



# Strategic Objectives, Initiatives and Actions

The following Strategic Objectives – and the associated Initiatives and Actions for each – have been developed to meet the challenges associated with trail development in the Greater Toronto Region. These directions will guide TRCA and partners toward achieving the overarching vision of the Trail Strategy.

**Strategic Objective #1:****Organize effective trail leadership.**

**Regional trails extend beyond municipal boundaries, involving many partners. To build the Greater Toronto Region Trail Network, we must organize and undertake a coordinated internal and external approach.**

**Initiative 1.1: Establish an internal Trail Working Group to guide the implementation of the Strategy and provide input on corporate level operations pertaining to trail development at TRCA.**

An internal Trail Working Group is necessary to guide the phased implementation of the Strategy in a fiscally responsible manner and to ensure that trail-related activities are coordinated across the organization. The Trail Working Group will coordinate the Strategy across business units, including developing a work plan and a financial plan to deliver the Strategy. In addition to providing input on corporate level operations relating to trails development, the Trail Working Group will also coordinate the establishment of the Trail Leaders Round Table (see **Initiative 1.2**).

A member of TRCA's Senior Leadership Team will be assigned to the Trail Working Group to act as an executive sponsor, helping provide guidance in the formation and operation of the group. Each division within TRCA will be

represented to ensure that decision-making is distributed and cross-divisional. Decisions made by the group will be communicated to TRCA's Senior Leadership Team as well as to the Trail Leaders Round Table. A member from the group will represent TRCA at the Trail Leaders Round Table and will provide regular communication and interaction between both groups.

**Actions:**

- A.** Consolidate the Trail Working Group and formalize its mandate.
- B.** Develop a work plan and a financial plan to coordinate the delivery of the Strategy across business units.
- C.** Pursue and obtain sustained operating funding to administer the Strategy.

**Initiative 1.2: Form an external Trail Leaders Round Table as a regional alliance to promote knowledge-sharing, build capacity, support representation and focus fundraising efforts in support of the Strategy.**

Other successful trail strategies in the province have all started with collaborative, organized trail leadership, including the Ontario Trails Council, the Hamilton-Burlington Trails Council and Discovery Routes. Coming together as a formal alliance promotes knowledge-sharing, builds capacity, focuses fundraising efforts and facilitates representation from a range of community perspectives. Coordinating partnerships through a funded representative body will support consensus-building and ensure decisions with regional impact are made equitably. It will also create opportunities to ensure that contributions from all groups, particularly Indigenous communities, are included. Partners include staff from the regions and municipalities, neighboring Conservation Authorities, federal and provincial agencies, Indigenous community leaders, grassroots organizations and private businesses.

In 2017, TRCA adopted the *Community Engagement Strategy* along with a new citizen governance model, including the Regional Watershed Alliance (RWA). The RWA is an advisory and action-based committee comprising diverse community members from across the Toronto Region who contribute their unique perspectives and capabilities. This Strategy recommends including a representative from the RWA on the Trail Leaders Round Table to ensure that citizen engagement opportunities are identified and coordinated.

**Actions:**

- A.** Formalize Trail Leaders Round Table mandate, functions and joint funding model.
- B.** Set priorities, based on assigned Actions (see **Workbook Section 04: Action Plan**).
- C.** Align Capital Projects with respective organizational programs, budgets and implementation timelines.

**Strategic Objective #2:****Prioritize trail and destination area capital projects.**

Trail and destination infrastructure investment at a regional scale involves complex and competing priorities. Investment includes both trail construction and the delivery of trail facilities and amenities to enhance destinations.

Amenities may include parking, washrooms, warming huts, benches, trailheads, signage, wayfinding devices, bike racks, water fountains or water bottle refill stations, trash and recycling containers, first aid supplies and maps.

Fully connecting the Greater Toronto Region Trail Network and establishing a standard level of trail amenity will make the trail experience safer, more enjoyable and accessible. This objective proposes a methodology to prioritize investment in trails and destinations.

**Initiative 2.1: Validate the trail and destination investment criteria.**

This Strategy puts forward a draft set of investment criteria for trail gap and destination areas to identify priority areas for investment and guide us toward meaningful expansion of the network (see **Trail Gap Investment Criteria** and **Destination Investment Criteria** page 108). The Trail Working Group will evaluate and confirm these criteria. This approach will ensure that investment in trail and destination development is targeted strategically, according to our criteria.

**Actions:**

- 
- A.** Validate the Trail Gap and Destination Investment Criteria (see **Investment Criteria** page 108).
- 

**Initiative 2.2: Finalize the trail and destination area capital project lists.**

Based on the validated Trail Gap and Destination Investment Criteria, each candidate trail and destination capital project has been assigned an implementation priority of short-term, medium-term or long-term. The Trail Working Group will evaluate and confirm these candidate lists and the corresponding implementation priorities. The Group will perform high-level cost analysis for the confirmed capital projects and develop a corporate financial plan to secure sustained operating and capital funding to coordinate and deliver projects through a corporate-wide, multi-year approach.

**Actions:**

- 
- A.** Finalize the prioritized capital projects lists in consultation with our municipal colleagues (see **Workbook Section 01: Trail Capital Projects: Candidate List**, and **Section 02: Destination Area Capital Projects: Candidate List**).
- 

**Initiative 2.3: Develop a business plan to deliver trail and destination capital projects in partnership with our municipal trail colleagues.**

Once the Trail and Destination Capital Project Lists are finalized, the Trail Working Group will develop a business plan to complete these projects. Creating a business plan will involve performing high-level cost analysis for the confirmed capital projects and developing a financial plan to obtain funding and implement capital projects with our partners.

**Actions:**

- 
- A.** Perform high-level cost analysis for candidate capital projects.
  - B.** Develop a corporate-wide work plan to deliver capital projects across divisions.
  - C.** Develop a financial plan to obtain funding to deliver capital projects.
  - D.** Pursue and obtain capital funding to deliver trail projects in partnership with municipal trail colleagues.
-

Expressway  
ENDS  
400 m

LOWER DON TRAIL  
Lake Shore Boulevard



**Strategic Objective #3:****Promote greater trail use and awareness.**

Improved awareness about our regional trail network, its value and benefits will improve the trail experience and retain and attract trail users. The City of Toronto recently completed a business case outlining the benefits of their TO360 wayfinding system. For every dollar invested, almost four dollars would be returned in transportation benefits (including capital costs and maintenance) over the 25 year lifecycle of the project.

A similar wayfinding plan and communications plan for the Greater Toronto Region Trail Network would also deliver additional benefits, such as increased tourism spending, reduced emissions through reduced auto use, a more attractive public realm and improved health due to increased walking.

**Initiative 3.1: Implement a wayfinding plan for the Greater Toronto Region Trail Network.**

We must clearly convey information about the nature of the Greater Toronto Region Trail Network for enhanced navigation. Informing the public about how to access and properly use our regional trail system is essential to successful trail management. Information should include: directions to trailheads and access points, descriptions of trails and features as well as accessibility, etiquette, educational and safety information. This information helps protect both trail users and the sustainability of the trail. Good wayfinding design will help address many of the challenges we face (see **Challenges** page 67).

To kick-start this initiative, a digital and print map will be produced as a complement to this Strategy. A comprehensive wayfinding plan for the Greater Toronto Region Trail Network should follow, to facilitate improved use of the network.

**Actions:**

- A.** Produce a digital and print map of the Greater Toronto Region Trail network to provide clear wayfinding information for improved user orientation and experience.
- B.** Implement a comprehensive wayfinding plan for the Greater Toronto Region trail network.

- C.** Explore new forms of technology to improve approach to natural and cultural interpretation on trails.
- D.** Engage in a pilot project to test the Provincial Trail Classification system, upon its release.

**Initiative 3.2: Implement a communications campaign for the Greater Toronto Region Trail Network.**

A communications plan is a key component to raising awareness about the value of the Greater Toronto Region Trail Network. It will help to secure ongoing funding, generate support, promote the network and support local municipalities and businesses. This Strategy recommends the Trail Leaders Round Table partner on funding a communications campaign for the Greater Toronto Region Trail Network that builds on existing trail promotion efforts. This campaign should highlight trip planning opportunities for a range of abilities and experiences, including options for unique, exciting and well-serviced multi-day trail excursions across the network. It should communicate a range of unique, exciting and well-serviced single and multi-day trail itineraries in the Greater Toronto Region Trail Network that accommodates a range of abilities and experiences. Partnering with private businesses that support amenities (such as lodging, restaurants and equipment rentals) and tourism organizations would further support this initiative.

**Actions:**

- A.** Implement a communications campaign for the Greater Toronto Region Trail Network that builds on existing trail promotion efforts by TRCA and partners.
- B.** Where needed, partner with municipalities, tourism agencies and private businesses to promote destinations (see **Destinations** page 70) within the Greater Toronto Region Trail Network.

**Strategic Objective #4:****Build a sound knowledge base.**

The way people are using trails is changing and evolving. Our regional trails are often used for both recreational and active transportation-based purposes in both greenspace and in our transportation networks. The relationship between these uses and their cumulative impact must be better understood to improve trail network planning and design. Studying broader usage patterns across our regional transportation network, including the association between trail, road and transit systems, will provide a more comprehensive understanding of how people are moving about during their daily lives.

Our knowledge base also depends on up-to-date terrestrial monitoring, including biological inventories and assessments. Continued and enhanced ecological data collection and monitoring will provide critical existing conditions information to inform trail planning and management within the context of our urbanizing environment. This comprehensive analysis is critical to planning a sustainable, multi-modal regional trail network that is both integrated into the larger regional transportation network and consistent with TRCA's *The Living City Policies*.

**Initiative 4.1: Invest in a comprehensive regional trail data program.**

Currently, TRCA's Trail Monitoring and Assessment program provides data collection for TRCA-owned and managed trails within the Greater Toronto Region. Standardizing data collection, administration and analysis, as well as sharing this information between regional recreation and transportation delivery partners, will improve the design and quality of the Greater Toronto Region Trail Network. Digital assessment tools and measurement devices are utilized to collect the following trail data: alignment, conditions, slope, cross-slope, surface type, surface hardness, obstacles and hazards. This data is utilized to inform the planning, design and management of our trail network and infrastructure.

The TRCA Trail Monitoring and Assessment program must be expanded to have the capacity to collect and assess the growing volume of trail data. Additionally, data regarding trail, road and transit networks, including mobility hubs, must be shared and analyzed comprehensively to understand the relationships and connection opportunities within our larger transportation system.

We must continue to invest in and expand this program, as well as complementary GIS resources and capacity, to monitor, assess and report on current trail conditions and to facilitate strategic planning and adaptive management. Developing a standardized methodology among regional transportation partners will improve effective use of trail data.

**Actions:**

- A.** Expand TRCA's Trail Monitoring & Assessment program and explore integration with TRCA's Terrestrial Monitoring program.
- B.** Develop a standardized system of data collection, administration and analysis for TRCA and regional trail partners to collect and communicate trail and terrestrial data.
- C.** Study broader usage trends and connections between local and regional trail, road and transit systems to design a comprehensive and resilient regional trail network that supports complete communities.
- D.** Provide the Greater Toronto Region Trail Network Concept Plan in the TRCA Data Viewer as a reference to inform and assist TRCA staff as trail planning initiatives arise. Refresh on a regular basis with updates.

**Initiative 4.2: Partner with domain experts and educational institutions to better understand trails.**

New and exciting ways in which people are using trails has made it necessary to rethink how trails are planned, developed and managed. In order to be resilient and capitalize on the opportunities presented by these changes, innovative research is needed to ensure that trail managers can more effectively guide trail development and facilitate maintenance. The success of our trail system depends on our ability to understand environmental, economic and social impacts of trails and to adaptively manage our trail network.

Additionally, there is a need to research the impact of recreation on the biodiversity of natural areas. Sound data and a better understanding of how trails impact the complex systems through which they pass will help us access our natural spaces in a more sustainable way. Possible collaborative research areas could include how design factors (including trail width, trail configuration, trail density and user numbers) affect measures of biodiversity, user experience and the economics of trails. Further research could investigate different trail management techniques to optimize trail design and operation within natural areas.

To accomplish this, partnerships should be established to share resources and capitalize on investigations that improve the development and management of trails as it relates to supporting biodiversity.

**Actions:**

- A.** Undertake a targeted Trail Ecology Study to help inform the balance between trail use and ecological health over time.
- B.** Map future growth projections against the proposed Greater Toronto Trail network to identify potential development opportunities and carrying capacity hot spots.
- C.** Continue to implement sustainable trail planning, design, construction and management best practices.
- D.** Explore partnerships with educational institutions to assist in trails research.



**Strategic Objective #5:**

**Prioritize trail and destination area capital projects.**

We must seek a balance between enjoyment and protection of our natural and cultural heritage through trail siting, design, construction, programming and operations that prioritizes ecological integrity. *The Living City Policies* outlines TRCA's environmental planning objectives, goals and policies for non-motorized trails in Recreational Use and Recreational

**Use Policies.** Existing and proposed trails within TRCA-owned and regulated areas should be planned, developed and maintained in a manner consistent with TRCA's *The Living City Policies*. Maintaining this balance also requires growing our natural system in tandem with the projected urban growth of our region.

**Initiative 5.1: Protect, restore and enhance habitats through sustainable trail development.**

Trail design should prioritize ecosystem health. TRCA Planning Ecology staff should be engaged throughout the trail project lifecycle to provide input on ecological protection and enhancement of surrounding habitat. Siting, design and operation of trails should avoid, mitigate and/or compensate for impacts to the natural system. Trails should be routed to avoid critically sensitive habitat, as well as natural features and areas where flooding or soil conditions prohibit sustainable trail design. In addition, this Strategy recommends identifying and protecting critical habitat reserves where sensitive species can retreat to avoid disturbance from trail use. Trail planning, development and management projects should integrate habitat restoration and environmental enhancement initiatives. Trail construction should be undertaken in a

way that minimizes environmental impact and maximizes long-term sustainability. Proper site planning, scoped environmental studies and the incorporation of best management practices for site construction and future maintenance can generally minimize impacts of trails to negligible levels.

Sustainable trail development is also dependent upon sound technical design standards. The *TRCA Trail Planning and Design Guidelines (1992)* have been an invaluable resource to facilitate responsible trail building in our region. Since the release of the Guidelines, the trail landscape has changed significantly and our understanding of sustainable trail development has evolved. In response, an update to the Guidelines, which will henceforth be known as the *TRCA Trail Handbook*, will include current best practices, address new user groups and trail types, incorporate newly recognized industry standards for trail design, construction

**Strategic Objectives, Initiatives and Actions**

and classifications, reflect new provincial accessibility legislation that impacts trail design and standardize design practices relating to trail development at TRCA.

**Actions:**

- A. Plan, develop and maintain existing and proposed trails within TRCA-owned and regulated areas in a manner consistent with TRCA's *The Living City Policies*.
- B. Identify "no-go" zones for critically-sensitive ecological areas based on the *Trail Ecology Study*.
- C. Develop the *TRCA Trail Handbook*.



### Initiative 5.2: Finalize the trail and destination area capital project lists.

TRCA will be developing a Greenspace Strategy to guide the acquisition, planning, development and management of greenspace in the current landscape of urban intensification. The Greenspace Strategy will address ways to secure more greenspace to grow our natural system, accommodate growth and provide trails. This Strategy recommends employing the future TRCA Greenspace Strategy to secure additional greenspace and provide proposed trail corridors identified in the Trail Strategy, where property acquisition and subsequent ecological enhancement would be beneficial to the natural system. Employing this Strategy to identify and support beneficial land acquisition opportunities through the *Greenlands Acquisition Project for 2016–2020 (GAP)* (TRCA, 2015) will also support the growth of our natural system. Where possible, TRCA and partners should seek to expand and enhance the natural system in conjunction with trail planning, design, implementation and maintenance activities.

#### Actions:

- 
- A. Employ the *Trail Strategy* to identify and support land acquisition opportunities through TRCA's Greenlands Acquisition Project, where feasible.
- 
- B. Employ the future *TRCA Greenspace Strategy* to secure additional greenspace and provide proposed trail corridors identified in the *Trail Strategy*, where feasible.
- 
- C. Incorporate expansion and enhancement of the natural system into all trail projects, where possible.
- 

### Initiative 5.3: Identify opportunities for trail-based cultural heritage programming.

The origins of the Greater Toronto Region Trail Network trace back to early Indigenous people who established the Carrying Place Trail, joining Lake Ontario to the upper Great Lakes, attracting European explorers to the region and setting the stage for the development of the Greater Toronto Area. In recognition of its significance to Canada's Indigenous and settler history, the Humber River is now designated a Canadian Heritage River by the Federal government.

Trails connect us to our rich Indigenous and settler history. They present opportunities for reflection and self-awareness. This awareness can help foster relations and greater acceptance of diverse cultural origins. Celebrating the vibrant cultural heritage in our region will engage and educate trail users about our past, present and future.

#### Actions:

- 
- A. Invest in cultural heritage interpretation of the Humber River as a Canadian Heritage River and its connection to the Carrying Place Trail (The Humber Trail).
- 
- B. Collaborate with Indigenous communities to develop cultural heritage programs that respect and share traditional Indigenous ways and beliefs.
- 
- C. Support event programming, storytelling and educational opportunities to engage all communities in celebration of our rich Indigenous and settler history.
-

**Strategic Objective #6:****Promote meaningful community engagement.**

Indigenous peoples, volunteers and grassroots organizations are key partners in creating and managing our regional trail network. Working in partnership, meaningful places within our regional trail network can be created to respect and celebrate Indigenous ways and beliefs, improving the quality of life, for present and future generations. We must support all community members as leaders in trail and greenspace stewardship.

The *Community Engagement Strategy* outlines TRCA's civic engagement objectives, goals and policies for facilitating community and partner engagement. All engagement initiatives proposed in this Strategy should be developed and refined in a manner consistent with the CES and the future TRCA Consultation Office.

**Initiative 6.1: Develop and support trail community stewardship programs to support trail building, monitoring and maintenance.**

Volunteers make key contributions to trail planning, construction, maintenance, oversight and promotion. We must continue to foster relationships with our robust network of volunteers to support trail stewardship in local communities. This Strategy proposes that TRCA support volunteer associations in the development of a Trail Ambassador Program to coordinate volunteer activities relating to trail monitoring and maintenance.

**Actions:**

- A. Work with existing volunteer organizations to develop the Trail Ambassador Program.
- B. Offer trail monitoring and maintenance programs to volunteers to grow our network of trail stewards.

**Initiative 6.2: Design community engagement programs that enhance the trail experience.**

Engaging in activities on trails gets people outdoors, experiencing the beauty of the natural environment and connecting with community members in new ways. Trails set the stage for land-based education while facilitating healthy recreational pursuits. Using trails as venues for activities and programs that promote community health, cultural appreciation and togetherness positively animates our natural public realm. Encouraging community groups to take advantage of trail networks for their activities and programs cements the recognition of trails as key infrastructure assets, fostering broad-based community appreciation for trails.

Facilitating environmentally-responsible ways for people to engage with our streams, rivers and lakes will also enable a wider range of people to enjoy outdoor water-based activities. The establishment of waterfront recreational nodes at significant City of Toronto waterfront parks has already improved how people access Lake Ontario and take part in various water-based recreational activities, such as fishing, kayaking, canoeing and paddle boarding. These nodes incorporate launches appropriate for small vessels and allow the public to safely explore the waterfront, while discouraging shoreline trampling, allowing for significant shoreline regeneration. TRCA will continue to work with the City of Toronto to support waterfront recreational nodes at waterfront parks and work to expand the program in collaboration with our government

partners and community partners. TRCA will also work with our waterfront municipal partners to establish conceptual safe paddling routes between recreational nodes that will link our lakes, rivers and shorelines together.

**Actions:**

- A. Collaborate with Indigenous communities to develop community engagement programs that celebrate and promote Indigenous ways and beliefs.
- B. Partner with community organizations in developing trail-based engagement programs that support active living and social inclusion.
- C. Invest in the study, expansion and programming of the Blue Trail network.



**Strategic Objective #7:****Support complete communities.**

**In order to support complete communities, our region needs a trail network capable of providing convenient access to both recreational experiences and active transportation travel options.**

**Initiative 7.1: Better integrate land use and trails planning.**

Complete communities meet people's needs for daily living throughout an entire lifetime by providing convenient access to an appropriate mix of jobs, transit, local services, local food centres, a full range of housing and community infrastructure, including affordable housing, schools, recreation and open space for their residents. Trails link people to recreational experiences, as well as to schools, workplaces and other destinations. Trail planning is as essential as traffic planning to building complete communities and requires a similar level of priority in municipal planning. Integrating trail development into community land use planning will help build local and neighbourhood connections into the regional trail network.

Studying broader usage patterns across our regional transportation network, including the association between trail, road and transit systems, will support more integrated land use planning in support of complete communities. This Strategy recommends

representing and incorporating the proposed Greater Toronto Region Trail Network into Regional Transportation Plans, Municipal Official Plans, Transportation Master Plans and Recreational Trail Master Plans to align land use and planning efforts and capitalize on development opportunities in support of trails. In addition, this Strategy recommends connecting the Greater Toronto Region Trail Network with Metrolinx's proposed mobility hubs. Metrolinx defines these mobility hubs as places of connectivity between regional and rapid transit services, where different modes of transportation come together seamlessly. They have (or are planning to have) an attractive, intensive concentration of employment, living, shopping and enjoyment activities around a major transit station.

There are two types of mobility hubs identified in *The Big Move: Anchor Hubs and Gateway Hubs*. Anchor Hubs are major transit station areas associated with an urban growth centre (as defined in the *Province's Growth Plan for the Greater Golden Horseshoe*). Gateway Hubs are major transit station areas located at the interchange of two

or more current or planned regional rapid transit lines with anticipated high levels of ridership. As some of these mobility hubs exist in areas of environmental sensitivity, we must strive to mitigate their impact to the natural system through the Environmental Assessment (EA) planning process.

**Actions:**

- A.** Work with regional trail partners to implement the proposed Greater Toronto Region Trail Network through Regional Transportation Plans, Municipal Official Plans, Transportation Master Plans and Recreational Trail Master Plan..
- B.** Connect the Greater Toronto Region Trail Network with proposed Mobility Hubs. Strive to mitigate impacts to the natural system through the Environmental Assessment (EA) planning process.
- C.** Co-locate trails with infrastructure design through the planning and development approvals process.
- D.** Work with approval agencies to ensure that permitting and development approvals support the realization of the Greater Toronto Region Trail Network.
- E.** Regularly review and adaptively update Implementation Plans to reflect current land use conditions, including property acquisition updates to identify potential connection opportunities early in the planning and development process.

**Initiative 7.2: Promote the top 10 destinations in the Greater Toronto Region Trail Network.**

The top 10 destination areas in the Greater Toronto Region Trail network offer distinctive experiences with our natural and cultural environments and provide the amenities critical to a successful trail system.

The establishment of these destinations provide exposure for communities, promoting visitor and local activity and catalyzing development that further supports complete communities.

Destinations could be further enhanced through the establishment of Trail Centres. A Trail Centre is a regional trails convergence point that offers a well-serviced, actively-managed trail amenity area with dedicated trail user and visitor services. Within our existing trail network, several locations have organically become Trail Centres. This Strategy recommends a Trail Centre be identified and promoted within each of the top 10 destination areas.

**Actions:**

- A.** Partner with interested municipalities, communities, tourism agencies, private businesses and trail organizations to promote destinations.
- B.** Establish and invest in Trail Centres within destination areas.



**Strategic Objective #8:**

**Secure adequate and sustainable investment.**

Trails are essential recreational and active transportation green infrastructure assets. They require sustainable and regular investment to guarantee their future. Regional trail projects are funded from a variety of sources, as outlined in Table 7.a.: Funding for Regional Trail Projects. At TRCA, these sources include TRCA revenues and occasional donations and/or government grants.

Of these sources, capital funding is sourced from all three channels, yet operating funding is sourced solely from TRCA revenues. Financial resilience will require a greater range of eligible funding sources and leveraging the revenue-generating potential of trails and related facilities. In addition to these sources, TRCA will continue to engage with regional trail partners to capitalize on future development opportunities that maximize budgets, time and resources.

Table 7.a: Funding for Regional Trail Projects

Trail Partner	Source of Funds	Description
<b>TRCA</b>	Donations*	Funds received through The Living City Foundation and funds from donation boxes at select trailheads
	Government Grants*	Municipal, provincial or federal funding
	TRCA Revenues	Municipal levies, capital, special projects and other
<b>Municipalities</b>	Development Charges (DCs)	Development fees
	Federal Gas Tax Fund (GTF)	Local infrastructure priority funding
	Government Grants	Municipal, provincial or federal funding
	Municipal Taxes	Municipal operating and/or capital budgets
<b>Trail Groups and Volunteers</b>	Donations	Donated funds, time, labour and materials
	Government Grants	Municipal, provincial or federal funding
<b>Future Funding Sources</b>	Public-Private Partnerships (PPP)	Co-operative funding arrangements
	Pay-Per-Use	Trail user fees (parking fees, membership fees)
	Road Tolls	Road toll funds

**Initiative 8.1: Source sustained funding for the Greater Toronto Region Trail Network.**

Trails require sustained investment from both public operating and capital budgets to address planning, design, construction, operation, monitoring, maintenance, programming and promotional costs. In order to maintain their recreational and active transportation functions, trails require ongoing funding to be maintained in a state of good repair and to achieve their desired level of service. We must strive to adopt the principles of asset management in accounting for the full lifecycle of the natural heritage monitoring, planning, design, implementation and maintenance of trails. This Strategy recommends developing a Trail Lifecycle Costing Tool to fully account for these activities in order to improve trail cost analysis. In addition, the creation of a Trail Maintenance Reserve Fund for ongoing trail operations and maintenance expenditures would improve our ability to adequately maintain our existing and proposed trail assets in a state of good repair. In addition to capital funding for trail infrastructure, implementation of this Strategy requires ongoing operating funding to execute the Initiatives and Actions outlined.

**Actions:**

- A. Develop a Trail Lifecycle Costing Tool to improve trail full-cost analysis.
- B. Create a TRCA Trail Maintenance Reserve Fund for ongoing trail operations and maintenance costs.
- C. Continue to pursue existing funding sources and explore future funding sources to establish and maintain sustained investment in the Greater Toronto Region Trail Network (see Table 7.a: Funding for Regional Trail Projects).

**Initiative 8.2: Capitalize from investment in new communities in support of trails and greenways.**

Many of the proposed trail and greenway connections in the Greater Toronto Region Trail Network require partnerships with municipal partners, NGOs and the development industry. Leveraging the development process to secure trail project funding and implementation opportunities provides a mechanism for execution. The inclusion, siting and design of trails should be considered at the initiation of the development process. With proper planning from project outset, trails can be situated in the most appropriate location for a particular development area.

As Secondary Plans and Master Environmental Servicing Plans (MESPs) are developed, TRCA and partner municipalities should be looking at opportunities to implement the Greater Toronto Region Trail Network plans to ensure that new neighbourhoods are well connected to municipal parks and our greenspace system. Negotiations through the development process would also include acquisition of major land holdings to facilitate inter-regional trails and community connections. Municipalities should work with trail partners to ensure that short-term trail routes and restoration opportunities are implemented with development funding,

including Development Charges (DCs) and Section 37 Agreements. Long-term trail connections should be planned through the Draft Plan subdivision process and through infrastructure Environmental Assessments (EAs).

Negotiations for trail funding and trail maintenance reserves should also be part of the growth area planning for these local and regional trails and greenways.

In existing neighbourhoods, or in areas that do not have upcoming development opportunities, trail partners should leverage existing budgets and new funding opportunities through federal, provincial and municipal funding programs that support active transportation, climate change adaptation and the creation of green infrastructure. Past applicable provincial funding programs have included: Climate Change Action Plan (CCAP), the Ontario Municipal Commuter Cycling Program (OMCC), the Ontario Sport and Recreation Communities Fund (OSRCF), Ontario Trillium Foundation grants and Greenbelt Foundation grants. Current applicable municipal funding programs include: York Region Pedestrian and Cycling Municipal Partnership Program (YRMPP).

**Actions:**

- A.** Through the development process, look to Development Charges (DCs), Section 37 Agreements, as well as the Draft Plan subdivision process and infrastructure Environmental Assessments (EAs), to obtain funding and implementation opportunities in support of trails and greenways.
- B.** Investigate federal, provincial and municipal infrastructure funding programs in support of trails and greenways.
- C.** Negotiate trail maintenance reserves as part of growth area planning for new communities.

