



Parks Strategic Plan

September 2010

City of Kitchener

Parks Strategic Plan

Park Master Plan, September 2010

Adopted by City of Kitchener Council on October 4, 2010



PMA LANDSCAPE ARCHITECTS ■ ■ ■



INTERNAL MEMO

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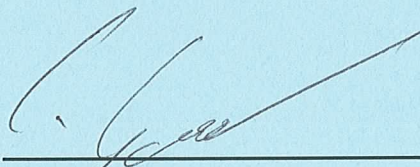
Date: October 5, 2010
To: D. Ritz, Supervisor of Design & Development
From: C. Goodeve, Committee Administrator
cc: J. Witmer
Subject: Council Resolution: Parks Master Plan Final Approval

This is to advise that City Council at its regular meeting held October 4, 2010, passed the following resolution:

"That the Parks Strategic Plan September 2010 (formerly known as the Parks Master Plan - June 2010) be approved; and,

That the implementation of the Parks Strategic Plan strategies and implementation actions, as presently recommended, be referred to the corporate business planning and the 2011 capital and operating budget processes for consideration; and further,

That staff consider appropriate benchmarking and ratios for the various park categories discussed in the plan and report back to the new Council with a one-year update on the implementation of this strategic plan and possible recommendations for the 2012 and beyond budget processes."



C. Goodeve



Acknowledgements

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Citizens and Stakeholders

The Park Master Plan is inspired and strengthened by the participation of many citizens and a diverse group of stakeholders representing a wide range of interests in the City's parks system. The City of Kitchener would like to thank the individuals and organizations who participated in the Park Master Plan for sharing your vision and ideas for the future, and for your invaluable contributions and commitments to sustaining and improving the quality of life in our great city. Specifically, the City would like to thank the representatives of the following organizations who contributed their input to this initiative:

Cycling Advisory Committee
Easy Riders Cycle Club
Evergreen Foundation
Grand River Conservation Authority
Grand Valley Trails Association
Kitchener Horticultural Society
Kitchener Minor Soccer Inc.
Kitchener Natural Areas Program Representatives
Kitchener Soccer Club
Kitchener Youth Action Council
Kitchener-Waterloo Field Naturalists
Kitchener-Waterloo Minor Boys Softball Association
Kitchener-Waterloo Olympic Hockey (Field Hockey)
Kitchener-Waterloo Sports Council
Kitchener-Waterloo Touch Football League
Kitchener-Waterloo Track and Field Association
Mark Peterson & Associates
Mayor's Advisory Council for Kitchener Seniors
Ministry of Natural Resources
Neighbourhood Association Representatives
Regional Municipality of Waterloo
Resoles Hiking
Stars Orienteering Club
SWO Ball Hockey
Tri-City Men's Soccer League
Twin Cities Tackle Football Association
University of Waterloo
Waterloo County Rugby Club
Waterloo Region Catholic School Board
Waterloo Region District School Board
Waterloo Region Home Builders Association
Waterloo Stewardship Network
Waterloo Women's Field Hockey Club
Winter Rinks Committee Representatives

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Attachments: **Park Master Plan Map**
Park Master Plan Guidelines

Guidelines for Reading and Using the Park Master Plan

Master Plan Organization

The Park Master Plan is organized into four chapters as follows:

1. **Introduction** – Chapter 1 summarizes the motivation and context for the Park Master Plan and the process involved in its creation.
2. **Strategic Framework** – Chapter 2 includes three components to articulate the overall strategic direction of the Plan:
 - (1) A Vision and Mission statement to capture the overall spirit and intent, future perspective and targeted outcomes for the City's parks system;
 - (2) A connected series of Principles and Goals intended to guide decision-making, directions and strategies within the Master Plan, and to establish the overall objectives for the parks system; and,
 - (3) A Parkland Classification System providing a categorization of park system resources into an organized framework as a guide for planning the distribution and servicing of existing and future parkland.
3. **Strategic Themes** – In Chapter 3, specific initiatives and strategies are organized within the following six themes that emerged as community priorities through the research and consultation:
 - (1) Conserving and Restoring City Natural Areas;
 - (2) Strengthening and Expanding the Community Trails Network;
 - (3) Completing the Vision for the Grand River Corridor;
 - (4) Enhancing Active Parkland and Fostering Growth in Outdoor Sports;
 - (5) Building and Renewing our Neighbourhood Parks;
 - (6) Engaging and Activating the Community.
4. **Implementation Strategy** – Chapter 4 includes three components to direct the implementation of the Master Plan:
 - (1) Parks System Policies to define the City's role, the role of partnerships and the community, and to guide parkland acquisition, design, development, operations, renewal, programming and use;
 - (2) A Strategic Action Plan identifying areas of further study as well as specific park investments with related timing, capital and operating implications; and,
 - (3) Monitoring and Performance Measurement guidelines and evaluation tools for tracking the achievement of the desired outcomes identified in the Plan.

Park Master Plan Guidelines

Seven (7) Guideline Series are referenced in and appended to the Master Plan to provide additional detail and direction for implementation. The Park Master Plan Guidelines include specific parameters for each park category in the Parkland Classification System, such as target service areas, provision levels, access, management objectives and other parameters.

In addition, building on the themed strategies of the Master Plan, a series of guidelines are provided identifying more detailed considerations and approaches for the planning, design, development, management and maintenance of park resources.

Park Master Plan Map

The Park Master Plan Map provides a geographic representation of City-wide and area-specific implementation strategies and initiatives. A complete inventory and mapping of the City's park system resources are also provided on the Park Master Plan Map.

Parks Definition

Throughout this Master Plan, the terms "Parks" and "Parks System" are used interchangeably and generally include all municipally-owned and/or operated parks, natural areas, trails, and related outdoor recreation facilities and amenities. A complete inventory of the City's parks system resources is provided in the Park Master Plan Guidelines and illustrated on the Park Master Plan Map.

Intended Audience

The Park Master Plan is a public document that establishes the City's policy position, investment strategies and future parks projects and initiatives targeted for implementation. The Master Plan is designed for a broad audience, a range of applications and potential uses:

Kitchener Residents/Public Interest

As a resident of Kitchener, the Master Plan is intended first and foremost to ensure that your needs for parks, trails and related facilities are sustainably met. With this objective in mind, community engagement is embedded in the Master Plan as a principle and central theme in directing the City's actions moving forward. All residents are encouraged to participate in the planning process as park projects are advanced.

The Master Plan also acknowledges that parks are a shared responsibility between the City and its citizens. All residents have an important role to play as users of the parks, program operators, volunteers, participants, spectators, event coordinators and stewards of the land. Residents are also encouraged to contribute comments and ideas related to parks by contacting the City of Kitchener at any time through the City's website, by phone, in writing, and/or participating in the consultation process through future updates to this Plan. Information about the City's current park inventory and related mapping, park facilities, programs and activities is also available through the Master Plan, the Situational Analysis Report and the City's website.

City Staff and Advisors

The Park Master Plan provides a basis for planning and undertaking all parks-related projects and initiatives, including parkland acquisition and improvement, evaluation of development proposals, responding to parks-related inquiries and requests from the community, and guiding related policy development, capital and operating budgets and forecasts. As detailed in Chapter 4, the Park Master Plan has implications across many staff departments.

All staff reports and studies that involve the parks system including parks, natural areas, trails and related facilities and activities should include reference to this Park Master Plan and demonstrate its support for staff, agency and consultant recommendations, where applicable.

Elected Officials

Implementation of the Master Plan ultimately relies on City Council as the decision-makers. In addition to directing the City's decisions related to park investments and related initiatives, the Master Plan is also designed to be used to assist Council in responding to public inquiries, advancing potential projects, partnerships, joint initiatives and funding opportunities, visualizing future needs and undertakings, and prioritizing corporate objectives, financial forecasts and annual budgets.

City Partners/Agencies

Kitchener's partners in park service delivery include school boards, service clubs, not-for profit organizations, adjacent

municipalities, regional, provincial and federal governments and others. The Park Master Plan will help these and other organizations determine opportunities to participate in joint ventures and proposed projects, identify common mandates, support an integrated regional service delivery approach across jurisdictions and areas of responsibility, guide and inform related policy development, and other potential applications. Successful implementation requires an integrated, collaborative, regional partnership approach, concepts that are embedded in the Master Plan.

Private Sector/Developers

The Kitchener Park Master Plan embraces an "open for business" approach by recognizing the integral role that parks play in attracting and enhancing investments in housing, employment, tourism and commercial enterprise, and the role of the private sector and the development industry in shaping the future of our community and our parks.

By working together to create and maintain a model parks system that is the envy of our competitors, the City of Kitchener and business community have an exciting investment opportunity that brings together all of our capacities and resources to create a vibrant and healthy city offering an exceptional quality of life. Aligning private sector projects with the Park Master Plan by referencing this document in the preparation of development applications and proposals will help to garner support from the City and the community through the approvals process.

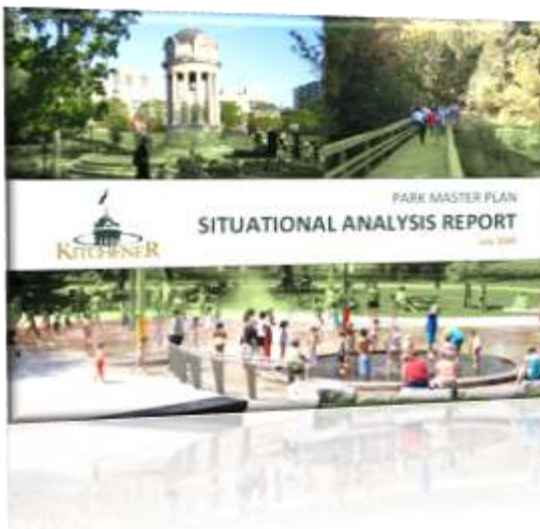
INTRODUCTION

1.1 Master Plan Process

In 2008, the City of Kitchener embarked on the development of a Park Master Plan to direct the City's investments and initiatives in the future planning, design, acquisition, improvement, management, programming and use of City parks. The process of preparing the Park Master Plan included three stages of development:

1 *Situational Analysis*

No one knows Kitchener parks better than its residents, volunteers and service clubs, organizations and businesses, elected officials and staff. That's why the first step in developing this Master Plan engaged the community in a variety of forums to cultivate ideas and priorities for the future of our parks. Adding to this input is an extensive knowledge base of research and analysis of demographics, resource inventories, related studies and leading parks and recreation trends. A detailed Situational Analysis Report was prepared as a separate



document that informed this Master Plan, providing a compendium of community input and supporting research gathered through the study.

2 *Park Master Plan*

This document establishes a policy basis upon which to plan, develop, manage and fund the parks system. Building on foundational elements including the vision, mission, principles and goals of the Plan, a series of policies, specific initiatives and investments in key park resources are advanced within the context of six strategic themes that emerged as community priorities through the process.

3 *Implementation Strategy*

The final component is the foundation for action. A ten year implementation plan is recommended outlining the timing and priority of specific projects and initiatives, roles and potential partnerships, capital and operating cost implications and fundraising opportunities. Parameters for monitoring and reviewing the Master Plan and performance evaluation are also established.

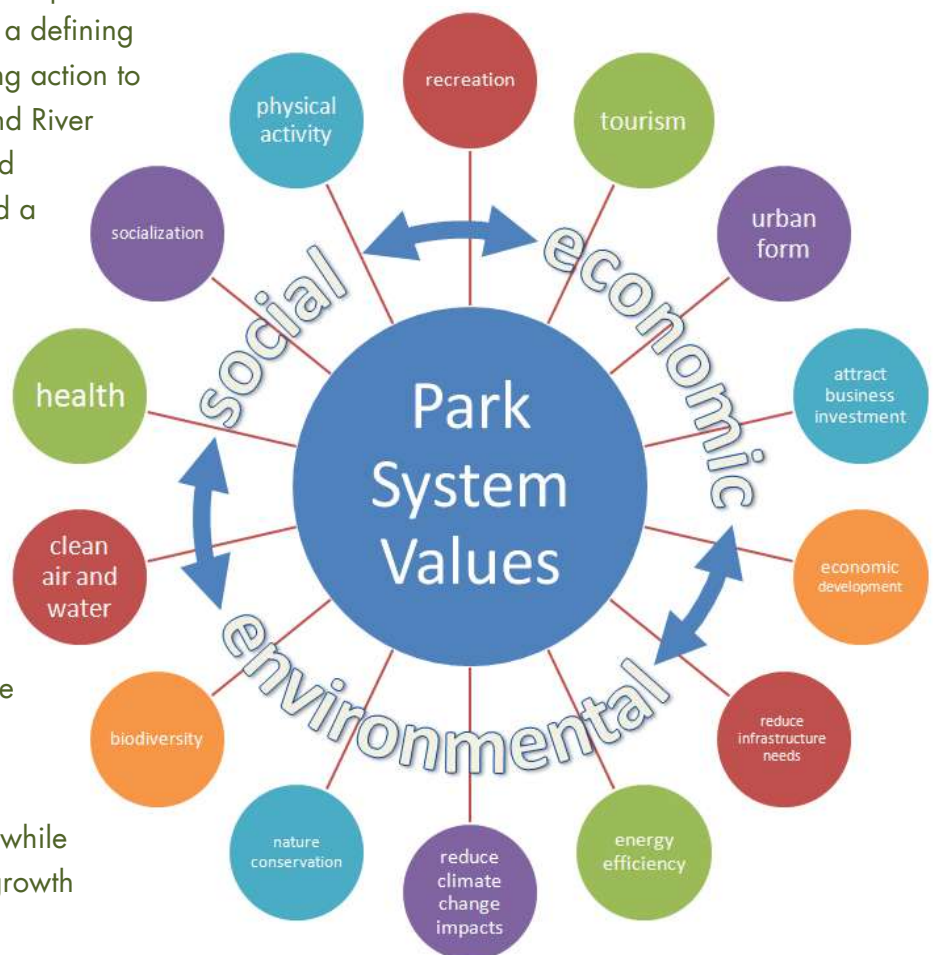


1.2 Why Parks?

Through this Park Master Plan and a number of related initiatives, Kitchener residents and organizations revealed just how important parks are to this community. This Park Master Plan is motivated by the need and objectives of Kitchener to:

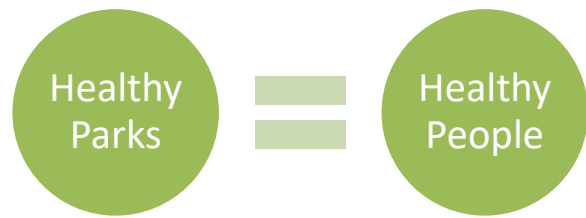
- ❖ Recognize the value and benefits of parks as public infrastructure that is vital to our health and support systems, including the social, physical and economic environment;
- ❖ Create a contiguous linked public parks and open space system that is a defining feature of the community, taking action to achieve the vision for the Grand River corridor, shaping a vibrant and attractive urban landscape and a sustainable future;
- ❖ Engage and activate the community in a renewed effort of park planning, development, management, programming and use;
- ❖ Strengthen, expand and effectively manage our significant parkland resources to respond to current and future needs and trends;
- ❖ Capitalize on opportunities of continued urban development while addressing the challenges of growth and change;

- ❖ Provide a strategic focus for parks aligned and integrated with community and corporate strategic plans and initiatives;
- ❖ Ensure access for all to diverse parks, programs and outdoor experiences; and,
- ❖ Create a foundation for increased and sustained investment in the parks system, defining actionable strategies and performance measures targeting these outcomes.



Parks are vital infrastructure for a healthy community...

This Plan reflects the community's desire to reposition parks as a core municipal service by acknowledging the parks system as essential public infrastructure that is vital to improving and sustaining the health of individuals, the community, environment and economy. By providing a strategic framework and a prioritized action plan to direct the planning, management and development of the parks system, the Park Master Plan targets a maximum return on investment in the form of a healthier and more sustainable city.



At the heart of this Master Plan are the connections between healthy parks and healthy people. Parks play an essential role in shaping an active, vibrant and livable community supportive of healthy lifestyles and human wellness.

The Benefits of Parks...

- ✓ *Conserve ecosystems and biodiversity*
- ✓ *Protect threatened species and habitats*
- ✓ *Provide 'ecosystem services' - clean air and water*
- ✓ *Reduce/offset pollution and climate change impacts*
- ✓ *Mitigate urban heat effects*
- ✓ *Enhance appreciation and understanding of natural features, heritage and environmental issues*

- ✓ *Provide opportunities for physical exercise*
- ✓ *Contribute to physical and psychological health*
- ✓ *Foster learning, personal development, creativity*
- ✓ *Facilitate volunteerism and community involvement*
- ✓ *Build community safety and awareness*
- ✓ *Inspire civic pride and community identity*
- ✓ *Celebrate culture/heritage, honour achievements*

- ✓ *Attract investments in business, industry, housing*
- ✓ *Enhance property values*
- ✓ *Reduce infrastructure and building cooling needs*
- ✓ *Provide free venues for recreation and commuting*
- ✓ *Contribute to savings in health services*
- ✓ *Support sports tourism and special events*
- ✓ *Directly employ parks personnel and related industries*

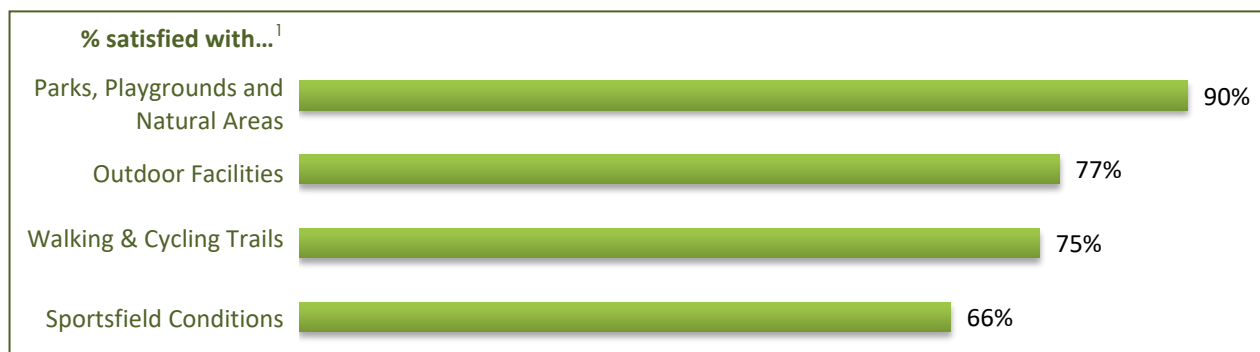


Parks: Kitchener's legacy, the foundation of a sustainable future...

Kitchener has a progressive history as a leader in municipal parks provision. Thanks to the foresight of our predecessors along with the strategic thinking and community input that has gone into the City's parks planning initiatives, Kitchener advanced as a leader in municipal parks services. As a result, the parks system has supported the sustainable evolution of the city over the past 150 years, and parks continue to receive high marks from the community.

A 2009 community survey reports community satisfaction levels as high as 90% related to parks.¹ However; a renewed effort is needed to ensure that parks continue to meet the needs of residents and to protect the long term sustainability of the parks system. By (re)investing in the parks system today and in years to come as set out in this Master Plan, the parks system will be a foundation for Kitchener's sustainable future.

¹SOURCE: City of Kitchener 2009 Citizen Survey, Environics Research Group.



Engaging the community...

This Plan recognizes that Kitchener's greatest asset is its people, and only by leveraging this exceptional resource can we fully achieve the Vision. The Master Plan itself is the result of a year-long parks planning process, involving City staff, residents, community partners, stakeholders, agency representatives, and elected officials. A multi-tiered consultation program was completed in support of the Plan's development, including themed focus groups, Council interviews, staff sessions, external agency meetings, community workshops, an online survey and numerous written submissions.

Community engagement not only served as a foundation for preparing this Master Plan; it is also strongly embedded as a principle and strategic theme that will guide its implementation as we move forward with the planning, development and management of the parks system, together.



Kitchener's parkland trust...

Through the efforts of the City, its partners, community organizations and citizens over the past century and a half, Kitchener has accumulated an inventory of 348 public parks including more than 1,500 hectares of parkland, trails and natural areas.¹ These vast parkland resources provide a multitude of benefits, and this Master Plan is needed to guide the planning and integrated management of the City's significant parks inventory to support our growing and changing population.

Kitchener Parks Inventory	#
Natural Areas	106 (1,082 ha)
City Wide Parks	3 (77 ha)
District Parks	17 (138 ha)
Neighbourhood Parks	102 (199 ha)
Greens	51 (15 ha)
Greenways	45 (126 ha)
Proposed Parks	24 (188 ha)
Total Parks	348 (1,519 ha)
Trails	125 km
Playgrounds	121
Soccer Fields*	99
Baseball Diamonds*	107
Tennis Courts	53
Basketball Courts	21
Skateboard Parks	2
BMX/Bike Park	1
Splash Pads	15
Outdoor Pools	5
Multi Purpose Play Pads	4
Horseshoe Pitches	11
Cricket Pitch	1
Lawnbowling Green	2
Track & Field	2
Winter Rinks (Outdoor)	37

*includes school facilities

Kitchener Parks: A Legacy of Innovation

The City's public parks system dates back to the late 1800's with the inception of the Parks Board who ratified the Public Parks Act supporting the acquisition and development of land for early parks such as Woodside, Breithaupt, Kaufman and Victoria.² By 1935 the City boasted 207 acres of parkland.² Through the 1960's Kitchener became the fastest growing city in Canada and in 1976, the City pioneered its first Parks and Recreation Master Plan, the first in Ontario. A second generation Master Plan was completed in 1991, and in 2004 a Leisure Facilities Master Plan was developed and approved by Council including recommendations that form the genesis for the current Park Master Plan. In continuing its tradition as a community that understands the importance of parks and supporting the longer term planning and development of these core community services, the City initiated this Park Master Plan in 2008.

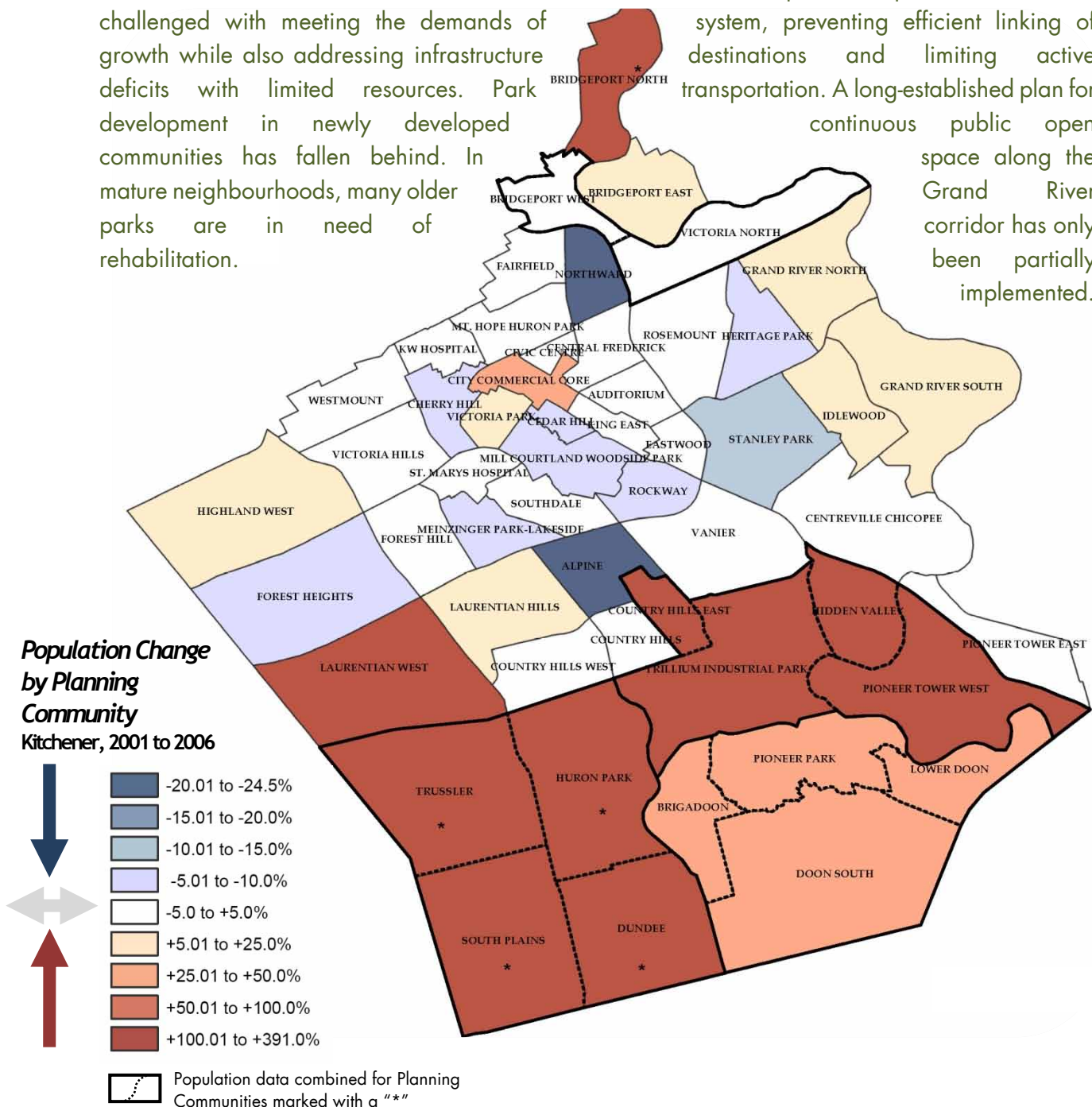
² SOURCE: Utley, W.V. "A History of Kitchener", 1935.

¹ See Park Master Plan Map and Guideline Series 1 for inventory

Opportunities and challenges moving forward...

While continued growth and change presents new opportunities, the city and region are also facing many of the same pressures and issues experienced in other fast-growing metropolitan areas, including a stressed physical, social and economic environment. Kitchener is challenged with meeting the demands of growth while also addressing infrastructure deficits with limited resources. Park development in newly developed communities has fallen behind. In mature neighbourhoods, many older parks are in need of rehabilitation.

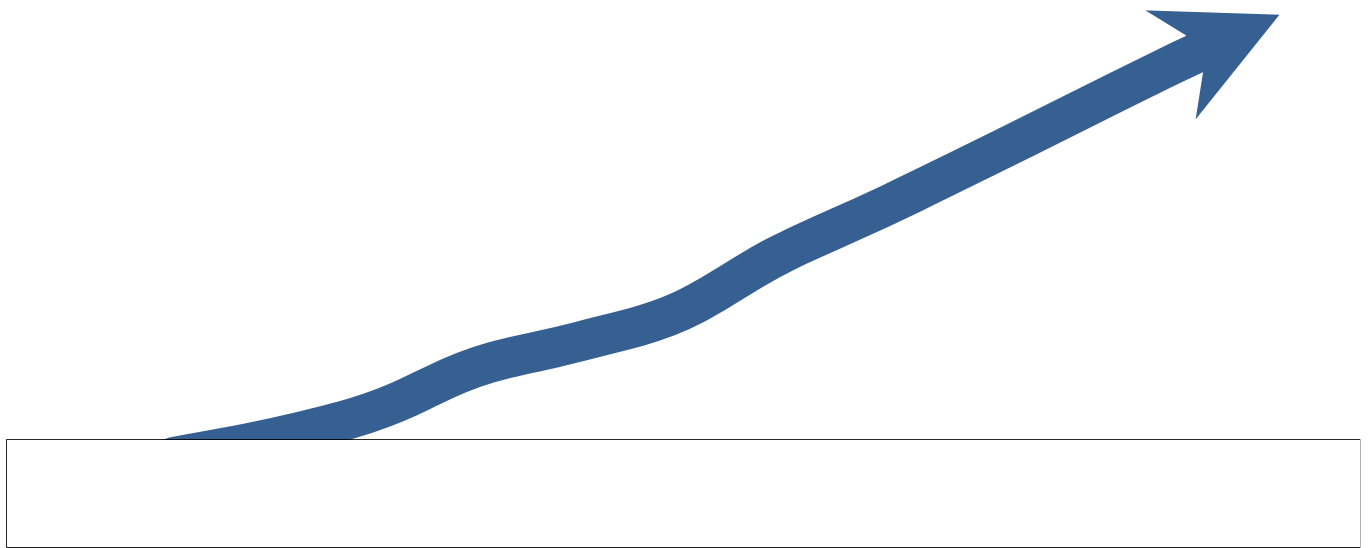
While suburban growth continues, some inner city neighbourhoods have seen population declines by as much as 25% over 5 years, resulting in possible school closures which reduce local access to recreation facilities and outdoor spaces. Gaps exist in the trails system, preventing efficient linking of destinations and limiting active transportation. A long-established plan for continuous public open space along the Grand River corridor has only been partially implemented.



The health of natural areas is threatened by development pressures and overuse, and there is a pressing need for local action on climate change to sustain and improve the quality of the environment for future generations.

People's physical activity and health are declining, and this has been linked to both the quality of neighbourhood and access to physical recreation. The Park Master Plan, combined with other initiatives, is intended to help address these and other challenges.

Historic and Forecast Population Growth Kitchener, 1976 to 2031



SOURCE: Statistics Canada Census Data 1976-2006, and Region of Waterloo Population Forecasts for Kitchener 2011-2031

With 211,000 residents, Kitchener is the largest area municipality in Waterloo Region representing nearly 40% of the region's population of 553,000. The city and region have grown significantly over the last several decades to become one of the most rapidly developing areas within Ontario and Canada. Steady growth will continue as a powerful force of change with 100,000 additional residents expected in Kitchener by 2031. The total population of the region is predicted to rise to 729,000 within the same timeframe. Our population is not only growing, it is also aging and becoming increasingly diverse. These demographic changes affect the community's current and future park and facility needs and preferences.

Kitchener is rising to the challenge...

A number of initiatives have been completed or are underway that position the Region, the City and our entire community to respond to and overcome the challenges in front of us. At the regional level, the Region of Waterloo Growth Management Strategy provides a planning framework for refocusing growth to promote a more compact, transit and pedestrian-oriented community through reurbanization, while enhancing the natural environment.

Locally, A Plan for a Healthy Kitchener highlights quality of life, leadership and community engagement, diversity, a dynamic downtown, continued development and the environment as public priorities. The Kitchener Growth Management Strategy and the Official

Plan will re-focus development to intensification of the built-up area, with greater



Major regional infrastructure investments such as rapid transit (LRT) will help to attract intensification and redevelopment projects to the urban core. Improved pedestrian and cycling environments and the protection of natural features are key objectives of the recently updated Regional Official Plan.

emphasis on a diverse mix of housing unit types and compact built form to achieve higher densities and walkable communities throughout the city.

The Pedestrian Charter sets out to ensure that walking is a safe, comfortable and convenient mode of urban travel and identifies related principles to guide decision-making. The City also recently initiated an update of its Cycling Master Plan recognizing that investments in an active transportation system will provide an opportunity for healthier lifestyles while reducing traffic demands on the road network. The Strategic Plan for the Environment identifies the City's objectives to develop and

Stewardship and education initiatives such as the Kitchener Natural Areas Program (KNAP), Community Environmental Improvement Grant (CEIG) and the Local Environmental Action Fund (LEAF) provide new funding opportunities. Other recent initiatives include the City's Public Art Policy and Program Review, Culture Plan II, Older Adult Strategy, and Neighbourhood Design Guidelines. All of these important plans and programs have connections to parks and collectively demonstrate the City's commitment to rise to the challenge through strategic planning and investment and



implement an effective natural area conservation program and to reintroduce, enhance and maintain the natural environment in the urban area.

community engagement. This Park Master Plan provides a strategic focus for parks that integrates and aligns with the directions of other current and related initiatives that will guide us in shaping the future of Kitchener.

Access for all...

Provincial standards are raising the bar on accessibility requirements for public spaces, including parks, trails and related facilities. Accessibility is inherent in all aspects of the Master Plan, from the Vision to specific initiatives. It touches every aspect of the Plan, encompassing physical, social and economic dimensions. A key principle of this Master Plan is ensuring access for all to a wide range of park system resources, programs, activities and experiences, regardless of age, income, ability, gender, religion, cultural or social background. The Master Plan will guide the City in addressing new provincial standards and maximizing accessibility to a range of parks system resources and outdoor experiences for an increasingly diverse population.

Kitchener must invest significantly more in parks...

The bottom line is Kitchener needs to invest more in its parks system. This message was delivered by the community and stakeholders through consultation, and confirmed through extensive research, in the process of developing the Park Master Plan. Only by strengthening and expanding our parks system to address a growing and changing population, with corresponding investments in managing and maintaining these invaluable resources, will we capitalize on the benefits that our parks provide and have the capacity to respond to the challenges before us. The Park Master Plan provides a basis for strategic and sustained investment in a healthy Kitchener.



IMAGE SOURCE: GSP Group Inc.

The roots of Kitchener's green legacy: Victoria Park

In 1894, Kitchener City Council voted eight to six in favour of a by-law adopting the Public Parks Act, approving the acquisition of 28 acres of land for a central park. This bold yet visionary decision met with skepticism and controversy, with critics labeling it as an extravagance the City could not afford. Despite many challenges, the motion passed and Victoria Park was officially opened two years later, re-shaping the urban landscape so profoundly that it attracted the attention of residents, visitors and other cities from across Canada...²

Today, Victoria Park is the centrepiece of Kitchener's vast park system, attracting thousands of residents and visitors every year to celebrate and participate in community life, culture, recreation and society, and drawing investment in business and tourism. It provides a natural sanctuary from the stresses of modern urban life, enhancing the appeal and livability of the city's core neighbourhoods and reducing the local impacts of climate change. For over a century, Victoria Park has contributed immeasurable benefits to the health of Kitchener and the well-being of its citizens. While it's hard to put a dollar figure on these vast benefits, Kitchener has received a great return on its investment in Victoria Park. Many cities across North America have recognized these benefits and are attempting to create a central park, searching for solutions and stretching resources to reclaim land in their downtown core, spending millions to buy the land and build a park. In Kitchener, the decision in 1894 to build Victoria Park came at a cost of \$6,000 for the land and \$12,000 for design and construction.² Just imagine the cost to the City, to Downtown Kitchener and the entire community had City Council of 1894 voted differently...



IMAGE SOURCE: GSP Group Inc.

"Victoria Park is a bewitching spot. For citizens and thousands of visitors it is a perennial delight. From time to time outside park commissioners come in to learn how the Park Board achieved its beautification."

A HISTORY OF KITCHENER, 1935

² SOURCE: Utley, W.V. "A History of Kitchener", 1935.

STRATEGIC FRAMEWORK

2.1 Overview

The strategic framework constitutes the foundational elements of the Master Plan, including the principles, goals and a parkland classification system to guide the planning, development and management of Kitchener's parks system. By design, each of these components is connected: the parks system policies and the specific initiatives and actions set out in the Implementation Strategy are linked back to the goals and principles of the Master Plan. In essence, the Strategic Framework provides overall direction for the City's actions and decisions and articulates the City's policy position and baseline targets

against which all future parks initiatives, projects, proposals and investments will be measured and evaluated. In this way, following the strategic direction and implementation actions of the Park Master Plan will ensure that all parks planning, development and management activities contribute to achieving the Vision. The relationship between the elements of the Strategic Framework and the implementation components of the Master Plan is illustrated below, with an arrow depicting the increasing level of detail in strategic direction.





2.2 Vision & Mission

A Healthy Kitchener is enriched through a diverse network of parks, natural areas and trails that connect our people to the environment, support active living, strengthen community development, celebrate our heritage and actively engage our residents in achieving an exceptional quality of life.

Mission

The Kitchener Park Master Plan directs the City's investments and ambitions in delivering a balanced parks system that continuously improves the health and sustainability of the City's physical, social and economic environments. It brings together and integrates all of the community's park system capabilities and resources to contribute to an exceptional quality of life for all our residents by:

- ❖ Inspiring a true value for and actively encouraging broad-based, outdoor recreation participation for improved resident health, well-being and personal development
- ❖ Preserving our valued environmental and natural heritage resources contributing to a positive urban form
- ❖ Improving community and neighbourhood development, volunteerism, identity and spirit
- ❖ Supporting City economic development opportunities and initiatives.



2.3 Principles & Goals

A series of eight principles emerged from the consultation and research completed in support of the Park Master Plan. They provide a range of fundamental statements that serve as the foundation for planning and decision-making supporting the ongoing development and delivery of the parks system.

The eight principles are correlated with the key motivations of the Park Master Plan captured in the Introduction.

Each principle is further articulated through a number of related goals. Goals identify the aims of the Master Plan, adding detail to the Vision and Mission.

Collectively, the principles and goals provide a framework to guide decision-making and a basis for the policies, strategies and initiatives developed later in the Master Plan and Implementation Strategy.

Principles + goals

Principle #1: Healthy Community

The City is committed to recognizing and maximizing the contribution of parks to the health and wellness of residents and the physical, social and economic environment, and to quality of life.

Goals:

- To support physical activity and healthy lifestyles*
- To build social capital*
- To enhance community safety and awareness*
- To conserve natural ecosystems, biodiversity and ecological processes*
- To sustain and improve air, land and water quality*
- To mitigate impacts of climate change and pollution*
- To attract continued investment, tourism and economic development*
- To celebrate local heritage and culture*

Principle #2: City Leadership

The City will continue to take the lead in achieving the shared vision for the parks system.

Goals:

- To initiate, coordinate and manage the continued evolution of parks*
- To establish transparency and integration in decision-making*
- To enlist the support of community partners*
- To leverage and maximize the resources and capabilities of the community*
- To inspire public and private sector investments*
- To provide a parks system that is a model of design and sustainability*

Principle #3: Engaged Community

The City recognizes that parks are a shared responsibility with the community, and is committed to promoting and facilitating broad public participation, public safety and awareness, partnerships and collaborative approaches.

Goals:

- To facilitate community participation in park initiatives*
- To encourage broad public use and programming of parks*
- To increase volunteer capacity and stewardship of parks*
- To promote community awareness and safe use of parks*
- To foster collaboration and strategic partnerships*
- To use a coordinated, collaborative and integrated regional approach*

Principles + goals

Principle #4: Environmental Stewardship

The City is committed to providing well maintained, safe, flexible, clean and sustainable park resources, maximizing the capacity of existing facilities, cost effective operations, and integrating management needs in park planning, design and development.

Goals:

To restore natural habitats and degraded or damaged ecosystems in City natural areas

To balance the use capacity of natural areas with the benefits of public access

To address lifecycle needs of park assets through planned renewal

To ensure parkland and facilities are safe, clean and flexible for diverse public uses

To further develop the City's resource management capacity, tools and capabilities

To adopt green, sustainable management approaches and operations

To reduce waste in parks and environmental impact of operations

Principle #5: Urban Quality

The City is committed to continuous improvement of the parks system and its contributions to the quality of the urban environment.

Goals:

To support improved urban form, visual quality and aesthetic benefits of parks

To incorporate a range of natural and manicured environments and landscapes in parks

To foster creative park design, placemaking and diverse landscapes

To adopt green, sustainable park design and construction practices

To ensure consistent and unified park and neighbourhood design and walkability

To expand recreational and active transportation opportunities

To advance the timing of new park development in developing areas

Principle #6: Strategic Alignment

Parks will align with and contribute to City and community strategic priorities and initiatives.

Goals:

To assist in the achievement and representation of the City's corporate strategic goals (e.g. A Plan for a Healthy Kitchener, City of Kitchener Strategic Plan, Strategic Plan for the Environment, Official Plan, etc)

To achieve continuous publicly accessible open space throughout the city including enhanced linkages to and along the Grand River corridor

Principle #7: Accessible Participation

The City will ensure fairness and inclusiveness in encouraging and facilitating accessible use and enjoyment of parks by all residents.

Goals:

To integrate the parks system into the daily lives of Kitchener residents

To maximize community access to park resources and programming

To address evolving accessibility standards and requirements

To ensure an equitable supply and distribution of parks and related facilities

To expand and diversify the parks system to address evolving community needs

To provide a balance of active and passive park spaces

To encourage park designs and settings encompassing the abilities of all users

Principle #8: Sustained Investment

The City is committed to steady, ongoing investment in the parks system to maximize returns in the form of a healthier, more sustainable community.

Goals:

To maximize financial assistance received through grant programs

To explore new and innovative funding opportunities

To create opportunities for multi-use park spaces and partnerships

To regularly evaluate, re-assess and anticipate changing community needs

To monitor parks system performance by measuring outputs



2.4 Parkland Classification System

Through the Official Plan and other initiatives such as the Neighbourhood Design Guidelines, the City has historically used parkland classification systems to assist with directing the acquisition, distribution, design, development and inventory of parkland. The Park Master Plan further advances the City's existing parkland classifications to provide a more comprehensive and current framework for planning, organizing, managing, evaluating and cataloguing the City's park resources and facilities.

Seven categories of parkland are identified within the Parkland Classification System. Each parkland category provides a description of the type of parkland included and identifies typical parameters such as park size, location, function, provision level and service area targets, range of facilities, access and other guidelines. Policy direction regarding the use and application of the Parkland Classification System is provided in the Implementation Strategy.

Small parkettes and greenspaces grace the inner city streetscape, providing a quiet refuge in the busy urban core. Neighbourhood parks offer walkable access to open space and play structures. District sport parks support competitive and formal play, attract tournaments and foster growing participation in active recreation. City-wide parks present multi-use opportunities and specialized venues for community festivals and events. Trails, routed through hydro and rail corridors, winding through woodlands and offering scenic views of the Grand, connect our neighbourhoods to various destinations throughout the city and the surrounding region. Natural areas safeguard threatened habitats and species, preserve biodiversity and contribute a range of ecosystem services.

Parkland Classification Summary

Category	Description	Examples
Natural Areas	❖ Parkland owned or managed by the City generally intended to be preserved in its natural state (e.g. forest, woodland and swamp, marsh, valleyland, etc.) including cultural communities (e.g. plantation and cultural meadow)	Huron Natural Area Steckle Woods Laurentian Wetlands
City Parks	❖ Parks that provide multi-activity or multi-sport venues and/or serve specialized recreational, social and economic functions for the entire City that may also draw regional-scale audiences	Victoria Park Kiwanis Park McLennan Park
District Parks	❖ Community-level parks providing access to formal and/or informal active and/or passive outdoor recreation facilities and amenities serving multiple neighbourhoods	Breithaupt Park Kaufman Park Lions Park
Neighbourhood Parks	❖ Local parks providing walkable access to passive open space areas, playground facilities and other outdoor recreational amenities	Heritage Park Kinzie Park Northforest Park
Urban Greens	❖ Urban greenspaces designed for high public use and aesthetics in a diversity of settings including the urban core, within neighbourhoods and along trails and typically include a concentration of public amenities and higher level of design detail	Benton Green Vogelsang Green
Greenways	❖ Linear greenspaces providing linkages among parks, trails and other open space areas and public realm elements within the urban environment	Balzer Greenway Kolb Greenway Sandrock Greenway
Trails	❖ Off-road pedestrian corridors providing opportunities for a range of recreational activities and active transportation routes connecting various destinations	Iron Horse Trail Walter Bean Trail Dominic Cardillo Trail

***NOTE:** See **Park Master Plan Guideline Series 1** (appended) for details of the Parks Classification System.

Additional refinements to classifications may occur through ongoing City studies (e.g. Kitchener Natural Heritage Systems Project, Cycling Master Plan, Trails Implementation Strategy, etc).



CHAPTER 3

STRATEGIC THEMES

3.1 Overview

Building on the Strategic Framework, a series of specific park initiatives and strategies have been formulated within the context of the following six themes:

1. Conserving and Restoring City Natural Areas
2. Strengthening and Expanding the Community Trail Network
3. Completing the Vision for the Grand River Corridor
4. Enhancing Active Parkland and Fostering Growth in Outdoor Sports
5. Building and Renewing our Neighbourhood Parks
6. Engaging and Activating the Community

Each theme represents a key community priority that emerged from the extensive research and consultation undertaken in preparing the Park Master Plan.

Within each theme, a brief context is provided to outline the primary issues identified, followed by a series of strategies and initiatives recommended in response.

In its implementation components, the Master Plan provides a prioritized action plan for undertaking each initiative along with related capital cost implications for major projects, where applicable.





3.2 Conserving and Restoring City Natural Areas...

The value and importance of urban natural areas has long been recognized, but in recent years has received more attention from policy makers and the public. An understanding of the value of natural areas is reflected by a number of recent policy documents, at both the municipal and regional level, which primarily focus on, or include substantial information with respect to the natural environment. These include: the *Regional and Municipal Official Plans*, the *City of Kitchener Strategic Plan for the Environment* (2008), the *City of Kitchener Growth Management Strategy* (2009), the

City of Kitchener Woodland Management Program (1995), the *Region of Waterloo Growth Management Strategy* (2003), and the *Region of Waterloo Greenlands Strategy* (2004-2007). These studies have received considerable public input and reflect current trends and thinking towards natural environment sustainability and management. As such, they provide a strong framework for the development of recommendations to conserve and restore natural areas within the City of Kitchener Parks Master Plan.

Through the development of the Situational Analysis Report, the community identified four key priorities related to the natural area system:

1. Ensuring the appropriate mechanisms are in place to protect and manage natural areas over the long-term, particularly from the impacts of urban development;
2. Acquiring additional natural area land in the city;
3. Developing new linkages between parks and natural areas;
4. Balancing natural areas protection with the provision of public access and trail opportunities, and ensuring that natural areas are accessible to all members of the community.

KITCHENER NATURAL HERITAGE SYSTEMS (KNHS) PROJECT

The specific 'natural areas' strategies identified in this Master Plan are best addressed in a comprehensive manner, through a guiding document that builds upon the Kitchener Natural Heritage Systems (KNHS) Project (in process) and Draft Urban Natural Area Management Plan (UNAMP): City of Kitchener, summarized below:

KNHS (in process)

City Environmental planning staff are working towards the completion of the Kitchener Natural Heritage Systems (KNHS) Project (estimated completion date is June 2010). The study area includes all lands located within the City and the findings will be used to update City of Kitchener Official Plan mapping and policies. The KNHS will recognize local, regional, and provincial natural heritage (environmental) features and systems. The KNHS approach to environmental conservation is one that views all plants and animals and their habitat as a system that should work together to protect and enhance ecological diversity in Kitchener. The key objectives of the KNHS are:

- (1) To produce an environmental inventory and map of the natural heritage system(s) of the City, building upon existing data sources;
- (2) To analyze the natural heritage mapping and provide recommendations for maintaining, enhancing and/or restoring the interrelated component environmental features and functions of the KNHS; and
- (3) To incorporate recommendations and/or develop policies that are consistent with federal, provincial and regional government policies as well as local watershed plans and other environmental strategies that can accomplish the conservation objectives outlined above, and that can be incorporated into the Official Plan.

"Creating Kitchener's Natural Heritage System will no longer be primarily about preservation and conservation, but also increasingly about enhancement and restoration"

KITCHENER NATURAL HERITAGE SYSTEM PROJECT
WORK PROGRAM, 2009

URBAN NATURAL AREAS MANAGEMENT PLAN

UNAMP (draft, 2006)

The Urban Natural Areas Management Plan "...aims to encourage improved and more consistent management of the City of Kitchener's urban natural areas... The Plan consists of guiding management objectives, general management themes, management strategies, management templates, and suggestions for implementation." The guiding management objectives are: accessibility; conservation; and stewardship and education. The general management themes are: accessibility; monitoring; education and stewardship; community participation and collaboration; maintenance of ecological integrity/ecosystem health; biodiversity preservation; health, safety and liability; ecological restoration; conservation; perceptions of nature; conflict management; and cost effectiveness. Six management strategies are identified: access and recreation management; vegetation management; fauna management; yard waste and refuse management; edge and property management; and invasive species management. The Plan also identified the following recommendations for implementation:

- (1) Develop a natural area management policy
- (2) Develop a list of management priorities and implementation strategies
- (3) Address safety and liability issues immediately
- (4) Implement recommendations that will efficiently conserve or restore ecological integrity
- (5) Create annual work plans that correspond with management recommendations
- (6) Build partnerships and encourage community participation
- (7) Review and evaluate yearly accomplishments

1 Sustaining our Natural Areas through effective management...

Although the importance of natural areas is recognized, a number of challenges have been encountered with respect to their management, including lack of a standardized data collection/evaluation system, balancing active park versus natural area management and allocation of sufficient resources to manage City-owned natural areas. Although a substantial amount of

information on Kitchener's natural areas exists, there is no apparent standardized approach to the data collection, organization and management. This makes it difficult to summarize and analyze the data in a meaningful way. Also, there is an inconsistent use of terminology and classification used with respect to parks and natural areas within the City.

Without a solid understanding of the existing natural areas system, it is difficult to effectively manage it and make recommendations for additions/enhancements. To date, the management of natural areas within the City has been somewhat informal and constrained by lack of budget. As the importance and value of natural areas becomes increasingly recognized, and as the City's ownership of natural areas increases, the need

"By choosing to think differently about growth, we can conserve more of our natural lands like Victoria Park, Huron Natural Area and sensitive areas within Hidden Valley. We can shorten commute times; reduce traffic congestion and smog emissions; and improve our air quality."

MAYOR CARL ZEHR,
STATE OF THE CITY ADDRESS 2008

for a Natural Areas Management Strategy becomes vital. Though natural areas may be considered as part of the broader parks system, the management objectives and requirements for natural areas can differ greatly from that of other parkland.

Huron Natural Area Plan ►

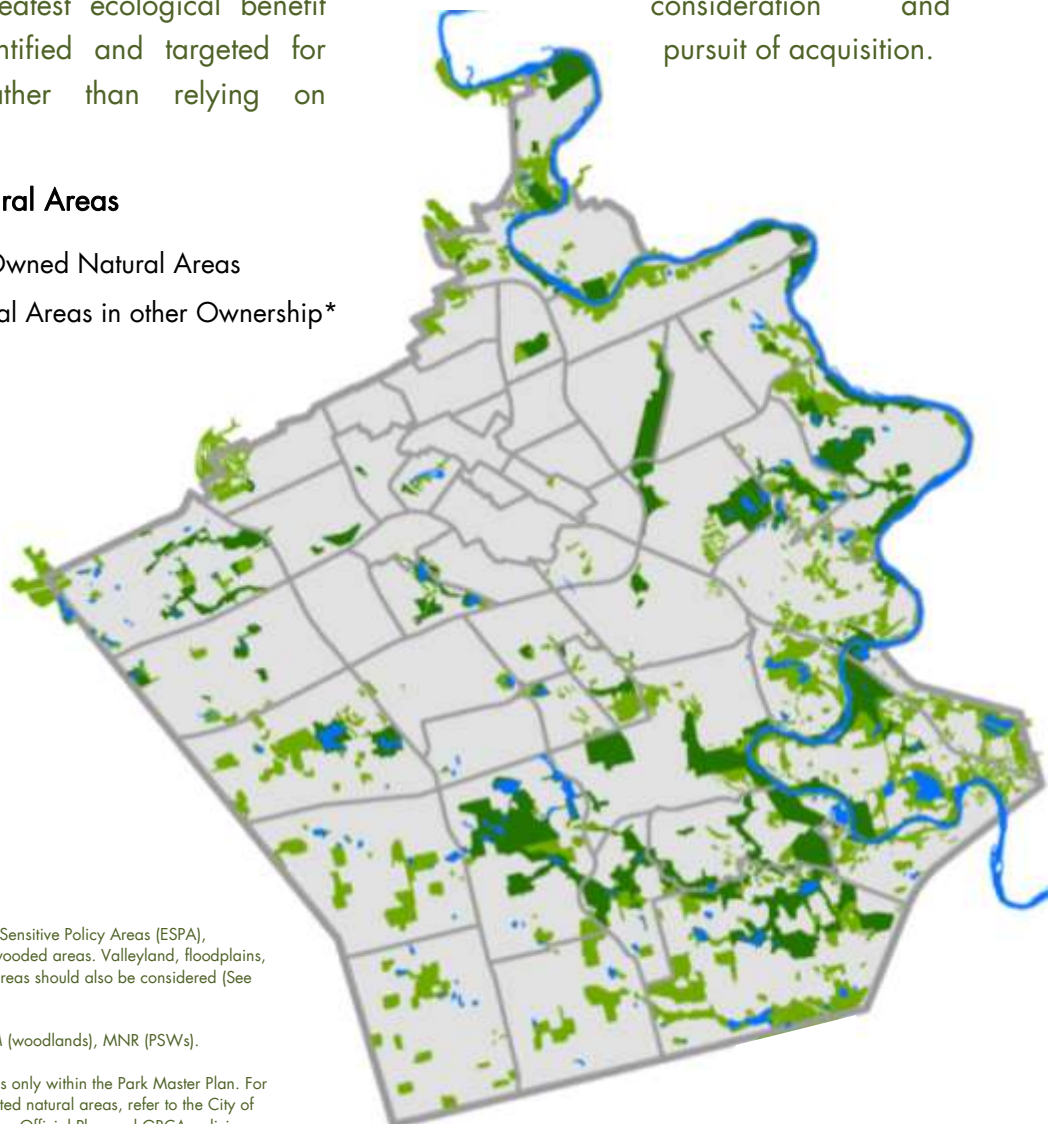
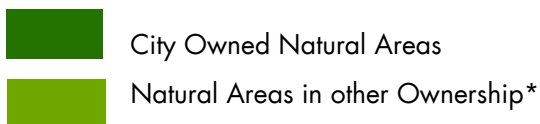


2 *Acquiring Natural Areas to support a healthy and sustainable community...*

The acquisition of additional natural areas provides the opportunity to increase the overall natural heritage system area, improve linkages and add habitat diversity, and related benefits. The primary challenge associated with acquiring new natural areas is the potential cost for purchase and staffing/maintenance costs associated with their long-term management. Key natural areas that provide the greatest ecological benefit should be identified and targeted for acquisition, rather than relying on

opportunity-based acquisitions. Depending on the City's objectives for specific natural areas, acquisition may not be the best or only option. For example, those natural areas with concurrent designations (e.g. ESPA, PSW) are protected from development, so acquisition with the primary objective of protection is not warranted. Objectives for particular sites should be determined prior to consideration and pursuit of acquisition.

Kitchener Natural Areas



*map includes non-City owned Environmentally Sensitive Policy Areas (ESPA), Provincially Significant Wetlands (PSW) and wooded areas. Valleyland, floodplains, watercourses, steep slopes and other natural areas should also be considered (See also: Grand River floodplain mapping)

DATA SOURCE: City of Kitchener (ESPAs), OBM (woodlands), MNR (PSWs).

NOTE: This map is intended for display purposes only within the Park Master Plan. For official mapping and policies for designated natural areas, refer to the City of Kitchener Official Plan, Region of Waterloo Official Plan and GRCA policies and regulations.

3 Linking Natural Areas to the broader parks system...

The importance of linking natural areas is a fundamental tenet of ecology and recognized at the provincial, regional and local municipal level. Both the Regional and City Official Plan documents include comment and policies regarding linkages and enhancement opportunities. The public has also expressed interest in linking parks and natural areas. Several different types of linkages are recognized: trails/recreational linkages between discrete areas; contiguous habitat linkages between natural areas; or 'corridors' for biodiversity exchange (e.g. seed dispersal, wildlife movement). Since the majority of Kitchener is 'developed' with roads, infrastructure and housing/ buildings, the opportunity for direct habitat linkages

between natural areas is greatly restricted. However, the Grand River Corridor and other major riparian corridors (e.g. Blair Creek, Strasburg Creek) provide opportunities for protecting and enhancing continuous linkages between natural areas and other parts of the open space system.

The importance of the Grand River in particular is recognized, as this has been subject to a comprehensive planning document titled *The Grand River Corridor Conservation Plan* (1995) and supporting linkages, public access and parks/trails development along the Grand River corridor is identified as a strategic theme of this Park Master Plan.



"With increased growth in Waterloo Region, it is imperative that the City of Kitchener increases green space. Among many other functions, forests, wetlands, valleylands, parks and other green spaces help to moderate climate and provide a place to grow food locally – sometimes in community gardens. Focusing on planning and building "green connections" can also serve to provide greater trail access to public green spaces within the network and more options for walking, biking and alternative, healthy modes of personal transportation."

KITCHENER ENVIRONMENTAL COMMITTEE,
AIR QUALITY IN KITCHENER, 2006

4 *Connecting people with nature...*

Close connections with nature are now recognized as vitally important to our physical health and psychological and spiritual well-being. Modern cities bear almost no resemblance to the natural world, and many of the public health problems we are facing today are increasingly being linked to our urban environments and resulting lifestyles, as well as our reduced access and exposure to natural areas.

There is a pressing need to provide opportunities to experience and better understand nature. Fortunately, many natural areas within Kitchener include either formal or informal trail links, including 'community trails' (major trail links typically 3 metres or greater in width), 'woodland trails' (satellite/minor

trails approximately 1.8 metres in width) and many informal, unplanned trails. However, because there are no formal policies or guidelines to direct trail planning in natural areas, installation of trail links has been somewhat ad hoc, and site-specific. This has often resulted in trails being installed where 'convenient' and not necessarily in the most ecologically appropriate location, or in the locations best suited for connectivity/travel and nature experiences.

In addition to providing physical access to natural areas through compatible trail development, stewardship and public education are critical to sustaining the health of natural areas and connecting people with the environment.

ADDRESSING CLIMATE CHANGE: MUNICIPAL TRENDS IN PARKS PLANNING

Today there is significant public concern about the environment, particularly global warming. Growing political priority has been placed on environmental issues and needs. For municipalities generally, and parks planning specifically, this trend has considerable connectivity, particularly given the City's role in the preservation and management of natural areas.

The City of Kitchener will continue to have an increasing stewardship role in the protection, conservation and day-to-day management of a variety of environmental areas. Some of these areas will be able to sustain little if any human activity, while others will become significant park venues.

Community trails also play an important role in providing access to natural areas and venues for educating the public about natural systems and building awareness of environmental issues, while also reducing carbon emissions by providing active transportation opportunities.

The conservation of more natural areas, the expansion and increased promotion of trails and trail usage, increasing expectations on 'green' facilities and reducing environmental impacts from day-to-day parks and recreation operations is a significant growing trend and community expectation. This trend has definable capital and operating cost implications that are widely acknowledged as important investments in enhancing the health, environment, livability and sustainability of a community.

Strategies

Continue to develop an **overall City Natural Areas Management Strategy**, building on the Kitchener Natural Heritage Systems Project and Draft Urban Natural Area Management Plan (UNAMP): City of Kitchener:

- ❖ Develop and adopt a standardized approach to data collection, organization and management. Although elements of this approach are in use, they are not uniformly applied to all natural areas.
- ❖ Prioritize natural areas for inventory work and resource management based on further development of the guidelines for data collection and organization (see *Park Master Plan Guideline Series 2: Natural Areas*, appended).
- ❖ Prioritize natural areas for site-specific Management Plans based on further development of the *Park Master Plan Guideline Series 2: Natural Areas*.
- ❖ Develop an Urban Forest Management Strategy including tree inventory and update of the Woodland Management Program
- ❖ Continue the development and maintenance of the Natural Area Management Database and Geographic Information System

Develop **site-specific Natural Area Management Plans**, within the following framework:

- ❖ Review/integrate existing area-specific management plans for natural areas within the City, as well as other relevant plans/documents – including: the Strategic Plan for the Environment; the Leisure Facilities Master Plan; the Woodland Management Program (1995); the Urban Natural Areas Management Plan (2006); and, existing site-specific management plans (e.g. Huron Natural Area, Topper Woods).
- ❖ Undertake field work and analyses in support of site-specific Management Plans for high priority areas (estimate completion of 3 to 5 Management Plans per year).
- ❖ Develop guidelines for and a standardized list of anticipated management activities or approaches based on further development of the guidelines provided in *Park Master Plan Guideline Series 2: Natural Areas*.
- ❖ Develop guidelines and/or policies for general infrastructure development within natural areas (e.g. parking, signage, fencing, etc.)
- ❖ Identify sufficient operating budget to carry out recommended activities. This is a critical aspect of natural areas management.

Building on the natural areas research, mapping and policies identified through the Kitchener Natural Heritage Systems Project and the Urban Natural Area Management Plan: City of Kitchener (draft, 2006), undertake an initiative to identify natural areas for inclusion in the parks system:

- ❖ Develop a list of target natural areas within Kitchener not already owned by the City (e.g. lands in private ownership, land owned by the Province, Region or GRCA), compiled by City staff for internal purposes.
- ❖ Prioritize target natural areas for inclusion within the City's parks system based on further development of the *Park Master Plan Guideline Series 2: Natural Areas*.
- ❖ Recommend natural areas to include in the parks system and evaluate potential methods of acquisition.
- ❖ Prior to acquiring new City natural area lands, appropriate operating capital should be identified.
- ❖ Develop new Official Plan goals and policies identifying City's intent to acquire natural areas, dedication requirements, and supporting conveyance to the City through development process (see *Park Master Plan Guideline Series 7: Official Plan Policies*).
- ❖ Appraisal of target natural areas that cannot be acquired through development dedications to determine fair market value.
- ❖ Identify potential alternatives and funding sources for acquisition.

NOTE:

See *Park Master Plan Guideline Series 2: Natural Areas* for further information.

Strategies and guidelines for facilitating public access to natural areas through compatible trail development are provided along with further context and direction with respect to natural areas trails location and design sensitivity in the next Strategic Theme, *"Strengthening and Expanding the Community Trails Network"*. In addition, information and strategies for natural areas stewardship and education initiatives are provided within the *"Engaging and Activating the Community"* Strategic Theme found later in this Master Plan.





3.3 Strengthening and Expanding the Community Trails Network

A comprehensive, linked open space network connecting the entire city has long been established as part of the vision for the future in Kitchener through the City's 1972 Linked Open Space Report, 1990 Leisure Facilities Strategy and the 1995 Grand River Corridor Conservation Plan.

The 2005 Leisure Facilities Master Plan (LFMP) identifies community trails as an "increasingly valuable asset" and recommended that "a commitment be

made to develop unfinished linkages in the community trail system" and "the continuing extension...into newly developing areas".

The Situational Analysis Report prepared for the Park Master Plan reconfirmed the value and importance of the trails system, with participants in the community consultation program identifying trails both as a current strength and a high priority for improvement and increased investment.

Currently, the City offers over 175 kilometres of trails which facilitate city wide travel and are the primary resource in connecting parks, recreational centres, schools, commercial sites, cultural and institutional centres, Grand River Transit facilities and residential neighbourhoods. An integrated trails system produces many benefits such as diverse recreational opportunities, increased community stewardship, outdoor learning experiences, access to nature, and related health benefits. Trails are not only important recreational resources, but also a critical component of the active transportation system.

Capital funding for the community trail system has only allowed for the implementation of a small portion of the vision for trails set out in earlier Master Plans. As a result, there are several challenges associated with the trail network, which would benefit from an improved hierarchy and new strategies for trail development.

Through the Park Master Plan research and consultation, the following emerged as community priorities related to trails:

1. Resolving gaps in the trail system, expanding trails into new communities, developing supporting amenities and facilities for existing and future trails;

WHY TRAILS?

In Kitchener, there is a growing demand for an innovative, structured, connected and comprehensive trail system, and increasing expectations for high quality trails that are well marked, innovative and easily accessible. Successful trail networks offer landscape variety, a range of physical challenges, good wayfinding techniques, accessible options, connectivity, and have supporting facilities and services. Themed trails with an historical, cultural, and/or environmental focus also offer some variety and educational interest to walkers and other trail users. Trail linkages and connectivity are a high priority of the community and essential to supporting increased use of the trails system both for recreation and active transportation. An integrated 'loop' trail system has the potential to be a valued community asset in addition to ensuring integration of trail development projects with initiatives such as the Kitchener Cycling Master Plan. Providing trail linkages in existing developed areas and new communities, to and within the city core can play an essential role in fostering community interaction, vitality and connectivity in support of a dynamic downtown.

2. Raising the standard of trail development and integrated maintenance to support increased recreational use, active transportation and accessibility needs;
3. Providing public access to natural areas while minimizing related impacts.

TRAILS...

- ✓ *Universal access and use - to meet the needs of all ages, abilities, cultures, income levels*
- ✓ *Walking is the #1 leisure activity of Kitchener residents*
- ✓ *Both active transportation and recreation functions*
- ✓ *Connect people with nature, physical activity, parks and recreation, schools, community, downtown and other resources and destinations*
- ✓ *Offer a range of individual and community health, educational, economic and social/recreational benefits*
- ✓ *Public use and popularity of trails has consistently grown*

1 *Closing the gaps, expanding the system, connecting the city...*

While there are several linkages currently being provided to community trails with on-road routes, large gaps do exist within the City's trails system that require specific attention to alleviate the discontinuous nature of the trail network.

Several gaps have been identified along the Grand River and other natural corridors and watercourses (e.g. Schneider and Strasburg Creeks, tributary greenways), links to the downtown and other modes of transportation (e.g. transit stops, bicycle parking), in areas previously developed, and in new/planned areas where additional trails have been identified through community/secondary plans.

An expanded trails network and the reconstruction of some existing trail links

are needed to facilitate accessibility as well as the paving of many high use trails to satisfy public demand for fully functional multi-use trails.

Residential development has provided steady growth in the past two decades, and in many cases the details and construction costs have been left in the hands of the City after subdivisions have been completed. Expansion of trails into and within these areas is needed to connect residents of new communities with the rest of the trail network, their surrounding community and the rest of the city.

In addition, the implementation of signage, way finding and other supports on existing community trails has not kept pace with the development of trails.

An implementation strategy for trails is required and should focus on closing identified gaps, overcoming barriers, and providing trail linkages to the downtown core and newly planned communities. An innovative and comprehensive strategy is also needed to improve wayfinding to enhance trail connectivity, including creative and innovative methods for route identification and mapping, a hierarchal structure for signage, and options to explore trail stewardship and education initiatives through interpretive signage along designated routes. Trail heads/staging areas, signage, route maps, benches, washrooms and various accessibility supports are also required to foster access and use of the trails system.



2 *Integrating trails planning and management to support increased use and sustainability...*

The management and maintenance of trails is a large commitment and undertaking, however can arguably be the most important aspect of trail development and encouraging and supporting trail use.

In order for Kitchener to maximize and sustain the benefits of trails, meet expectations of trail quality and maintenance levels, minimize environmental impacts, and ensure public safety and accessibility, the overall network must be developed and managed in a logical and hierarchal manner with uniform principles and a detailed

cataloguing of trail assets. In addition, enhanced trail maintenance measures are essential to supporting year-round usage, accessibility, surfacing and location, monitoring programs, and appropriate funding for long-term maintenance measures.

Guidelines and policies are needed for trail management that address innovative development methods, context sensitive and eco-effective solutions, trail safety, and trail development regulations in natural areas.



SUSTAINABLE TRAILS

A comprehensive and integrated approach to trail maintenance and monitoring is essential to the longevity and sustainability of any trail.

Trails should be a model of sustainability, have low maintenance costs, and minimize construction footprints. The design and implementation of sustainable trail development measures requires a broad understanding and knowledge of the proposed route, target users, activity level, surfacing materials, and a comprehensive set of management standards.

The application of sound principles and design objectives for trail locations, route alignments, and consideration of grade changes, and addressing maintenance and management requirements during initial planning and development stages of trail design will eliminate many future operations and maintenance issues.

In addition, incorporating minor modifications to trail designs can potentially allow for the accommodation of more accessible solutions.

Successful trails also promote community participation, and local partnerships should be encouraged between private companies, landowners, local governments, and advocacy groups in order to strengthen community involvement and trail stewardship initiatives. Partnerships are critical to creating community based resources that contribute to long term success of trail projects.

Adopting design sensitivity and ecologically-based approaches for trails in natural areas...

Trails in natural areas provide a variety of health, educational and other benefits, and provincial policies related to valley lands and natural areas have become more rigorous, along with public awareness and interest in these areas.

Balancing the objectives of natural areas protection and conservation with the benefits of human access in the implementation of natural areas trails often requires detailed environmental studies, greater trail route and design sensitivity and more costly trail solutions such as boardwalks and bridges.

The development of trails within natural areas requires greater emphasis placed on routing, design, levels of accessibility, surfacing, maintenance, and monitoring.

Innovative planning and context-sensitive design standards and guidelines are needed to produce improved user safety and make trails more appealing to community members without adversely impacting environmentally sensitive areas, adjacent land uses, and modes of transportation, assisting the City in implementing a successful, ecologically-sensitive trails network.



Strategies

Trails Implementation Strategy and Development

Building on previous trails initiatives, related strategies, and *Park Master Plan Guideline Series 3: Trails*, prepare a detailed plan for the implementation of community trails, including the following:

- ❖ Update the current trails inventory and formalize the trails classification system based on the “Type 1 – Transportation” and “Type 2 – Recreation” categories, defining sub-types, surfacing, width, locations, level of maintenance, uses and other details (see appended guidelines).
- ❖ Identify required linkages to resolve existing gaps in the trail system and for new trail development, including a land acquisition strategy aligned with the Natural Areas and Grand River corridor land acquisition strategies (see *Guideline Series 2* and *Series 4*).
- ❖ Recommend trail improvements (retrofit/upgrade of existing trails) and supports (staging areas/trail head locations, washrooms, etc).
- ❖ Identify accessibility requirements, including the requirement that all transportation and primary recreational routes are developed to universal accessibility.
- ❖ Identify environmental constraints and regulations, routing and design measures for trails within or near natural areas, integrating the related findings and directions of the KNHS and Natural Area Management Plans.
- ❖ Ensure required trail corridors are identified in plans of subdivision and all community trails are developed to the standards of the *Urban Design Manual*, the *Development Manual* and the *Trails Master Plan*.
- ❖ Implement the proposed pedestrian bridge crossing of the Grand River and complete the long range plan for the Walter Bean Trail including the acquisition of land or access agreements

Strategies

Trail Inventory and Asset Management

Develop a Trail Asset Management Plan and Inventory System for the life cycling of the Community Trail System, including:

- ❖ Based on *Park Master Plan Guideline Series 3 : Trails*, document asset management needs for each trail and related infrastructure:
 - Inventory route terrain, surface, length, difficulty and associated amenities (benches, trail markers, bridges, signposts, maps, etc)
 - Establish capital and operating maintenance requirements, seasonal maintenance, route inspections, response protocols, staff and equipment needs, responsibilities and schedules,
 - Identify timing of completed and proposed infrastructure development.
- ❖ Develop and implement a tracking system for trail development and maintenance activities/events, comments and concerns from the public/trail users, safety and risk management methods, monitoring and enforcement data.
- ❖ Identify sufficient operating budget to carry out recommended management activities and required operational maintenance.

NOTE:

See *Park Master Plan Guideline Series 3: Trails* for further information. In addition, information and strategies for trails stewardship and education initiatives are provided within the “*Engaging and Activating the Community*” Strategic Theme found later in this Master Plan.



3.4 **Completing the Vision for the Grand River Corridor**

The Grand River Corridor is a significant feature and resource spanning the length of Kitchener. It has shaped and constrained Kitchener's growth, yet it provides an opportunity for linking neighbourhoods and the city to other parts of the Region by a contiguous system of public parks and natural areas.

The benefits of a contiguous publicly owned open space and parkland system along the river have been long recognized and are identified in the Grand River

Corridor Conservation Plan, 1995. The City's 2005 Leisure Facilities Plan further recommended that the City participate with the Grand River Conservation Authority (GRCA) and other municipalities to prepare a comprehensive strategy for conservation and public access to the corridor.

Several initiatives have taken place to implement the recommended strategy. A large portion of the 'corridor', both floodplain and upland woodlots have

been protected from development by land use designations (ROPP and Municipal Plan) and zoning. As development proposals on adjacent land have been approved, dedications of land and easements have been obtained by the City.

The development of the Walter Bean Trail along the river edge was initiated in 1999. It has been a significant undertaking supported by the community, initially through the Kitchener-Waterloo Community Foundation and the Walter Bean Community Trails Foundation. The trail has been built predominantly on publicly owned land.

While large portions of the trail system along the Grand River have been completed through the generous donations facilitated by the Walter Bean Grand River Trail Foundation, several gaps have been identified:

- ❖ Schneider Park to Homer Watson Park to Doon Valley Golf Course in the south
- ❖ Centreville Chicopee and Grand River North sections
- ❖ Bridge Street to Lancaster Business Park in the north

Through the Park Master Plan research and consultation, the following emerged as

Kitchener residents place a high value on the open spaces along the Grand River and opportunities to access, appreciate and experience the scenic river valley.

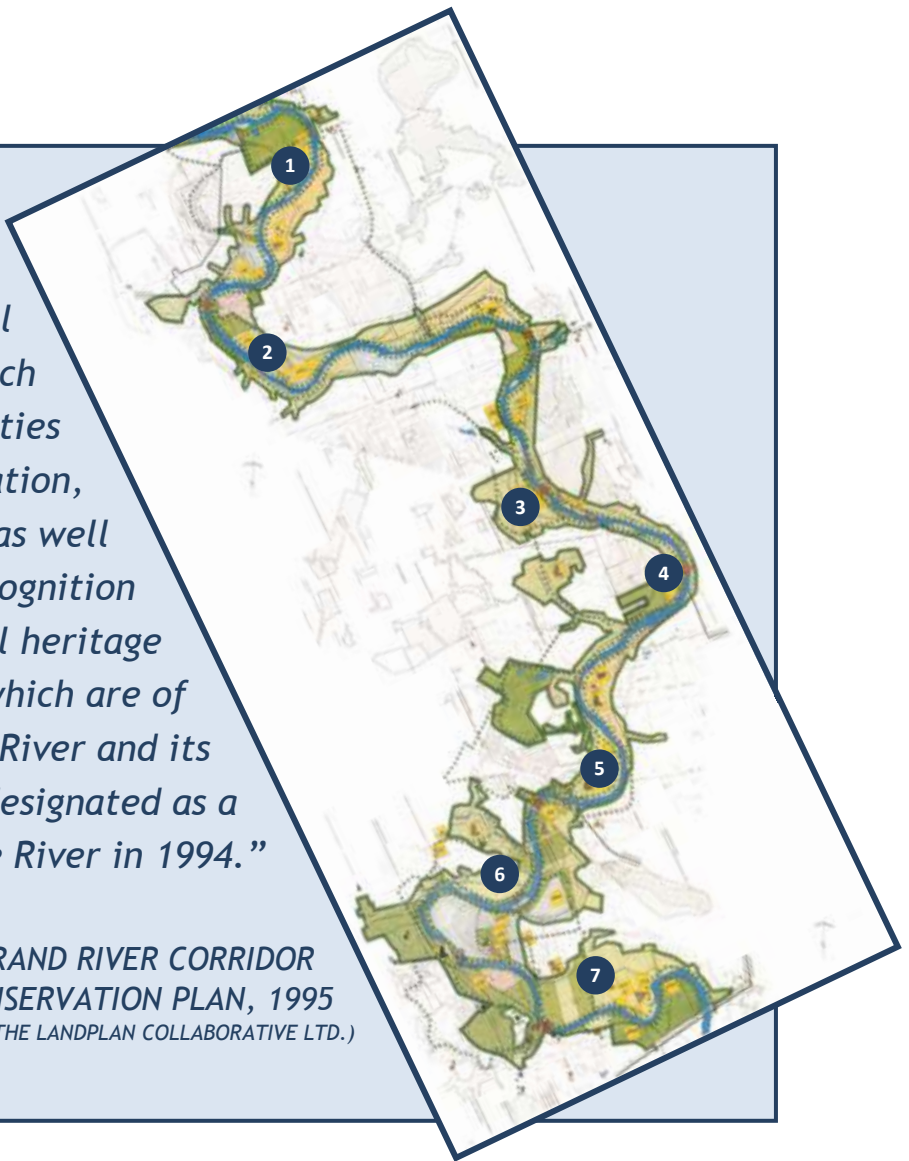
This was confirmed at the Park Master Plan public open houses and workshops where natural area land acquisition and specifically acquisition along the Grand River Corridor were rated as high priorities by many residents. Petitions and presentations to the City's Environmental Advisory Committee, Development and Technical Services Committee and Council have sought to expand the City's ownership of open space land within and adjacent to the river valley. The Situational Analysis Report highlights the public commentary and noted the significant public support for expanding the parks and trails system along the Grand River.

community priorities related to the Grand River corridor:

1. To maintain ownership of City land and acquire additional land to create contiguous public open space along the Grand River
2. The future development of a 'Riverside Park'
3. The creation of unique open space gateway features at major river crossings.

“The Grand River Valley is a unique resource. It boasts a rich diversity of natural and human heritage which provide quality opportunities for education, recreation, tourism and conservation, as well as economic benefits. In recognition of the outstanding cultural heritage and recreation resources which are of national stature, the Grand River and its major tributaries were designated as a Canadian Heritage River in 1994.”

GRAND RIVER CORRIDOR
CONSERVATION PLAN, 1995
(THE LANDPLAN COLLABORATIVE LTD.)



1 Expanding Public Open Space within the Grand River Corridor...

Through this Master Plan, a review of the original Grand River Corridor Plan was undertaken to determine which parts of the recommended conservation concept remain undeveloped and in private ownership. The focus of the review was on seven areas where privately owned land could be linked with existing publicly owned land to expand the contiguous public open space along the Grand River.

These areas include the following:

- 1 the Bridgeport North floodplain
- 2 the Bridgeport East floodplain
- 3 Lackner Woods/Natchez Hills ESPA
- 4 Woolner Flats in Grand River South
- 5 the Freeport floodplain
- 6 the Hidden Valley ESPA/floodplain
- 7 the Pioneer Tower West floodplain.



Over 200 hectares of land is currently in private ownership within these areas. Most of these parcels are designated and zoned for open space and park uses. In some cases there are discrepancies between land use designations in the Municipal Plan and Community Plans and the zoning by-law that should be resolved. This will be a point of distinction in determining land value as land designated for urban development will be valued much higher than floodplain land other zoned open space land.

The acquisition of all of these floodplain areas may not be achievable in the short to mid-term or necessary to meet current objectives. It is not clear that there are willing vendors, and some of these areas are likely to be acquired as part of development approval dedication. In order to maximize the amount of floodplain secured in public ownership, strategies are needed to prioritize these areas for potential acquisition identifying how and when they may be acquired integrating natural areas conservation and management needs/objectives to be defined through the City's KNHS and Natural Areas Management planning.

Grand Gateways

Grand River crossings provide important gateway venues to Kitchener. The Highway 7 and 8 bridges over the Grand are existing examples and a third entry crossing is planned with the future extension of Fairway Road. A fourth opportunity exists in the Doon Valley Golf Course / Highway 401 area. These crossings provide a unique opportunity for Kitchener not only to showcase its most visible and defining natural feature, the Grand River valley, but also to create welcoming and unique gateway features and landscapes that significantly augment the urban design fabric of the community.

2 **Developing a Riverside Park...**

Another focus of the review of the Grand River Corridor Plan was providing a land base opportunity for a future 'Riverside Park' in Kitchener. Currently, the City's largest parkland area adjacent to the river is Kiwanis Park, located at the northerly limits of the City. Other significant parkland areas along the Grand River include Joe Thompson Park and the Bridgeport Sportsfield (GRCA) as well as Homer Watson Park and Pioneer Tower Natural Areas. In addition, there are a number of smaller natural areas, greenways, trails and open space land included in the City's parkland system and/or in other public ownership along the river.

While these numerous public parks and open spaces along the Grand River are critical components of the vision for a contiguous public open space corridor, presently there is no identifiable signature Grand River park in Kitchener. This initiative could be a catalyst for additional public open space acquisition along the river, giving life to the overall vision for completing the entire corridor.

In conjunction with targeting Grand River floodplain land for acquisition, strategies are needed to guide site-identification, land assembly, partnership assessments and future site development of a riverside park.

Riverside Parks

The Grand River offers unique opportunities in Kitchener to create landmark riverside public parks and open spaces contributing to place-making and city identity. The development of signature waterfront/riverfront parks provides several benefits in shaping and defining great cities. They provide unique settings for memorable experiences and natural scenery that residents and visitors can identify with. They contribute to improving the health of the physical and social environment through expanded recreational opportunities, enhanced natural areas conservation, stewardship and awareness, and improved urban form. These benefits are also manifested in tourism and economic development, supporting and enhancing other attractions in the city and surrounding region.

Strategies

Grand River Corridor Open Space Acquisition

Target the acquisition of floodplain land and natural areas within and along the river valley to complete the implementation of a continuous public open space corridor based on the following approach:

- ❖ Establish criteria, evaluate and prioritize the Bridgeport North floodplain, Lackner Woods ESPA, Natchez Hills ESPA, Woolner Flats/Grand River South floodplain, Freeport floodplain and Hidden Valley ESPA/floodplain for potential future acquisition (to be undertaken by City staff)
- ❖ Assess opportunities for acquisition through development dedication, incentives, land exchange, purchase and other means, review alternatives to City acquisition (e.g. conservation easements, land lease, partnerships, etc) and coordinate with the KNHS, Trails Implementation Strategy, Grand River Corridor Plan, Official Plan and Community/Secondary Plans
- ❖ Consult with the landowners, stakeholders and partner agencies (e.g. GRCA, MNR, MTO, Region, School Boards)
- ❖ Complete a feasibility study for potential parks and open space uses, amenities and facilities and related capital cost estimates, operating/management requirements and related cost estimates for target areas

Riverside Park Site Master Plan

Establish a preferred site and development plan for a riverside park:

- ❖ Identify and evaluate location options and determine preferred site
- ❖ Develop a business case for acquiring the preferred site
- ❖ Develop a vision and concept plan including park design, layout, facilities/amenities, parking, trails and other site elements and an implementation program including capital and operating requirements, funding sources, partnerships, timing, and prepare a Business Plan

Grand River Gateways

Integrate unique gateway features at major Grand River crossings as part of related transportation and open space planning and design initiatives.

NOTE:

See *Park Master Plan Guideline Series 4: Grand River Corridor* for further information.



3.5 Enhancing Active Parkland and Fostering Growth in Outdoor Sports

Active parkland supports a wide range of physical activities and participation in outdoor sports that contribute numerous recreational and health benefits to Kitchener residents. Access to physical recreation is a key factor that influences children's health.³ In addition, multi-facility venues provide opportunities for tournaments and sports tourism, providing a range of economic benefits.

In recognizing these and other important benefits that recreation facilities provide, the City of Kitchener's Leisure Facilities Master Plan (LFMP, 2005) provides a strategic framework and implementation action plan for continued investment in facility development and improvement. The Park Master Plan builds on the directions of the LFMP focusing on outdoor recreation facility needs.

³ Waterloo Region - *Community Fit for Children*, April 2009. Report prepared by the Ontario Early Years Centre.

Through the development of the Situational Analysis Report, the community identified the following key priorities related to active parkland and outdoor recreation facilities:

1. The need for increased sports field capacity/availability, improved quality

and related management and maintenance considerations

2. The growing demand for diverse and accessible active parkland and facilities supporting a wide range of formal and informal outdoor leisure activities.



1 Expanding active parkland capacity to address growth in outdoor sports...

Participation in many outdoor sports is increasing, placing increased and evolving demands on the City's inventory of active parkland. Minor soccer has grown to over one million registrants in Canada, and significant growth in adult soccer is anticipated as men and women continue to play after their youth experiences.

Kitchener, like most municipalities is receiving requests for more and enhanced soccer fields to facilitate the growth at both the youth and adult levels, and the increasing number of tournaments, coaching development and other event oriented activities.

In July 2009, the Kitchener Soccer Club, which is primarily a youth oriented organization, identified that registration across all programs, including indoor, has grown from 4,062 to 4,857 participants over the last four years and five year

projections moving to 10,000 players by 2014.

The Situational Analysis Report also identifies steady demand for baseball diamonds from the youth age segment, growth in the demand for softball facilities by the adult age segment, and that Kitchener is under-served city-wide for other turf sports (e.g. field hockey, cricket, rugby, lacrosse) that compete for fields with soccer users.



Improvements to the capacity of the City's active parkland inventory are required to address current and future needs to support a physically active and healthy community.

A number of strategies are needed to respond to increasing sports field capacity, including partnerships, revisiting scheduling practices to maximize availability and use of existing facilities, multi-field developments, facility upgrades, lighting and artificial turf.

"We want Kitchener residents inspired to take up a sport or to do more physical activity... But it's about more than physical fitness. It's about new friends and new opportunities."

Ball Diamond Inventory	#
A1 Quality Ball Diamonds	14
A2 Quality Ball Diamonds	12
B1 Quality Ball Diamonds	32
S1 Quality Ball Diamonds*	1
S2 Quality Ball Diamonds*	33
Total	101

Athletic Field Inventory	#
A1 Quality Fields	18
A2 Quality Fields	9
B1 Quality Fields	17
S1 Quality Fields*	1
S2 Quality Fields*	22
Total	67

*Denotes school facilities

Development costs for outdoor playing fields are significant, as are the costs for acquiring the extensive land base required for new field development and increasing maintenance costs.

Synthetic turf fields have the benefit of increased playability in the shoulder season and after rain storms which increases capacity, as well as reduced operational requirements. Over a ten year period, a synthetic soccer field will collect approximately \$1.5 million in revenue through user fees and will have saved \$250,000 in operating expenses. With the additional hours of use, one synthetic field equals the total available hours of up to four grass fields. Over the long term, synthetic fields actually cost less and minimize the amount of additional land needed to build sportsfields.

2 *Providing high quality, accessible and diverse active parkland opportunities...*

As summarized in the Situational Analysis Report, improved sports field quality and maintenance expectations were identified by many of the sports field/active parkland users such as soccer, baseball, football, field hockey and track and field groups. The July 2009 report from the Kitchener Soccer Club identified improved field quality as the short term requirements, which has been requested in many municipalities as the sport moves to higher levels of participation and quality expectations to a long term requirement for a significantly increased quantity of fields.

In addition, active parkland use is becoming increasingly diverse, including activities such as cricket, ultimate frisbee, extreme sports and four-season use. In July 2009, Kitchener opened a bike park facility at McLennan Park. Leash-free dog parks were also opened at McLennan and Kiwanis Parks in 2008. The development of additional skateboard parks has been identified within the Leisure Facilities Master Plan but has not yet been completed.

Additional investments are required to ensure the quality and diversity of the City's active parkland inventory meets the needs of the community. Strategies and guidelines for the integrated management and maintenance of active parkland facilities are also required to address quality, safety, accessibility and lifecycle renewal requirements and sufficient operating budget and resources to implement the City's standards of service.



Service Standards for Active Parkland

Athletic Fields

Athletic Field Quality	Playing Surface/Turf Standards				Facilities	
	Irrigation	Mowing	Line Painting	Lights	Washrooms	Changerooms
A1	Yes	Maintained at 2" height of cut	Weekly	Yes*	Yes*	Yes
A2	No		Weekly/as required	No	No	No
B1	No	2 week rotation	2 week rotation	No	No	No
S1	No			No	No	No
S2	No	3 week rotation	3 week rotation	No	No	No

Ball Diamonds

Ball Diamond Quality	Playing Surface/Turf Standards				Facilities		
	Surface	Infield Grooming	Irrigation	Mowing	Lights	Fencing/Other	Washrooms
A1	Clay	Daily	Yes	Maintained at 2" height of cut	Yes*	Backstop, team benches, outfield, pitching, home plate, bases	Yes*
A2	Clay or stone dust	Daily	No		Yes*		Portable
B1	Stone dust	Weekly	No	2 week rotation	No	Backstop, team benches, pitching, home plate	No
S1			No		No		No
S2			No		No	Backstop, home plate	No

Strategies:

Leisure Facilities Master Plan (LFMP) Implementation

Continue implementation of the *Leisure Facilities Master Plan (2005)* to address identified outdoor recreation facility needs, including:

- ❖ Re-examine Kiwanis Park Strategic Plan (2003) with change to City operation of the park.
- ❖ Complete the Victoria Park Strategic Plan (2004-2013 Downtown Investment Funding) in conjunction with proposed Lake Improvements and identify funding requirements beyond 2013.
- ❖ Conduct a Victoria Park buildings review and business case strategy for the use of the buildings.
- ❖ Complete the McLennan Park Master Plan implementation and site development and identify ongoing park improvements over the ten-year capital forecast.
- ❖ Complete the McLennan Park skateboard park development.
- ❖ Complete a location/feasibility study for the two proposed skateboard park locations and implement through the ten-year capital budget.
- ❖ Complete a Tennis Court Assessment for the upgrade/conversion of 8 courts to multicourts (basketball/ball hockey pads).
- ❖ Explore Bridgeport football field lighting options.
- ❖ Explore rugby field venue options.
- ❖ Implement the development of South Kitchener District Park, including consideration of synthetic and/or natural turf sportsfield(s) with lighting, parking and other supporting park facilities.
- ❖ Develop a feasibility analysis for a track and field venue including assessment of both required upgrades to Centennial Stadium or development of a new partnership-based facility, aligned with the Building Condition Study and Sport Tourism Strategy.
- ❖ Maintain the Winter Rinks Program based on the current operating model (see also strategy 6.4 regarding volunteer supports).
- ❖ Regularly monitor and provide annual updates on the implementation of strategies/recommendations from the LFMP (2005) and the Parks Master Plan (2010).

Sportsfields Retrofit to Synthetic Turf

Plan for the conversion of five (5) existing natural turf sportsfields to synthetic turf to increase capacity, playability and quality with reduced maintenance requirements:

- ❖ Identify preferred synthetic turf field retrofit locations based on supporting facilities, lighting, parking, multi-field availability and multi-use opportunities (see *Park Master Plan Guideline Series 5: Sportsfields*).
- ❖ Review the direction of the Sports Tourism Strategy and prepare a business case to address the impact to park facility development/redevelopment.
- ❖ Identify capital and operating costs and savings (reduced maintenance and land requirements), site grading and drainage requirements and synthetic field rental rates/scheduling to support implementation of synthetic fields.
- ❖ Assess partnership and funding opportunities and prepare a Business Plan for each project/site.
- ❖ Monitor demand for additional natural turf sportsfields to supplement field capacity through the development of planned District Parks (e.g. Grand River South and South Kitchener) and lighting of existing fields. Any additional sportsfield development plans should be based on the *Park Master Plan Guideline Series 5: Sportsfields*.

Strategies:

Park Facilities Inventory and Asset Management

Further develop the City's Geographic Information System inventory and database of active parkland, sportsfields and other outdoor recreation facilities as an asset management tool:

- ❖ Implement a park and recreation facility database through GIS mapping and develop inventory asset management needs for each facility (including related infrastructure, capital and operating maintenance requirements, seasonal maintenance, inspections, response protocols, staff and equipment needs, responsibilities and schedules, timing of completed and proposed infrastructure development, and opportunities for savings in maintenance and lifecycle costs.
- ❖ Develop and implement a tracking system for sportsfields (facility maintenance activities/events, documentation of comments and concerns from the public/users, safety and risk management methods, monitoring, scheduling, rental data, fees, etc).
- ❖ Identify sufficient park operating budget to carry out asset management activities and required maintenance levels and develop operational plans and budgets for all City-Wide Parks.

NOTE:

See *Park Master Plan Guideline Series 5: Sportsfields* for further information. Related strategies for the review of user fees and scheduling practices, partnership development, promotion and additional direction for community engagement are provided within the *"Engaging and Activating the Community"* Strategic Theme found later in this Master Plan.



3.6 Building and Renewing our Neighbourhood Parks

Neighbourhood parks provide immeasurable benefits to local communities. They offer green space and open air, opportunities for informal play and a place for social gatherings. As walk-to destinations, they are essential to supporting active, healthy lifestyles and building social presence and awareness. Neighbourhood parks are accessible to all members of the community and do not require user fees.

They enhance the appeal and livability of inner city and suburban neighbourhoods, and their proximity can spur home sales and increase property values. They contribute to individual, community and environmental health and well-being.

In essence, neighbourhood parks serve as a focal point for the local community and are a critical component of urban infrastructure for healthy communities.

The Situational Analysis Report identified that supporting and improving the health and vibrancy of Kitchener's neighbourhoods requires:

1. A sustained program of reinvestment in the renewal of existing neighbourhood parks

2. Resolving the gaps in underserved areas
3. An expedited program of new park development in new communities.

Strategies for managing and maintaining neighbourhood park assets are also needed to support these initiatives.

1 Sustaining our neighbourhood parks through reinvestment and renewal...

Kitchener's aging neighbourhood parks are in need of renewal. To ensure the sustainability of neighbourhood parks city-wide and contribute to the health and vibrancy of Kitchener's neighbourhoods, an ongoing park rehabilitation program should be developed and continued over the long term to meet the basic capital maintenance and renewal requirements of the neighbourhood parks in all areas.

This also provides an opportunity to respond to evolving community needs and engage local residents in re-evaluating each neighbourhood park on a cyclical basis. In addition, park rehabilitation is a critical part of broader neighbourhood improvement initiatives, redevelopment and intensification projects.

"The passive parkland should be maintained with its mix of open turf areas and specimen shade trees. The open space and parkland is a significant part of the neighbourhood. These areas should be retained to continue to provide a neighbourhood level of active recreation facilities."

ST. MARY'S HERITAGE
CONSERVATION DISTRICT PLAN, 2002





"It is clear that Hibner Park was the pride of many of the residents of the Civic Centre neighbourhood, and many of Kitchener's founders had a hand in the development of the park...the park serves as an important link to the past, both in the design and ideals of a bygone society, as well as to the individual people that developed it."

CIVIC CENTRE NEIGHBOURHOOD
HERITAGE CONSERVATION
DISTRICT PLAN, 2007.

With an inventory of over 100 neighbourhood parks encompassing nearly 400 hectares of land, and more being added every year, this is no small task.

Therefore, a phased park rehabilitation strategy is needed with an initial focus on the central neighbourhoods, where a number of local parks are in immediate or short term need of upgraded amenities or complete reinvestment.

In addition to the aging park infrastructure, the central area is experiencing demographic shifts such as an aging population and increasing cultural diversity.



While some central neighbourhoods have experienced a decline in population, there is a movement towards redevelopment and

intensification, with 40% of planned population growth to 2031, or nearly 40,000 new residents, to be accommodated within the existing built-up area. In practical terms, this means that more people will be living in the central area in the future, and this will place significant additional

demands on the local inner city parks. The park classification system, operational and service level policies, targets and guidelines set out in this Master Plan should be used as a guide for upgrading existing neighbourhood parks to current standards.

2 Resolving the gaps in neighbourhood park provision

Underserved areas are defined as neighbourhoods within the City that have no access to current or future proposed parkland or school sites within a 500 metre radius (approx. 5 minutes walking) of the majority of residences without encountering a major barrier. This measure is used to assist in achieving the objectives of the Park Master Plan to provide convenient, accessible and equitable distribution of local parks and to promote walkable communities that support the City and Regional Pedestrian Charter. It is also consistent with the City's Neighbourhood Design Brief.

The amount of neighbourhood parkland available ranges significantly among the various planning communities, and a few areas have been identified that are underserved for neighbourhood parkland and related facilities, including:

- 1 Highland West
- 2 Mill Courtland Woodside Park
- 3 Grand River North
- 4 Doon South

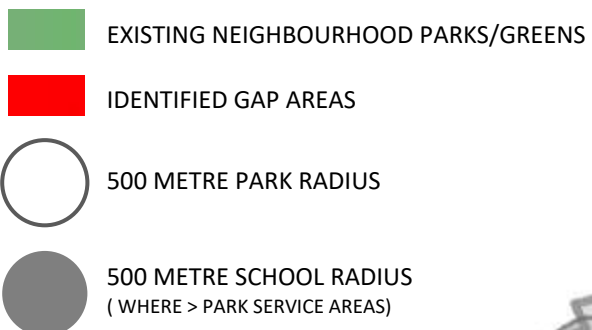
The gap analysis considered the distribution and amount of parkland as well as other factors such as availability of school facilities, trails and linkages, District and City-Wide Parks also serving as local parks, and other open space opportunities.

Resolving neighbourhood parkland gaps and bringing underserved areas up to current standards requires the establishment of parkland provision and service level targets and corresponding implementation measures. This Master Plan targets one neighbourhood park or playground within 5 minute walking distance (400-500m) of every residence, including a minimum of one accessible playground in each planning community for persons with disabilities, and maintaining an overall minimum neighbourhood parkland provision standard of 1.5 hectares per 1,000 residents. Implementation of these targets will assist the City in guiding parkland acquisition and achieving uniform geographic distribution to ensure equitable access to neighbourhood level parks and related facilities. The development of new parks on dedicated parkland in Highland West, Doon South and Grand River North will reduce or eliminate some identified gaps.

*"Together, we will build an innovative, caring and vibrant Kitchener with **safe and thriving neighbourhoods**."*

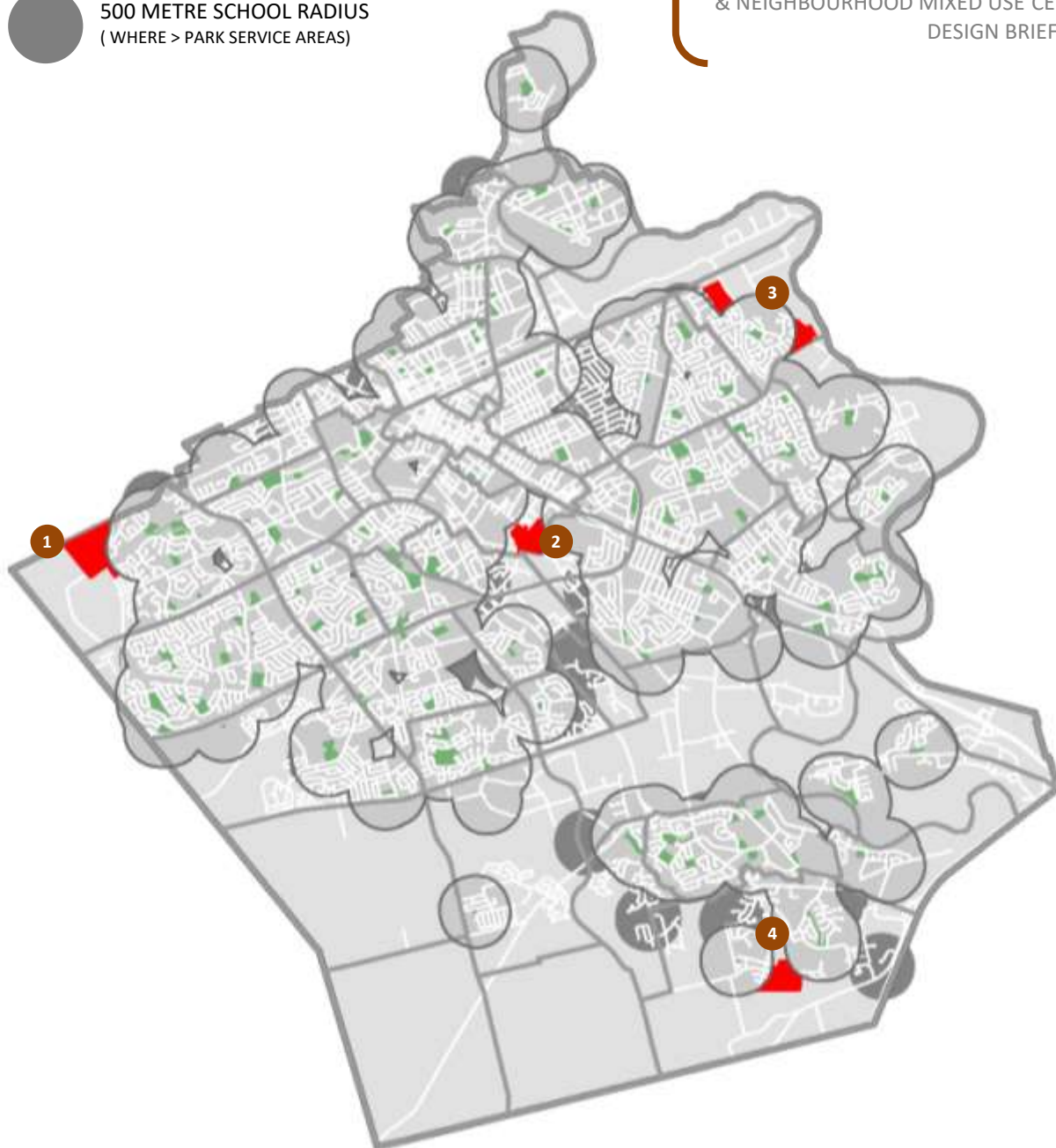
CITY OF KITCHENER
STRATEGIC PLAN, 2009

NEIGHBOURHOOD PARKLAND GAPS



*“Creating Walkable Communities:
Provide a 5-minute walk to major
pedestrian destinations such as
transit stops, neighbourhood park
spaces and focal points.”*

CITY OF KITCHENER SUBURBAN
DEVELOPMENT
& NEIGHBOURHOOD MIXED USE CENTRES
DESIGN BRIEF, 2007



3 Investing in the health of new communities through neighbourhood park development...

Keeping up with the rapid pace of growth and related infrastructure requirements, including parks, is a significant challenge for municipal governments. In some cases it may be several years between the time of housing construction and the development of the local neighbourhood park.

In Kitchener, the City has fallen behind in the development of neighbourhood parks in new communities. The Situational Analysis Report identified a current backlog of 20 undeveloped park sites, 5 of which are under construction or have since been completed.

The timely provision of locally accessible parkland in new communities has become increasingly important to the health of these areas. As development densities continue to increase, individual lot sizes and private open space areas are becoming smaller, resulting in a greater dependence on public parks and open space as the primary outdoor recreational resource in new and intensified communities. In addition, earlier park development provides an incentive for people to move into new communities and adds value to real estate.

Another challenge that many urban municipalities are facing is the provision of adequate neighbourhood parkland in areas of redevelopment and intensification, where opportunities to acquire additional land for parks are very limited.

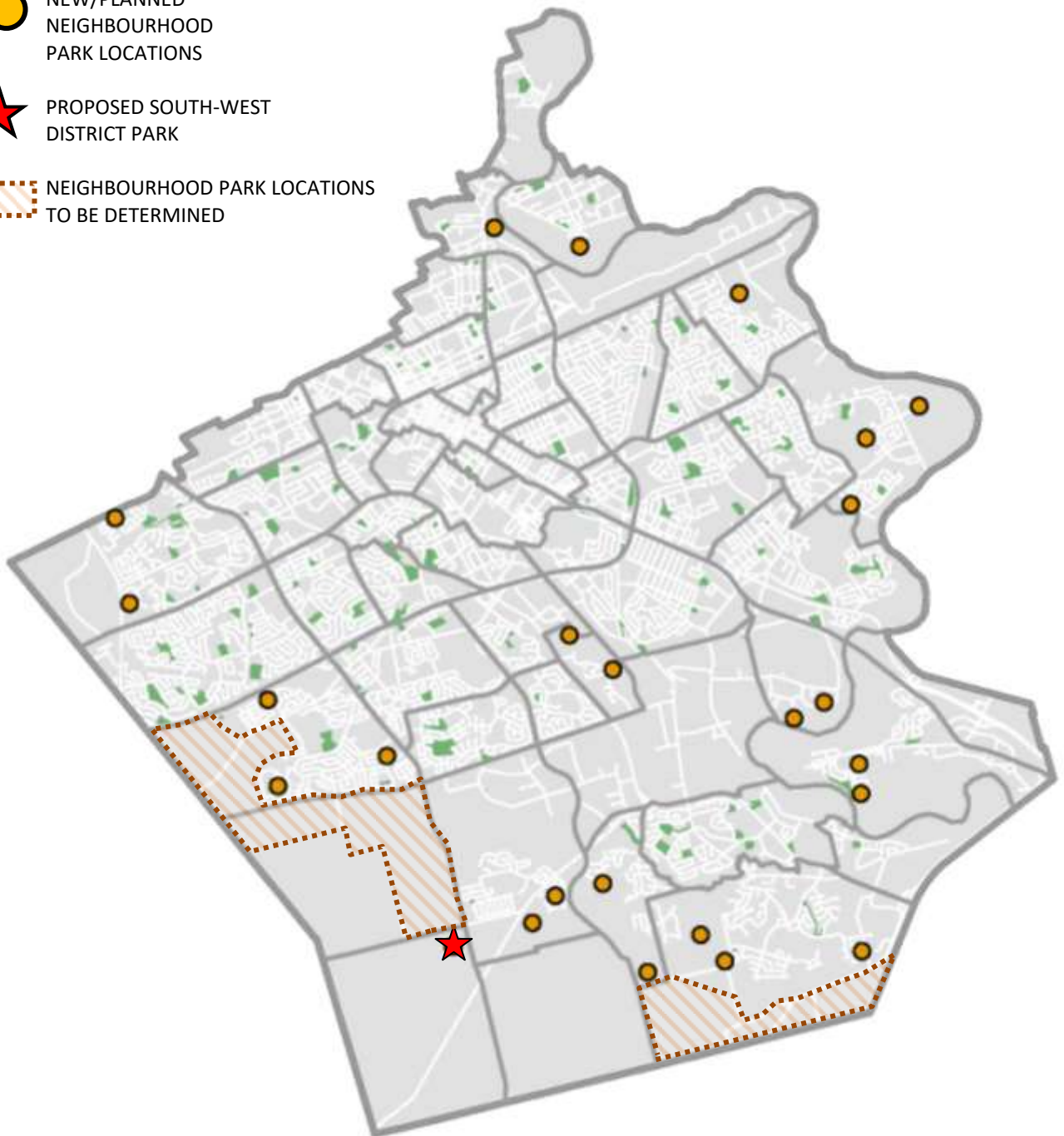
Presently, the need for new neighbourhood park development is generally focused in suburban locations where new parkland is acquired through the development process. In the future, the focus will need to shift to finding innovative solutions for addressing the local parkland needs in existing urban areas as they are redeveloped at higher residential densities.

Strategies are needed for streamlined processes and strengthened investment in a planned program of new parkland development to position the City to respond to the local park requirements of new communities with greater urgency. Developer-build parks and other strategies are also needed to assist the City in aligning the development of local park facilities with the timing of development. This Master Plan should be referenced in the course of all development decisions and used as a guide for the acquisition and development of all new neighbourhood parks.

NEW/PLANNED NEIGHBOURHOOD PARK DEVELOPMENT

(see *Park Master Plan Map* for list of proposed parks)

-  EXISTING
NEIGHBOURHOOD
PARKS & URBAN GREENS
-  NEW/PLANNED
NEIGHBOURHOOD
PARK LOCATIONS
-  PROPOSED SOUTH-WEST
DISTRICT PARK
-  NEIGHBOURHOOD PARK LOCATIONS
TO BE DETERMINED



Strategies

Neighbourhood Park Rehabilitation & Renewal Program

Develop and implement a planned program of neighbourhood park rehabilitation and renewal to sustain and improve local parkland resources, address capital maintenance, and respond to and anticipate demographic changes and planned intensification/redevelopment:

- ❖ Identify and prioritize existing parks requiring rehabilitation based on identified criteria, with an initial focus on mature neighbourhoods in the central area (Planning Communities 1-21) (see *Park Master Plan Guideline Series 6: Neighbourhood Parks*).
- ❖ Develop park rehabilitation process and design guidelines (including accessibility, neighbourhood input, park inventory/analysis, maintenance, demographics, capital costs, etc).
- ❖ Develop and implement several park-specific rehabilitation/renewal plans annually based on above.
- ❖ Review area demographics and planned developments, intensification and population growth forecasts for each park service area.
- ❖ Identify staff/resource requirements and assess partnerships and funding opportunities for park rehabilitation.
- ❖ Continue to support the community gardens program through identifying potential sites, opportunities and partnerships.

Resolve Existing Neighbourhood Park Gaps & Deficiencies

Explore opportunities to enhance access to local parkland resources in areas that are underserved for neighbourhood parks and facilities to ensure equitable distribution and promote walkable communities:

- ❖ Identify and prioritize areas with the highest need for parks based on service area and provision level targets of the Parkland Classification System (see *Guideline Series 1*), focusing on the priority areas identified in the Master Plan (Mill Courtland Woodside Park, Highland West, Grand River North, Doon South).
- ❖ In conjunction with the planning of the Mill Courtland Community Centre addition, evaluate potential neighbourhood park opportunities to resolve the identified parkland deficiency in this area.
- ❖ Develop play structures in each of the following Planning Communities: Grand River North, Pioneer Tower West, Doon South, City Commercial Core, Bridgeport West, Idlewood, and Mill Courtland Woodside Park.

New Neighbourhood Park Development

Develop new neighbourhood parks to resolve the current backlog of undeveloped parks on dedicated parkland, ensure timely parkland provision, equitable access and distribution in new communities and planned redevelopment/intensification areas:

- ❖ Prioritize new neighbourhood park locations for development based on Parkland Classification System service area and provision level targets and other guidelines identified (see *Guideline Series 1* and *Guideline Series 6*).
- ❖ Prepare, implement and accelerate park-specific development plans to resolve the current backlog of undeveloped parks in new neighbourhoods.
- ❖ Develop guidelines, policies and incentives for alternatives to parkland dedication for intensification projects (such as greenroofs, linkages to/expansion of existing area parks/facilities, on-site amenities, urban plazas/civic squares, enhanced streetscaping/landscaping, bicycle parking and sustainability features).
- ❖ Implement park development process and design guidelines and standard specifications as detailed in the Development Manual to support earlier development of neighbourhood parks in new subdivisions including developer-build parks.
- ❖ Identify staff/resource requirements and assess partnerships and funding opportunities for neighbourhood park development.

Community Gardens

- ❖ Continue to support the community gardens program through identifying potential sites and opportunities.
- ❖ Develop Official Plan policies for urban agriculture including policies supporting community gardens on public land and rooftop gardens, where feasible (see *Guideline Series 7 – Official Plan Policies*).
- ❖ Include in the planning of the Phase II development of Williamsburg Cemetery a review of the current community allotment garden, staging out and potential future site location (2010 capital budget).

Strategies

Neighbourhood Park Asset Management

Further develop the City's Geographic Information System inventory and database of neighbourhood parks and related facilities as an asset management tool:

- ❖ Document asset management needs for each neighbourhood park, including capital and operating maintenance requirements, inspection/response protocols, staff and equipment needs, responsibilities, schedules, timing of completed and proposed infrastructure development, and opportunities/measures for maintenance and lifecycle cost savings.
- ❖ Monitor the current tracking system for maintenance activities/events, public comments/concerns, etc.
- ❖ Identify sufficient operating budget for park maintenance of new and existing neighbourhood parks.

NOTE:

See *Park Master Plan Guideline Series 6: Neighbourhood Parks* for further information. Related strategies for partnership development, promotion and additional direction for community engagement are provided within the *"Engaging and Activating the Community"* Strategic Theme found later in this Master Plan.



3.7 Engaging and Activating the Community

Through the Park Master Plan consultation program, Kitchener residents clearly articulated the value and importance of parks, natural areas and trails to quality of life, individual and collective well-being, the social fabric of the community, and the health and sustainability of the environment in which they live, work and play.

Not surprisingly, residents also expressed a strong collective willingness and desire to work together to do what it takes to turn the vision for the future of the parks system into reality. Participants in the consultation program also showed a strong understanding that a long-term commitment is needed not only from the City, but the entire community.

Five key priorities related to community engagement and collaboration emerged from the Situational Analysis Report:

1. Continuing to consult with the community using transparent planning and development processes for parks initiatives
2. Encouraging greater awareness and use of parks through marketing, promotion, information and communication
3. Sustaining and enhancing stewardship and education opportunities within the parks system
4. Supporting the volunteer and park programming capacities of the community
5. Ensuring integrated service delivery through collaboration with community partners and regional approaches.

1 *Facilitating community participation in parks planning, design and development...*

The involvement of the community in the planning and design of new parks and rehabilitation of existing parks will be a critical component of parks planning over the long term for a number of reasons, including:

- ❖ The type of park space required by a community is directly influenced by the demographic composition of the residents;
- ❖ The community ultimately programs the park space; and,
- ❖ By contributing to the planning and development of parks, the community will have a greater sense of ownership and pride of the park space.

At a base level, consultation with the community is imperative as the composition of a community directly influences the type of parkland required as well as the way in which a park space will be utilized. For example, trends illustrate that older adults prefer passive activities, including areas for socialization, opportunities for observation of natural features and walking paths. Conversely, families with young children prefer active facilities, including playgrounds and sportsfields.

Facilitating involvement of community residents in the planning and design stage of park development will assist the City of Kitchener in understanding how the space would be used and the preferred type of amenities.

Where differing needs are identified, opportunity for creative brainstorming and compromise should be afforded. Engagement strategies appropriate to specific neighbourhoods should also be considered.

Beyond seeking input on the types of amenities required in park spaces, community consultation provides an opportunity for the ultimate 'programmers' to be involved in the design and development of park spaces. Once a park space is developed, the community generally leads the programming of park space, whether it is for soccer, baseball, fundraisers and/or concerts. Often, community groups or organizations are formed that establish specific programming, collect the associated user fees and run the program.

As an example, the Bridgeport Community Centre ice rink is operated and maintained by the community, including snow removal. The community organizes numerous programs on the rink, including public skating, hockey and winter festivals.

Involving those members of the community that will program the park space will assist in building the capacity and interest of residents. Again, direct input will create a sense of pride and ownership in the park space. The continued encouragement and support of the City for these community groups in programming park space is vital to the success of new and rehabilitated parkland. Strategies are needed to guide and continue to advance the City's community engagement processes and techniques used in parks planning, design and development.



2 Promoting public awareness, participation and safe use of parks...

While the choice to participate in physical and social activities ultimately rests with individuals, City planning, recreation and parks departments have a critical role to play. This role involves not only shaping healthy communities and providing outdoor spaces supportive of active living, but also creating broad awareness of the opportunities available and promoting the safe, convenient and accessible use of parks.

This is particularly important in an era of decreasing leisure time and increasing rates of inactivity, obesity, respiratory, cardiovascular and mental illness and chronic disease.

Greater emphasis on effective public communication, awareness and promotional campaigns is also needed to encourage participation among new Canadians and an increasingly diverse population.

Successful parks promotion, awareness and marketing initiatives lead to increased park use and safety which in turn contributes to a healthier and more engaged community with greater interest, energy and motivation to contribute to maintaining and improving park resources.

Community stewardship of parks has significant potential to enhance the quality of parks and increase popularity of park

activities, supporting increased participation, creating a continuous loop of positive community inputs and outputs. Parks promotion and public awareness initiatives

should therefore focus on the following:

- ❖ Increasing and enhancing park use, accessibility and participation in outdoor recreational activities
- ❖ Promoting park safety and community awareness
- ❖ Encouraging parks stewardship and community contributions to sustaining and improving park resources.

“A connected inclusive engaged community is a safer community.”

*CREATING A CULTURE OF SAFETY,
CITY OF KITCHENER, 2007*

CREATING A CULTURE OF SAFETY

In 2007, the City and many concerned community members took a significant step forward on the journey to addressing this issue and to creating a safer Kitchener for everyone. A significant public consultation exercise was completed, with working groups established to create a vision for a safe Kitchener. At the same time, the City's Safe and Healthy Advisory Committee considered and drafted its new work plan which involves fostering community safety and security through focused activities and implementing recommendations contained in A Plan for a Healthy Kitchener.

Achieving these objectives requires information provided in a range of formats through various media outlets regarding available park resources, activities, events, programs, subsidies and other supports, using a benefits-based approach. The City's website, *Your Kitchener* newsletter and current initiatives such as *Active Kitchener*, which builds on the provincial *Active 2010 Strategy*, are examples of current strategies that the City should continue to develop. Other examples range from providing trail maps at key nodes and trailheads to engaging target park users through advisory groups such as the *Kitchener Youth Crew (KYC)*, *Kitchener Youth Action Council (KYAC)* and the *Mayor's Advisory Council for Kitchener Seniors (MACKS)*.

The extent of park use is also influenced by park safety or perceived safety. Parks that are unsafe or perceived as unsafe due to their location, design, condition, maintenance level, past abuse or other factors are typically not well-used.



Parks that are not well-used may in turn increase the risk of unsafe or illegal activity due to lack of public presence. Conversely, well-designed parks with programs and marketing initiatives in place that encourage a consistent public presence can increase user safety by providing a degree of social self-governance within parks, discouraging unwanted activity.

Creating safe parks means not only adopting safe park design principles (e.g. CPTED), complying with safety standards, posting signs, providing enforcement and maintenance services, it also means implementing public education and community awareness programs to support "eyes on the park", safe park use and community presence.

This involves educating the public about park rules, hours of operation, emergency procedures, permitted uses and activities,

by-laws and enforcement measures as well as opportunities for community participation in local awareness, crime prevention and park safety programs. Neighbourhood watches and the City's *Park Patrol* are examples of current safety programs to build on.

Parks that are safe and well-used also create synergies in strengthening a sense of community ownership and pride in parks, which can lead to greater public contributions to sustaining and improving park resources, reducing costs while increasing quality.

Strategies and guidelines are needed to direct the City's efforts in building community awareness of available park resources, opportunities to participate in various outdoor recreational activities and related health benefits to support increased use of the parks system, as well as promoting park safety, and stewardship.



3 Fostering a culture of stewardship and education...

Stewardship and education initiatives have been implemented for years, through various 'Friends' organizations, neighbourhood community groups, site-specific natural area management plans, and groups such as the *Kitchener-Waterloo Field Naturalists*.

Park stewards are citizens, groups or businesses that assist in maintaining and improving the quality and condition of a local park, a trail segment, a sportsfield, a natural area or other parks and open space resources. They also assist the City with monitoring the parks system and identifying issues requiring attention (e.g. trail washouts, fallen trees, damaged play equipment, etc). These volunteers are an

invaluable resource and an essential component of a sustainable parks system.

Outdoor education is another important component of the parks system. Parks are key venues for a variety of learning experiences which provide a number of benefits and can serve as a catalyst for developing interest and enthusiasm in park stewardship.

Strategies and guidelines are needed for developing stewardship and education programs in parks and natural areas, prioritizing sites for stewardship and education activities and allocating funds to implement initiatives.



Natural Areas Stewardship

The importance of stewardship and public education with respect to natural areas is well-recognized, and explicitly stated in recent City/Regional documents, such as the City of Kitchener Strategic Plan for the Environment. The Kitchener Natural Area Program (KNAP) is a relatively recent (2006) initiative with a primary focus on education and stewardship, as noted in their goals, which include engaging the community in stewardship projects, educating people about Kitchener's natural areas and creating opportunities for people to experience nature in the city. In its first two years the program has created more than 6,000 stewardship and education hours, and made contact with 2,250 people in the community. In addition, the Local Environmental Action Fund (LEAF), although not specific to natural areas, could be utilized for stewardship activities in natural areas. LEAF is a \$5 million environmental fund with the goal to "reduce, or repair, Kitchener's impact on the environment focusing on the reduction of greenhouse gases, and to enhance the ability of the Kitchener community to live sustainably into the future." LEAF is a program that is intended to operate as a catalyst to leverage community stakeholder participation and investment in order to improve the environment.

Outdoor Education

Nature walks are held throughout the City at different times of the year, and are lead by the Kitchener Waterloo Field Naturalists. The themes discussed in the walk vary depending on the season. KNAP Factsheets provide information about the City's natural areas human impacts and their management. KNAP's newsletter, the White Pine, is published twice a year, providing information on upcoming events, achievements, and interesting facts about natural areas. Natural Area Park Series are brief information sheets on specific natural areas, providing a map, directions and interesting information about the natural area.



4 Building community capacity and volunteer support...

The success of Kitchener's parks system depends significantly on the contributions of a wide range of volunteers, from service clubs and neighbourhood associations to park stewards and naturalists, coaches, program operators, event coordinators, fundraisers, committees, advisory groups and a host of others. It is estimated that volunteers save the City \$36 million annually through the unpaid work that they do.⁴ Volunteers not only add value to investments in parks and facilities and reduce costs; the City relies on volunteers for the delivery of a wide range of services and programs.

The research and consultation completed in support of the Park Master Plan revealed a strong willingness and desire among residents to contribute to parks. However, it was also apparent that some volunteers are getting discouraged and require additional support from the City.

"Volunteers don't get paid, not because they're worthless, but because they're priceless."

CITY OF RICHMOND, BC
PARKS, RECREATION & CULTURAL
SERVICES VOLUNTEER MANAGEMENT
STRATEGY

A loss of capacity and service from this sector would greatly impact the availability of park and recreation services. The Situational Analysis Report highlighted a number of challenges faced by volunteer groups that need to be addressed.

Community capacity building refers to the identification, strengthening and linking of your community's tangible resources, such as local service groups, and intangible resources like community spirit.

ONTARIO HEALTHY COMMUNITIES COALITION

⁴ Volunteer Fact Sheet, City of Kitchener, 2008.

Continued development of the City's Volunteer Strategy and tools are needed to foster volunteer recruitment, retention, recognition and the inspiration of and succession to future generations of community leaders in parks.

Supporting volunteer capacities, capabilities and resources will continue to be critical to the quality and sustainability of the parks system, and the vitality and spirit of the community.



KITCHENER WINTER RINKS PROGRAM

Volunteers contribute significantly to the Winter Rinks Program in City Parks and School sites:

Volunteers: 360+
Number of Rinks: 36
Volunteer Hours: 400 hours per rink
= 14,400 total volunteer hours
Full Time Staff Equivalent:
8 FTE x 35 hours/week x 1 year
Estimated Cost-Savings: \$386,208/year
Average skaters per rink location per day:
60-80 (weekday), 150-200 (weekend)
Total estimated participants: 21,600/week

SOURCE: City of Kitchener, Report No. CSD-06-078, 2006.

CODE OF VOLUNTEER INVOLVEMENT, CITY OF KITCHENER

This code, based on the Canadian Code for Volunteer Involvement, provides the core values, guiding principles, and standards for the involvement of volunteers in the Corporation of the City of Kitchener.

Values for Volunteer Involvement

Volunteer involvement is vital to a just and democratic society.

Volunteer involvement strengthens our community.

Volunteer involvement mutually benefits both the volunteer and the City of Kitchener.

Volunteer involvement is based on relationships.

Guiding Principles for Volunteer Involvement

The City of Kitchener recognizes that volunteers are a vital human resource and will commit to the appropriate infrastructure to support volunteers.

Volunteers make a commitment and are accountable to the City of Kitchener.

City of Kitchener Standards for Volunteer Involvement

The City of Kitchener acknowledges and supports the vital role of volunteers in achieving the City of Kitchener's mission and Community vision.

Policies and procedures provide a framework that defines and supports the involvement of volunteers within the organization.

Qualified person(s) are designated to be responsible for the overall volunteer program and the supervision of specific volunteer programs and volunteers.

A screening process is clearly communicated and consistently delivered.

Volunteer assignments address the purpose of the organization and involve volunteers in meaningful ways reflecting their various abilities, needs and backgrounds.

Volunteer recruitment and selection reaches out to diverse sources of volunteers.

Volunteers receive an orientation to the City of Kitchener, its policies and procedures, and receive training for their volunteer assignment(s).

Volunteers receive appropriate levels of supervision according to their task and are given regular opportunities to receive and give feedback.

Volunteers are welcomed and treated as valued and integral members of the broader City of Kitchener team.

The contributions of volunteers are regularly acknowledged with formal and informal recognition methods.

5 *Enhancing service delivery through partnerships, collaboration and integrated approaches...*

Partnerships, collaboration and integrated regional approaches to the delivery of parks services: produce a number of benefits contributing to enhanced service delivery, including:

- ❖ Integration of a range of community services and facilities and multi-use recreational opportunities
- ❖ Shared use and increased public accessibility to park resources, community facilities and programs
- ❖ Regional connectivity and related tourism and economic development benefits
- ❖ Economies of scale, unique funding strategies and reduced operating costs.

The Situation Analysis Report highlighted the need for an integrated parks and recreation services delivery strategy that builds on the strengths of all service providers and uses all the community's resources to achieve positive outcomes in personal development and quality of life. This model of service delivery is a holistic strategy that also needs to connect with education, health, social services, tourism, economic development, policing and other initiatives, as leisure services do not exist in isolation within a single community or within broader regional markets.

The importance of parks and the integration of recreation facilities are significant in the delivery of leisure services. Parks provide a potential home for facilities, forming important programming and operational linkages and efficiencies. Both dimensions need to work together in order to maximize the benefits for the community, determine the best site locations and configurations, maximize the use of resources, and achieve the greatest operating benefit for both users and service providers.

Multi-use venues bring together the most number of uses and users and the right compatibilities, providing a basis for a partnership-oriented development model. They are an important development strategy of this Master Plan.

Shared use of school/park sites is another important strategy. Access to school sites supports expanded resources, servicing and availability for both programmed and non-programmed activities. Enhanced access to parks and outdoor leisure facilities and programs should be pursued by continuing to examine and evolve reciprocal use agreements with the school boards, opportunities for campus relationships with school sites, and building cooperative relationships between the users and onsite school staff.

While the City of Kitchener has the most comprehensive and primary mandate to engage in the acquisition, design and operation of park resources, as illustrated in the Situational Analysis Report there are a number of organizations who are directly or indirectly involved in the provision of parks and trails that are used by and meet the needs of Kitchener residents, both within Kitchener and regionally. These include the school boards, the GRCA, the Region of Waterloo and surrounding municipalities, public utilities, senior government, community service organizations and others.

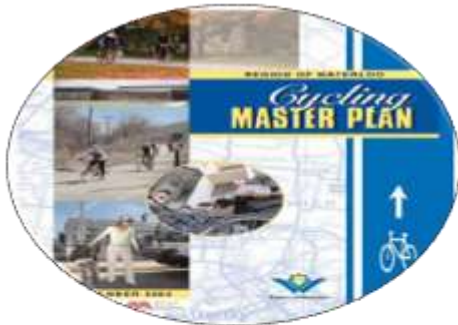
As municipal boundaries do not determine the utilization profiles for parks and outdoor facilities, partnerships and regional collaborative approaches are an important strategy of the Master Plan.

Continuing to enhance inter-municipal connectivity within the parks system will assist in bringing together the strengths of the entire region and contribute to producing related economic development and tourism benefits. This can also produce joint funding opportunities and reduce costs through efficiencies and economies of scale.

The success of the parks system requires continuing to build effective and enduring partnerships that contribute stronger mutual benefits and result in a more shared responsibility with residents and neighbourhoods, other park providers, potential new funders and existing community partners. A more integrated community-based services strategy, that can achieve trust between service providers; establish strong leadership; and uses cooperative and collective efforts that focus on consumer interests and needs, practical financial realities, universal accessibility and ongoing services evaluation, is the service delivery model that will support future success.

Facilities Integration

Kitchener has a long history of parks and facilities integration. The Breithaupt Centre in the late 1960s and early 1970s was integrated in Breithaupt Park, the indoor soccer facility at Budd Park, proposals for the new South Kitchener District Park and the Stanley Park facilities represent examples of integration that has been widely established in Kitchener as a service delivery approach. The Huron Natural Area, Cressman's Woods, the partnership with the Grand River Conservation Authority on the Stanley Park Conservation Area, the protection of Steckle Woods and many other sites have historically been strong initiatives within Kitchener.



Regional Collaboration

The City continues to work with local agencies and municipalities such as the Cities of Waterloo and Cambridge, Region of Waterloo, Hydro One, and the Grand River Conservation Authority (GRCA) to identify trail opportunities, design parameters and management agreements to implement new trail linkages. Currently, several trails are located within hydro corridors as the City continues to partner with Hydro One to link trails within hydro easements into the overall trail network. The City developed a partnership with the Walter Bean Trail Foundation (now administered by the Grand River Conservation Fund) that raised funds to develop the trail along the Grand River.

Strategies

Community Engagement and Communications Strategy

Develop and implement an ongoing community engagement and public communications strategy to foster public participation and involvement in parks initiatives:

- ❖ Develop and implement public consultation forums and techniques as part of project-specific terms of reference and business plans based on identified principles and guidelines for specific parks and trails development/renewal projects.
- ❖ Adopt two-part community input procedures, (1) to capture input early in the process and (2) to present and obtain feedback on proposed options/alternatives.
- ❖ Host themed community workshops every 2-3 years involving user groups, community organizations and the public.
- ❖ Continue to provide information and regular progress updates on current parks projects and initiatives on the City's website and in other public communications such as *Your Kitchener*.
- ❖ Continue the inclusion of parks, trails and related services in *Compass Kitchener* and *Who Are You? Kitchener* surveys to evaluate public satisfaction and priorities.
- ❖ Identify clear target markets and corresponding media outlets for engaging and activating the community regarding park communication (e.g. website, local papers, radio stations, schools, promotional literature, service outlets, local journals and magazines, etc).
- ❖ Develop and maintain an up-to-date and accessible database of representatives for neighbourhood associations, service clubs and other individuals and interest groups involved in the parks system, including name, organization, phone number, address, email and any related websites.

Parks Promotion and Public Awareness Strategy

Further develop promotional and public awareness tools to maximize community use of the parks system and related benefits:

- ❖ Organize events inviting community members who participate in the park acquisition, design and/or development.
- ❖ Update, further develop and distribute parks and trail route mapping and information materials, considering digital media, posted on the City's website and in public facility locations and at trailhead/ entry locations along trail routes.
- ❖ Continue to develop and implement related strategies and initiatives such as *Active Kitchener* and the *Kitchener Older Adult Strategy* to increase education and public awareness of how parks and trails can facilitate physical fitness and daily exercise for people of all age groups, abilities and backgrounds.
- ❖ Post timely public notice signs at key locations within or near neighbourhood parks or distribute notices to area residents/neighbourhood associations and committees to ensure local awareness of proposed park development/renewal projects, and to identify public participation and volunteer opportunities.
- ❖ Update the parks system information and mapping on the City's website as these information resources are further developed, and further develop links to related websites.

Strategies:

Stewardship and Education Initiatives

Further develop and implement stewardship and education programs to maximize community interest and participation in sustaining parks system resources, foster a sense of ownership/responsibility and community surveillance, and contribute to enhanced public knowledge and understanding of natural ecosystems and processes, community heritage, civic pride and cultural identity:

- ❖ Identify sufficient operating budget to manage/fund stewardship and education initiatives, continuing to develop the *Kitchener Natural Areas Program (KNAP)* and re-allocate full-time KNAP coordinator funding from capital to operating budget.
- ❖ Develop and implement park stewardship programs (e.g. trail ambassador, adopt-a-park) as part of trails improvement and development projects.
- ❖ Further develop and implement programs to foster education through volunteer and student opportunities, such as research/monitoring in natural areas as part of Natural Area Management Plans.
- ❖ Incorporate interpretive/educational signage, historical artifacts, memorials and local public art in parks and along trails as part of trails improvement and park development projects.
- ❖ Develop guidelines for site-specific stewardship and education initiatives for parks and natural areas.
- ❖ Promote and educate the public on responsible outdoor recreation, trail etiquette, and the principles and practice of sustainable use and development of parks and open space.
- ❖ Continue the *Kitchener Youth Crew (KYC)* program and *Kitchener Youth Action Council (KYAC)* and explore opportunities for expansion of these programs to include greater involvement in parks stewardship, education, promotion and awareness.

Community Capacity Building and Volunteer Supports

Continue to work with, encourage and support volunteers and community service organizations to maximize their capacity, capabilities and resources in contributing to programming, use, improvement, maintenance and funding of the parks system:

- ❖ Continue to provide support to volunteer groups, minor sports affiliated groups and direct/indirect programs.
- ❖ Continue to post program, volunteer opportunities and facility booking information on the City website.
- ❖ Continue to consult with Winter Rinks Program local committee members bi-annually to identify any additional volunteer supports required to sustain and enhance the program (e.g. assistance with snow clearing, lighting, water service, etc).
- ❖ Identify and recognize volunteer contributions to delivery of park services and integrate community volunteer recognition on the City website.

Strategies

Partnerships, Collaboration and Funding Opportunities

Explore partnerships and encourage local and regional collaboration to support enhanced and integrated service delivery, increased public accessibility and maximize related efficiencies and benefits:

- ❖ Identify activities and initiatives that align with the mandates of other organizations, adjacent municipalities and other levels of government to assess potential partners in parks planning, shared financing, development, programming, multi-use service delivery and joint operations.
- ❖ Further develop reciprocal use agreements in consultation with the School Boards to facilitate upgrading of their existing sportsfields, community access to school facilities, maintenance protocols and responsibilities and explore opportunities for outdoor learning.
- ❖ Establish a joint task force of City, GRCA, school board and other representatives to assess interest and possible participation in acquisition, planning and management of a continuous public open space corridor and new riverside park.
- ❖ Monitor grant programs and access potential funding for park related projects.
- ❖ Undertake a review of park/facility user fees and scheduling practices in consultation with sports organizations.
- ❖ Continue to require cash-in-lieu of parkland dedication in accordance with the Planning Act and identified policies, Official Plan and by-laws and direct these funds to acquiring additional land for parks and/or park development.
- ❖ Work with the development industry and home builders to assess interest and possible participation in the earlier development of parks in new communities and intensification areas by preparing process and design guidelines and standard specifications for neighbourhood/developer-build parks.

NOTE:

See *Park Master Plan Guideline Series 7: Official Plan Policies* for further information.

IMPLEMENTATION STRATEGY

4.1 Overview

The Park Master Plan Implementation Strategy includes three primary components:

1 *Parks System Policies*

The first level of implementation direction in the Master Plan involves the City's Parks System Policies. These policies are intended to guide City decisions related to parks system investment, resource acquisition, design and development, parks management, operations, renewal, programming, use and evaluation.

Consistent application of these policies and procedures will contribute to achieving the Master Plan Vision in accordance with the principles and goals of the Plan. They also serve to guide the City in effectively and fairly assessing and responding to the multitude of requests and proposals that arise.

2 *Strategic Action Plan*

A ten year action plan sets out the timing and priority of specific projects and initiatives identified in the Strategic Themes, roles and potential partnerships, capital cost estimates and fundraising opportunities. A brief summary of anticipated operating impacts of the Master Plan recommendations is also provided.

3 *Performance Measures & Monitoring*

Parameters for monitoring and reviewing the Master Plan and performance evaluation are also established to assist with tracking the progress of implementation and achievement of the desired outcomes.

Additional information and direction is provided in *Park Master Plan Guidelines* appended to the Plan.



4.2 Parks System Policies

This component of the implementation framework includes policies to:

1. Define the City's role and mandate in supporting the community and the role of partnerships in parks provision and service delivery, and prioritize parks system investments
2. Direct parkland acquisition and identify requirements for parkland dedication by development
3. Establish best practices for park design, development and renewal
4. Support the programming and use of the parks system by the community
5. Guide parks system administration, management, operations and maintenance
6. Evaluate and monitor the performance of the parks system.

1. LEADERSHIP, PARTNERSHIP AND INVESTMENT POLICIES

1.1 Taking the lead role, shared responsibility

The City will fulfill its leadership role and parks mandate based on the following assessment hierarchy and policy framework aligned with the similar policy recommendations of the Leisure Facilities Master Plan:

First – the City will actively work to facilitate and support community groups and individuals in the development and delivery of park facilities and programs by providing technical supports, access to grants, volunteer training and recognition, access to venues and facilities and related strategies.

Second – the City will enter into partnerships, joint ventures and related collaborative initiatives, at variable levels of involvement, that result in a shared responsibility for park facilities where: the interest of the residents of Kitchener are fully realized, need is apparent, and sustainability exists within acceptable risk parameters.

Third – the City will undertake direct development and delivery of parks, trails and facilities where other delivery strategies are not viable or available, utilizing direct capital investment and annual budget support, as well as City staff operating alone or in partnership with volunteers.

1.2 Leading partnership development

The City will continue to actively lead and support the development of partnerships, joint ventures and related service delivery initiatives where:

- ❖ Need is identified and demonstrated;
- ❖ Public access and affordability are assured;
- ❖ The partnership arrangement is financially sound and sustainable;
- ❖ The scope of the City's investment is reflective of the benefits to be realized by the participants and the community at large.

1.3	Multi-use and partnerships	The City, for all major park system resources and for both park renewal and new development, will investigate the potential for a wider range of multiple use opportunities and partnerships.
1.4	Integrated regional approach	The City will work with neighbouring municipalities and the Regional Municipality of Waterloo to explore the development and implementation of a more integrated services delivery model involving enhanced joint collaboration to increase public accessibility to parks system resources, improve opportunities for a wider range of residents, and reduce costs.
1.5	Improving and supporting community access to school sites	The City will work with local School Boards to develop strategies and protocols that effectively enhance community accessibility to publicly funded outdoor recreation opportunities on school board sites in Kitchener for both informal and organized uses. The City will continue to explore increased reciprocal use of outdoor school land strategies and partnerships in order to reduce capacity pressures on City parks and sports fields. The City will consider joint development initiatives with school boards such as sport field and hard court developments on elementary school facilities to upgrade fields to playable conditions, particularly with school fields that adjoin City parkland, and the possible introduction of lighted, artificial turf soccer/football fields on secondary school venues.
1.6	Prioritizing investments	The City's investment in the parks system will focus on servicing City residents as the primary users with priority to: park investments that primarily facilitate and encourage broad-based resident participation in outdoor recreational activities, park resources and accessibility supports that link to the specialized needs of targeted populations, such as those with disabilities, seniors, young children, teens, new Canadians; and, park resources that are primarily intended to support key strategic initiatives of the City, such as

economic/tourism development, conversion of brownfield sites, natural areas conservation/restoration, reducing climate change impacts, and specialized services that ensure a broad mix of outdoor opportunities and experiences for residents.

1.7 Business plan model

The City will require a Business Plan for all capital parks system proposals as follows:

- ❖ Any new initiatives or major addition to an existing venue with a potential capital cost of over \$250,000 shall be supported by a Business Plan.
- ❖ The City will direct the undertaking of Business Plans, seeking broad-based public consultation, and working in partnership where appropriate with community proponents and neighbouring municipalities.
- ❖ The results of the Business Plan, when finalized and accepted, will become the basis for the incorporation of the project or initiative into the City's ten year capital budget forecast related to timing and capital cost projections.
- ❖ The capital cost projections incorporated into the capital forecasts shall be annually adjusted based on the potential impact of inflation, and any alteration to the proposal clearly articulating an appropriate rationale and need for significant changes that may have occurred between the Business Plan's development and the final Council approval.

2. PARKLAND ACQUISITION POLICIES

- | | | |
|-----|--------------------------------------|--|
| 2.1 | Basis | The City will use the proposed Parkland Classification System as a basis for acquiring additional parkland (see <i>Park Master Plan Guideline Series 1: Parkland Classification System</i>). |
| 2.2 | Maximizing available parkland | The City will strive to maximize the supply of available parkland by acquisition through dedication from development, donations, accessing grants, land trusts, conservation easements, land exchange, partnerships, agreements and direct purchase. Where land acquired through dedication by development is insufficient in size or shape for their intended park function, the City will consider acquisition of additional parkland. Where other means of acquisition are not possible, expropriation may be considered as deemed necessary by the City. |
| 2.3 | Parkland dedication | <p>Acquisition of parkland by dedication through development in accordance with the Planning Act will continue to be governed by the City's Official Plan and the City's Park Dedication Policy. Required parkland dedication includes:</p> <ul style="list-style-type: none">❖ 2% of the land for commercial or industrial development❖ 5% of the land for residential development or land in the amount of 1 hectare per 300 housing units❖ 5% of the land for all other development. <p>Where development incorporates a mix of land uses, parkland dedication required for each use will be added together to determine the sum of total land or cash-in-lieu contribution to be provided. (See <i>Park Master Plan Guideline Series 7: Official Plan Policies</i>).</p> |

2.6 Natural areas acquisition

The City will identify target natural areas to be reviewed for potential acquisition. Management objectives and related operating requirements for target natural areas will be identified in considering whether acquisition is required. Available means of acquisition will also be identified.

The conveyance of natural areas and floodplain land to City ownership will be required through the development process in accordance with the City's Official Plan and Community/Secondary Plan policies (see *Park Master Plan Guideline Series 7: Official Plan Policies*).

2.4 Parkland dedication in intensification areas

In designated intensification areas, where on-site parkland dedication cannot be accommodated, the City may consider alternative parkland dedication rates and potential alternatives to parkland dedication such as greenroofs, linkages to existing area parks/facilities, on-site amenities, urban plazas/civic squares, enhanced streetscaping/ landscaping, bicycle parking and/or sustainability features, subject to further policies and criteria to be developed in the Official Plan (see *Park Master Plan Guideline Series 7: Official Plan Policies*).

2.5 Parkland acceptability

The City will require that land conveyed for parkland is generally flat, well-drained developable land of a suitable shape with no constraints to active park use. Hazard lands and sensitive natural features will not be considered as part of the minimum mandatory parkland dedication except where it can be demonstrated that the needs for active parkland can be sustainably met by existing local parks and/or the acquisition of these marginal lands provides opportunities to enhance access to an existing and sufficient supply of available parks in the area. The conveyance of natural areas and hazard lands will be required over and above the minimum parkland dedication requirements. (See *Park Master Plan Guideline Series 6: Neighbourhood Parks* and *Series 7: Official Plan Policies*).

2.6 Cash-in-lieu of parkland

The acceptance of cash-in-lieu of parkland dedication in accordance with the Planning Act will continue to be governed by the City's Official Plan and the City's Park Dedication Policy. In addition, the following criteria will be used to determine appropriate circumstances for accepting cash-in-lieu or a combination of land dedication and cash-in-lieu:

- ❖ Where the amount of land required to be conveyed would render the remainder of the site impractical for development.
- ❖ Where the required land dedication would not provide an area of suitable size, shape or location for development as a public park and cannot be linked into the parks system.
- ❖ Where the local need for parkland can be sustainably met by the existing supply of available parkland in the area.

(See Park Master Plan Guideline Series 7: Official Plan Policies).

2.7 Redevelopment, reduction of payment

In accordance with Subsection 42(6.2) of the Planning Act, the City may consider reductions to the amount of cash-in-lieu required in designated intensification areas for redevelopment projects that meet sustainability criteria as may be established in the Official Plan.

2.8 Use of cash-in-lieu funds

Cash in-lieu of parkland funds will be used in accordance with the Planning Act. In using these funds, the City will give priority to the following:

- ❖ First – Acquiring new parkland and/or improving existing local park and outdoor recreation facilities and resources accessible to the area being developed;
- ❖ Second – Acquiring new parkland and/or improving existing local park and outdoor recreation facilities and resources that are provided at the district level or that are city-wide in scale;
- ❖ Third – Investing in recreation buildings/indoor recreational facilities.

Spending cash-in-lieu funds will require project and budget approval by Council to access the cash-in-lieu account.

2.9	Engaging the community in parkland acquisition	The City will support community fundraising, joint ventures and other initiatives to acquire additional parkland. The community will be engaged in major parkland acquisition decision-making processes and can also contribute to determining how the City's funds are used to acquire parkland by contributing to the identification and prioritization of city projects through the budget process.
2.10	Strategic approach	Acquisition of a proposed property will be considered only when there is a demonstrated community need, a supporting analysis indicates its inclusion in the City parks system, and a financial strategy provides for its long-term stewardship and maintenance. A business case analysis will be used as a basis to support City investments in parkland acquisition where appropriate in accordance with the policies of this Master Plan.
2.11	Coordinating parks and school sites	Where possible, the City will coordinate the acquisition of parks with the appropriate school board to maximize integration between facilities and efficiency of use. (See <i>Park Master Plan Guideline Series 6: Neighbourhood Parks</i>).
2.12	Monitoring disposition of school sites	The City will consider the acquisition of school sites in the event that the closure of school facilities is contemplated or proposed by the school board(s) to ensure that local access to parks and open space can be sustained in accordance with the service area and provision level targets of this Master Plan.

3. PARK DESIGN, DEVELOPMENT AND RENEWAL POLICIES

3.1 Sustainable park design and innovation

The City will pursue high quality and innovative park design that balances functional use, urban form and aesthetic benefits, community safety, accessibility, integration with nature and operational requirements to ensure long term sustainability. Parks will be designed and developed to support the City's urban design objectives set out in the Official Plan and the Urban Design Manual, and in accordance with the park design principles and parameters established in the Neighbourhood Design Guidelines.

The City supports park designs that will reduce energy, water use and environmental impacts, and that integrate recycled/environmentally-friendly materials and landscape treatments that support reduced maintenance requirements and sustainable operations. To encourage the increased use of green technologies and sustainability features in the development of new communities and in redevelopment areas, the City may consider incentives such as enhanced park designs and developments to assist projects in meeting emerging sustainability standards such as Leadership in Energy and Environmental Design for Neighbourhood Development (LEED-ND) certification, subject to further policies and criteria as may be established in the Official Plan (See *Park Master Plan Guideline Series 6: Neighbourhood Parks* and *Series 7: Official Plan Policies*).

3.2 Prioritizing park development

The City will prioritize park development based on the following:

- ❖ The park provisioning policies and guidelines of this Master Plan (See *Park Master Plan Guideline Series 1: Parkland Classification System* and *Series 6: Neighbourhood Parks*).
- ❖ Identification of demonstrated resident need at reasonable participation levels
- ❖ Long term sustainability of the venue and proposed developments

- ❖ Assured public accessibility, participation and user affordability as appropriate
- ❖ The scale of the benefits to be achieved for both participants and/or the community at large.

A business case analysis will be used as a basis to support City investments in parks and related facility initiatives where appropriate in accordance with the policies of this Master Plan.

3.3 Needs basis

As a basis for park design and development, current and future park and park facility needs will be defined based on a range of influencing factors including:

- ❖ Historic and forecast population growth, demographic characteristics and planned development within the service area
- ❖ Current parkland and facility supply/provision levels and available land supply in the service area;
- ❖ Evolving demographic, recreational and design trends;
- ❖ Current demand and forecast growth in participation in sports and other programmed activities;
- ❖ Partnership opportunities and the role of other service/facility providers (e.g. school boards);
- ❖ Input from the public, stakeholders and the City;
- ❖ Geographic deficiencies and gaps/overlaps in facility and service provision.

(See Park Master Plan Guideline Series 6: Neighbourhood Parks).

3.4 Developer-build parks

Where possible, developer-build parks will be required to support the earlier preparation of parks and community trails to advance the timing of park provision in new communities and development areas. The City will provide standard design details and process guidelines for developer-build parks. These developer investments are eligible for Development Charge credits. *(See Park Master Plan Guideline Series 6: Neighbourhood Parks).*

3.5	Parks rehabilitation and renewal	The City will initiate an ongoing park renewal and rehabilitation program to address lifecycle requirements and safety standards and to sustain the ability of the system to effectively support evolving use, programming and operational requirements, environmental trends and quality expectations. (See <i>Park Master Plan Guideline Series 6: Neighbourhood Parks</i>).
3.6	Tree planting	The City will continue to implement an ongoing tree planting and replacement program within municipal parks, supportive of meeting the forest cover targets and related objectives established in the Grand River Conservation Authority's " <i>A Watershed Forest Plan for the Grand River</i> ".
3.7	Community Gardens	In support of local food production, urban agriculture and related health benefits, the City will continue to work with the Community Garden Council of Waterloo Region to investigate opportunities to integrate community gardens in existing and new local parks.
3.8	Culture and Heritage	Park design will integrate a balance of active and passive facilities and open spaces that support special events and a wide range of cultural activities.
3.9	Public Art	To support the arts and related culture and tourism benefits, and the role of parks in contributing to place-making, urban design and community identity, the City will consider including public art in parks in accordance with the Public Art Policy I-816 (December 2008). Public art site selection will be integrated with park design and development at an early stage. Public art works may be: ❖ Functional art pieces that support the park use ❖ Civic landmarks, memorials and monuments that recognize and celebrate local heritage and culture and honour local achievements ❖ Inspirational art reflecting the shared vision for the community and the parks system (e.g. nature, health, sustainability, active living, etc)

3.10 Accessibility

The City will further develop and incorporate physical accessibility features and operational standards in the parks system to ensure a balance of seasonal and year-round recreational opportunities are available to support the widest possible range of users, ages, abilities and interests. The City will continue to monitor and assess existing and proposed accessibility standards of the *Ontarians with Disabilities Act* and identify related impacts on park design, development and renewal requirements.

3.11 Engaging the community in park design, development and renewal

The City will encourage and facilitate the community's participation in park design, development and renewal projects by obtaining public input during the planning and design process, fostering partnerships and joint ventures in park development/renewal, and promoting awareness of park system projects and initiatives through effective public communications.

4. PARK PROGRAMMING AND USE POLICIES

4.1 Multi-use

The City recognizes the importance of parks as a public investment that supports spontaneous, informal and self-directed recreational, social and educational activities, along with scheduled programming and formal uses that may be revenue generating.

4.2 Community programming

The City supports the value of and need for community organizations to successfully operate programs within the parks system as the primary means to expand the accessibility, availability, affordability and mix of park-based services available to residents.

The City will assist groups with a particular interest to help them assume independent administrative, program development and delivery responsibilities for outdoor sports, special events, stewardship and education programs, and other related activities.

4.3	Parks promotion	The City will pursue expanded park use and programming by building community awareness of available park resources, facilities and services through information delivery and availability, coordinating special events and festivals, assisting program providers with marketing, and other initiatives.
4.4	Park safety	The use of the City's parks system will continue to be governed by the City's by-laws and Chapter 270 of the Kitchener Municipal Code to promote safe and sustainable park activities. In addition, the park system classification policies provided in this Master Plan will be used to guide potential park uses and activities for each category of park as a basis for planning and development of park resources.
4.5	Four season use	The City will support and encourage both seasonal and year-round use of parks by ensuring that appropriate park resources are maintained and equipped with facilities to support both warm and cold weather activities.
4.6	User fees	The City will continue to require user fees for scheduled use of specific facilities and venues in accordance with a defined User Fee Policy establishing: ❖ Public good/no fee service and fee-based service categories ❖ Revenue to cost coverage ratio targets by individual service clusters (e.g.: sports fields), as well as for the overall City as a basis to establish fees and budgetary directions, incorporating direct costs, departmental overhead allocations and facility renewal/ reinvestment allocations ❖ Fairness and equity amongst users and community organizations with consideration to staged implementation strategies that reduce impacts on participation levels and community organizations due to short term fee increases ❖ Educational-based stakeholder consultation and training ❖ Market-based strategies, such as variable price points to balance utilization levels and to maximize revenues in high demand categories.

The City will review its user fees annually, and the user fee policy will be assessed a minimum of every five years as to cost inputs and equity.

The City will develop a policy on organizational and individual participant financial support as a separate initiative from the User Fee Policy.

5. PARKS MANAGEMENT AND OPERATION POLICIES

5.1 Administrative organization

The City's parks management and operations staff will continue to include the following organizational components:

- ❖ A design and development group that tracks the acquisition and plans park design and development
- ❖ An operations groups responsible for the day to day maintenance and repair of park facilities, turf, trails and other components
- ❖ An environmental services group that provides the horticulture, forestry and aligned specialty services needed to assess and sustain natural areas.

5.2 Integration in parks planning

The City will assess its development review and parks planning practices and procedures to ensure that park management and operational considerations are integrated during the parkland acquisition/dedication and park design stages. Where necessary, process improvements will be developed to ensure effective operations and management decision support for park planning activities.

5.3 Standardized management approach

The City will adopt a standardized approach to data collection, organization, and management of park assets. Data collection will be structured to allow reporting of the status of the entire parks system inventory and the portfolio of park assets, usage, and their maintenance costs will be documented and reviewed annually to assist in decision-making.

5.4 Resource requirements

For all parks system capital projects, the City will define related staffing, equipment and other related requirements for park management and operations based on a graduated increase of existing operating requirements on per unit basis and an assessment of opportunities for efficiencies and reduced operational requirements to ensure that sufficient operational resources are allocated to sustain new parks and facilities.

5.5 Natural areas

The City will develop and implement natural areas management plans to sustain natural resources, including:

- ❖ Adequate buffers and defining acceptable levels of use that do not impair the resource, and which could declare a no use provision for highly sensitive sites
- ❖ Operational and capital funding supports at a level consistent with the current and future sustainability needs of the resources and its acceptable balanced use by the public
- ❖ Development of infrastructure that supports the accessibility and use of natural areas by the public based on the acceptable and sustainable level of use, including trails, boardwalks, parking, signage, interpretive facilities, washrooms, litter and garbage control, security and safety
- ❖ Engaging in more multi-disciplinary approaches to support the balanced conservation and human use of the natural areas through the planning and engineering phases of subdivision development.

5.6 Green operations

The City will consider pilot and development programs to test environmentally friendly technologies that contribute to the sustainability and reduce the environmental impact of park operations and maintenance. This could include selective reduction of mowing, energy efficient lighting/heating, snow removal approaches, and fleet fuel efficiency strategies.

6. PARK SYSTEM EVALUATION POLICIES

6.1 Monitoring

The Park Master Plan will be regularly reviewed and updated in accordance with the direction of the Plan to ensure it remains current, reflective of community need, and flexibly adapted to changing circumstances.

6.2 Performance Evaluation

The City will further develop its data collection and outcomes/performance monitoring capacity to increasingly assess the value of the City's role in various parks system strategies, the degree of participation that is being realized compared to the benefits being invested in, and the cost to deliver these services.

The outcomes-based performance evaluation model established in the Park Master Plan will be further developed and used to assess the return on investment in parks and guide the City's delivery strategies.

4.3 Strategic Action Plan

This component of the implementation framework includes a ten year implementation plan summarizing the strategies and specific initiatives of the

Master Plan organized within the six Strategic Themes. The strategies and action items are presented in a table format organized as follows:

#	Master Plan Strategies & Implementation Actions	Funding	Responsibility	Timing
<i>Each primary strategy is numbered for reference purposes.</i>	<i>Provides a title and brief description for each primary strategy presented in the Master Plan Strategic Themes section. The strategies are further elaborated by a bulleted list of corresponding action items.</i>	<i>Identifies capital cost estimates for each strategy and action item (where applicable) and funding source (where known)</i>	<i>Lists the key City staff departments (see below) impacted by or that should contribute to each strategy and action item. The lead staff department responsibility is generally identified first.</i>	<i>Proposed year(s) of implementation considering scope of initiative, priority, resource requirements, phasing, timing of related initiatives, and cost distribution within the forecast period.</i>

City Staff Department Key:

CAO = CAO's Office

CS = Corporate Services

CSD = Community Services Department

DTS = Development & Technical Services

FS = Financial Services

CCP = Community and Corporate Planning

CM = Communications and Marketing

PA = Project Administration & Economic Investment

CR = Corporate Records

FM = Facilities Management

GIS = Geographic Information System

LS = Legal Services

AA = Aquatics & Athletics

AC = Arts and Culture

CPS = Community Programs & Services

DD = Design and Development

GC = Golf Courses

PO = Park Operations

SE = Special Events

DE = Development Engineering

DR = Development Review

LRPP = Long Range Policy Planning

SD = Site Development

TP = Transportation Planning

FPR = Financial Planning & Reporting



NATURAL AREAS

#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
1. Conserving and Restoring City Natural Areas				
1.1 Natural Areas Acquisition Building on the KNHS and Urban Natural Areas Management Plan, identify natural areas for inclusion in the parks system:				
	1.1.1 Identify target natural areas not already owned or managed by the City, evaluate the benefits of acquisition, develop guidelines for prioritizing and evaluate potential methods of acquisition	EX: \$1.0M (Natural Areas Acquisition Fund)	DTS – LRPP CSD – DD	2011-2012
	1.1.2 Revise existing Official Plan policies regarding natural areas, including appropriate conservation techniques, land conveyance requirements through the development process and public ownership	-	DTS – LRPP	2011-2012
	1.1.3 Appraise target natural areas that cannot be acquired through development dedications to determine fair market value and identify potential alternatives and funding sources for acquisition	-	DTS – LRPP CDS – DD CS – LS FS – FPR	2011-2012



NATURAL AREAS

#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
1.	<i>Conserving and Restoring City Natural Areas</i>			
1.2	Overall Urban Natural Area Management Plan Continue to develop a City-wide Urban Natural Area Management Plan:			
	1.2.1 Establish an overall framework to guide the prioritization, preparation and implementation of site-specific management plans for Natural Areas	-	CSD – DD DTS – LRPP	2011-2012
	1.2.2 Develop guidelines/policies for the installation and maintenance of trails and general infrastructure development (parking, signage, fencing, design standards, etc) within Natural Areas and associated buffers	-	CSD – DD, PO DTS – LRPP	2011-2012
			DTS – LRPP	



NATURAL AREAS

#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
1. Conserving and Restoring City Natural Areas				
1.3 Site-Specific Natural Area Management Plans Develop site-specific natural area management plans for priority areas identified, integrating existing area- and site-specific management plans as well as other relevant plans/documents:				
	1.3.1 Develop guidelines for anticipated management activities confirming staff responsibility, identifying schedules and locations, staff training requirements and establishing a standardized list of management activities or approaches	-	CSD – DD, PO	ongoing
	1.3.2 Continue the development and maintenance of the Natural Area Management Database and Geographic Information System	-	CSD – PO CS – GIS FS – FPR	ongoing
	1.3.3 Develop site-specific natural area management plans for priority areas identified targeting the completion of a number of natural areas per year	EX: \$1.0M (Environment/ Naturalization) PRO: Add \$1.4M to Capital Forecast	CSD – DD, PO DTS – LRPP	2014- 2019 *Recommend including additional funding in earlier budget years

COMMUNITY TRAILS



#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
2. Strengthening and Expanding the Community Trails Network				
2.1	Trails Master Plan Update and Implementation Strategy Prepare a detailed strategy for the implementation of community trails:			
	2.1.1 Update trails inventory and confirm trails classification system based on the "Type 1 – Transportation" and "Type 2 – Recreation" categories, defining sub-types, surfacing, width, locations, level of maintenance, uses and other parameters	-	CSD – PO, DD DTS – TP CS – GIS	2010-2011
	2.1.2 Identify required linkages to resolve existing gaps in the trail system and for new trail development, including a land acquisition strategy aligned with the Natural Areas and Grand River corridor land acquisition strategies	-	CSD – PO, DD DTS – TP CS – GIS	2010-2011
	2.1.3 Recommend trail improvements (retrofit/upgrade of existing trails) and supports (staging areas/trail head locations, etc)	-	CSD – PO, DD DTS – LRPP, TP	2010-2011
	2.1.4 Develop standard design details, signage/wayfinding, accessibility requirements	-	CSD – PO, DD DTS – LRPP, TP	2011
	2.1.5 Develop a phasing plan and cost estimates for trail projects	-	CSD – PO, DD DTS – LRPP, TP	2011
	2.1.6 Assess partnership and funding opportunities for trail development, improvements and upkeep		CSD – PO, DD DTS – LRPP, TP	2011/ ongoing

COMMUNITY TRAILS



#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
2. Strengthening and Expanding the Community Trails Network				
2.2 Trail Inventory and Asset Management				
Develop a Trail Asset Management Plan and Inventory System for the life cycling of trails:				
	2.2.1 Documentation of asset management needs for each trail and related infrastructure, capital and operating maintenance requirements, seasonal maintenance, route inspections, response protocols, staff and equipment needs, responsibilities and schedules, timing of completed and proposed infrastructure development	-	CSD – PO, DD CS – GIS	2012
	2.2.2 Develop and implement a tracking system for trail development and maintenance activities/events, comments and concerns from the public/trail users, safety and risk management methods, monitoring and enforcement data	-	CSD – PO, DD CS – GIS	2012
	2.2.3 Inventory route terrain, surface, length, difficulty and associated amenities (benches, trail markers, bridges, signposts, maps, etc)	-	CSD – PO, DD CS – GIS	2012
	2.2.4 Identify sufficient operating budget to carry out recommended management activities and required operational maintenance	-	CSD – PO FS – FPR	2012

COMMUNITY TRAILS

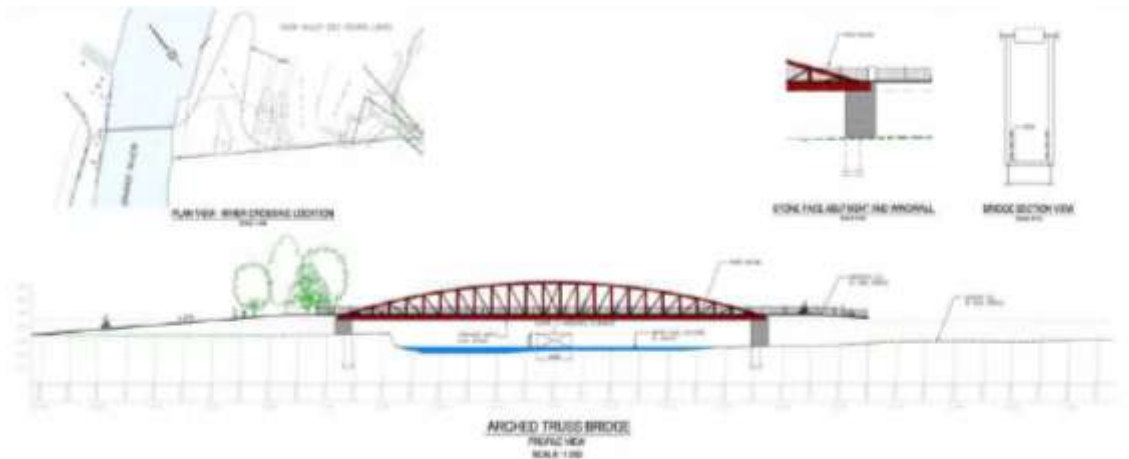


#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
2. Strengthening and Expanding the Community Trails Network				
2.3	Trails System Development Continue to implement the Trails Master Plan strategies and recommendations:			
	2.3.1 Ensure required trail corridors are included in plans of subdivision and new trails are designed and developed to the standards of the updated Development Manual	-	CSD – PO, DD DTS – LRPP, TP	ongoing
	2.3.2 Develop transportation trails and primary recreational units to universal accessibility standards	Costs and funding to be determined	CSD – PO, DD DTS – LRPP, TP	ongoing
	2.3.3 Identify environmental constraints and regulations, routing and design measures for trails within or near natural areas, based on KNHS and Natural Area Management Plans	-	CSD – PO, DD DTS – LRPP, TP	2011
	2.3.4 Construct the recommended Walter Bean Pedestrian Bridge crossing of the Grand River and complete related trail development, signage and other improvements identified	EX: \$1.2 million	CSD – PO, DD, GC DTS – LRPP, TP	2010-2011
	2.3.5 Implement specific trail construction and improvement projects and initiatives in accordance with the Community Trails Master Plan and Implementation Strategy	EX: \$4.3 million PRO: \$1.0 million increase to Capital Forecast (Community Trails)	CSD – PO, DD	2011-2020

COMMUNITY TRAILS



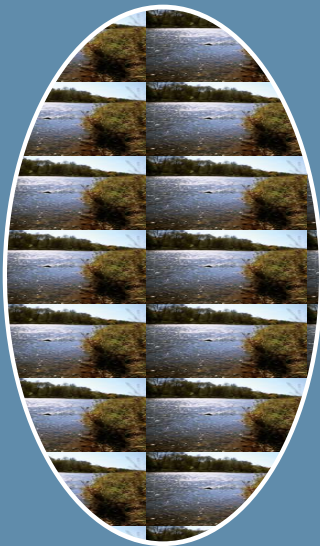
#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
2. Strengthening and Expanding the Community Trails Network				
	2.3.6 Complete the implementation of the long range plan for the Walter Bean Trail including the acquisition of land and/or access agreements	Costs and funding to be determined	CSD – PO, DD DTS – LRPP, TP	2011-2020



Proposed Walter Bean Trail Pedestrian Bridge Crossing over the Grand River



IMAGE/PHOTO SOURCE: Walter Bean Trail Pedestrian Footbridge – Bridge Design. RJ Burnside Associates, 2010.



GRAND RIVER CORRIDOR

#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
3. Completing the Vision for the Grand River Corridor				
3.1	Grand River Corridor Open Space Acquisition Adopt the following plan for the acquisition of floodplain land and natural areas within and along the river valley to complete the implementation of a continuous public open space corridor:			
	3.1.1 Establish a Grand River Corridor Open Space acquisition fund	PRO: \$1.0 million addition to Capital Forecast (Corporate Strategic Investment Fund)	CAO – PA, CCP FS – FPR DTS – LRPP CSD – DD	2011-2020
	3.1.2 Establish criteria, evaluate and prioritize opportunities for potential future land acquisition along the Grand River Corridor (Bridgeport North floodplain, Lackner Woods ESPA, Natchez Hills ESPA, Woolner Flats/Grand River South floodplain, Freeport floodplain and Hidden Valley ESPA/floodplain)	Costs to be confirmed through further study	DTS – LRPP CSD – DD	2011
	3.1.3 Assess opportunities for acquisition through development dedication, incentives, land exchange, purchase and other means, review alternatives to City acquisition (e.g. conservation easements, land lease, partnerships, etc) and coordinate with the KNHS, Trails Implementation Strategy, Grand River Corridor Plan, Official Plan and Community/Secondary Plans	-	DTS – LRPP CSD – DD	2011



#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
3. Completing the Vision for the Grand River Corridor				
	3.1.4 Consult with the landowners, stakeholders and partner agencies for land acquisition opportunities along the Grand River corridor (e.g. GRCA, MNR, MTO, Region, School Boards)	-	CAO – PA, CM, CCP DTS – LRPP CSD – DD	2011-2012
	3.1.5 Complete a feasibility study for potential parks and open space uses, amenities and facilities and related capital cost estimates, operating/management requirements and related cost estimates for target site development	-	DTS – LRPP CSD – PO, DD	2012 (and as required)
3.2 Riverside Park Site Master Plan Establish a preferred site and development plan for a riverside park:				
	3.2.1 Identify and evaluate location options and determine preferred site(s)	-	CSD – DD DTS – LRPP	2012
	3.2.2 Develop a business case for a riverside park development	-	CAO – AEI, CCP CSD – PO, DD DTS – LRPP	2012
	3.2.3 Develop a vision and concept plan including park design, layout, facilities/amenities, parking, trails and other site elements, an implementation program including capital and operating requirements, funding sources, partnerships and timing	-	CSD – PO, DD DTS – LRPP	2013
3.3 Grand River Gateways Integrate unique gateway features at major Grand River crossings as part of related transportation and open space planning and design initiatives.				



#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
4. Enhancing Active Parkland & Fostering Growth in Outdoor Sports				
4.1	Leisure Facilities Master Plan (LFMP) Implementation Continue implementation of the Leisure Facilities Master Plan (2005) to address identified outdoor recreation facility needs:			
	4.1.1 Re-examine Kiwanis Park Strategic Plan (2003) with recent change to City operation of the park	See KPSP	CSD – CPS, PO	2011-2012
	4.1.2 Complete the Victoria Park Strategic Plan (2004-2013 Downtown Investment Funding) in conjunction with the proposed Lake Improvements and identify funding requirements beyond 2013	EX: \$1.1M PRO: To be determined	CSD – PO, DD DTS – DE	2010-2013
	4.1.3 Conduct a Victoria Park buildings review and business case strategy for the use of buildings	To be determined	CD – FM CSD – PO	2011
	4.1.4 Complete the McLennan Park Master Plan implementation and site development and identify ongoing park improvements over the ten-year capital forecast	EX: \$1.0M (City) \$1.0M (Prov) \$1.0M (Fed) PRO: To be determined	CSD – PO, DD	2010-2011 2012-2020
	4.1.5 Complete the McLennan Park Skateboard Park development	EX: \$557,000 identified in Capital Forecast (above)	CSD – PO, DD	2010-2011



#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
4. Enhancing Active Parkland & Fostering Growth in Outdoor Sports				
	4.1.6 Complete a location/feasibility study for the two proposed skateboard park locations and implement through the ten-year capital budget	EX: \$1.1 million identified in Capital Forecast	CSD – PO, DD	2010-2011 (study) 2015, 2017 (implementation)
	4.1.7 Complete a Tennis Court Assessment for the upgrade/conversion of 8 courts to multicourts (basketball/ball hockey pads)	EX: identified in Capital Forecast (portion of Court Rehabilitation)	CSD – PO, DD, AA	2011-2020
	4.1.8 Explore Bridgeport football field lighting options	To be determined	CSD – PO, DD, AA	2011
	4.1.9 Explore rugby field venue options	To be determined	CSD – PO, DD, AA	2011-2015
	4.1.10 Implement the development of South Kitchener District Park, including consideration of synthetic and/or natural turf sportsfield(s) with lighting, parking and other supporting facilities	EX: \$10.1 million identified in Capital Forecast	CSD – PO, DD, AA	2017-2019 *Recommend moving funding in earlier budget years as DC funding permits
	4.1.11 Develop a Feasibility analysis of a track and field venue including assessment of both required upgrades to Centennial Stadium or development of a new partnership-based facility, aligned with Building Condition Study and Sport Tourism Strategy	Costs and funding sources to be determined	CAO – PA, CCP CSD – PO, AA	2011



#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
4. Enhancing Active Parkland & Fostering Growth in Outdoor Sports				
	4.1.12 Maintain the Winter Rinks Program based on the current operating model	Annual operating budgets, volunteer committees provide labour	CSD – CPS, PO	ongoing
	4.1.13 Regularly monitor and provide annual updates on the implementation of strategies / recommendations from the LFMP (2005) and Park Master Plan (2010)	Costs and funding sources to be determined	CSD – PO, CPS, AA, DD	ongoing
4.2	Sportsfields Retrofit to Synthetic Turf Plan for the conversion of five (5) existing natural turf soccer fields to synthetic turf to increase capacity, playability and quality:			
	4.2.1 Identify preferred synthetic turf field retrofit locations based on supporting facilities, lighting, parking, multi-field availability, multi-use opportunities	EX: \$1.3M identified in Capital Forecast (Synthetic Turf) PRO: \$4.8M addition to Capital Forecast (Synthetic Turf)-	CSD – PO, AA DTS – Planning CAO – PA	2019 *Recommend adding or moving to first 5 years of Capital Forecast (operating pay-back)
	4.2.2 Review the direction of the Sports Tourism Strategy and prepare a business case to address the impact to park facility development/redevelopment	-	CSD – PO, AA DTS – LRPP CAO – PA	2011



#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
4. <i>Enhancing Active Parkland & Fostering Growth in Outdoor Sports</i>				
	4.2.3 Identify capital and operating costs and savings (reduced maintenance and land requirements), review site grading and drainage requirements, and synthetic field rental rates/scheduling to support implementation of synthetic fields	-	CSD – PO, AA DTS – DE FS – FPR	2011
	4.2.4 Assess partnership and funding opportunities and prepare a Business Plan for each project/site	-	CSD – PO FS – FPR CAO – PA	ongoing
	4.2.5 Monitor demand for additional natural turf sportsfields to supplement field capacity through the development of planned District Parks (e.g. Grand River South and South Kitchener) and lighting of existing fields	-	CSD – PO, AA	ongoing



#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
4.	Enhancing Active Parkland & Fostering Growth in Outdoor Sports			
4.3	Park Facilities Inventory and Asset Management Further develop the City's Geographic Information System inventory and database of active parkland, sports fields and other outdoor recreation facilities as an asset management tool:			
	4.3.1 Implement a park and recreation facility database through GIS mapping and develop inventory asset management needs for each facility (including related infrastructure, capital and operating maintenance requirements, seasonal maintenance, inspections, response protocols, staff and equipment needs, responsibilities and schedules, timing of completed and proposed infrastructure development, and opportunities/measures for maintenance and lifecycle cost savings)	-	CSD – PO, AA CS – GIS	ongoing
	4.3.2 Develop and implement a tracking system for sportsfields (facility maintenance activities/ events, documentation of comments and concerns from the public/users, safety and risk management methods, monitoring, scheduling, rental data, fees, etc)	-	CSD – PO, AA CS – GIS	ongoing
	4.3.3 Identify sufficient operating budget to carry out asset management activities and required maintenance levels	-	CSD – PO, AA FS – FPR	ongoing

NEIGHBOURHOOD PARKS



#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
5. Building and Renewing Our Neighbourhood Parks				
5.1	Neighbourhood Park Rehabilitation and Renewal Program Develop and implement a planned program of neighbourhood park rehabilitation and renewal to sustain and improve local parkland resources, address capital maintenance, and respond to and anticipate demographic changes and planned intensification/redevelopment:			
	5.1.1 Identify and prioritize existing parks requiring rehabilitation based identified criteria, with an initial focus on mature neighbourhoods in the central area (Planning Communities 1-21)	-	CSD – DD, PO	2010-2011
	5.1.2 Develop park rehabilitation process and design guidelines (including accessibility, neighbourhood input, park inventory/analysis, maintenance, demographics, capital costs, etc)	-	CSD – DD, PO	2011-2012
	5.1.3 Develop and implement several park-specific rehabilitation/renewal plans annually (see 5.1.1 and 5.1.2 above)	EX: \$225,000 (2010) \$1.0M (2013-2019) PRO: \$1.0M addition to Capital Forecast (General Park Rehabilitation)-	CSD – DD, PO	2010 2013-2019
	5.1.4 Review area demographics and planned developments, intensification and population growth forecasts for each park service area	-	CSD – DD, PO DTS – LRPP	ongoing

NEIGHBOURHOOD PARKS



#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
5.	<i>Building and Renewing Our Neighbourhood Parks</i>			
	5.1.5 Identify staff/resource requirements and assess partnerships and funding opportunities for park rehabilitation	-	CSD – PO	ongoing
	5.1.6 Continue to support the community gardens program through identifying potential sites and opportunities	Costs and funding sources to be determined	CSD – PO, CPS	ongoing
5.2	Resolve Existing Neighbourhood Park Gaps & Deficiencies Explore opportunities to enhance access to local parkland resources in areas that are underserved for neighbourhood parks and facilities to ensure equitable distribution and promote walkable communities:			
	5.2.1 Identify and prioritize areas with the highest need for parks based on service area and provision level targets of the Park Classification System and Park Master Plan Guidelines, focusing on the priority areas identified in the Master Plan (Mill Courtland Woodside Park, Highland West, Grand River North, Doon South)	-	CSD – DD DTS – LRPP CAO – CCP	2011
	5.2.2 In conjunction with the planning of the Mill Courtland Community Centre addition, evaluate neighbourhood park opportunities to resolve the identified parkland deficiency in this area (see 5.2.1)	Costs and funding sources to be determined	CSD – DD, CPS	2010-2012
	5.2.3 Develop play structures in each of the following Planning Communities: Grand River North, Pioneer Tower West, Doon South, City Commercial Core, Bridgeport West, Idlewood, and Mill Courtland Woodside Park	Included in Capital Forecast (General Park Development)	CSD – PO	2011-2019

NEIGHBOURHOOD PARKS



#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
5.	<i>Building and Renewing Our Neighbourhood Parks</i>			
5.3	New Neighbourhood Park Development Develop new neighbourhood parks to resolve the current backlog of undeveloped parks on dedicated parkland, ensure timely parkland provision, equitable access and distribution in new communities and planned redevelopment/intensification areas:			
	5.3.1 Prioritize new neighbourhood park locations for development based on Parkland Classification System service area and provision level targets and other guidelines identified		CSD – PO DTS – LRPP	2010
	5.3.2 Prepare, implement and accelerate park-specific development plans to resolve the current backlog of undeveloped parks in new neighbourhoods	EX: \$5.1M identified in Capital Forecast (General Park Development) PRO: \$1.0M addition to Capital Forecast (General Park Development)	CSD – DD DTS – DR	2011-2020 *Recommend including additional funding in earlier budget years
	5.3.3 Develop guidelines, policies and incentives for alternatives to parkland dedication for intensification projects (such as greenroofs, linkages to/expansion of existing area parks/facilities, on-site amenities, urban plazas/civic squares, enhanced streetscaping/ landscaping, bicycle parking and sustainability features)	-	DTS – LRPP CSD – DD	2011-2012

NEIGHBOURHOOD PARKS



#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
5. Building and Renewing Our Neighbourhood Parks				
	5.3.4 Implement park development process and design guidelines and standard specifications as detailed in the updated Development Manual to support earlier development of neighbourhood parks in new subdivisions including developer-build parks	-	CSD – DD DTS – DR, LRPP CS – LS	2010-2011
	5.3.5 Identify staff/resource requirements and assess partnerships and funding opportunities for neighbourhood park development	-	CSD – DD, PO DTS – LRPP FS – FPR	ongoing
5.4 Neighbourhood Park Asset Management Further develop the City's Geographic Information System inventory and database of neighbourhood parks and related facilities as an asset management tool:				
	5.4.1 Document asset management needs for each neighbourhood park (including capital and operating maintenance requirements, inspection/response protocols, staff and equipment needs, responsibilities, schedules, timing of completed and proposed infrastructure development, and opportunities/measures to identify maintenance and lifecycle costs)	-	CSD – DD, PO CS – GIS	ongoing
	5.4.2 Monitor the current tracking system for maintenance activities/events, public comments/concerns, etc	-	CSD – PO, SE CS – GIS	2011-12
	5.4.3 Identify sufficient operating budget for park maintenance of new and existing neighbourhood parks	-	CSD – PO FS – FPR	2011-2020



COMMUNITY ENGAGEMENT

#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
6.	Engaging and Activating the Community			
6.1	Community Engagement and Communications Strategy Develop and implement an ongoing community engagement and public communications strategy to foster public participation and involvement in park initiatives:-			
	6.1.1 Develop and implement public consultation forums and techniques as part of project-specific terms of reference and business plans based on identified principles and guidelines for specific parks and trails development/renewal projects	-	CAO – CM CSD – All DTS – LRPP, TP	ongoing
	6.1.2 Adopt two-part community input procedures, (1) to capture input early in the process and (2) to present and obtain feedback on proposed options/alternatives	-	CAO – CM CSD – All DTS – LRPP, TP	ongoing
	6.1.3 Host themed community workshops every 2-3 years involving user groups, community organizations and the public	-	CSD – All DTS – LRPP, TP	ongoing
	6.1.4 Continue to provide information and regular progress updates on current parks projects and initiatives on the City's website and in other public communications such as <i>Your Kitchener</i>	-	CAO – CM CSD – All DTS – LRPP, TP	ongoing
	6.1.5 Continue the inclusion of parks, trails and related services in <i>Compass Kitchener</i> and <i>Who Are You? Kitchener</i> surveys to evaluate public satisfaction and priorities	-	CAO – CM CSD – All DTS – LRPP, TP	ongoing



COMMUNITY ENGAGEMENT

#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
6. Engaging and Activating the Community				
	6.1.6 Identify clear target markets and corresponding media outlets for engaging and activating the community regarding park communication (e.g. website, local papers, radio stations, schools, promotional literature, service outlets, local journals and magazines, etc)	-	CAO – CM CSD – All DTS – LRPP, TP	ongoing
	6.1.7 Develop and maintain an up-to-date database and accessible database of representatives of neighbourhood associations, service clubs and other individuals and interest groups involved in the parks system, including name, organization, phone number, address, email and any related websites	-	CSD – CSD, OP, AA CAO – CM	ongoing
6.2	Parks Promotion and Public Awareness Strategy Further develop promotional and public awareness tools to maximize community use of the parks system and related benefits:			
	6.2.1 Organize events inviting community members who participate in the park acquisition, design and/or development	-	CAO – CM CSD – PO, DD	ongoing
	6.2.2 Update, further develop and distribute parks and trail route mapping and information materials, considering digital medias, posted on the City's website and in public facility locations and at trailhead/entry locations and nodes along trail routes	-	CAO – CM CSD – PO, DD CS – GIS	ongoing



COMMUNITY ENGAGEMENT

#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
6.	Engaging and Activating the Community			
	6.2.3 Continue to develop and implement related strategies and initiatives such as <i>Active Kitchener</i> and the <i>Kitchener Older Adult Strategy</i> to increase education and public awareness of how parks and trails can facilitate physical fitness and daily exercise for people of all age groups, abilities and backgrounds	-	CAO – CM CSD – CPS	ongoing
	6.2.4 Post timely public notice signs and key maps at appropriate locations within or near neighbourhood parks or distribute notices to area residents/ neighbourhood associations and committees to ensure local awareness of proposed park development/renewal projects, and to identify public participation and volunteer opportunities	-	CAO – CM CSD – All DTS – LRPP, TP	ongoing
	6.2.5 Update the parks system information and mapping on the City's website as these information resources are further developed, and further develop links to related websites	-	CAO – CM CSD – All IT – GIS	ongoing
6.3	Stewardship and Education Initiatives Further develop and implement stewardship and education programs to maximize community interest and participation in sustaining parks system resources, foster a sense of ownership/responsibility and community surveillance, and contribute to enhanced public knowledge and understanding of natural ecosystems and processes, community heritage, civic pride and cultural identity:			

COMMUNITY ENGAGEMENT



#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
6.	<i>Engaging and Activating the Community</i>			
	6.3.1 Identify sufficient operating budget to manage/fund stewardship and education initiatives, continuing to develop the Kitchener Natural Areas Program (KNAP) and re-allocate full-time KNAP coordinator funding from capital to operating budget	EX: \$1.9M (Natural Area Stewardship/ Conservation Budget)	CSD – DD DTS – LRPP FS – FPR	2010- 2019
	6.3.2 Develop and implement park stewardship programs (e.g. trail ambassador, adopt-a-park) as part of park improvement and development projects	-	CSD – CPS, PO	ongoing
	6.3.3 Further develop and implement programs to foster education through volunteer and student opportunities, such as research/monitoring in natural areas as part of Natural Area Management Plans	-	CSD – DD, CPS, PO DTS – LRPP	ongoing
	6.3.4 Incorporate interpretive/educational signage, historical artifacts, memorials and local public art in parks and along trails as part of trails improvement and development projects	-	CSD – DD, PO, AC DTS – LRPP, TP	ongoing
	6.3.5 Develop guidelines for site-specific stewardship and education initiatives for parks and natural areas	-	CSD – DD, PO, CPS DTS – LRPP	ongoing
	6.3.6 Promote and educate the public on responsible outdoor recreation, trail etiquette, and the principles and practice of sustainable park use and development	-	CSD – PO DTS – Planning, Engineering (TP)	ongoing



COMMUNITY ENGAGEMENT

#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
6.	Engaging and Activating the Community			
	6.3.7 Continue the <i>Kitchener Youth Crew (KYC)</i> program and <i>Kitchener Youth Action Council (KYAC)</i> and explore opportunities for expansion of these programs to include greater involvement in parks stewardship, education, promotion and awareness	-	CSD – CPS	ongoing
6.4	Community Capacity Building and Volunteer Supports Continue to work with, encourage and support volunteers and community service organizations to maximize their capacity, capabilities and resources in contributing to programming, use, improvement, maintenance and funding of the parks system:			
	6.4.1 Continue to provide support to volunteer groups, minor sport affiliated groups and direct/indirect programs	-	CSD – All	ongoing
	6.4.2 Continue to post program, volunteer opportunities and facility booking information on the City website	-	CAO – CM	ongoing
	6.4.3 Continue to consult with Winter Rinks Program local committee members annually to identify any additional volunteer supports required to sustain and enhance the program	-	CSD – CPS, PO	ongoing
	6.4.4 Identify and recognize volunteer contributions to delivery of park services and integrate community volunteer recognition on City website	-	CSD	ongoing



COMMUNITY ENGAGEMENT

#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
6.	<i>Engaging and Activating the Community</i>			
6.5	Partnerships, Collaboration and Funding Opportunities Explore partnerships and encourage local and regional collaboration to support enhanced and integrated service delivery, increased public accessibility and maximize related efficiencies and benefits:			
	6.5.1 Identify activities and initiatives that align with the mandates of other organizations, adjacent municipalities and other levels of government to assess potential partners in parks planning, shared financing, development, programming, multi-use service delivery and joint operations	-	CSD – All DTS – LRPP, TP CAO – PA	ongoing
	6.5.2 Further develop reciprocal use agreements in consultation with the School Boards to facilitate upgrading of their existing sportsfields, community access to school facilities, maintenance protocols and responsibilities and explore opportunities for outdoor learning	-	CSD – PO CS – LS	ongoing
	6.5.3 Establish a joint task force of City, GRCA, school board and other representatives to assess interest and possible participation in acquisition, planning and management of a continuous public open space corridor and new riverside park	-	CSD – DD, PO DTS – LRPP	2011
	6.5.4 Monitor grant programs and access potential funding for park related projects	-	FS – FPR CSD – ADMIN CS – PA	ongoing

COMMUNITY ENGAGEMENT



#	Master Plan Strategies & Implementation Actions	Funding EX = Existing PRO = Proposed	Responsibility	Timing
6.	<i>Engaging and Activating the Community</i>			
	6.5.5 Undertake a review of park/facility user fees and scheduling practices in consultation with sports organizations	-	CSD – PO, AA	2011
	6.5.6 Continue to require cash-in-lieu of parkland dedication in accordance with the Planning Act and identified policies, Official Plan and by-laws and direct these funds to acquiring additional land for parks or park development	-	DTS – LRPP, DR FS – FPR CSD – DD	ongoing
	6.5.7 Work with the development industry and home builders to assess interest and possible participation in the earlier development of parks in new communities and intensification areas by preparing process and design guidelines and standard specifications for neighbourhood/developer-build parks	-	DTS – DR, LRPP, DE CSD – DD CAO – CM	ongoing

4.4 Operating Impact

While capital investments bring new parks to life and can revive old parks in need of renewal, it's operating investments that sustain the life of parks for generations.

The Park Master Plan strategies will have a range of operating impacts. Within each capital project included in the Implementation Strategy, an action item is identified directing the City to define the related operating needs. Sufficient operating investment is required to realize and sustain the benefits and outcomes that these strategies are designed to achieve.

Many strategies are listed as 'ongoing' – these generally represent operational strategies rather than capital investments. Some involve a continuation of existing operating practices, while others will require new operating investments.

Certain strategies, such as the retrofit of natural turf soccer fields to synthetic turf, the use of native species of trees and vegetation in parks, and increased volunteer support will reduce operating requirements and are prioritized early in the Plan's implementation in consideration of these efficiencies so that existing operating resources can be reallocated to other management needs.

In general, the operating cost impacts for the identified strategies are unknown at this time until more detailed study and/or a business plan are completed for specific initiatives. Operating costs will also be

influenced by the range of partnerships, joint service delivery models and/or other funding sources that may be available to the particular initiatives.

When these projects are advanced through business plans and more detailed study, it will be critically important that the operating costs are fully developed and integrated into the annual operating budget projections for the department.

The greater integration and analysis of operating requirements in the detailed planning and evaluation of further capital investments in the parks system is established in the principles, goals and policies of the Master Plan.

The Master Plan includes strategies for the further development of the City's parks asset management databases.

This will greatly contribute to future operating cost planning and forecasting. By tracking parks management and maintenance activities and related operating resource requirements for specific assets, operating costs can be determined on a per unit basis, which in turn allows for more accurate and incremental operating forecasts to be generated for proposed capital investments, and the establishment of a more predictable operating model.

It will also enhance the City's ability to identify existing operating deficiencies and opportunities to reduce operating and lifecycle maintenance requirements, contributing to benchmarking, the establishment of minimum standards and

targets, and the design and development of more sustainable park resources.

In addition to the operating financial impacts, the Park Master Plan also has implications across City departments:

City Department	Park Master Plan Implications
CAO's Office	- public communication, education, awareness and engagement - corporate/community branding and marketing - business attraction and retention - economic development - partnerships, sponsorship and fundraising - performance measurement
Community Services	- parks design and development, forestry, sports fields, horticulture, turf and natural areas management - integration with recreation facility planning/LFMP - liaison with minor sports groups, KW Sports council, sports programming, support of user groups - development of related initiatives (e.g. Trails Master Plan) - volunteer opportunities, parks programming and activities - facility booking/scheduling
Corporate Services	- parks system database development and maintenance, monitoring and performance measurement - legal requirements for land dedication and acquisition - legal application of City and developer obligations through development/subdivision agreements - registration of easements, rights-of-way and other legal mechanisms for public access to parks, trails and other publicly accessible open space land and corridors
Development and Technical Services	- integration and application of Park Master Plan in processing of development applications and related planning, engineering and building initiatives (e.g. Official Plan, Community Plans, Transportation Master Plan, TDM Plan, CRIA, Zoning By-laws, Urban Design Manual) - land acquisition by dedication from development, cash-in-lieu - liaison with development industry and private-sector - community/infrastructure design and engineering
Financial Services	- development charges - capital and operating forecasts and annual City budgets - grants and other funding applications/submissions

4.5 Monitoring and Performance Measurement

The success of the Park Master Plan will require ongoing review and periodic updating of the Master Plan as well as evaluation of outcomes, including:

1. Monitoring and updating the Master Plan, including tracking the progress of the Implementation Strategy and timely reviews of the Master Plan directions and strategies, and
2. Further development of the City's data collection and community research capabilities, tools and resources to support ongoing evaluation of the parks system.

1 *Monitoring progress in the implementation of the Master Plan...*

While the foundational elements and philosophical basis of the Park Master Plan provide longer term direction, the Plan is intended and designed for implementation over a ten-year period (2010-2019).

As Kitchener's rapid pace of growth and change continues, regular monitoring and updating of the Park Master Plan will be required to ensure that it remains current, reflective of evolving community needs, and flexibly adapted to endure changing economic circumstances and environmental conditions.

- ❖ On an ongoing basis, the implementation table should be used to create an interactive tracking record available to all City staff in a convenient place and should be regularly updated in order to maintain an active list of projects, identify the project manager and current status (e.g. not started, underway, completed), and

provide links to related staff reports, business plans and supporting studies. All City reports should include a line item identifying the relationship to the Park Master Plan and, where a relationship is defined, briefly demonstrate the Master Plan's support for the recommendation, where applicable.

- ❖ Annual staff reports should be prepared to provide a progress update on the implementation of the Master Plan and the results of performance evaluations to staff, Council, and the community.
- ❖ Bi-annually, or twice every five years, workshop sessions should be held to review the Master Plan strategies in light of changes in the operating environment, emerging strategic trends, municipal financial strategies and priorities, and any unanticipated changes.

In 2018-2019, a comprehensive review and update of the Master Plan should be initiated for completion by 2020. This review should evaluate the long-term dimensions of the Plan to ensure they remain linked to the key trends and rationales or whether other considerations have emerged that result

in a need to recast the Plan to reflect the considerations of that time period and onward. Based on the updated Strategic Framework, an implementation strategy for the following ten-year period (2020-2029) should be identified.

2 Parks system evaluation and performance measurement...

The Situational Analysis Report highlighted a number of trends and strategies in leisure service evaluation, including a movement to more comprehensive, data and input-based evaluation tools, regular resident surveys on service themes, and designing evaluation programs that will assist in defining measurable targets for service delivery in support of continuous improvement.

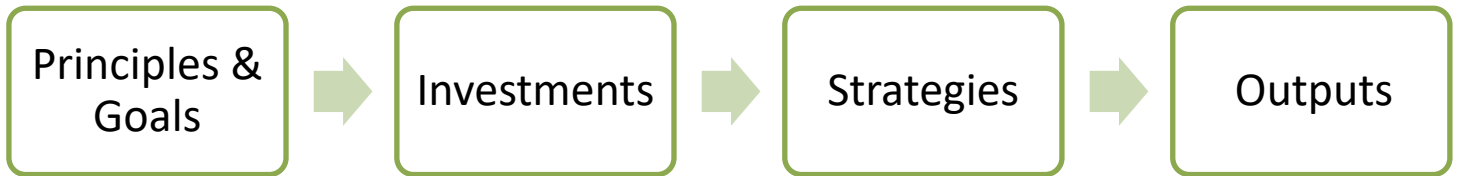
Performance measurement refers to the process of assessing the return on the City's investments in parks using a range of indicators and evaluation tools. It is not only critical to evaluating the success of the Master Plan's strategies in achieving the identified goals, it also fosters service excellence, supports the development of business plans to guide decision-making and investment, and provides a strengthened basis for adapting and updating the strategic directions of the Plan.

While not all desired outcomes of the Master Plan can be precisely quantified, a range of evaluation tools can be used to

assist in linking the City's investment of resources (staff and budget) to targeted outputs, such as increased greenspace and urban forest cover, improved air quality, greater accessibility to parks, facilities and programs, increased participation in physical activity, and other indicators of community health.

In support of this approach, the components of an outcomes-based performance measurement system are illustrated in this section. Examples of linkages between specific principles, goals, strategies and related outputs of the Master Plan as well as targeted results, potential performance measures and evaluation tools are identified. In addition, further development of the City's park system asset management databases, as set out in the Master Plan, combined with improved information availability and collection involving program registration data, participant profiles, community satisfaction levels, health indicators, demographic statistics, mapping and other data, will significantly advance the City's performance measurement capabilities.

Outcomes-Based Performance Measurement Model



EXAMPLES:

- | | | | |
|---|---|---|--|
| <ul style="list-style-type: none"> ▪ Improve quality of life ▪ A healthier community ▪ Active lifestyles ▪ Manage resources ▪ Improve urban form ▪ Engaged community ▪ Accessibility | <ul style="list-style-type: none"> ▪ Capital \$ ▪ Operating ▪ Resources (staff, equipment) | <ul style="list-style-type: none"> ▪ Trail system planning ▪ Trails management ▪ Programming & promotion | <ul style="list-style-type: none"> ▪ Trails Implementation Strategy ▪ Trails Management Plans, Standards ▪ Improved maintenance and quality ▪ Public stewardship and education initiatives |
|---|---|---|--|



EXAMPLES:

- | | | |
|---|--|---|
| <ul style="list-style-type: none"> ▪ New/improved linkages, bridges, signs, facilities ▪ Safe, convenient cycling and walking routes ▪ Active transportation ▪ Increased public awareness and participation ▪ Accessibility standards met ▪ Volunteer contributions | <ul style="list-style-type: none"> ▪ Total trail length per capita ▪ Air quality indicators ▪ Traffic counts ▪ Transit ridership ▪ Health indicators ▪ Costs | <ul style="list-style-type: none"> ▪ Ontario Municipal Benchmarking Initiative ▪ Municipal Performance Measures Program ▪ Community Surveys ▪ Demographic profiles/census ▪ Financial analyses ▪ Health reports |
|---|--|---|



Park Master Plan Guidelines

Overview

June 2010

The Park Master Plan Guidelines provide additional detail and direction for the policies and themed strategies and action items identified in the Implementation Strategy.

The Guidelines are consistent with the principles, goals and strategies of the Master Plan and are intended to assist with application, interpretation and implementation of the Park System Policies and Strategic Action Plan provided in Chapter 4 of the Park Master Plan.

While each Guideline is designed so that it can be read and used as a stand-alone document, each should be read in conjunction with the Park Master Plan and other related guidelines as identified in the introduction to each Guideline Series. The Guidelines may be subject to change without notice, provided they remain consistent with the Park Master Plan.

The Park Master Plan Guidelines consist of seven Guideline Series described as follows:

Contents

GUIDELINE SERIES

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SERIES 1: PARKLAND CLASSIFICATION SYSTEM

The first Guideline Series further articulates the details of the Parkland Classification System presented in the Master Plan. Guidelines are provided for the planning, acquisition, design, development, management, operation, programming and use of the various park assets organized by park category. Specific parameters such as target service areas, provision levels, access, management objectives and location criteria are identified. An inventory of all park locations is provided identifying the classification(s) of each City park.

SERIES 2: NATURAL AREAS

The second Guideline Series provides additional direction for the acquisition, conservation and management of the City's Natural Areas and the creation and enhancement of natural area linkages. A list of factors to be considered in evaluating the potential acquisition of additional natural areas for inclusion in the parks system is identified. To assist in the long-term management of these areas, guidelines are provided for natural areas inventory and management activities. Further advancement of this Guideline Series should occur through the City's Natural Heritage System Project, Urban Natural Areas Management Plan and site-specific management strategies.

SERIES 3: TRAILS

Series 3 provides guidelines for the planning, design, development, management and maintenance of the City's network of community trails. General considerations for all trail development projects are provided followed by more specific location-based considerations for trails in natural areas, integrated trail loops, trails to and within Downtown Kitchener and trail development in new communities. Wayfinding measures and related guidelines for trail signage are also identified. The long-term sustainability of trails is addressed through guidelines for inventory, management and maintenance of the trails system. Further advancement of this Guideline Series should occur through the City's Trails Master Plan and Implementation Strategy, recently underway.

SERIES 4: GRAND RIVER CORRIDOR

The fourth Guideline Series provides additional information and direction for the potential acquisition of floodplain land and planning for a riverside park along the Grand River Corridor. The Grand River Corridor Guideline provides a closer look at specific sections along the

SERIES 4: GRAND RIVER CORRIDOR (cont'd)

River, identifying seven (7) areas from north to south that represent key open space opportunities and links to assist in completing the vision identified in the Park Master Plan and the Grand River Corridor Conservation Plan.

SERIES 5: SPORTSFIELDS

Series 5 provides guidelines for sportsfield planning and management and the retrofit of existing natural turf fields to synthetic turf. The guidelines include general planning considerations related to the monitoring of sportsfields demands and capacity, location, types, lighting and other factors. Guidelines for asset management, inventory and maintenance of sportsfields are also provided to assist in meeting quality expectations and long-term sustainability. Specific guidelines are provided for synthetic turf field development/retrofits including location criteria and an analysis of related economic, environmental and social considerations.

SERIES 6: NEIGHBOURHOOD PARKS

The sixth Guideline Series provides direction regarding planning for the rehabilitation of existing neighbourhood parks, new neighbourhood park development and resolving gaps in neighbourhood park provision. Criteria are identified to assist in the prioritizing of existing neighbourhood parks for renewal along with considerations for the park renewal process. Guidelines for new neighbourhood park development to address existing gaps and service to new communities identify a range of parkland acquisition, location and design considerations.

SERIES 7: OFFICIAL PLAN POLICIES

The final Series provides guidelines for potential amendments to the City of Kitchener Official Plan policies pertaining to parks, open space and leisure facilities to formalize some of the Master Plan's recommendations such as Parkland Classification System. New areas of policy development are identified related to planning for parks in intensification areas, sustainability incentives and criteria, complete communities, and policies for urban agriculture/community gardens. Further development of the draft policy amendments provided in this guideline should occur through the City's current Official Plan Review.



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Park Master Plan Guidelines

SERIES 1: PARKLAND CLASSIFICATION SYSTEM June 2010

This Guidelines series further articulates the details of the proposed Parkland Classification System presented in the Park Master Plan. There are seven categories of parkland defined, including Natural Areas, City-Wide Parks, District Parks, Neighbourhood Parks, Urban Greens, Greenways and Trails. The Parkland Classification System provides direction within each of these categories to guide planning, acquisition, distribution, design, development, management, operation, programming and use of the City's various park assets. A description and existing inventories of each parkland type are identified to provide a background on the existing resource base. Target service areas, provision levels, location and access parameters are also established. In addition, objectives for planning and managing the parkland resources and an outline of potential types of facilities and activities are provided.

PARKLAND INVENTORY

An inventory of all City of Kitchener Parks is included with this Guideline to identify the classification of each existing and proposed park and provide related data (e.g park size, location). For related mapping information, refer to the *Park Master Plan Map*.



Contents

Parkland Classification System

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Natural Areas

*Natural Areas include land owned or managed by the City generally intended to be preserved in its natural state (e.g. forest, woodland and swamp, marsh, valleyland, etc.) including cultural communities (e.g. plantation and cultural meadow). Conservation and protection of these lands is required to manage their long term health and public use. Natural Areas may be stand alone or part of other types of city parks.**

Natural Areas support nature conservation, environmental health and sustainability, ecosystem services such as clean air and water, trails, passive recreation and eco-tourism.

Current Inventory

No. of Sites:	106
Total Area:	1,082 ha
Provision level:	5.1 hectares per 1,000 residents

82.7 km of woodland trails and
39.6 km of community trails

Targets

Optimal Size:	varies
Service Area:	varies
Provision Level:	Maintain existing inventory; maximize acquisition within sustainable management framework

Planning and Management Objectives

- ❖ Protect and enhance natural ecosystem features and functions and long term sustainability of ecological resources
- ❖ Identify long term goals and objectives for specific, identifiable natural areas or systems and the long term management and implementation strategies required to meet these long term goals
- ❖ Provide public access where possible at a sustainable level to facilitate human contact with, appreciation and understanding of the natural environment through compatible recreational and educational activities
- ❖ Promote a culture of environmental stewardship and awareness of environmental issues throughout the community
- ❖ Support linkages that improve the health and long term sustainability of the natural areas system and provide opportunities for compatible public access and use
- ❖ Balance facility provision and accessibility supports with the ecologically-based constraints of the natural feature on a site-specific level

Natural Areas

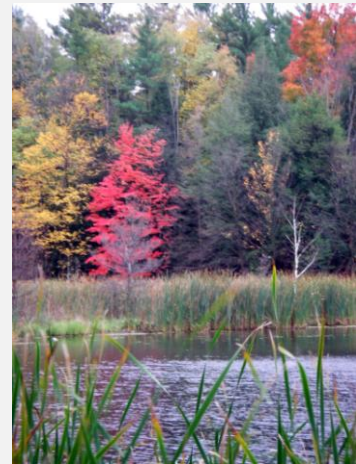


Potential Facilities and Activities

- ❖ Vary depending on sensitivity and vulnerability of the area to human use
- ❖ Access, facilities and activities will be limited to passive recreational use compatible with long term sustainability of the natural resource
- ❖ Potential facilities include trails, interpretive/ educational/way-finding signage, tables, benches, recycling/waste receptacles, parking and washroom facilities near entrance areas
- ❖ Potential activities include walking/hiking, cross country running/jogging, cycling, education, nature appreciation, bird watching, fishing, photography, hiking, skiing and snowshoeing

Programming and Use

- ❖ In accordance with City of Kitchener Park Use By-law
- ❖ Generally non-programmed spaces, free for public use
- ❖ Incorporate year-round use opportunities where permitted based on sensitivity of the natural area
- ❖ Promote outdoor education and stewardship activities
- ❖ Restrict to non-motorized access and use except to address accessibility needs for persons with disabilities where permitted based on sensitivity of the natural area



Acquisition

Acquisition of natural areas is generally opportunity-based and may occur through land donation, development dedication, conservation easements, land exchanges or direct purchase. Expropriation may be considered where warranted based on location, significance or other factors, as determined by the City.

Location/Access

Access to natural areas, locations and provision levels should be maximized by maintaining/enhancing existing features, opportunities to acquire additional natural areas and re-introducing the natural environment into the urban area, where possible within the City's financial and resource management capabilities.



City-Wide Parks

City-Wide Parks provide multi-activity or multi-sport venues and/or serve specialized recreational, social and economic functions for the entire City that may also draw regional-scale audiences.

City-Wide Parks support safe, accessible multi-use and specialized recreation, diverse cultural activities, sports and event tourism, enhanced urban form, civic landmarks and city identity

Current Inventory

No. of Sites:	3
Total Area:	108 ha
Provision Level:	0.4 ha per 1,000 residents

Targets

Optimal Size:	varies
Service Area:	City-wide
Provision Level:	Maintain existing inventory; consider opportunity- based expansion of existing sites

Planning and Management Objectives

- ❖ Provide major greenspace destinations serving as city-wide focal points and regional attractions supporting multi-recreational, social, cultural and/or specialized activities
- ❖ Facilitate broad-based participation in outdoor recreation and diverse social and cultural activities and events
- ❖ Provide venues for historic/cultural artifacts that celebrate city heritage and for the arts
- ❖ Create visual landmarks contributing to enhanced urban form , city identity and civic pride
- ❖ Offer a mix of natural, manicured and hard-surface areas and facilities supporting a range of activities
- ❖ Support universal/barrier-free design and user safety
- ❖ Promote access by transit, cycling and walking and address parking needs
- ❖ Integrate sustainability features, including facilities that support reduced energy and water consumption and materials which contribute to an increase in the resources required for a quantifiable improvement to the natural system objectives identified for the site (e.g. minimal irrigated turf, low-maintenance natural landscape treatments, native plant species, rainwater/runoff catchment areas, use of recycled materials, etc)

City-Wide Parks



Potential Facilities and Activities

- ❖ Potential facilities include outdoor sports fields, paved multicourts, play structures, splash/spray pads, passive open space, trails, pathways, extreme sport venues (e.g. BMX/Skateboard facilities), lighting, shelters, signage, tables, benches, supports for special events, civic landmarks, monuments, memorials, public art, community gardens, landscape and water features, recycling and waste receptacles, washrooms, first aid/emergency response facilities, bike racks, parking and accessibility supports
- ❖ Potential activities include outdoor sports, water play, walking/hiking, running/jogging, cycling, nature appreciation, bird watching, fishing, education, photography, hiking, skiing, snowshoeing, skating, special events/festivals, outdoor theatre/entertainment and other cultural activities

Programming and Use

- ❖ In accordance with City of Kitchener Park Use By-law
- ❖ May include fee-based/booked facilities, special event venues and non-programmed spaces that are free for public use
- ❖ Incorporate year-round use opportunities
- ❖ Restrict to non-motorized access and use except to address accessibility needs for persons with disabilities, parking of vehicles within designated parking areas, required maintenance and as permitted for special events

GUIDELINE SERIES 1 PARKLAND CLASSIFICATION SYSTEM



Acquisition

Parkland acquisition for City-Wide Parks should be primarily opportunity-based through expansion of existing sites where feasible (e.g. large brownfields or reclaimed land that is under-utilized or vacant)

SEE ALSO: GUIDELINES FOR THE GRAND RIVER CORRIDOR AND POTENTIAL FUTURE RIVERSIDE PARK

Location/Access

- Connected to pedestrian and cycling network
- On or near public transit route(s)
- Along or near major/arterial roadway(s)
- May be combined sites with indoor recreational/community facilities
- May be adjacent to or integrated with natural features/areas
- May also serve local area Neighbourhood Park and/or District Park requirements



District Parks

District Parks are community-level parks providing access to formal and/or informal active and/or passive outdoor recreation facilities and amenities serving multiple neighbourhoods.

District Parks support organized and unstructured outdoor sports and activities that are highly accessible by several neighbourhoods and also provide venues for sports/event tourism.

Current Inventory

No. of Sites:	17
Total Area:	138 ha
Provision Level:	0.7 ha per 1,000 residents

Targets

Optimal Size:	4 to 8 ha
Service Area:	Multiple neighbourhoods

Provision Level:
Maintain existing inventory;
Develop new or expanded sites
to sustain current population-
based service level (e.g.
proposed South District Park)

Planning and Management Objectives

- ❖ Provide district-level parkland and outdoor sports and recreation facilities serving as community focal points supporting recreational, social, cultural and/or specialized activities and events for several neighbourhoods
- ❖ Facilitate broad-based participation in outdoor recreation and diverse social and cultural activities and events
- ❖ Consolidate active recreation facilities (sports fields, ball diamonds, etc) in locations that are accessible at a community-level to provide multi-field opportunities for tournaments and to create efficiencies in supporting facility provision (e.g. washrooms, storage, parking, etc) and turf/facility maintenance
- ❖ Provide venues for historic/cultural artifacts that celebrate community heritage and for local arts
- ❖ Create visual landmarks contributing to enhanced urban form, community identity and civic pride
- ❖ Offer a mix of natural, manicured and hard-surface areas and facilities supporting a range of activities
- ❖ Support universal/barrier-free design and user safety
- ❖ Promote access by transit, cycling and walking and address parking needs
- ❖ Integrate sustainability features, including facilities that support reduced energy and water consumption and materials with low environmental impact

District Parks



Potential Facilities and Activities

- ❖ Potential facilities include outdoor sports fields, paved courts, play structures, splash/spray pads, passive open space, trails, pathways, lighting, shelters, signage, tables, benches, supports for special events, civic landmarks, monuments, memorials, public art, community gardens, landscape and water features, recycling and waste receptacles, washrooms, first aid/emergency response facilities, bike racks, parking and accessibility supports
- ❖ Potential activities include outdoor sports, water play, walking/hiking, running/jogging, cycling, nature appreciation, bird watching, fishing, education, photography, hiking, skiing and snowshoeing, skating, special events/festivals, outdoor theatre/entertainment and other cultural activities

Programming and Use

- ❖ In accordance with City of Kitchener Park Use By-law
- ❖ May include fee-based/booked facilities and non-programmed spaces that are free for public use
- ❖ Maintain primarily for seasonal use, may also promote year-round activities where facilities provided
- ❖ Restrict to non-motorized access and use except to address accessibility needs for persons with disabilities, parking of vehicles within designated parking areas, required maintenance and as permitted for special events

GUIDELINE SERIES 1 PARKLAND CLASSIFICATION SYSTEM



Acquisition

Parkland acquisition for new or expanded District Parks should be based on growth-related requirements to sustain current population-based provision level.

Location/Access

- Central to service area population
- Connected to pedestrian and cycling network
- On or near public transit route(s)
- Along or near major/ arterial or collector roadway(s)
- May be adjacent to or integrated with natural areas
- May be combined sites with indoor recreational/ community facilities or adjacent to secondary schools
- May also serve local area Neighbourhood Park requirements and/or attract City-Wide use



Neighbourhood Parks

Neighbourhood Parks are local parks providing walkable access to passive open space areas, playground facilities and other neighbourhood-scale outdoor recreational amenities.

Neighbourhood Parks support highly accessible outdoor recreation within walking range of residential units in a defined area, enhanced neighbourhood design, unity and social vitality.

Current Inventory

No. of Sites:	102
Total Area:	199 ha
Provision Level:	1.0 ha per 1,000 residents

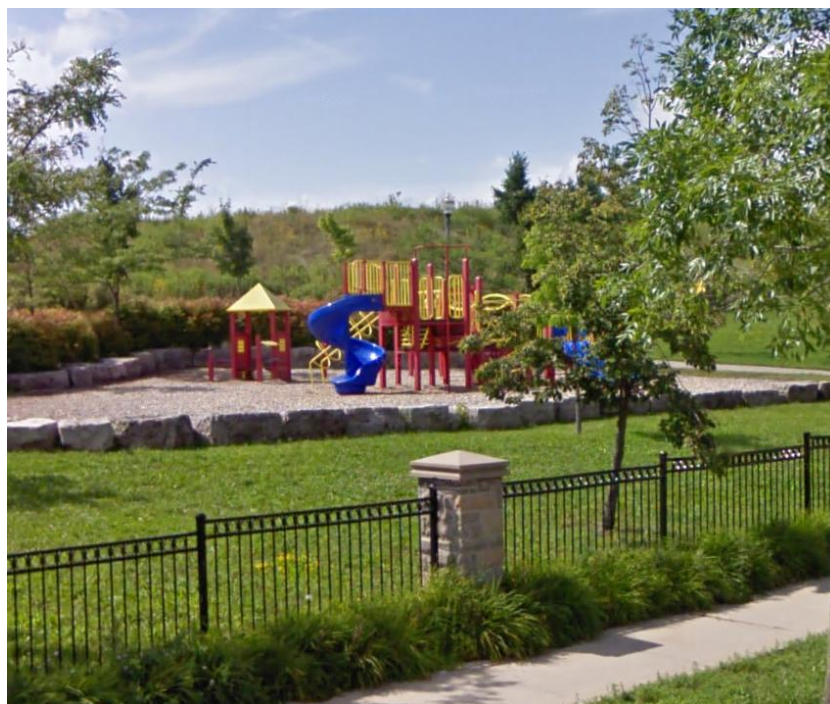
Targets

Optimal Size:	1.0 to 2.5 ha
Service Area:	400-500 metres (5 minute walking distance)
Provision Level:	1.5 ha per 1,000 residents

Planning and Management Objectives

- ❖ Provide local-scale parkland and outdoor facilities serving as neighbourhood focal points supporting recreational, social and cultural activities for a defined residential area
- ❖ Facilitate broad-based, day-to-day participation in outdoor recreation and diverse social and cultural activities
- ❖ Create visual landmarks contributing to enhanced neighbourhood design and place-making
- ❖ Offer a mix of natural, manicured and hard-surface areas and facilities supporting a range of activities
- ❖ Support universal/barrier-free design and user safety
- ❖ Promote access by cycling and walking
- ❖ Integrate sustainability features, including facilities that support reduced energy and water consumption and materials with low environmental impact

Neighbourhood Parks



Potential Facilities and Activities

- ❖ Potential facilities include informal outdoor playing fields, paved multicourts, play structures (consideration of both tot and senior kids play structures), passive open space, trails, pathways, lighting, shelters, signage, tables, benches, community gardens, recycling and waste receptacles, bike racks and accessibility supports
- ❖ Potential activities include outdoor sports, spontaneous outdoor play, walking, running/jogging, skating and snowshoeing

Programming and Use

- ❖ In accordance with City of Kitchener Park Use By-law
- ❖ Non-programmed spaces that are free for public use
- ❖ Promote year-round use and activities
- ❖ Restrict to non-motorized access and use except to address accessibility needs for persons with disabilities

GUIDELINE SERIES 1 PARKLAND CLASSIFICATION SYSTEM



Acquisition

Parkland acquisition for new or expanded Neighbourhood Parks should be based on growth-related requirements to achieve provision level target and will primarily occur through mandatory dedication as a condition of development approval. Natural areas, hazard lands, related buffers and other marginal land should not be accepted as part of minimum dedication to address active neighbourhood parkland requirements.

Location/Access

- Central to service area population
- Connected to pedestrian and cycling network
- Prominent street intersections (~ at least 50% visible from the street)
- May be adjacent to elementary schools



Urban Greens

*Urban greenspaces designed for high public use and aesthetics in a diversity of settings including the urban core, within neighbourhoods and along trails and typically include a concentration of public amenities and higher level of design detail. Sub-types include parkettes, lookouts, commons and urban plazas.**

Urban Greens support enhanced urban form and streetscapes, outdoor gathering, rest and relaxation and passive leisure opportunities, and may also supplement access to local parkland.

Current Inventory

No. of Sites:	51
Total Area:	15 ha
Provision Level:	0.07 ha per 1,000 residents

Targets

Optimal Size:	
Parkettes	0.2-1.0 ha
Commons	varies
Lookouts	varies
Urban Plazas	varies

Service Area: varies (street/
neighbourhood)

Provision Level:
Maintain existing inventory,
acquisition by dedication
where land would be
insufficient for a
neighbourhood park

Planning and Management Objectives

- ❖ Provide greenspaces that offer rest and shade areas within the urban environment
- ❖ Facilitate social gathering and outdoor experiences
- ❖ Augment local access to playground facilities and passive open space
- ❖ Create visual landmarks contributing to streetscape appeal, urban design and place-making
- ❖ Support universal/barrier-free design and user safety
- ❖ Promote access by cycling and walking
- ❖ Integrate sustainability features, including facilities that support reduced energy and water consumption and materials with low environmental impact

*Sub-Categories of Urban Greens:

1. Parkettes: small playground areas for local access to augment neighbourhood park distribution and support trail use/linkages
2. Commons: passive green space providing social gathering and passive leisure opportunities as well as enhancing visual appeal of the area
3. Lookouts: interesting views from trails providing seating and/or interpretive signage
4. Urban Plazas: public spaces offering outdoor furniture, landscaping and lighting for social gathering and enhanced urban form

Urban Greens



GUIDELINE SERIES 1 PARKLAND CLASSIFICATION SYSTEM



Potential Facilities and Activities

- ❖ Potential facilities include informal outdoor playing fields, paved multicourts, play structures (consideration of both tot and senior kids play structures), passive open space, trails, pathways, lighting, shelters, signage, tables, benches, community gardens, recycling and waste receptacles, bike racks and accessibility supports
- ❖ Potential activities include outdoor sports, spontaneous outdoor play, walking, running/jogging, skating and snowshoeing

Programming and Use

- ❖ In accordance with City of Kitchener Park Use By-law
- ❖ Non-programmed spaces that are free for public use
- ❖ Promote year-round use and activities
- ❖ Restrict to non-motorized access and use except to address accessibility needs for persons with disabilities

Acquisition

Parkland acquisition for new or expanded Urban Greens should be opportunity-based in areas of high visibility/public use and should only be considered as part of the mandatory parkland dedication required from development where a suitable land base for a neighbourhood park cannot reasonably be provided

Location/Access

- Parkettes: along residential blocks/trails or SWM facilities with two street frontages where possible
- Commons: central, 100% street frontage where possible
- Lookouts: high elevation points providing interesting or scenic views
- Urban Plazas: downtown core/neighbourhood mixed use centres
- Connected to pedestrian and cycling network



Greenways

*Greenways are linear greenspaces providing linkages among parks, trails and other open space areas and public realm elements within the urban environment.**

Greenways support convenient pedestrian linkages, increased access and connectivity among the components of the parks system and the rest of the public realm, and enhanced urban form.

Current Inventory

No. of Sites:	45
Total Area:	126 ha
Provision Level:	0.6 ha per 1,000 residents

Targets

Optimal Size:	varies
Service Area:	varies

Provision Level:

Maintain existing inventory, acquisition by dedication based on identified corridors and linkages identified in Community/Secondary Plans and geographic/utility opportunities (watercourses, hydro/servicing easements, etc)

Planning and Management Objectives

- ❖ Support pedestrian convenience by augmenting access to parks and trails
- ❖ Provide connections between parks, trails and other components of the public realm
- ❖ Facilitate social gathering and outdoor experiences
- ❖ Create visual greenspace corridors contributing to streetscape appeal, urban design and place-making
- ❖ Support universal/barrier-free design and user safety
- ❖ Promote access by cycling and walking
- ❖ Protect watercourses and conserve natural corridors
- ❖ Integrate sustainability features, including facilities that support reduced energy and water consumption and materials with low environmental impact

*Note: Greenways may also include Trails and Natural Areas. Generally, Greenways are distinguished as corridors of shorter length than trails, they may or may not include a formal pedestrian pathway, and they often include natural corridors such as watercourses.

Greenways



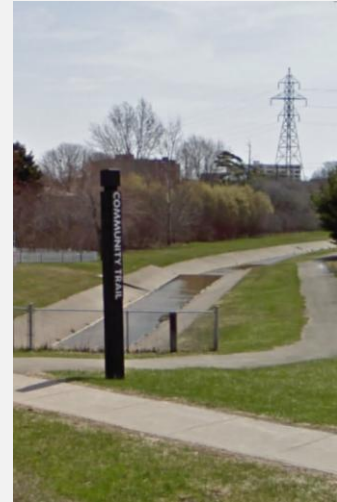
Potential Facilities and Activities

- ❖ Potential facilities include trails/pathways, lighting, shelters, benches/seating, signage and accessibility supports
- ❖ Potential activities include a range of potential trail uses (walking, running, cycling, snowshoeing) and spontaneous outdoor play

Programming and Use

- ❖ In accordance with City of Kitchener Park Use By-law
- ❖ Non-programmed spaces that are free for public use
- ❖ Promote year-round use and activities
- ❖ Restrict to non-motorized access and use except to address accessibility needs for persons with disabilities

GUIDELINE SERIES 1 PARKLAND CLASSIFICATION SYSTEM

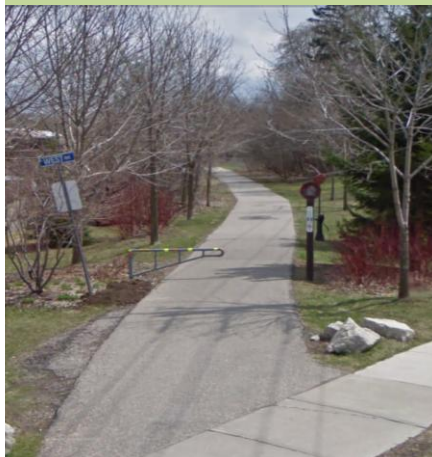


Acquisition

Parkland acquisition for new or expanded Greenways should be opportunity-based and may be considered as part of the mandatory parkland dedication required from development where a suitable land base for a neighbourhood park cannot reasonably be provided and/or to augment access to an existing or planned neighbourhood park

Location/Access

- Urban linkages between residential blocks, parks and community services
- Connected to pedestrian and cycling network and other parkland
- Within or along natural corridors (e.g. watercourses)
- Within or along servicing corridors (e.g. hydro and sewer easements)



Trails

*Trails are off-road pedestrian corridors designed for a range of recreational, aesthetic, educational and active transportation opportunities.**

Trails support access to nature and outdoor experiences, pedestrian and cycling linkages to diverse destinations, community connectivity, reduced automobile dependence, and tourism.

Current Inventory

Total Length:	175 km
(Recycled) Asphalt	81 km
Stonedust, tar/chip, Limestone	52 km
Gravel	22 km
Other	20 km

Provision Level: 0.8 km per 1,000 residents

Targets

Optimal Size (width): 1.8 to 3.0 m

Type 1	3.0 m
Type 2	1.8 to 3.0 m
2A	1.8 to 3.0 m
2B	1.8 to 2.5 m
2C	min 1.8 m
2D	varies

Service Area: varies

Provision Level:

Maintain existing service level; acquisition should be opportunity-based and targeted based on Trails Implementation Strategy

Planning and Management Objectives

- ❖ Provide year-round off-road pedestrian connections between areas of housing, employment, transit, commercial services, retail, community facilities and other destinations and among parks and other components of the public realm
- ❖ Support pedestrian convenience and walkability, and a range of recreational and active transportation opportunities
- ❖ Reduce demands on roads/other transportation infrastructure
- ❖ Create visual greenspace corridors contributing to urban form
- ❖ Support universal/barrier-free design except where accessibility limited by environmental constraints, and support user safety
- ❖ Promote access by cycling, walking and a range of other trail uses
- ❖ Integrate sustainability features, including facilities that support reduced energy/water consumption and low impact materials

*Sub-Categories of Trails:

Type 1- Transportation Trails:

- ❖ Active transportation/recreation routes constructed to a high standard to accommodate high volumes of use, destination orientated travel, widest range of user abilities, special or unique trail types, important links to community facilities
- ❖ Winter maintenance required, hard surface required

Type 2- Recreation Trails

- ❖ Recreation routes which may also provide seasonal transportation options
- ❖ Generally no winter maintenance, may be hard surface for drainage or heavy seasonal use
- ❖ Sub-types include:
 - 2A – Park Trails: recreation routes within parks between points of interest and park facilities
 - 2B – Woodland Trails: recreation routes within woodlands and other upland natural areas
 - 2C – Boardwalks: trails requiring special construction methods/materials to address impacts
 - 2D – Hiking Trails/Footpaths: generally not maintained by City and surfacing not provided

*Note: Trail classifications to be further developed in Trails Master Plan/Implementation Strategy.

Trails



Potential Facilities and Activities

- ❖ **Type 1 Transportation Trails:** includes majority of trail heads, trail junctions, rest stops and nodes, with potential amenities including benches, recycling/waste receptacles, lighting, signage, public washrooms/change facilities, bike racks, parking areas and concessions, designed to accommodate multiple uses, such as cycling, walking, in-line skating, strollers, and users with mobility assisted devices
- ❖ **Type 2 Recreation Trails:** includes several trail junctions, rest stops and nodes, with potential amenities including benches, recycling/waste receptacles, lighting, signage and bike racks, support a range of uses, include isolated loop trails or solitary trail segments for specific uses
- ❖ **Type 2 Subcategories:** minimal to no trail amenities to minimize disturbance except for regulatory/way-finding signage where necessary and interpretive/educational signage where appropriate

Programming and Use

- ❖ In accordance with City of Kitchener Park Use By-law
- ❖ Non-programmed spaces that are free for public use, may also include educational and organized programming (e.g. running, walking and cycling clubs, tours, etc)
- ❖ Promote year-round use and activities
- ❖ Restrict to non-motorized access and use except to address accessibility needs for persons with disabilities – some Type 2 trails may have limited accessibility due to environmental sensitivity

GUIDELINE SERIES 1 PARKLAND CLASSIFICATION SYSTEM



Acquisition

Parkland acquisition for new or expanded trails should be identified and prioritized based on a detailed Trails Master Plan and Implementation Strategy

Location/Access

- Type 1: within major corridors facilitating city-wide access, connections to parks, community facilities, commercial sites, institutions and residential areas and regional links, providing for accessible slopes, long sight distances, winter maintenance and universal accessibility
- Type 2: within corridors that facilitate trail activities and access to parks, community facilities, natural areas, conservation areas and may also provide seasonal transportation alternatives and regional links
- Type 2 Subcategories:
 - 2A - within parks, 2B - woodlands and other upland natural areas, 2C - wetlands and other highly sensitive areas, 2D - varies

Parkland Inventory: Natural Areas

MAP#	NATURAL AREA NAME	PLANNING COMMUNITY	AREA (AC)	AREA (HA)
1	ALPINE PARK NATURAL AREA	ALPINE	5.2	2.1
2	BALZER GREENWAY EAST NATURAL AREA	COUNTRY HILLS EAST	17.7	7.2
3	BIEHN PARK NATURAL AREA	PIONEER PARK	30.0	12.1
4	BLUE SPRING WOODS	GRAND RIVER NORTH	5.2	2.1
5	BORDEN WETLANDS	LAURENTIAN WEST	43.6	17.6
6	BRIARFIELD PARK	IDLEWOOD	8.4	3.4
7	BRIDGEPORT TRAIL NATURAL AREA	BRIDGEPORT EAST	3.3	1.3
8	BRIGADOON PARK NATURAL AREA	BRIGADOON	20.5	8.3
9	BRIGADOON WOODS	BRIGADOON	35.3	14.3
10	CARISBROOK DRIVE NATURAL AREA	BRIDGEPORT NORTH	28.5	11.5
11	CEDAR CREST PARK NATURAL AREA	FOREST HEIGHTS	1.1	0.5
12	CHICOPEE-VALE TRAIL	CENTREVILLE CHICOPEE	11.6	4.7
13	CONCORDIA PARK NATURAL AREA	MEINZINGER PARK-LAKESIDE	19.0	7.7
14	COUNTRYSTONE PARK NATURAL AREA	HIGHLAND WEST	2.2	0.9
15	DETWEILER NATURAL AREA	HIGHLAND WEST	25.5	10.3
16	DETWEILER PARK NATURAL AREA	HIGHLAND WEST	0.8	0.3
17	DOON CREEK	DOON SOUTH	42.2	17.1
18	DOON CREEK NATURAL AREA	DOON SOUTH	47.0	19.0
19	DRYDEN NATURAL AREA	VANIER	0.9	0.4
20	EASTFOREST PARK NATURAL AREA	HIGHLAND WEST	3.3	1.3
21	FALCONRIDGE DRIVE NATURAL AREA	BRIDGEPORT NORTH	2.8	1.1
22	FILSINGER PARK NATURAL AREA	VICTORIA HILLS	3.0	1.2
23	FILSINGER PARK WEST	Victoria Hills	19.1	7.7
24	GEORGIAN PARK	GRAND RIVER NORTH	4.0	1.6
25	GRAND RIVER CORRIDOR	PIONEER TOWER WEST	21.3	8.6
26	GRAND RIVER FLOODPLAIN (KING STREET E)	PIONEER TOWER EAST	21.1	8.5
27	GRAND RIVER NATURAL AREA	GRAND RIVER SOUTH	22.5	9.1
28	GRAND RIVER NATURAL AREA - SIMS ESTATE	GRAND RIVER SOUTH	30.9	12.5
29	GRAND RIVER NATURAL AREA (OLD MILL)	LOWER DOON	6.3	2.5
30	GRAND RIVER TRAIL - OLD COTTAGE LANE NATURAL AREA	BRIDGEPORT NORTH	2.5	1.0
31	GRAND VIEW WOODS NORTH (MTO)	PIONEER TOWER WEST	72.7	29.4
32	GRAND VIEW WOODS SOUTH (GRCA)	PIONEER TOWER WEST	24.0	9.7
33	GRCA LANDS (GRCA)	PIONEER TOWER WEST	16.8	6.8
34	HALLMAN	GRAND RIVER SOUTH	25.6	10.4
35	HEARTHWOOD DR TRAIL NATURAL AREA	BRIGADOON	0.9	0.4
36	HEARTHWOOD SWP	BRIGADOON	2.8	1.1
37	HENRY STRUM GREENWAY - FENWICK NATURAL AREA	VICTORIA HILLS	1.4	0.6

Parkland Inventory: Natural Areas

MAP#	NATURAL AREA NAME	PLANNING COMMUNITY	AREA (AC)	AREA (HA)
38	HENRY STRUM GREENWAY - FILSINGER TO WESTMOUNT NATURAL AREA	VICTORIA HILLS	3.1	1.3
39	HENRY STRUM GREENWAY - RESURRECTION NATURAL AREA	HIGHLAND WEST	6.1	2.5
40	HIDDEN VALLEY PARK NATURAL AREA	HIDDEN VALLEY	11.2	4.5
41	HOMER WATSON PARK	PIONEER PARK, TRILLIUM INDUSTRIAL PARK, LOWER DOON	157.8	63.9
42	HOMER WATSON PARK (GRCA)	PIONEER PARK, TRILLIUM INDUSTRIAL PARK	15.3	6.2
43	HOMER WATSON PARK (REGION)	PIONEER PARK	72.0	29.2
44	HUCK PARK NATURAL AREA	HIGHLAND WEST	3.1	1.2
45	HURON NATURAL AREA	HURON PARK	269.2	108.9
46	IDLE CREEK DRIVE NATURAL AREA	IDLEWOOD	1.3	0.5
47	IDLEWOOD CREEK	GRAND RIVER SOUTH, IDLEWOOD	36.0	14.6
48	IDLEWOOD PARK NATURAL AREA	STANLEY PARK, CENTREVILLE CHICOPEE	123.5	50.0
49	KIWANIS PARK NATURAL AREA	BRIDGEPORT NORTH	76.8	31.1
50	KOLB PARK	GRAND RIVER NORTH	21.6	8.7
51	KUNTZ PARK NATURAL AREA	PIONEER TOWER WEST	3.3	1.3
52	LACKNER WOODS	GRAND RIVER SOUTH	28.2	11.4
53	LAKESIDE PARK NATURAL AREA	MEINZINGER PARK-LAKESIDE, SOUTHDAL, ST. MARYS HOSPITAL	24.8	10.1
54	LANCASTER BUSINESS PARK NATURAL AREA	BRIDGEPORT WEST	17.9	7.2
55	LAURENTIAN WETLANDS	LAURENTIAN WEST	49.4	20.0
56	LORILEE PARK	FOREST HEIGHTS	4.4	1.8
57	LYNDALLE	GRAND RIVER SOUTH	48.2	19.5
58	LYNNVALLEY PARK NATURAL AREA	HIGHLAND WEST	13.6	5.5
59	MEINZINGER PARK NATURAL AREA	MEINZINGER PARK-LAKESIDE	15.5	6.3
60	MILLWOOD PARK NATURAL AREA	PIONEER PARK	3.9	1.6
61	MONARCH WOODS PARK	HIGHLAND WEST	36.8	14.9
62	NATCHEZ WOODS	GRAND RIVER SOUTH	23.9	9.7
63	OLD MILL GREEN	LOWER DOON	1.8	0.7
64	OTTERBEIN NATURAL AREA	GRAND RIVER SOUTH	21.8	8.8
65	PAIGE PARK NATURAL AREA (FLOOD PLAIN)	BRIDGEPORT EAST	28.0	11.3
66	PARKVALE PARK	HURON PARK	27.8	11.3
67	PETER HALLMAN BALLYARD / ACTIVA SPORTSPLEX NATURAL AREA	COUNTRY HILLS EAST	4.7	1.9
68	PETRIFYING SPRING NATURAL AREA	TRILLIUM INDUSTRIAL PARK	11.8	4.8
69	PINNACLE HILL NATURAL AREA	DOON SOUTH	62.2	25.2

Parkland Inventory: Natural Areas

MAP#	NATURAL AREA NAME	PLANNING COMMUNITY	AREA (AC)	AREA (HA)
70	PIONEER PARK NATURAL AREA	PIONEER PARK	1.0	0.4
71	PIONEER TOWER NATURAL AREA	PIONEER TOWER WEST	41.2	16.7
72	RADDATZ PARK NATURAL AREA	CHERRY HILL	2.4	1.0
73	RIVERS EDGE WALK	PIONEER TOWER WEST	2.8	1.1
74	SCHNEIDER CREEK MANITOU NATURAL AREA	TRILLIUM INDUSTRIAL PARK	19.9	8.0
75	SCHNEIDER CREEK NATURAL AREA	DOON SOUTH	5.3	2.1
76	SCHNEIDER CREEK PARK NATURAL AREA	Pioneer Park	6.8	2.7
77	SCHNEIDER PARK	CENTREVILLE CHICOPEE	15.8	6.4
78	SCHOOL CREEK	DOON SOUTH	6.8	2.8
79	SETTLERS GROVE PARK NATURAL AREA	PIONEER TOWER WEST	9.9	4.0
80	SHADYRIDGE WOODS	HIGHLAND WEST	3.5	1.4
81	SPRINGDALE GREEN NATURAL AREA	BRIDGEPORT WEST	2.3	0.9
82	SPRINGMOUNT PARK NATURAL AREA	IDLEWOOD	33.8	13.7
83	SPRINGWOOD PARK	NORTHWARD	21.3	8.6
84	STANLEY PARK CONSERVATION AREA (GRCA)	ROSEMOUNT,HERITAGE PARK,STANLEY PARK	157.2	63.6
85	STANLEY PARK OPTIMIST NATURAL AREA (GRCA)	VICTORIA NORTH	34.5	14.0
86	STECKLE WOODS	TRILLIUM INDUSTRIAL PARK	77.5	31.3
87	STRASBURG CREEK	HURON PARK,BRIGADOON	61.2	24.8
88	STRASBURG CREEK NORTH BRANCH	HURON PARK	29.3	11.8
89	STRASBURG SWP	BRIGADOON,TRILLIUM INDUSTRIAL PARK	2.6	1.1
90	STRASBURG WOODS	COUNTRY HILLS	6.5	2.6
91	SUMMERSIDE WOODS PARK	HIGHLAND WEST	8.6	3.5
92	TILTS BUSH	PIONEER PARK,DOON SOUTH,BRIGADOON	105.1	42.5
93	TOPPER WOODS	DOON SOUTH	58.2	23.5
94	TRAILVIEW PARK NATURAL AREA	FOREST HEIGHTS	4.8	1.9
95	UPPER CANADA PARK NATURAL AREA	PIONEER PARK	18.9	7.6
96	WALDAU WOODS PARK	FOREST HEIGHTS	12.0	4.8
97	WATERFORD COURT OPEN SPACE	DOON SOUTH	6.0	2.4
98	WESTHEIGHTS PARK NATURAL AREA	FOREST HEIGHTS	10.8	4.4
99	WESTMEADOW PARK NATURAL AREA	HIGHLAND WEST	4.7	1.9
100	WESTWOOD PARK NATURAL AREA	WESTMOUNT	3.2	1.3
101	WILSON PARK NATURAL AREA	VANIER	14.6	5.9
102	WINDRUSH PARK NATURAL AREA	DOON SOUTH	7.8	3.2
103	WINIFRED WOODS	PIONEER TOWER WEST	6.7	2.7
104	WOODFIELD COURT WOODLAND	DOON SOUTH	3.9	1.6
105	WOOLNER WOODS	GRAND RIVER SOUTH	9.0	3.7
106	WOOLWICH STREET WOODLOT	BRIDGEPORT NORTH	3.3	1.4

Parkland Inventory: City-Wide Parks

MAP#	CITY-WIDE PARK NAME	PLANNING COMMUNITY	AREA (AC)	AREA (HA)
*49	KIWANIS PARK	BRIDGEPORT NORTH	49.1	19.9
107	MC LENNAN PARK	LAURENTIAN HILLS	93.6	37.9
108	VICTORIA PARK	VICTORIA PARK	47.7	19.3

*Denotes parks listed in more than one category.

Parkland Inventory: District Parks

MAP#	DISTRICT PARK NAME	PLANNING COMMUNITY	AREA (AC)	AREA (HA)
109	BREITHAUPT PARK	BRIDGEPORT WEST, FAIRFIELD	73.2	29.6
110	BUDD PARK	TRILLIUM INDUSTRIAL PARK	51.7	20.9
111	COUNTRY HILLS PARK	COUNTRY HILLS	10.8	4.4
112	COUNTRYSIDE PARK	COUNTRY HILLS WEST	6.3	2.5
*20	EASTFOREST PARK	HIGHLAND WEST	9.5	3.9
113	FISCHER PARK	FOREST HEIGHTS	8.7	3.5
114	HIGHLAND COURTS PARK	MILL COURTLAND WOODSIDE PARK	5.9	2.4
115	JOE THOMPSON PARK	BRIDGEPORT EAST	5.1	2.1
116	KAUFMAN PARK	CEDAR HILL	17.0	6.9
117	LIONS PARK	COUNTRY HILLS WEST	27.0	10.9
*59	MEINZINGER PARK	MEINZINGER PARK-LAKESIDE	17.0	6.9
*67	PETER HALLMAN BALLYARD / ACTIVA SPORTSPLEX	Alpine	28.6	11.6
118	QUEENSMOUNT PARK	FOREST HILL	5.7	2.3
119	ROSENBERG PARK	GRAND RIVER NORTH	13.7	5.5
120	SOUTHWEST OPTIMIST SPORTS FIELD	PIONEER PARK	23.5	9.5
101	WILSON PARK	VANIER	29.5	11.9
121	WOODSIDE PARK	MILL COURTLAND WOODSIDE PARK	8.1	3.3

*Denotes parks listed in more than one category.

Parkland Inventory: Neighbourhood Parks

MAP#	NEIGHBOURHOOD PARK NAME	PLANNING COMMUNITY	AREA (AC)	AREA (HA)
122	ADMIRAL PARK	ST. MARYS HOSPITAL	1.6	0.7
*1	ALPINE PARK	ALPINE	2.5	1.0
123	ARROWHEAD PARK	PIONEER PARK	2.7	1.1
124	BANKSIDE PARK	HIGHLAND WEST	1.0	0.4
125	BELMONT PARK	VICTORIA HILLS	3.3	1.3
*3	BIEHN PARK	PIONEER PARK	5.3	2.1
*8	BRIGADOON PARK	BRIGADOON	5.9	2.4
126	CARLYLE PARK	PIONEER PARK	7.2	2.9
127	CASEY PARK	IDLEWOOD	2.4	1.0
*11	CEDAR CREST PARK	FOREST HEIGHTS	1.6	0.7
128	CEDARHILL PARK	COUNTRY HILLS	1.7	0.7
129	CHANDLER PARK	LAURENTIAN HILLS	2.2	0.9
130	CHARLES BEST PARK	SOUTHDALE	1.6	0.6
131	CHERRY PARK	CHERRY HILL	7.6	3.1
132	CIVIC CENTRE PARK	CITY COMMERCIAL CORE	2.0	0.8
133	CLOVERDALE PARK	FOREST HILL	5.2	2.1
134	COMMONWEALTH PARK	LAURENTIAN WEST	1.6	0.6
*13	CONCORDIA PARK	MEINZINGER PARK-LAKESIDE	5.8	2.3
135	CROSBY PARK	HERITAGE PARK	4.3	1.8
*16	DETWEILER PARK	HIGHLAND WEST	2.4	1.0
136	DINISON PARK	LAURENTIAN HILLS	2.1	0.8
137	DRIFTWOOD PARK	FOREST HEIGHTS	6.9	2.8
138	DUKE PARK	MT. HOPE HURON PARK	0.9	0.4
139	EBY PARK	IDLEWOOD	6.4	2.6
140	ELMSDALE PARK	LAURENTIAN HILLS	6.3	2.6
141	ERINBROOK PARK	COUNTRY HILLS WEST	5.4	2.2
*22	FILSINGER PARK	VICTORIA HILLS	7.9	3.2
142	FOREST HEIGHTS COMMUNITY CENTRE AND FIRE HALL	FOREST HEIGHTS	5.6	2.3
143	FOREST HILL PARK	FOREST HILL	6.3	2.5
144	FOREST WEST PARK	FOREST HEIGHTS	9.9	4.0
145	FORFAR PARK	ROSEMOUNT	1.8	0.7
146	FRANKLIN PARK	STANLEY PARK	9.5	3.8
147	GEORGE LIPPERT PARK	MT. HOPE HURON PARK	2.0	0.8
148	GLENDALE PARK	ST. MARYS HOSPITAL	1.2	0.5
149	GREENBROOK PUMPING STATION	MEINZINGER PARK-LAKESIDE	10.5	4.3
150	GREENGABLE PARK	HIGHLAND WEST	4.7	1.9
151	GUELPH STREET PARK	NORTHWARD	3.4	1.4

*Denotes parks listed in more than one category.

Neighbourhood Parks

MAP#	NEIGHBOURHOOD PARK NAME	PLANNING COMMUNITY	AREA (AC)	AREA (HA)
152	GZOWSKI PARK	VICTORIA HILLS	15.8	6.4
153	HERITAGE PARK	HERITAGE PARK	6.8	2.7
154	HILLSIDE PARK	MT. HOPE HURON PARK	3.0	1.2
155	HOFSTETTER PARK	CENTREVILLE CHICOPEE	6.7	2.7
*48	IDLEWOOD PARK	STANLEY PARK, CENTREVILLE CHICOPEE	5.0	2.0
156	JANINE ST PARK	GRAND RIVER SOUTH	0.5	0.2
157	KINGSDALE PARK	VANIER	3.2	1.3
158	KINZIE PARK	CENTREVILLE CHICOPEE	0.9	0.4
159	KNOLLWOOD PARK	AUDITORIUM	9.3	3.8
*51	KUNTZ PARK	PIONEER TOWER WEST	5.5	2.2
*53	LAKESIDE PARK	MEINZINGER PARK-LAKESIDE, SOUTHDAL, ST. MARYS	13.6	5.5
160	LIPS PARK	MT. HOPE HURON PARK	3.5	1.4
*58	LYNNVALLEY PARK	HIGHLAND WEST	8.6	3.5
161	MAJOR PARK	MT. HOPE HURON PARK	1.0	0.4
162	MARISA PARK	BRIDGEPORT EAST	2.5	1.0
163	MAUSSER PARK	SOUTHDAL	12.1	4.9
164	MEADOWLANE PARK	FOREST HEIGHTS	8.1	3.3
165	MIDLAND PARK	STANLEY PARK	11.9	4.8
*60	MILLWOOD PARK	PIONEER PARK	7.2	2.9
166	MONTGOMERY PARK	EASTWOOD	11.0	4.5
167	MORGAN PARK	CENTREVILLE CHICOPEE	5.5	2.2
168	MORRISON PARK	CENTREVILLE CHICOPEE	9.6	3.9
169	NORTHFOREST PARK	HIGHLAND WEST	2.3	0.9
170	OATEN PARK	CENTREVILLE CHICOPEE	1.8	0.7
171	PINEDALE PARK	LAURENTIAN HILLS	1.7	0.7
*70	PIONEER PARK	PIONEER PARK	3.9	1.6
172	PROSPECT PARK	STANLEY PARK	4.5	1.8
173	RADCLIFFE PARK	LAURENTIAN HILLS	4.5	1.8
*72	RADDATZ PARK	CHERRY HILL	4.2	1.7
174	RESURRECTION PARK	HIGHLAND WEST	5.3	2.2
175	RITTENHOUSE PARK	COUNTRY HILLS WEST	17.6	7.1
176	RIVER RIDGE COMMUNITY PARK	BRIDGEPORT NORTH	6.9	2.8
177	ROLLING MEADOWS PARK	FOREST HEIGHTS	3.6	1.5
178	SANDHILLS PARK	CEDAR HILL	2.5	1.0
179	SCHAEFER PARK	BRIDGEPORT EAST	7.7	3.1
*76	SCHNEIDER CREEK PARK	PIONEER PARK	1.8	0.7
*79	SETTLERS GROVE PARK	PIONEER TOWER WEST	2.0	0.8

*Denotes parks listed in more than one category

Parkland Inventory: Neighbourhood Parks

MAP#	NEIGHBOURHOOD PARK NAME	PLANNING COMMUNITY	AREA (AC)	AREA (HA)
180	SHANTZ PARK	ROSEMOUNT	2.9	1.2
181	SIENNA PARK	HURON PARK	0.9	0.4
182	SOUTHRIDGE PARK	FOREST HILL	1.7	0.7
*82	SPRINGMOUNT PARK	IDLEWOOD	4.7	1.9
183	SYLVIA PARK	BRIDGEPORT EAST	3.0	1.2
184	TECUMSEH PARK	HERITAGE PARK	4.9	2.0
185	THISTLE DOWN GREEN	COUNTRY HILLS WEST	3.9	1.6
186	TIMBERLANE PARK	FOREST HEIGHTS	2.9	1.2
187	TIMM PARK	VICTORIA HILLS	2.9	1.2
*94	TRAILVIEW PARK	FOREST HEIGHTS	3.4	1.4
188	TRAYNOR PARK	VANIER	3.3	1.4
189	TREMAINE PARK	GRAND RIVER SOUTH	3.7	1.5
190	TYSON PARK	BRIDGEPORT EAST	1.8	0.7
191	UNIROYAL-GOODRICH PARK	MT. HOPE HURON PARK	1.6	0.7
*95	UPPER CANADA PARK	PIONEER PARK	6.5	2.6
192	VANIER PARK	VANIER	4.1	1.7
193	VETERANS PARK	SOUTHDALE	0.7	0.3
194	VOISIN PARK	LAURENTIAN WEST	12.2	4.9
195	WEBER PARK	CENTRAL FREDERICK	5.6	2.2
196	WESTCHESTER PARK	GRAND RIVER NORTH	4.3	1.7
*98	WESTHEIGHTS PARK	FOREST HEIGHTS	5.1	2.1
*100	WESTWOOD PARK	WESTMOUNT	7.4	3.0
197	WHEATFIELD PARK	PIONEER PARK	3.3	1.3
198	WILLOWLAKE PARK	LOWER DOON	3.6	1.5
199	WINDALE PARK	LAURENTIAN HILLS	1.8	0.7
*102	WINDRUSH PARK	DOON SOUTH	5.2	2.1
200	YELLOW BIRCH PARK	FOREST HEIGHTS	4.4	1.8
201	ZELLER PARK	GRAND RIVER SOUTH	5.9	2.4

*Denotes parks listed in more than one category.

Urban Greens

MAP#	URBAN GREEN NAME	PLANNING COMMUNITY	AREA (AC)	AREA (HA)
202	ABRAM STAUFFER GREEN	DOON SOUTH	1.0	0.4
203	ARGYLE PARK	WESTMOUNT	0.6	0.2
204	ARNOLD PARK	FAIRFIELD	0.5	0.2
205	ASH PARK	NORTHWARD	0.7	0.3
206	BENTON GREEN	MILL COURTLAND WOODSIDE PARK	0.1	0.0
207	BROOK GREEN	FOREST HEIGHTS	0.5	0.2
208	BRUBACHER PARK	CENTRAL FREDERICK	0.2	0.1
209	DIXON GREEN	ROCKWAY	2.1	0.9
210	DURHAM GREEN	LOWER DOON	0.2	0.1
211	EDMUND GREEN	EASTWOOD	0.4	0.2
212	ELM TREE GREEN	HURON PARK	0.3	0.1
213	FENWICK GREEN	VICTORIA HILLS	0.8	0.3
214	FORLER GREEN	MEINZINGER PARK-LAKESIDE	0.6	0.3
215	FRANCIS GREEN	CITY COMMERCIAL CORE	0.3	0.1
216	GENERALS GREEN	BRIDGEPORT WEST	0.2	0.1
217	GILDNER GREEN	KW HOSPITAL	1.4	0.6
218	GREENFIELD PARK	VANIER	2.2	0.9
219	HART GREEN	FAIRFIELD	0.7	0.3
220	HIBNER PARK	CIVIC CENTRE	0.4	0.2
221	HOMEWOOD GREEN	VICTORIA PARK	0.2	0.1
222	KNITTING MILL GREEN	MILL COURTLAND WOODSIDE PARK	0.1	0.0
223	LANG GREEN	CITY COMMERCIAL CORE	0.1	0.0
224	LUTHER GREEN	KING EAST	0.2	0.1
225	MADISON GREEN	KING EAST	0.1	0.0
226	MAHOGANY PARK	LAURENTIAN WEST	0.5	0.2
227	MANSION GREEN	CENTRAL FREDERICK	0.3	0.1
228	MAPLE LANE GREEN	MT. HOPE HURON PARK	0.1	0.0
229	MARKET GREEN	CITY COMMERCIAL CORE	0.3	0.1
230	MICHEL GREEN	CITY COMMERCIAL CORE	0.1	0.0
231	MOTZ GREEN	TRILLIUM INDUSTRIAL PARK	1.1	0.4
232	OKTOBERFEST PLATZ	CITY COMMERCIAL CORE	0.2	0.1
233	OLD HURON COURT - SWP	PIONEER PARK	0.1	0.0
234	OLD HURON GREEN	BRIGADOON,PIONEER PARK	2.1	0.9
235	ORCHARD MILL GREEN	LOWER DOON	0.7	0.3
236	OVERLEA PARK	FOREST HILL	1.7	0.7

Parkland Inventory: Urban Greens

MAP#	URBAN GREEN NAME	PLANNING COMMUNITY	AREA (AC)	AREA (HA)
237	OXFORD ST PARK	FAIRFIELD	0.6	0.3
238	PIONEER MEMORIAL TOWER PARK	PIONEER TOWER WEST	1.2	0.5
239	RANDERSON GREEN	EASTWOOD	0.4	0.2
240	ROCKWAY GARDENS	ROCKWAY	8.1	3.3
241	ROSEMOUNT PARK	ROSEMOUNT	0.8	0.3
242	SCHARLACH GREEN	VICTORIA HILLS	0.1	0.0
243	SHUPE GREEN	EASTWOOD	0.1	0.0
244	SILVER GREEN	FOREST HEIGHTS	0.5	0.2
245	SPEAKERS CORNER	CITY COMMERCIAL CORE	0.2	0.1
*81	SPRINGDALE GREEN	BRIDGEPORT WEST	2.3	0.9
246	STABLER GREEN	KING EAST	0.2	0.1
247	STIRLING GREEN	MILL COURTLAND WOODSIDE PARK	0.2	0.1
248	UNION LANE GREEN	FAIRFIELD	1.0	0.4
249	VOGELSANG GREEN	CITY COMMERCIAL CORE	0.3	0.1
250	WALLENBERG PARK	AUDITORIUM	0.5	0.2
251	WILLOW GREEN	MILL COURTLAND WOODSIDE PARK	0.1	0.0

*Denotes parks listed in more than one category.

Parkland Inventory: Greenways

MAP#	URBAN GREEN NAME	PLANNING COMMUNITY	AREA (AC)	AREA (HA)
252	AUTUMN RIDGE TRAIL LINK	DOON SOUTH	0.7	0.3
253	BALZER - MANITOU TRAIL	TRILLIUM INDUSTRIAL PARK	6.2	2.5
254	BALZER GREENWAY	COUNTRY HILLS	6.5	2.6
*2	BALZER GREENWAY EAST	COUNTRY HILLS EAST	1.7	0.7
255	BATTLER ROAD - GREENWAY	BRIGADOON	0.3	0.1
256	BORDEN GREENWAY	Laurentian Hills	0.4	0.1
*7	BRIDGEPORT TRAIL	BRIDGEPORT EAST	3.3	1.3
13	CONCORDIA PARK GREENWAY	MEINZINGER PARK-LAKESIDE	4.5	1.8
257	DAIMLER DR WALKWAY	IDLEWOOD	1.5	0.6
258	DENLOW TRAIL	GRAND RIVER NORTH	2.8	1.2
*15	DETWEILER GREENWAY	HIGHLAND WEST	25.5	10.3
*19	DRYDEN GREENWAY	VANIER	0.9	0.4
*141	ERINBROOK PARK GREENWAY	COUNTRY HILLS WEST	2.4	1.0
259	EXPRESSWAY TRAIL	ROSEMOUNT	2.3	0.9
*22	FILSINGER PARK GREENWAY	VICTORIA HILLS	26.8	10.8

*Denotes parks listed in more than one category.

Parkland Inventory: Greenways

MAP#	GREENWAY NAME	PLANNING COMMUNITY	AREA (AC)	AREA (HA)
*30	GRAND RIVER TRAIL - OLD COTTAGE LANE GREENWAY	BRIDGEPORT NORTH	2.5	1.0
260	GROVE DRIVE - SWP	LAURENTIAN WEST	1.0	0.4
261	HEARTH GREEN	ST. MARYS HOSPITAL	4.0	1.6
*35	HEARTHWOOD DR TRAILGREENWAY	BRIGADOON	0.9	0.4
*37	HENRY STRUM GREENWAY - FENWICK GREENWAY	VICTORIA HILLS	6.5	2.6
*38	HENRY STRUM GREENWAY - FILSINGER TO WESTMOUNT	VICTORIA HILLS	10.3	4.2
*39	HENRY STRUM GREENWAY - RESURRECTION	HIGHLAND WEST	12.4	5.0
262	HIGHBROOK PARK	LAURENTIAN HILLS	4.0	1.6
*44	HUCK PARK GREENWAY	HIGHLAND WEST	5.1	2.1
263	HURON TRAIL	HURON PARK	2.3	0.9
*46	IDLE CREEK DRIVE GREENWAY	IDLEWOOD	0.7	0.3
264	IDLEWOOD GREENWAY	IDLEWOOD	6.8	2.8
265	KOLB GREENWAY	ROSEMOUNT, GRAND RIVER NORTH, SOUTH, HERITAGE PARK	43.1	17.4
*54	LANCASTER BUSINESS PARK GREENWAY	BRIDGEPORT WEST	5.1	2.0
266	MIKE WAGNER GREEN	MILL COURTLAND WOODSIDE PARK	17.9	7.3
267	NORTHFOREST TRAIL	HIGHLAND WEST	1.2	0.5
*67	PETER HALLMAN BALLYARD / ACTIVA SPORTSPLEX GREENWAY	ALPINE	11.0	4.4
268	PROSPERITY TRAIL	LAURENTIAN WEST	2.6	1.0
269	RIDGEMOUNT TRAIL	DOON SOUTH	0.9	0.4
*175	RITTENHOUSE PARK GREENWAY	COUNTRY HILLS WEST	2.8	1.1
270	SANDROCK GREENWAY	HIGHLAND WEST, FOREST HEIGHTS	16.4	6.6
*74	SCHNEIDER CREEK MANITOU GREENWAY	TRILLIUM INDUSTRIAL PARK	18.9	7.6
271	SHOEMAKER GREENWAY	SOUTHDALE, MILL COURTLAND WOODSIDE PARK	9.7	3.9
272	TILT TRAIL	DOON SOUTH	2.3	0.9
273	TRAIL LINK TO COUNTRYSIDE PARK	COUNTRY HILLS WEST	0.2	0.1
*193	VETERANS PARK GREENWAY	SOUTHDALE	2.6	1.0
274	VOISIN GREENWAY	LAURENTIAN WEST, FOREST HILL, MEINZINGER PARK-LAKESIDE	8.3	3.4
275	WESTMOUNT DRAIN	VICTORIA PARK, CHERRY HILL	1.7	0.7
*197	WHEATFIELD PARK GREENWAY	PIONEER PARK	3.1	1.2
*198	WILLOWLAKE PARK GREENWAY	LOWER DOON	20.5	8.3

*Denotes parks listed in more than one category.

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Park Master Plan Guidelines

SERIES 2:

NATURAL AREAS

June 2010

Guidelines have been developed for Natural Areas as part of the Park Master Plan to provide additional direction for the acquisition, conservation and management of these areas and the creation and enhancement of linkages. These guidelines should be further advanced through continued development of the City's *Urban Natural Areas Management Plan*, the *Kitchener Natural Heritage System Project* and site-specific *Natural Area Management Plans*, as recommended by the Park Master Plan.

This Guideline builds on the direction provided in the Natural Area classification provided in *Guideline Series 1: Parkland Classification System*, which includes an inventory of all City of Kitchener Natural Areas. The *Natural Areas Series* includes guidelines for further development of the inventory. For related mapping information, refer to the *Park Master Plan Map*.

Reference should also be made to *Guideline Series 3: Trails* for related guidelines for the development and maintenance of trails within or adjacent to Natural Areas.



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1. Guidelines for Natural Areas Acquisition

The following guidelines should be referenced in identifying and considering the acquisition of additional Natural Areas for inclusion in the City's Parks System:

1.1 Develop a list of natural areas not currently in City ownership

1.2 With the primary objective of long term protection, the evaluation and prioritization of natural areas for inclusion in the parks system should include a review of the following factors:

- Applicable planning policies (Official Plan, Community/Secondary Plans, etc)
- Size, species richness, habitat diversity, landform-topographic associations or other notable ecological features
- Current condition of the natural area including magnitude of human impacts and adequacy of existing protection mechanisms and land use designations which may preclude development or site alteration (e.g. PSW, ESPA, floodplain, Core Greenlands etc.) in relation to the long term health and sustainability of the resource
- Sound management objectives for the area and related operating resource requirements to ensure the long term health and sustainability of the resource
- Presence of habitat types that are under-represented in the City
- The scope of potential public access opportunities, relationship to the surrounding trails network, and related benefits
- Educational opportunities
- Linkage opportunities to other natural areas and habitats
- Opportunities to negotiate conveyance of the natural area through the development process, land donation, conservation easements, direct purchase by the City or other means
- If purchase is required, identify estimated cost and secure money in annual budget or through other means (e.g. provincial/federal grants)



2. Natural Area Inventory Guidelines

The following guidelines should be referenced in further advancing the City's Natural Areas inventory:

2.1 Update GIS layers and mapping to include all City owned natural areas:

- This should build on the existing Natural Area Management Database (CSD), but incorporate all relevant information (e.g. trails, EIRs ...) in a location accessible by all City staff
- Identify other natural environmental designations (e.g. PSW, ESPA, Conservation Areas) on mapping to cross-reference with natural areas
- Incorporate existing data collected as part of City inventories and development-related studies (EIRs) into the database
- Complete statistical analyses/summaries of natural areas to inform management and acquisition priorities including the following factors: habitat type, size, linkage, level of disturbance and other measures based on the existing database information

2.2 Inventory field work for City-owned natural areas should include collection and organization of the following data:

- Inventory date (if any)
- Inventory type/thoroughness (e.g. reconnaissance level, partial inventory, detailed/comprehensive surveys)
- Proximity to changing land uses (e.g. residential development in general area, adjacent active park facilities to be installed in the immediate future)
- Areas identified as high priority for trail connections
- Where data has been collected, additional surveys should update, refine or supplement, but not duplicate this work



3. Natural Areas Management Guidelines

The following guidelines should be referenced to guide Natural Areas management inventories, prioritization of site-specific management plans and anticipated management activities:

- 3.1 For resource management purposes, the inventory of Natural Areas should include collection of the following data:
 - Timing/frequency (e.g. annual, semi-annual, seasonal)
 - Level of detail/inventory components (e.g. rapid inventory; multi-season; floral/faunal inventories; specialized surveys; target species)
 - Consideration of biological baseline and monitoring data gathered through planning applications for a specific area (e.g. EIRs, DVPs)
 - A standardized method of notification/submission, data tracking/entry and updates to existing City databases and guidelines for data presentation
 - Inclusion of/linkage to data collected as part of other reviews (e.g. ESPA inventories, PSW evaluations)
- 3.2 The prioritization of areas for the preparation of site specific Management Plans should include a consideration of the following factors:
 - Baseline inventory information
 - Proximity to changing land uses (e.g. residential development in general area, adjacent active park facilities to be installed in the immediate future)
 - Areas identified as high priority for trail connections
- 3.3 For each Natural Area, confirm responsibility for undertaking management activities (e.g. Parks, Operations - Natural Areas Coordinator/Manager) to receive, organize and disseminate information to staff responsible for management activities
- 3.4 Clearly identify schedules and specific locations for management activities and make available to responsible staff, including calendars and checklist summaries
- 3.5 Ensure that responsible staff are aware of management activity schedules and locations and that they have the proper training to undertake these activities (e.g. it is important that staff are aware of tree cutting/disturbance restrictions during the breeding bird period and soil/erosion sensitivities)



3. Natural Area Management Guidelines (cont'd)

2.1 Develop a standardized list of management activities/ approaches for natural areas, building on the following:

- Monitoring: flora (e.g. plots); fauna (e.g. avifaunal/herpetofaunal surveys); invasive species; trails; other recreational use/damage
- Vegetation: pruning, hazard tree removal, noxious species control, monitoring tree health (e.g. Beech Bark Disease, Emerald Ash Borer, other signs of stress ...)
- Ongoing restoration/ecological enhancement initiatives
- Ecologically appropriate management and maintenance activities (e.g. long-term maintenance should consider turfgrass replacement and native species/low-maintenance landscape options and tree planting for shading/carbon-sequestration benefits, along with other alternatives)
- Invasive species control
- Infrastructure maintenance: fencing, signage, boardwalks, viewing areas, trails



4. Guidelines for Linkages

The following guidelines should be referenced to guide the identification, creation/enhancement and management of natural area linkages on land owned by the City:

4.1 Develop definitions/classifications of 'linkage', including those specifically in relation to natural areas

- Develop guidelines for prioritizing natural area linkage creation/enhancement initiatives, including preliminary / high level spatial analysis using GIS to identify potential linkage areas, informed by the following:
 - Baseline inventory information, with opportunities for linkage enhancements informed by site-specific inventory/habitat classification work
 - Proximity to changing land uses (e.g. residential development in general area, adjacent active park facilities to be installed in the immediate future) and the potential for integrating linkage creation/enhancement during the planning and design process
 - Opportunities for linkage creation/enhancement during other projects (e.g. avifaunal movement/migration studies and/or incidental observations of road mortality at discrete locations between natural areas may suggest that wildlife crossing structures would be beneficial, and these could be implemented during road improvement studies



4. Guidelines for Linkages (cont'd)

4.3 Develop a standardized list of linkage creation/enhancement activities or approaches, including:

- Vegetation planting to enhance connectivity (e.g. buffers, corridors between natural areas)
- Wildlife movement enhancements (e.g. culverts, habitat/cover, funneling measures)
- Guidelines for management/maintenance of linkage features (likely very similar to general guidelines for natural areas)

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Park Master Plan Guidelines

SERIES 3:
TRAILS

June 2010

Trail Guidelines have been developed as part of the Park Master Plan to provide additional direction for the planning, design, development, management and maintenance of the trails network. These guidelines should be further advanced as part of preparing a Trails Master Plan and Implementation Strategy as recommended by the Park Master Plan, and through the detailed design and preparation of construction documents for specific trail projects.

This Guideline builds on the direction provided in the trail classification and trail sub-categories provided in *Guideline Series 1: Parkland Classification System*. An inventory of all City of Kitchener Trails should also be developed as part of the recommended Trails Master Plan and Implementation Strategy to identify the classification of each trail and provide related data (e.g trail width, surfacing, length, signage, etc). For related mapping information, refer to the *Park Master Plan Map*.



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1. General Trail Development Guidelines

The following guidelines should be referenced for the retrofit and improvement of existing trails and new trail development:

- 1.1 Plan and develop trails in accordance with an organizational hierarchy (see *Guidelines for Trails Inventory and Cataloguing*)
- 1.2 Trail locations should be planned in consultation with knowledgeable sources and qualified professionals
- 1.3 Maximize connectivity with existing trails, sidewalks, on-road and off-road bicycle lanes, and other transportation facilities (i.e. transit centres, bus stops)
- 1.4 Utilize public and private railroad right-of-ways, utility easements, and new development easements where possible to create new trail linkages or connections between existing trails
- 1.5 Where appropriate and feasible, use recycled materials for new trail surfaces and routes, or develop trails on existing asphalt roadways (e.g. Fung woodland trail connection along Woolner Drive for Fairway Road extension)
- 1.6 Minimize environmental impacts of trails through ecologically-based planning and design, location and low-impact construction techniques, with special consideration devoted to drainage and preserving the natural environment (see *Guidelines for Trails in Natural Areas*)
- 1.7 Trail designs and standards should reflect considerations of sensitive areas, type of use, maintenance requirements, costs, safety, and wildlife habitat protection (see *Guidelines for Trail Management and Maintenance*)
- 1.8 Trail marketing and promotion, stewardship and engagement initiatives should be in accordance with the Park Master Plan strategies for Community Engagement and City policy
- 1.9 Integrate wayfinding/signage (see *Guidelines for Wayfinding and Trail Signage*)
- 1.10 Provide variety in the types of trails, loops, distances and level of difficulty (see *Guidelines for Integrated Trail Loops*)
- 1.11 Connect trails to key destinations and the downtown (see *Guidelines for Downtown Trail Development and Linkages*)
- 1.12 Integrate trail management and maintenance considerations (see *Guidelines for Trail Management and Maintenance*)



1. General Trail Development Guidelines (cont'd)

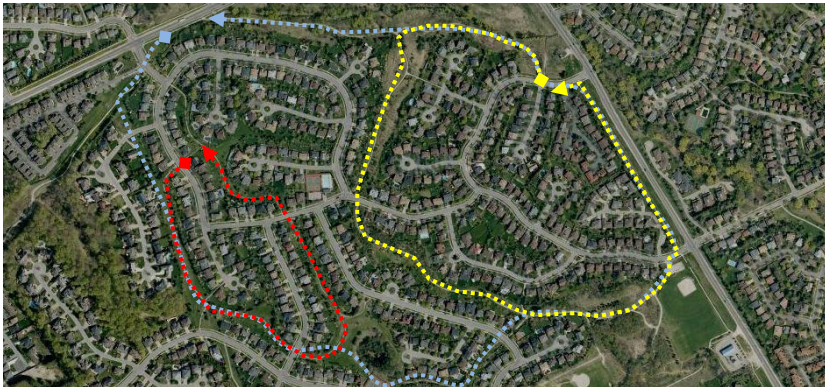
- 1.13 Connect trails to and within new communities (see *Guidelines for Trails in New Communities*)
- 1.14 Design trail widths and structures (e.g. bridges) to accommodate future capacity demands and expansion for highly used trail locations or junctions
- 1.15 Prior to the assumption of trails by the City, a clear definition for 'acceptable state' should be established
- 1.16 Design trails that permit accessibility, where possible, to encourage use by people of all abilities (e.g. design approaches can assist the visually impaired through the use of varying materials, trail edging, and surface colour contrasts). Appropriate grades and surface materials should be inventoried and communicated to the public, with level of difficulty clearly identified and marked on trail route signage (see *Guidelines for Trails Management and Maintenance*)
- 1.17 Explore opportunities to implement permanent or temporary interpretive fitness stations along trail routes at predetermined locations to diversify physical activities, encourage exercise and fitness, and provide trail users with convenient spaces for stretching and warming up
- 1.18 Include the following safety and risk management considerations:
 - Avoid areas which can potentially endanger trail users (i.e. cliffs, steep slopes, highly erodible areas, deep water)
 - Trail safety and trail corridor security (use CPTED principles to define useable spaces physically or symbolically to control safety)
 - The need for proactive by-law enforcement and security in known or potentially unsafe areas



2. Guidelines for Trails in Natural Areas

The following guidelines should be referenced for the retrofit and improvement of existing trails and new trail development within or adjacent to Natural Areas:

- 2.1 Recognize the sensitive and protected features within natural areas and develop trail systems with minimal impacts and disturbance on the existing ecological features
- 2.2 Incorporate interpretive signage along trail nodes (where feasible and/or on site-specific basis) to educate the community on the ecological functions and processes within natural areas, including sensitive/protected environments
- 2.3 Explore low-profile stream/creek crossing measures to minimize overall environmental impacts on aquatic ecosystems
- 2.4 Strategically provide trail access (i.e. gates, trailheads) at appropriate locations that do not compromise the ecological integrity of the natural area
- 2.5 Establish integrated, long-term maintenance plan for trails in natural areas with key goals and objectives, considering items such as minimal winter maintenance, accessibility, vegetation management, and general ongoing repair of trails
- 2.6 Provide on-going monitoring to evaluate the impact of trails on the health of natural communities, plants, and wildlife and incorporate monitoring results into future trail development projects in natural area



3. Guidelines for Integrated Trail Loops

The creation of an integrated trail loop system should consider the following:

- 3.1 An overall main trailhead or junction which provides car and bicycle parking facilities and an overall trail system map
- 3.2 A variety of loop route alternatives and designs and a range of fitness levels to provide diverse opportunities to increase participation in daily physical activity
- 3.3 Trail connections within and to the Walter Bean Trail and the Grand River corridor (i.e. for example, in the southeast from Victoria Street to Freeport and Pioneer Tower to Highway 401) and possible new access points from new trails to existing trail routes (i.e. Iron Horse Trail, Walter Bean Trail)
- 3.4 Connections between on-road trails and off-road routes
- 3.5 Detailed loop characteristics clearly outlining trailhead locations, direction of travel (where applicable), waymarkers, key features, level of difficulty, and accessible features
- 3.6 Appropriate trail furnishings providing adequate facilities for user convenience, safety, and comfort required by trail activity relative to the experience and level of difficulty provided
- 3.7 Opportunities for users to create memorable experiences (i.e. varied terrain, connections to points of interest, scenic lookouts/viewing areas);
- 3.8 Environmental constraints, avoiding sensitive or protected areas (i.e. wildlife reserves, protected woodlots, wetlands)
- 3.9 Plan for sustainable development of the loop and ongoing maintenance and marketing measures (i.e. sponsorships, partnership between community organizations, public agencies, and/or private organizations)





4. Guidelines for Downtown Trail Development and Linkages

The development of trail linkages to and within the downtown core should consider the following:

4.1 Connections to key destinations, including:

- Primary parks
- Victoria Park trails
- Public libraries
- Elementary and secondary schools
- Grand River bus transit terminal, bus stops and rail nodes
- Farmer's Market and other retail establishments
- Commercial amenities and other key attractions
- Outlying neighbourhoods to promote cycling, walking, and active commuting (promoting sustainability)

4.2 Develop trail amenities such as bicycle racks, benches, trash receptacles, signage, washrooms/changerooms and information kiosks to support the use of trail connections to the downtown.

5. Guidelines for Trails in New Communities

The development of trail linkages to and within new communities should consider the following:

5.1 Access to key attractions and destinations

5.2 Integration with the existing scenic roads program

5.3 Phasing of future trails expansion as community centres, schools, parks, and commercial facilities are planned and begin to develop

5.4 Connections to existing trails to overcome development constraints

5.5 Opportunities for corridor acquisition and developer construction of trails through the planning and development approvals process

5.6 Integration with parkland to achieve overall connectivity between parks and trails

5.7 Integration with the Cycling Master Plan, Transportation Master Plan and other initiatives to support active transportation

5.8 Strategies to overcome existing barriers (i.e. Conestoga Parkway)



6. Guidelines for Wayfinding and Trail Signage

The following guidelines should be referenced for the further development and implementation of trail signage and wayfinding measures:

- 6.1 A hierarchical structure for trail signage should be used, including:
- An overall theme concept or innovative method for signage (i.e. colour coding routes or a symbol or graphic concept to illustrate degree of difficulty and establish a physical fitness rating)
 - A comprehensive, overall trail map that can be displayed at trailhead locations and along trail routes, which:
 - Clearly displays trail routes/loops and destinations
 - Identifies points of interest and proximity to rest areas, nodes, and trail junctions
 - Outlines the level of difficulty and terrain rating (easy, moderate, hard) and suggested duration/length of each associated trail
 - Uses appropriately sized text and lettering styles
 - Considers waterproof, UV resistant, and vandal resistant design
 - Ensures trail map boards comply with local planning and design standards and guidelines



6. Guidelines for Wayfinding and Trail Signage (cont'd)

- Classification of trail signage to differentiate between directional, identification, informational, interpretive/educational, and safety/regulatory signage
- Uniform trail signage design standards and associated trail facilities to reflect the hierarchical structure for signage, including:
 - Materials and fabrication
 - Design fundamentals (colour, balance, unity)
 - Graphics
 - Signage supports or mounting structures
 - Orientation
- Signage maintenance standards to better facilitate updates to the trail and GIS system at regular intervals (2 years, 5 years, 10 years)

6.2 Integrate trail signage features and safety, including:

- Kilometre post markers (waymarking) to orient trail users to key destinations, distances to surrounding trails, and junctions:
 - Consider sustainable materials for waymarkers (i.e. recycled plastic, salvaged wood)
 - Avoid signage in sensitive areas where waymarking may be inappropriate (sensitive areas, areas of high scenic value, wetlands). In these circumstances it may be more suitable to use waymarkers that are, for example, lower to the ground than what is typically recommended or made of wood, stone, or natural materials)
- On-street and neighbourhood wayfinding signage to increase the visibility of trails, trailheads, and access points
- Trailheads at locations that maximize visibility of trails to increase public awareness and accessibility
- Interpretive signage to improve education and trail stewardship opportunities and initiatives along trail routes, to reiterate proper trail etiquette, detail safety precautions, rules, and regulations for specific trails, and include trail brochures on specific routes.



7. Guidelines for Trails Inventory and Cataloguing

The following guidelines should be considered for cataloguing and improving the inventory of the trail network:

- 7.1 Expand the GIS inventory to provide more detailed descriptions on trail classification (see below), route terrain, length, difficulty, accessibility (surfacing, grades), risk management/safety and emergency protocols, associated amenities (see below), and capital and operating maintenance schedules and costs
- 7.2 Establish and use a hierarchical classification of trails to reflect:
 - Specific levels of activity, surfacing, and locations
 - Visual classifications (i.e. colour coding, graphic symbols)
 - A clear structure to organizing trail junctions, nodes, and rest stops in relation to sight distances, slopes, turning radii, and tread widths
 - Trail amenities associated with each trail type
 - Required maintenance associated with each trail type
- 7.3 Include a detailed inventory of existing trail furnishings, markers, bridges, signposts, map boards, gates and surface materials and delineate areas for new furnishings based on classification type and integrated with nodes, junctions, and rest areas along the trail route



8. Guidelines for Trails Management and Maintenance

Long-term comprehensive management and maintenance of trails should consider the following:

- 8.1 A system of independent annual route inspections in partnership with applicable management committees to ensure developed standards and guidelines are achieved and maintained
- 8.2 Preventative maintenance and monitoring programs such as regular site visits approximately every six months to monitor trail surfacing and facilities (or more often for trails with known/repeat maintenance issues until such time as the maintenance action or retrofit/redesign appears to have fixed the problem)
- 8.3 Existing routes that are experiencing difficulties and remedial actions for these areas
- 8.4 Replacement of missing or damaged waymarkers, sign posts, gates, and repair damaged bridge sites and boardwalks
- 8.5 The type of use (i.e. seasonal) and the identification of trails in need of snow ploughing/ice-clearing and maintenance for year round use (in association with classifications in hierarchical trail structure)
- 8.6 Consider native plant species (where applicable and practical) in conjunction with non-invasive and low-maintenance species along trail routes
- 8.7 Manage and control the spread of invasive species and noxious weeds within the trail network
- 8.8 Environmental impacts of maintenance activities
- 8.9 Opportunities for inter-departmental maintenance agreements to distribute long-term costs associated with trail maintenance
- 8.10 Integration of long term trail management plans into the initial planning process in order to ensure trail projects are sustainable and to reduce the need for future maintenance measures
- 8.11 Rules and regulations for permitted trails uses, including enforcement and penalties for the misuse of trails
- 8.12 Long-term trail maintenance budget with identified sources for the required maintenance resources and potential life-cycle costs of maintaining trail infrastructure including surfacing and amenities (i.e. furnishings, washroom facilities, etc.)

8. Guidelines for Trails Management and Maintenance (cont'd)

8.13 Opportunities to reduce long term maintenance requirements by implementing the following measures during trail construction:

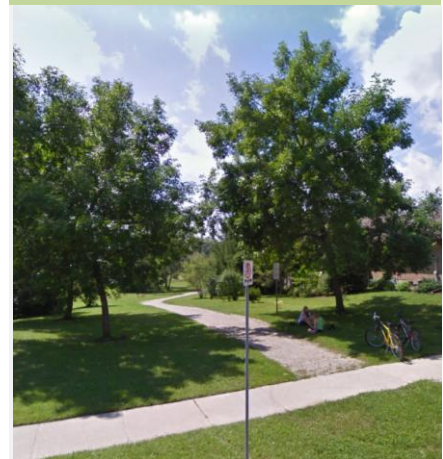
- Remove stumps, roots and other materials which present safety concerns for users
- Clearing limits should reflect considerations to the type of trail activity
- Cut brush and tree stumps flush with ground within trail tread surface and clear zones
- Remove potential hazard trees and sharp protrusions in close proximity to trail
- Cut back vegetation to adhere to vertical and horizontal clear zones (as per current City standards)
- Dispose of vegetative debris from trail construction and ongoing maintenance by removing brush or scattering material in a sufficient and environmentally responsible manner (i.e. beside trail surface, down slope, etc.)

8.14 Application of the following maintenance considerations with respect to location and general trail alignment:

- Considerations of natural and artificial site drainage
- Locate route to maximize seasonal experiences
- Consider site topography in trail planning and design process
- Maximize adjacent viewsheds and vistas
- Avoid highly erodible areas/soils
- Avoid frequent stream/creek crossings
- Minimize extensive switchbacks and long straight stretches
- Avoid protected areas, sensitive habitats, and/or endangered species
- Minimize unwanted contact with developed areas and incompatible trail activities
- Avoid toxic and harmful plant species (i.e. poison ivy, hogweed, and buckthorn)

8.15 Application of the following maintenance considerations with respect to trail surfacing materials:

- Annual maintenance of trails based on hierarchical classification (i.e. transportation trails require year round ploughing, most recreational trails require no winter maintenance, etc.)
- Availability of surface materials
- Costs to purchase and install the surfacing materials
- Life expectancy and cost of surface repair
- Accessibility/barrier free (i.e. asphalt more accessible than stonedust)
- Consideration to type of surface material relative to maintenance required (i.e. snow removal, weeds, etc.)
- Movement towards more hard surfacing materials to facilitate year-round usage



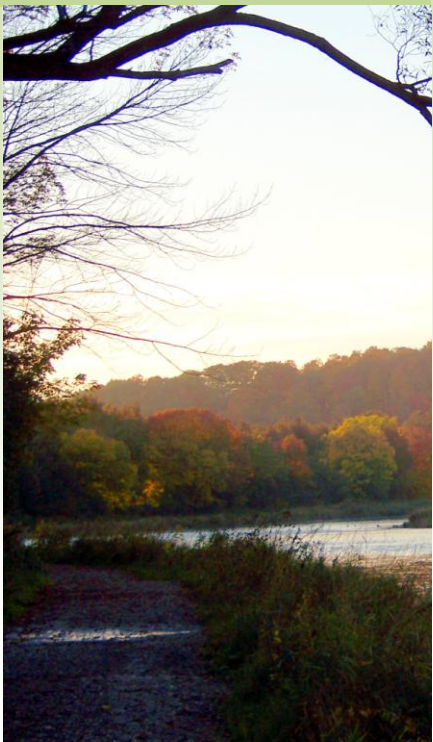
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Park Master Plan Guidelines

SERIES 4:
GRAND RIVER CORRIDOR

June 2010

Guidelines have been developed for the Grand River corridor as part of the Park Master Plan to provide additional information and direction for the potential acquisition of floodplain land and planning for a Riverside Park. The Guideline provides a closer look at specific sections along the Grand River, identifying areas from north to south that represent key open space opportunities and links to assist in completing the vision for the Grand River Corridor. There is no budget commitment by the City to acquire any of these properties at this time.

These guidelines should be read in conjunction with the Park Master Plan and particularly Section 3.4 *Completing the Vision for the Grand River Corridor*. In addition, *Park Master Plan Guideline Series 2: Natural Areas* provides important considerations for the future City acquisition and management of natural areas which are also applicable to land identified within this Guideline. Reference should also be made to *Guideline Series 3: Trails* for related guidelines for the development and maintenance of trails within or linking to the Grand River corridor. For related mapping information, refer to the *Park Master Plan Map*.

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- 1 Bridgeport North floodplain
- 2 Bridgeport East floodplain
- 3 Natchez Hills ESPA/floodplain
- 4 Woolner Flats in Grand River South
- 5 Freeport floodplain
- 6 Hidden Valley ESPA/floodplain
- 7 Pioneer Tower West floodplain

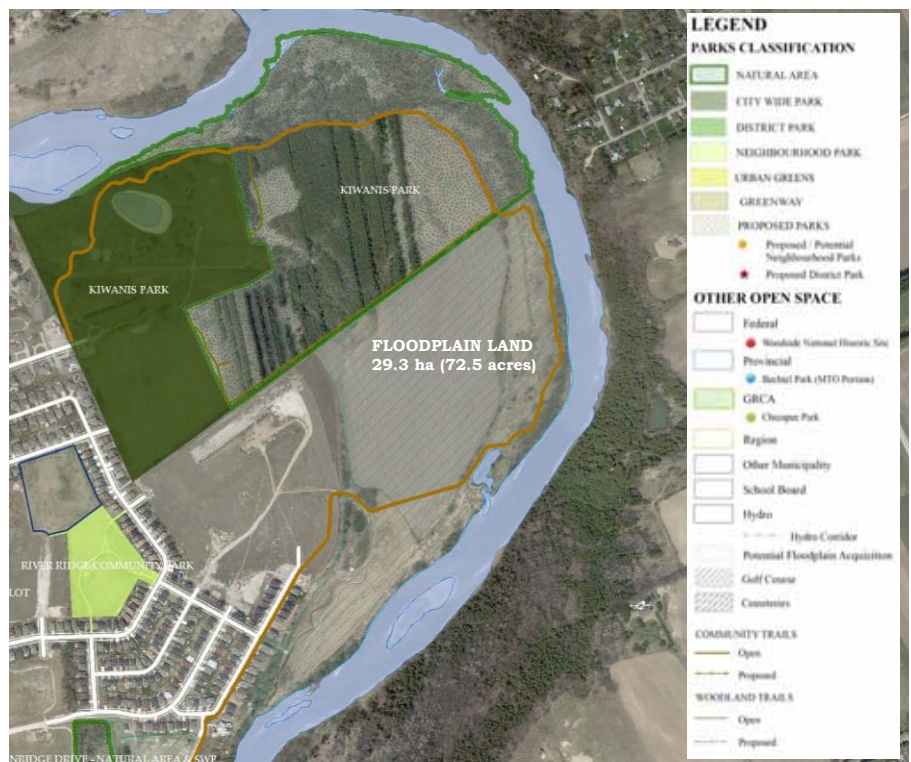
1. Guidelines for Floodplain Acquisition

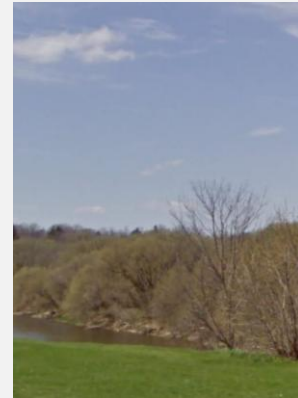
The Park Master Plan identifies seven (7) areas within and along the Grand River corridor where privately owned land could be linked with existing public open space to expand and connect the contiguous public open space land along the Grand River. Additional information about each of these areas is presented in this document to serve as a guideline for the City's consideration of potential floodplain acquisition and planning of a future Riverside Park extending the length of the corridor:

1.1 Bridgeport North Floodplain

In the Bridgeport North community, the floodplain land is held by one developer who has expressed an interest in conveying this land and other open space land holdings to the City. Their original expectation was based on a potential land exchange of surplus City-owned land. The potential acquisition on this basis is now very limited; however, further discussion with the landowner should take place to determine other options for acquisition of the floodplain land.

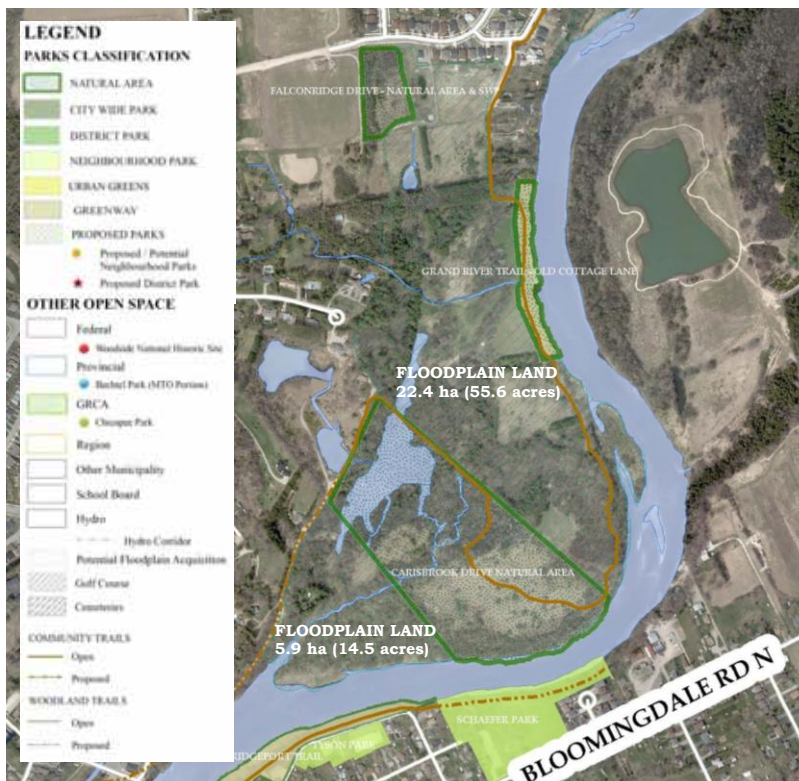
The non-City owned floodplain land is located adjacent to Kiwanis Park and contains a section of the existing Walter Bean Trail. There are approximately 29 hectares of floodplain in private ownership. The *1995 Grand River Corridor Conservation Plan* identifies the potential for additional playing fields and passive uses such as boating, fishing and picnicking. Combined with Kiwanis Park, this section of the Grand River corridor has the potential to serve as a major recreational node as part of the broader Riverside Park concept. The location is central to Waterloo Region with good transportation access.

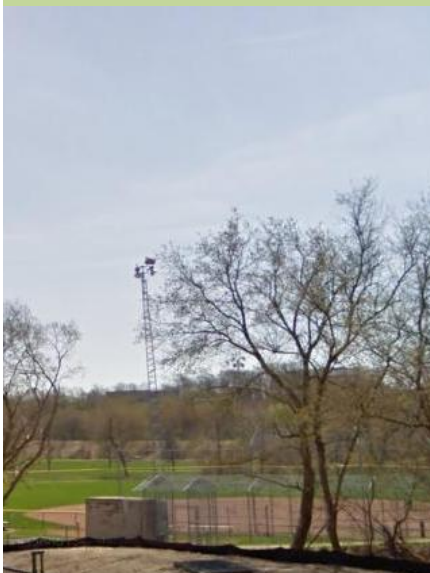




1. Guidelines for Floodplain Acquisition (cont'd)

An opportunity exists in Bridgeport North for a second recreational node along the Grand River of a more passive nature (see below). The 1995 Plan identified potential facilities and activities for this area including trails and fishing. Another section of the Walter Bean Trail has been developed through this area, and a large portion of the natural landscape and floodplain land in this area is already in City ownership (Carisbrook Drive Natural Area). However, there is an additional 22.4 hectares of floodplain/natural land to the north of the City's property and 5.9 hectares to the south that are currently not in public ownership.





1. Guidelines for Floodplain Acquisition (cont'd)

1.2 Bridgeport East Floodplain

Bridgeport East is one of three Planning Communities in Kitchener located on the east side of the Grand River. There are three floodplain properties in public ownership in this area that are already in use for municipal parks or designated as parkland, including Joe Thompson Park on properties owned by the City and the GRCA, and a proposed park (Paige Park). The parcel acquired for Paige Park includes land for a neighbourhood park and additional floodplain land to the south extending to the north bank of the Grand River in this location.

In addition, there are approximately 33 hectares of floodplain land in private ownership in Bridgeport East, including 24 hectares located between the GRCA property used for the Joe Thompson sportsfields in the west and Paige Park in the east, and another 9.6 hectares located to the east of Paige Park. The 1995 Grand River Corridor Conservation Plan identifies opportunities for additional sportsfields, golf and a range of passive parkland facilities and activities including trails, camping, picnicking, boating and fishing.





1. Guidelines for Floodplain Acquisition (cont'd)

There is currently an opportunity in Bridgeport East to connect existing recreation facilities at Joe Thompson Park with potential future park facilities on existing undeveloped parkland at Paige Park. This could be accomplished by acquiring the vacant floodplain land located in between these existing park sites to create contiguous publicly accessible open space and expand the role of this area as a recreational node along the Grand River. This would contribute to achieving the vision set out in the 1995 Plan for the Grand River corridor and the current concept of a continuous Riverside Park proposed in the Park Master Plan.

This section of the Grand River corridor is central to Waterloo Region and has good transportation access along Bridge Street East. A pedestrian crossing of the Grand River is accommodated by the existing Bridge Street overpass providing an opportunity to link existing and potential future trails along the River's edge on the east side of the River in Bridgeport with the planned extension of the Walter Bean trail on the west side of the River. The 1995 Plan also recommended a riverside trail connection from Bridgeport to Breslau in the east. This should be further explored in consultation with Woolwich Township, the Grand River Conservation Authority and the Region as part of the open space planning for this section of the River.



1. Guidelines for Floodplain Acquisition (cont'd)

1.3 Natchez Hills ESPA and Floodplain

In the Natchez Hills ESPA area, two private landowners own approximately 60 hectares of floodplain, upland woodlot and valley slope land. There are developable portions of their land holdings that have not been severed from the open space land. The Grand River South Community Plan permits a private golf course on a portion of the floodplain; however this use may not be possible due to wellhead protection requirements.

The Community Plan encourages public ownership of Natchez Hills ESPA, floodplain and valley land associated with the Grand River. A portion of Natchez Hills and the entirety of the Lackner Woods ESPA, as well as a narrow strip of floodplain land along the River, are already in City ownership. The Walter Bean Trail extends through this area and additional community trails are proposed. In addition, there are existing woodland trails within both the City-owned and privately owned wooded areas.

The Community Plan allows for some of these areas to be considered as part of the mandatory parkland dedication as a condition of development, specifically the areas that have development designations in the Official Plan but are shown as Open Space in the Community Plan, provided active parkland requirements can be met. Therefore, some of this land may be acquired by dedication. Conveyance to the City of all floodplain land should be encouraged through the development process and required where possible.





2. Guidelines for Floodplain Acquisition (cont'd)

The Natchez Hills woodland has been designated a regionally significant life sciences area by the Ontario Ministry of Natural Resources and has been identified as an Environmentally Sensitive Policy Area (ESPA) by the Regional Municipality of Waterloo. Any future recreational use of environmentally sensitive areas should be limited to passive activities with minimal facility development within the context of an environmental conservation and management plan.

The 1995 *Grand River Corridor Conservation Plan* identifies opportunities for conservation/passive recreation within the ESPA/upland forest, with potential for sportsfields and picnic areas in the lowland floodplain area outside of the ESPA.

This section of the Grand River corridor in combination with the Woolner Flats floodplain to the south has the potential to become a major recreational node that is central to Kitchener and the surrounding Region. There is good transportation access to this area via Ottawa Street and Lackner Boulevard, and pedestrian access via the Walter Bean Trail, sidewalks along new local roads and other open space connections along tributary streams. The area is surrounded by new or developing communities to the north and south providing walkable access to these significant open space resources from adjacent residential neighbourhoods.



2. Guidelines for Floodplain Acquisition (cont'd)

1.4 Grand River South – Woolner Flats

Most of the floodplain land known as Woolner Flats in Grand River South is already in public ownership. The Grand River Conservation Authority (GRCA) owns a significant parcel, both above and below the floodplain. The City owns smaller parcels to the north and south of the GRCA land holding. Approximately 6.2 hectares of floodplain land remain in private ownership.

The 1995 Grand River Corridor Conservation Plan identifies opportunities for active and passive recreational uses in the Woolner Flats area, and notes that future rehabilitation of the gravel pit could provide ponds for fishing and viewing experiences. A District Park has been proposed in the Grand River South Community Plan. A portion of the land is currently an active gravel pit which will require rehabilitation. The development of the proposed District Park is not included in the City's current Ten Year Capital Forecast.

In total, there are nearly 100 hectares of land with current or future potential for the development of parks and open space resources which could include a range of active and passive facilities and activities. This is one of the largest contiguous areas of undeveloped open space along the River corridor within Kitchener and has the potential to become a major recreational node central to the city and surrounding region.





3. Guidelines for Floodplain Acquisition (cont'd)

Transportation access to this area is currently provided from the west via Fairway Road and Zeller Drive, with pedestrian access via the Walter Bean Trail, sidewalks along new local roads and other open space connections along tributary streams. The planned future extension of Fairway Road North crossing of the River will make the area highly accessible from the east as well.

With these planned improvements to the road system and the continued development of the Region of Waterloo International Airport to the east, the area will become a significant gateway to Kitchener and Waterloo Region by both land and air. This presents a unique opportunity to showcase the Grand River and to develop gateway features contributing to the city image and identity and related open space resources servicing the city and surrounding region.

The City, GRCA and the school boards all have identified interests and potential roles in the future development of this area for open space, parks and school sites. A joint task force of City, conservation authority and school board staff should be convened to assess interest and potential participation in the acquisition and planning of this site. The task force should consider the potential partnership with the owner/operator of the gravel pit to facilitate an alternative rehabilitation plan.



3. Guidelines for Floodplain Acquisition (cont'd)

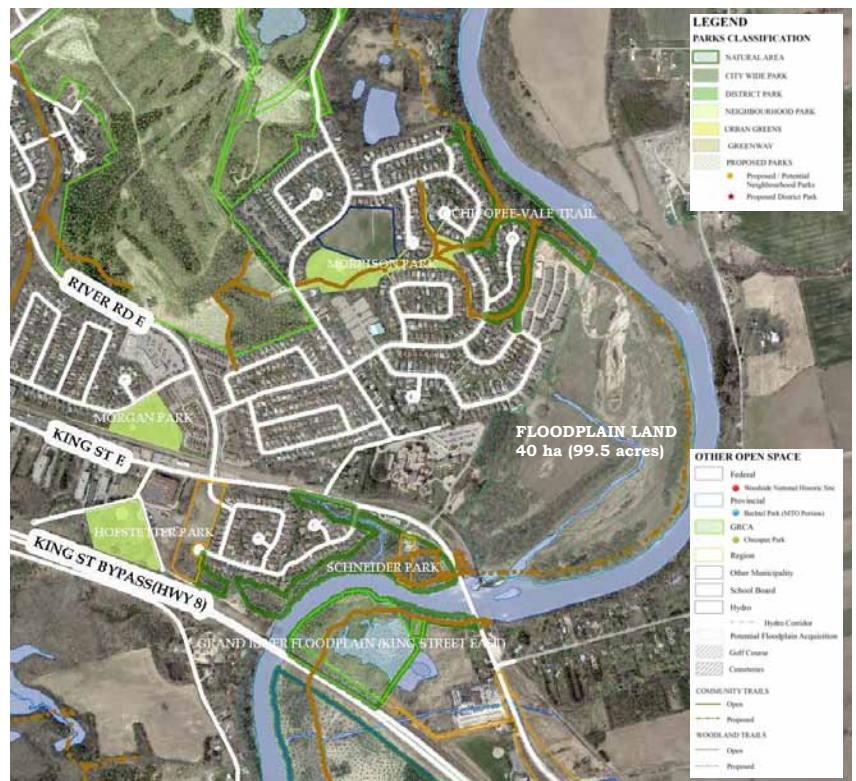
1.5 Freeport Floodplain

Approximately 40 hectares of floodplain land are held in private ownership in Freeport. The floodplain land to the north and south of this land is in City ownership and is included in the City's parks system.

An extension of the Walter Bean Trail is planned through this area to complete the section from Morrison Park/Chicopee-Vale Trail to Schneider Park. In addition to trails, the 1995 Grand River Conservation Plan identifies opportunities for other passive recreation and conservation uses in this area.

This area has the potential to become another significant recreational node along the River. The area has good visibility from the Freeport Bridge and good transportation access via King Street east. Pedestrian access is provided by sidewalks along existing area roads and will be enhanced by the extension of the Walter Bean Trail.

The potential acquisition of the floodplain land should be pursued with the private landowners as part of the planning of additional open space resources along the Grand River corridor.

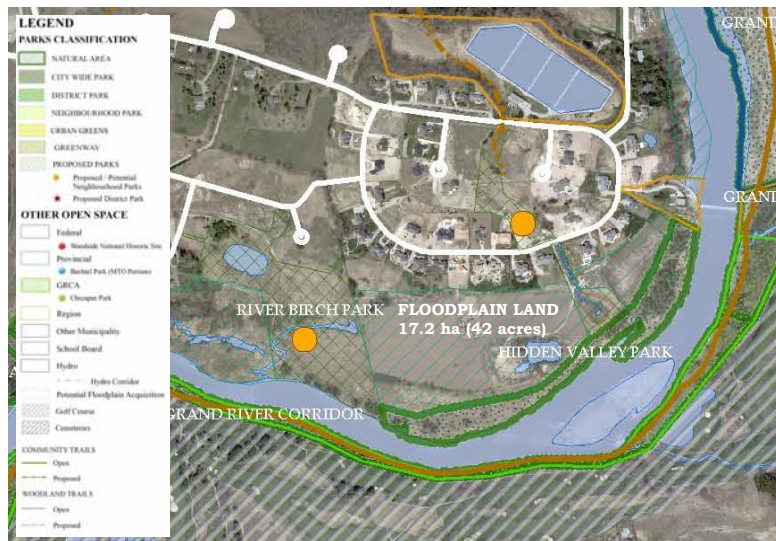




4. Guidelines for Floodplain Acquisition (cont'd)

1.6 Hidden Valley ESPA/Floodplain

In the Hidden Valley area, much of the land is protected by Regional (ESPA) and City land use designations. Approximately 17 hectares of floodplain land are in private ownership in this area (excluding the ESPA which is above the floodplain).



The 1995 Plan identifies opportunities for passive recreation, conservation and trail uses. The City's acquisition of a portion of the floodplain land along the west bank of the River (Hidden Valley Park) and additional dedicated parkland for two proposed neighbourhood parks (River Birch Park and one other) as well as proposed trail development will contribute to achieving the open space vision for this section of the River corridor. Transportation access is currently provided by Hidden Valley Road, the Region's River Road extension Environmental Assessment has not been completed and will have a bearing on the accessibility of this site. Additional floodplain acquisition should be considered to create contiguous public open space and realize the full potential of this area as another recreational node. Clear objectives for conservation, public access and management of the ESPA should be established prior to any acquisition of the ESPA land.

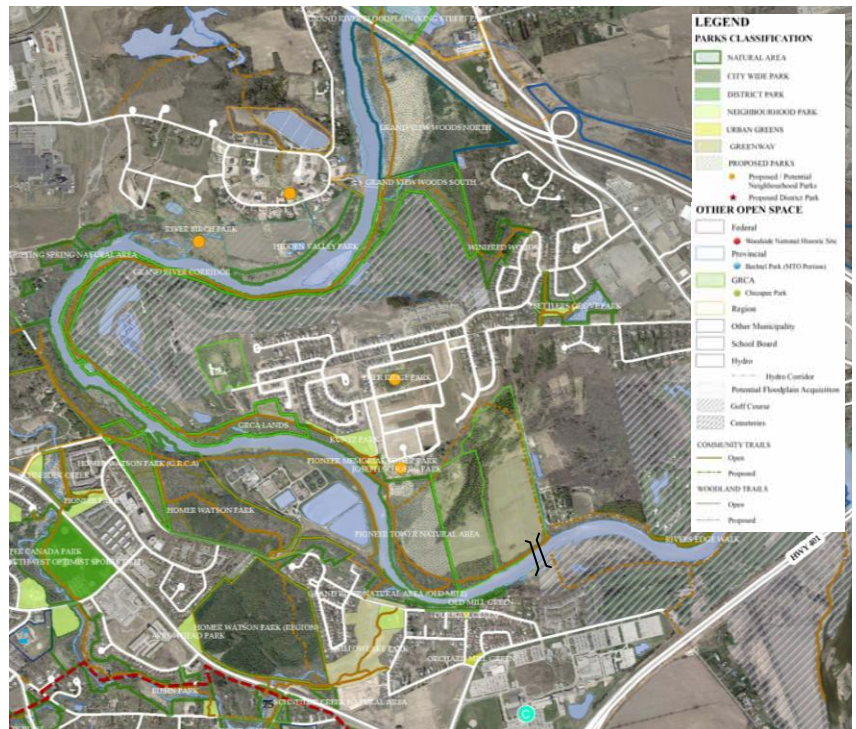


4. Guidelines for Floodplain Acquisition (cont'd)

1.7 Pioneer Tower West Floodplain

Much of the floodplain land in Pioneer Tower West is in public ownership, including land owned by the Ministry of Transportation Ontario (MTO), the GRCA and the City of Kitchener. Private open space land includes two golf courses and the Pioneer Sportsman Club.

The 1995 Grand River Corridor Conservation Plan recommended additional floodplain acquisition in this area including a public open space corridor extending along the River's edge from existing City and GRCA properties to Highway 401. The 1995 study also recommends a tourism-oriented open space plan for this area involving a public campground facility and associated parking areas, picnic areas and sportsfields, an extensive trail network and a boat launch. The Plan emphasizes the potential tourist function of this area which would expand on existing attractions (golf, Pioneer Tower and Doon heritage sites, etc) and benefit from the visibility and accessibility of this area from Highway 401.





5. Guidelines for Floodplain Acquisition (cont'd)

The Walter Bean Trail has been developed along the east side of the River through Pioneer Tower West. There is a gap in the trail at the Sportsmen Club property. The City has completed the planning of a new pedestrian bridge to link the trail across the Grand River to the west side, providing a connection to Cambridge via the pedestrian overpass of Highway 401 to the south.

The 1995 vision for the open space tourism development of this section of the Grand River corridor continues to have relevance in the context of the Riverside Park concept proposed in the current Park Master Plan. Located at the confluence of the Grand River, Highway 401 and Highway 8, this is the most significant gateway entrance to Kitchener. The area possesses a strong combination of natural and cultural heritage features and recreational attractions, as well as a major commercial retail node (Gateway Park) and a variety of accommodations.

The Grand River Corridor in Pioneer Tower West/Upper Doon has significant potential as a tourism attraction drawing visitors to Kitchener and connecting them to a string of recreational nodes and corridors extending from Highway 401 to Kiwanis Park. A range of active and passive recreational facilities and activities should be considered for the existing City-owned and GRCA properties in this area to support tourism and continued use and enjoyment by Kitchener residents. The proposed Walter Bean trail bridge will contribute to achieving this objective.

Priority should be given to creating stronger public open space connections between this area and the balance of the Grand River corridor to the north through further riverside trail development and the creation of recreational nodes as identified in the Park Master Plan and this Guideline.



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Park Master Plan Guidelines

SERIES 5:
SPORTSFIELDS

June 2010

As part of the Park Master Plan, guidelines have been developed providing direction regarding sportsfield planning and for the retrofit of existing natural turf fields to synthetic turf. The guidelines are intended to provide additional direction building on the Strategic Action Plan items in the Master Plan related to the provision of sportsfields.

For the purposes of this guideline, the term “sportsfields” generally refers to all types of natural or synthetic turf areas within City owned or operated parks and those on school sites that are under shared use agreements between the City and school boards, that are designed and intended for formal outdoor sports including soccer, baseball, rugby, football, cricket, field hockey, ultimate frisbee, field lacrosse, track and field or other sports.

This Guideline builds on the direction provided in *Guideline Series 1: Parkland Classification System*, which identifies the proposed Parkland Classification System. For related mapping information, refer to the *Park Master Plan Map*. Reference should also be made to the *Leisure Facilities Master Plan* which provides recommendations for the planning and implementation of both indoor and outdoor recreation facilities in Kitchener.

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1. Guidelines for Planning Sportsfields

The following guidelines should be referenced in planning the number and distribution of sportsfields in Kitchener:

1.1 Ensure a balance of outdoor sportsfield availability as follows:

- A mix of natural and synthetic turf fields to meet the variable needs of user groups;
- Various levels of field quality that respond effectively to competitive, house-league and informal use opportunities for both youth and adults;
- Where possible, ensure that sportsfield design supports the widest possible range of activities within the context of related quality expectations and impacts of multiple different uses on field quality and maintenance requirements.

1.2 Sportsfields intended for formal league play and that may be booked/reserved for practices and games subject to an hourly fee should generally be planned in District and City-wide Parks where parking and other supporting infrastructure exist or are planned and the park is highly accessible by multiple modes of transportation.

1.3 Sportsfield provision in neighbourhood parks should generally be limited to informal fields that are available for casual unorganized play, do not require a fee for use and do not have lighting.

1.4 Monitor demand for additional natural turf sportsfields to supplement field capacity through the development of planned District Parks (e.g. Grand River South and South-West Kitchener), lighting of existing fields and upgrades to increase capacity and use of under-utilized sportsfields, especially secondary fields where use levels drop below 50% of available capacity.

1.5 Any additional sportsfield development plans should emerge only after a review of field scheduling is completed and realization of participation growth targets are confirmed and sustained over at least three years.

1.6 Fields that are planned to have night lighting should be located and designed to minimize impacts on the surrounding area (e.g. directed away from residential homes through appropriate fixtures).

1.7 Where possible, sportsfields should be planned in locations that can support multi-field configurations. The use of shared schools sites should be evaluated. Locations that are combined with indoor recreation and/or community facilities should also be prioritized to take advantage of shared facilities (parking, washrooms, storage, etc).

2. Guidelines for Sportsfield Management

The following guidelines should be referenced in planning the management and use of sportsfields in Kitchener:

2.1 Review operational procedures to ensure they are appropriate for the type of park component asset (e.g., premium fields and their associated care is expensive in relation to the number of hours of programming achieved), in consideration of the following:

- Programming schedules should consider requirements of turf maintenance;
- Utilize technologies (such as synthetic turf) to provide more/higher quality service and increased revenues with fewer resources (land, chemical additives, equipment, staff hours);
- Establish local procedures that consider sustainable approaches in stewardship of soils, vegetation, the hydrological cycle, and human health and well-being, including mulching with local materials, additional naturalized areas, and soil protection/rehabilitation methods (see guideline #2.3);
- Ensure field maintenance procedures are structured by the Sports Turf Association's five categories of athletic fields (which reflects their underlying construction methods).

2.2 Review and catalogue existing sportsfield assets and accessory structures and related management requirements and current practices with a focus on identifying opportunities to improve service without increasing capital and operating maintenance costs, such as:

- Replacement of existing inventory of wooden benches/bleachers (maintenance intensive) with maintenance free aluminum benches/bleachers;
- Retrofit to synthetic turf (see section 3 of this Guideline);
- Coordinating field marking, mowing and maintenance crews and routes to ensure efficient coverage in specific areas of the City to increase customer service and decrease response times by decreasing traveling time;
- Ensuring field and goal post sizes reflect current standards (e.g. Canadian Soccer Association) to maximize field bookings for formal league play and tournaments.





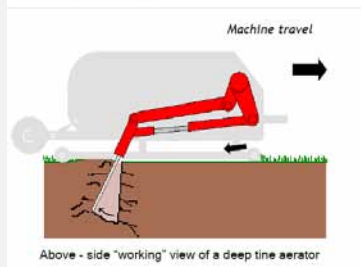
Core aeration is used throughout the playing season (along with drag matting to break up the cores) to relieve compaction on sports fields with little disruption in play. Core aerating should also take place during the fall in conjunction with over-seeding.

Slicing tine aerating is primarily suited to provide immediate compaction relief without disrupting play and can be done during the operating season.

Deep tine aeration provides greater aeration depth (up to 16"). Deep tine aeration is used when there is a presence of hard pan (a sub compaction level just beneath the topsoil layer). Yearly applications of deep tine aerating provide substantial benefits towards turf-plant health care and longevity.



Above - deep tine aerator



SOURCE: City of Edmonton, 2008.

2. Guidelines for Sportsfield Management

(cont'd)

2.3 Develop a Sportsfield Turf Conservation and Management Program with the overall objectives of maximizing field quality, safety, playability and capacity while minimizing operational and capital maintenance/replaces costs, that establishes the following:

- A field rest formula defining high use fields to be taken out of service, the maximum number of fields that may be taken out of service at a given time, the period of time that fields are to be taken out of service and the scheduling of rest periods (rest periods should generally begin at the end of a high use period such as after tournaments, weekends or popular evenings) to minimize impacts on overall field availability and capacity;
- Sportsfield management and maintenance activities (e.g. top-dress, over-seed, aeration, fertilization, mowing and watering) based on field type and quality, scheduled early in field rest periods (e.g. first two days) to maximize the turf restoration period and minimize the need to re-sod fields to maintain turf quality;
- An inclusive watering program to address dry weather conditions for the non-irrigated sports fields in the City's inventory, where feasible and appropriate taking into consideration water conservation objectives, turf needs and impacts on field availability;
- A turf aeration program that defines the timing, frequency and type of aeration aligned with the various field types and qualities, the assignment of crews and routes to maximize efficiency and minimize transportation needs, and integrates the benefits of multiple types of aeration (e.g. core, slicing and deep tine aeration where appropriate);
- A focus of management activities on the full-size field inventory where there is the greatest demand for use, incorporating smaller fields where necessary to address increasing demands;
- Initiatives to ensure effective collaboration and cooperation between the City, schools and sports leagues as well as booking practices to ensure scheduling around maintenance programs;

2. Guidelines for Sportsfield Management

(cont'd)

- Initiatives to educate and work with user-groups to ensure users stay off sportsfields when they are wet to minimize soil compaction, hard pan (sub compaction level just beneath the topsoil layer) and damage to turfgrass;
- An IPM (Integrated Pest Management) strategy to ensure adherence to provincial regulations and bans on pesticide use and identify alternative means of pest and weed control to maximize the health and sustainability of sport turf;
- Guidelines for advanced horticultural practices (e.g. top-dress application that incorporates the use of compost material to improve water/nutrient-holding ability and to provide a cushion effect minimizing potential injury to the users) to enhance turf health and sustainability and improve quality for users;
- A program where partnerships in sportsfield development/maintenance can occur
- Designated 'all weather' fields where the best conditions exist and/or playing surface material can be provided to handle use during or after inclement weather and where corresponding response/repair activities are planned and budgeted for;
- Standards for efficient field irrigation and lighting systems including the use of a central controlled irrigation and lighting system for all new sportsfields;
- Guidelines for sportsfield construction identifying subgrade conditions, materials and slope, topsoil type, drainage characteristics and depth, surface slope, turf species, irrigation system requirements, lighting standards and structures (goal posts, benches, bleachers, storage, etc)
- User guidelines setting out the rules of field use, booking procedures, maintenance standards, penalties for misuse, etc;
- Fall snow removal guidelines if/where this may be considered to extend the playing season without compromising turf sustainability.





"In a large urban environment, the cost to purchase new land for playing fields is exorbitant (8 to 10 million dollars per soccer field in Vancouver). The increasing demand for more playing fields is better met in a large urban environment by converting some existing grass or all-weather playing fields into artificial turf. To be sustainable, a top quality grass field can accommodate approximately 400 hours of high impact soccer play per year and a lit artificial turf field can accommodate 2,000 to 2,500 hours of high impact soccer play per year. This ratio of playability means that one artificial turf field has the playing capacity of five grass fields. In a densely populated urban setting, artificial turf is an environmentally friendly option as a minimum of park land needs to be allocated to playing fields."

- Vancouver Park Board and
Vancouver School Board *Playing
Field Renewal Plan, 2002*

3. Guidelines for Synthetic Turf Fields

A key strategy of the Park Master Plan is to increase sportsfield capacity and availability while making improvements to quality and playability with reduced operational requirements through the retrofit of some natural turf fields to synthetic turf. As identified in the Master Plan, synthetic turf sportsfields can offer a number of benefits over natural turf.

- Higher capacity for use without adversely impacting quality;
- Increased playability in the shoulder season and after rain storms which increases capacity;
- Reduced operational requirements (no mowing, overseeding, top-dressing, fertilization, irrigation or aeration) which also reduces down-time and increases capacity;
- With the additional hours of use, one synthetic field equals the total available hours of up to four grass fields;
- Lower overall cost over the long-term;
- Minimize the amount of additional land needed to build sportsfields due to increased capacity.

The following information and guidelines are recommended for consideration in implementing the synthetic turf retrofit strategy presented in the Park Master Plan:

3.1 Economic Considerations

Synthetic turf fields have a higher initial cost of development than natural turf fields. However, the combination of increased revenues associated with the increased user fees and hours of use and the savings in operating and land costs offered by synthetic turf fields provide an opportunity for recovery of the initial capital cost and a potential funding source for lifecycle replacement. As a result, the long-term cost of synthetic turf fields should be less than natural turf fields while providing greater capacity and offering higher or more consistent field quality. Other potential economic benefits of synthetic turf relate to sport tourism and opportunities for unique partnerships and funding sources.

To address the pent-up demands for sportsfields driven by soccer and other users of soccer fields, the Park Master Plan recommends the retrofit of 5 existing natural turf fields to synthetic turf over the ten year period from 2011 to 2020.

3. Guidelines for Synthetic Turf Fields (cont'd)

The recommended timing of this initiative advanced by the Master Plan is to retrofit one field bi-annually beginning in 2011, resulting in one field conversion from natural to synthetic turf in each of the following years: 2011, 2013, 2015, 2017 and 2019. This approach offers the following benefits:

- Provides for even distribution of the capital costs of field conversions over the capital forecast period and balanced cost recovery over the term of the investments;
- Facilitates the phasing-in of synthetic turf enabling the City and user groups to learn from and improve upon initial experiences with synthetic turf and measure its performance prior to undertaking further field conversions;
- Allows for a gradual adaptation of scheduling and maintenance practices and user fees to the increasing supply of synthetic turf fields over time;
- Provides time to develop and evolve partnership arrangements and learn from initial fundraising and collaborative initiatives;
- Increases field capacity aligned with growth in population and participation over time;
- Balances the current known benefits of synthetic turf with allowing time for consideration of any new information and new technologies that may emerge in the future related to potential impacts on health, safety and the environment as experiences with synthetic turf evolve;
- Results in a balance of natural and synthetic turf fields to maximize the benefits of both types;
- Takes advantage of existing field locations where parking, lighting, washrooms, storage and other supports are already in place;
- Minimizes land consumption and costs of land acquisition by off-setting the land needed to build extra natural turf fields to provide the equivalent capacity.





As of 2008, the City of Edmonton reports that their initial experience with synthetic turf fields has achieved 52% cost recovery whereas their natural turf fields are only achieving 17% cost recovery. In its first year of operation, the City's first artificial turf field was booked for 1,366 hours of use accommodating 46 user groups, while natural grass fields averaged 432 playable hours and 7 user groups per field. In 2004 to 2007, the net cost per hour booked was \$81 for synthetic turf fields versus \$292 for natural turf fields.

The City of Edmonton is embarking on the implementation of a plan to develop 12 synthetic turf rectangular sports fields by 2015 through the retrofit of existing natural turf fields and new field development.

Source:

City of Edmonton Artificial Turf Plan, 2009-2015.
City of Edmonton Community Services Report 2008CSR019, by B. Badger, 2008.

3. Guidelines for Synthetic Turf Fields (cont'd)

A preliminary analysis comparing the annual financial impact of retrofitting 5 existing natural turf fields to synthetic turf as recommended in the Park Master Plan versus developing additional natural turf fields to provide the equivalent field capacity is provided below.

TABLE:
Preliminary Analysis of Financial Impact
Synthetic Turf Conversions vs. New Natural Turf Fields

	Synthetic Turf	Natural Turf
Number of Fields ¹	5	22
Number of Playable Hours ²	10,000	9,900
Total Initial Capital Cost³	\$6,000,000	\$5,100,000
Annualized Capital Cost	\$600,000	\$510,000
Annual Operating Cost ⁴	\$25,000	\$660,000
Annualized Lifecycle Replacement ⁵	\$208,333	\$275,000
Annualized Land Costs ⁶	\$0	\$127,500
Total Annual Costs	\$833,333	\$1,572,500
Total Cost Per Playable Hour	\$83.33	\$158.84
User Fees (per hour) ⁷	\$70-90	\$32.50-48.51
Annual Revenue Potential	\$750,000	\$445,500
Net Annual Cost	\$83,333	\$1,127,000
Net Annual Cost Per Field	\$16,667	\$51,227
Net Annual Cost Per Hour	\$8.33	\$113.84
Annual Cost Recovery	90%	28%

NOTES:

¹ The number of fields indicated is the volume required to achieve approximately 10,000 hours of playable field time

² The number of playable hours is based on an average of 450 playable hours on natural turf (based on City's experience) and 2,000 hours on synthetic turf (based on industry average)

³ The initial capital cost is based on current estimates of \$1.2 million per synthetic turf field and \$0.3 million per natural turf field (excluding lights, benches/bleachers, irrigation, washrooms, parking and other supports and any financing/interest costs)

⁴ Operating cost based on current maintenance levels of \$30,000/year per A1 natural turf soccer field and industry average of \$5,000 annually for each synthetic turf field which consists of grooming the field twice annually to redistribute the rubber infill material

⁵ Lifecycle cost assuming complete re-sodding of natural turf fields on average every 3 years at \$50,000 per field and lifecycle replacement of synthetic surface at 50% of original cost every 12 years based on industry standard

⁶ Land costs based on 2.5 acres per field for 17 natural turf fields (no land cost for 5 existing fields) at \$30,000 per acre

⁷ User fees for natural turf fields based on 2010 City of Kitchener user fees for affiliated minor soccer and adult soccer booking of A1 soccer fields; user fees for synthetic turf fields comparable to rates for synthetic turf fields provided by others in Kitchener

⁸ Annual revenue potential based on above-noted user fees with 75% of playable hours booked for affiliated minor sports and 25% booked for adult use

3. Guidelines for Synthetic Turf Fields (cont'd)

Based on this preliminary financial analysis, the cost of retrofitting 5 existing natural turf fields to synthetic turf offers a combined capital and operating savings of nearly \$10.5 million over 10 years when compared to the alternative of developing sufficient natural turf fields to achieve the equivalent capacity. The annual cost recovery based on a modest increase of user fees for new synthetic turf fields over current natural turf rates would be as high as 90% compared to 28% for natural turf fields. The provision of natural turf fields would allow for greater simultaneous use at times of peak demand due to the greater overall number of fields. For synthetic fields, revised scheduling practices and field lighting would assist in addressing peak demand.

3.2 Environmental Considerations

Potential environmental benefits of synthetic turf relate to water conservation and reductions in carbon emissions and pollution as a result of elimination of mowing, aeration, fertilization, weed/pest control and related travel for maintenance crews and equipment needs associated with the upkeep of natural turf fields. Synthetic turf is also typically made from recycled materials and therefore may contribute to landfill diversion.

The retrofit of 5 existing synthetic turf fields as recommended in the Park Master Plan would reduce the land requirements for new natural turf field development by up to 42.5 acres which would assist in achieving compact development and overall density targets consistent with provincial, regional and local growth management and planning objectives. This land savings can produce environmental and urban form benefits related to efficient development, reduced travel times and lower overall land consumption to accommodate urban development which can avoid or reduce pressures on surrounding natural systems.

In some areas synthetic turf absorption of heat from the sun has caused concerns and watering has been used to cool the playing surface. In addition, there are carbon emissions associated with the production and transport of synthetic turf and the artificial surface does not provide for any carbon storage, unlike natural turf which releases oxygen and cools the air, absorbs carbon dioxide and traps dust and particulates.





"To build an artificial turf senior soccer field the site must be rough graded, base granular installed to allow for drainage, the artificial turf material installed, and fencing, concrete curbing and lighting installed. The artificial turf surface material will have to be replaced due to degradation every 10 - 12 years at an approximate cost of \$400,000. The granular base on which the artificial surface is installed will not have to be replaced."

SOURCE:
City of Vaughan, 2008

3. Guidelines for Synthetic Turf Fields (cont'd)

It is not within the scope of this Guideline to determine the net environmental impact of synthetic turf. The City should monitor local experiences and emerging research on this matter in the event that new information becomes available to guide decision-making.

3.3 Social Considerations

The Park Master Plan highlights the many benefits of investing in parks. Providing increased sportsfield capacity and quality to users yields a host of benefits related to improved resident health and physical activity rates, community participation and social engagement, and potentially the accommodation of a wider range of sports activities and interests.

Relative to synthetic turf, there is some indication of health concerns in the media regarding the materials used and user safety/likelihood of injury. However, senior levels of government and many communities in Ontario and across North America have shown support for synthetic turf investments through recent funding allocations to numerous projects.

It is not within the scope of this Guideline to undertake a review and evaluation of the health and safety impacts associated with playing sports on synthetic turf. The City should monitor local experiences and emerging research on this matter in the event that new information becomes available to guide decision-making. Providers of synthetic turf should be required to demonstrate to the City's satisfaction that there will not be adverse impacts to public health and safety related to the use of their product through the tender process at the time synthetic turf projects are advanced.

3.4 Guidelines for Synthetic Turf Field Development

In addition to economic, social and environmental considerations identified, the following guidelines are recommended for implementing the Park Master Plan strategies related to the use of synthetic turf:

3.4.1 The selection and prioritization of facility locations for potential retrofit of natural turf fields to synthetic turf to increase field capacity should be based on a consideration of the following:

- Availability of supporting facilities (lights, benches/bleachers, washrooms, fencing, parking, etc);
- Site location and accessibility relative to market served/target user groups;
- Opportunities for multi-field development on the same site;

3. Guidelines for Synthetic Turf Fields (cont'd)

- Soil and drainage conditions and related costs for base preparation to support synthetic turf development;
- Suitability of the site to support tournaments;
- Impact on user groups relative to scheduling commitments and field availability during construction;
- Clustering of synthetic turf fields to maximize the operating cost savings and efficiency of maintenance;
- Connections/proximity to indoor community/recreation facilities and/or secondary school sites;
- Consultation with existing and potential user groups; and,
- Location-based partnership and funding opportunities.

3.4.2 To evaluate the quality of synthetic turf products available, the City should consider a trial period of converting existing high-use areas, such as the area within the goal creases on soccer fields, to synthetic turf from multiple manufacturers and promote expanded use of products that yield favorable results.

3.4.3 Once one or more synthetic turf field(s) become operational, the net increase in revenues received from these fields should be held in a special reserve to offset future major synthetic turf rehabilitation costs.

3.4.4 Consider development charge reserves as a source of funding for synthetic turf field conversions and new field development based on the added capacity that will be available to support growth.

3.4.5 Monitor the performance of synthetic turf soccer fields compared to natural turf and integrate the use of synthetic turf in new field development (in addition to field retrofits) where favourable results are demonstrated.

3.4.6 Pursue grants, partnerships and other funding opportunities with senior levels of government, other service providers and user groups to support the development of synthetic turf fields.

3.4.7 Increased user fees and revised scheduling practices should be considered for synthetic turf fields in consultation with user groups to establish a fair and equitable fee structure, cost recovery rate and availability.

3.4.8 The targeted outcome should be a balanced provision of natural turf and synthetic turf fields that maximizes the benefits of both field types.



*Example of synthetic turf used in a goal crease on a soccer field
(source: City of Edmonton, 2008)*

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Park Master Plan Guidelines

SERIES 6:
NEIGHBOURHOOD PARKS

June 2010

As part of the Park Master Plan, guidelines have been developed providing direction regarding planning for the rehabilitation of existing neighbourhood parks, new neighbourhood park development and resolving gaps in neighbourhood park provision. The guidelines are intended to provide additional direction building on the Strategic Action Plan items in the Master Plan related to the provision of neighbourhood parks.

For the purposes of this guideline, the term “neighbourhood park” means local parks providing walkable access to passive open space areas, playground facilities and other neighbourhood-scale outdoor recreational amenities. This includes all City-owned parks classified as a neighbourhood park in the Parkland Classification System, while recognizing that neighbourhood parks can take many forms and are part of a larger system of natural areas, trails, City-wide and district parks, urban greens and greenways which also play a critical role in the provision of locally accessible parkland.

This Guideline builds on the direction provided in *Guideline Series 1: Parkland Classification System*, which identifies the proposed classification of existing parks. For related mapping information, refer to the *Park Master Plan Map*.

Contents

1. Guidelines for Neighbourhood Park Rehabilitation	2
2. Guidelines for New Neighbourhood Park Development	5



1. Guidelines for Neighbourhood Park Rehabilitation

The following guidelines should be referenced in implementing the strategies of the Park Master Plan related to neighbourhood park rehabilitation:

- 1.1 The prioritization of existing neighbourhood parks for rehabilitation should be based on a consideration of the following:
 - Age and physical state of the neighbourhood park;
 - Growth projections for the Planning Community;
 - Demographics (age and ethnicity profiles);
 - Overall parkland service level in the Planning Community;
 - Current accessibility standards under the Ontarians with Disabilities Act;
 - Community initiated fundraising or proposals;
 - Potential site-based partnership and funding opportunities; and,
 - Coordination with broader neighbourhood renewal and community improvement initiatives (e.g. secondary plans, revitalization plans, community improvement programs, neighbourhood/streetscape design, local improvements, etc).
- 1.2 Operational requirements should be fully addressed in the park rehabilitation program, with opportunities identified to create long-term operating cost savings (e.g. alternative landscape treatments, park naturalization, energy and water conservation measures, etc).
- 1.3 The timing/staging of park improvements should be in a manner that optimizes uninterrupted use of the park.
- 1.4 The details of improvements introduced through each park rehabilitation project should be catalogued in the City's park asset management database/GIS incorporating data on parkland maintenance, rehabilitation and renewal requirements and activities, age of facilities, outstanding issues, year acquired and of last redevelopment, timing and cost of improvements, anticipated future lifecycle replacement needs, protocols for ongoing monitoring and park inspections, and a summary of public input/response.



1. Guidelines for Neighbourhood Park Rehabilitation (cont'd)

1.5 Neighbourhood residents should be notified of and engaged in the park rehabilitation process, including consideration of the following:

- Notices/promotional flyers delivered to each household within the park service area announcing the project and identifying opportunities to provide input;
- A website for each park renewal identifying the purpose and objectives of the project, work plan and timing, fundraising opportunities, public consultation forums, photos and other related information;
- A community blog enabling residents to post their comments and ideas and share in the review of the perspectives of others;
- Community workshop sessions providing an opportunity for residents to contribute to the identification of required park improvements, to establish community priorities for the future use and programming of the park, to encourage a sense of community ownership and responsibility for the park, and to foster local stewardship of the park by introducing related initiatives (e.g. adopt-a-park program);

GUIDELINE SERIES 6 NEIGHBOURHOOD PARKS

EXAMPLE OF NEIGHBOURHOOD PARK RENEWAL AS A COMPONENT OF OVERALL NEIGHBOURHOOD REDEVELOPMENT/REVITALIZATION



Existing Conditions:

- 1 Adjacent utilities and storage detracts from appearance
- 2 Side of home fails to provide good visibility to park
- 3 Private property encroachments due to lack of defined edge
- 4 Large plantings/impervious fencing create fear zones
- 5 Lack of sidewalks and crosswalks discourages pedestrian use
- 6 Lack of shade creates discomfort
- 7 Unmaintained turf discourages use

Neighbourhood / Park Revitalization:

- 8 Neighbourhood scale public open space provides outdoor recreation for mixed use, integrated development
- 9 Orienting adjacent homes to face the park promotes safety and natural surveillance by providing eyes on the park
- 10 Perimeter streets delineate park, eliminate encroachments and minimize conflicts
- 11 Walks connect to neighbourhood
- 12 Shade and seating promote passive use

SOURCE: Miami-Dade County Parks and Recreation Department. *The Miami-Dade County Parks and Open Space System Master Plan*. 2007.
Image Source: Dover Kohl & Partners.



1. Guidelines for Neighbourhood Park Rehabilitation (cont'd)

- 1.6 The health of existing site trees should be reviewed with requirements for restoration/replanting, removal and new planting identified based on inspections, the extent of tree canopy desired and ensuring consistency with the species and visual character of mature street trees and wooded areas in the neighbourhood.
- 1.7 Renewal activities should focus on improving and upgrading the parkland amenities available to residents while also planning for and responding to shifting demographic composition and anticipated population over the next 20 years (generally the time period within which the age and household structure of the local population will have changed significantly and the lifecycle needs of neighbourhood parks should be addressed).
- 1.8 Consider each neighbourhood park on an individual basis to assess the level of improvement required and the appropriate amenities (e.g. playground, trail, sportsfield, picnic tables, etc.), while also being mindful of existing and planned parks and recreation facilities, schools and other community assets available in the area to avoid duplication of service.
- 1.9 Provide incentives for community contributions to park improvements and promote community stewardship of neighbourhood parks by introducing initiatives such as adopt-a-park, neighbourhood clean-up days and community garden programs and incentives such as matching funds generated by community fundraisers.
- 1.10 Record and catalogue public/user comments and complaints, safety concerns, by-law violations, response actions, comments from operating crews and other events for each park to build a list of priority items that can serve as a starting point and key input to park rehabilitation.
- 1.11 Current standard design details and specifications for new parks should be considered in the rehabilitation of new parks but may not be applicable in all cases (for example, where it is desirable to maintain existing unique features/facilities in established parks).



2. Guidelines for New Neighbourhood Park Development

The following guidelines should be referenced in implementing the strategies of the Park Master Plan related to resolving gaps in locally accessible parkland in existing communities and providing parks in new communities through new neighbourhood park development:

- 2.1 In order to determine the areas with the highest need for new parks, local access to neighbourhood park resources should be evaluated based on a review of the following factors:
 - the ratio of neighbourhood parkland per 1,000 population;
 - the number of households to be served;
 - population density;
 - local availability of schools sites and other open space venues.
- 2.2 Before acquiring land and emplacing new parks to resolve gaps in underserved neighbourhoods, the City should first consider opportunities to:
 - Expand existing parks which may be outside the 500 metre target service radius but would still serve the area residents;
 - Expand and improve the trails system and pedestrian network to connect residents to existing parks while minimizing operational and maintenance costs.



2. Guidelines for New Neighbourhood Park Development (cont'd)

- 2.3 If there are no opportunities to resolve identified gaps in neighbourhood park provision through expansion of existing parks or enhanced pedestrian connections to existing parks, acquisition of additional parkland and new park development should be considered.
- 2.4 Where existing communities rely on school sites or other non-City owned venues as their primary source of neighbourhood level parkland and facilities, the City should continue to work with the school boards to ensure community access to school sites.
- 2.5 In areas where parkland has been dedicated to the City for a neighbourhood park but development of the park has not proceeded, the order of new neighbourhood park development to address the backlog should be evaluated and determined using the following factors:
- Time elapsed since parkland acquisition;
 - Status of the residential subdivision/development (eg. % complete, assumed or not assumed, current population, etc);
 - Size of the development (households and population);
 - Overall parkland service level in the Planning Community;
 - Availability and proximity of neighbourhood park facilities provided by other service providers (eg. schools);
 - Community initiated park development proposals and/or fundraising efforts;
 - Site-based partnership and unique funding opportunities.
- 2.6 The condition of land accepted for conveyance to the City as parkland should be in accordance with the standards established in the City's *Urban Design Manual*.
- 2.7 Where cash-in-lieu of parkland is accepted the money should generally be reserved to fund park improvements in the same area within which the development occurred that paid into the cash-in-lieu fund.



2. Guidelines for New Neighbourhood Park Development (cont'd)

2.8 To contribute to the earlier delivery of parks in relation to the timing of housing development, developer-build parks should be promoted by:

- Exploring with the developer the option of a developer-build park early in the review of planning applications for new development;
- Promoting the benefits of earlier park development and incentives for developer-build parks such as marketing benefits and development charge credits;
- Providing standard design details and specifications for neighbourhood parks that are made available to developers to provide a clear indication of minimum requirements;
- Developing a template standard legal agreement for developer-build parks setting out city and developer obligations, inspection requirements, securities, final acceptance process and other details;
- Developing a procedure and information package to be provided to developers with planning application forms identifying the required drawing submissions, review process and timing for developer-design and developer-build parks, prepared in consultation with the Waterloo Region Homebuilders Association (WRHBA).



Developer-Build Parks

The proponent and City should determine if the park space is to be 'developer-build' prior to draft approval. Conditions of approval may be included to ensure the park design is completed prior to registration, the park is graded, topsoil and seeded within a certain time frame and the park facilities constructed within one year of the first building permit. Developer-build parks are subject to Development Charge credits.

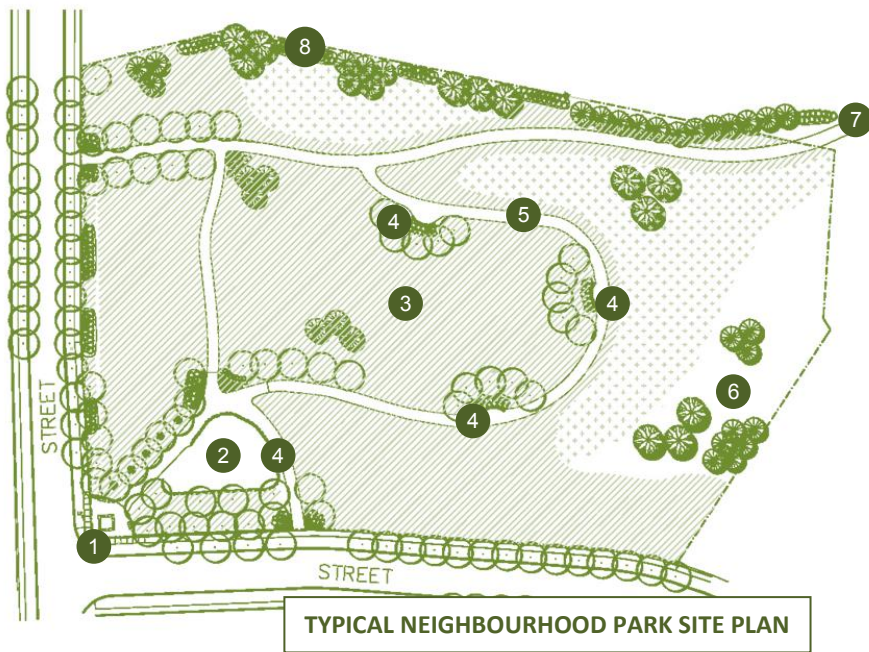
SOURCE: City of Kitchener Urban Design Manual: Design Briefs, 2010.



2. Guidelines for New Neighbourhood Park Development (cont'd)

2.9 Where developer-build parks are not feasible, the City should:

- At the time of approval of the proposed development, identify and reserve the capital budget funding source required to design and construct the neighbourhood park including identification of proposed timing in the capital forecast;
- Identify the obligations of the developer and the City in the subdivision agreement including requirements related to the timing of park grading and seeding by the developer, final acceptance of the park block by the City and warranty period, to allow for development of the park when housing development and occupancy has reached a certain threshold (based on number of units occupied, phasing of development, percent complete, related infrastructure/service installations, etc);
- Complete the landscape design and site plan for the neighbourhood park(s) in a timely manner that will accommodate the proposed schedule for park development specified in the subdivision agreement;
- Provide notice of the proposed neighbourhood park development including a copy of the site plan and information about the timing and process of park development to existing homeowners and available to prospective purchasers through the developer's real estate sales office;
- Consider requirements in the subdivision agreement that specify mandatory clauses to be included in agreements of purchase and sale notifying purchasers of the location and timing of development of the park block(s);
- Where possible, consult with area residents on the proposed park design including consideration of the notification and community engagement techniques identified in paragraph 1.5 of this guideline;



Legend

- 1 Meeting Area/Landscaped Gateway Feature/Park Sign
- 2 Playground
- 3 Open Space/ Play Area
- 4 Benches/Seating
- 5 Pathways
- 6 Natural Area
- 7 Trail Connection
- 8 Landscaped Buffer

Deciduous Tree

Coniferous Tree
Shrub

Mowed Turf

Conservation Mix

2. Guidelines for New Neighbourhood Park Development (cont'd)

2.10 The City should consider the following in the acquisition, design and development of new neighbourhood parks:

- Site should be graded in accordance with the City's policies and standards for positive drainage and stormwater management, finished with a layer of topsoil and seeded. Neighbourhood park sites should be graded so they are generally flat. Depending on the natural topography of the site and surrounding area, consideration to more variable site grading should be considered where opportunities exist for unique site features and amenities (e.g. toboggan hills), provided the City's standards for site drainage and stormwater management are met and public safety and operational/maintenance considerations are addressed.
- Neighbourhood parks should be located at prominent street intersections with a target of 1 metre of frontage on a public street for every 100 square metres of park area to provide visibility from the street and surrounding properties which contributes to natural surveillance, night lighting, neighbourhood identity and enhanced urban form.



2. Guidelines for New Neighbourhood Park Development (cont'd)

- Where a single play structure is proposed to be provided within a neighbourhood park, priority should be given to play equipment that serves the widest possible range of users in terms of age and ability of the children served, provided current safety standards are met. In locations where multiple sets of play structures are to be provided, consideration should be given to providing distinct play equipment for children of different age groups and abilities (e.g. one set of play equipment for toddlers/children ages 18 months to 6 years and a separate set for older children ages 5 to 12). The number and size of play structures provided should be based on the amount of land available to accommodate play structures given the size and configuration of the park, and the total population within the target service area with consideration of the age profile.
- Sportsfields located in new neighbourhood parks should generally be limited to unlit, informal playing fields for spontaneous use by the local neighbourhood without the requirement for field bookings or user fees.
- Neighbourhood parks should be located adjacent to school sites where schools are provided or proposed within the service area of the park.
- Natural areas and hazard lands and related buffers/setbacks should generally not be accepted as part of the minimum parkland dedication required for neighbourhood parks. Conveyance of natural features, natural hazard areas and related buffers to City ownership should be encouraged (or required, where possible) as a condition of development approval. The integration of these features through or along the edge of a park site should be considered where it will contribute to achieving conservation and management objectives and enhance the quality and aesthetics of the neighbourhood park.
- Park signage should indicate the permitted hours of use and provide notice regarding applicable safety requirements, by-laws/regulations, emergency contact information, etc.
- Pedestrian connections to and through the park site should be provided via pedestrian pathways linking to sidewalks and where possible trails.



2. Guidelines for New Neighbourhood Park Development (cont'd)

- Vehicle parking areas generally shouldn't be required as neighbourhood parks are intended to serve local residents within walking distance.
- Bicycle parking facilities should be provided.
- The design of the park should address current accessibility standards under the Ontarians with Disabilities Act.
- Neighbourhood park safety should be addressed by ensuring all play equipment supplied to park sites addresses current safety standards (latest edition of CAN/CSA Standards Z614), application of Crime Prevention Through Environmental Design (CPTED) principles in accordance with the City's *Urban Design Manual*, and promotion of park safety/community watch programs (e.g. Parks Patrol).
- Opportunities for four-season use of neighbourhood parks should be provided including continuation and potential expansion of the Winter Rinks Program and site-based opportunities such as toboggan hills.

NOTE: Reference should be made to Guideline Series 1: Parkland Classification System and the City of Kitchener Urban Design Manual for additional guidelines and standards for the planning, design and development of neighbourhood parks.

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Park Master Plan Guidelines

SERIES 7:

OFFICIAL PLAN POLICIES

June 2010

As part of the Park Master Plan, guidelines were developed providing direction regarding potential amendments to the City of Kitchener Official Plan policies pertaining to parks, open space and leisure facilities. The suggested amendments would provide reference to the Parks Master Plan within the Official Plan and formalize some of the Master Plan's recommendations, including the proposed Parkland Classification System.

In addition, the amendments would introduce new areas of policy development related to planning for parks in intensification areas, sustainability incentives and criteria, complete communities, and policies for urban agriculture/ community gardens.

This Guideline builds on the direction provided in *Guideline Series 1: Parkland Classification System*, which identifies the proposed Parkland Classification System. For related mapping information, refer to the *Park Master Plan Map*.



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1. Guidelines for Potential Amendments to Existing Official Plan Policies

1.1 Part 1, Section 3: The Planning Framework – Planning Principles

Based on the direction of the Park Master Plan and a review of the City's current Official plan, the following guidelines are recommended for the City to consider in strengthening the planning principles of the Official Plan (Part 1, s. 3.2) by providing additional reference to the role of the parks system in achieving a vibrant, healthy and sustainable City and complete communities. Guidelines for suggested amendments are provided below with potential changes to existing policies underlined:

"3.2 Planning Principles

It is the intent of this Plan to enhance the quality of life of the residents of Kitchener. The Plan provides a framework for the creation of a safe and healthy urban environment within which opportunities are provided for people to satisfy their social, economic and psychological needs and for maintaining and conserving the integrity of their natural and cultural heritage. Within this context the City is committed to creating a sustainable community through the promotion of a compact urban form, efficient and effective delivery of services, employment opportunities, environmental conservation and protection, the provision of continuous publicly accessible parks and open space, and the promotion of healthy, active lifestyles and cultural diversity. To achieve this, the following principles serve as general guidelines for detailed policy development."

The role of parks and open space in supporting objectives of transit-oriented development and land use patterns, promoting walkable communities and active transportation should be further developed in Principle #7 of the Official Plan:

"7. The City of Kitchener will balance an efficient and comprehensive road system to be compatible with an effective and accessible public transportation system and active transportation network. This transportation scheme will provide a range of modal options to facilitate the convenient movement of persons between residences, places of employment, parks and recreational facilities and community services. The transportation system will include and be integrated with community trails, Scenic-Heritage Roads and neighbourhood development to improve and encourage pedestrian and bicycle use."

1. Guidelines for Potential Amendments to Existing Official Plan Policies (cont'd)

Changes to Principle #11 of the Official Plan should also be considered to more fully address the vision for the Grand River corridor as articulated through the Park Master Plan and the Grand River Corridor Conservation Plan:

“11. The City recognizes the valleys of the Grand River and its major tributaries as primary open space and a significant recreational resource and will increase opportunities for use and enjoyment by Kitchener residents by providing contiguous publicly accessible open space and linkages of this resource with other open space and recreational features in the municipality through development of trails and other supporting recreational infrastructure. The City also recognizes the Grand River valley as a defining feature of Kitchener’s natural heritage and urban form and a visible landmark at major entrances to the community, and will consider opportunities to enhance and promote the city image and identity by providing welcoming and unique gateway features at major crossings.”

The objectives and role of City natural areas within the parks system, the urban forest and natural areas stewardship and education programs in conservation, restoration and enhancement of the natural environment should also be considered in Principle #12 of the Official Plan:

“12. The City of Kitchener is committed to protecting the natural environment through greening and naturalization initiatives and policies, restoration and management of City-owned natural areas and the urban forest, and natural areas stewardship and education programs. The City will preserve and protect existing natural areas, including ground water recharge areas and flood plains, introduce new natural areas, implement an extensive tree planting and replacement program, maintain urban woodlots and retain other natural features throughout the community.”

In addition, the City should consider new or amended planning principles in the Official Plan that clearly recognize the role of parks and open space, City natural areas and the urban forest as well as energy conservation and green energy in mitigating and adapting to climate change impacts and sustaining/improving air and water quality in relation to the stated commitment to sustainability.





1. Guidelines for Potential Amendments to Existing Official Plan Policies (cont'd)

1.2 Part 2, Section 3 Community and Cultural Services

Part 2, Section 3.1 of the City's Official Plan deals with Parks, Open Space and Leisure Facilities. Guidelines for potential amendments to the existing policies that should be considered in relation to the Park Master Plan are provided here, with suggested changes to existing policies underlined:

"3.1 Parks, Open Space and Leisure Facilities

The City of Kitchener recognizes the importance of parks, open space and leisure facilities in supporting a healthy community. As such, Council will endeavour to provide and maintain sufficient open space for both active and passive recreational pursuits through the implementation of the Park Master Plan and Leisure Facilities Master Plan. This strategy will combine the provision of active parkland, sportsfields, community level leisure facilities and where possible natural areas to satisfy the recreational needs of all age groups and lifestyles.

The existing and potential recreational resources of Kitchener are recognized as key elements in providing the citizens of Kitchener with a healthy physical environment and a high quality of life. These resources include the diverse natural areas of the City, the Scenic-Heritage Roads and the recreational potential of the Grand River Corridor. As such, the policies of this section will be used to aid in the protection of the natural environment and as a vehicle for the implementation of the recommendations of the Grand River Corridor Conservation Plan.

Objectives

- i. To provide for a continuous public open space system supporting diverse recreational pursuits, environmental sustainability, active transportation and a high quality urban landscape.*
- ii. To provide a balanced distribution of open space and leisure facilities for both active and passive recreational uses to satisfy the needs of all residents of Kitchener.*
- iii. To maximize the opportunities for both active and passive recreational pursuits in all areas of the municipality.*
- iv. To promote the use of open space as a buffer between incompatible land uses.*
- v. To support the creation of complete communities.*
- vi. To provide parks and leisure facilities in an efficient and sustainable manner that optimizes their use, minimizes environmental impacts, and promotes flexibility to adapt to changing needs.*

1. Guidelines for Potential Amendments to Existing Official Plan Policies (cont'd)

Policies

3.1.1 Public Parks and Recreational Facilities

Council of the City of Kitchener has adopted a Park Master Plan and Leisure Facilities Master Plan to guide its efforts in the planning, provision and maintenance of public parks, open space and leisure facilities. The policies of this Plan shall act as one means for implementation of these strategies.

- 1. The City of Kitchener shall undertake monitoring and periodic reviews of the Park Master Plan and the Leisure Facilities Master Plan. This review process will assess considerations such as population trends and utilization, housing trends, social, economic and environmental conditions that will inform and guide park, open space and recreational facility planning.*
- 2. The City of Kitchener shall actively seek to broaden the base of leisure participants through the balanced development of a public parks and leisure services system that provides opportunities for physical recreation, socialization, cultural pursuits, community identification, active transportation, nature appreciation and education.*
- 3. The City of Kitchener shall actively seek to expand the supply of parkland, leisure facilities and recreation services through facilitation, partnership arrangements and direct provision. In doing so, emphasis shall be placed on maximizing the use of existing facilities and services, as well as joint ventures and facility sharing with other institutions and community groups. In circumstances where adequate leisure and recreational facilities cannot be provided due to the lack of existing community facilities, the poor quality of existing facilities, time constraints or poor accessibility, the City of Kitchener shall consider the provision of a freestanding community centre in relation to the needs established in the Leisure Facilities Master Plan. The City shall also consider opportunities to enhance access to local parkland resources in areas that are underserved for neighbourhood parks and facilities based on the service area, provision level and location and targets established in the Park Master Plan.*





1. Guidelines for Potential Amendments to Existing Official Plan Policies (cont'd)

4. *The City of Kitchener has adopted a Parks Classification System to guide it in the acquisition of parkland and open space. In certain cases, individual parks may have more than one classification recognizing that parks have multiple functions. The following hierarchy established by the Park Master Plan shall be used in planning and locating parks in the City:*

i. Natural Areas

Described as parkland owned or managed by the City generally intended to be preserved in its natural state. Service areas vary, ranging from the immediate local neighbourhood to City-wide natural areas based on the size and location of the natural area and the level of public access that can be supported at a sustainable level in the context of the primary conservation objective. The number of Natural Areas will be based on the availability of qualifying land. The conveyance of non-City owned natural areas to the City shall be required as a condition of development approval.

ii. City-Wide Parks

Described as parks that provide multi-activity or multi-sport venues and/or serve specialized recreational, social and economic functions. The service area is primarily city wide with secondary service to the surrounding region. Victoria Park, Kiwanis Park and McLennan Park will continue to be the primary locations and focus of City-Wide Park provision. In addition, the City shall consider opportunities for the ongoing acquisition of open space land within the Grand River corridor and the development of a continuous Riverside Park to facilitate City-wide access for the use and enjoyment of Kitchener residents.

iii. District Parks

Described as community-level parks providing access to formal and/or informal active and/or passive outdoor recreation facilities and amenities servicing multiple neighbourhoods. These may be associated with senior elementary and secondary schools, have a service radius up to 12 km and are typically between 4.0 and 8.0 hectares in size. Provision level guidelines have been established as 0.5 to 1.0 hectare per 1,000 population with a minimum of one District Park per district.

1. Guidelines for Potential Amendments to Existing Official Plan Policies (cont'd)

iv. Neighbourhood Parks

Described as local parks providing walkable access within a residential neighbourhood to passive open space areas, playground facilities and other neighbourhood-scale outdoor recreational amenities to support unorganized and spontaneous activities. These may be associated with elementary schools, have a service radius of 400-500 metres (5-minute walking distance) and are typically between 1.0 and 2.5 hectares in size. Provision level guidelines have been established as 1.5 hectare per 1,000 population.

v. Urban Greens

Described as smaller greenspaces designed for aesthetics, to provide respite and shade areas along trails and within the urban environment, including parkettes, commons, lookouts and urban plazas. These service the immediate area and are typically 0.2 to 1.0 hectare in size. Parkettes shall be located where land opportunities exist to supplement local access to playground facilities. Commons shall be centrally located in highly visible areas with 100% street frontage where possible. Lookouts shall be located where opportunities exist at high elevations providing interesting or scenic views. Urban Plazas shall be located as public gathering spaces within the downtown core and neighbourhood mixed use centres.

vi. Greenways

Described as linear greenspaces providing linkages among parks, trails and other open space areas and public realm elements within the urban environment. These may be associated with watercourses, utility corridors, servicing easements and mid-block pedestrian walkways and typically service the immediate area but may also form part of the broader community trail network augmenting district or city-wide open space connections. Greenways shall be located as lands become available and where needed to augment local access to park resources.





1. Guidelines for Potential Amendments to Existing Official Plan Policies (cont'd)

vii. Trails

Described as off-road pedestrian corridors designed for a range of recreational, aesthetic, educational and active transportation opportunities. Trails shall be planned in accordance with a Council approved Trails Master Plan based on an organized hierarchy of trail types identifying the location, intended uses, surfacing, width, signage, maintenance level, grades and other parameters. The dedication of land for trails shall be required as a condition of development approval in accordance with sections 41 (7(a) (4)) and 51 (25(b)) of the Planning Act, R.S.O. 1990 c. P.13.

5. The Park Master Plan and Leisure Facilities Master Plan identify the parkland and open space needs and deficiencies in the City of Kitchener. Recommendations are made for the acquisition of parkland within each of the City's Planning Communities. These recommendations are based on the Parks Classification System established in Part 2, Policy 3.1.1.4 and may be used in conjunction with the alternative requirement for parkland dedication as specified in Part 2, Policy 3.1.2.2.
6. The City of Kitchener shall develop a system of linked open spaces, urban trails and bikeways throughout the City relying heavily on the City's parklands, watercourses, utilities corridors, conservation areas and schools.
7. The Park Master Plan provides an implementation strategy for the Grand River Corridor Conservation Plan and the City shall endeavour to implement its recommendations where appropriate. In doing so, the City shall strive to maximize the public access along the Grand River in order that its recreational potential is realized.
8. The City of Kitchener shall require the development of on site recreation facilities and usable greenspace areas in larger family type multiple housing projects.
9. The amount and character of open space and public parkland required in each neighbourhood shall be in accordance with comprehensive planning which normally occurs through Secondary and Community Plans and the requirements of Part 2, Policy 3.1.1.4.
10. The City of Kitchener encourages the joint development and use of open space and community facilities by public and separate school boards, libraries, churches, citizen groups and the City. However, a full assessment of all possible options shall be undertaken to ensure adequate parkland in the event of circumstances such as the closure and sale of a school property.

1. Guidelines for Potential Amendments to Existing Official Plan Policies (cont'd)

11. The City of Kitchener Park Master Plan has identified where future parkland is required. The City of Kitchener shall select suitable sites, and plan for the complete integration of these sites with the road network, the public transit system and community trail links. In addition, where possible the City shall seek to incorporate abandoned railway tracks into its trail system.
12. In areas identified for intensification and redevelopment, the City of Kitchener may consider other forms of parkland such as greenroofs, linkages to existing area parks/facilities, on-site amenities, urban plazas/civic squares, enhanced streetscaping and landscaping, bicycle parking and/or sustainability features.

3.1.2 Parkland and Open Space Acquisition

1. The City of Kitchener may exercise the following powers in order to acquire and/or protect Open Space Areas from urban development:
 - i) Land Purchase or lease at fair market value.
 - ii) The enactment of a Zoning By-law prohibiting the erection of buildings or structures on any Open Space or part thereof that is subject to flooding, or any such land where, because of its steep slope, rocky, low lying, marshy or unstable character, the cost of construction of satisfactory water works, sewage or drainage facilities is prohibitive.
 - iii) Entering into an agreement with a subdivider of land, which may contain clauses relating to the conservation or preservation of land and flood control and may have regard to the health, safety, convenience and welfare of the future inhabitants, as a condition of the approval of the Plan of Subdivision.
 - iv) Negotiating with the owner of any Open Space Area with a view to having all or part of the area either preserved by the owner in a natural and undisturbed state or conveyed to the City of Kitchener for preservation as a condition of the approval for development.





1. Guidelines for Potential Amendments to Existing Official Plan Policies (cont'd)

- v) *Implementing the Provincial Policy Statement and Provincial Growth Plan for the Greater Golden Horseshoe and any other provincial plans and policy statements of this nature which may be issued by the Minister of Municipal Affairs and Housing or the Minister of Municipal Affairs and Housing jointly with any other minister of the Crown.*
 - vi) *Using any other present or future legislative authority to acquire lands to protect Open Space Areas.*
 - vii) *Cooperating with the Regional Municipality of Waterloo to acquire and/or protect Environmentally Sensitive Policy Areas.*
2. *The City of Kitchener shall, as a condition of the subdivision or development of land for residential and institutional purposes, require 5 percent of all land proposed for development, or one hectare per 300 dwelling units proposed be conveyed to the City for parkland or open space purposes in accordance with the standards set out in the Park Master Plan and Leisure Facilities Master Plan.*
 3. *The City of Kitchener shall, in the case of commercial and industrial development, require a maximum of 2 percent of the land proposed for subdivision or development be conveyed to the City for parkland or open space purposes.*
 4. *The City of Kitchener shall, as a condition of the subdivision or development of land, require the dedication of land for pedestrian pathways and bicycle pathways that Council considers necessary.*
 5. *Council may require cash-in-lieu of all or part of the required parkland dedication under the following circumstances:*
 - i) *Where the required land dedication fails to provide an area of suitable shape, size or location for development of public parkland. Generally a parcel of land may be considered to be of unsuitable size if its area is less than .10 hectare.*
 - ii) *Where the required dedication of land would render the remainder of the site unsuitable or impractical for development.*
 - iii) *Where, using the guidelines established in Part 2, Policy 3.1.1.4, the Park Master Plan and the Leisure Facilities Master Plan, it is determined that existing park and recreational facilities in the Planning Community are clearly adequate to serve the projected increase in population.*

1. Guidelines for Potential Amendments to Existing Official Plan Policies (cont'd)

- iv) *Where, using the guidelines established in Part 2, Policy 3.1.1.4, the Park Master Plan and the Leisure Facilities Master Plan, funds are required to upgrade or expand existing parks or recreational facilities in the Planning Community to meet the needs of the projected increase in population.*
- 6. *The amount paid for cash-in-lieu of parkland dedication shall be based on fair market value and such cash will be placed in a Park Trust Fund to be expended solely for the purchase of additional open space or recreational facilities as set out in the Park Master Plan and Leisure Facilities Master Plan.*

In the case of the subdivision of land, the value of the land shall be determined as of the day before the day of draft plan approval. In the case of the development or redevelopment of land, the value shall be determined as of the day before the day of issuance of the first necessary building permit.
- 7. *Hazard Lands will not normally be acceptable as part of a dedication for parkland or open space under the Planning Act. However, notwithstanding the above, the City of Kitchener may in special circumstances accept woodlots and other natural areas both as a means for protection of the natural amenity and for potential use as a passive recreational and educational feature where this use has been identified in Natural Area Management Plans.*
- 8. *The City of Kitchener may require the dedication of all land below the Regulatory Floodline and up to 7.5 metres of land beyond the Regulatory Floodline on the banks of the Grand River, its tributaries, and all other water courses where necessary to provide continuous trail links and corridors along the banks of the river and for maintenance access. The dedication shall serve as part of a waterway consolidation and drainage improvement program and help to facilitate safe public access to the Grand River Corridor and other water courses.*
- 9. *Lands conveyed to the City of Kitchener for active parkland and other recreational facilities shall be required to meet minimum standards in terms of drainage, grading and site condition."*





2. Guidelines for New Policy Development

2.1 Part 2, Other Sections

Currently, there are limited to no references or policies provided specific or relating to the parks system within the sections of Part 2 of the City's Official Plan dealing with Housing (Section 1), the Economy (Section 2), Health and Safety (Section 4), Urban Design (Section 6) and Transportation (Section 8). The Park Master Plan highlights the important connections between the City's Parks System and each of these aspects of city planning. The following policy areas should be considered in new policy development within these sections of the Official Plan:

- Additional policies in Section 1 articulating the City's intent and recognizing the role of the parks system in relation to the objectives regarding housing development, neighbourhood quality and providing local access to recreation in support of healthy communities;
- Additional policies in Section 2 articulating the City's intent and recognizing the supporting role of the parks system in relation to economic development (e.g. business attraction and retention), and tourism (e.g. sport tourism, eco-tourism, etc) building on the direction of the Park Master Plan, Sport Tourism Strategy and other related initiatives;
- Additional policies in Section 4 articulating the City's intent and recognizing the role of parks in supporting the health and safety of residents (e.g. active living, urban wellness, safe park design, community safety programs, etc) building on the direction of the Park Master Plan and the results of the Creating a Culture of Safety initiative;
- Additional policies in Section 6 articulating the City's design intent with respect to the greater integration of parks and open spaces into the design fabric of communities as neighbourhood focal points, gathering spaces and landmarks at key nodes, along major corridors and at or near community gateways, within the urban design policies of the Official Plan building on the direction of the Park Master Plan and the Guidelines for Neighbourhood and Mixed Use Centres;
- Additional/revised policies in Section 8 articulating the City's intent with respect to the role of the parks system and in particular community trails in creating an active transportation network, building on the Park Master Plan, the Cycling Master Plan and the recommended Trails Master Plan and Implementation Strategy. The City should incorporate the policy recommendations of Cycling Master Plan into this section of the Official Plan.

2. Guidelines for New Policy Development

(cont'd)

Part 2 of the City's Official Plan also provides policies for Downtown (Section 9). These policies generally provide sufficient direction related to role of parks and open space in achieving one of the primary objectives identified: to make downtown livable. One potential change to consider within this section is the use of the term "green roofs" in place of or in conjunction with the references to "rooftop gardens".

2.2 Part 3, Land Use Districts and Map 5, Land Use Plan

The City's Official Plan identifies several land use districts which are shown on the land use plan and described in Part 3. The Open Space District includes all natural areas identified for preservation (e.g. wetlands, woodlands, floodplains, etc) and certain linkages between open space areas (e.g. hydro corridors, former rail lines). Many of the City's parks are located within the Open Space District. However, the Land Use Plan does not separately identify neighbourhood parks and other parks located outside of the Open Space District except within Secondary Plans for specific areas. In undertaking new policy development and revisions to the City's Official Plan, the following policy guideline should be considered:

- In addition to providing general policies within the Plan indicating that parks system resources are permitted throughout the City, policies should also be considered within each land use district providing clear and consistent direction that parks and public open space uses are permitted land uses within these areas.

2.3 Community Gardens

Currently there are no policies in the City's Official Plan for community gardens and urban agriculture. Consistent with the policy direction of the Park Master Plan, the City should consider new policies in the Official Plan articulating the City's intent and the role of the parks system and other land with respect to supporting community gardens, how they are defined and where they may be permitted and encouraged, and stating the overall objectives of the community and city policies to support local food production, urban agriculture and community engagement through related programs.



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