit</i>	
1. Byer's Pond Park	1		1
2. Coultice Park	1		1
3. Gar Lehman Park		1	1
4. Greenwood Park	1		1
5. Madori Park	1		1
6. Memorial Park	1		1
7. Rupert Park	1		1
8. Sunnyridge Park	1		1
9. Wheler's Park	1		1
Total	8	1	9

Nine (9) basketball courts correspond with a level of service of 1 court per 711 youth aged 10-19 (12.8% of the total Town's population). The typical standard observed across Ontario is 1 basketball court per 800 youth (ages 10-19). The current standard is higher than the typical standard – 1 court per 800 youth – and is therefore deemed sufficient.

The following are future standards based on the Town's projections.

Exhibit 41. Basketball Courts: Population Standards (Current and Projected)

	Current Standard Population			Projected Population			
	2021 (Census)			2027	2032	2037	2042
Facility	Total	49,864		62,706	74,346	84,968	92,654
Basketball Courts	9	1 per	711	894	1,060	1,212	1,321
							Age 10-19

An additional 3 basketball courts may be required by 2032 if basketball continues to grow in popularity among youth (calculated based on the current proportion of the 10-19 age cohort: 12.8%).

In 6 parks basketball courts are co-located with ball hockey courts. The current supply of basketball courts is as follows:

1. Byer's Pond Park
2. Gar Lehman Park
3. Greenwood Park
4. Madori Park
5. Sunnyridge Park
6. Wheler's Neighbourhood Park

Recommendations: Active Courts

113. Continue evaluating opportunities to introduce/invest in multi-use sport courts at existing park locations where the condition or level of use of single-purpose outdoor sport courts warrants it. Multi-use sport courts should be designed to offer greater flexibility and duality of use for residents and may be configured to support basketball, ball hockey, mini-soccer, volleyball, tennis and other informal court uses, etc.

114. Continue investing in outdoor courts (multi-purpose and/or single purpose) as part of new parkland development with the build-out of the urban area where land size, configurations and surrounding land use context support this investment.

115. Monitor changes in population and demand for outdoor basketball, ball hockey and other activities as well as emerging trends to assess the need for new courts.

8.2.6 *Wet Facilities: Outdoor Ice and Spray Pads*

Outdoor Ice Rinks

The Town offers 8 outdoor ice rinks. In neighbourhood parks, basketball courts are converted to outdoor rinks. Outdoor skating became an important during the COVID restrictions that limited access to indoor facilities and programs. Volunteers play an important role in running the outdoor ice rinks.

1. Greenwood Park
2. Gar Lehman Park
3. Madori Park
4. Sunnyridge Park
5. Wheler's Mill Park
6. Vandorf Park
7. Memorial Park Pavilion
8. Memorial Park Baseball Diamond

The Town plans to build a new skating trail at Memorial Park, open area adjacent to the Leisure Centre. Completion of the trail is expected in 2023.

Spray Pads

Spray pads are interactive water play areas for children that feature little to no standing water. Splash pads are open June through mid-September from 9 a.m. to 8 p.m.

Spray pads are currently located in 7 municipal parks, 6 in Stouffville and 1 in the Ballantrae community:

1. Coultice Park (Ballantrae)
2. Madori Neighbourhood Park
3. Wheler's Neighbourhood Park
4. Sunnyridge Neighbourhood Park
5. Byer's Pond Park
6. Gar Lehman Park
7. Greenwood Park

Two additional spray pads are planned at the Baker Hill Park and at Memorial Park, in connection with the ongoing skating trail development.

The population-based standard of provision is based on Town's population 0-9 years of age. In 2022, 0-9 age group represented 12.5% of the total population (or 6,245 children). The current supply of spray pads is 1 per 892 children 0-9 years of age.

The following are future standards based on the Town's projections.

Exhibit 42. Spray Pads: Population Standards (Current and Projected)

Current Standard				Projected Population				
		Population 2021 (Census)		2027	2032	2037	2042	
Facility	Total	49,864		62,706	74,346	84,968	92,654	
Spray Pads	7	1 per	892	1,122	1,330	1,520	1,658	Age 0-9

A level of service observed across Ontario is 1 spray pad per 2,000 to 5,000 children 0-9 years of age. Based on this standard level of service the Town has a good supply of spray pads. Based on projected standards, the Town is expected to retain an appropriate standard of provision for spray pads without any new investment over the growth period.

Another important measure is the geographic accessibility of open play spaces with spray pads. For example, there is not spray pad or water feature in Vandorf Park (there is an ice rink).

Comparable standards do not preclude any pre-existing plans/consideration to invest in a spray pad at Memorial Park given the role of this asset as a Town-wide and destination park and in parks outside Stouffville.

There is a wide spectrum of typologies for spray pads including smaller spray features to larger, multi-season structures with capacity to convert to outdoor artificial (mechanical) ice in the winter for recreation, and also for events. Smaller spray pad structures could be considered at communities that have no such infrastructure. Larger structures are an opportunity which should be explored within the context of a major Community or Town-wide park or be incorporated as part of a civic plaza associated with a major recreation or heritage facility in the Community of Stouffville.

Maintenance and costs are important considerations. New trends in outdoor facility investment such as multi-use courts, splash pad and outdoor rink combinations, etc., offer greater opportunities for multi-use and enhanced capital and operating efficiencies.

Recommendations: Outdoor Ice and Spray Pads

116. Continue to monitor the need for spray pads at Community and Town Parks across the Town. Smaller communities could have smaller water features installed and larger more dense communities could feature multi-use infrastructure and operate year-round (e.g., to allow for conversion from a spray pad in the summer and support artificial ice-making for an outdoor rink in winter). Locations should be highly-visible park/civic venues with capacity to accommodate supporting amenities such as change rooms nearby.

8.2.7 Skate Parks, Bike and Scooter Related Facilities

The Town offers one skate park - Wayne Emmerson Skate Park - located at the south end of Memorial Park. The skate park is approximately 5000 sq. ft. and offers features suitable for different skill levels and age groups.

One skate park corresponds with level of service of 1 skatepark per 6,400 youth aged 10-19. The current standard of provision is lower than the typical standard observed across the province of 1 per 5,000 youth ages 10 to 19 and is therefore deemed sufficient.

The following are future standards based on the Town’s projections.

Exhibit 43. Skate Park: Population Standards (Current and Projected)

	Current Standard Population 2021 (Census)		Projected Population			
			2027	2032	2037	2042
Facility	Total	49,864	62,706	74,346	84,968	92,654
Skate Park	7	1 per 892	1,122	1,330	1,520	1,658 Age 10-19

By 2032 estimated growth in the 10-19-year-old age group is expected to warrant consideration for investment in a second skatepark location in the Town in the medium term.

An ideal site is expected to be in a highly-visible park location of suitable size and configuration; preferably in the northern end of Stouffville (considering the location of the Memorial Park skatepark in the south).

There is also the opportunity to introduce new formats such as scooter spots for children under the ages of 10. Appropriate locations should consider the demographics of communities/local areas.

Recommendations: Skate Parks and Scooter Spots

117. Maintain the existing Memorial Skatepark, and plan for a second location in a highly-visible park location in Stouffville.

118. Evaluate opportunities to invest in scooter spots or scooter trails within existing/new park locations. Locations should be selected based on the size/scale of park, proximity to and the age demographic of neighbourhoods, as well as the geographic distribution of these facilities. This includes consideration for use of any future (ice) skating paths, in part, during the summer months.



PART D: PARKLAND, OPEN SPACE AND TRAILS

9 PARKS AND OPEN SPACE

9.1 Parkland Supply

As a municipal guidance document, the Master Plan is focused on providing direction for the supply of municipally-owned and maintained parkland; however, it should be recognized that municipal parkland is one component of a much larger network of publicly-accessible greenspace.

Whitchurch-Stouffville is rich in natural heritage and ecological features; with portions of the Town lands comprising of the Oak Ridges Moraine and Rouge River North Management Plan Area. In addition to municipal parkland, the open space supply includes forest and conservation areas managed by York Region, the Lake Simcoe Region Conservation Authority (LSRCA), and the Toronto Region Conservation Authority (TRCA); and which are in addition to municipally-owned and maintained parkland.

The Town owns and maintains 40 parks totaling 91.63 hectares. The 2018 parkland inventory (of 37 parks on 90.12 hectares) was updated to include the Lemonville Parkette and new parkettes developed since 2018.

In addition to parks owned and managed by the Town, open space within the town boundary includes Town-owned environmentally sensitive lands, York Region Forest Tracts, TRCA lands (estimated 246 hectares), and LSRCA (estimated 112 hectares). (These estimates are based on the GIS data provided by the Town.)

The Town's 2017 Official Plan (2020 Consolidation) outlines the hierarchy for parkland and establishes targets to guide the development of the municipal parkland system as follows:

Exhibit 44: Town of Whitchurch-Stouffville Official Plan, Parkland Hierarchy (Adapted)

	Local Park	Community Park	Natural Open Space Area	Town
Area/ Population	1.2 ha (3 ac.) /1,000 population	.8 ha (2 ac.) /1,000 population	All available lands in the Greenlands System on Schedule 'A' which can be acquired by the Town or other public	Variable related to functional requirements
Minimum Size	2 ha (5 ac.)	4 ha (10 ac.)	No minimum as size related to available resources	Variable related to functional requirements
Service Area	0.8 km radius	Secondary Plan Area or Community	Town	Town
Location	i) minimum continuous road frontage on two sides of park;	i) minimum continuous road frontage on two sides of park;	All available lands in the Greenlands System on Schedule 'A' which	At key locations central to the Town's population or

	Local Park	Community Park	Natural Open Space Area	Town
	ii) adjacent to a collector road; and, iii) adjacent to an elementary school or other open space lands where possible.	ii) adjacent to a collector or arterial road; and, iii) adjacent to an elementary or secondary school or other major open space lands where possible.	can be acquired by the Town or other public agency.	related to a specific feature or facility
Facilities	i) sports fields;	i) major athletic facilities and/or standard sports fields;	i) Trails	Requirements to be determined on a site-specific basis.
	ii) hard surface play areas and components	ii) other major recreation facilities such as bowling greens, tennis courts;	ii) Picnic areas	
	iii) play apparatus;	iii) play apparatus;	iii) Conservation and education related features to be determined on a site-specific basis	
	iv) sitting areas;	iv) water spray pad or other water play feature;		
	v) passive and free play areas;	v) hard surface play areas and components;		
	vi) landscaping appropriate to the park type; and,	vi) washroom facilities and servicing;		
	vii) parking areas.	vii) sitting and picnic areas;		
		viii) passive and free play areas;		
		ix) gazebos, picnic shelters and other seasonal structures;		
		x) landscaping appropriate to the park type; and,		
		xi) parking areas.		

Source: Town of Whitchurch-Stouffville Official Plan, Section 5.3.3., Table 5.2 (December 2020 Consolidation)

The Town of Whitchurch-Stouffville Draft Official Plan (June 2022) proposes the following classification of parks:

- a) Parkette,
- b) Local Park,
- c) Community Park,
- d) Town Park, and
- e) Natural Open Space Area.

Parkland Provision Standards

The updated parkland inventory represents a service level of 1.84 hectares per 1,000 residents (based on the Town's 2021 Census population of 49,864). The current standard is somewhat below the typical observed standard of between 2 and 4 hectares per 1,000 population. This standard excludes those lands under the stewardship of York Region and the respective Conservation Authorities.

Per capita parkland supply thresholds observed in other comparable-size Ontario communities typically ranges from 2 to 4 hectares per 1,000 population and may include some non-municipally controlled lands. Accordingly, for purposes of calculating deficit of provision, the LCSMP utilizes a standard of 2 hectares per 1,000 population as the target standard for Whitchurch-Stouffville.

The Exhibit below illustrates the impact of future population growth on the supply of municipally-owned parkland. By 2032, close to 60 hectares of additional municipally-owned parkland will be required to sustain the target standard of 2 hectares per 1,000 population.

The chart indicates a deficit in the municipal supply of parkland, however, this does not include the vast supply of Conservation Area, York Region Forest and other non-municipal open space and parklands available to residents for a variety of recreational pursuits.

Exhibit 45: Town-owned Parkland: Forecast of Parkland Needs (Deficit/Supply) 2021 to 2051

Target Standard: 2 ha per 1,000 population		Change in standard with no new investment in parkland					
Total Parkland Supply in 2022		Census pop.	Projected Population				
<i>Excluding Town's Protected Environmental Lands</i>		2021	2027	2032	2037	2042	2051
91.63	Hectares	49,864	62,706	74,346	84,968	92,654	101,446
Parkland Supply Standard based on the current parkland	Hectares/ 1,000 pop.	1.84	1.46	1.23	1.08	0.99	0.90
Parkland Deficit	Hectares/ 1,000 pop.	(0.16)	(0.54)	(0.77)	(0.92)	(1.01)	(1.10)
Total parkland required to meet the typical standard of 2ha / 1,000 population	Hectares	99.73	125.41	148.69	169.94	185.31	202.89
Parkland Deficit: Additional hectares of parkland required to meet the standard	Hectares	(8.10)	(33.78)	(57.06)	(78.31)	(93.68)	(111.26)

This table estimates are based on Town-owned parkland only. Not included supply of Conservation Area, York Region Forest and other non-municipal open space and parklands available to residents for recreational pursuits.

Source: Sierra Planning & Management

9.2 Parkland Distribution

The distribution of current municipal parkland and the accessibility of these lands to the surrounding residential communities should be the basis for ensuring that existing gaps in walkable access to parks are resolved.

Areas of future residential development (also identified) will necessitate clear policies of parkland provision to meet the standard of walkable access within 500 metres of residences. For planning purposes we use a 500 metre service area.

For clarity, this service standard is only in relation to access to neighbourhood parks. It does not apply to major sports field infrastructure where the service standard is measured town-wide.

For a range of outdoor amenities that occur in parks (playgrounds, courts, water features, etc.) consideration of the service standard includes reference to geographic distribution throughout the Town and is itemized in the relevant sections of this Master Plan.

Exhibit 46. Parkland Distribution and Walkability Map - Stouffville, 2021

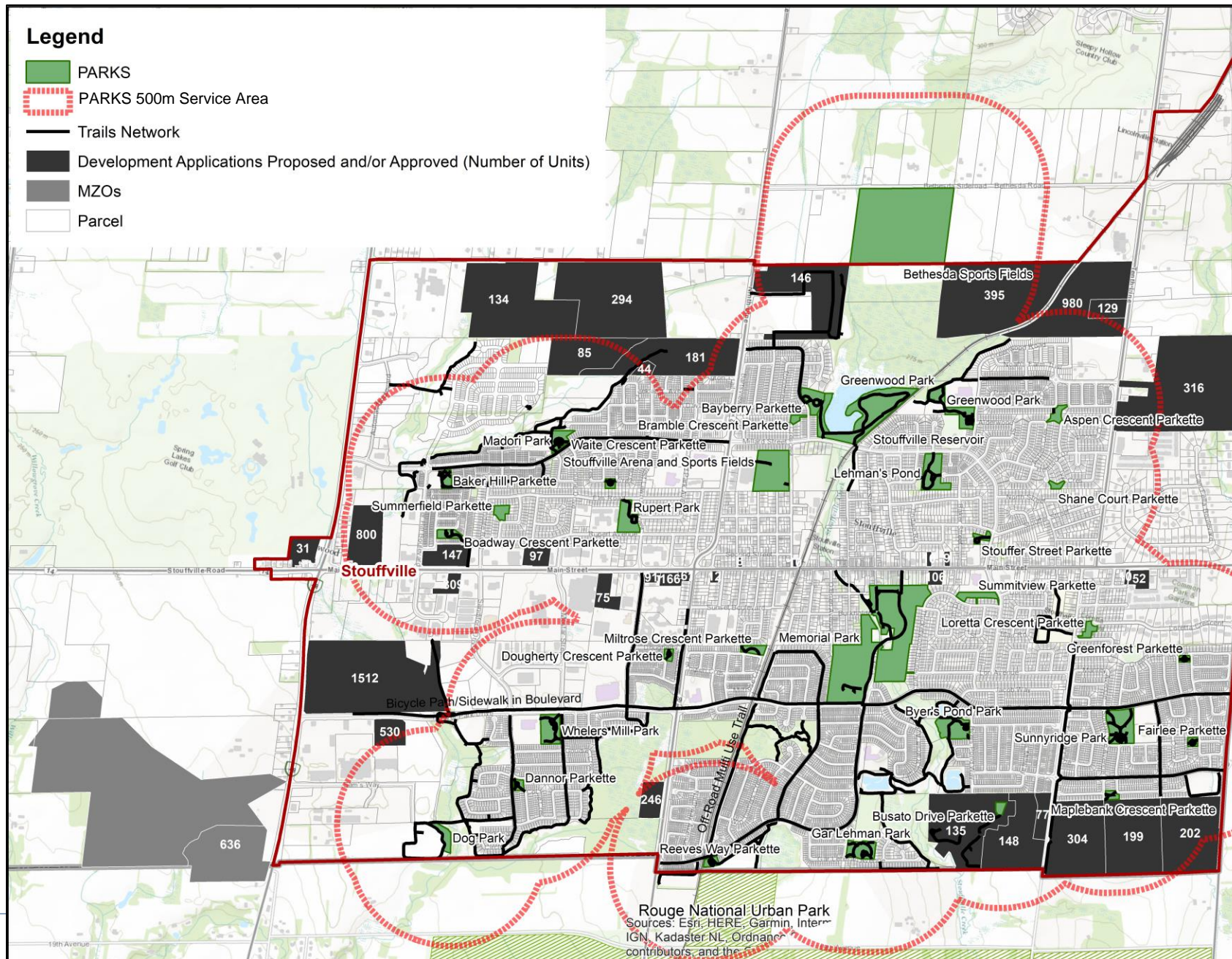
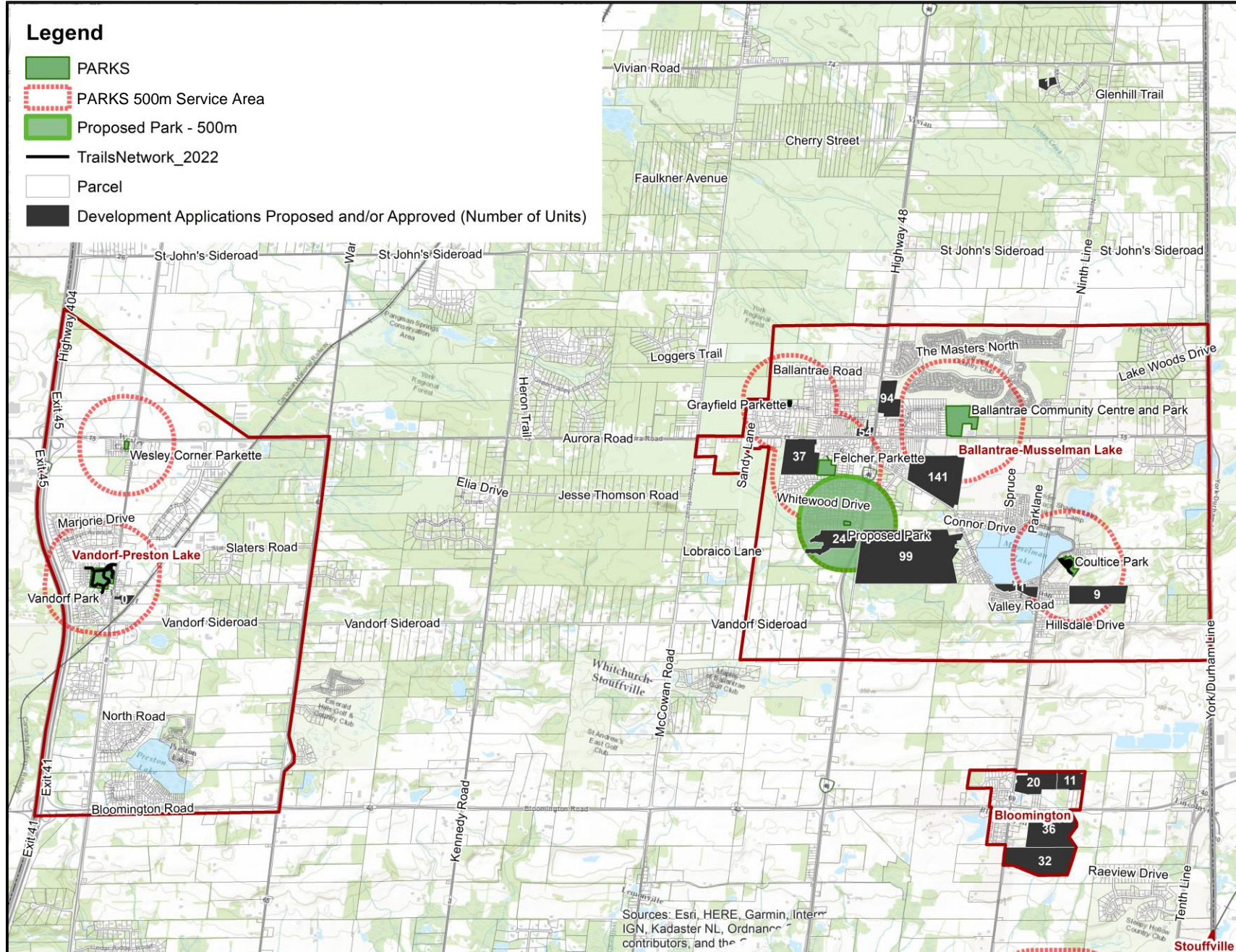


Exhibit 47. Parkland Distribution and Walkability Map – Vandorf, Ballantrae, Bloomington, 2021



SPM, Data Source: Town of Whitchurch-Stouffville

9.3 Parkland Classification and Hierarchy

The Draft Official Plan endorses the concept of a parks and open spaces hierarchy as an effective basis to support decision-making for investment, operations and maintenance of the parks system as a whole. Specific recommendations of this Plan with regard to parkland hierarchy are provided in the relevant section and should be incorporated into the Official Plan.

Parkland hierarchies guide the types of uses and amenities that should be considered in new parkland development or the revitalization of existing parkland. It sets a standard of quality for each parkland class (size, amenities, and location), provides proportionate access to parkland and open space for residents, and ensures that capital and operating expenses are distributed across the town.

In addition, the emergence of publicly accessible spaces outside of the municipal hierarchy is a relevant consideration and should be supported. Examples include the range Privately-Owned-Public-Space, which may be established as part of higher density development.

This Master Plan proposes classification hierarchy with consideration for form, function, and level of service. This Master Plan builds on the parkland classification system provided in the Town's Official Plan and delineates further definitions of parks and open space classifications. The Hierarchy is provided as a recommended guide for parks and open space classifications within the Town of Whitchurch-Stouffville going forward.

Exhibit 48: Proposed Parkland Hierarchy

Park Classification	Service Area	Optimal Size	Potential Uses/Facilities
Town (Regional) Parks	Municipality-wide and potentially Regional	Large scale	<p>Major public park complexes, typically in strategic locations designed to promote a wide range of public use:</p> <ol style="list-style-type: none"> 1. both organized and unstructured recreation use; 2. often exhibiting major cultural and heritage value; 3. community as well as destination-style events designed to serve regional market; 4. Provision of sportsfields is likely to form part of the programming. <p>Tourist orientation of these venues (including sport tourism potential) and a commensurate operational support to maximize programming on a seasonal and year-round basis as appropriate.</p>
Community Parks	<p>A sufficient number of parks to each serve a number of neighbourhoods based on equitable geographic distribution of these parks. Service standard of 1 per 10,000 residents.</p> <p>Elements of these parks (e.g. sports fields) may serve a municipality-wide function, while other elements serve community and neighbourhood function</p>	Min. 5.0 hectares	<p>Active and/or passive uses. Include more intensive recreational uses such as sports fields, sports courts, playgrounds, water play, amenity/support buildings and on-site parking (adequate for the uses the park provides).</p> <p>Range of amenities is greater than in neighbourhood parks and includes those amenities that should be centralized in community parks rather than neighbourhood parks: e.g. sports fields, multi-court complexes; significant winter activities, or non-traditional recreation uses.</p>

Neighbourhood Parks	Local: Cater to the recreation needs of residents who live in the general vicinity and can walk/bike to the park subject to overall accessibility considerations.	Preferred minimum 2.0 hectares	Combination of active and passive recreation opportunities. May include minor sports fields, multi-purpose sports courts, playgrounds, and informal play areas.
Parkettes	Local: They are generally located in urban or residential areas, providing connections to larger parks and open spaces.	Less than 1.0 hectare; Absolute minimum 0.5 hectares	Small open spaces that have no or limited recreational facilities. Passive programming such as opportunities for seating (rest) and temporary gathering.
General Open Spaces	Regional/municipal/local: undeveloped lands accessible to the public that contain significant natural features (e.g., woodlots, wetlands, watercourses, wildlife habitat).	Varies	Undeveloped lands that are accessible to the public, who may use them for active and passive recreation activities. These spaces may include pedestrian pathways, bicycle trails, community gardens, open lawn areas and remnant parcels of open land.
Natural Open Spaces	Regional/municipal/local: undeveloped lands accessible to the public that contain significant natural features (e.g., woodlots, wetlands, watercourses, wildlife habitat).	Varies	Undeveloped lands that are accessible to the public but contain significant natural features or environmentally sensitive areas such as woodlots, wetlands, watercourses, and wildlife habitat. These spaces may include passive recreation activities that do not negatively impact ecological and biological functions of their natural surroundings.

The following table summarizes all existing parkland within the municipal supply based on size and types of uses (per the proposed classification).

Exhibit 49: Inventory of Municipal Parkland (Ranked by Park Type)

	Park Name	Proposed Classification	Hectares⁷
1	Memorial Park	Regional Park	17.69
2	Bethesda Sports Fields	Regional Park	20.63
3	Whelers Mill Park	Community Park	1.65
4	Sunnyridge Park	Community Park	2.53
5	Stouffville Arena and Sports Fields	Community Park	3.95
6	Vandorf Park	Community Park	5.29
7	Ballantrae Community Centre and Park	Community Park	8.53
8	Gar Lehman Park	Neighbourhood Park	1.38
9	Rupert Park	Neighbourhood Park	1.50
10	Byer's Pond Park	Neighbourhood Park	1.80
11	Greenwood Park	Neighbourhood Park	1.90
12	Lehman's Pond	Neighbourhood Park	2.09
13	Coultice Park	Neighbourhood Park	2.17
14	Felcher Parkette	Neighbourhood Park	2.95
15	Madori Park	Neighbourhood Park	0.85
16	Greenforest Parkette	Parkette	0.20
17	Shane Court Parkette	Parkette	0.24
18	Bramble Crescent Parkette	Parkette	0.24
19	Fairlee Parkette	Parkette	0.25
20	Grayfield Parkette	Parkette	0.26
21	Waite Crescent Parkette	Parkette	0.28
22	Dougherty Crescent Parkette	Parkette	0.28
23	Busato Drive Parkette (at Red Blossom Court)	Parkette	0.30
24	Proposed Park (Pine Vista Ave & Pleasant Valley Dr.)	Parkette	0.30
25	Dannor Parkette	Parkette	0.31
26	Tresstown Parkette	Parkette	0.32
27	Reeves Way Parkette	Parkette	0.36
28	Stouffer Street Parkette	Parkette	0.37
29	Wesley Corner Parkette	Parkette	0.39
30	Lemonville Park	Parkette	0.44
31	Loretta Crescent Parkette	Parkette	0.44

⁷ Data provided by Town staff. Lemonville Parkette was not included in the Town's GIS dataset and is estimated based on the Lemonville Community Centre parcel size.

	Park Name	Proposed Classification	Hectares ⁷
32	Aspen Crescent Parkette	Parkette	0.50
33	Summerfield Parkette	Parkette	0.52
34	Baker Hill North Parkette	Parkette	0.52
35	Miltrose Crescent Parkette	Parkette	0.56
36	Boadway Crescent Parkette	Parkette	0.56
37	Dog Park	Parkette	0.66
38	Summitview Parkette	Parkette	0.73
39	Bayberry Parkette	Parkette	1.15
40	Stouffville Reservoir	General Open Space	6.53
	Total		91.63

Municipal lands that fall under the category of General Open Spaces (e.g., contain significant natural features or environmentally sensitive areas) are not included in the above table. Adding these lands increases provision of parkland to the extent that public access of usable land can be achieved (e.g., trails).

The wider supply of non-municipal lands which comprise almost by definition lands of a regional significance, will ensure that the numeric deficit of open space per capita is, in practical terms, far lower. Notwithstanding, there remain good planning reasons for the Town to take on board a more accelerated approach to obtaining municipally controlled open space.

Recommendations: General Parkland Planning & Monitoring

119. Adopt in the Official Plan a Parkland Hierarchy and Classification system as contained in this plan. The hierarchy, in concert with specific recommendations with respect to major outdoor facilities, open space and trails, should closely inform the Town's strategy of parkland acquisition, the type and size of parks to be developed, and their location within the Town. It should also be relied upon in determining the appropriate mix of new and/or replacement amenities within parks and the associated role of parks in supporting community events.

120. Implement a parkland access service standard of access to parkland of within 500 m of each residence. This is applicable to all current and future development. Relevant existing parkland includes all categories park where these include playground and other amenities typical for passive enjoyment of open space within residential communities.

Based on this standard, the Town should ensure that gaps in the distribution of neighborhood level parkland are removed through appropriate parkland acquisition, primarily the dedication of parkland as a condition of development approval. Parks developed to meet neighbourhood requirements for accessibility and amenities should generally, but not exclusively, comprise Neighbourhood Parks defined in the Parkland Classification.

- 121. Supplement this with the acquisition of lands to remove gaps in the distribution of parks based on the application of municipal funding availability (assumed to be cash-in-lieu of parkland funding).**
- 122. Maximize existing parks for passive and active leisure opportunities and through asset management planning and ongoing assessment of neighbourhood needs. Undertake individual park master plans as part of park rejuvenation as appropriate.**
- 123. Explore opportunities for organizing a youth themed park (ages 10-18).**

Currently there is one municipally-managed off leash dog park located in Stouffville. The need for an additional off-leash dog park (or parks) in other communities was discussed during consultations.

Recommendations: Dog Park

- 124. It is recommended that a smaller enclosed dog park be added at Ballantrae Park, subject to appropriate design and siting, to provide additional coverage for residents in the north. Additional dog parks in Town may be considered as the need arises.**

9.4 Memorial Park, Stouffville

The 2018 LCSMP attached considerable importance to improving Memorial Park through the development of a concept plan. This plan was subject to further development in 2019 and public input, resulting in the range of actions that have been undertaken in the period since.

There were changes to the plan necessitated by environmental considerations and some alterations to the location and scale of certain additions. However, a considerable level of investment has occurred in the park, in addition to the Leisure Centre expansion. This includes the completion of the courts, as well as the skating trail in 2023, and the improvements to the ball diamond and planned improvements to the bandshell, amongst other changes.

The active use of the park as an important trail connector remains a work in progress and feasibility assessment of an Indigenous interpretive centre are also underway.

With this level of investment, consideration of the Town should include the operational and maintenance requirements, the staffing and equipment needs, and the budget planning that is essential to ensure the success of the concept plan.

Recommendations: Memorial Park, Stouffville

125. Memorial Park is an event, tourism and recreation destination park of regional significance. It is also a connector between trail corridors. The Town should ensure that enhanced operational support is in place to support the development that has occurred since 2018. This includes the provision of sufficient park operation and maintenance staffing to support the Park as the Town's primary event grounds. This could involve the development of an annual operating plan (with a 3 year horizon) specific to the Park.

9.5 Section - Location of Future Parks

The assessment of community needs for the full range of parks and open spaces, as well as a range of active and passive uses of these lands is provided in the following sections. To achieve these goals, additional lands will be required. The need for a parkland acquisition strategy involving a range of actions is presented in Section 4.3.3.

In addition to the quantum of lands required, the LCSMP will direct what type of parkland development is best suited to meet the Town's needs and the general areas of the Town in which development should occur.

- The primary purpose of parkette and neighbourhood scale parks is to provide ready access to open space within or close to residential areas. Amenities in these parks generally reflect their role in serving individual neighbourhoods rather than larger portions of the urban area of Stouffville or the rural communities.
- Community Parks are scaled to accommodate a broader range of amenities and facilities, including sports fields, courts, winter and summer uses.
- Regional Parks (Example Memorial Park and Bethesda Park) are few and far between and serve a town-wide and regional function.

Recommendations: Location of Future Parks

126. Given the range of needs outlined in this plan, an opportunity to acquire a new Regional Park should be considered. This could comprise a tract of land (15 to 30 hectares) as a basis for centralizing the location of new sportsfields required to 2032.

In addition, new Community Parks can significantly assist in meeting these needs, albeit without the intrinsic operational benefits of developing centralizing services in a new regional park.

Maps on the following pages show distribution of existing parks by type as per the above parkland classification (Exhibits 50 and 51) as well as current community parks and potential future community and neighbourhood parks (Exhibits 52 and 53).

Exhibit 50. Parks Classification: Parks by Type, Stouffville

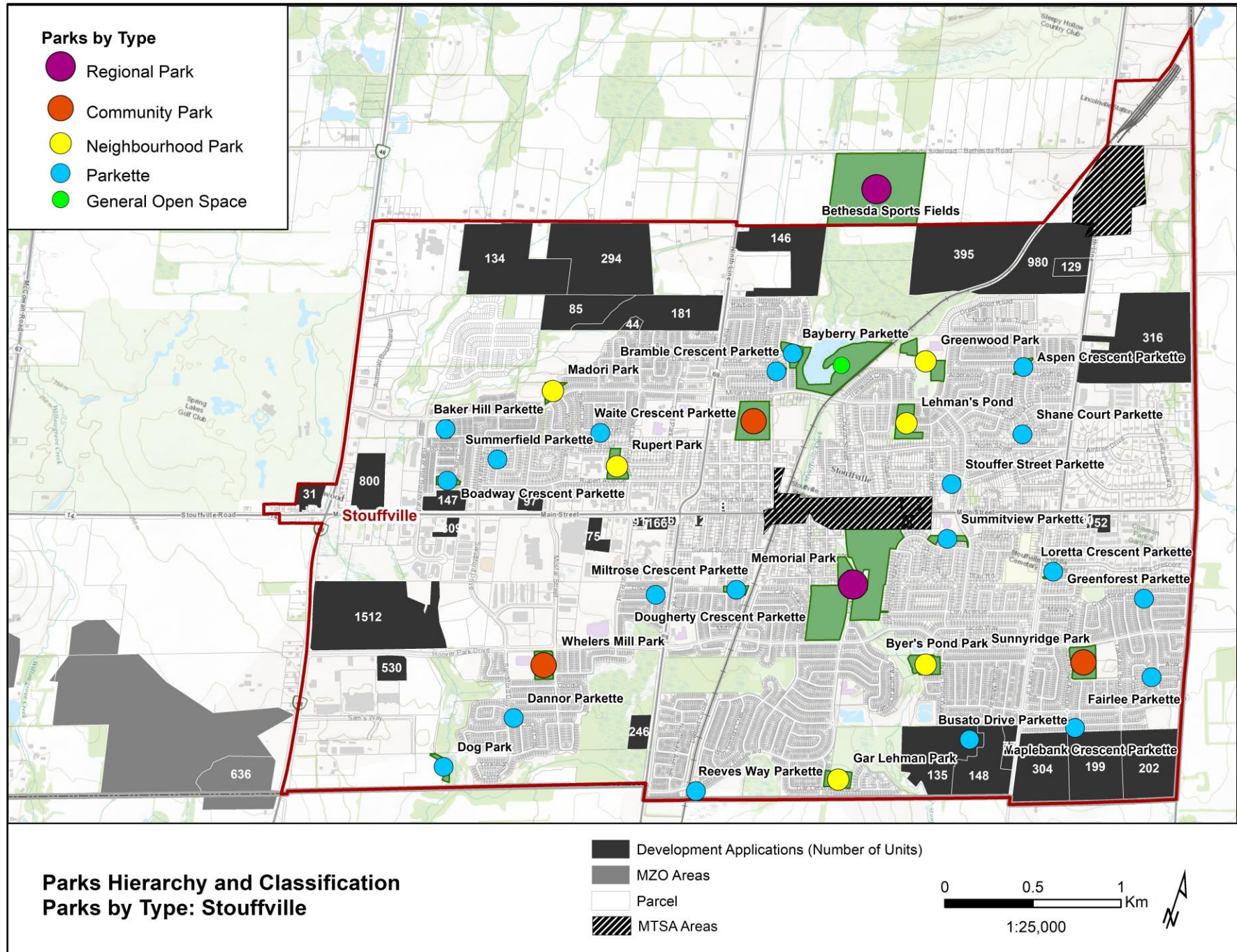


Exhibit 51. Parks Classification: Parks by Type

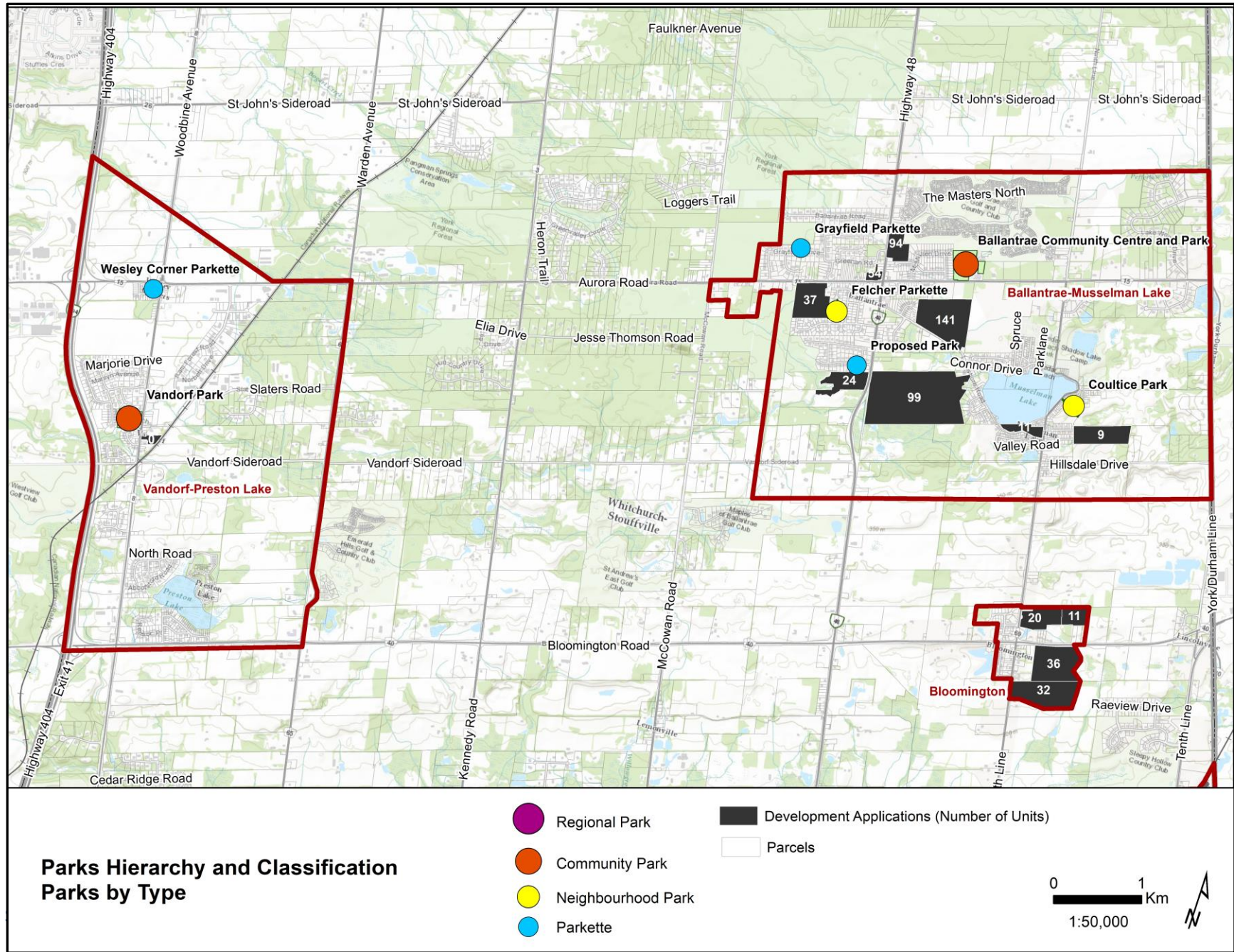


Exhibit 52. Community Parks Existing and Potential Future Locations: Stouffville

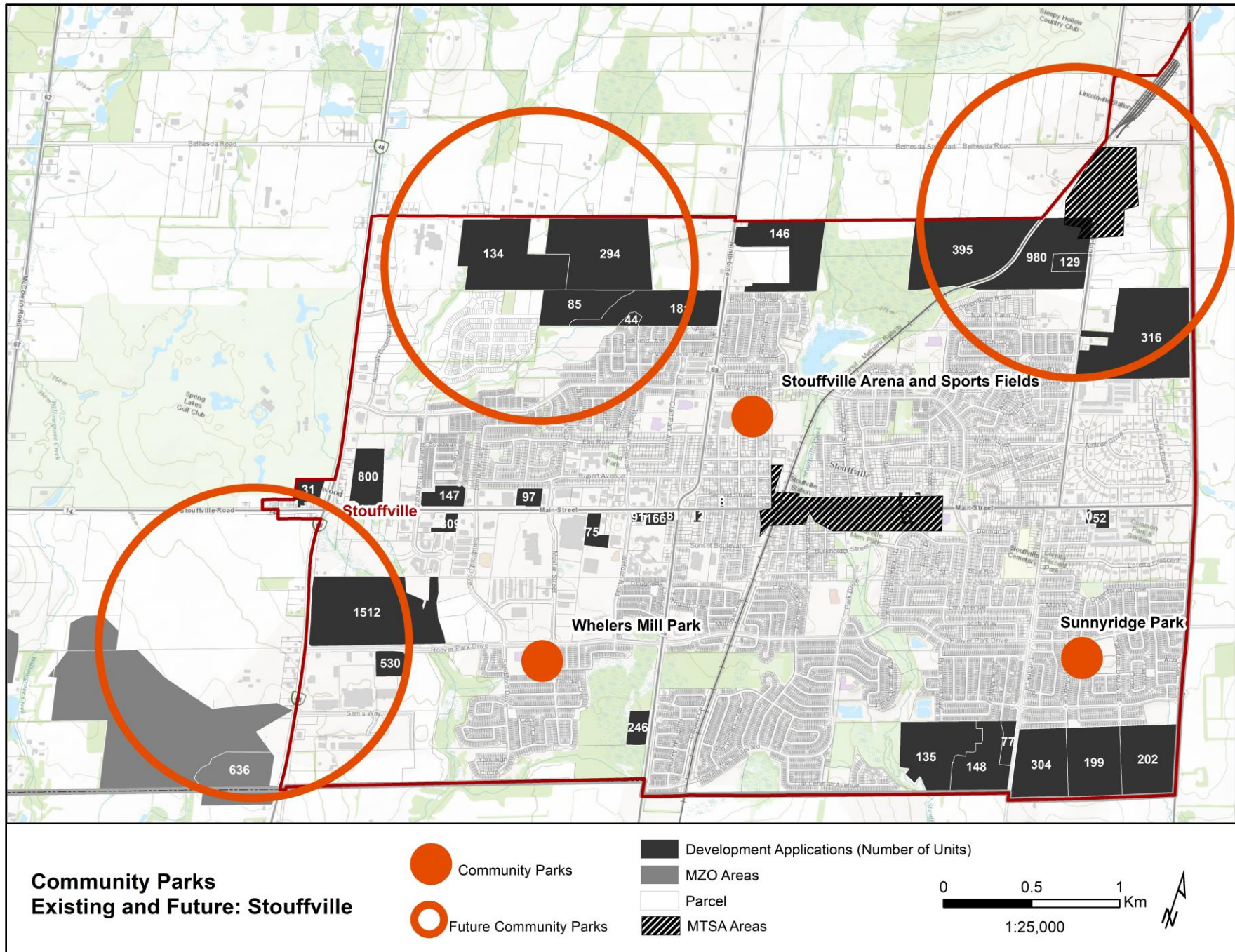
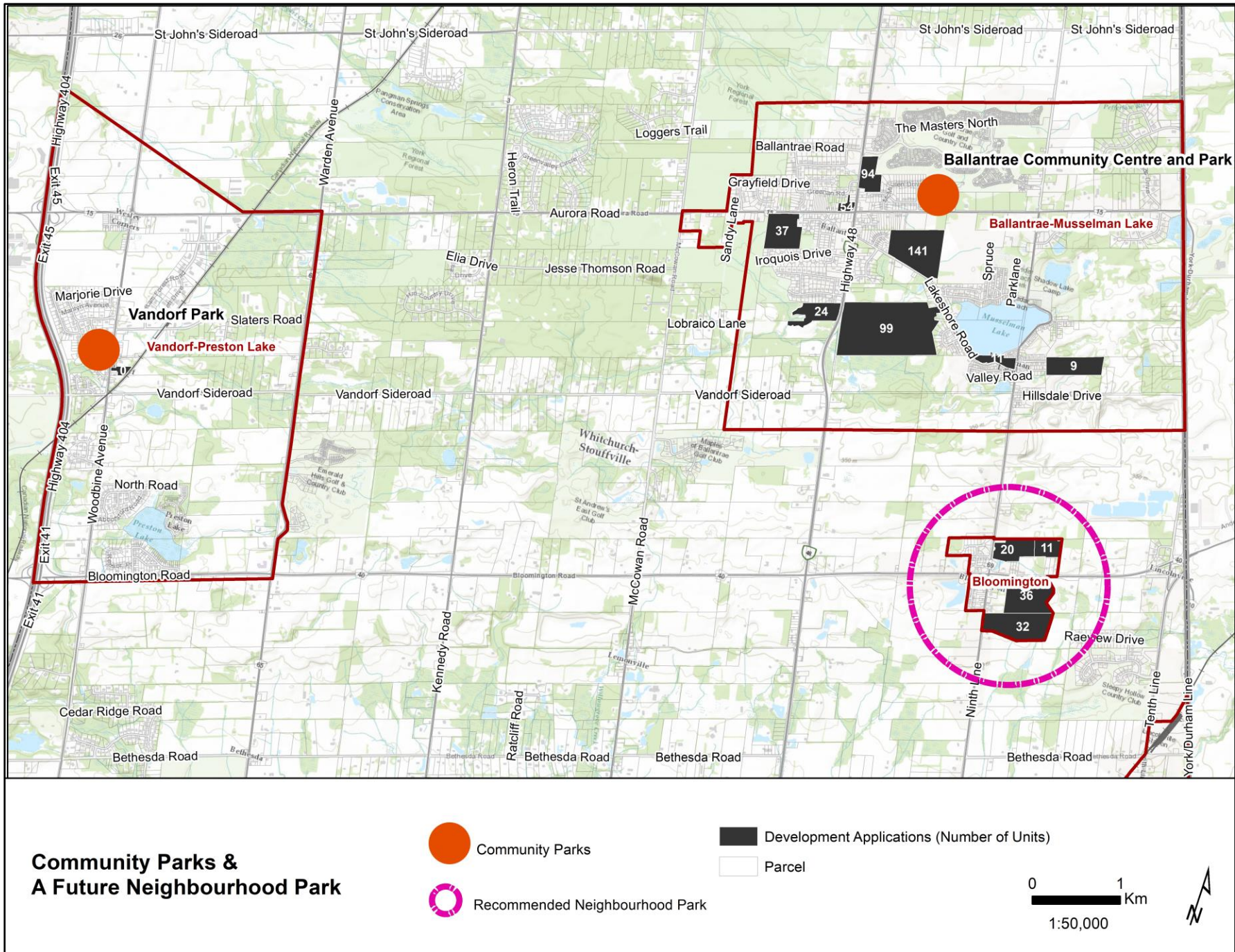


Exhibit 53. Community Parks Existing and Future & a Recommended New Neighbourhood Park



Recommendations: Location of Future Parks

127. Newly developing areas in and around the Community of Stouffville should be the location for three (3) additional Community Parks. Together with a new Regional Park, these parks should be the locations for major new outdoor facilities.

The balance of land needs can be met through the full array of potential sources including neighbourhood parks and other open space.

Recommendations: Location of Future Parks

128. Neighbourhood parks should be developed to ensure accessibility to open space as the Town grows. This includes provision for a new Neighbourhood park in the community of Bloomington of sufficient size to meet the needs of this growing community.

The development approvals process should follow the prescriptions of this plan in regard to the scale and location of parks that are required.

Recommendations: Location of Future Parks

129. Through the development approvals process the Town should determine the appropriate blend of parkland dedication and additional acquisition necessary to ensure parks of the appropriate scale, range of amenities, and location, as directed by this master plan, are achieved.

10 TRAILS NETWORK IMPROVEMENTS

10.1 Existing Trails Network and Regional Linkages

The Town has been developing an extensive trails system comprised of municipal trails associated with parks and trails managed by York Regional and conservation authorities. Some trails include sensitive areas for wildlife and habitat. The system includes easy, moderate and difficult trails to accommodate diverse recreational needs and uses, including walking, cycling and jogging and enjoying nature. The Town has been integrating trail system development with plans to promote active transportation.

The trail system includes regional trails and trails owned by conservation authorities:

- 73 km of forest tracts managed by the York Region Forest Management; and
- 12.7 km of trail within conservation areas managed by the Lake Simcoe Region Conservation Authority (LSRCA) and Toronto Region Conservation Authority (TRCA).

In addition to the regional and conservation area trails, the Town's own trails system includes trails, on-road signed bicycle routes, and bridges owned by the Town and developers. The total length of trails and signed routes within the Town (owned by both the Town and developers) is 47,688 kilometers; of them 41,923 kilometers are owned by the Town. Additional 5.8 kilometers of trails and bicycle routes are owned by developers.⁸

The Town and developers combined provide close to 29 kilometers of naturalized trails and off-road multiuse trails. This includes 25 kilometers of naturalized trails, off-road multiuse trails and a Heritage Walkway and 12 kilometers of on-road signed routes owned by the Town. About 95% of trails are located in Stouffville, with 2 kilometers of municipal trails in Vandorf and Ballantrae.

Elements and length of the trail network elements owned both by the Town and developers are as follows:

Type of trail system element	Trail Length, meters
Bicycle Path/Sidewalk in Boulevard	5,265
Bridge	60
Heritage Walkway	31
Naturalized Trail	4,732
Off-Road Multi Use Trail	24,265
On-Road Signed Bicycle Route	13,335
Total	47,688

Source: Town of Whitchurch-Stouffville Trails GIS Data

⁸ The information about trails elements, ownership, and length is based on the data from the GIS database of trails maintained by the Town.

Considering the total length of naturalized and off-road multi-use trails owned by the Town and other property owners (based on the GIS-based inventory) - 29 kilometres, the current supply of trails is 0.6 km per 1,000 population. Considering the broader base of trails available to residents, including regional trails (73km) and conservation area managed trails (12.7 km), the standard is in the order of 2.3 trail kilometres per 1,000 population.

Based on the Town's GIS database this inventory of trails included in the Town's Trail Guide (provide below) does not include all elements of the Town's trail system and may require an update to include all trails and signed cycling routes. In addition to a paper copy of the trails guide, an internet base application could be developed to indicate all trails, cycling routes, and parks.

Exhibit 54: Inventory of comprising Whitchurch-Stouffville Trail System based on the Trail Guide

Authority	Trail Name	KM	Accessible	Difficulty	Surface	Use	Community
York Region	Scout Tract	3		Moderate	Natural	Non-motorized	
York Region	Mitchell Tract	1.5		Moderate	Natural	Non-motorized	
York Region	North Tract	20	Partial (1.5km)	Moderate	Natural and Crushed Limestone	Non-motorized	
York Region	Dainty Tract	4		Moderate	Natural	Non-motorized	Ballantrae
York Region	Clarke Tract	7.5		Moderate	Natural	Non-motorized	Ballantrae
York Region	Ekdred King Tract	18		Moderate	Natural	Non-motorized	Ballantrae
York Region	Hall Tract	10		Moderate	Natural	Non-motorized	Ballantrae
York Region	Hollidge Tract	1	Partial	Moderate	Natural	Non-motorized	Ballantrae
York Region	Porritt Tract	4.5		Moderate	Natural	Non-motorized	Vandorf
York Region	Robinson Tract	3.5		Moderate	Natural	Non-motorized	Vandorf
LSRCA	Pangman Springs CA	1.2		Moderate	Natural	Non-motorized	Vandorf
LSRCA	Whitchurch CA	1.2		Moderate	Natural	Non-motorized	Vandorf
TRCA	Bruce Mills CA	10.3		Moderate	Asphalt, Crushed Limestone, Natural	Non-motorized	
Town of WS	Millard Street West	1.87	Yes	Easy-Moderate	Natural	Non-motorized	Stouffville
Town of WS	Stouffville Town Trail	7	Partial	Easy-Moderate	Asphalt, Crushed Limestone, Natural	Non-motorized	Stouffville

Authority	Trail Name	KM	Accessible	Difficulty	Surface	Use	Community
Town of WS	Hoover Park Trail	1.3		Easy-Moderate	Natural	Non-motorized	Stouffville
Town of WS	Stormwater Pond	5			Natural	Non-motorized	Stouffville
Town of WS	Memorial Park Trail			Easy-Moderate	Asphalt, Crushed Limestone, Natural	Non-motorized	Stouffville
Town of WS	Byer's Pod Trail			Easy-Moderate	Natural	Non-motorized	Stouffville

Source: Town of Whitchurch-Stouffville Trail Guide

10.2 Aligning with Active Transportation Priorities

In Whitchurch-Stouffville trails, parks and open spaces are important elements of active transportation (AT) and recreation infrastructure. In combination with on-road AT infrastructure, these spaces provide safe and enjoyable off-road connections to destination across the Town.

The 2018 Active Transportation Servicing Plan (ATSP) determines the infrastructure requirements for the development of an integrated pedestrian and cycling network for the Communities to determine the infrastructure requirements for the development of an integrated pedestrian and cycling network for the Communities of Stouffville, Ballantrae, Musselman's Lake and Vandorf.

ATSP recommends planning and design projects for new off-road cycling and walking routes. The Plan provides for new dedicated bike lanes and additional shared on-road and separated off-road active transportation routes to facilitate connections to existing cycling/active transportation routes and community destinations in the communities of Stouffville, Ballantrae, Musselman's Lake and Vandorf.

In conjunction with the implementation of the Active Transportation Servicing Plan and as recommended in the 2018 Leisure and Community Services Master Plan, the Town has been undertaking the following trails initiatives:

- Exploring opportunities to extend the Central Passage Trail from the Stouffville Reservoir to Bethesda Sport Park through publicly owned lands along Stouffville Creek as a pilot project;
- Heritage trail development at Vandorf Park and Memorial Park;
- An extension of the existing multi-use trail connections along main street to connect the northern and southern portions of Memorial Park;
- Connecting to Rouge Urban National Park; and
- Facilitating a direct connection between the northern portion of Memorial Park and the Stouffville Reservoir.

Other priorities of the network system development include:

- Linkage strategies as appropriate to address gaps in the trail system to better connect the four corners of the Town and neighbouring municipalities;
- Enhance trail-supports (shade and sitting areas, signage, maps, washrooms, amenities, etc.); and
- The establishment and use of a consistent trail hierarchy to guide capacity investment and maintenance priorities.

As part of the Active Transportation Servicing Plan the Town has been developing the following Trail Classification:

- *Recreational Trails*
 - Primary Off-Road Multi-Use Trails
 - Secondary Off-Road Multi-Use Trails
 - Dedicated Wilderness/Hiking Trails (single-purpose)
- *Transportation Trails*
 - Dedicated on-road cycling routes
 - Separated on-road cycling routes
 - Shared on-road cycling routes

Standards for the design, development, maintenance and use of these trails are to be guided by the results of the Active Transportation Servicing Plan and should be incorporated within a Trail Classification System.

The Town is in the process of undertaking a joint departmental review (Public Works and Leisure Services) of the Active Transportation Servicing Plan to collaboratively determine the capital and operational implications of implementing priorities. This should include the development of an internal protocol/process to optimize operational resources for trails, new links and connections.

To accommodate an increasing number of cyclists, scooters and other AT users using trails and commuting through parks, the Town should monitor usage of multi-use trails, parks and open spaces to ensure that trail and parks design helps facilitate safe sharing of these spaces.

For example, the need for separating uses may arise due to pedestrian-cyclist/AT user conflicts (e.g., due to differences in speed). The need for new parking may be identified visually, where there are more parked bicycles and AT devices than parking spaces.

To ensure enjoyable and safe use of parks and trails by all users and prevent accidents and injuries, the Town should monitor and identify less safe areas, provide sufficient AT parking, post signage to regulate speed on trails and in parks, and where necessary separate uses with trail/road marking or other safe and context appropriate elements.

In designing solutions, active transportation hierarchy applies, pedestrians have the highest priority, followed by cyclists and other AT users, cars travelling through recreation areas, parks and open spaces and crossing trails should yield to pedestrians and cyclists. This hierarchy can be facilitated through signage and speed limit posting, road marking separating uses, and design (e.g., installation of push button road crossings to connect parks and trails. Design elements involving transportation infrastructure are to be explored with the Transportation Department).

With the establishment of the Parks Manager within the Leisure and Community Services department the Town should seek to lead those planning and design projects for new off-road routes recommended by the Active Transportation Servicing Plan.

10.3 Partnerships and Role of Town in Developing Network

Partnerships are key to the development of a trail system that connects communities and links key destinations and features of the Natural Heritage System, the Trans-Canada, Oak Ridges Moraine, and the Rouge Park Trail Systems. Leisure and Community Services work with the various trail groups, Conservation Authorities, York Region, Rouge National Park, and other local and regional stakeholders to leverage any resources and enterprise as appropriate to the implementation of items.

In partnership with trail and conservation management authorities the Town implements community engagement program options. The Town has established a community engagement program for trails to facilitate trail/conservation and educational experiences for residents, encouraging local stewardship.

10.4 Leveraging Impact of Trails for Tourism

To increase tourism potential, support a more active community, and enhance municipal partnerships, the Town has been exploring opportunities to connect municipal trails and the wider trail networks. In 2022, Council directed staff to undertake discussions with Parks Canada, York Region, TRCA, and other stakeholders to explore feasibility of improving trail network connectivity and coherence. To achieve a more connected trails system, the Town has been discussing possible options with the Region and conservation authorities that own, manage and maintain trails within the Town.

The Town and community advocates have been discussing with TRCA opportunities to connect the Town trail and parks system with Rouge Trail connecting to Rouge Park; improving access to Bruce's Mill Conservation Area; and connecting to Wineries Tour Route. Conceptual trail connections could provide additional 10km of trails resulting in a linked system connecting the Rouge Park to the south, Town's parks and trails and wineries to the north. Once completed, the connected trail system will enhance tourism opportunities by linking. This trail system passing through the Town will generate new economic opportunities for local small business and tourism companies.

The Exhibit below outlines potential trail linkages, providing details such as locations and length of these potential connections, and ownership.

*Exhibit 55. Potential Trail linkages – Concept Level***1) Rouge Trail - 19th Avenue to Memorial Park**

Gap: 0.9 km | Property Ownership: Town, TRCA, private

Description:

Three existing gaps along the Rouge Trail to connect Rouge National Urban Park and the Town of Stouffville from 19th Avenue to Stouffville Memorial Park.
Segments of boardwalk due to proposed locations near wetlands, creeks will be required.

2) Rouge Trail - Stouffville Dam to Oak Ridges Trail

Gap: 3.8 km | Property Ownership: Metrolinx, Town, private

Description:

A potential active transportation corridor with economic development/tourism potential - active transportation, recreational tourism, and economic development opportunities.

3) Rouge Valley Trail - Unionville to Bruce's Mill Conservation Area

Gap: 2.5km | Property Ownership: TRCA, Town, private (Meadowbrook Golf & Country Club)

Description:

Extending the future Rouge Valley Trail from Unionville to Bruce's Mill Conservation Area.
Connections to facilities: York Region Community Safety Village and soccer fields within Bruce's Mill Conservation Area).
Potential connection to Markham trail network.

4) Wineries Tour Route - Willow Springs - Galluc i - Stouffville Dam

Gap: 4km | Property Ownership: Town, private

Description:

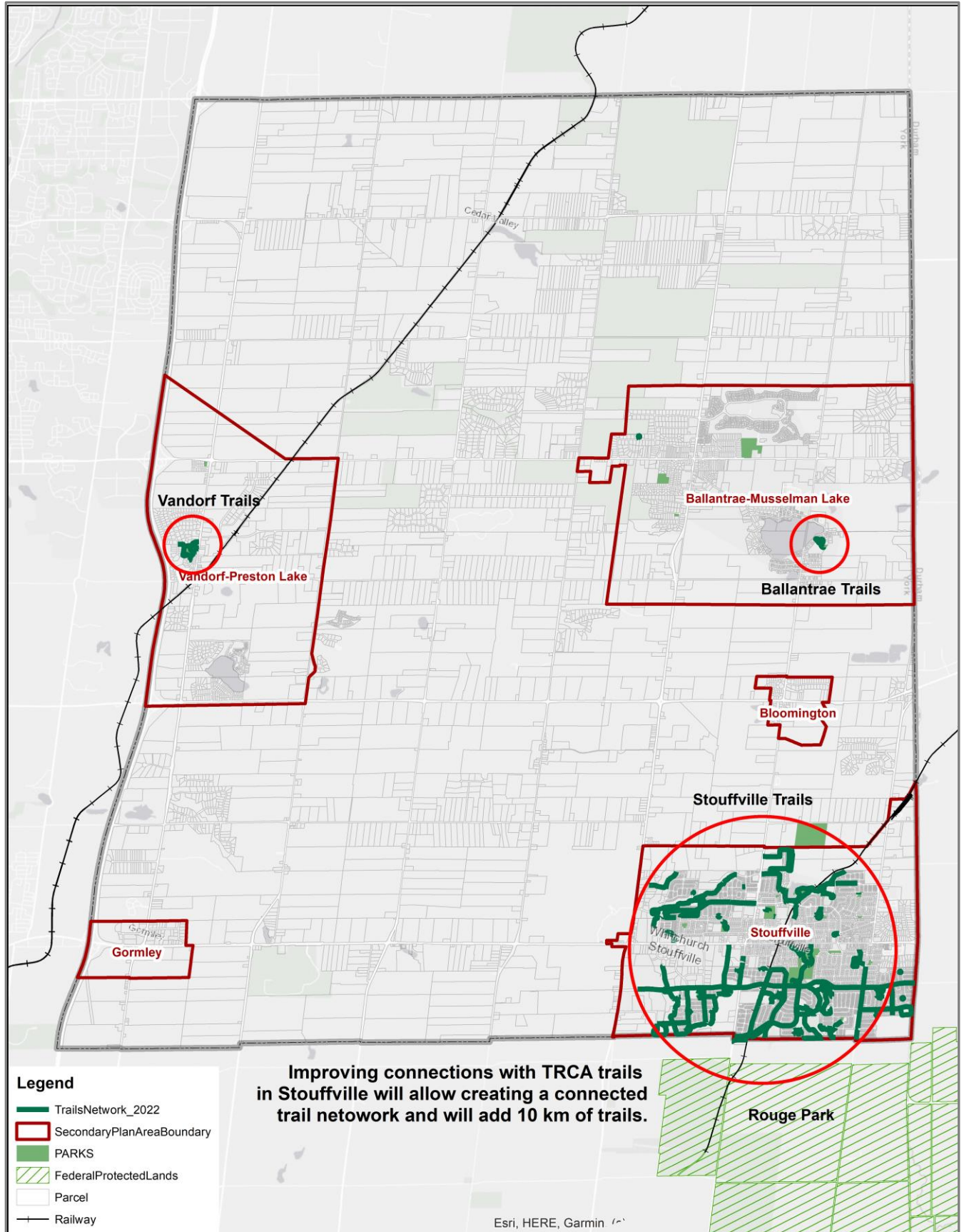
Proposed by the Town;
To connect local wineries to the Town at the Stouffville Dam;
This potential connection is not included in the TRCA Trail Strategy.

These connections would add 10 km of trails to the system.

SPM, Data Sources: TRCA, Town of Whitchurch-Stouffville

The following map shows the distribution of municipal trails by community and highlights areas where opportunities to enhance the trail system and improve connections exist.

Exhibit 56. Whitchurch-Stouffville Town's Trail Network



10.4.1 Existing Provisions

The overall development of a well-connected network of trails is supported and guided by the 2018 Leisure and Community Services Master Plan, the Town's Draft OP (2022) and the Active Transportation Servicing Plan (2018). Trails serve as recreational spaces and provide opportunities for active recreation and enjoyment of nature.

The Town's Draft OP (Section 4.4.4. Trails and Open Spaces) states that "the trail system must be designed to appeal to a wide range of users, abilities and interests. This includes leveraging trails and open spaces to promote and encourage use and enjoyment of the Town's natural, cultural and recreational features."

The Draft OP guides the Town to continue developing a system of environmentally sustainable recreational trails to connect the urban and rural communities of the Town and to link key features of the Natural Heritage System, together with the Town's parkland hierarchy, the Trans-Canada, Oak Ridges Moraine, and the Rouge Park Trail Systems. Directions in the OP include:

- Work to improve, expand, and maintain the trail network, address missing links, overcome physical/accessibility barriers and maintain continuity of the network.
- Continue the development of a system of pedestrian/ bicycle trails through the implementation of the Active Transportation Servicing Plan.

Town's Draft OP (Section 4.4.4. Trails and Open Spaces):

.4 Require that, where new development is proposed, specific routes for trails shall be established as part of the development plan if appropriate. The Town shall also require the provision of a trail system link as a condition of approval of development, where appropriate.

.5 Permit trails and similar low intensity recreational uses in all designations of this Plan, subject to the policies of this Plan for minimizing impacts on the environment.

.6 Require identification and dedication of trails as part of the development review process, to support implementation of the Active Transportation Servicing Plan.

.7 Consider the acquisition of undevelopable natural open space areas through the development process and other means of securement to provide opportunities for enhanced conservation, and compatible public access and linkages to the parks, trails and open spaces.

.8 Promote a Town-wide system of walkways, sidewalks and cycling paths to facilitate greater recreational opportunity, while improving connectivity within the Town and adjacent municipalities.

.9 Give consideration to the potential economic benefits of enhanced tourism, and the potential impacts of increased recreational uses on the natural environment.

.10 Support and participate in, as appropriate, the initiatives of the Region and other agencies and interest groups to expand an interconnect recreational trails system.

.11 The Town may prioritize the establishment of a continuous recreational trail system along the Oak Ridges Moraine, in accordance with applicable policies of the Oak Ridges Moraine Conservation Plan.

.12 Ensure open spaces will be planned in a manner that reflects their intended function and is considerate of the surrounding context.”

Additionally, The Draft Town’s OP (Section 4.5.4 Boundary Buffer Area – Overlay) directs the Town to recognize the Boundary Buffer Area that will incorporate the Town’s trail system and link areas in the Natural Heritage System. The Buffer is described as “a strip of naturalized landscape along the southern boundary of the Community of Stouffville.”

10.4.2 Future Potential and Funding Opportunities

The development of new trail connections pursued by the Town and/or TRCA has funding implications. Funding opportunities for municipalities and communities for trails and active transportation include:

- *Active Transportation Fund* (Infrastructure Canada) – \$400 million over five years to support *Canada’s National Active Transportation Strategy* and the development of active transportation infrastructure and a modal shift toward active transportation.
- *The Canada Community Revitalization Fund (CCRF)* – a two-year, \$500 million national infrastructure program to build new community infrastructure and revitalize existing assets in communities across Canada
- York Region Pedestrian and Cycling Municipal Partnership Program (PCC) assists local municipalities in promoting active transportation through the annual fund of \$500,000.

Recommendations: Trail Planning & Development

130. Continue developing and adopt a Trail Classification System as a framework for future investment and the prioritization of assets. This should build on work completed as part of the Active Transportation Servicing Plan as follows. Align standards for the design, development, maintenance and use of these trails are with the Active Transportation Servicing Plan.

- 131. Continue incorporating the following trails initiatives in conjunction with the Active Transportation Plan:**
- *Potential extension of the Central Passage Trail from the Stouffville Reservoir to Bethesda Sport Park through publicly owned lands along Stouffville Creek as a pilot project; and*
 - *Heritage trail development at Vandorf Park and Memorial Park.*

Recommendations: Trail Planning & Development

- 132. As new trail connections are developed, continue exploring opportunities to create linkages with the wider trail network (i.e., within the Rouge National Park network, neighbouring municipalities) as a means to support a more active and engaged community, increase tourism potential, and enhance municipal partnerships.**
- 133. With the expansion of the trails network, continue to update trail mapping, brochures, marketing materials, inventory and asset management database to include new assets. The database should include details on the respective trail type, level of difficulty, length of trail, key features including accessibility, emergency response protocols, maintenance schedules and costs, etc. Any new trails and related information should be incorporated into these materials.**
- 134. Consider updating the Trail Guide and/or developing a web-based application for ease of locating trails and navigating the trails system.**
- 135. Undertake a joint departmental review (Public Works and Leisure Services) of the Active Transportation Servicing Plan and seek to collaboratively determine the capital and operational implications of implementing priorities. This should include the development of an internal protocol/process to optimize operational resources for ongoing trails maintenance and repair, and which is to be updated every 3-5 years depending on the pace of new trail development.**
- 136. Monitor usage of multi-use trails, parks and open spaces to ensure that parks/trail design helps facilitate safe sharing of these spaces. Identify needs for separating uses on multi-use trails and in parks as the number of cyclists and scooter users increase and separate uses (e.g., with road marking or other safe and context appropriate elements) where the increase in user conflicts would be observed.**
- 137. With the establishment of a Parks Manager within Leisure and Community Services, staff in this department should seek to lead those planning and design projects for new off-road routes recommended by the Active Transportation Servicing Plan. As part of these initiatives, the Department should seek to work with the various trail groups, Conservation Authorities, York Region, Rouge National Park, and other local and regional stakeholders to leverage any resources and enterprise as appropriate to the implementation of items.**
- 138. Ensure the new trails are well-integrated into the existing active transportation network through consistent wayfinding and signage (regulatory, directional and interpretive as required).**



PART E: RESOURCING THE PLAN

11 IMPLEMENTATION

11.1 Planning For Infrastructure Funding

This Master Plan is designed to direct municipal decision-makers in addressing priorities for planning and investment in leisure and community services. Recommendations related the development of facilities and/or repurposing of facilities require further due diligence regarding how these items may be actioned, namely through detailed design and concept planning.

Funding sources for implementation of capital works should include the full array of options available to the Town, namely:

- Government infrastructure grants including annual Gas Tax funding;
- Development charge funding, assumed to be a major source of funding for development within the 10-year period of this plan;
- Utilization of front-ending agreements with developers to ensure parkland and other development occurs in a timely manner and in advance of the gradual build-out of community sub-divisions;
- Active pursuit of developer-installed recreation amenities as part of development agreements;
- Parkland Acquisition funding and the build-up of reserves from cash-in-lieu;
- Appropriate use of Community Benefit Charge to meet community needs unfunded from other available capital sources;
- Development of separate capital reserves as appropriate to fund additional land acquisition;
- Capital revenue from disposition of land owned by the Town at Highest and Best Use value;
- Capital reserve accounts to fund annual investment in asset lifecycle replacement and state of good repair (SOGR) projects; and
- Commencement of a major facilities capital reserve from operations to assist in meeting the costs of developing a new multi-use community recreation complex. This should commence in the budget cycle with a seven (5 to 7) year horizon to align with the planned timing of construction.

While growth-related and replacement infrastructure needs are likely to create challenges to the recommended timeline for implementing the plan, tax-based funding capacity itself is enhanced year over year through population and employment growth, and the real estate development and local service economy that supports growth. Enhanced funding capacity is also achieved through progressive infrastructure investment which raises the 10-Year Average Level of Service as the basis for future Development Charges.

This growth in revenue capacity is necessary to meet costs which can also be expected to escalate over the period of the plan. As an example, at the current time (Q3 2022), the per square foot costs associated with a major multi-use community recreation complex in southern Ontario are in the range of \$750 - \$850 per sq. ft. For a high quality municipal flagship facility comprising twin indoor ice surfaces, a multi-tank indoor aquatics centre, double gymnasium, administration and meetings rooms, and potentially a range of other community spaces, the overall gross floor area could reasonably be assumed to be 150,000 sq. ft. or higher. Based on this, current (2022) project costs of between \$110 million and \$130 million are possible as a guidepost. These costs are likely to escalate between now and the point in time when the project, if approved, is implemented.

11.2 Ensuring Sufficient Operational Support

A principal objective of this Master Plan is that capital investment in recreation is assessed in terms of the operating requirements and the fiscal impact to the Town. As a result, decisions can be made regarding operating budget enhancements to better reflect the true cost of operating new recreation assets. Everyone benefits from this forward-planning approach, including the taxpayer. Currently this is achieved through the Leisure and Community Services contribution to the annual Town operating budget and reflects a variety of considerations including the degree of funding sought under the capital budget.

Within the parks system (including all open space, gardens, boulevards, trails and active sports fields) increases in operations and management expenditures is prone to lagging the rate of addition of parks, amenities and the intensification of use of these assets (e.g., for special events). This is typically less of an issue for new indoor facilities that require an on-site operational staff and a business plan or estimate of tax-supported deficit as part of the execution plan. The Town therefore needs to match the accretion in operating costs, staffing requirements and job descriptions, and policy development in lock-step with the investment in growth-related parkland development.

The Master Plan recommends a formalized process whereby the approval of capital funding for any major addition to the parks and recreation portfolio of assets requires an assessment of operating needs and municipal fiscal impact. This does not need to be onerous but should address the challenge of matching operating budgets for operations and maintenance (O & M), particularly for parks services, to the growth in recreation assets of the Town. This formalization could also take the form of a 3-year rolling capital spending, asset management and operating impact plan for parks and recreation.

These changes should be in place to guide departmental and budget planning in response to new parks and recreation facilities and services. Within the existing portfolio of responsibilities, the following are observed challenges:

- Existing understaffing of the parks department. While some outsourcing of parks services is departmental policy, this is generally limited to more basic services. Sensitive parks operations including all sports fields preparation and maintenance of the major parks, including operational support for events, remain in house. This is reasonable given the risks that can be associated with outsourcing of sensitive duties.
- Insufficient fleet and equipment: resulting in inefficiencies as equipment is moved between locations and as fleet vehicles are unavailable for use at certain facilities. Development charges funding should be maximized to support these capital costs.
- Operating support for events in parks and elsewhere on the weekends ultimately results in a loss of staff time during weekdays. The heightening of service standards to support weekend special events should be funded through increased staffing resources.

Benchmarking comparisons between municipalities is not generally reliable given the considerable variation that exists between municipalities in terms of their approach to organization, staffing and the range of responsibilities assigned to departments in one municipality versus another. Notwithstanding, there is a likelihood that future parks and recreation facilities growth in the Town will be funded operationally through a reduction in service standards or cost direct to the taxpayer through reactive planning and budgeting.

The current development charges framework recognizes that growth in parks and facilities requires operational dollars to support effective operations and maintenance. All growth-related capital proposed under the Development Charge By-Law should demonstrate financial sustainability over their service life. However, these long-term operating and capital maintenance costs are not fundable through development charges. Growth therefore only funds growth in terms of capital costs.

In a community such as Whitchurch-Stouffville, witnessing rapid urban growth, a strategy to match tax-supported operating resources to an expanding portfolio of operations should be an ongoing departmental priority. Forward planning for operational support will enable better efficiencies and help maintain service standards.

Recommendations: Sufficient Operational Support

- 139. In response to increased demands on staff time, the Department of Leisure and Community Services should undertake a scoped cost-benefit assessment of retaining operating services for parks in-house versus outsourcing of defined services. This should be undertaken on a service-by-service basis and include the governance, control, risk and customer service implications of reliance on contracted services.**

Recommendations: Sufficient Operational Support

- 140. Based on this, Management should determine the additional staff resources necessary to meet existing obligations to operate and maintain the parks system for the full range of activities conducted thereon.**
- 141. Within the Facilities Division, maintain the current policy of internal staffing for certain capital, maintenance and operational works (as opposed to the use of external contractors) in consideration of the efficiencies, quality assurance and cost savings arising. In order to maintain these benefits, staffing needs should be reviewed and staffing capacity enhanced as needed.**
- 142. As newly built assets are developed and their operation and maintenance transferred to the Facilities Division, the Town should ensure that Facilities Division staffing capacity is enhanced accordingly.**
- 143. Undertake forward estimates of divisional staffing growth needs to meet anticipated additional residential development in three (3) year increments as a guide to support annual budget requests. Seek Council approval of this staffing plan conditional on the timing of additional growth-related development.**
- 144. Per the recommendations of the 2018 Master Plan, conduct a human resources operational review to ensure staffing needs are identified, job descriptions reviewed and divisional responsibilities clarified.**

11.3 Recommended Implementation Schedule

The following identifies approximate timelines for the recommendations contained within the operational life of the Mater Plan until the end of 2032.

The recommendations of the plan are categorized into

- Immediate (Short-Term, years 1-2): actions that are either immediate or required to occur within the first 2 years of the plan;
- Medium-Term (years 3-5): actions which should be initiated within the first five (5) years of the plan; and
- Long-Term (years 6-10): actions which are scheduled for years 6 to 10 of the Plan.

Recommendations related to general maintenance, program, service and policy-based enhancements as well as performance monitoring can be expected to occur on an on-going basis and/or over time based on municipal capacity and resources, as identified within the following framework.

Exhibit 57: Implementation Timing Framework

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
The Need For A Land Acquisition Strategy				
1	Establish a municipal approach to the acquisition of parkland and its development over time based on (a) acquisition of land, (b) maximizing the use of existing owned land, and (c) considering disposition for tracts of ownership where these are surplus to requirements, the disposition of which would generate benefits to investing in land elsewhere for consolidated recreational infrastructure.			
2	Enable land acquisition through a range of means which together constitute the Town’s land acquisition “tool kit” to meet long-term needs: Parkland dedication under the Planning Act; Use of public sector status to advance opportunities for purchase, lease or access to surplus public sector properties (school boards, institutions, other government-owned lands deemed surplus); negotiation of long-term easements for trails; acceptance of private land transfers and donations including lands donated through the Canadian Ecological Gifts Program; acceptance of other environmentally sensitive lands that do not constitute part of land dedications under the Planning Act; strategic land acquisition funded from Cash-in-Lieu of Parkland Dedication, other Town Reserves and/or tax-supported debt as necessary; grant-funded purchases of land and amenities; and other means as may be identified from time to time including joint venture acquisition or partnership as permitted under the Municipal Act.		Ongoing	
3	To meet the growth in demand for sports, consider the intensification of use of existing land through investment in field turf (synthetic surface) to extend seasonal play; allied to this, consider air-supported domes to enable winter use of outdoor infrastructure to maximize value.			
4	Distinguish between the need for larger land holdings for the development of field complexes that enable future expansion in-situ, and localized parkland and trails that should be planned for carefully as part of the land use approvals process.		Ongoing	

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
5	Build capital reserves for future purchases of land to meet recreational needs and utilize Cash-in-Lieu of Parkland Dedication provisions where dedication is not viable to meet the objectives of the Town.		Ongoing	
6	Adopt a range of innovations as the opportunity allows, including the use of Privately-Owned-Public-Space (POPS), where the form and density of development provides the opportunity and dedication is not appropriate.		Ongoing	
7	Consider the importance of open space linkages, off-road trails and easements as a means to improve public access for safe recreation that meets all of the goals typically associated with dedication of parkland.		Ongoing	
8	Plan for maximum efficiency in municipal services and consider the development of outdoor sports fields, community parks and major indoor facilities on a single site (example: Audley Recreation Centre, Ajax).		Ongoing	
The Need For A Land Acquisition Strategy – Partnerships				
9	Maintain and potentially expand partnerships with Toronto Region Conservation Area (TRCA), Lake Simcoe Region Conservation Area (LSRCA), York Region and Parks Canada. This can include advocacy support for the development of passive and active facilities or partnership-based capital funding and operational support for new infrastructure on non-Town-owned lands.		Ongoing	
10	Similar opportunities may exist and should be explored with the school boards. A number of examples of joint municipal-school board investment in new recreational infrastructure at High Schools are apparent including the installation of field turf and air supported domes. Use is allocated to meet both school board and municipal recreation needs (examples of such planning have occurred at schools in the City of Toronto, City of Ottawa and elsewhere in the province).		Ongoing	

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
Parkland Acquisitions Policies				
11	The Town should comprehensively revise its Parkland Conveyance Policy (By-law Number 2022-094-FI) (and associated policy) to apply common principles and practices to development approvals as it relates to the choice of dedication of land versus cash-in-lieu of parkland dedication. This should include updating the by-law to maximize its utility including the use of Alternative Rate provisions. The parkland dedication policy should formalize for development control purposes the aims and intent of the LCSMP as regards the principles of equitable access to parkland, the hierarchy of parks, and the level of amenity supported in each park by virtue of its classification within the hierarchy.			
12	Where the Town determines that a dedication of land for public parkland purposes is warranted, developers should be required to provide such land at the outset and to avoid any necessity to revert to payment of cash-in-lieu of parkland dedication as a last resort in order to meet requirements under the Planning Act.			
13	Further, the dedication by-law and policy should establish the Town's control over the timing of development of parks achieved through dedication as a condition of development approval. The dedication by-law and policy should establish the expectation of developer contributions to the development of park services and installations (including responsibility for the one-time replacement of the original parks equipment at the end of its service life, as part of a site plan approval and development agreements as may be executed by the Town).			
14	<p>The new policy should outline those circumstances in under which a conveyance of land will not be accepted and where cash-in-lieu of parkland will be considered as follows:</p> <ul style="list-style-type: none"> ▪ <i>Insufficient size or configuration (e.g., no opportunities for land assembly to create new parks);</i> ▪ <i>Hazardous or flood prone areas;</i> ▪ <i>Steep or unstable slopes;</i> 			

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
	<ul style="list-style-type: none"> ▪ Any land having unsuitable or unstable soil conditions for intended recreation facilities; ▪ Utility rights-of-way or easements; ▪ Any land containing an easement, encumbrance or right-of-use that limits or restricts the Town's use of the land; ▪ Provincial or locally significant wetlands or woodlands; ▪ Required setbacks and buffer lands from natural features such as wetlands and watercourses; ▪ Roadways or walkways being conveyed for non-parkland purposes; and, ▪ Lands that are deemed to be contaminated. <p>In addition to the above, Cash-in-Lieu of Parkland may be considered:</p> <ul style="list-style-type: none"> ▪ Where lands are deemed to be of an insufficient size, unusable or otherwise unsuitable for recreational purposes; ▪ Where the conveyance of parkland from the site would reduce the number of dwelling units or the floor space of the development or redevelopment to the extent that the development or redevelopment is unfeasible; and ▪ Where an area being developed or redeveloped is already well served with parkland. 			
15	Cash-in-Lieu of Parkland revenues should be prioritized for the acquisition of parkland.			
16	<p>Decisions regarding the conveyance of land, payment of cash-in-lieu or accepting a conveyance, or combination, should require the concurrence of the Director of Planning and the Director of Leisure and Community Services or delegated managers as appropriate prior to granting planning approval (that is, during the period of a technical review of a complete application submission). This is to ensure that Leisure and Community Services staff have the opportunity to comment on the operating implications of potential dedications and the suitability of lands to address future needs as described by this Master Plan.</p>		<div style="border: 1px solid black; width: 100%; height: 20px; margin-bottom: 5px;">Ongoing</div> <div style="border: 1px solid black; width: 100%; height: 20px; margin-bottom: 5px;">Ongoing</div>	

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
17	Consider the acquisition of undevelopable natural open space areas through the development process and other means of securement to provide opportunities for enhanced conservation, and compatible public access and linkages to the parks, trails and open spaces, as per Section 51(25)(b) of the Planning Act. This land should not be accepted as part of the parkland dedication requirement (i.e. no credit is to be applied).		Ongoing	
18	Over the life of this Master Plan, the Town should continue to review and evaluate the location, distribution of amenities, and overall supply of parkland within the Town. If, through evaluation, consultation and confirmation of demand the Town has determined that parkland property duplicates amenities within a local area is unused or otherwise substandard for the purposes of community recreation, the Town may seek to decommission the identified parkland property(ies).		Ongoing	
19	The Town should develop an improved disposition policy that outlines the process, including public consultation that enables a rationale for disposition to take place. This should include the test of whether the goals and objectives of parkland provision contained in the LCSMP are met by a proposed disposition.			
Alignment with the Official Plan				
20	Maintain the work currently in progress to ensure that the Town's Official Plan is amended to reflect all relevant policies associated with the LCSMP. For further clarity this includes parkland acquisition and development policies, parkland hierarchy and distribution of parks, their design, form, function, and operational needs to create a sustainable parks system.			
21	Maintain the approach and policies contained in the new Draft Official Plan (2022) with respect to Parkland Dedication and Cash-in-Lieu provisions, including future use of the Alternative Rate provisions in the higher density Stouffville Urban Area as appropriate. However, the use of the Alternative Rate should not necessarily be limited to the Community of Stouffville as a Priority Acquisition Priority Area as was recommended in the 2018 LCSMP and as is currently identified in the draft			

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
	Official Plan. Accordingly, redraft the language of the Draft Official Plan to enable the Alternative Rate to be used in any appropriate circumstance where traditional standards of dedication or cash-in-lieu are not appropriate.			
22	Consider provision within the Draft Official Plan for the development of alternative methods of delivering public open space as density of development increases. As examples, this may include the development of Privately-Owned-Public Space (POPs) as an alternative solution to the need for public space where dedication on-site or in close proximity off-site is not viable.		Ongoing	
Parkland Design and Development				
23	The Town should undertake a review of the current Parks By-Law as part of the proposed operational review of resources necessary to achieve best practice in the design, development, operation and maintenance of the Town's parks and trails. In addition, the Town's Community Festivals and Events Policy (adopted in August 2022) and the Parks By-Law should be fully aligned.			
24	In coordination with the Parkland Classification System, undertake a review of maintenance and operations inputs to assess existing parks operations service levels and identify areas for improvement. Develop a Parks Maintenance Strategy to review and assess current Key Performance Indicators (KPIs) as it relates to parks maintenance.			
Tree Management Plan				
25	The Town should consider the development of a tree canopy policy based on an in-depth understanding of the inventory of trees on its lands, and the range of policy benefits of ensuring sufficient tree canopy in order to assist with infiltration, shade protection and thermal benefits. Such policies should be realistic in their advancing of targets for tree canopy coverage. The policy should be used to inform development control practices and approvals of development by the Town.			

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
Parkland Design and Development				
26	Consider future use of agreements providing for Development Charge credits in exchange for developer-built parks as a strategy to advance the timing of development of parks and trails in new development areas. Developer-built parks and trails must adhere to the Town's guidelines and standards for park design and development, as per the recommendations of this Master Plan.		Ongoing	
27	Create a Parks and Open Space Design Standards Manual to guide the development of parks and open spaces. As it relates to developer-built parks, further specify conditions of development including approved design concepts and costing approvals, timing of development and transfer of ownership and operation to the Town, and performance standards and penalties.			
28	In conjunction with appropriate asset management practices, continually monitor and document participation/usage levels of park assets to assess opportunities to re-purpose existing facilities in parks that are under-utilized.		Ongoing	
29	Develop strategies that clearly define municipal processes and policies for / standards for Community Engagement / Stakeholder Engagement as it relates to park design, development, and renewal projects.			
30	Continue to incorporate accessibility features in the design of new parks and the renewal/rehabilitation of existing park features based on the Province's Design Standards for Public Spaces and the Accessibility for Ontarians with Disabilities Act (AODA). Features may include but are not limited to sensory features (e.g., sensory gardens (sight, smell and sound) or sandboxes), as well as active play components.		Ongoing	
31	Future designs for parks should incorporate multi-seasonal features and uses to support warm weather and winter activities where feasible to ensure year-round recreational opportunities for current and future residents.		Ongoing	

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
Municipal Program Subsidization				
32	Complete a comprehensive review of the existing JoinIN! program and evaluate the opportunity to transition this program to a model similar to KidSport and/or PROKids or a hybrid thereof.			
33	<p>Continue exploring other subsidy support models for recreation and heritage. Evaluate funding and delivery mechanisms including:</p> <ul style="list-style-type: none"> ▪ <i>A core level of funding supported by the municipal operating budget for the administration of the program;</i> ▪ <i>As it relates to child placement, funding is supported through corporate sponsorships, individual donations; and</i> ▪ <i>In-kind support is provided in the form of program donations placement/registration sport from local use groups. Funding may be used by municipalities to secure additional spots for children and youth.</i> 		Ongoing	
Customer Services				
34	Undertake an assessment of digital transformation initiatives to date and opportunities for the Town's centralized customer service function. The particular technology solutions available and the overall aims of digital transformation to meet the needs of customers should be reviewed on a timeline determined by the department. The completion of a customer services strategy and key performance indicators (KPIs) is a first step in this process.			
35	As it relates to the offering of programs and services in recreation, leisure, heritage and events, the potential associated with enhanced online applications to improve services, should be an ongoing area of consideration. The Town may wish to hire consulting services to develop the appropriate online improvements for customer services and seek public input opportunities for best practice solutions.		Ongoing	
36	Consider the merit of a dedicated marketing function established within the Leisure and Community Services Department. In order to achieve this, the Town Communications team should continue to take the lead in developing strategy, resourcing needs, quality assurance and application of Town brand principles.			

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
37	Continue with ongoing improvements to online resources including the interactive mapping platform for parks, facilities and heritage venues.		Ongoing	
General Planning for Programs and Services				
38	Complete the development of the customer service monitoring system to track and assess changes in program take-up and registrations.			
39	Continue to monitor changes in the population profile (age, ethnicity, different abilities and special needs) to identify existing and emerging diverse needs with regard to programs. This will impact the range of interests in programs and activities. To the extent that new sport and activity interests come to the fore, the Town may evaluate these as pilot options as feasible.		Ongoing	
40	The Town should continue maintaining the principle of discontinuing programs where these do not generate enough participation to make implementation viable (i.e., at minimum cover the cost of instruction). A maximum of 3 attempts is recommended.		Ongoing	
New Recreation and Leisure Program and Service Opportunities				
41	Continue evaluating the opportunity to develop drop-in youth centres, including non-dedicated youth centre spaces within existing facilities.			
42	Evaluate feasibility of creating a dedicated youth centre space within existing facilities as free, welcoming and engaging facilities for youth. Conduct a survey and consultations with youth (different age groups) to identify needs for programs as well as preferred design options.			
43	Ensure that programs and services meet the needs of the Town's growing community as guided by the Town's Diversity and Inclusion Plan.		Ongoing	
44	Continue to deliver core recreation programming in aquatics, community fitness, public skating, and other program areas, which are driven by drop-in, registered and membership use.		Ongoing	

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
Support for Volunteers and Institutional Knowledge Transfer				
45	Develop a Town Volunteering Training and Opportunities Program. Develop online, public-facing information to attract, retain and celebrate local volunteers in recreation and community development.			
46	Enhance recruitment practices as necessary to avoid staff shortages in recreation services as it relates to part-time and contract positions.			
Indoor Aquatics				
47	In the short term, hire an architect to study the potential for small scale renovation improvements to the Leisure Centre.			
48	By 2030, complete the development of an indoor aquatics centre as part of a new multi-use community recreation complex. The choice of location and site, including design configuration should anticipate the need to potentially expand the facility to meet growth-related demand to 2051.			
49	The Town requires a new, multi-tank aquatics centre of sufficient size to meet current and future demand over the period to 2042. To achieve this, the Town should develop a community leisure pool complex that is designed to meet the full range of anticipated demands by type of aquatic activity.			
50	Pre-Design Planning and Feasibility: Immediately (2023) commence the process to secure the land in the preferred location(s). In the Short Term (by 2024): Conduct a detailed Concept & Feasibility Study for a new multi-use community recreation centre to meet long-term demand to 2042.			
51	Construction: By 2030 fund, construct and commission an aquatics centre as part of a new multi-use recreation centre. For further clarity: 2025-2026 Design and Approvals; 2027-2030: funding, facility delivery and opening.			

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
Indoor Ice				
52	Continue to monitor and assess indoor ice utilization and capacity on an on-going and periodic basis as a key input to future facility planning. Investigate the ice allocation user fees (in comparison to others) to allow for increased facility use and reduced financial impact on the end user at less desirable time slots.		Ongoing	
53	By 2030 commission two new indoor ice surfaces as part of a multi-use community recreation centre. The location, siting, functional program and design of the facility will be subject to analysis in the short term.			
54	In association with plans for an indoor aquatic centre, undertake necessary Pre-Design and Planning and Feasibility Assessment as an immediate task (2023) to secure land in the preferred location(s) and (by 2024) Conduct a detailed concept and feasibility study for new multi-use community recreation centre to meet long term demand to 2042.			
Role of Existing Ice and Aquatic Facilities				
55	Ensure that the long-term capital investment needs of the Stouffville Arena, Clippers Sports Complex and the Stouffville Leisure Centre are met as an essential contribution to meeting the growth-related infrastructure needs of the Town.		Ongoing	
56	Ensure that operational practices and resources are sufficient to meet the growing demand for use of these existing facilities as the Town continues to grow over the plan period to 2032 and beyond.		Ongoing	
Fitness and Related Activities				
57	Maintain the success of the current operations of the expanded fitness centre at the Leisure, maximizing the synergy created by the gymnasium and group fitness room. Potentially leverage the development of the pickleball courts to enhance seniors programming in the spring, summer and fall.		Ongoing	

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
58	Include fitness facilities in future planning for major facilities. A concept and feasibility assessment for a new multi-use recreation centre should contemplate, as part of the development, additional gymnasium facilities, fitness and studio spaces with capacity to leverage the combination of these spaces in evolving the program offer. As a result of the sale of Soccer City, the Town has lost an indoor walking track. Any new multi-use facility should include an indoor community walking track.			
59	Maintain the commitment to fitness programming in the rural community centres, utilizing any means appropriate including direct programming by the Town or facilitation of programming by non-municipal/community/ or volunteer providers of services as appropriate.		Ongoing	
Indoor Soccer				
60	In the future the Town should facilitate other providers in meeting indoor field sport needs through appropriate partnership mechanisms.			
Gymnasia				
61	As part of the plans to develop a Multi-use Community Recreation Centre in the range of 150,000 sq. ft., the Town should actively pursue a gymnasium and other dry-floor space (studios, meeting rooms and flexible gathering space) as part of the facility. As part of the concept development study in the short term, the Town should undertake best practice research to ascertain the full range of options for innovative dry-floor space.			
Indoor Recreation and Play Space				
62	Evaluate the following creative indoor play space options as part of current and future plans for indoor facilities in the Plan period: <ul style="list-style-type: none"> ▪ <i>Indoor rock climbing associated with investment in the municipal gymnasium at the Leisure Centre;</i> ▪ <i>Indoor stand-up paddle boarding apparatus associated with new fitness studio space and an expanded indoor aquatic facility to support skill development and fitness; and</i> ▪ <i>Digital and maker space linked to multi-purpose rooms, and which may support digital learning, skill and craft for youth (potentially as part of a strategy to offer non-dedicated/dedicated youth centres within municipal recreational facilities).</i> 			

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
Events and Community Development				
63	<p>Maintain focus on removing barriers to participation, diversity, and reconciliation. When planning, organizing and coordinating new events, where the opportunity exists,</p> <ul style="list-style-type: none"> ▪ <i>Expand roster of events to include Indigenous gatherings, community partnership events, new facility openings, and other types of events;</i> ▪ <i>Support representation of diverse talent, voices, vendors, and performers;</i> ▪ <i>Leverage opportunities for expanded community partnerships with BIPOC community members;</i> ▪ <i>Seek partnership opportunities to make fee-based events and programs affordable and accessible; and</i> ▪ <i>Renew and maintain partnership with Stouffville Chamber of Commerce and local Stouffville businesses.</i> 		Ongoing	
64	Enhance the supervisory-level capacity at the Heritage, Events & Theatre Operations Division to provide leadership to the Events Division. This role would also provide oversight on the delivery of third-party events and programs, Stouffville Celebrates Sponsorship Program, maintain existing partnerships and explore new partnership opportunities and develop an Events Protocol Policy.			
Operational Support for Heritage				
65	The Town should ensure that the necessary resources are achieved to enable the Town to fully benefit from the heritage conservation districts and their role in the public and civic life of the Town.			
Museum & Archives				
66	The Town should develop an active volunteer development strategy in general, applicable to all volunteer activities in the Town. The Museum is an example of a service that can benefit from such a strategy. An older volunteer base with eventual retirements and the impacts of the Pandemic that have reduced the willingness of people to volunteer, may result in short staffing of skilled volunteers at the Museum.			

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
67	Maintaining a commitment to the core mandate of the museum will require commitment to capital spending to ensure this work is continued. Museum staff should develop both 3-year capital plans to include capital expenses related to exhibit development and research work as well as required building upgrades. This should include plans to remove any backlog of deferred maintenance specific to heritage buildings which are, by definition, less suited for deferring maintenance needs.		Ongoing	
68	Resolve and anticipate future storage challenges through a range of means. It should be recognized that effective storage and management of collections, with the capacity to maintain artifact donations is an important ongoing function. Storage, collections retrieval and management solutions that do not simply include a new building, should be fully assessed.		Ongoing	
69	<p>Per the 2018 plan, improve the connectedness of the museum for programming in park and trails:</p> <ul style="list-style-type: none"> ▪ <i>Create a heritage trail in Vandorf Park.</i> ▪ <i>Ally this to small capital projects to enhance heritage and educational programming in an outdoor setting in the park.</i> ▪ <i>To achieve this, consider the benefit of a master planning exercise for the park to determine a range of short, medium and longer-term opportunities and related costs. This should include public consultation.</i> 			
19 on the Park				
70	Prioritize the development of a vision, design concept, capital costing and operational business plan for the recently purchased building adjacent to the theatre. Do not limit the vision to general use of the existing structure but consider the merit of a new structure integrated operationally to the Theatre to create a significant improvement to the combined complex as an event space with prominence on Main Street. Due Diligence design should establish the potential for physical connection.			
71	Resolve the capital improvement needs of the theatre through this larger scale project, if practical as a result of due diligence assessment. If unable to do so, undertake improvement to the kitchen space, as practical, and seek alcohol licensing of the facility to better support events.			

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
	In addition, seek a town-sponsored parking solution to enable easier access to the facility for event participants whether this includes on-street traffic management provisions, improvements to onsite parking, or securing additional off-site parking.			
Community Centres/Halls				
72	Continue to invest in needed repairs and improvement to municipally-owned community centres to ensure these assets remain in a state of good repair.		Ongoing	
73	Regarding Ballantrae Community Centre, consider the potential associated with interior renovation as part of the future community branch library addition as identified in the Town Library Master Plan. This Master Plan supports its retention, improvement and expansion with the Library.			
74	Maintain commitment to operating with effective staffing complements for the three main community centres and undertaking the necessary lifecycle improvements as identified through relevant building condition assessments.		Ongoing	
75	Continue to invest in accessibility enhancements as necessary at all community centre locations.		Ongoing	
76	Use utilization and programming data to continue to monitor changes in demand for the use of community halls/centres as may change over time and adapt programming accordingly.		Ongoing	
Older Adult Facilities				
77	Per the 2018 Plan, continue to support the provision of dedicated older adult space at the 6240/55+ Seniors Centre building.		Ongoing	
78	The Town should advocate and support those in the community who seek to develop senior services specific to the different cultural communities of the Town. The provision of available time at the Seniors Centre building should be ensured, as well as the potential for use of other town-owned, accessible space as appropriate.		Ongoing	

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
Youth Centres				
79	Explore opportunities for <i>a dedicated</i> youth centre with meeting/multi-purpose space. Consult with youth groups and representatives to identify the needs for programs and spaces, which could include Programming may include digital learning spaces, skill development, spaces and programs for LGBTQ2S+ youth and BIPOC, new immigrant youth, youth with special needs, and other leisure and educational options. This may be accomplished in partnership with community organizations with aligning mandates.			
80	Continue to monitor demand and explore opportunities for <i>dedicated indoor and outdoor youth spaces</i> in partnership with the Youth Council, youth groups and active community members and School Board. For indoor spaces, consider underutilized municipal facilities. For outdoor spaces, investigate recreation needs and gaps of youth in different age groups.			
General Planning for Sports Fields				
81	Continue to monitor sports field utilization (that is, the rate of prime-time used/booked year-over-year). Through the Town's allocation process, mechanisms should be implemented to track registration data on an annual basis, for groups requesting sports fields. This information should be used to monitor trends in local participation in outdoor sport, identifying any shift in trends/demand for sport and participation service standards that may trigger the need to invest in new sports fields.		Ongoing	
Ball Diamonds				
82	Assess the merit of lighting the one remaining unlit diamond at Bethesda Park in terms of whether this will meaningfully improve the availability of play for both softball and baseball, particularly with regard to the deficiency in field supply to cater to older youth age groups (U13 and up).			
83	Commit to meeting the needs of the older age groups. None of the existing junior fields are capable of expansion into senior fields.		Ongoing	

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
84	Over the Plan period to 2032, increase the net supply of field equivalents by as many as six (6) fields. This can be achieved in large part through the development of a tournament capacity four (4) senior diamonds complex to be located in or near Stouffville. Ideally this complex would be comprised in a facility that accommodates rectangular fields to create a best practice example of an outdoor field complex with centralized changerooms.			
85	Assess land acquisition alternatives as an immediate next step, including the potential for a standalone multi-diamond complex, an integrated diamond and rectangular field complex, or meeting some of the sports fields needs by co-locating with a major multi-use indoor recreation centre.			
86	Consider the future of Bethesda Park as a sports field complex including a potential redesign of the facility should this align with a broader active sports field land acquisition strategy.			
Soccer/Multi-use Fields				
87	The Town should seek to develop as many as ten (10) additional soccer/multi-use fields based on field equivalents. The combination of types of fields should be directed by Town staff in consultation with sport user groups and consideration of land and construction costs. Achievement of this will require a land acquisition strategy which includes an assessment of the future of the Bethesda Park sports field complex.			
88	As per the recommendation for ball diamonds, assess land acquisition needs as an immediate next step. This should consider existing approved development lands, the location of urban expansion as approved in the Regional Official Plan and through the Ministers Zoning Orders. The Town may utilize cash in lieu funding as a means to fund acquisition of land parcel(s) of sufficient size to accommodate alternative scales of development.			
89	Invest in artificial turf at the main field at the Stouffville Arena Park. This will extend the play season for the full range of uses including soccer. This will also reduce the future requirements for additional full-size unlit fields by 1 full field.			

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
90	Consider the merit of investing in artificial turf at one other location (net 2 artificial fields overall (or create a complex of 2 artificial turf fields with associated lighting for a net 3 supply overall).			
91	Determine if lighting of existing fields will reasonably contribute to higher utilization in the late summer and shoulder seasons based on the type of field (junior, senior and the opportunity to program older age groups or adults at these fields). Undertake a lighting strategy only if utilization is likely to be increased and field quality maintained. All artificial turf fields will be lit.			
92	Seek to facilitate ongoing community access and enjoyment of soccer facilities at the Bruce Mill's Conservation Area and Teva Fields, working with the respective organizations to ensure the quality of fields and maintenance are conducive to use/play.			
93	Monitor any changes in the quality/quantity of available non-municipal fields which may affect community demand for these facilities.			
94	Through the parkland acquisition process, seek to acquire and/or otherwise assemble park lands of sufficient size to accommodate a range of active uses including field sports, as part of the development of Phase 3 and other lands as planned within the Town. The development of parkland can and should involve active sports fields to meet the anticipated demand over the Plan period.		Ongoing	
95	Continue to maintain the outdoor track at the Stouffville Arena.		Ongoing	
Cricket				
96	In the medium-term, invest in a dedicated cricket pitch either on land available at Bethesda Park or elsewhere. This field should generally meet the dimensional standards for competitive adult play: 150 yds square of the wicket and 140 yd straight. In metric terms, this equates to (137 metres boundary to boundary square of the wicket and 128 metres straight – boundary to boundary. Run-off areas of several metres are in addition.			

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
97	In the long-term, maximize the potential use of this field through the provision of ancillary amenities as budget permits (including, for example, seating, washroom/changeroom facilities), and/or partner with cricket clubs to consider the development of a clubhouse. Maximize the utilization of this facility by active rental to a number of cricket groups pursuant to the Town's allocation policy that prioritizes resident access to facilities.			
98	Consider the merit of lighting as a long-term opportunity to maximize utilization of the field.			
99	Consider the potential to develop non-dedicated cricket pitches (in addition to that currently at Bethesda Park) comprised of a playing surface (wicket) sited in the buffer area between two fields – either rectangular (soccer) fields or diamonds that do not have outfield fences or lighting.			
100	By 2032, the net supply should comprise 1 dedicated field and one or more non-dedicated fields as the opportunity permits.			
101	Associated with any of these investments, the Town should promote access to the sport by youth as well as women. The investment in new infrastructure by the Town should come with a requirement for teams to develop youth cricket. This requires a partnership wherein cricket organizations target youth cricket at different age groups alongside adult play. There is also a role for the schools in this programming.			
102	Maximize the potential for youth involvement by installing training nets as a standalone project in the short-term at a suitable park location. These are akin to baseball batting cages and have the potential to accommodate many players simultaneously. The dimensions for a complex of three such nets side by side is approximately 40 metres in length by 12 metres in width (approximately 480 sq. m/5,200 sq. ft.).			

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
Playgrounds				
103	<p>Adopt a standard of provision of one playground location within 500-metres (5-minute walk) of new residential areas, and as a guideline for identifying and resolving gaps within existing residential areas.</p> <ul style="list-style-type: none"> ▪ <i>Major barriers (e.g., major roads, natural features, railway corridors, etc.) are to be considered. This includes the constraints associated with public roads such as limited sidewalks and / or limited crosswalks in proximity to parks.</i> ▪ <i>The inclusion of playgrounds within larger park parcels and collocated with other recreational amenities is preferred over locating them on smaller land parcels to reduce operational requirements in the future.</i> 			
104	Develop a replacement program for existing playgrounds as part of the Town's ongoing asset management planning.			
105	Prepare standards for playground design (for both new construction and replacement) including a list of key requirements - evaluation of play value, accessibility, thermal comfort, general amenity, and associated traffic safety in proximity to playgrounds (including circulation within site).			
Summer Tennis				
106	Monitor the use of the Town's existing tennis courts and new courts as of 2022 prior to investing further in tennis courts. Maintain all existing courts in good condition. Rules for shared use should be publicized on written boards (rules of play) at the locations. Depending on the level of demand for tennis versus pickleball the Town may wish to specify the protocols around the use of tennis courts for pickleball to limit conflict between these uses. This may, for example, mean limiting the number of pickleball courts to 1 per tennis court.			
107	In the medium term, develop two new lit courts either at any existing park or a new municipal park within or in proximity to the Community of Stouffville. Existing locations could include the expansion and full lighting of courts at Sunnyridge Park conditional on relocating community gardens or at the Leisure Centre as a further expansion of the tennis courts commissioned in 2022. The latter option is conditional on sufficient land available.			

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
Winter Tennis Demand				
108	The Town should consider the opportunity for including indoor tennis within any plans for the development of an indoor air-supported sportsplex in the Town.		Ongoing	
109	The Town should investigate the potential of a partnership with Tennis Canada with respect to a partnership-based model for developing a winter tennis bubble at an appropriate location.			
Pickleball				
110	With the addition of the pickleball facility (8 courts) at the Leisure Centre, continue to monitor the growth of the sport over the plan period and the translation of this into demand for court time in the Town. To achieve this, work with the existing pickleball community group (and others that may emerge) to identify on an annual basis, court utilization statistics, membership levels, and place of residence of members.		Ongoing	
111	Build additional courts during the plan period where justified by demonstrated demand or where the addition of dedicated pickleball courts represents an opportunity as part of park redevelopment plan.			
112	As part of a future upgrade to the Vandorf Park outdoor arena and change room, redesign and resurface the facility to cater effectively to pickleball courts and associated amenities – seating, weather and shade structures, and potentially club house amenities.			
Active Courts				
113	Continue evaluating opportunities to introduce/invest in multi-use sport courts at existing park locations where the condition or level of use of single-purpose outdoor sport courts warrants it. Multi-use sport courts should be designed to offer greater flexibility and duality of use for residents and may be configured to support basketball, ball hockey, mini-soccer, volleyball, tennis and other informal court uses, etc.			
114	Continue investing in outdoor courts (multi-purpose and/or single purpose) as part of new parkland development with the build-out of the urban area where land size, configurations and surrounding land use context support this investment.			

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
115	Monitor changes in population and demand for outdoor basketball, ball hockey and other activities as well as emerging trends to assess the need for new courts.		Ongoing	
Outdoor Ice and Spray Pads				
116	Continue to monitor the need for spray pads at Community and Town Parks across the Town. Smaller communities could have smaller water features installed and larger more dense communities could feature multi-use infrastructure and operate year-round (e.g., to allow for conversion from a spray pad in the summer and support artificial ice-making for an outdoor rink in winter). Locations should be highly-visible park/civic venues with capacity to accommodate supporting amenities such as change rooms nearby.			
Skate Parks and Scooter Spots				
117	Maintain the existing Memorial Skatepark, and plan for a second location in a highly-visible park location in Stouffville.			
118	Evaluate opportunities to invest in scooter spots or scooter trails within existing/new park locations. Locations should be selected based on the size/scale of park, proximity to and the age demographic of neighbourhoods, as well as the geographic distribution of these facilities. This includes consideration for use of any future (ice) skating paths, in part, during the summer months.			
General Parkland Planning & Monitoring				
119	Adopt in the Official Plan a Parkland Hierarchy and Classification system as contained in this plan. The hierarchy, in concert with specific recommendations with respect to major outdoor facilities, open space and trails, should closely inform the Town's strategy of parkland acquisition, the type and size of parks to be developed, and their location within the Town. It should also be relied upon in determining the appropriate mix of new and/or replacement amenities within parks and the associated role of parks in supporting community events.			
120	Implement a parkland access service standard of access to parkland of within 500 m of each residence. This is applicable to all current and future development. Relevant existing parkland includes all categories park where these include playground and other amenities typical for passive enjoyment of open space within residential communities.			Ongoing

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
	Based on this standard, the Town should ensure that gaps in the distribution of neighborhood level parkland are removed through appropriate parkland acquisition, primarily the dedication of parkland as a condition of development approval. Parks developed to meet neighbourhood requirements for accessibility and amenities should generally, but not exclusively, comprise Neighbourhood Parks defined in the Parkland Classification.			
121	Supplement this with the acquisition of lands to remove gaps in the distribution of parks based on the application of municipal funding availability (assumed to be cash-in-lieu of parkland funding).		Ongoing	
122	Maximize existing parks for passive and active leisure opportunities and through asset management planning and ongoing assessment of neighbourhood needs. Undertake individual park master plans as part of park rejuvenation as appropriate.		Ongoing	
123	Explore opportunities for organizing a youth themed park (ages 10-18).			
124	It is recommended that a smaller enclosed dog park be added at Ballantrae Park, subject to appropriate design and siting, to provide additional coverage for residents in the north. Additional dog parks in Town may be considered as the need arises.			
Memorial Park, Stouffville				
125	Memorial Park is an event, tourism and recreation destination park of regional significance. It is also a connector between trail corridors. The Town should ensure that enhanced operational support is in place to support the development that has occurred since 2018. This includes the provision of sufficient park operation and maintenance staffing to support the Park as the Town's primary event grounds. This could involve the development of an annual operating plan (with a 3 year horizon) specific to the Park.			

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
Location of Future Parks				
126	Given the range of needs outlined in this plan, an opportunity to acquire a new Regional Park should be considered. This could comprise a tract of land (15 to 30 hectares) as a basis for centralizing the location of new sportsfields required to 2032.			
127	Newly developing areas in and around the Community of Stouffville should be the location for three (3) additional Community Parks. Together with a new Regional Park, these parks should be the locations for major new outdoor facilities.			
128	Neighbourhood parks should be developed to ensure accessibility to open space as the Town grows. This includes provision for a new Neighbourhood park in the community of Bloomington of sufficient size to meet the needs of this growing community.			
129	Through the development approvals process the Town should determine the appropriate blend of parkland dedication and additional acquisition necessary to ensure parks of the appropriate scale, range of amenities, and location, as directed by this master plan, are achieved.		Ongoing	
Trail Planning & Development				
130	Continue developing and adopt a Trail Classification System as a framework for future investment and the prioritization of assets. This should build on work completed as part of the Active Transportation Servicing Plan as follows. Align standards for the design, development, maintenance and use of these trails are with the Active Transportation Servicing Plan.			
131	Continue incorporating the following trails initiatives in conjunction with the Active Transportation Plan: <ul style="list-style-type: none"> ▪ <i>Potential extension of the Central Passage Trail from the Stouffville Reservoir to Bethesda Sport Park through publicly owned lands along Stouffville Creek as a pilot project; and</i> ▪ <i>Heritage trail development at Vandorf Park and Memorial Park.</i> 			

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
132	As new trail connections are developed, continue exploring opportunities to create linkages with the wider trail network (i.e., within the Rouge National Park network, neighbouring municipalities) as a means to support a more active and engaged community, increase tourism potential, and enhance municipal partnerships.		Ongoing	
133	With the expansion of the trails network, continue to update trail mapping, brochures, marketing materials, inventory and asset management database to include new assets. The database should include details on the respective trail type, level of difficulty, length of trail, key features including accessibility, emergency response protocols, maintenance schedules and costs, etc. Any new trails and related information should be incorporated into these materials.		Ongoing	
134	Consider updating the Trail Guide and/or developing a web-based application for ease of locating trails and navigating the trails system.			
135	Undertake a joint departmental review (Public Works and Leisure Services) of the Active Transportation Servicing Plan and seek to collaboratively determine the capital and operational implications of implementing priorities. This should include the development of an internal protocol/process to optimize operational resources for ongoing trails maintenance and repair, and which is to be updated every 3-5 years depending on the pace of new trail development.		Ongoing	
136	Monitor usage of multi-use trails, parks and open spaces to ensure that parks/trail design helps facilitate safe sharing of these spaces. Identify needs for separating uses on multi-use trails and in parks as the number of cyclists and scooter users increase and separate uses (e.g., with road marking or other safe and context appropriate elements) where the increase in user conflicts would be observed.		Ongoing	

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
137	With the establishment of a Parks Manager within Leisure and Community Services, staff in this department should seek to lead those planning and design projects for new off-road routes recommended by the Active Transportation Servicing Plan. As part of these initiatives, the Department should seek to work with the various trail groups, Conservation Authorities, York Region, Rouge National Park, and other local and regional stakeholders to leverage any resources and enterprise as appropriate to the implementation of items.		Ongoing	
138	Ensure the new trails are well-integrated into the existing active transportation network through consistent wayfinding and signage (regulatory, directional and interpretive as required).		Ongoing	
Sufficient Operational Support				
139	In response to increased demands on staff time, the Department of Leisure and Community Services should undertake a scoped cost-benefit assessment of retaining operating services for parks in-house versus outsourcing of defined services. This should be undertaken on a service-by-service basis and include the governance, control, risk and customer service implications of reliance on contracted services.			
140	Based on this, Management should determine the additional staff resources necessary to meet existing obligations to operate and maintain the parks system for the full range of activities conducted thereon.			
141	Within the Facilities Division, maintain the current policy of internal staffing for certain capital, maintenance and operational works (as opposed to the use of external contractors) in consideration of the efficiencies, quality assurance and cost savings arising. In order to maintain these benefits, staffing needs should be reviewed and staffing capacity enhanced as needed.		Ongoing	
142	As newly built assets are developed and their operation and maintenance transferred to the Facilities Division, the Town should ensure that Facilities Division staffing capacity is enhanced accordingly.		Ongoing	

No.	Recommendation	Short-Term (Years 1-2)	Medium-Term (Years 3-5)	Long-Term (Years 6-10)
143	Undertake forward estimates of divisional staffing growth needs to meet anticipated additional residential development in three (3) year increments as a guide to support annual budget requests. Seek Council approval of this staffing plan conditional on the timing of additional growth-related development.		Ongoing	
144	Per the recommendations of the 2018 Master Plan, conduct a human resources operational review to ensure staffing needs are identified, job descriptions reviewed and divisional responsibilities clarified.			



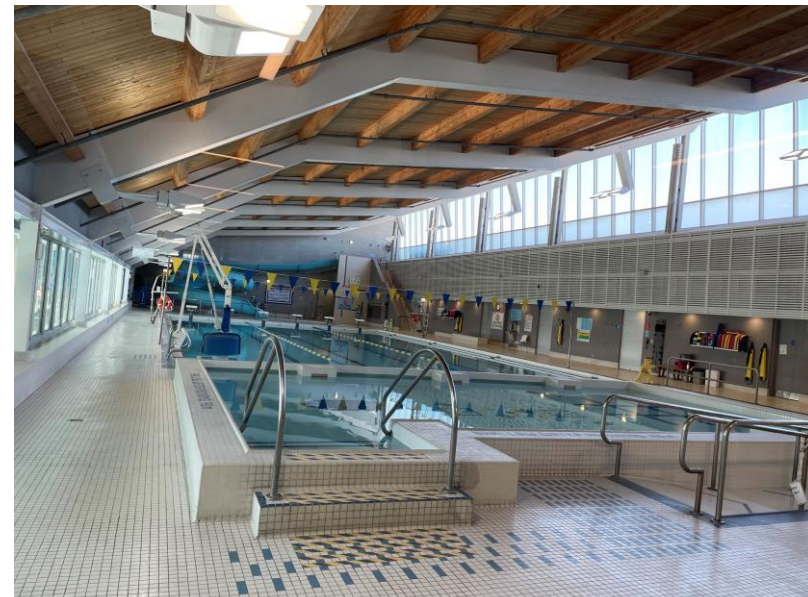
APPENDIX A: INVENTORY OF PARKS FACILITIES

Town of Whitchurch-Stouffville

Parks and Outdoor Asset Inventory Matrix

* Equivalency rates not applied

Amenities																					
No.	Park Name	Area, Hectares	Community	Ball Diamond	Soccer Field	Cricket	Basket ball	Ball Hockey	Tennis	Pickleball	Playgrounds	Spray Pad	Pavilion	Washrooms	Skate Park	Outdoor Ice Rink	Picnic Area	Open Area	Trails	Skating Trail	Park Type
1	Bethesda Sports Fields	20.63	Stouffville	3	5	1							1	1			1	1			Regional Park
2	Memorial Park	17.69	Stouffville	2			1		2	8	2		1	1	1	2	1	1	1	1	Regional Park
3	Ballantrae Community Centre and Park	8.53	Ballantrae	1	2				4				1	1			1	1			Community Park
4	Stouffville Arena Park & Connell-Franklin Track	3.95	Stouffville		2				4	8			1	1							Community Park
5	Sunnyridge Park	2.53	Stouffville				1	1	2		2	1				1			1		Community Park
6	Vandorf Park	5.29	Vandorf	1					2	4	1		1	1		1	1	1	1		Community Park
7	Wheler's Neighbourhood Park	1.65	Stouffville	1			1	1			2	1				1	1	1	1		Community Park
8	Byer's Pond Park	1.80	Stouffville				1	1			2	1					1	1	1		Neighbourhood Park
9	Coultice Park	2.17	Musselman's Lake				1				1	1					1	1	1		Neighbourhood Park
10	Felcher Parkette	2.95	Stouffville								1						1	1	1		Neighbourhood Park
11	Gar Lehman Park	1.38	Stouffville				1	1			2	1				1			1		Neighbourhood Park
12	Greenwood Park	1.90	Stouffville				1	1			2	1				1	1		1		Neighbourhood Park
13	Lehman's Pond Parkette	2.09	Stouffville														1	1	1		Neighbourhood Park
14	Madori Park	0.85	Stouffville				1	1			2	1		1		1	1	1	1		Neighbourhood Park
15	Rupert Park	1.50	Stouffville	1			1				2						1	1			Neighbourhood Park
16	Aspen Crescent Parkette	0.50	Stouffville								1						1	1			Parkette
17	Baker Hill North Parkette	0.52	Stouffville								2						1	1	1		Parkette
18	Bayberry Parkette	1.15	Stouffville								1						1	1	1		Parkette
19	Bramble Crescent Parkette	0.24	Stouffville								1						1				Parkette
20	Boadway Crescent Parkette	0.56	Stouffville								1						1				Parkette
21	Busato Drive Parkette (at Red Blossom Court)	0.30	Stouffville																		Parkette
22	Dannor Parkette	0.31	Stouffville								1							1	1		Parkette
23	Dog Park	0.66	Stouffville								1						1	1	1		Parkette
24	Dougherty Crescent Parkette	0.28	Stouffville								1						1				Parkette
25	Fairlee Parkette	0.25	Stouffville								1						1	1	1		Parkette
26	Grayfield Parkette	0.26	Ballantrae								1						1		1		Parkette
27	Greenforest Parkette	0.20	Stouffville														1	1	1		Parkette
28	Lemonville Park	0.44	Lemonville								1										Parkette
29	Loretta Crescent Parkette	0.44	Stouffville								1						1	1			Parkette
30	Miltrose Parkette	0.56	Stouffville								1						1	1	1		Parkette
31	Proposed Park (Pine Vista Ave & Pleasant Valley Dr.)	0.30	Stouffville																		Parkette
32	Reeves Way Parkette	0.36	Stouffville								1						1		1		Parkette
33	Shane Court Parkette	0.24	Stouffville								1						1				Parkette
34	Stouffer Street Parkette (Accessible)	0.37	Stouffville								1						1	1			Parkette
35	Summerfield Parkette	0.52	Stouffville								1						1	1			Parkette
36	Summitview Parkette	0.73	Stouffville								1						1	1			Parkette
37	Tresstown S. Parkette	0.32	Stouffville								1						1	1	1		Parkette
38	Waite Crescent Parkette	0.28	Stouffville								1						1		1		Parkette
39	Wesley Corner Parkette	0.39	Stouffville														1	1			Parkette
40	Stouffville Reservoir	6.53	Stouffville														1	1	1		General Open Space
	Total	91.63		9	9	1	9	6	14	20	40	7	5	6	1	8	32	25	22		



APPENDIX B: LEVEL OF SERVICE BY FACILITY

2022 Population Standard Whitchurch-Stouffville Leisure and Community Services Master Plan

Facility	Ownership				Current Standard 2021 (Census population)	Projected Population					Deficit / Surplus (calculated)					Comparable Standards observed in Ontario Communities	
	Municipal	Public	Private	Total		2027	2032	2037	2042	2027	2032	2037	2042	Target Standard			
															Other		2027
					49,864	62,706	74,346	84,968	92,654								
Indoor Facilities																	
Ice Pads	4	0	0	4	1 per	12,466	15,677	18,587	21,242	23,164	Population	(1.0)	(1.9)	(2.8)	(3.4)	1 per 12,500 pop.	1 per 11,000 - 15,500 pop 1pad per 450-700 registrants
Indoor Pool	1	0	N/A	1	1 per	49,864	62,706	74,346	84,968	92,654	Population	(0.8)	(1.1)	(1.4)	(1.6)	1 per 35,000 pop.	1 per 35,000 - 50,000 population
Gymnasium*	1		0	1	1 per	49,864	62,706	74,346	84,968	92,654	Population	(0.8)	(1.1)	(1.4)	(1.6)	1 per 35,000 pop.	2 per 35,000 - 50,000 population
Fitness Centre	1	0	N/A	1	1 per	49,864	62,706	74,346	84,968	92,654	Population						
Indoor Field House	0	0	1	1	1 per	49,864	62,706	74,346	84,968	92,654	Population						
Community Centres	4	0	0	4	1 per	12,466	15,677	18,587	21,242	23,164	Population						0.5 sq.ft. per capita or 1/25,000 1 per 15,000 population
Outdoor Facilities																	
Soccer Fields**	8.5	7.5	3.5	19.5	1 per	2,557	21,242	3,813	4,357	4,751	Population	(5.6)	(10.2)	(14.5)	(17.6)	1 per 2,500 pop.	1 per 2,000 - 3,000 population 1 per 3,500 - 4,500 population
Ball Diamonds**	10.5	1.5	0	12	1 per	4,155	5,226	6,196	7,081	7,721	Population	(3.7)	(6.6)	(9.2)	(11.2)	1 per 4,000 pop.	1 per 80-100 registered participants
Ball Hockey Rinks	6	0	0	6	1 per	8,311	10,451	12,391	14,161	15,442	Population						
Tennis Courts	14	0	0	14	1 per	3,562	4,479	5,310	6,069	6,618	Population	1.5	(0.9)	(3.0)	(4.5)	1 per 5,000 pop.	1 per 5,000 population
Pickleball	20	0	0	20	1 per	2,493	3,135	3,717	4,248	4,633	Population	7.5	5.1	3.0	1.5	1 per 5,000 pop.	1 per 5,000 population
Cricket Pitch	1	0	0	1	1 per	49,864	62,706	74,346	84,968	92,654	Population						
Outdoor Ice Rinks	8	0	0	8	1 per	6,233	7,838	9,293	10,621	11,582	Population						
Spray Pads	7	0	0	7	1 per	892	1,122	1,330	1,520	1,658	Children 0-9	3.1	2.4	1.7	1.2	1 per 2,000 children Walkable access within 500 metres of residences	1 per 2,000 - 5,000 children (age 0-9) or location based Location based within 400-800 metres of residences
Playgrounds	40		0	40	1 per	156	196	233	266	290	Children 0-9	36.1	35.4	34.7	34.2		
Basketball Courts	9	0	0	9	1 per	711	894	1,060	1,212	1,321	Youth 10-19	(1.0)	(2.9)	(4.6)	(5.8)	1 per 800 youth	1 per 800 youth (age 10-19)
Skate Park	1	0	0	1	1 per	6,400	8,048	9,542	10,906	11,892	Youth 10-19	(0.6)	(0.9)	(1.2)	(1.4)	1 per 5,000 youth	1 per 5,000 youth (age 10-19)

Notes: N/A indicates asset as they may exist are not comparable in their levels of service to those in the municipal supply

Age Cohort 0-9 - 12.5% of 2021 population (6,250 children) - projected deficit/surplus of youth facilities is estimated based on the 2021 share of youth population

Age Cohort 10-19 - 12.8% of 2021 population (6,400 youth) - projected deficit/surplus of youth facilities is estimated based on the 2021 share of youth population

* Schools have gymnasias; however, the public is not the priority user for these spaces, the COVID epidemics further restricted public access to indoor school facilities in 2019-2021.

** Deficit Surplus for sports fields is presented as field equivalents

*** All schools have playgrounds - this further improves existing population based standard and geographic coverage standard.

