

**THE FINAL REPORT
OF THE
KIWANIS PARK STRATEGIC PLAN
DEVELOPED FOR
THE CITY OF KITCHENER**

**PREPARED FOR THE CORPORATION
OF THE CITY OF KITCHENER BY:
MacKinnon & Associates
in association with The QMS Group
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EXECUTIVE SUMMARY

PROJECT OVERVIEW

Background and Purpose of the Kiwanis Park Strategic Plan

Kiwanis Park opened in 1967 as a centennial project through the efforts of the Kiwanis Club of the Twin Cities (the Kiwanis Club) and the City of Kitchener and has been used continuously over the past 35 years as a summer recreation area, with a particular focus on the 2.5 acre swimming pool and picnic grounds. Through a formal agreement with the City of Kitchener, the Kiwanis Club charges a fee for public use of the swimming area and picnic grounds during the summer months and returns all profits back into park development and maintenance. Over the years, the Kiwanis Club has donated many thousands of volunteer hours to operating and maintaining the 115 acre park that also comprises a mixture of woodlot and open field areas and some 1.5 km of river frontage along its northerly edge.

Dialogue between the City of Kitchener and the Kiwanis Club indicated an interest in operating a year-round park to improve revenues. Some potential uses identified by the Kiwanis Club for further study included a campground, trailer park, golf driving range, year-round multi-purpose building and winter activities such as cross-country skiing. City of Kitchener officials also identified some potential uses for further study that included passive recreation, sportsfields, nature studies, camping, leash-free dog area and winter activities.

A number of stakeholders were identified who have a vested interest in the long-term future of Kiwanis Park. These include the Kiwanis Club, park users, local residents, the City of Waterloo (who own and maintain Kiwanis Park Drive) and the City of Kitchener. A Strategic Plan was deemed necessary "in order to determine the future direction of the Park and develop an implementation plan to achieve this direction."

Objectives of the Kiwanis Park Strategic Plan

The original terms of reference issued by the City of Kitchener defined a Strategic Plan as "a long-range planning document which sets out the future uses, operation and management of Kiwanis Park" and listed four objectives:

- To review the current operational agreement of the Park between the City of Kitchener and the Kiwanis Club and prepare an analysis of the current management arrangement for the Park.
- To undertake community and stakeholder consultation on the future of the Park and to consider the results on the consultation in any recommendations.
- To prepare recommendations on future uses, management and operational needs of Kiwanis Park along with a proposed concept plan of the park for the approval of City Council.

- To develop an implementation plan (with phasing and budget) based on the final recommendations contained in the Strategic Plan.

The Process of Developing the Strategic Plan

November 2002 - The City of Kitchener issues a Request for Proposals to develop a strategic plan for the future of Kiwanis Park.

January 2003 - Kitchener City Council accepts the joint proposal submitted by MacKinnon and Associates and The QMS Group.

February 2003 - Four surveys conducted as input to the Strategic Plan.

- Survey of members of the Kiwanis Club of the Twin Cities
- Survey of identified groups and organizations
- Survey of City Hall staff and others identified as internal stakeholders
- Survey of households in the neighbourhood of Kiwanis Park

March 27, 2003 - First scheduled public meeting held to review the 12 key issues identified by the Steering Committee and receive input

January 2003 through May 2003 - Regular meetings between the Consultants and the Steering Committee appointed by Kitchener City Council to oversee the Project and made up of:

Peter Wetherup, Chair of the Steering Committee and Parks Planner, City of Kitchener
 Tom Bevenborn, Member, Kiwanis Club of the Twin Cities
 Mark Hildebrand, Manager of Aquatics and Athletics, City of Kitchener
 Richard Maass, Local Community Representative
 Kim Nihls, Manager of Parks Operations, City of Kitchener
 Glen Richardson, Manager of Design and Development, City of Kitchener

May 1, 2003 - Second scheduled public meeting to present current findings and recommendations and to receive feedback.

May 30, 2003 - Scheduled delivery of Final Report by the Consultants

STAKEHOLDER CONSULTATION REGARDING THE STRATEGIC PLAN

Introduction

Working with the Steering Committee appointed by Kitchener City Council throughout the process, the Consultants facilitated input to the Kiwanis Park Strategic Plan through a number of surveys, focus groups and public meetings.

Survey of Members of the Kiwanis Club of the Twin Cities

Survey Parameters

Working with the Project Team responsible for directing the study, a four question survey was prepared by the Consultants to be distributed to the members of the Kiwanis Club.

On January 28, 2003 a total of 34 personally addressed survey packages were distributed at the regular weekly meeting of the Kiwanis Club consisting of: a covering memo over the signature of Peter Wetherup, Project Manger for the City of Kitchener; a copy of the (anonymous) survey and; a reply envelope.

Survey of Identified Groups and Organizations

Survey Parameters

Working with the Project Team responsible for directing the study, a survey was prepared by the Consultants to be distributed to the executive of identified groups/organizations offering recreation/leisure programs for Kitchener residents.

On January 28, 2003 a total of 57 personally addressed survey packages were mailed by the City of Kitchener, Department of Community Services consisting of: a covering memo over the signature of Peter Wetherup, Project Manger for the City of Kitchener; a copy of the survey and a reply envelope.

Survey of City Hall Staff and Others Identified as Internal Stakeholders

Survey Parameters

On January 28, 2003 a total of 18 people were mailed a covering memo over the signature of Peter Wetherup, Project Manger for the City of Kitchener inviting their written input into the Kiwanis Park Strategic Plan and making them aware of a focus group for City Hall staff and others identified as internal stakeholders to be held on March 25.

Focus Group of City Hall Staff and Others Identified as Internal Stakeholders

Introduction

On March 25 the Steering Committee hosted the scheduled Focus Group with City Hall staff and others that had been identified as internal stakeholders.

City Hall staff and others that had been identified as internal stakeholders who were in attendance at the Focus Group included:

Tom Bevenborn, Steering Committee, City of Kitchener
Beth Brown, Resource Planner, GRCA
Shawn Callon, Principal Planner, Waterloo Region District School Board
Ken Carmichael, Traffic Department, City of Waterloo
Stan Choloski, Parks Maintenance, City of Kitchener
Julie Dean, Safe City Coordinator, City of Kitchener
Tim Ernst, Parks Maintenance, City of Kitchener
Mark Hildebrand, Manager, Aquatics and Athletics, City of Kitchener
Debi Lucas-Switzer, Team Leader, Community Programming, City of Waterloo
Richard Maass, Steering Committee, City of Kitchener
Kim Nihls, Manager of Parks Operations, City of Kitchener
Peter Wetherup, Steering Committee, City of Kitchener

Survey of Households in the Neighbourhood of Kiwanis Park

Survey Parameters

Working with the Project Team responsible for directing the study, a three question survey was prepared by the Consultants to be distributed to households in the neighbourhood of Kiwanis Park (Appendix C).

On January 30, 2003 a total of 137 personally addressed survey packages were mailed by the City of Kitchener, Department of Community Services consisting of: a covering memo over the signature of Peter Wetherup, Project Manger for the

City of Kitchener; a copy of the (anonymous) survey, a key map and a reply envelope.

Scheduled Public Meeting Held on March 27, 2003

Introduction

After a welcome and introduction by Peter Wetherup, Chair of the Steering Committee, to some 45 people in attendance, the Consultants provided an overview of the Project that included the stated objectives as well as the 12 key issues identified by the Consultants in conjunction with the six member Project Team appointed by City Council to oversee the Project.

A two page handout had been approved by the Steering Committee on March 20, 2003 for distribution at this public meeting to facilitate discussion (Appendix D).

Scheduled Public Meeting Held on May 1, 2003

At the start of the meeting the Chief Administrative Officer for the City of Kitchener, Jeff Fielding, made an announcement that the issue of "dogs in Kiwanis Park" would be dealt with separately from the other issues related to the Kiwanis Park Strategic Plan and would therefore not be discussed at the May 1 meeting - nor would any recommendations regarding "dogs in Kiwanis Park" be a part of the Kiwanis Park Strategic Plan report already scheduled to be completed in May.

This announcement was followed by a welcome and introduction by Peter Wetherup, Chair of the Steering Committee, to some 75 people in attendance. The Consultants then provided an overview of the Project that included the stated objectives as well as the key issues identified by the Consultants in conjunction with the six member Project Team appointed by City Council to oversee the Project.

An eight page handout had been approved by the Steering Committee on April 10, 2003 for distribution at this public meeting to facilitate discussion (Appendix E).

FINDINGS AND RECOMMENDATIONS AS THEY RELATE TO THE 12 KEY ISSUES IDENTIFIED

Introduction

A total of 12 key issues were identified pertaining to the development of the Kiwanis Park Strategic Plan and in this Section findings and recommendations are detailed related to 11 of the 12 key issues (the "dog issue" is not discussed).

- (1) Active and/or passive focus of Kiwanis Park in the short-term (2003 to 2007), medium term (2008 to 2012) and long-term (2013 to 2017)

THAT there is clear direction from virtually all stakeholders to maintain the overall passive focus of Kiwanis Park for leisure and recreation.

THAT there is virtually no site specific demand for organized sports' activity at Kiwanis Park.

THAT extending the passive focus into the future would preclude any activities that operate outside normal daylight hours such as a seasonal or transient camping.

THAT extending the passive focus into the future includes the continued emphasis on groups and organizations using the Park during the summer months, as well as offering new programs and activities in the winter.

THAT there is overwhelming support from virtually all stakeholders to maintain the unique outdoor pool in its current form.

THAT future programs and facilities considered for Kiwanis Park should respect the natural environment at the Park.

THAT a forestry management study be done in 2003 by the City of Kitchener to assist in future planning.

THAT with an anticipated Leisure Master Plan (update) to be done approximately 2013, that this Kiwanis Park Strategic Plan focus on development over the next ten years: phase one from 2003 to 2007 and phase two from 2008 to 2012

- (2) Role/commitment of the City of Kitchener in the operation and development of existing and possible new facilities in Kiwanis Park in the short, medium and long-term

THAT there is clear evidence supporting the continuation of the long-standing partnership between the Kiwanis Club of the Twin Cities and the City of Kitchener whereby members of the Kiwanis Club volunteer their time and talents - for example, a total of 3,214 volunteer hours in 2002.

THAT the City of Kitchener has available a unique facility, appealing to a broad cross-section of the population, which is operated a lower cost than if the City had to run the facility on its own.

THAT the City of Kitchener Aquatics' Supervisor responsibility include the maintenance of the pool and related plumbing system, the maintenance of the buildings in Kiwanis Park that are all owned by the City of Kitchener and, working collaboratively with the Kiwanis Club, complying with water chemistry regulations.

THAT a detailed budget of City of Kitchener aquatic maintenance for full-time wages, part-time wages and contracted out services to open, close and operate the pool in calendar 2003 amount to \$4,310, \$1,250 and \$1,170 respectively as shown in Appendix F and that these costs be budgeted for the years 2004 through 2012 based on an average annual increase of 2.5 percent - continuing to be absorbed by the City of Kitchener in the future.

THAT as shown in Appendix G, an analysis of City of Kitchener detailed budget figures for calendar 2002 for park maintenance at Kiwanis Park show costs of full-time and part-time wages (\$31,169), equipment reserve charges (\$199), operating supplies including fertilizer (\$8,857) and electricity (\$1,802) and that these costs be budgeted for the years 2003 through 2012 based on wages increasing at an average annual increase of 2.5 percent, operating supplies at 3.0 percent and electricity at 1.5 percent. The way equipment reserve charges are calculated is currently under review by the City of Kitchener.

THAT recognizing the need for the City of Kitchener and the Kiwanis Club to provide for a "reserve fund" to allow for a season of bad weather that accommodation should be made for both parties to review specific circumstances for any year of operation of Kiwanis Park where attendance drops below 25,000 people.

- (3) Role/commitment of the Kiwanis Club of the Twin Cities in the operation and development of existing and possible new facilities in Kiwanis Park in

the short, medium and long-term

THAT there is overwhelming endorsement by the members of the Kiwanis Club (100 percent of those responding to the written survey conducted in February 2003) to "support the continued involvement of the Kiwanis Club of the Twin Cities in the on-going operation of Kiwanis Park."

THAT there is clear evidence supporting the continuation of the long-standing partnership between the Kiwanis Club of the Twin Cities and the City of Kitchener whereby members of the Kiwanis Club volunteer their time and talents - for example, a total of 3,214 volunteer hours in 2002.

THAT the City of Kitchener has available a unique facility, appealing to a broad cross-section of the population, which is operated a lower cost than if the City had to run the facility on its own.

THAT the Kiwanis Club continue through the duration of this Strategic Plan to be responsible for the operation of Kiwanis Park as detailed in the formal agreements dated August 2, 2002 and December 23, 2002 and as further described in Section 6.6.

THAT as shown in Appendix H, an analysis of the Kiwanis Club detailed profit and loss figures for calendar 2002 for the operation of Kiwanis Park show total income of \$133,963 and total expenses of \$129,233 for a net income realized of \$4,730 and is based on attendance of 41,126.

THAT as noted elsewhere in this Report, weather will clearly continue to be the key determinant of attendance during the summer months and for this reason, projections of attendance and net income by year have not been undertaken.

THAT recognizing the need for the City of Kitchener and the Kiwanis Club to provide for a "reserve fund" to allow for a season of bad weather that accommodation should be made for both parties to review specific circumstances for any year of operation of Kiwanis Park where attendance drops below 25,000 people.

- (4) GRCA restrictions regarding short, medium and long-term development of possible new facilities on GRCA-controlled land within Kiwanis Park

THAT as it relates to the Grand River Conservation Authority (GRCA), Kiwanis Park may be divided into essentially three areas: (a) The (upper) "Flying Field" that is not regulated and requires no GRCA approvals for development; (b) The area adjacent to the Grand River, including the pool area that is regulated and may be considered only for temporary, portable

structures and related security fencing dependent on actual locations and;
(c) The area between (a) and (b) that while still regulated, may be considered for picnic shelters and a "multi-purpose building."

THAT it be acknowledged by all stakeholders that the GRCA has made no commitments whatsoever to allowing, or not allowing, facility development on any or all lands under its regulation. What has been determined in discussions with the GRCA by the Consultants, and as stated by the GRCA representative at the scheduled Focus Group held on March 25, 2003, is a willingness by the GRCA to look at specifics of any application with a view to making accommodation if deemed possible.

- (5) Role of the swimming facility in Kiwanis Park in meeting area needs for aquatic facilities vis-à-vis the four indoor pools and three outdoor pools operated by the City of Kitchener, and the aquatic facilities operated by the City of Waterloo

THAT clearly the swimming facility in Kiwanis Park meets a need for citizens of Kitchener and Waterloo attracting some 41,100 people during June, July and August last year.

THAT by way of comparison, the three Kitchener outdoor pools had attendance of 37,600 during June, July and August last year.

THAT should the Kiwanis Club give up the operation of Kiwanis Park for any reason within the time frame of this Strategic Plan, there is little question that the City of Kitchener would be well advised to take over and continue to operate Kiwanis Park.

- (6) Role of the City of Waterloo in the operation of Kiwanis Park and maintenance/development of roads adjacent to the Park that are owned by the City of Waterloo

THAT the City of Waterloo maintains roads in its jurisdiction that provide access to Kiwanis Park and provides at no charge some 44,175 cubic meters of water each year to fill and maintain the pool.

THAT the cost of the 44,175 cubic meters of water to fill and maintain the "continuous flow-through pond" in Kiwanis Park, as calculated by the Aquatics' Supervisor for the City of Kitchener, has a value of \$37,550 based on current City of Waterloo charges of \$0.85 per cubic meter and therefore represents a meaningful contribution by the City of Waterloo in recognition of the use of Kiwanis Park by City of Waterloo residents.

- (7) Possible new uses/facilities for Kiwanis Park over the next 15 years with input from the Kiwanis Club of the Twin Cities, existing groups and organizations, neighbourhood residents, other identified stakeholders and the general public

THAT with the completion of the new "pump house" scheduled for May 2003 - made possible by a loan of \$75,000 to the Kiwanis Club from the City of Kitchener in December 2002 - upgrading of the major buildings at Kiwanis Park has now been completed. This includes the pump house which will also provide storage for the tractor and an office for the full-time Kiwanis Club Park Manager, the concession building and the change rooms/lifeguard building.

THAT based on stakeholder input the following new uses and facilities for Kiwanis Park have been incorporated in the concept plan for phase one (2003 to 2007) and phase two (2008 to 2012) as shown in Section 7.0.

- The addition of a cement pad under the second of the two existing picnic shelters.
- Planning for the location of additional picnic shelters to accommodate the growing demand for group picnics.
- A canoe rental facility to be located adjacent to the Grand River that would include a cement pad to accommodate a temporary/seasonal building as well as a chain-link fence.
- A "multi-purpose building" containing washrooms, limited kitchen facilities and a large open floor area that would target group bookings during the week for outdoor education/daycamp/interpretive programs and target group/corporate picnics on the weekend.
- Winter programming that may include cross-country skiing on primarily track-set trails that would require a warming hut and possibly provide ski rentals.
-

Other uses for Kiwanis Park that may include a (second) casual-use baseball diamond to be located on the upper playing field, additional beach volleyball courts and "looping trails" within the Park.

- The addition of a second playground structure to be located east of the swimming pool.

- (8) Evaluation criteria to be applied to possible new uses recommended for consideration to be a part of Kiwanis Park in the short, medium or long-term

THAT the following three questions be addressed when considering new uses for Kiwanis Park:

- Are the new uses in keeping with the overall passive focus of Kiwanis Park as outlined in Section 5.2 of this Report?
- Can they be operated/overseen by the Kiwanis Club or will the City of Kitchener have to become involved? If it is determined that there will be a need for the City of Kitchener to become involved in funding of facility development and/or running programs at Kiwanis Park, both parties will need to clearly understand their respective roles prior to proceeding.
- Is there a role for sponsorship and/or a strategic alliance with other partners from the community? The main sources for funding future development of Kiwanis Park are projected to be generated primarily from two basic areas: (1) The operating profit generated by the Kiwanis Club in its year-to-year operation of the Park and; (2) Sponsorships and strategic alliances that the Kiwanis Club may form with private sector partners from the community.

- (9) Communication between the Kiwanis Club and the City of Kitchener throughout the year, including the role of the existing Park's Committee made up of staff from the City of Kitchener and members of the Kiwanis Club

THAT the existing Park's Committee made up of members from the Kiwanis Club and the City of Kitchener continue as the "committee of record" charged with the responsibility for the year-to-year operation of Kiwanis Park.

THAT a formal process of appointing a Chair of the Parks Committee be

done each January - alternating between a member of the Kiwanis Club, and a staff person from the City of Kitchener.

THAT a schedule of regular meetings of the Park's Committee be established each January and the Chair be responsible for circulating the agenda to members in advance of each meeting along with a summary of discussion from the previous meeting.

THAT any communication from the Kiwanis Club to the City of Kitchener be channeled through the Kiwanis Club Park Manager to the Aquatics' Supervisor for the City of Kitchener and that, conversely, any communication from the City of Kitchener to the Kiwanis Club be channeled through the Aquatics' Supervisor for the City of Kitchener to the Kiwanis Club Park Manager.

THAT a "Request for Action/Action Taken" form be approved by the Park's Committee to be used by the both the Kiwanis Club Park Manager and the Aquatics' Supervisor for the City of Kitchener for communication between the parties.

THAT a log book be placed in the gatehouse at Kiwanis Park and that all City of Kitchener staff doing work at the Park sign in and out with a brief notation regarding the purpose of the visit to the Park and/or what work was completed - this data can be used as a planning and budgeting tool.

THAT recognizing the "standard" for all City of Kitchener parks is for a maximum of six inch grass - with the exception of Victoria Park which has a four inch maximum - that for calendar 2003 the City of Kitchener schedule cutting the grass at Kiwanis Park, other than the Flying Field, weekly for the month of May and bi-weekly for the period June through mid-October with the understanding that this protocol, including the Kiwanis Club focusing on trimming around trees, buildings, etc., will be evaluated at the end of the 2003 seasonal operation of Kiwanis Park.

THAT for 2003 the grass on the Flying Field be scheduled for cutting by the City of Kitchener three times, to be evaluated at the end of the 2003 seasonal operation of Kiwanis Park.

- (10) Year-to-year budgeting by the City of Kitchener and the Kiwanis Club focusing on both the operation and maintenance costs of existing facilities as well as the operation and maintenance costs that would pertain to the development of new facilities and programs

THAT the issue of year-to-year budgeting by the City of Kitchener and the Kiwanis Club for operation and maintenance costs for both existing and

new programs be in keeping with the findings/recommendations contained in Sections 5.3 and 5.4 of this Report, as well as in keeping with the terms and conditions of the two existing agreements between the parties as detailed in Section 6.6.

(11) Decision regarding dogs in Kiwanis Park

At the start of the scheduled public meeting on May 1, 2003 the Chief Administrative Officer for the City of Kitchener, Jeff Fielding, made an announcement that the issue of "dogs in Kiwanis Park" would be dealt with separately from the other issues related to the Kiwanis Park Strategic Plan and would therefore not be discussed at the May 1 meeting - nor would any recommendations regarding "dogs in Kiwanis Park" be a part of the Kiwanis Park Strategic Plan report already scheduled to be completed in May.

Since a handout had been approved by the Steering Committee on April 10, 2003 for distribution at the May 1 public meeting to facilitate discussion, and had already been printed to meet deadlines, the handout was distributed to those in attendance at the May 1 public meeting as shown in Appendix E.

However, as directed by the CAO for the City of Kitchener, this Report does not discuss this matter further.

(12) Overall security concerns for Kiwanis Park, particularly after hours.

THAT current security provided through the Kiwanis Club from two private security "drive-bys" each evening (9:00 p.m. to 1:00 a.m.) starting late June through July and August be increased to a dedicated security person at or near the main entrance to Kiwanis Park from 9:00 p.m. to 1:00 a.m., seven days a week starting late June through July and August as well as at selected times during the year in early morning.

THAT the City of Kitchener facilitate a "Park Watch" and/or "Neighbourhood on Watch" program in the neighbourhood that includes appropriate signage.

THAT the parking lot adjacent to the main entrance be maintained year-round including possible lighting with no access to the parking lot after normal Park hours by moving the existing entrance gate west to effectively close vehicular entrance to the Park after approximately 9:00 p.m.

THAT increasing involvement of the "Trail Riders" organization in patrolling Kiwanis Park be explored by the Park's Committee.

THAT construction of a fence, including trees and shrubs along the west boundary of the park, south of the gatehouse be installed in 2003 at the expense of the City of Kitchener and that at the same time a fence be constructed along the southern boundary of the Flying Field at the expense of the City of Kitchener - with possible financial contribution from the developer.

OTHER CONSIDERATIONS: FINDINGS AND RECOMMENDATIONS

- (1) Interest by the Boards of Education in operation of outdoor education programs at Kiwanis Park

THAT on April 8, 2003 the Grand River Conservation Foundation launched a \$2.2 million fundraising campaign called the "Living Classroom Campaign for Outdoor Education" to support an outdoor education program to reach 150,000 grades four, five and six students over five years from the five School Boards in the watershed.

THAT at the Focus Group of City Hall staff and others identified as internal stakeholders by the Steering Committee there was interest expressed in exploring further the future role that Kiwanis Park could play in meeting community needs for outdoor education.

THAT a committee be struck no later than June 2003 to explore the future role of Kiwanis Park in meeting the needs of the Boards of Education related to outdoor education - either with or without a "multi-purpose building" - and that this committee be chaired by a member or the Kiwanis Club with invited members to include both Boards of Education, the City of Kitchener and the Grand River Conservation Foundation.

- (2) Making the corporate community aware of partnership opportunities that may be available at Kiwanis Park related to both program and facility development

THAT the Kiwanis Club take every opportunity to make the corporate community aware of partnership opportunities that may be available at Kiwanis Park related to both program and facility development and that this message be included as part of at least one survey of people attending the Park each season seeking feedback.

- (3) The possible impact on Kiwanis Park development of the forthcoming City of Kitchener Leisure Master Plan

THAT based on the extensive stakeholder consultation conducted as a part of this Strategic Plan - including contact with 57 groups and organizations that provide leisure opportunities for the community - that for at least the expected ten year horizon of the scheduled Leisure Master Plan through 2013 that Kiwanis Park should maintain its passive focus for leisure and not be included as a possible venue for organized sports' development. When the next Leisure Master Plan is undertaken around 2013 it is recommended that the status of Kiwanis Park in meeting community needs be reviewed.

- (4) The role Grand River Transit could play in providing increased accessibility to Kiwanis Park.

THAT through the Park's Committee Grand River Transit be approached regarding limited provision of service to Kiwanis Park during the 2003 season with suitable signage/flyers at the Park and that this service be evaluated at the end of the 2003 season.

- (5) The possible role of the neighbourhood in a "Park Watch" and/or "Neighbourhood on Watch" program

THAT the City of Kitchener facilitate a meeting of interested parties to form a "Park Watch" and/or "Neighbourhood on Watch" program.

- (6) A review of the current operational agreements between the City of Kitchener and the Kiwanis Club of the Twin Cities in the operation of Kiwanis Park

THAT the first of the two agreements currently in force was signed last year on August 2, 2002 covering the period January 1, 1997 through December 30, 2002 and details the roles and responsibilities of each of the parties and includes the following highlights:

This agreement forgave the City of Kitchener accumulated deficit

of \$139,377 for the period 1996 through 1999 related to "maintenance of Kiwanis Park."

The agreement automatically renews on a yearly basis unless sooner terminated by either party with a minimum 45 days written notice.

The Kiwanis Club as "licensee" pays for all goods, services, equipment, supplies, water, electricity, telephone, garbage collection and removal as well as labour costs related to lifeguards, security and janitorial staff.

The City of Kitchener owns all buildings presently built in Kiwanis Park, and any future buildings that may be constructed.

The Kiwanis Club pays for an insurance policy with a minimum limit of \$5 million covering claims for "personal injury (including death), liability or property damage...".

The Kiwanis Club agrees to "reinvest any profits" resulting from the Club's operation of the Park back into Kiwanis Park.

The City of Kitchener agreed "to allocate \$30,000 for maintenance costs" for calendar 2000 and be responsible for grass cutting, the maintenance and development of the Walter Bean Trail in the Park, forest maintenance, road and ground maintenance and, "to the extent necessary, administrative services."

The City of Kitchener agreed "from year to year, as part of the City's budget process, to consider the allocation of further funds for maintenance and capital upkeep costs of the park lands...".

THAT based on the fact that the Agreement was approved by the parties only last year, and further based on the fact that the ten year horizon of this Strategic Plan embraces the continued passive focus of Kiwanis Park, it is the considered opinion of the Consultants that this Agreement dated August 2, 2002 will continue to provide the necessary guidance for the parties as well as providing for all reasonable and foreseeable exigencies.

THAT the second of the two agreements currently in force was signed last year on December 23, 2002 wherein the City of Kitchener loaned the Kiwanis Club \$75,000 to "assist with the replacement of the Kiwanis Park Pump House which will be repayable to the City, without interest, on an annual basis on or before November 15 in each year commencing November 15, 2003..." and includes the following highlights:

The annual repayment by the Kiwanis Club to the City of Kitchener is to be "equal to the annual profits from the operation of the Kiwanis Park... less a "cash float reserve" not to exceed \$20,000 in any one year " which allows start-up funding for the Kiwanis Club the following year.

Should either party terminate the operating agreement originally signed August 2, 2002 then the Kiwanis Club shall return to the City of Kitchener any funds left in the "cash float reserve" as well as any up-to-date operating profits after which "all obligation of the Kiwanis Club to repay any balance then outstanding under the loan shall be at an end."

The Agreement is automatically renewed on a yearly basis until such time as the loan is repaid in full.

THAT it is the considered opinion of the Consultants that this Agreement dated December 23, 2002 will continue to provide the necessary guidance for the parties as well as providing for all reasonable and foreseeable exigencies as it relates to the \$75,000 loan.

IMPLEMENTATION AND PHASED DEVELOPMENT OF KIWANIS PARK

Introduction

Implementation of the initiatives recommended for Phase One (2003 to 2007) and for Phase Two (2008 to 2012) depend on essentially two elements: (1) Necessary funding from the Kiwanis Club, the City of Kitchener or other sources through fundraising and; (2) The on-going/increasing demand for additional facilities and programs over the ten year horizon of this Strategic Plan.

What follows in Section 8.2 is the capital cost for the recommended initiatives for Phase One and Phase Two of the Strategic Plan. Section 8.3 goes into more detail regarding the proposed "multi-purpose building" for Phase One, including a breakdown of costs. Section 8.4 emphasizes the need for regular review and monitoring of the Strategic Plan over the ten year horizon.

Capital Forecast Summary for Phase One and Phase Two (2003 Dollars)

Phase One: 2003 to 2007

- The addition of a cement pad under the second of the two existing picnic shelters at an estimated cost of \$2,450 with funding through the Kiwanis Club.
- The addition of a second playground structure to be located east of the swimming pool at an estimated cost of \$30,000.
- The addition of two picnic shelters to accommodate the growing demand for group picnics at an estimated cost of \$11,500 each with funding through the Kiwanis Club and/or one or more partnerships.
- A canoe rental facility to be located adjacent to the Grand River that would include a cement pad to accommodate a temporary/seasonal building as well as a chain-link fence for security with funding through the Kiwanis Club or more probably through an operating agreement with a private operator - terms subject to the approval of the City of Kitchener.
- Installation of a fence from the existing Park entrance south along the western boundary of Kiwanis Park for approximately 298 meters (along with trees and shrubs along the east side of the fence inside the Park) and then from this corner east along the southern boundary of the Flying Field to the floodline for approximately 450 meters. The fence is recommended to match the existing fence measuring approximately 2.5 meters high that runs currently from the existing Park entrance north along the western boundary of the Park a distance of approximately 220 meters. Estimated cost for the supply and installation of the fencing is \$33.00 per meter to be paid for by the City of Kitchener. Note that no estimate is included for the cost to the City of Kitchener to plant trees and shrubs along the east side of the fence for a distance of approximately 298 meters since a specific plan will have to be developed by the City of Kitchener to their standards and that once developed may have labour supplied by the City. It is recommended as a courtesy that the approximately 12 homeowners whose property backs onto Kiwanis Park south of the main entrance be contacted by the City of Kitchener in advance of the installation of the fence.
- A "multi-purpose building" containing washrooms, limited kitchen facilities and a large open floor area that would target group bookings during the week for outdoor education/daycamp/interpretive programs and target group/corporate picnics on the weekend at an estimated cost of \$547,431 based on building specifications and a breakdown of costs as outlined in Section 8.3 with funding through the Kiwanis Club and/or one or more partnerships.
-

Winter programming that may include cross-country skiing on primarily track-set trails that would require a warming hut - perhaps the same building used for canoe rentals - and that may also include ski rentals with funding through the Kiwanis Club or more probably through an operating agreement with a private operator - terms subject to the approval of the City of Kitchener.

- Other uses that may include a (second) casual-use baseball diamond to be located on the (upper) playing field or "Flying Field," creation of a total of two beach volleyball courts and "looping trails" within the Park to be created after a forestry management study is completed. The development of the second casual-use baseball diamond, the forestry management study and the creation of the "looping trails" recommended to be funded by the City of Kitchener and the creation of a total of two beach volleyball courts to be done with the cooperation of the KW Beach Volleyball Association (who have expressed an interest in moving to Kiwanis Park) at an estimated cost of \$500 for sand to upgrade the one existing beach volleyball court now in the Park and an estimated \$2,500 for sand and materials to create a second court with funding through the Kiwanis Club in cooperation with the KW Beach Volleyball Association.

Phase Two: 2008 to 2012

- The addition of two more picnic shelters approximately 50 percent larger than those currently in Kiwanis Park to accommodate growing demand for group picnics at an estimated cost of \$14,500 each with funding through the Kiwanis Club and/or one or more partnerships.
- The expansion of the canoe rental facility to accommodate growing demand with funding through the Kiwanis Club or more probably through a continuing operating agreement with a private operator.
- A second "multi-purpose building" to accommodate increased demand for group bookings during the week for outdoor education/daycamp/interpretive programs and group/corporate picnics on the weekend. It is recommended that a careful analysis of the size of a second building be undertaken to ensure that the (possibly) larger facility will be sized to meet projected demand beyond 2008. Capital costs for such a building, other than the detailed costing for the multi-purpose building recommended for phase one detailed in Section 8.2, have not been calculated pending such an analysis.
- Other uses that may include additional playground structures at an estimated cost of \$40,000 and the development of the natural amphitheatre that exists east of the proposed location of the first "multi-purpose building" recommended for Phase One with funding through the Kiwanis Club and/or one or more partnerships.

A Closer Look at the Multi-Purpose Building in Phase One

A concept floorplan consisting of 4,104 square feet for the main building and 1,800 square feet for the attached picnic pavilion is shown in Plate Four and an elevation of the concept building is shown in Plate Five. The concept building has been developed to meet building code requirements for 100 people inside and 150 outside under the attached picnic pavilion. This will accommodate three classes of 30 each, plus support staff, in a learning environment out of the weather and at the same time will meet the projected need for groups and organizations for weekend bookings as expressed by the Kiwanis Club.

These drawings/specifications have been produced to facilitate discussion as it relates to what has been referred to as the "Kiwanis Park Pavilion and Outdoor Education Centre" proposed for Phase One of the Strategic Plan for Kiwanis Park covering the period 2003 through 2007. As the Chairman and members of the Steering Committee are aware, these concept drawings have been prepared at no cost or obligation by Spriet Associates London Limited at the request of the Consultants to facilitate discussion.

Cost estimates for the concept building as shown in Plate Four and Plate Five stated in 2003 dollars would include:

Excavation and backfill foundation	-	\$ 52,000
Floor slab on grade	-	33,395
Superstructure	-	48,722
Exterior enclosure	-	88,137
Roofing	-	28,466
Interior construction	-	76,640
Mechanical and plumbing	-	101,824
Electrical	-	118,247
TOTAL ESTIMATED CONSTRUCTION COST	-	\$ 547,431*

* Costs do not include site services, landscaping, parking areas and professional fees.

1.0 PROJECT OVERVIEW

1.1 Background and Purpose of the Kiwanis Park Strategic Plan

Kiwanis Park opened in 1967 as a centennial project through the efforts of the Kiwanis Club of the Twin Cities (the Kiwanis Club) and the City of Kitchener and has been used continuously over the past 35 years as a summer recreation area, with a particular focus on the 2.5 acre swimming pool and picnic grounds. Through a formal agreement with the City of Kitchener, the Kiwanis Club charges a fee for public use of the swimming area and picnic grounds during the summer months and returns all profits back into park development and maintenance. Over the years, the Kiwanis Club has donated many thousands of volunteer hours to operating and maintaining the 115 acre park that also comprises a mixture of woodlot and open field areas and some 1.5 km of river frontage along its northerly edge.

Dialogue between the City of Kitchener and the Kiwanis Club indicated an interest in operating a year-round park to improve revenues. Some potential uses identified by the Kiwanis Club for further study included a campground, trailer park, golf driving range, year-round multi-purpose building and winter activities such as cross-country skiing. City of Kitchener officials also identified some potential uses for further study that included passive recreation, sportsfields, nature studies, camping, leash-free dog area and winter activities.

A number of stakeholders were identified who have a vested interest in the long-term future of Kiwanis Park. These include the Kiwanis Club, park users, local residents, the City of Waterloo (who own and maintain Kiwanis Park Drive) and the City of Kitchener. A Strategic Plan was deemed necessary "in order to determine the future direction of the Park and develop an implementation plan to achieve this direction."

1.2 A Chronological History of Kiwanis Park

1959 - A.R. Kaufman, Kitchener industrialist and member of the City of Kitchener Planning Board, suggested to a member of the Kiwanis Club of the Twin Cities to develop a public park on land along the Grand river in the community of Bridgeport.

1965 - The Kiwanis Club decided to create a swimming lake as a centennial project.

1967 - The Kiwanis Park pool was officially opened with some 80 percent of the cost to create the unique swimming facility borne by the Kiwanis Club.

1968 - The Kiwanis Club turned the park over to the City of Kitchener to manage.

1974 - A devastating flood on the Grand River caused a great deal of damage and the Kiwanis Club worked along with the City of Kitchener to return the grounds to a usable condition. This joint venture was completed in late summer 1976.

1978 - The operation of Kiwanis Park was turned over to the Grand River Conservation Authority and the Kiwanis Club continued to provide assistance with spring clean-ups, repairs and some maintenance.

1994 - The Grand River Conservation Authority began contemplating the closing of Kiwanis Park for economic reasons.

1996 - As a result of a co-operative effort between the City of Kitchener and the Kiwanis Club, the Park was returned to the City of Kitchener and agreement was put in place whereby the Kiwanis Club would fund capital improvements to the pool and the City of Kitchener would look after maintenance of Kiwanis Park.

1998 - The Walter Bean Trail was constructed along the Grand River through Kiwanis Park, including a canoe launch on the north-west side of the Park.

August 2, 2002 - A formal agreement is signed between the City of Kitchener and the Kiwanis Club covering the period January 1, 1997 through December 30, 2002 detailing the roles and responsibilities of each of the parties in the operation of Kiwanis Park and noting that the City of Kitchener accumulated deficit of \$139,377 for the period 1996 through 1999 would be forgiven. The agreement automatically renews on a yearly basis unless sooner terminated by either party with a minimum 45 days written notice.

December 23, 2002 - A second formal agreement is signed between the City of Kitchener and the Kiwanis Club whereby the City of Kitchener loans the Kiwanis Club \$75,000 to "assist with the replacement of the Kiwanis Park Pump House which will be repayable to the City, without interest, on an annual basis on or before November 15 in each year commencing November 15, 2003...".

1.3 Objectives of the Kiwanis Park Strategic Plan

The original terms of reference issued by the City of Kitchener defined a Strategic Plan as "a long-range planning document which sets out the future uses, operation and management of Kiwanis Park" and listed four objectives:

- To review the current operational agreement of the Park between the City of Kitchener and the Kiwanis Club and prepare an analysis of the current management arrangement for the Park.
- To undertake community and stakeholder consultation on the future of the Park and to consider the results on the consultation in any recommendations.

- To prepare recommendations on future uses, management and operational needs of Kiwanis Park along with a proposed concept plan of the park for the approval of City Council.
- To develop an implementation plan (with phasing and budget) based on the final recommendations contained in the Strategic Plan.

1.4 The Process of Developing the Strategic Plan

November 2002 - The City of Kitchener issues a Request for Proposals to develop a strategic plan for the future of Kiwanis Park.

January 2003 - Kitchener City Council accepts the joint proposal submitted by MacKinnon and Associates and The QMS Group.

February 2003 - Four surveys conducted as input to the Strategic Plan.

- Survey of members of the Kiwanis Club of the Twin Cities
- Survey of identified groups and organizations
- Survey of City Hall staff and others identified as internal stakeholders
- Survey of households in the neighbourhood of Kiwanis Park

March 27, 2003 - First scheduled public meeting held to review the 12 key issues identified by the Steering Committee and receive input

January 2003 through May 2003 - Regular meetings between the Consultants and the Steering Committee appointed by Kitchener City Council to oversee the Project and made up of:

Peter Wetherup, Chair of the Steering Committee and Parks Planner, City of Kitchener
 Tom Bevenborn, Member, Kiwanis Club of the Twin Cities
 Mark Hildebrand, Manager of Aquatics and Athletics, City of Kitchener
 Richard Maass, Local Community Representative
 Kim Nihls, Manager of Parks Operations, City of Kitchener
 Glen Richardson, Manager of Design and Development, City of Kitchener

May 1, 2003 - Second scheduled public meeting to present current findings and recommendations and to receive feedback.

May 30, 2003 - Scheduled delivery of Final Report by the Consultants

1.5 Report Presentation

This Report is presented in eight sections. Section 1.0 provides an overview of the Project, including the background and purpose of the Kiwanis Park Strategic Plan, a chronological history of Kiwanis Park, the four objectives of the Strategic Plan and the process followed in developing the Strategic Plan. Section 2.0 looks at the facilities and programs currently available at Kiwanis Park and Section 3.0 highlights selected demographic and other factors that may affect the future development of Kiwanis Park. Section 4.0 details the extensive stakeholder consultation done and Section 5.0 looks at the findings and recommendations as they relate to the 12 key issues identified. Section 6.0 looks at findings and recommendations pertaining to six other considerations regarding the development of the Kiwanis Park Strategic Plan. Section 7.0 provides a schematic concept plan for the recommended development of Kiwanis Park for phase one (2003 to 2007) and phase two (2008 to 2012). Finally, Section 8.0 deals with the implementation of the recommended phased development of Kiwanis Park including capital forecasts and a more detailed look at specifications for the concept building prepared to facilitate discussion.

2.0 CURRENT FACILITIES AND PROGRAMS AT KIWANIS PARK

2.1 Facilities

As shown in Plate One, in addition to the 2.5 acre swimming pool, facilities at Kiwanis Park currently include the:

Pump House Building: with construction scheduled for completion in May 2003, this building also includes tractor storage and an office for the Kiwanis Club Park Manager.

Lifeguard/Changeroom Building: handicapped accessible and providing washrooms and showers.

Concession Building: operated by the Kiwanis Club during normal park hours and providing a limited menu to serve the needs of those visiting the Park.

Gatehouse: located at the entrance to Kiwanis Park and staffed during normal Park hours to collect admission fees.

Storage Garage: currently used to store the tractor used for grass cutting and trimming of Kiwanis Park grounds and related maintenance equipment.

Soccer Net Storage Building: this three sided building is located at the north end of the Flying Field and is used primarily for storage of the soccer nets and as an optional staging area during group bookings that include use of the Flying Field.

Two Picnic Shelters: picnic shelters are located both east and west of the swimming pool - both accommodate up to 50 people for group bookings with the

one east of the pool having a cement pad.

Playground Structure: one playground structure is located west of the swimming pool.

Other Facilities: these include one "scrub" baseball diamond, five horseshoe pits, one beach volleyball court. 254 picnic tables and an existing canoe launch area.

It is the Consultants' understanding from discussions with the Kiwanis Club and the City of Kitchener that the core buildings required to operate Kiwanis Park during the summer months, over at least the next ten years, have all now been successfully upgraded. Most recently the construction of the new Pump House that will be completed in May 2003.

2.2 Programs

Over the last number of years, structured programming related to organized activities and events has not been in evidence at Kiwanis Park for swimming lessons or other organized leisure activities - other than that which takes place when a group or organization books a portion of the Park and organizes events for their invited guests such as horsehoes, beach volleyball or a "pick-up" softball game.

A review of data over the past three years shows that there is very little demand for swimming lessons at the three Kitchener outdoor pools and staff does not see this changing in the foreseeable future.

Looking beyond the potential for swimming lessons, the Kiwanis Club reported that they have had "numerous inquiries" for age three to 12 programs that include swimming as part of a total daycamp or similar experience that may be run by other providers during summer weekdays. However, the Kiwanis Club has made it clear that they have been told that a "multi-purpose building" at the Park is an important element to ensure that such day-long programs proceed in inclement weather. The Kiwanis Club has also noted an increasing demand for such a multi-purpose building to meet the needs of groups and organizations on the spring, summer and fall weekends.

3.0 DEMOGRAPHIC AND OTHER FACTORS CONSIDERED IN THE FUTURE DEVELOPMENT OF KIWANIS PARK

3.1 Population

Based on the Regional Official Policies Plan (December 1998 Consolidation), the aggregate total population of the Cities of Kitchener and Waterloo will increase an average of 5,400 people per year from 2001 through the 15 year horizon of this Strategic Plan.

Of particular note, based on data from the Ministry of Finance related to the "five year population cohorts," the age category 0 to 19 years of age will remain static over the same 15 year period at an aggregate total of 74,185 for Kitchener and Waterloo from the 2001 census. This clearly has implications for the development of leisure and recreation facilities and programs targeted at this age group over the next 15 years and will no doubt be reflected in the forthcoming Kitchener Leisure Master Plan that the Consultants understand is expected to be completed in 2004. It is noted for the reader of this Report that the 2001 Census figures, and the 2016 estimates, do not include the university and college students residing in Kitchener and Waterloo. In summary, the projected growth in population for Kitchener and Waterloo over the next 15 years is not expected to have a noticeable impact on Kiwanis Park. The "weather factor" will continue to play the key role in the use of Kiwanis Park in future years.

Municipality	2001 Census	2016 Estimates
Kitchener	190399	236500
Waterloo	86543	122200
TOTAL POPULATION	276942	358700

3.2 Attendance at the City of Kitchener Outdoor Pools

KITCHENER OUTDOOR POOLS	2000	2001	2002
Harry Class	18070	23781	25439
Idlewood	6055	6550	7156
Wilson	6530	5100	5132
TOTAL ATTENDANCE	30655	35431	37727

Overall attendance at the three Kitchener outdoor pools increased from 30,655 to 35,431 or 15.6 percent from 2000 to 2001 and from 35,431 to 37,727 or 6.5 percent from 2001 to 2002. Swimming instruction at the three outdoor pools has made up a very small percentage of users of the three outdoor pools over the past three years - for example declining from 280 at the largest outdoor facility, Harry Class, in 2000 to only 147 at the same pool in 2002. Discussions with Kitchener aquatic staff have noted that the demand for the foreseeable future for lessons is not expected to increase, other than isolated niche opportunities that may occur at Kiwanis Park.

Virtually all municipal outdoor pools operate at a deficit and the three Kitchener pools

are no exception. For example, analyzing the revenue and expense data for the three Kitchener outdoor pools for 2002 shows a total deficit of \$132,403 to operate the three pools including expenses for wages, maintenance and normal operating costs that include a total cost for water for the three pools of \$35,514.

3.3 Attendance at Kiwanis Park

KIWANIS PARK	2000	2001	2002
TOTAL ATTENDANCE	12587	32587	41126

Overall attendance at Kiwanis Park increased 20,000 from 2000 - a "record bad year for weather" - to 2001, and increased from 32,587 to 41,126 or 26.2 percent from 2001 to 2002.

A review of attendance data for the three year period 2000 through 2002 shows that whether attendance was at the low of 12,587 in 2000, or at the high of 41,126 in 2002, as a percentage of sales, Kiwanis Park attracts a consistent demographic focused on the family as noted below.

- Adult admissions (18 years of age and older) accounted for between 47.7 and 54.5 percent of revenue regardless of total Park attendance over the three years.
- Child admissions (3 to 12 years of age) accounted for between 21.8 and 22.8 percent of revenue regardless of total Park attendance over the three years. (Note: children under three are not charged admission).
- Teenage admissions (13 to 17 years of age) accounted for between 2.8 and 3.5 percent of revenue regardless of total Park attendance over the three years.
- The balance of admissions were made up of such admission categories as group admissions and season passes. Attracting company picnics and other group bookings for Kiwanis Park has been identified by the Kiwanis Club as a growth area and the Club has prepared a targeted flyer/marketing campaign for 2003.

3.4 Sportsworld and Bingeman Park

Sportsworld and Bingeman Park are privately owned facilities targeted primarily at a more active leisure/recreation experience than is offered at Kiwanis Park. Both facilities continue to develop new features such as Sportsworld's additions to their water park in 2002 and Bingeman's current contest to "name the new water park" opening in 2003.

An overview of what is available at Sportsworld includes:

- 38 tee indoor driving range
- Six indoor batting cages
- Two 18-hole outdoor mini-golf courses
- Nine holes of indoor mini-golf
- Indoor go-kart track
- Rock climbing wall
- 4.5 acre water park
- Amusement rides
- Arcade
- Corporate picnic facilities
- Programs that include parties and day camps for children during the summer months.
- Two roadhouse style restaurants

An overview of what is available at Bingeman's includes:

- Camp site and cabin rentals
- Beach volleyball courts
- 36-hole mini-golf course
- Newly renovated outdoor driving range with both natural and artificial tees
- Batting cages
- Bumper boats and paddle boats
- Six water slides
- Heated wave pool
- Swimming pool
- Hot tubs
- Go-kart speedway
- Children's "play land"
- Splash pad
- Canoe rental
- Horseshoe rental
- Catering and conference facilities

Bingeman's also has available some 450 seasonal and transient camping sites which represents approximately one in three of the estimated 1,435 seasonal and transient camping sites available at the seven campgrounds in the Waterloo Region. The demand for both transient and seasonal camping sites will be met in the future through private enterprise in the Waterloo Region in our opinion and is not deemed to be in keeping with the overall passive focus for Kiwanis Park.

3.5 The Scheduled Leisure Master Plan

The last Leisure Master Plan for the City of Kitchener was done in 1990 and it is scheduled to be updated/redone by 2004. Based on the extensive stakeholder consultation done as a part of this Strategic Plan - including contact with 57 groups and organizations that provide leisure opportunities for the community - for at least the expected ten year horizon of the scheduled Leisure Master Plan through 2013, it is our considered opinion that Kiwanis Park should maintain its passive focus for leisure and not be included as a possible venue for organized sports' development. When the next Leisure Master Plan is undertaken around 2013 we recommend the status of Kiwanis Park in meeting community needs be reviewed.

3.6 Leisure Trends

With Canada's well-documented aging population it is no surprise that walking, gardening and swimming were identified (in that order) as the most popular recreation activities for those 18 years of age and older by the Canadian Fitness and Lifestyle Research Institute in data published in 2000.

No discussion regarding the impact of demographics and leisure trends would be complete without reference to *Boom Bust & Echo* (Macfarlane Walter and Ross, 1996).

Most people as they get older become less active and less inclined to engage in strenuous activities. As a result, their leisure and recreation habits change. The impacts on these changes on every recreational pursuit... are dramatic.

A nation of young people is a society of hockey and tennis players. A nation of older people is a society of gardeners and walkers.

As with all human behavior, two key factors determine the growth of various leisure activities: the size of the population and the rate of participation. The latter undergoes dramatic changes as the population ages. Projections show that resting will be one of Canada's most popular leisure "activities" in the years to come.

If funds are available for new facilities they should be devoted to walking trails, curling rinks and swimming pools for recreational swimming.

It's not surprising that birdwatching has become big business... in the United States today, 65 million birdwatchers are spending \$5.2 billion annually on bird-related products. That's almost as much as the \$5.9 billion Americans spend to attend all professional sports. Although birdwatching is the most peaceful and innocuous of activities, it is capable of provoking intergenerational conflict. In Toronto and elsewhere, naturalists, including birders, have clashed with mountain bikers and in-line skaters in their teens and 20's accusing them of severely damaging the few bits of nature that have escaped urbanization.

In Ontario, the Bruce Trail Association has had to set up a committee to mediate the conflict between bikers and walkers.

As a majority of the population moves from activities like tennis and spectator sports to ones like walking and birding, the movement to make the countryside more accessible will intensify. The most spectacular example is the Trans-Canada Trail... the longest recreational trail in the world... it will cover 15,000 kilometers from the east coast of Newfoundland all the way to the west coast of Vancouver Island.

Another example of the demographics-driven movement to make use of the great Canadian outdoors is the Canadian Trails to Greenways Network which promotes the rehabilitation of abandoned rail corridors for recreational purposes.

A huge difference exists between leisure activities such as listening to music... playing basketball and philanthropic ones such as raising money for cancer research... but both are done outside the hours reserved for gainful employment and volunteering is one of the most richly satisfying activities one can undertake. The volunteer sector, which spends \$51 billion a year, is an important part of the Canadian economy that is about to become even more important... volunteering is one of those rare activities that people do more of as they get older.

"Doing more with less" has become a stark reality for virtually all municipalities in Canada and the United States, and as a result, partnerships between the public and private sectors to provide facilities and programs to meet community needs are becoming more and more commonplace. In many ways, the long-standing 35 year relationship that the Kiwanis Club has had with the City of Kitchener and the Grand River Conservation Authority in their continuous operation of Kiwanis Park was leading the way to provide a creative solution to meet community needs in a cost-effective manner. For example, in 2002 the Kiwanis Club of the Twin Cities has calculated that it contributed a total of 3,214 volunteer hours to the operation of Kiwanis Park.

4.0 STAKEHOLDER CONSULTATION REGARDING THE STRATEGIC PLAN

4.1 Introduction

Working with the Steering Committee appointed by Kitchener City Council throughout the process, the Consultants facilitated input to the Kiwanis Park Strategic Plan through a number of surveys, focus groups and public meetings.

4.2 Survey of Members of the Kiwanis Club of the Twin Cities

4.2.1 Survey Parameters

Working with the Project Team responsible for directing the study, a four question survey was prepared by the Consultants to be distributed to the members of the Kiwanis Club.

On January 28, 2003 a total of 34 personally addressed survey packages were distributed at the regular weekly meeting of the Kiwanis Club consisting of: a covering memo over the signature of Peter Wetherup, Project Manger for the City of Kitchener; a copy of the (anonymous) survey and; a reply envelope.

A total of 15 completed surveys were received and are included in the response profile.

4.2.2 Response Profile

Question One: In addition to the existing recreational swimming, and hiking trail through Kiwanis Park, are there other facilities or programs that you would like to see considered for Kiwanis Park?

Yes (86.6%) No (6.7%) N/A (6.7%)

If yes, what other facilities or programs would you like to see considered for Kiwanis Park?

- Canoe access point to the Grand R.
- A pavilion to accommodate nature study field trips for elementary school classes.
- Ball diamond on field to the right of main entrance as you come into the Park.
- Cross-country ski trails.
- Day camp for children - summer.
- X-country skiing - winter.
- Cross country ski trails, camp grounds.
- Construct an all purpose bldg. for day-care and other corporate meetings.
- All purpose building (incl. hydro and water), x-country trails, day camps, outdoor concerts.
- All purpose building - for day camps - winter activities school nature studies.
- More picnic shelters with water and hydro.
- Let's see the results of the input of the public.
- No dog free area, please!
- Miniature golf.

- We already have some picknik facilities but need more shelters and play-ground equipment so those individuals at company-sponsored parties will want to come back (on their own) to Kiwanis Park.
- To contact other service clubs who would like to share or take advantage of Park to offer into their service programs.
- Introduce some of the pool features like the items introduced at our G.R.C.A. sister pools (Brant Park and Bying Island).
- A 4-season building constructed that would permit year-round usage of the Park as well as a "rainy-day" shelter for user groups (summer day camps).
- Washrooms on the far side of the pool.
- Fountains c/w drinkable water.

Question Two: Can you think of other issues that you feel should be addressed as part of the Project regarding the future of Kiwanis Park?

Yes (80.0%)

No (20.0%)

If yes, what other issues would you suggest be addressed as part of the Project regarding the future of Kiwanis Park?

- Use of the Park by Kiwanis for fundraising projects, such as an annual "Ribfest" or "Barbecued Chicken" Family Day with kiddie rides and antique car display.
- Fencing all around Park, particularly at the rear of the new houses in area.
- Build a all purpose building.
- Construction of all purpose building for indoor activities.
- Keep Park under control of TCK and City of Kitchener.
- Building more picnic shelters which would have water and hydro which would attract more company picnics.
- Dogs - security.
- We need more picnic shelters, as the Park has become quite popular for company, church, club, etc. picnics.
- Adequate change facilities and some shelter from the sun should be available. All must be designed to complement the natural surroundings. This park should be a place where adults and children can enjoy nature in their own way and not be governed by over organization.
- Should be a fenced-in dog facility (like Bechtel Park) for dog exercise - too much poop left around. Close neighbours think it's their park.
- Bill Stumpf should be consulted to advise on this issue as he has more knowledge regarding operation and services we can offer to the community and keep our name in front of public.

Question Three: Do you support the continuing involvement of the Kiwanis Club of the Twin Cities in the on-going operation of Kiwanis Park?

Yes (100.0%) No (0.0%)

Question Four: Any other comments regarding the development of a Strategic Plan for the future of Kiwanis Park?

- Not the day to day Park operation but rather the supply of picnic tables, maintenance of picnic shelters and opening and closing chores.
- This park can become a family destination point during the summer months for a tributary area that goes beyond the boundaries of the Twin Cities.
- One of the best parks in the K/W area - keep it going!!
- Dog-free park.
- Provide fencing between park and new sub-division.
- It is important to keep the family picnic atmosphere when developing the park.
- Do not touch the wooded park area. The existing trails are sufficient with the projected growth of the K/W area. This is an irreplaceable asset.
- This park is one of the few truly natural parks and should remain so. Sports parks can be constructed but a natural park is a gem that must be protected.
- Keep up the good work. I've been involved ever since we (Kiwanis Club) started clearing away boulders and doing odd jobs to start the park.
- Twin City Kiwanis probably run the best park facility in K/W. With co-operation of Kitchener (and Waterloo) we can do better.
- The park should establish a mission statement that reflects the outcome of this Strategic Plan (or maybe this should be worded in a reverse fashion). The current arrangement/concept (i.e. owned by the city of K; managed by the Twin Cities Kiwanis works well and is unique in its nature - thus it should remain as is. This said, however, some of the management arrangements between the City and the Club need to be addressed (i.e. the Park Manager must be the Park Manager). He should be accountable for everything that happens in or to the Park. This means that all Kiwanis members and all City employees must get his/her permission or authorization re any work to be done in the Park). This is the way the G.R.C.A. ran the park and the concept needs to be re-introduced for the Park's sake.

4.3 Survey of Identified Groups and Organizations

4.3.1 Survey Parameters

Working with the Project Team responsible for directing the study, a survey was prepared by the Consultants to be distributed to the executive of identified groups/organizations offering recreation/leisure programs for Kitchener residents.

On January 28, 2003 a total of 57 personally addressed survey packages were mailed by the City of Kitchener, Department of Community Services consisting of: a covering memo over the signature of Peter Wetherup, Project Manger for the City of Kitchener; a copy of the survey and a reply envelope.

A total of three completed surveys were received and are included in the response profile.

4.3.2 The 57 Groups/Organizations Contacted

Asahi Judo Club	Conestoga Sailing Club
Excelsior Fencing Club	Forest Hill T-Ball Association
International Cricket Club	Kaiteur Cricket
Kitchener Minor Baseball Association	Kitchener Minor Boys' Softball
Association	
Kitchener Minor Girls' Softball Association	Kitchener Minor Hockey
Kitchener Ringette Inc.	KW Braves Lacrosse
KW District Special Olympics	KW Diving Club
KW Gymnastics Club	KW In-Line Hockey League Inc.
KW Minor Football Association	KW Minor Lacrosse
KW Minor Soccer	KW Olympic Hockey
KW Rowing Club	KW Sertoma Speed Skating Club
KW Sidewinders Sledgehockey Club	KW Skating Club
KW Sports Council	KW Track and Field Association
KW Water Polo Club	KW Woman's Hockey League
KW Youth Basketball Association	KW Youth Synchronized Swim Club
Optimist Club of Country Hills T-Ball	Optimist Club of Kitchener Waterloo
Region of Waterloo Nordic Sport's Club	Region of Waterloo Swim Club
S W Optimist T-Ball	Stanley Park Optimist T-Ball
Topspin Table Tennis Club	Tsuruoka Kai Karate Do Kitchener
Twin Cities Minor Tackle Football	Twin Cities Tackle Football Association
Victoria Park T-Ball	Waterloo Athletics
Waterloo Bowling Lanes Youth Club	Waterloo Cricket Club
Waterloo Cycling Club	Waterloo Golf Academy
Waterloo Minor Girls' Hockey	Waterloo Minor Hockey

Waterloo Minor Ringette	Waterloo Minor Soccer
Waterloo Region Associated Track & Field	Waterloo Region Boxing Club
Waterloo Region Track III Ski School	Waterloo Regional Synchro
Waterloo Tigers Volleyball	Wildhawks Basketball
Youth Basketball League	

4.3.3 Response Profile

A total of three responses were received and these are detailed below:

The **Kitchener Minor Girls' Softball Association** has been active for 40 years with membership ranging in age from eight to 18 and offers "softball for female players at the house league and rep level." Active members over the past three years have been 327 in 2002, 340 in 2001 and 366 in 2000 with a decrease projected in active members "by about five percent each year" over the next five years when compared to 2002. In addition to the existing recreational swimming, and the hiking trails through Kiwanis Park, this Association would like to see a "softball diamond" considered for Kiwanis Park and did not suggest any other issue to be addressed regarding the future of Kiwanis Park.

The **Waterloo Region Associated Track & Field Clubs (WRAT)** organization has been active for 15 years with membership ranging in age from four to 80 and offers "training/skills/physical activity in the skills of track and field." Active members over the past three years have been 230 in 2002, 200 in 2001 and 196 in 2000 with the organization projecting the number of active members to remain at the 2002 level for the next five years. In addition to the existing recreational swimming, and the hiking trails through Kiwanis Park, no suggestions were made related to other facilities, programs or issues for consideration regarding the future of Kiwanis Park.

Kitchener Minor Soccer Inc. has been active for 30 years with membership ranging in age from four to 14 and offers "organized soccer activities through both leagues and training camps." Active members over the past three years have been 5,000 in 2002, 4,500 in 2001 and 3,500 in 2000 with the organization projecting an "increase due to popularity of game" over the next five years when compared to 2002. In addition to the existing recreational swimming, and the hiking trails through Kiwanis Park, this Association would like to see "soccer fields with lights (large size)" considered for Kiwanis Park and did not suggest any other issue to be addressed regarding the future of Kiwanis Park, but did offer the comment "we would really like to see community backing with regards to soccer. In the past we've had to deny many kids the opportunity to enjoy the sport because we don't have enough fields."

4.4 Survey of City Hall Staff and Others Identified as Internal Stakeholders

4.4.1 Survey Parameters

On January 28, 2003 a total of 18 people were mailed a covering memo over the signature of Peter Wetherup, Project Manger for the City of Kitchener inviting their written input into the Kiwanis Park Strategic Plan and making them aware of a focus group for City Hall staff and others identified as internal stakeholders to be held on March 25.

4.4.2 City Hall Staff and Others Identified as Internal Stakeholders

Mr. Peter Wetherup, Parks Planner*
City of Kitchener

Mr. Glen Richardson, Manager of Design and Development*
City of Kitchener

Mr. Kim Nihls, Manager of Parks Operation*
City of Kitchener

Mr. Mark Hildebrand, Manager of Aquatics and Athletics*
City of Kitchener

Mr. Richard Maass, Neighbourhood Representative*

Mr. Tom Bevenborn, Parks Committee Member*
Kiwanis Club of the Twin Cities

Mr. John McBride, Director of Transportation Planning
City of Kitchener

Mr. David Mansell, Director of Engineering (Acting)
City of Kitchener

Ms. Margaret Sanderson, Inclusion Services Coordinator
City of Kitchener

Ms. Jan Ward, District Facilitator

Ms. Beth Brown, Resource Planner - Central
Planning and Resource Coordination
Grand River Conservation Authority

Ms. Lynda Hayward
Bridgeport Community Association

Ms. Debi Lucas-Switzer, Team Leader
Community Programming
City of Waterloo

Mr. Tom Stockie, CAO
City of Waterloo

Mr. David Bennett, Manager of Operations
Waterloo Catholic District School Board

Mr. Shawn Callon, Principal Planner
Waterloo Region District School Board

Mr. Graeme Swan, Physical Education Coordinator
Waterloo Region District School Board

Mr. Keith Bauman, Outdoor Education Coordinator
Waterloo Region District School Board

* Member of the Project Team appointed by Kitchener City Council and responsible for directing the development of the Kiwanis Park Strategic Plan.

4.4.3 Response Profile

A total of two replies were received and are included in this response profile: from the Engineering Division, City of Kitchener (Appendix A) and from the Grand River Conservation Authority (Appendix B).

4.5 Focus Group of City Hall Staff and Others Identified as Internal Stakeholders

4.5.1 Introduction

On March 25 the Steering Committee hosted the scheduled Focus Group with City Hall staff and others that had been identified as internal stakeholders.

City Hall staff and others that had been identified as internal stakeholders who were in attendance at the Focus Group included:

Tom Bevenborn, Steering Committee, City of Kitchener
Beth Brown, Resource Planner, GRCA
Shawn Callon, Principal Planner, Waterloo Region District School Board
Ken Carmichael, Traffic Department, City of Waterloo
Stan Choloski, Parks Maintenance, City of Kitchener
Julie Dean, Safe City Coordinator, City of Kitchener
Tim Ernst, Parks Maintenance, City of Kitchener
Mark Hildebrand, Manager, Aquatics and Athletics, City of Kitchener
Debi Lucas-Switzer, Team Leader, Community Programming, City of Waterloo
Richard Maass, Steering Committee, City of Kitchener
Kim Nihls, Manager of Parks Operations, City of Kitchener
Peter Wetherup, Steering Committee, City of Kitchener

4.5.2 Response Profile

After a welcome and introduction by Peter Wetherup, Chair of the Project Team, the Consultants provided an overview of the Project that included the stated objectives as well as the 12 key issues identified to that point in time by the Consultants in conjunction with the six member Project Team appointed by City Council to oversee the Project. What follows is a summary of comments as each of the 12 key issues were addressed one at a time:

1. Active and/or passive focus of Kiwanis Park in the short-term (2003 to 2007), medium term (2008 to 2012) and long-term (2013 to 2017).

- Concentration of recreation facilities on the east side of Kitchener.
- Could not support a sports' complex in Kiwanis Park - looking at upgrading existing facilities that may include multi-use lit fields.
- Pursue other alternatives regarding maximizing existing facilities in other parts of Kitchener to keep Kiwanis Park with a continuing passive focus.
- Leisure Master Plan will be completed in approximately two years - will have an opportunity to look at the issue in depth.
- Think of people with lower incomes - Kiwanis Park is now affordable. If capital investment in the park increases and user fees go up then

many people will not be able to afford it.

- The area residents won't support a lit field or after hours use in light of traffic and security issues - don't want it like Bechtel Park.

2. Role/commitment of the City of Kitchener in the operation and development of existing and possible new facilities in Kiwanis Park in the short, medium and long-term.

- The forthcoming Leisure Master Plan will look at this issue in detail, particularly the need for additional major facilities in Kitchener over the next number of years and alternative locations for them.
- Focus of the Strategic Plan should orient towards enhancing the passive nature of what is already available at Kiwanis Park and the role the City of Kitchener could play in the operation and development of the Park working with the Kiwanis Club.

3. Role/commitment of the Kiwanis Club of the Twin Cities in the operation and development of existing and possible new facilities in Kiwanis Park in the short, medium and long-term.

- The recent survey of all the members of the Kiwanis Club of the Twin Cities done as part of the input into the Strategic Plan showed overwhelming support for the continuing involvement of the Kiwanis Club in the on-going operation of Kiwanis Park.
- The Kiwanis Club tries to provide a reasonably priced facility so it is available to everyone.
- The Kiwanis Club donates many volunteer hours to the upkeep and operation of the Park and reinvests all the profits back in the Park.
- Would like to see programming developed for lower income people.
- The Kiwanis Club would like to see additional picnic shelters built along with a multi-purpose building to attract more groups and make the operation of the Park less dependent on weather.
- The Kiwanis Club would like to add Winter programs - in a Summer with bad weather the Kiwanis Club loses money and the Winter activities would help with revenue generation.

4. GRCA restrictions regarding short, medium and long-term development of possible new facilities on GRCA-controlled land within Kiwanis Park.

- A large portion of the Kiwanis Park is flood plain and there is a general policy of no development on flood plain lands - however, as noted by the GRCA representative, ball fields are present on some flood plain lands as are cement pads for seasonal use, such as at the Doon Valley Golf Course.
- Addressing environmental issues in Kiwanis Park would be beneficial.
- The GRCA would not want to see permanent fencing along the Walter

Bean Trail or surrounding the existing pool at Kiwanis Park since ice and debris could be trapped in the fence if flooding occurred.

- The use of chain link fencing in isolated areas of Kiwanis Park - such as may be used for security purposes in a canoe rental operation for example - may be possible depending on a specific proposal.

5. Role of the swimming facility in Kiwanis Park in meeting area needs for aquatic facilities vis-à-vis the four indoor pools and three outdoor pools operated by the city of Kitchener, and the aquatic facilities operated by the City of Waterloo.

- Provides an opportunity for people of all socio-economic levels to get away for swimming and passive leisure.
- If the pool was closed it would be missed since the existing three outdoor pools in Kitchener could not meet the demand.
- From Waterloo's perspective, the pool at Kiwanis Park draws as many people from Waterloo as it does from Kitchener and the facility is "user friendly."

6. Role of the City of Waterloo in the operation of Kiwanis Park and maintenance/development of roads adjacent to the Park that are owned by the City of Waterloo.

- Water to fill and maintain the pool at Kiwanis Park is provided by the City of Waterloo and the City of Waterloo also provides maintenance for roads owned by the municipality that provide access to Kiwanis Park.

7. Developing a list of possible new uses/facilities for Kiwanis Park over the next 15 years with input from the Kiwanis Club of the Twin Cities, existing groups and organizations, neighbourhood residents, other identified stakeholders and the general public.

- Different cultures like to spend time outdoors and the current passive nature of Kiwanis Park meets their needs.
- Making more people aware of Kiwanis Park through advertising flyers and notices to churches for example would be beneficial.
- Event planning at Kiwanis Park on a seasonal basis could be considered that could include such initiatives as corporate picnics and daycamps during the summer and cross-country skiing in the winter.
- There is a challenge for people regarding transportation to the Kiwanis Park - perhaps Grand River Transit could look at servicing the park on a seasonal basis.
- Capitalize on the fact that Kiwanis Park is adjacent to the Grand River looking at canoe rentals and possible use by the Boards of Education and others in the area of outdoor education.

- As part of environmental considerations look at an overall plan for forestry management in Kiwanis Park and the possibility of "looping trails" to be developed along with good signage.

8. Evaluation criteria to be applied to possible new uses recommended for consideration to be a part of Kiwanis Park in the short, medium or long-term.

- The Project Team is looking for input on this subject as a matrix for evaluation is developed that includes such considerations as accessibility, affordability as well as qualitative issues.
- Trying to strike a balance between households in the area and visitors to Kiwanis Park looking at such issues as noise, light and security.
- The neighbours' biggest concern is an earth berm and fence to separate the houses from the park and the second major issue for the neighbours is loose dogs.
- Most neighbours support adding a "multi-use" building in Kiwanis Park.

9. Communication between the Kiwanis Club and the City of Kitchener throughout the year, including the role of the existing Park's Committee made up of staff from the City of Kitchener and members of the Kiwanis Club.

- The Consultants noted that this matter is now under discussion.

10. Year-to-year budgeting by the City of Kitchener and the Kiwanis Club focusing on both the operation and maintenance costs of existing facilities as well as the operation and maintenance costs that would pertain to the development of new facilities and programs.

- Good weather is the key to the profitable operation of Kiwanis Park and the Kiwanis Club would like to see some commitment from the City of Kitchener for financial help in this regard for a "cushion."
- There is are minimum levels of lifeguards and other staff that have to be on site at Kiwanis Park even to open the facility, regardless of the weather for a particular day.
- Over the past five years the Kiwanis Club has donated some \$200,000 to Kiwanis Park
- Consideration might be given to putting money each year into a "reserve fund" for a bad year, similar to minor sports teams.
- The Kiwanis Club is just completing a plan for replacing all the major buildings at Kiwanis Park - the last building is the new pump house which was made possible by a \$75,000 loan from the City of Kitchener to the Club and which should be paid off in five years.
- The Kiwanis Club understands that the Trillium Foundation won't support the Club because it is too closely connected to the City of

Kitchener - it was suggested that the current rules should be looked at in more detail with the Trillium Foundation, the KW Foundation and others to see if certain projects at Kiwanis Park would qualify for funding assistance.

11. Decision regarding dogs in Kiwanis Park.

- Meetings held by the Consultants with Dogerloo have determined that the organization does not have the resources to take on another project.
- The City of Waterloo had several hundred people show up to an initial meeting regarding dogs in a particular area of the City and found that the number dropped to three for subsequent meetings.
- The Kiwanis Club has found increasingly that the Park in general, and the swimming area in particular, is affected with dog feces and it is deemed by the Club to be a health hazard with young children playing in the area.
- The existing by-law that says all dogs must be on a leash has little affect and from 10:00 a.m. through 9:00 p.m. when the Kiwanis Park is open during June, July and August the Kiwanis Club has found that many dog walkers don't have respect for Park staff.
- May have to ask the GRCA for approval to put a fence around the pool.
- Putting a fence around the pool would spoil the ambiance of the pool area - it would have to be located as far away as possible from the pool.
- Need to have by-law enforcement people at Kiwanis Park to hand out tickets to the regular users and combine this with larger signage.
- The Kiwanis Club has found the biggest problem with loose dogs is before the Park opens in the morning.
- If dogs are banned from the Park entirely, let people know that they can be charged with trespassing and then banned completely.
- Enforcement of the by-law is the key by by-law enforcement officers - if a resident in the area complains under the current by-law, that same resident must appear in court.

12. Overall security concerns for Kiwanis Park, particularly after hours.

- A question of who is responsible for putting up the fence or fences - is it the residents of the City of Kitchener?
- Benefit to having security on site when the Park is not officially open.
- The neighbours in the area would like to set up a Neighbourhood on Watch program.

4.6 Survey of Households in the Neighbourhood of Kiwanis Park

4.6.1 Survey Parameters

Working with the Project Team responsible for directing the study, a three question survey was prepared by the Consultants to be distributed to households in the neighbourhood of Kiwanis Park (Appendix C).

On January 30, 2003 a total of 137 personally addressed survey packages were mailed by the City of Kitchener, Department of Community Services consisting of: a covering memo over the signature of Peter Wetherup, Project Manger for the City of Kitchener; a copy of the (anonymous) survey, a key map and a reply envelope.

A total of 31 completed surveys were received and are included in the response profile.

4.6.2 Response Profile

Question One: In addition to the existing recreational swimming, and hiking trail through Kiwanis Park, are there other facilities or programs that you would like to see considered for Kiwanis Park?

Yes (64.5%) No (32.3%) N/A (3.2%)

If yes, what other facilities or programs would you like to see considered for Kiwanis Park?

- Kids water fun park with water turrets and sprinklers etc. (like Waterloo's Lions Lagoon.
- Tennis courts.
- Water slide(s).
- A safe walking track for seniors - for example pave the walking trails so that people may either walk or cycle (such as

the paths at RIM Park) only add a centre line to divide the two activities.

- Skating rink in the winter (outdoor), picnic areas, leash free dog park.
- RIM Park offers all that is needed in this area and tax dollars should not be used duplicating facilities.
- Leash free area for dogs - in bush area and down to river. This has always been a dog park! New residents have little history here and it's a shame a few spoil it for many!
- I hope that the horse (equestrian event) does not take place in the park - it really ruins the grounds.
- Reflective seating areas preferably overlooking the river.
- I don't use the park except to occasionally walk through on the trail - was made to feel unwelcome by gate staff, haven't been back even though I live five minutes walk away.
- Nine or 18 hole public golf course.
- (New) community pool with lifeguards and planned activities, swimming lessons etc., similar to the Beechwood area pools. Tennis courts if possible too, with lessons available. Diving boards similar to Moses Springer pool. Each homeowner interested could contribute to the cost.
- OK if make soccer/baseball field.
- Cross-country skiing, picnicking.
- I think an arena for hockey, public skating etc. would be well used.
- Perhaps a skating rink maintained in the swimming pool area for winter recreation.
- Tennis courts, boat launch. Possible winter use - cross-country trails, ice rinks.
- Plaza/variety stores - child's playground. Tennis courts - more hiking trails - badminton court - skating rink.
- I'd like to see park benches here and there along the trail. Advertise for people to donate in the memory of a loved one. How about an outdoor skating rink for winter activities. A family fishing spot along this part of the river would also be nice.
- Perhaps a scheduled earlier morning or later time in the day for serious adult swimming - a cross-country ski rental facility.
- Winter activities, cross-country skiing and rentals, children's programs, 12 month all-year use of park with activities (skating rinks), summer day camps.
- Paved trail for cycling and rollerblading. Lights on trail for walking at dusk. All dogs must be on a leash.
- Tennis court.
- Because we are quite new to the neighbourhood we are not fully aware of the condition of the facilities that are available in

Kiwanis Park. However, one of the reasons we located here was the Park and the current facilities with the Walter Bean Trail. We would not be in favour of any overnight activities or programs in the Park. We would not be in favour of a leash free area for dogs unless it was fully enforced. A big concern to us is that most of the dog walkers that we have encountered in the park drive in from other neighbourhoods on a regular basis and already go leash free. We have owned and enjoyed large dogs for 19 years but it makes us very uncomfortable when dogs are running free. There are no signs on an animal that says, "Hi, my name is Rover and I just want to play" as it charges you. Dogs that run free have the instinct to chase and we are not in favour of that. The Park and its proximity to the river and farmland nurtures substantial wildlife which includes deer in our own back yards. Many of these animals are vulnerable to roaming dogs. Deer in particular are prone to losing their fawns from dog attacks and miscarriages from being chased, not to mention the injuries that are often inflicted. (It is also unlawful to allow dogs to chase deer). It does seem redundant to have a leash free area when Bechtel Park (that already has a leash free area) is so close by. Lastly, with the surrounding area building up so quickly, a more user friendly fee structure to encourage use of Kiwanis Park would be very desirable.

- Kids summer camp days or week.
- Extending the naturalized area into the meadow.

Question Two: Can you think of other issues that you feel should be addressed as part of the Project regarding the future of Kiwanis Park?

Yes (80.6%)

No (6.5%)

N/A (12.9%)

If yes, what other issues would you suggest be addressed as part of the Project regarding the future of Kiwanis Park?

- Sell a parcel of land to expand future golf course that is planned.
- Deal with the dog issue THIS YEAR! The banning of dogs is necessary to prevent risk of injury to other users of the park. Some dog owners constantly allow dogs to run unleashed. It is common knowledge that the City does not enforce its own bylaw. Civil action against the City (from injury) is a risk that shouldn't be taken.
- Connect the RIM Park (Walter Bean) trail to Kiwanis Park

without going out to University.

- Proper and consistent enforcement of the "leash your dog bylaw. Protection of the water quality of the Grand River.
- Keep it wild and natural past sports fields. Another entrance.
- As a neighbouring property owner, entry to the park from River Oak Estate subdivision via the river should be stopped.
- Dog owners not obeying "Poop and Scoop" By-law. Trails and Park should be regularly monitored and offenders charged!
- Should it be sold for development since RIM Park is close?
- Customer service attitude of staff member I spoke to - she didn't have any. Was not helpful.
- The park is tidy but perhaps more attention could be paid to landscaping and overall appearance. Easier access from River Oak Place... if possible or allowable.
- Do NOT permit motorized items such as ATV's, snowmobiles, model aircraft etc. which are all excessively noisy.
- An evening safety patrol - perhaps two people.
- The entrance of the park changed to Falconridge Drive, perhaps a walking trail between houses to access park.
- Public transportation to the park (extension of bus service from Bridal Trail).
- Detailed communication plan to residents. Detailed input (feedback) from residents thru swot analysis, each step of the strategic plan: process, mission, vision, values, goals, beliefs, principles introduction, objectives, action items.
- I'd like to see the pool changed to a resort type pool. The deepend made deeper and a kids' pool adjacent. The feedback I've had is that the deepend is too shallow.
- Banning dogs from the park, new tree planting cleaning out bush. Keeping park as natural as possible. Add trees, plants + paths on empty field behind homes! "No" to any nighttime lighting. "No" to any additional parking lots.
- Park access - too much traffic and parking on Kiwanis Drive.
- Safety and security - alcohol and drug abuse on park property after hours.
- Fees for using the park - are they necessary? Consider lower fees if possible.
- Housing development. I would like to know (for certain) the plans for the field - west of park entrance (backs onto Hawkswood).
- Would not be in favour of any overnight activities or programs. Would not be in favour of a leash free area for dogs because Bechtel Park Waterloo is already closeby and offers that option. Would like proper enforcement of dogs on leash and poop and scoop. Even those of us who enjoy and are use to large dogs are uncomfortable with dogs running at us during

our outings in the park. There is also a concern with dogs chasing deer and other wildlife. Deer will miscarry their fawns when chased and fawns that are born are in danger of being killed by dogs at large. With the surrounding area building up so quickly a more user friendly fee structure to encourage use would be very desirable.

- Cleaner pool - end of summer it gets green.
- Cleanliness of the park and surrounding area along with noise and traffic level (due to the close proximity of the neighbourhoods).
- Fencing in the swimming pool area.
- Preserving the natural integrity of the park! As little change as possible is best.

Question Three: Any other comments regarding the development of a Strategic Plan for the future of Kiwanis Park?

- Kiwanis Park is nice as it is. It is a lovely quiet place to walk, cycle, cross-country ski. I would like it maintained as it is.
- Identify offenders and ban them from the park, if you are not going to ban dogs entirely. Also, a fenced-in area provided for dog owners might be an alternative solution. A specified parking area for dog owners should be considered - dog owners allow dogs to run about the parking area. Many people we know have stopped using the park because of the dangerous breeds of dogs running loose. On one large field, on a Sunday, a man was attempting to train a large German Shepherd unleashed. This field backed onto new homes containing toddlers. There is no fence to protect these children. No one in his or her right mind would attempt to enter this field to enjoy a Sunday walk, or plan with one's children. You should consult you own legal dept. about the risks of a suit, because the area is housing more children in new homes, adjacent to the park. If a dog bites a child or adult, the City will be sued, because, it knowingly permits large dogs to run unleashed in its parks. The expense of a full-time, uniformed by-law officer would be necessary and should be paid for by those dog owners who use the park, by means of a season's pass, which has the rules and regulations stated on the pass. No pass, no walking your dog (must be on your dog). If a pass is obtained, you may only walk your dog in the fenced-in restricted area. Submitted by a concerned homeowner who has lived here for 39 years and used to enjoy walking, swimming and cross-country skiing in the park until the dogs took over. Take a stand and ban the dogs form the Kiwanis Park.
- Protection of the wild-life and natural environment along the Grand River. On-going maintenance of the Walter Bean Trail. Preserve Kiwanis Park in a natural state. Vandalism prevention.
- Need another entrance - preferably by new subdivision - road down

side of model plane field to (recent) new parking area.

- I feel that in the past several years has been better managed than ever. Keep up the good work.
- Keep the trails and surrounding landscape as natural as possible - the area is a little bit of heaven in the midst of our busy lives!
- Leave Kiwanis Park the way it is now!
- Better lighting at night and surveillance. Perhaps walking trails with lights along them. Thank you for allowing us input!
- Please stop dogs from running free in the park. Was walking on trail again yesterday (Feb. 7/03) and saw numerous droppings along the trail. Suggest a large sign - NO DOGS ALLOWED!
- Provide adequate parking so that people do not park down the road.
- Let's make sure emphasis on cleanliness is maintained - keep it up. Thank you!
- Possibility of lighting throughout park for safety issues at night.
- Keep a natural setting, preserve the walking trail.
- Our main concern is that during the strategic planning process the residents have full chance to provide input into the direction of Kiwanis Park.
- We have a huge resource of kids in this area who have to put in 40 hrs of volunteer work in order to receive their diplomas. Why not make them a part of your plan. Flyers posted in area schools outlining what you require from them. So many are looking for ways to acquire their 40 hrs.
- Keep communication between residents! This is a good start. Traffic is a big concern. Security? problems with drinking and loud music at night currently. Let's not add too much! Keep pool and keep Kiwanis Club running it.
- Summer 2002 observations. Illegal activities - after hours drug and alcohol use on park property (visiting my home in the middle of the night to call for taxi). By-law violations - dogs running/walking unleashed. Several occasions when jumped on by unleashed dog. Negligence - pot holes on walkways - unsafe - I stepped in pot hole at entrance and required medical attention for injuries to neck and back. This pot hole was in the new gravel parking lot at entrance.
- Part of the reason for choosing our current location on Hawkswood was the wide open field. We enjoy watching the hikers and dog-walkers. My understanding (based on discussions with City planners) is that this field is zoned as future residential, but designated as park. What are the future plans for this field?
- Pool toys and flotation devices allowed in pool. We purchased a season family pass and it worked well for our family! Thank you.
- Please keep in mind the residents near Kiwanis and their livelihood around the park. It would be nice to see a beautiful yet efficient park but to consider the needs and concerns of a clean, quiet and separate neighbourhood.

- Planting trees, shrubs and grasses indigenous to this area and turning the meadow into an area that doesn't need to be mowed.

4.7 Scheduled Public Meeting Held on March 27, 2003

4.7.1 Introduction

After a welcome and introduction by Peter Wetherup, Chair of the Steering Committee, to some 45 people in attendance, the Consultants provided an overview of the Project that included the stated objectives as well as the 12 key issues identified by the Consultants in conjunction with the six member Project Team appointed by City Council to oversee the Project.

A two page handout had been approved by the Steering Committee on March 20, 2003 for distribution at this public meeting to facilitate discussion (Appendix D).

What follows in the response profile is a summary of comments in four main areas that were addressed at the meeting as reviewed by the Steering Committee.

4.7.2 Response Profile

Heritage of Kiwanis Park

- The history of the Kaufman family in its vision to see the land preserved in its natural state was referenced.
- The "stewardship" in the area is strong to "look after" the Park.
- Shouldn't be a fence around the entire Park.

Input to the Strategic Plan from the Neighbourhood

- Some people felt they should have received a "neighbourhood survey" and did not. It was explained that the Project Team had drawn a line around the development south and west of the Park that included 137 households who had received the survey. For those people outside this area the meeting tonight was being held and that they too would have the opportunity to complete and return their input via the same three questions.

The Issues of Dogs and Security in Kiwanis Park

- People have been seen camping in the bush.
- Beer bottles, condoms and other litter are found on a regular basis in the parking lot next to the gatehouse at the entrance and the problem of noise is particularly bad after dark.
- Some neighbours have taken it upon themselves to mount a clean up blitz.
- Snowmobiles have been seen in the park at night.
- As someone who walks my dog in the Park on a regular basis I feel that there should be more flexibility for dogs to run loose from the Fall to the Spring each year, as well as after hours when the Park is closed in the Summer.
- I see approximately six dog walkers on a regular basis as I walk my dog each day in Kiwanis Park.
- At 7:15 a.m. this past Winter there was a by-law enforcement officer in the parking lot next to the entrance of the Park - they should be more flexible.
- People who live near Kiwanis Park should not think of it as "their park."
- You can't walk through the Park without stepping into "dog poop."
- I have had dogs jump up on me when walking through the Park with no owners in sight.
- In Guelph I understand they have some seven leash free areas.
- We live right next to the Park and dogs regularly come into our back yard ruining our trees and shrubs.
- My two children were chased by two great danes.
- Dogs are not good for the environment, particularly dogs who are not on a leash.
- I did a forestry plan just down the river and saw brush wolves - dogs pester wildlife.
- There is a case in Ottawa now that is going to the Supreme Court where they are trying to ban dogs from parks.
- Just moved from Calgary and there in a park I have been to they have a large sign advising people that "this is our drinking

water and because of this no dogs beyond this point."

Additional Uses for Kiwanis Park

- Would like to see passive uses continued in Kiwanis Park and not duplicate what is already available at Rim Park and other locations.
- Would like to see Kiwanis Park used for hiking, cross-country skiing and beach volleyball for example - don't want to see lit fields.
- With only a small portion of Kiwanis Park not flood plain most of the Park will be passive anyway - only the Flying Field is not flood plain.
- As the owner of a campground, a campground is certainly not a passive use and requires round-the-clock management and security - this need is well met in the area.
- Generating revenue from facilities and programs in Kiwanis Park is only part of the consideration.
- As a member of the Kiwanis Club for many years, we have put blood, sweat and tears into developing the Park through a lot of money and many volunteer hours over the years - on a busy weekend afternoon in the Summer there can be up to 1,500 families relaxing in Kiwanis Park - the Park is truly a "family park" now and the focus should remain the same in the future.
- Kiwanis Park was called the "jewel in the country" and now with all the development in the area it is the "jewel in the city."
- One of the least used resources is the Grand River - take more advantage of it as it surrounds Kiwanis Park.
- Skunks are a problem when the garbage bins are not emptied on a regular basis.
- The Flying Club is no longer using the Park since they knew with the noise by-law, and increasing development in the area, that they would have to go - they have in fact found other facilities.
- Swimming lessons are a consideration for the pool but based on the depth of the pool and the demand in the community it would appear that the use of the pool as a part of a daycamp experience would be something to consider.
- How about an unlit baseball diamond on the Flying Field for casual use.
- Possibility of "free programming" for visitors to Kiwanis Park on the weekends for the children.
- Is there a way to make more visitors to the area aware of what Kiwanis Park has to offer?
- Beneficial to involve as many community partners as possible for joint planning of opportunities in Kiwanis Park.

- Considering a daycamp for kids who otherwise would not have the opportunity to go camping would be in keeping with what the Kaufman family envisaged.
- Bus access on a seasonal basis to Kiwanis Park should be considered so that people without cars can come to the Park.
- In response to a question regarding possible interest the YM/YWCA may have in Kiwanis Park for daycamps, Tom Bevenborne from the Kiwanis Club reported that they have had "numerous inquiries" each year for age three to 12 programs but that they needed a "multi-purpose" building at the Park that could be used during the week in case of inclement weather by this group, and on the weekends by groups for organized picnics and events.
- Interpretive programming could be a part of programming in Kiwanis Park.

4.8 Scheduled Public Meeting Held on May 1, 2003

At the start of the meeting the Chief Administrative Officer for the City of Kitchener, Jeff Fielding, made an announcement that the issue of "dogs in Kiwanis Park" would be dealt with separately from the other issues related to the Kiwanis Park Strategic Plan and would therefore not be discussed at the May 1 meeting - nor would any recommendations regarding "dogs in Kiwanis Park" be a part of the Kiwanis Park Strategic Plan report already scheduled to be completed in May.

This announcement was followed by a welcome and introduction by Peter Wetherup, Chair of the Steering Committee, to some 75 people in attendance. The Consultants then provided an overview of the Project that included the stated objectives as well as the key issues identified by the Consultants in conjunction with the six member Project Team appointed by City Council to oversee the Project.

An eight page handout had been approved by the Steering Committee on April 10, 2003 for distribution at this public meeting to facilitate discussion (Appendix E).

5.0 FINDINGS AND RECOMMENDATIONS AS THEY RELATE TO THE 12 KEY ISSUES IDENTIFIED

5.1 Introduction

A total of 12 key issues were identified pertaining to the development of the Kiwanis Park Strategic Plan and in this Section findings and recommendations are detailed related to 11 of the 12 key issues (the "dog issue" is not discussed).

5.2 Active and/or passive focus of Kiwanis Park in the short-term (2003 to 2007), medium term (2008 to 2012) and long-term (2013 to 2017)

THAT there is clear direction from virtually all stakeholders to maintain the overall passive focus of Kiwanis Park for leisure and recreation.

THAT there is virtually no site specific demand for organized sports' activity at Kiwanis Park.

THAT extending the passive focus into the future would preclude any activities that operate outside normal daylight hours such as a seasonal or transient camping.

THAT extending the passive focus into the future includes the continued emphasis on groups and organizations using the Park during the summer months, as well as offering new programs and activities in the winter.

THAT there is overwhelming support from virtually all stakeholders to maintain the unique outdoor pool in its current form.

THAT future programs and facilities considered for Kiwanis Park should respect the natural environment at the Park.

THAT a forestry management study be done in 2003 by the City of Kitchener to assist in future planning.

THAT with an anticipated Leisure Master Plan (update) to be done approximately 2013, that this Kiwanis Park Strategic Plan focus on development over the next ten years: phase one from 2003 to 2007 and phase two from 2008 to 2012

5.3 Role/commitment of the City of Kitchener in the operation and development of existing and possible new facilities in Kiwanis Park in the short, medium and long-term

THAT there is clear evidence supporting the continuation of the long-standing partnership between the Kiwanis Club of the Twin Cities and the City of Kitchener whereby members of the Kiwanis Club contribute hundreds of hours of volunteer service to the community - a total of 3,214 in 2002 - while at the same time the City of Kitchener has available a unique facility, appealing to a broad cross-section of the population, that is operated at a lower cost than if the City of Kitchener had to run the facility on its own.

THAT the City of Kitchener Aquatics' Supervisor responsibility include the maintenance of the pool and related plumbing system, the maintenance of the buildings in Kiwanis Park that are all owned by the City of Kitchener, and working collaboratively with the Kiwanis Club, complying with water chemistry regulations.

THAT a detailed budget of City of Kitchener aquatic maintenance for full-time wages, part-time wages and contracted out services to open, close and operate the pool in calendar 2003 amount to \$4,310, \$1,250 and \$1,170 respectively as shown in Appendix F and that these costs be budgeted for the years 2004 through 2012 based on an average annual increase of 2.5 percent - continuing to be absorbed by the City of Kitchener in the future.

THAT as shown in Appendix G, an analysis of City of Kitchener detailed budget figures for calendar 2002 for park maintenance at Kiwanis Park show costs of full-time and part-time wages (\$31,169), equipment reserve charges (\$199), operating supplies including fertilizer (\$8,857) and electricity (\$1,802) and that these costs be budgeted for the years 2003 through 2012 based on wages increasing at an average annual increase of 2.5 percent, operating supplies at 3.0 percent and electricity at 1.5 percent. The way equipment reserve charges are calculated is currently under review by the City of Kitchener.

THAT recognizing the need for the City of Kitchener and the Kiwanis Club to provide for a "reserve fund" to allow for a season of bad weather that accommodation should be made for both parties to review specific circumstances for any year of operation of Kiwanis Park where attendance drops below 25,000 people.

5.4 Role/commitment of the Kiwanis Club of the Twin Cities in the operation and development of existing and possible new facilities in Kiwanis Park in

the short, medium and long-term

THAT there is overwhelming endorsement by the members of the Kiwanis Club (100 percent of those responding to the written survey conducted in February 2003) to "support the continued involvement of the Kiwanis Club of the Twin Cities in the on-going operation of Kiwanis Park."

THAT there is clear evidence supporting the continuation of the long-standing partnership between the Kiwanis Club of the Twin Cities and the City of Kitchener whereby members of the Kiwanis Club volunteer their time and talents - for example, a total of 3,214 volunteer hours in 2002.

THAT the City of Kitchener has available a unique facility, appealing to a broad cross-section of the population, which is operated a lower cost than if the City had to run the facility on its own.

THAT the Kiwanis Club continue through the duration of this Strategic Plan to be responsible for the operation of Kiwanis Park as detailed in the formal agreements dated August 2, 2002 and December 23, 2002 and as further described in Section 6.6.

THAT as shown in Appendix H, an analysis of the Kiwanis Club detailed profit and loss figures for calendar 2002 for the operation of Kiwanis Park show total income of \$133,963 and total expenses of \$129,233 for a net income realized of \$4,730 and is based on attendance of 41,126.

THAT as noted elsewhere in this Report, weather will clearly continue to be the key determinant of attendance during the summer months and for this reason, projections of attendance and net income by year have not been undertaken.

THAT recognizing the need for the City of Kitchener and the Kiwanis Club to provide for a "reserve fund" to allow for a season of bad weather that accommodation also be made for both parties to review specific circumstances for any year of operation of Kiwanis Park where attendance drops below 25,000 people.

5.5 GRCA restrictions regarding short, medium and long-term development of possible new facilities on GRCA-controlled land within Kiwanis Park

THAT as it relates to the Grand River Conservation Authority (GRCA), Kiwanis Park may be divided into essentially three areas: (a) The (upper) "Flying Field" that is not regulated and requires no GRCA approvals for development; (b) The area adjacent to the Grand River, including the pool area that is regulated and may be considered only for temporary, portable

structures and related security fencing dependent on actual locations and;
(c) The area between (a) and (b) that while still regulated, may be considered for picnic shelters and a "multi-purpose building."

THAT it be acknowledged by all stakeholders that the GRCA has made no commitments whatsoever to allowing, or not allowing, facility development on any or all lands under its regulation. What has been determined in discussions with the GRCA by the Consultants, and as stated by the GRCA representative at the scheduled Focus Group held on March 25, 2003, is a willingness by the GRCA to look at specifics of any application with a view to making accommodation if deemed possible.

- 5.6 Role of the swimming facility in Kiwanis Park in meeting area needs for aquatic facilities vis-à-vis the four indoor pools and three outdoor pools operated by the City of Kitchener, and the aquatic facilities operated by the City of Waterloo

THAT clearly the swimming facility in Kiwanis Park meets a need for citizens of Kitchener and Waterloo attracting some 41,100 people during June, July and August last year.

THAT by way of comparison, the three Kitchener outdoor pools had attendance of 37,600 during June, July and August last year.

THAT should the Kiwanis Club give up the operation of Kiwanis Park for any reason within the time frame of this Strategic Plan, there is little question that the City of Kitchener would be well advised to take over and continue to operate Kiwanis Park.

- 5.7 Role of the City of Waterloo in the operation of Kiwanis Park and maintenance/development of roads adjacent to the Park that are owned by the City of Waterloo

THAT the City of Waterloo maintains roads in its jurisdiction that provide access to Kiwanis Park and provides at no charge some 44,175 cubic meters of water each year to fill and maintain the pool.

THAT the cost of the 44,175 cubic meters of water to fill and maintain the "continuous flow-through pond" in Kiwanis Park, as calculated by the Aquatics' Supervisor for the City of Kitchener, has a value of \$37,550 based on current City of Waterloo charges of \$0.85 per cubic meter and therefore represents a meaningful contribution by the City of Waterloo in recognition of the use of Kiwanis Park by City of Waterloo residents.

5.8 Possible new uses/facilities for Kiwanis Park over the next 15 years with input from the Kiwanis Club of the Twin Cities, existing groups and organizations, neighbourhood residents, other identified stakeholders and the general public

THAT with the completion of the new "pump house" scheduled for May 2003 - made possible by a loan of \$75,000 to the Kiwanis Club from the City of Kitchener in December 2002 - upgrading of the major buildings at Kiwanis Park has now been completed. This includes the pump house which will also provides storage for the tractor and an office for the full-time Kiwanis Club Park Manager, the concession building and the change rooms/lifeguard building.

THAT based on stakeholder input the following new uses and facilities for Kiwanis Park have been incorporated in the concept plan for phase one (2003 to 2007) and phase two (2008 to 2012) as shown in Section 7.0.

- The addition of a cement pad under the second of the two existing picnic shelters.
- Planning for the location of additional picnic shelters to accommodate the growing demand for group picnics.
- A canoe rental facility to be located adjacent to the Grand River that would include a cement pad to accommodate a temporary/seasonal building as well as a chain-link fence.
- A "multi-purpose building" containing washrooms, limited kitchen facilities and a large open floor area that would target group bookings during the week for outdoor education/daycamp/interpretive programs and target group/corporate picnics on the weekend.
- Winter programming that may include cross-country skiing on primarily track-set trails that would require a warming hut and possibly provide ski rentals.
-

Other uses for Kiwanis Park that may include a (second) casual-use baseball diamond to be located on the upper playing field, additional beach volleyball courts and "looping trails" within the Park.

- The addition of a second playground structure to be located east of the swimming pool.

5.9 Evaluation criteria to be applied to possible new uses recommended for consideration to be a part of Kiwanis Park in the short, medium or long-term

THAT the following three questions be addressed when considering new uses for Kiwanis Park:

- Are the new uses in keeping with the overall passive focus of Kiwanis Park as outlined in Section 5.2 of this Report?
- Can they be operated/overseen by the Kiwanis Club or will the City of Kitchener have to become involved? If it is determined that there will be a need for the City of Kitchener to become involved in funding of facility development and/or running programs at Kiwanis Park, both parties will need to clearly understand their respective roles prior to proceeding.
- Is there a role for sponsorship and/or a strategic alliance with other partners from the community? The main sources for funding future development of Kiwanis Park are projected to be generated primarily from two basic areas: (1) The operating profit generated by the Kiwanis Club in its year-to-year operation of the Park and; (2) Sponsorships and strategic alliances that the Kiwanis Club may form with private sector partners from the community.

5.10 Communication between the Kiwanis Club and the City of Kitchener throughout the year, including the role of the existing Park's Committee made up of staff from the City of Kitchener and members of the Kiwanis Club

THAT the existing Park's Committee made up of members from the Kiwanis Club and the City of Kitchener continue as the "committee of record" charged with the responsibility for the year-to-year operation of Kiwanis Park.

THAT a formal process of appointing a Chair of the Parks Committee be

done each January - alternating between a member of the Kiwanis Club, and a staff person from the City of Kitchener.

THAT a schedule of regular meetings of the Park's Committee be established each January and the Chair be responsible for circulating the agenda to members in advance of each meeting along with a summary of discussion from the previous meeting.

THAT any communication from the Kiwanis Club to the City of Kitchener be channeled through the Kiwanis Club Park Manager to the Aquatics' Supervisor for the City of Kitchener and that, conversely, any communication from the City of Kitchener to the Kiwanis Club be channeled through the Aquatics' Supervisor for the City of Kitchener to the Kiwanis Club Park Manager.

THAT a "Request for Action/Action Taken" form be approved by the Park's Committee to be used by the both the Kiwanis Club Park Manager and the Aquatics' Supervisor for the City of Kitchener for communication between the parties.

THAT a log book be placed in the gatehouse at Kiwanis Park and that all City of Kitchener staff doing work at the Park sign in and out with a brief notation regarding the purpose of the visit to the Park and/or what work was completed - this data can be used as a planning and budgeting tool.

THAT recognizing the "standard" for all City of Kitchener parks is for a maximum of six inch grass - with the exception of Victoria Park which has a four inch maximum - that for calendar 2003 the City of Kitchener schedule cutting the grass at Kiwanis Park, other than the Flying Field, weekly for the month of May and bi-weekly for the period June through mid-October with the understanding that this protocol, including the Kiwanis Club focusing on trimming around trees, buildings, etc., will be evaluated at the end of the 2003 seasonal operation of Kiwanis Park.

THAT for 2003 the grass on the Flying Field be scheduled for cutting by the City of Kitchener three times, to be evaluated at the end of the 2003 seasonal operation of Kiwanis Park.

- 5.11 Year-to-year budgeting by the City of Kitchener and the Kiwanis Club focusing on both the operation and maintenance costs of existing facilities as well as the operation and maintenance costs that would pertain to the development of new facilities and programs

THAT the issue of year-to-year budgeting by the City of Kitchener and the Kiwanis Club for operation and maintenance costs for both existing and new programs be in keeping with the findings/recommendations contained in Sections 5.3 and 5.4 of this Report, as well as in keeping with the terms and conditions of the two existing agreements between the parties as detailed in Section 6.6.

- 5.12 Decision regarding dogs in Kiwanis Park

At the start of the scheduled public meeting on May 1, 2003 the Chief Administrative Officer for the City of Kitchener, Jeff Fielding, made an announcement that the issue of "dogs in Kiwanis Park" would be dealt with separately from the other issues related to the Kiwanis Park Strategic Plan and would therefore not be discussed at the May 1 meeting - nor would any recommendations regarding "dogs in Kiwanis Park" be a part of the Kiwanis Park Strategic Plan report already scheduled to be completed in May.

Since a handout had been approved by the Steering Committee on April 10, 2003 for distribution at the May 1 public meeting to facilitate discussion, and had already been printed to meet deadlines, the handout was distributed to those in attendance at the May 1 public meeting as shown in Appendix E.

However, as directed by the CAO for the City of Kitchener, this Report does not discuss this matter further.

- 5.13 Overall security concerns for Kiwanis Park, particularly after hours.

THAT current security provided through the Kiwanis Club from two private security "drive-bys" each evening (9:00 p.m. to 1:00 a.m.) starting late June through July and August be increased to a dedicated security person at or near the main entrance to Kiwanis Park from 9:00 p.m. to 1:00 a.m., seven days a week starting late June through July and August as well as at selected times during the year in early morning.

THAT the City of Kitchener facilitate a "Park Watch" and/or "Neighbourhood on Watch" program in the neighbourhood that includes appropriate signage.

THAT the parking lot adjacent to the main entrance be maintained year-

round including possible lighting with no access to the parking lot after normal Park hours by moving the existing entrance gate west to effectively close vehicular entrance to the Park after approximately 9:00 p.m.

THAT increasing involvement of the "Trail Riders" organization in patrolling Kiwanis Park be explored by the Park's Committee.

THAT construction of a fence, including trees and shrubs along the west boundary of the park, south of the gatehouse be installed in 2003 at the expense of the City of Kitchener and that at the same time a fence be constructed along the southern boundary of the Flying Field at the expense of the City of Kitchener - with possible financial contribution from the developer.

6.0 OTHER CONSIDERATIONS: FINDINGS AND RECOMMENDATIONS

6.1 Interest by the Boards of Education in operation of outdoor education programs at Kiwanis Park

THAT on April 8, 2003 the Grand River Conservation Foundation launched a \$2.2 million fundraising campaign called the "Living Classroom Campaign for Outdoor Education" to support an outdoor education program to reach 150,000 grades four, five and six students over five years from the five School Boards in the watershed.

THAT at the Focus Group of City Hall staff and others identified as internal stakeholders by the Steering Committee there was interest expressed in exploring further the future role that Kiwanis Park could play in meeting community needs for outdoor education.

THAT a committee be struck no later than June 2003 to explore the future role of Kiwanis Park in meeting the needs of the Boards of Education related to outdoor education - either with or without a "multi-purpose building" - and that this committee be chaired by a member of the Kiwanis Club with invited members to include both Boards of Education, the City of Kitchener and the Grand River Conservation Foundation.

- 6.2 Making the corporate community aware of partnership opportunities that may be available at Kiwanis Park related to both program and facility development

THAT the Kiwanis Club take every opportunity to make the corporate community aware of partnership opportunities that may be available at Kiwanis Park related to both program and facility development and that this message be included as part of at least one survey of people attending the Park each season seeking feedback.

- 6.3 The possible impact on Kiwanis Park development of the forthcoming City of Kitchener Leisure Master Plan

THAT based on the extensive stakeholder consultation conducted as a part of this Strategic Plan - including contact with 57 groups and organizations that provide leisure opportunities for the community - that for at least the expected ten year horizon of the scheduled Leisure Master Plan through 2013 that Kiwanis Park should maintain its passive focus for leisure and not be included as a possible venue for organized sports' development. When the next Leisure Master Plan is undertaken around 2013 it is recommended that the status of Kiwanis Park in meeting community needs be reviewed.

- 6.4 The role Grand River Transit could play in providing increased accessibility to Kiwanis Park.

THAT through the Park's Committee Grand River Transit be approached regarding provision of limited service to Kiwanis Park during the 2003 season with suitable signage/flyers at the Park and that this service be evaluated at the end of the 2003 season.

- 6.5 The possible role of the neighbourhood in a "Park Watch" and/or "Neighbourhood on Watch" program

THAT the City of Kitchener facilitate a meeting of interested parties to form a "Park Watch" and/or "Neighbourhood on Watch" program.

6.6 A review of the current operational agreements between the City of Kitchener and the Kiwanis Club of the Twin Cities in the operation of Kiwanis Park

THAT the first of the two agreements currently in force was signed last year on August 2, 2002 covering the period January 1, 1997 through December 30, 2002 and details the roles and responsibilities of each of the parties and includes the following highlights:

This agreement forgave the City of Kitchener accumulated deficit of \$139,377 for the period 1996 through 1999 related to "maintenance of Kiwanis Park."

The agreement automatically renews on a yearly basis unless sooner terminated by either party with a minimum 45 days written notice.

The Kiwanis Club as "licensee" pays for all goods, services, equipment, supplies, water, electricity, telephone, garbage collection and removal as well as labour costs related to lifeguards, security and janitorial staff.

The City of Kitchener owns all buildings presently built in Kiwanis Park, and any future buildings that may be constructed.

The Kiwanis Club pays for an insurance policy with a minimum limit of \$5 million covering claims for "personal injury (including death), liability or property damage...".

The Kiwanis Club agrees to "reinvest any profits" resulting from the Club's operation of the Park back into Kiwanis Park.

The City of Kitchener agreed "to allocate \$30,000 for maintenance costs" for calendar 2000 and be responsible for grass cutting, the maintenance and development of the Walter Bean Trail in the Park, forest maintenance, road and ground maintenance and, "to the extent necessary, administrative services."

The City of Kitchener agreed "from year to year, as part of the City's budget process, to consider the allocation of further funds for maintenance and capital upkeep costs of the park lands...".

THAT based on the fact that the Agreement was approved by the parties only last year, and further based on the fact that the ten year horizon of this Strategic Plan embraces the continued passive focus of Kiwanis Park, it is the considered opinion of the Consultants that this Agreement dated

August 2, 2002 will continue to provide the necessary guidance for the parties as well as providing for all reasonable and foreseeable exigencies.

THAT the second of the two agreements currently in force was signed last year on December 23, 2002 wherein the City of Kitchener loaned the Kiwanis Club \$75,000 to "assist with the replacement of the Kiwanis Park Pump House which will be repayable to the City, without interest, on an annual basis on or before November 15 in each year commencing November 15, 2003..." and includes the following highlights:

The annual repayment by the Kiwanis Club to the City of Kitchener is to be "equal to the annual profits from the operation of the Kiwanis Park... less a "cash float reserve" not to exceed \$20,000 in any one year " which allows start-up funding for the Kiwanis Club the following year.

Should either party terminate the operating agreement originally signed August 2, 2002 then the Kiwanis Club shall return to the City of Kitchener any funds left in the "cash float reserve" as well as any up-to-date operating profits after which "all obligation of the Kiwanis Club to repay any balance then outstanding under the loan shall be at an end."

The Agreement is automatically renewed on a yearly basis until such time as the loan is repaid in full.

THAT it is the considered opinion of the Consultants that this Agreement dated December 23, 2002 will continue to provide the necessary guidance for the parties as well as providing for all reasonable and foreseeable exigencies as it relates to the \$75,000 loan.

7.0 THE RECOMMENDED PHASED DEVELOPMENT OF KIWANIS PARK

7.1 Phase One: 2003 to 2007

The recommended elements of the Phase One concept plan for Kiwnis Park covering the period 2003 through 2007 are shown in Plate Two and include:

- The addition of a cement pad under the second of the two existing picnic shelters.
- The addition of two picnic shelters to accommodate approximately 50people to meet the growing demand for group picnics.
- The addition of a second playground structure to be located east of the swimming

pool.

- A canoe rental facility to be located adjacent to the Grand River that would include a cement pad to accommodate a temporary/seasonal building as well as a chain-link fence for security.
- Installation of a fence from the existing Park entrance south along the western boundary of Kiwanis Park for approximately 298 meters (along with trees and shrubs along the east side of the fence inside the Park) and then from this corner east along the southern boundary of the Flying Field to the floodline for approximately 450 meters. The fence is recommended to match the existing fence measuring approximately 2.5 meters high that runs currently from the existing Park entrance north along the western boundary of the Park a distance of approximately 220 meters.
- A "multi-purpose building" containing washrooms, limited kitchen facilities and a large open floor area that would target group bookings during the week for outdoor education/daycamp/interpretive programs and target group/corporate picnics on the weekend.
- Winter programming that may include cross-country skiing on primarily track-set trails that would require a warming hut - perhaps the same building used for canoe rentals - and may also include ski rentals.
- Other uses that may include a (second) casual-use baseball diamond to be located on the (upper) playing field or "Flying Field," creation of a total of two beach volleyball courts and "looping trails." The "looping trails" to be created after a forestry management study is completed.

7.2 Phase Two: 2008 to 2012

The recommended elements of Phase Two of the concept plan for Kiwanis Park covering the period 2008 through 2012 are shown in Plate Three and include:

- The addition of two more picnic shelters approximately 50 percent larger than those currently in Kiwanis Park to accommodate growing demand for group picnics.
- The expansion of the canoe rental facility to accommodate growing demand.
- A second "multi-purpose building" to accommodate increased demand for group bookings during the week for outdoor education/daycamp/interpretive programs and group/corporate picnics on the weekend.
- Other uses that may include additional playground structures and the development of the natural amphitheatre that exists east of the proposed location of the first "multi-purpose building" recommended for Phase One.

8.0 IMPLEMENTATION

8.1 Introduction

Implementation of the initiatives recommended for Phase One (2003 to 2007) and for Phase Two (2008 to 2012) depend on essentially two elements: (1) Necessary funding from the Kiwanis Club, the City of Kitchener or other sources through fundraising and; (2) The on-going/increasing demand for additional facilities and programs over the ten year horizon of this Strategic Plan.

What follows in Section 8.2 is the capital cost for the recommended initiatives for Phase One and Phase Two of the Strategic Plan. Section 8.3 goes into more detail regarding the proposed "multi-purpose building" for Phase One, including a breakdown of costs. Section 8.4 emphasizes the need for regular review and monitoring of the Strategic Plan over the ten year horizon.

8.2 Capital Forecast Summary for Phase One and Phase Two (2003 Dollars)

Phase One: 2003 to 2007

- The addition of a cement pad under the second of the two existing picnic shelters at an estimated cost of \$2,450 with funding through the Kiwanis Club.
- The addition of a second playground structure to be located east of the swimming pool at an estimated cost of \$30,000.
- The addition of two picnic shelters to accommodate the growing demand for group picnics at an estimated cost of \$11,500 each with funding through the Kiwanis Club and/or one or more partnerships.
- A canoe rental facility to be located adjacent to the Grand River that would include a cement pad to accommodate a temporary/seasonal building as well as a chain-link fence for security with funding through the Kiwanis Club or more probably through an operating agreement with a private operator - terms subject to the approval of the City of Kitchener.

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Installation of a fence from the existing Park entrance south along the western boundary of Kiwanis Park for approximately 298 meters (along with trees and shrubs along the east side of the fence inside the Park) and then from this corner east along the southern boundary of the Flying Field to the floodline for approximately 450 meters. The fence is recommended to match the existing fence measuring approximately 2.5 meters high that runs currently from the existing Park entrance north along the western boundary of the Park a distance of approximately 220 meters. Estimated cost for the supply and installation of the fencing is \$33.00 per meter to be paid for by the City of Kitchener. Note that no estimate is included for the cost to the City of Kitchener to plant trees and shrubs along the east side of the fence for a distance of approximately 298 meters since a specific plan will have to be developed by the City of Kitchener to their standards and that once developed may have labour supplied by the City. It is recommended as a courtesy that the approximately 12 homeowners whose property backs onto Kiwanis Park south of the main entrance be contacted by the City of Kitchener in advance of the installation of the fence.

- A "multi-purpose building" containing washrooms, limited kitchen facilities and a large open floor area that would target group bookings during the week for outdoor education/daycamp/interpretive programs and target group/corporate picnics on the weekend at an estimated cost of \$547,431 based on building specifications and a breakdown of costs as outlined in Section 8.3 with funding through the Kiwanis Club and/or one or more partnerships.
- Winter programming that may include cross-country skiing on primarily track-set trails that would require a warming hut - perhaps the same building used for canoe rentals - and that may also include ski rentals with funding through the Kiwanis Club or more probably through an operating agreement with a private operator - terms subject to the approval of the City of Kitchener.
- Other uses that may include a (second) casual-use baseball diamond to be located on the (upper) playing field or "Flying Field," creation of a total of two beach volleyball courts and "looping trails" within the Park to be created after a forestry management study is completed. The development of the second casual-use baseball diamond, the forestry management study and the creation of the "looping trails" recommended to be funded by the City of Kitchener and the creation of a total of two beach volleyball courts to be done with the cooperation of the KW Beach Volleyball Association (who have expressed an interest in moving to Kiwanis Park) at an estimated cost of \$500 for sand to upgrade the one existing beach volleyball court now in the Park and an estimated \$2,500 for sand and materials to create a second court with funding through the Kiwanis Club in cooperation with the KW Beach Volleyball Association.

Phase Two: 2008 to 2012

- The addition of two more picnic shelters approximately 50 percent larger than those currently in Kiwanis Park to accommodate growing demand for group picnics at an estimated cost of \$14,500 each with funding through the Kiwanis Club and/or one or more partnerships.
- The expansion of the canoe rental facility to accommodate growing demand with funding through the Kiwanis Club or more probably through a continuing operating agreement with a private operator.
- A second "multi-purpose building" to accommodate increased demand for group bookings during the week for outdoor education/daycamp/interpretive programs and group/corporate picnics on the weekend. It is recommended that a careful analysis of the size of a second building be undertaken to ensure that the (possibly) larger facility will be sized to meet projected demand beyond 2008. Capital costs for such a building, other than the detailed costing for the multi-purpose building recommended for phase one detailed in Section 8.2, have not been calculated pending such an analysis.
- Other uses that may include additional playground structures at an estimated cost of \$40,000 and the development of the natural amphitheatre that exists east of the proposed location of the first "multi-purpose building" recommended for Phase One with funding through the Kiwanis Club and/or one or more partnerships.

8.3 A Closer Look at the Multi-Purpose Building in Phase One

A concept floorplan consisting of 4,104 square feet for the main building and 1,800 square feet for the attached picnic pavilion is shown in Plate Four and an elevation of the concept building is shown in Plate Five. The concept building has been developed to meet building code requirements for 100 people inside and 150 outside under the attached picnic pavilion. This will accommodate three classes of 30 each, plus support staff, in a learning environment out of the weather and at the same time will meet the projected need for groups and organizations for weekend bookings as expressed by the Kiwanis Club.

These drawings/specifications have been produced to facilitate discussion as it relates to what has been referred to as the "Kiwanis Park Pavilion and Outdoor Education Centre" proposed for Phase One of the Strategic Plan for Kiwanis Park covering the period 2003 through 2007. As the Chairman and members of the Steering Committee are aware, these concept drawings have been prepared at no cost or obligation by Spriet Associates London Limited at the request of the Consultants to facilitate discussion.

Cost estimates for the concept building as shown in Plate Four and Plate Five stated in 2003 dollars would include:

Excavation and backfill foundation	-	\$ 52,000
Floor slab on grade	-	33,395
Superstructure	-	48,722
Exterior enclosure	-	88,137
Roofing	-	28,466
Interior construction	-	76,640
Mechanical and plumbing	-	101,824
Electrical	-	118,247
TOTAL ESTIMATED CONSTRUCTION COST	-	\$ 547,431*

* Costs do not include site services, landscaping, parking areas and professional fees.

8.4 Need for Regular Review and Monitoring

Any Strategic Plan requires regular review and monitoring to keep it up-to-date and for this reason it is recommended that an annual review be done each November through the existing Park's Committee made up of representatives from the Kiwanis Club and the City of Kitchener.
