



2009 future directions

Implementation Guide for Parks and Natural Areas
December 2009

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Implementation Guide

This Implementation Guide is a planning tool to be used in conjunction with the Future Directions Master Plan for Parks and Natural Areas (2009). The recommendations are grouped into five (5) categories: Capital; Studies and Plans; Operational/Programming; Partnerships; and Policies and Standards. The Implementation Guide will be used by staff to inform annual planning exercises including Corporate Business Planning and Budget Review processes. Elements of the Implementation Guide include:

Capital Costs and Operating Costs

The Implementation Guide identifies recommendations with new capital costs that are not currently in the 10 Year Capital Budget and Forecast. These costs are in 2009 dollars and are considered preliminary estimates subject to change given, among other things, future market conditions; program design; and regulatory policies. Estimates do not reflect the cost of associated land acquisition. The Implementation Guide identifies where additional operating costs are required for each recommendation. Through the Corporate Business Plan and annual Budget Review processes, detailed operating costs (e.g. labour, maintenance, utilities) will be provided.

Community Services Section Most Responsible

Identifies those business units within the Community Services Department that have a major role in implementing each recommendation. The lead business unit is identified in bold.

Suggested Timing

Refers to the year that implementation of a recommendation should commence. For the purpose of this guide, three time frames are used: 1-2 years (2011-2012); 3-4 years (2013-2014); and 5 years and beyond (2015+).

Implementation Trigger

Refers to the factors that should be considered prior to initiating the recommendation.

Future Directions Service Area

Identifies the impacted Future Directions geographic planning service area.

Rec. #	Direction/ Recommendations	Future Directions Service Area(s)	Implementation Triggers	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
CAPITAL							
20	<p>Waterfront Parks</p> <p>Continue to further develop and enhance the Waterfront Park system using the 2008 Waterfront Parks Strategy as the guiding document. (Section 6.3.8)</p>	6	<p>Ongoing commitment to Waterfront Parks Strategy</p> <p>Response to SP: Complete Neighbourhoods</p>	2011-2012	<ul style="list-style-type: none"> • Park Planning • Park Development 	(Within Capital Budget per Waterfront Parks Strategy)	Yes
21	<p>Park Redevelopment</p> <p>Establish a prioritized list of older parks for redevelopment. Triggers for priorities may include: implementing the recommendations of <i>Future Directions Recreation Master Plan</i> for redeployment of underutilized sports fields; life cycle replacement of facilities; changing community demographics; and, identified needs through growth plans. Identify annual budgets for systematic parks redevelopment / upgrading within the 10-year capital plan, based on identified priorities, and develop and implement plans. (Section 6.3.9).</p>	All	<p>Infrastructure / facility replacement; alignment to pop. growth and demographics; Response to SP: Completing Our Neighbourhoods</p>	2011-2012 (implementation will be both immediate and long-term)	<ul style="list-style-type: none"> • Park Planning • Park Development 	(Within Capital Budget. 2015+ to be established by Park Re-development Study)	Yes
24	<p>Parks and Trail Signage</p> <p>Develop and implement a comprehensive and consistent system of signs for parks, trails and natural areas comprised of a hierarchy of signs to address entrance signs, wayfinding signs, information signs and interpretive / educational signs. (Section 6.3.9, Rec. #58)</p>	All	<p>Facility replacement and park capital projects (ongoing); Response to SP: Completing Our Neighbourhoods; Response to SP: Living Green</p>	2011-2012	<ul style="list-style-type: none"> • Park Planning • Park Development 	(Costs within Capital Budget for park development/ re-development)	No

Rec. #	Direction/ Recommendations	Future Directions Service Area(s)	Implementation Triggers	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
51	<p><u>Parkland Acquisitions</u></p> <p>Acquisitions that support / bolster the natural areas system, should be a parkland acquisition priority for the City particularly given the increased emphasis on, and expectations for access and use to natural areas. Key objectives are to support, maintain and increase biodiversity and healthy ecosystem functions, with first order priority sites to be significant natural areas that are interconnected to the broader natural system comprised of the valleylands, the Lake Ontario waterfront, and lands that reinforce or fill gaps in the Natural Areas System, as identified through the NAS study.</p> <p>(Section 7.5.1)</p>	All	Ongoing as part of Parkland Acquisition Strategy, outcome of Natural Heritage System study (Rec. #50); Response to SP: Living Green	2011-2012	<ul style="list-style-type: none"> • Park Planning • Park • Planning and Building (Policy) 	(Costs within Capital Budget)	Yes
37	<p><u>Special Event Venus at Community Nodes</u></p> <p>Strategies that are focused on developing nodes, destinations and gathering places throughout the City should consider the inclusion of “special event” venues at key locations in each community. Events and other-community driven activities can be used to involve residents in projects that will support community-building and neighbourhood-level “placemaking” in parks and other public spaces.</p> <p>(Section 6.5.4)</p>	All	Outcome of Special Events Strategy (Rec. # 36) Response to SP: Completing Our Neighbourhoods; Outcome of Culture Master Plan (Rec. #13, 14)	2013-2014	<ul style="list-style-type: none"> • Culture Division • Park Planning • Parks • Parks and Parks and Forestry 	(Costs within Capital Budget for park development/ re-development)	No

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54	<p><u>Naturalization/Restoration initiatives</u></p> <p>Identify opportunities for and locations within existing and future parks, natural areas, and private lands for naturalization/restoration initiatives to increase natural vegetative cover and target increasing the functions of the natural heritage system. This may include additional restoration efforts such as implementing stormwater best management practices (e.g. green building and low impact development techniques), enhancing, improving the function of existing natural cover, invasive species management etc..</p> <p>Restoration initiatives could be started on two or three natural areas for a period of two to three years, and natural areas could then be dealt with on a rotational basis that focuses on those natural areas at greatest risk.</p> <p><i>(Section 7.5.2)</i></p>	All	Outcome of NHS study (Rec.# 50), Conservation Plans (Recc.#53); part of park-related capital projects; response to regulatory framework; Response to SP: Living Green	2013-2014	<ul style="list-style-type: none"> • Parks and Forestry • Parks • Park Planning • Planning and Building (Policy) 	(Costs within Capital Budget)	Yes

Rec. #	Direction/ Recommendations	Future Directions Service Area(s)	Implementation Triggers	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
STUDIES AND PLANS							
Trails and Pathways							
25	<p><u>Park Pathway Study</u></p> <p>The 2001 Mississauga Multi-use Recreational Trail Study continues to be a valid master plan document to guide strategic planning and implementation of a multi-use trail system. However, a Park Pathway study is required to reflect accomplishments in the ensuing years, and to confirm / validate outstanding gaps in the system in light of other work, including the ongoing Cycling Master Plan. The study should integrate multi-use paved trails with all trail types that the City has within its inventory or might consider, e.g.: walking/hiking only trails. The study should: confirm the trail inventory; provide a hierarchy of recreational trail types to direct trail development; provide design standards that address trail construction, design for accessibility in appropriate locations, safety and lighting of trails, and sustainability measures; establish maintenance standards and protocols; and provide guidelines for a set of consistent wayfinding, interpretive and regulatory signs within an overall signage system</p> <p><i>(Section 6.4, Rec. #24)</i></p>	All	<p>Response to pop. growth and trends; alignment with park / green space acquisition and Cycling Master Plan;</p> <p>Response to SP: Completing Our Neighbourhoods</p>	2011-2012	<ul style="list-style-type: none"> • Park Planning • Parks • Parks and Forestry • Transportation and Works 	(Costs within Capital Budget for park development/ re-development)	No

Rec. #	Direction/ Recommendations	Future Directions Service Area(s)	Implementation Triggers	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
Identification and Protection of the Natural Areas System							
50	<p><u>Natural Heritage System Strategy</u></p> <p>Undertake a comprehensive Natural Heritage System study to expand on the work undertaken through the Natural Areas Survey, with a view to harmonizing the activities of the City in concert with the Conservation Authorities and the Region in the approach to: protecting existing natural areas; natural area evaluation; natural heritage system identification; securement of lands for natural area protection; identification of opportunities for naturalization and enhancement (including private lands); stewardship initiatives and, identification of best practices for management of natural areas.</p> <p><i>(Section 7.5.1)</i></p>	All	Natural Areas Survey; SP: Living Green	2011-2012 (needed to inform acquisitions, management practices, site specific Conservation Plans)	<ul style="list-style-type: none"> • Park Planning • Planning and Building (Policy) • Parks • Parks and Forestry 	\$400,000	Yes

Rec. #	Direction/ Recommendations	Future Directions Service Area(s)	Implementation Triggers	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
53	<p><u>Woodlot Management/Conservation Plans</u></p> <p>Undertake the preparation of Woodlot Management Plans and / or Conservation Plans for natural areas with consideration to prioritizing natural areas for study based on significance, representation, site and condition, and those of greatest value and at greatest risk (as identified through the NHS strategy). The Conservation Plans should address, but not be limited to: access; encroachment; defining appropriate uses / activities; non-native species control; and, restoration initiatives.</p> <p>The preparation of Conservation Plans should be well integrated with Master / Management Plans for the parks and coordinated with other natural area initiatives such as the planned Urban Forest Strategic Management Plan.</p> <p>(Section 7.5.2)</p>	1, 2, 4, 6 and as appropriate	Natural Heritage System Study (Rec. #50); Urban Forest Strategic Management Plan (ongoing initiative) SP: Living Green	2013-2014	<ul style="list-style-type: none"> • Park Planning • Planning and Building (Policy) • Parks • Parks and Forestry 	\$500,000	No
57	<p><u>Credit River as Heritage River</u></p> <p>Continue efforts to designate the Credit River as a Canadian Heritage River System so that it will have national prominence to foster public education, awareness and action around its conservation.</p> <p>(Section 7.5.3)</p>	1, 2, 4 and 6	SP: Living Green; Outcome of Culture Master Plan (Rec. #8, 11)	2013-2014	<ul style="list-style-type: none"> • Culture Division • Business Planning • Park Planning 	\$100,000	Yes

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Special Event Spaces							
35	<p><u>Special Events Strategy</u></p> <p>Undertake a Special Events Strategy considering work completed by staff that provides initial direction in locating outdoor festivals or events based on associated site capacity and facility criteria to ensure the appropriateness of the location. Specific parks and types of parks within the City-wide system that can support events of different sizes and types should be identified, using a hierarchy of event types, e.g. major outdoor festivals/events; minor outdoor festivals/events; and neighbourhood outdoor festivals/events.</p> <p>The work should be coordinated with the identification of service level standards and resources needed to support events in parks (Section 6.5., Rec. #46)</p>	All	Evaluation of park facilities and capacities; alignment with Service Level analysis (Rec. #46); Response to SP: Completing Our Neighbourhoods; Outcome of Culture Master Plan (Rec. # 13)	2013-2014	<ul style="list-style-type: none"> • Culture Division • Park Planning • Parks and Forestry 	(Costs within Capital Budget)	Yes

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Supporting Culture, Heritage and Tourism							
40	<p>Park Tourism Studies</p> <p>In considering its opportunities for parks-based tourist destinations, the City should undertake studies to establish appropriate themes and concepts to define its cultural character. Prior to embarking on any specific initiatives for parks-based (or other) types of recreational tourism, the City will need to undertake market assessment and economic feasibility studies. These tourism studies should address the feasibility for specific sites to serve as tourist destinations, and should include an assessment of the following variables:</p> <ul style="list-style-type: none"> • potential for the site to function as a tourist destination in the industry's definition of the term; anticipated market in relation to the site's potential draw and other competing destinations; • need for municipal investment in planning/development to achieve the site's tourism potential; • likely trade-offs that will be required in meeting community needs for recreation/leisure if the site is put to tourism uses; and, • a business plan outlining all capital and operational costs and potential revenues to develop and run the site. (Section 6.5.7) 	All	Response to land acquisitions / park development and redevelopment; Alignment with trends and corporate objectives for revenue generation; Response to SP: Cultivating Creating and Innovative Businesses	2015+	<ul style="list-style-type: none"> • Business Planning • Culture Division • Park Planning • Parks • Programming (Community Programs) 	\$100,000	No

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Cemeteries							
43	<p><u>New Cemetery Feasibility</u></p> <p>The City should, through its Cemetery Operations Business Analysis, continue to consider its needs and options for a new cemetery and other initiatives that can meet current trends in the bereavement industry and the cultural preferences of its residents.</p> <p>(Section 6.6)</p>	All	Ongoing initiative; Response to SP: Cultivating Creating and Innovative Businesses, partnership opportunities	2013-2014	<ul style="list-style-type: none"> • Business Planning • Cemeteries 	\$5,000,000	Yes
PROGRAMMING/OPERATIONAL							
Trails and Pathways							
27	<p><u>All Season Trails</u></p> <p>The City should consider how to optimize physical accessibility and use of the trail/pathway system with consideration of: all-season activities, accessible design, lighting of trails, addition of fitness equipment along trails, contracting equipment rental services (i.e., bikes, roller blades, cross-country skis, etc.) in parks and/or at trail heads. This will require a review of procedures and service levels to establish a program for capital improvements and/or increased operating budgets to support expanded or new uses.</p> <p>(Section 6.4, and Rec. #46 and #47).</p>	All	Multi-use Trail Study; Infrastructure / facility replacement; alignment to pop. growth and demographics; Response to SP: Completing Our Neighbourhoods	2013-2014	<ul style="list-style-type: none"> • Park Development • Park Planning 	(Costs within Capital Budget for park development/ re-development)	Yes

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Park Programs and Activities							
28	<p><u>Coordinated Park Programming Strategy</u></p> <p>Parks-based programming opportunities should be used to inform parks development / redevelopment. In developing a coordinated strategy the recommendations of the Future Directions Recreation Master Plan, Youth Strategy, Older Adult Plan, and the Arts and Culture Master Plan should be considered to identify and establish programs that address the needs of various communities and demographic groups.</p> <p>Programs should be offered either directly by the City programming staff or through appropriate partnerships with community organizations, sponsors, volunteers and other agencies such as the school boards, District Health Unit, private instructors, regional agencies, YMCA, etc.</p> <p><i>(Section 6.5.1)</i></p>	All	<p>Parks capital projects; alignment to pop. growth and demographics; Implementation of other plan recommendations</p> <p>Response to SP: Completing Our Neighbourhoods;</p> <p>Outcome of Culture Master Plan (Rec.# 22)</p>	2011-2012	<ul style="list-style-type: none"> • Recreation Programming • Parks and Parks and Forestry • Park Planning • Culture Division 	(Costs within Capital Budget for park development/ re-development)	Yes

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29	<p><u>Outdoor Community Centres</u></p> <p>The City should consider programming of selected parks as “outdoor community centres”, the goal of which would be to establish a regular outdoor program schedule - much like that at indoor community centres - comprising both indoor programming moved outdoors and programs that are specific to outdoor settings. In undertaking programming ensure that informal use of parks is maintained. Providing these “outdoor community centres” will require considering a formal programming function in parks design/development or redevelopment projects.</p> <p>For outdoor program delivery consider establishing a ‘family of parks / outdoor community centres’ as satellites to an indoor community centre, school or library.</p> <p>(Section 6.5)</p>	All	<p>Parks capital projects; alignment to pop. growth and demographics; Implementation of other plan recommendations</p> <p>Response to SP: Completing Our Neighbourhoods</p>	2013-2014	<ul style="list-style-type: none"> Recreation Programming 	(Costs within Capital Budget for park development/ re-development)	Yes

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30	<p><u>Stewardship, Public Outreach and Education Programs</u></p> <p>The City's commitment to conservation, sustainability, community gardens, environmental protection, restoration and stewardship, and heritage preservation should be demonstrated in its park programming through such initiatives as: demonstration projects; interpretation; and, in appropriate instances, hands-on participation. These types of programs can be provided without (or with minimal) program staff, and might also provide the basis for program partnerships with community organizations, and private or non-profit sector specialists in these fields.</p> <p>(Section 6.5.2)</p>	All	<p>Parks capital projects; alignment demographics and trends</p> <p>Response to SP: Completing Our Neighbourhoods and SP: Living Green</p>	2015+	<ul style="list-style-type: none"> • Parks and Forestry • Park Planning • Culture Division • Community Partners 	(Costs within Capital Budget for park development/re-development)	Yes
31	<p><u>Coordinated Weblinks across Dept</u></p> <p>Investigate and implement opportunities for improved marketing and publicizing of parks resources, together with programs, events and activities that take place in parks, including consideration of improvements to portals on the City's web site and integration with information technology improvements proposed for library and recreation services.</p> <p>(Section 6.5.2)</p>	All	<p>Response to identified need through staff/public consultation</p> <p>Response to SP: Completing Our Neighbourhoods</p>	2011-2012 (some ongoing initiatives)	<ul style="list-style-type: none"> • Parks and Forestry • Business Development • Communications • Culture Division 	\$100,000	Yes

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49	<p><u>Communications Strategy for Sustainable Park Management</u></p> <p>In conjunction with the implementation of sustainable park management practices there needs to be a comprehensive and strategic <i>communications strategy</i> that outlines goals for the preservation and enhancement of the natural environment, and educates on the values of environmental stewardship. At a strategic level this could be undertaken in conjunction with a city-wide Environmental Master Plan, and could consider opportunities for cross-messaging through partner agencies and community-based organizations. On a site specific basis it should include informative and educational signage that focuses on positive messages.</p> <p>(Section 6.7.2)</p>	All	Environmental Master Plan preparation; Natural Heritage System Study (Rec. #50); sign program (Rec. #24)	2015+	<ul style="list-style-type: none"> • Business Planning • Parks and Forestry • Comm-unications 	\$100,000	No

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58	<p><u>Public Education in the Conservation and Management of Natural Areas</u></p> <p>In concert with community-based stewardship initiatives and the efforts of agency partners, continue efforts toward public education in the conservation and management of natural areas to discourage careless and improper use. This should include the development of a consistent and informative system of educational / interpretive signage for parks and natural areas that: identifies features and attributes of the natural heritage system; outlines appropriate behaviour; and, profiles enhancement initiatives. The information should focus on positive messages and not on prohibition. (Refer to Rec. #24)</p> <p>Outreach programs should involve children and youth to encourage sustained commitment to environmental stewardship, e.g. in collaboration with schools, and through community-based environmental programs, or recreation programs. (Section 7.5.3)</p>	All	Outcome of signage program (Rec. #24), Natural Heritage System study (Rec. #50); Communications strategy (Rec. #50)	2015+	<ul style="list-style-type: none"> • Parks and Forestry • Park Planning • Comm-unications 	\$250,000	No

Rec. #	Direction/ Recommendations	Future Directions Service Area(s)	Implementation Triggers	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
Community Gardens and Other Food Growing Initiatives							
32	<p><u>Community Garden Partnerships</u></p> <p>The City should continue to support opportunities for managed community gardens in partnership with community-based organizations, and in accordance with an established set of policies and guidelines to ensure that they are located and managed appropriately. (Section 6.5.3)</p>	All	Community group initiative and commitment; response to trends; Response to SP: Completing Our Neighbourhoods Partnership opportunities	2011-2012 (ongoing)	<ul style="list-style-type: none"> • Parks and Forestry • Park Planning 	(any capital requirements to be funded by partners or included within park development/ re-development Capital Budget)	Yes
33	<p>In addition to the parks and open space system, vacant or under-utilized municipally owned land and rooftops should be considered as potential sites for community gardens or other food growing initiatives. Partnering with schools should also be investigated. Incorporating food-growing opportunities should be a standard consideration in redevelopment/infill project planning. (Section 6.5.3)</p>	All	Community group initiative and commitment; response to trends; Response to SP: Completing Our Neighbourhoods	2015+	<ul style="list-style-type: none"> • Parks and Forestry • Park Planning 	Included above	Yes

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34	<p>Urban Agriculture</p> <p>If trends and interests in urban agriculture continue to grow with community partnerships to support it, consider a potential site or sites to accommodate City-serving large scale allotment gardens or an urban agriculture site.</p> <p>(Section 6.5.3)</p>	All	Community group initiative and commitment; response to trends; Response to SP: Completing Our Neighbourhoods	2015+	<ul style="list-style-type: none"> • Park Planning • Parks and Forestry 	(any capital requirements to be funded by partners or within park development/ re-development Capital Budget)	Yes
Special Events							
36	<p>Appropriate Special Events Sites</p> <p>It is both appropriate and desirable to locate events that do not require parkland in other suitable public spaces. Generally, the use of the waterfront for special events should be limited to events that benefit specifically from a waterfront setting. Waterfront parks used for special events should specify the types of events that will be accommodated, and should designate one or two areas within the larger system in which events will be accommodated.</p>	6 and as appropriate	Complete Special Events Strategy, Rec. #35; Alignment with Waterfront Parks Master Plan; Response to SP: Completing Our Neighbourhoods; Outcome of Culture Master Plan (Rec.# 13, 14)	2013-2014	<ul style="list-style-type: none"> • Culture Division • Park Planning • Parks and Forestry 	(Costs within Capital Budget for park development/ re-development)	No
Off-Leash Facilities							

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38	Continue efforts to support off-leash opportunities within parks in collaboration with affiliated community-based organizations, and in accordance with established policies and guidelines to find, establish, maintain, organize and monitor use of specific areas where dog owners can safely exercise and socialize their pets without infringing on natural areas or the rights and sensibilities of people without dogs. <i>(Section 6.5.5)</i>	All	Community group initiative and commitment Response to SP: Completing Our Neighbourhoods	2011-2012	<ul style="list-style-type: none"> • Park Planning • Parks and Forestry 	(Any capital requirements to be funded by partners or within park development/ re-development Capital Budget)	No
Memorial Tree and Bench Program							
39	Consider developing several planned locations for memorial benches and trees in suitable parks, or developing memorial tree groves, memorial walls or paving areas as design elements so that these efforts can be managed to be sustainable. <i>(Section 6.5.6)</i>	All	Response to SP: Living Green	2011-2012	<ul style="list-style-type: none"> • Parks and Forestry • Parks Planning 	(Any capital requirements to be funded by program participants or within park development/ re-development Capital Budget)	No

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Cemeteries							
44	In response to the Strategic Pillar for Change 'Living Green', the City should consider ways in which maintenance and management of cemeteries can be conducted in sustainable and 'eco-friendly' ways. <i>(Section 6.6)</i>	1,2, 3 and 4	Tied to Rec. #49; Response to SP: Living Green	2013-2014	<ul style="list-style-type: none"> • Cemeteries • Parks and Forestry 	N/A	Yes
45	The City should consider opportunities to reduce the cost-dependency of closed cemeteries in ways that will maintain their heritage attributes, and allow for them remain attractive, and (to the extent possible) usable greenspaces. <i>(Section 6.6)</i>	1,2, 3	Tied to Rec. #44 and #49; Response to SP: Living Green	2011-2012	<ul style="list-style-type: none"> • Cemeteries • Parks and Forestry • Park Planning 	N/A	No

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Service Levels							
46	<p><u>Track Staff and Capital Resource Allocation</u></p> <p>Continue to monitor and review current staff and capital resource allocation using in-place and planned methodologies and tracking tools, e.g. the Hansen system. When sufficient data has been collected on existing operations, review the 'actual cost' of the maintenance of all parks and open space based on their function and attributes, and differing season use, and identify an appropriate hierarchy of service levels for the parks and open space system, e.g.: Level 1 parks receiving 'highest level of maintenances' and Level 3 being 'minimum level' with a defined level of maintenance within each category based on daily, weekly, monthly tasks.</p> <p><i>(Section 6.7.1)</i></p>	All	<p>Completion of data collection on resources / costs (ongoing initiative)</p> <p>Response to SP: Completing Our Neighbourhoods</p>	2011-2012	<ul style="list-style-type: none"> Parks and Forestry 	N/A	Yes
Sustainable Management Practices							
47	<p><u>Refined Cost Model</u></p> <p>Based on the service level review develop a refined cost model for parks maintenance that is tied to service levels and reflective of specific maintenance needs of different park types based on facilities, functions and / or usage.</p> <p><i>(Section 6.7.1)</i></p>	All	<p>Outcome of Rec. #46</p> <p>Response to SP: Completing Our Neighbourhoods</p>	2011-2012	<ul style="list-style-type: none"> Parks and Forestry 	N/A	No

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48	<p><u>Environmentally Sustainable Maintenance Practices</u></p> <p>Continue to investigate and implement environmentally friendly practices such as: reduced mowing regimes to promote / support naturalization efforts; use of 'green' vehicle fleets; use of eco-friendly cleaning products, de-icing agents, natural fertilizers and renewable horticultural products such as compost and wood chips recycled from yard waste programs, use of drought tolerant and native trees, perennials and shrubs instead of higher maintenance horticultural species and annual flowers and eliminating the use of invasive garden plant species.</p> <p>(Section 6.7.2)</p>	All	Tied to City Environmental Master Plan and Rec. #46; Response to SP: Living Green	2013-2014	<ul style="list-style-type: none"> • Parks and Forestry 	N/A	Yes
PARTNERSHIPS							
Park Programs							
41	<p>The City should continue to support and cultivate partnerships with a number of community organizations for the delivery of specialized programs and facilities to meet community interests.</p> <p>(Section 6.5.8)</p>	All	Ongoing; Outcome of Rec. #29, 30 Response to SP: Completing Our Neighbourhoods; SP: Ensuring Youth, Older Adults and New Immigrants Thrive; Outcome of Culture Master Plan (Rec. # 26)	2013-2014	<ul style="list-style-type: none"> • Parks and Forestry • Recreation Programming • Culture Division 	N/A	No

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42	<p><u>Non-Traditional Park Partners</u></p> <p>The City's interest in redevelopments that integrate park sites with a variety of other facilities and services to support nodes/destinations will require new and more complex partnerships and corresponding resources from each party to make them successful (e.g. partnerships with organizations in the fields of health and social services).</p> <p>In order to attract non-traditional partners to participate in delivery of parks and recreation services, the City will need to serve as an advocate for, and demonstrate evidence, of the true, wide-ranging benefits of parks, natural areas, and outdoor physical activity. This may be a new role for Community Services that requires documenting relevant statistics through research activities aimed at eventually developing a Mississauga-specific database of benefit indicators, ideally in collaboration with health and social services related agencies. (Section 6.5.8)</p>	as appropriate	<p>Tied to implementation of other plans; Outcome of Rec. #29, 30</p> <p>Response to SP: Completing Our Neighbourhoods; SP: Ensuring Youth, Older Adults and New Immigrants Thrive</p>	2013-2014	<ul style="list-style-type: none"> • Recreation Programming • Parks and Forestry 	N/A	No

Rec. #	Direction/ Recommendations	Future Directions Service Area(s)	Implementation Triggers	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
Protection and Enhancement of the Natural Areas System							
59	<p><u>Agency Partnerships</u></p> <p>Strengthen current partnerships with the Conservation Authorities and the Region, and develop new partnerships with other organizations to foster an integrated approach to natural heritage management and implementation of strategies.</p> <p>(Section 7.5.2)</p>	All	Imperative to coordinated effort in protection / enhancement of natural heritage system	2011-2012	<ul style="list-style-type: none"> • Parks and Forestry • Park Planning • Planning and Building (Policy) 	N/A	No
55	<p>Work with CVC and other appropriate agencies and stakeholders to develop and implement a City-wide strategy for control of invasive plant species to improve ecological values. This should include management in natural areas as well as providing encouragement and a mechanism for the City and the community to work together toward the removal of invasive species and preventing the planting of invasive, non-native species.</p> <p>(Section 7.5.2)</p>	All	Tied to Natural Heritage System Study (Rec. #50) Conservation Plans and other related initiatives (Rec. # 53)	2013-2014	<ul style="list-style-type: none"> • Parks and Forestry 	N/A	No
52	<p>Work with appropriate agencies and stakeholders to develop an environmental response network and protocol to anticipate and effectively manage existing (e.g. invasive species, pest infestations), and potential biological and other environmental threats.</p> <p>(Section 7.5.1)</p>	All	Tied to Environmental Master Plan preparation; Natural Heritage System Study (Rec. #50), and related initiatives (Rec. #56)	2013-2014	<ul style="list-style-type: none"> • Parks and Forestry 	N/A	No

Rec. #	Direction/ Recommendations	Future Directions Service Area(s)	Implementation Triggers	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
56	<p><u>Surveys of rare and significant fauna</u></p> <p>Encourage the Conservation Authorities to undertake surveys of rare and significant fauna and flora species, together with the formulation of recovery plans and strategies. Apply existing agency approaches and data to assist with the formulation of recovery plans for species and vegetation communities at risk.</p> <p>(Section 7.5.2)</p>	All	NHS study (Rec. #50);	2015+	<ul style="list-style-type: none"> • Parks and Forestry • Park Planning • Planning and Building (Policy) 	N/A	No
POLICIES AND/OR STANDARDS/BEST PRACTICES							
Parks Planning and Design							
1	<p><u>Placemaking</u></p> <p>Continue the process of Placemaking as the standard approach to City-building initiatives to ensure the creation of complete communities that work economically, aesthetically and socially to create vibrant, pedestrian-friendly neighbourhoods. For parkland this will entail the establishment of well designed, attractive, safe, and comfortable public and private spaces that encourage people of all ages to engage in social and civic interaction through both casual and programmed activities.</p> <p>(Section 6.1.1)</p>	3,5 and as appropriate	<p>Ongoing commitment as per <i>Building Mississauga Around Places</i></p> <p>Response to SP: Complete Neighbourhoods;</p> <p>SP: Ensuring Youth, Older Adults and New Immigrants Thrive: Outcome of Culture Master Plan (Rec. # 19, 21, 22)</p>	2011-2012	<ul style="list-style-type: none"> • Park Planning • Park Development • Planning and Building • Transportation and Works • Culture Division 	(Costs within Capital Budget for park development/ re-development)	No

Rec. #	Direction/ Recommendations	Future Directions Service Area(s)	Implementation Triggers	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
2	<p><u>Ecosystem planning</u> Continue to embody the principles of ecosystem planning in the land-use planning process, whereby natural areas and systems are appropriately protected and integrated into the built environment and enhanced to ensure overall health of the natural environment, and people, into the future. <i>(Section 6.1.2)</i></p>	All	Response to SP: Living Green	2011-2012	<ul style="list-style-type: none"> • Park Planning • Planning and Building 	N/A	No
3	<p>Within the system of parks and natural areas, continue to strive for a 'green', livable, and sustainable City, with the provision of parks and open spaces that are readily accessed by residents, and designed to accommodate a range of active and passive recreation uses in harmony with the natural environment. <i>(Section 6.1.2)</i></p>	All	Response to SP: Living Green	2011-2012	<ul style="list-style-type: none"> • Park Planning • Planning and Building 	N/A	No

Rec. #	Direction/ Recommendations	Future Directions Service Area(s)	Implementation Triggers	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
4	<p>Precinct Planning</p> <p>Similar to the Downtown 21 Master Plan, continue to develop integrated open space / urban design plans for all new areas of redevelopment and intensification on a 'precinct' basis. For parks, and public and private spaces, the plans should address the location, form and characteristics to ensure common design philosophies. Accompanying guidelines should be prepared to address landscape / urban design elements and sustainability measures, and to identify programming and facilities that are appropriate to community demographics and urban living.</p> <p>The plans and design guidelines will guide planning and policy decisions and development negotiations at subsequent planning stages and will assist in internal prioritizing of staff and financial resources to address parks design and development in sequence with other planned initiatives.</p> <p>(Section 6.2)</p>	3,5 and as appropriate	<p>Ongoing part of growth plans, as per Downtown 21 Master Plan</p> <p>Response to SP: Complete Neighbourhoods; SP: Ensuring Youth, Older Adults and New Immigrants Thrive; Outcome of Culture Master Plan (Rec. # 19, 21, 22)</p>	2011-2012	<ul style="list-style-type: none"> • Park Planning • Planning and Building • Culture Division 	(Study costs within Planning and Building Capital Budget for precinct planning)	No

Rec. #	Direction/ Recommendations	Future Directions Service Area(s)	Implementation Triggers	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
5	<p><u>Excellence and innovation in design and construction technologies</u></p> <p>Excellence and innovation in design and construction technologies should be key objectives for all new park planning and development to ensure that the public and private open spaces are developed on the basis of high quality, reasonable cost solutions, that imbed objectives for sustainability and offer long-term durability. For private development sustainable design will be directed by the <i>City of Mississauga Green Development Strategy</i>, and the <i>Green Building Standards</i>. (Section 6.2)</p>	All	<p>Alignment with trends;</p> <p>Response to SP: Complete Neighbourhoods; SP: Living Green</p>	2011-2012	<ul style="list-style-type: none"> • Park Development • Park Planning 	(Costs within Capital Budget for park development/re-development)	No
6	<p><u>Multi- departmental approach</u></p> <p>To achieve the City's objectives and new directions for new development areas, the planning and approvals process must be undertaken as a coordinated, multi- departmental approach. In this regard there needs to be continued and increased efforts by the City toward inter-departmental dialogue and cooperation in all matters pertaining to community and infrastructure planning design. (Section 6.2)</p>	All	<p>Imperative to coordinated effort in planning and development</p> <p>Response to SP: Complete Neighbourhoods; Outcome of Culture Master Plan (Rec. # 26)</p>	2011-2012	<ul style="list-style-type: none"> • Park Planning • Parks and Forestry • Planning and Building • Transportation and Works • Culture Division 	N/A	No

Rec. #	Direction/ Recommendations	Future Directions Service Area(s)	Implementation Triggers	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
22	<p><u>Park use by all-ages and abilities, design for safety</u></p> <p>In the design of all new parks, and the rejuvenation of older parks, consider use by all-ages and abilities, design for safety using Crime Prevention Through Environmental Design (CPTED) principles, and the provision of facilities and amenities that support social interaction and unstructured recreation and leisure activities. These may include, as appropriate: shaded seating areas, child and youth-oriented play facilities, outdoor fitness equipment, informal playing fields, picnic / barbecue facilities, checker / chess tables, community gardens, nature trails, wildlife viewing areas or nature interpretation / education areas.</p> <p>(Section 6.3.9)</p>	All	<p>Alignment with trends;</p> <p>Response to SP: Complete Neighbourhoods;</p> <p>SP: Ensuring Youth, Older Adults and New Immigrants Thrive</p>	2011-2012	<ul style="list-style-type: none"> • Park Planning 	(Costs within Capital Budget for park development/ re-development)	No
23	<p><u>Community Engagement</u></p> <p>Continue to engage the public in all parks development and redevelopment projects to ensure that community preferences and interests are integrated together with recommended facilities.</p> <p>(Section 6.3.9)</p>	All	<p>Ongoing;</p> <p>Response to SP: Complete Neighbourhoods</p> <p>SP: Ensuring Youth, Older Adults and New Immigrants Thrive</p>	2011-2012	<ul style="list-style-type: none"> • Park Planning 	N/A	No

Rec. #	Direction/ Recommendations	Future Directions Service Area(s)	Implementation Triggers	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
Park Standards / Policies							
7	<p><u>Park Classifications</u></p> <p>The parkland and open space classifications comprising Destination Park, Community Park, and Greenbelt are appropriate categories to be used to describe the hierarchy of City-owned open space lands, providing that the category of Community Park is redefined as including all types of local-serving parks, including small urban parks and squares. The City should review its current inventory listing to ensure that the classification assigned to each park fits its intended and actual use.</p> <p>If historic assumptions as to what a 'Community Park' is preclude this, consider reinstating a smaller park unit, such as 'Local Park' or 'Neighbourhood Park' to capture the range of new urban parks that will be needed.</p> <p>(Section 6.3.1)</p>	All	<p>Development / redevelopment plans; precinct plans;</p> <p>Response to SP: Complete Neighbourhoods;</p> <p>SP: Ensuring Youth, Older Adults and New Immigrants Thrive</p>	2011-2012	<ul style="list-style-type: none"> • Park Planning • Planning and Building 	N/A	No

Rec. #	Direction/ Recommendations	Future Directions Service Area(s)	Implementation Triggers	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
8	<p><u>Parkland Provision</u></p> <p>Maintain the current tableland parkland standard of 1.2 ha. per 1000 population, with access to parks within an 800m distance in residential areas as a <u>minimum</u> standard for new development areas. This standard does not include non-park open spaces such as hazard lands and natural areas, which may be acquired for conservation purposes.</p> <p>(Section 6.3.2)</p>	All	<p>Development / redevelopment plans; precinct plans;</p> <p>Response to SP: Complete Neighbourhoods;</p> <p>SP: Ensuring Youth, Older Adults and New Immigrants Thrive</p>	2011-2012	<ul style="list-style-type: none"> • Park Planning 	N/A	No
9	<p><u>Range of Public Spaces</u></p> <p>Continue to plan for a range of public spaces that may not match traditional park types, including urban squares and linear greenspace to support trails and greening strategies, combined with increased opportunities for a variety of activities that support urban 'downtown' living.</p> <p>(Section 6.3.3)</p>	All	<p>Development / redevelopment plans; precinct plans;</p> <p>Response to SP: Complete Neighbourhoods;</p> <p>SP: Ensuring Youth, Older Adults and New Immigrants Thrive: Outcome of Culture Master Plan (Rec. # 19, 21, 22)</p>	2011-2012	<ul style="list-style-type: none"> • Park Planning • Park Development • Planning and Building • Transportation and Works • Culture Division 	N/A	No

Rec. #	Direction/ Recommendations	Future Directions Service Area(s)	Implementation Triggers	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
10	<p><u>Community Based Assessment</u></p> <p>As part of planning studies to implement Growth Management recommendations, e.g. District Plans, Community Plans - a community-based assessment should be used to establish where and how much parkland should be included in redevelopment areas, in consideration of desired urban form and proximity to existing parkland and facilities, together with demographics, socio-economic factors, and projected growth. Parkland levels should continue to be based on the provision of a minimum of 1.2 ha. / 1000 population, and areas that currently fall below this standard, such as the City Centre, should not be allowed to slide any further.</p> <p><i>(Section 6.3.3)</i></p>	All	<p>Development / redevelopment plans; precinct plans;</p> <p>Response to SP: Complete Neighbourhoods;</p> <p>SP: Ensuring Youth, Older Adults and New Immigrants Thrive</p>	2011-2012	<ul style="list-style-type: none"> • Park Planning • Planning and Building 	N/A	No

Rec. #	Direction/ Recommendations	Future Directions Service Area(s)	Implementation Triggers	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
11	<p><u>Planning and Financial Tools</u></p> <p>Apply all available tools such as density bonusing, alternate provision standards Allowed under the Planning Act, and enabled by elements of the Official Plan and Zoning By-laws, to optimize parkland securement opportunities.</p> <p>(Section 6.3.3)</p>	All	<p>Development / redevelopment plans; precinct plans;</p> <p>Response to SP: Complete Neighbourhoods;</p> <p>SP: Ensuring Youth, Older Adults and New Immigrants Thrive; Outcome of Culture Master Plan (Rec. # 22)</p>	2011-2012	<ul style="list-style-type: none"> • Park Planning • Planning and Building • Culture Division 	N/A	No
12	<p><u>Review Provision Standards at Next Future Directions Update</u></p> <p>As the City progresses with its growth plans, the successful application of the current provision standards to infill and redevelopment areas should be monitored, and again reviewed at the next <i>Future Directions</i> plan update.</p> <p>(Section 6.3.3)</p>	All	<p>Anticipating next Future Directions update</p> <p>Response to SP: Complete Neighbourhoods;</p> <p>SP: Ensuring Youth, Older Adults and New Immigrants Thrive</p>	2015+	<ul style="list-style-type: none"> • Park Planning 	N/A	No

Rec. #	Direction/ Recommendations	Future Directions Service Area(s)	Implementation Triggers	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
13	<p><u>Role of Private Open Space</u></p> <p>Open space on private lands including urban squares, roof gardens, and landscaped amenity areas, will constitute an important part of the urban design character of new communities, City greening initiatives, and the provision of public and private amenity space. Privately owned open space should be encouraged in new urban infill and redevelopment areas but should be considered supplementary to, and not a replacement for, the required provision of public parks and open space. Private open space should be reviewed on a site by site basis, with clear guidelines for implementation through policy and urban design guidelines.</p> <p><i>(Section 6.3.4)</i></p>	All	<p>Development / redevelopment plans; precinct plans;</p> <p>Response to SP: Complete Neighbourhoods;</p> <p>SP: Ensuring Youth, Older Adults and New Immigrants Thrive; Outcome of Culture Master Plan (Rec. # 19, 21, 22)</p>	2011-2012	<ul style="list-style-type: none"> • Planning and Building • Park Planning • Culture Division 	N/A	No

Rec. #	Direction/ Recommendations	Future Directions Service Area(s)	Implementation Triggers	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
14	<p>Cash-in-lieu</p> <p>The following criteria should be considered in deciding when to take a cash in lieu payment:</p> <ul style="list-style-type: none"> • whether the area being developed or redeveloped has sufficient parkland to accommodate projected population growth and forecasted recreation needs within existing standards; • if the City has identified land in a more appropriate or accessible location that has been, or is to be, acquired by the City; • if a parkland assembly can be completed within adjacent future developments; • where there the site cannot provide land that is either usable or functional (i.e. does not meet City standards for size, shape, frontage, quality, etc.); • where the taking of parkland from the site may reduce the number of dwelling units or the floor space of a development or redevelopment such that it renders the development or redevelopment unfeasible. <p>In determining the value of a land dedication, consideration should be given to whether the site contributes to establishing or completing trail connections, improving an adjacent pathway, or adding to existing parkland.</p> <p>(Section 6.3.5)</p>	All	<p>Maintenance of park supply in development / redevelopment areas; precinct plans;</p> <p>Response to SP: Complete Neighbourhoods;</p> <p>SP: Ensuring Youth, Older Adults and New Immigrants Thrive</p>	2011-2012	<ul style="list-style-type: none"> • Park Planning 	N/A	No

Rec. #	Direction/ Recommendations	Future Directions Service Area(s)	Implementation Triggers	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
15	<p><u>Cash-in-lieu Allocation strategy</u></p> <p>The City should consider the development of a cash-in-lieu allocation strategy to direct the use and apportioning of CIL funds, with a view to balancing both parkland needs in growth areas as well as city-wide interests for the acquisition of waterfront parkland and natural areas.</p> <p>(Section 6.3.5)</p>	3,5 and as appropriate	Maintenance of park supply in development / redevelopment areas; precinct plans; Response to SP: Complete Neighbourhoods; SP: Ensuring Youth, Older Adults and New Immigrants Thrive	2011-2012	• Park Planning	N/A	No
16	<p><u>Parkland Acquisition Strategy</u></p> <p>It is recommended that the City continue with its current approach to identify strategic land acquisitions, and through endorsement of this Plan adopt evaluation criteria and a ranking system which includes priorities for acquisition of lands that:</p> <ul style="list-style-type: none"> • protect and enhance Natural Areas; • support the Waterfront Strategy; • support completion of the trails system; • support population growth and sustainable community design (where no / limited opportunities for parkland dedications exist). <p>(Section 6.3.6)</p>	All	Imperative to formalizing Parkland Acquisition strategy	2011-2012	• Park Planning	N/A	No

Rec. #	Direction/ Recommendations	Future Directions Service Area(s)	Implementation Triggers	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
Parkland to Meet Recreation Facilities Needs							
17	To inform the identification of parkland needs, monitor the success of implementing the <i>Future Directions Recreation Master Plan</i> recommendations call for the provision of sports fields to address the current backlog and the 5-year forecasted need, by improving or adding facilities in existing parks or through allocation / usage policies. <i>(Section 6.3.7)</i>	All	Ongoing; Alignment with Future Directions Recreation Master Plan; Response to SP: Complete Neighbourhoods	2013-2014	<ul style="list-style-type: none"> • Park Planning • Sports 	N/A	No
18	In association with the monitoring of the provision of sports fields, review and assess the need for Ninth Line Parks to accommodate some of the current backlog or future forecasted major outdoor facilities needs. Evaluate, on a site specific basis, opportunities for Ninth Line Parks to accommodate other desired recreation and leisure services and facilities to alleviate pressures on existing parkland and on the valley parks and open space. These may include an additional events park and / or picnic park; a location for a bike course, multi-use ramp facility, off-leash area, or a site to accommodate 'food growing' initiatives. <i>(Section 6.3.7)</i>	1	Ongoing; Alignment with Future Directions Recreation Master Plan; Response to SP: Complete Neighbourhoods	2013-2014	<ul style="list-style-type: none"> • Park Planning • Parks 	N/A	No

Rec. #	Direction/ Recommendations	Future Directions Service Area(s)	Implementation Triggers	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
19	Maintain the inventory of Ninth Line Parks pending a comprehensive review of the capability of the existing parkland and facilities supply to accommodate the major recreation facilities identified in <i>Future Directions</i> , as well potential opportunities for the landbase to accommodate a cemetery or any new recreation and leisure needs that the City may be willing to provide. <i>(Section 6.3.7)</i>	1	Ongoing; Alignment with Future Directions Recreation Master Plan; Response to SP: Complete Neighbourhoods	2013-2014	<ul style="list-style-type: none"> Park Planning 	N/A	No
Trails and Pathways							
26	For new trails development in natural areas, or improvements that will initiate or intensify use of existing trails (e.g. expansion or paving), undertake a site specific evaluation process using information contained in the Natural Areas Survey and field assessment to evaluate vegetation, habitat, and conditions to determine compatibility of the project together with corresponding best practices in management. This evaluation should be developed in association with Conservation Master Plans for major natural areas and may serve to preclude or close routes through woodlots, floodplains and other environmentally sensitive areas, given the potential for long-term degradation. <i>(Section 6.4)</i>	All	Alignment with Multi-use Trail Study (Rec. # 25); Alignment with Conservation Master Plans (Rec. # 53) Response to SP: Complete Neighbourhoods, SP: Living Green	2011-2012	<ul style="list-style-type: none"> Parks Park Planning Parks and Forestry 	(Costs within Capital Budget for park development/ re-development)	No

Rec. #	Direction/ Recommendations	Future Directions Service Area(s)	Implementation Triggers	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
Protection and Enhancement of Natural Areas							
60	<p>Include naturalization and restoration programs as part of the implementation of Mississauga's Million Trees planting program in order to support and enhance natural areas and the urban forest.</p> <p>Allocate dedicated and sustained funds towards the adequate long term maintenance required to sustain a healthy urban forest. In this regard, the City could also pursue partnerships with agencies and community organizations.</p> <p><i>(Section 7.5.4)</i></p>	All	<p>Strategic Plan recommendation;</p> <p>Alignment of restoration initiatives;</p> <p>Response to SP: Living Green</p>	2011-2012	<ul style="list-style-type: none"> • Parks and Forestry 	(Costs within naturalization, street tree, park development/re development Capital Budget)	No
61	<p>Review planning tools such as zoning by-laws, subdivision design guidelines, site plan approval requirements and landscape and engineering standards to ensure that new urban areas support the Natural Area objectives.</p> <p><i>(Section 7.5.4)</i></p>	All	<p>Preparation and implementation of NHS study</p> <p>Response to SP: Living Green</p>	2013-2014	<ul style="list-style-type: none"> • Park Planning • Parks and Forestry • Planning and Building (Policy) 	N/A	No