PARKS, RECREATION AND CULTURAL ASSETS MASTER PLAN
EXECUTIVE SUMMARY

1 OVERVIEW

The 2009 City of Burlington Parks, Recreation and Cultural Assets Master Plan is a comprehensive, twenty year Plan covering the period 2009 to 2028. It is an expanded update of the 2004 Community Leisure Facilities Plan as it includes Parks, Open Spaces and Community Trails components, along with a separate section on Cultural Services.

The development of the Master Plan has been undertaken based on a Situation Analysis Phase that involved a broad base of community consultation and technical analyses that is available under separate cover. A number of the strategic initiatives within the Master Plan were further developed based on the hosting of two Master Plan Options and Alternatives workshops in June 2009 that involved over forty-five residents. In total, over 550 residents participated in the focus groups, community forums, feasibility study open houses, the household survey and related opportunities to provide insights and perspectives on the strategic directions, policies and the specific initiatives of the Parks, Recreation and Cultural Assets Master Plan.

The intent of the Master Plan is to provide the City both strategic directions and specific initiative recommendations for the delivery of parks, recreation and cultural services over the twenty year period. Individual recommendations have evolved based on a wide range of assessments reflecting the current and future needs and interests of residents for services that substantially enhance the quality of life and the economic prospects of Burlington as a vibrant, attractive, environmentally responsible and healthy community that is an outstanding community in which to live and work.

Of particular note in regards to the 2009 master planning program, has been the significant realignment of the Master Plan’s focus on a community that will over the next decades reach build-out and will have significantly different population growth, demographic, development charges and other perspectives that have been important to the development of the previous Master Plans. These significant changes reflect a changing community profile and the need to reposition a number
of service delivery and other strategies. Of particular note in the Master Plan, is the increasing emphasis on partnerships and collaborative initiatives in regards to service delivery, community development and capacity building in support of community-based service delivery, and an increasing emphasis on the renewal and / or re-adaptive use of existing lands and facilities.

The Master Plan will need regular reviews, including an update every five years in order to ensure continuing alignment with key community participation trends, municipal policy initiatives, the resources availability and the strategic directions as established within the City’s on-going Future Focus strategic planning program.

2  RECOMMENDATIONS

2.1  Introduction

The Parks, Recreation and Cultural Assets Master Plan provides recommendations across five theme areas:

- Policies and Strategies
- Parks, Open Spaces and Community Trails Services
- Recreation Services
- Cultural Services
- Organizational Resourcing

2.2  Policies and Strategies Recommendations

- Ensure the City’s engagement in the delivery of services is connected to the Corporate Strategic Plan, and supports broad-based resident participation and inclusion, focusing on a hierarchy of choices that are based on the City’s servicing role being facilitation first, collaborative / partnership strategies second and direct delivery third.

- Engagement in service delivery is to be based upon the demonstration of evident need and strong participation levels, service sustainability, public accessibility and the ability to achieve key participant benefits related health /
wellness, personal development and community enhancement.

- Continue development of a comprehensive, cost-based user and waiver fee policy, that also separately ensures support to people who have limited financial resources and who would benefit from participation. This policy should also ensure universal access opportunities, such as for skating, recreational swimming and family activities.

- Enhance the use of effective service development and delivery partnerships, joint ventures and sector coordination, along with the integration of services amongst key service providers, such as local school boards, Conservation Halton, Tourism Burlington, Burlington Art Centre, Burlington Performing Arts Centre and many others.

- Affirm the City’s long term policy to work towards sustainable and effective multi-use / multi-partner service initiatives, with enhanced integration between the multiple City departments and staff groups involved in service development and delivery.

- Initiate sport and cultural tourism strategies development in partnership with Tourism Burlington and aligned community organizations.

- Endorse the concept of sport-based Programs of Excellence to be pursued by individual community sports organizations, ensuring that broad-based recreational opportunities for residents remains the City’s primary services delivery focus.

- Identification of park and facility design criteria that support inclusion and environmental policy directions

### 2.3 Parks, Open Spaces and Community Trails Services Recommendations

- Formalize a five level parks and open spaces classification system involving parkettes, neighbourhood parks, community parks, city parks and special resource areas and linkages.
Based on the adequacy of the current provision of parks and open spaces resources within Burlington, future parks and open spaces development to focus on completing planned venues; seeking opportunities to enhance neighbourhood park resources in established areas of the City, especially where urban intensification will occur in the future; pursuing opportunities via partnerships, joint ventures and innovative site development frameworks; and accessing publically-owned lands were opportunities arise.

Undertake the development of a long term, comprehensive Community Trails Master Plan that is fully integrated with the City’s recent Active Transportation-based Cycling Master Plan.

Ensure the Community Trails Master Plan not only identifies key linkages, such as the waterfront trail and major highway crossings, but also provides a greater variety of loops and destination connections, along with amenities, such as trail heads, rest areas, interpretive opportunities, distance markers, etc.

Work with the local school boards to increase accessibility to and the playability of school sports fields as a means to enhance both recreational and competitive levels as a strategy to enhance capacity as new park opportunities potential diminish due to build-out.

Prepare a Site Master Plan for Lowville Park that focuses on large group assemblies, special events and open space areas that support both organized and non-programmed activities.

Continue implementation of the Burloak and Beachway Park Master Plans, ensuring integration with this Master Plan.

Finalize a Site Master Plan for Mountainside Park that protects the sustainability of the woodlot, readapts the current secondary ball fields area to a multi-dimensional neighbourhood space and provides related outdoor amenities.
• Finalize a Site Master Plan for Sherwood Forest Park that sustains the current number of sports fields for baseball and soccer; preserves the natural area and trail system; adds an access route from Burloak Drive; supports current and future indoor, seasonal soccer facilities; and develops further connectivity with interconnecting trail systems.

• Under the Existing Park Renewal Program, develop Kilbride Park strategically with community consultation to respond to the unique community needs of rural Burlington related to the provision of passive / natural areas, trail linkages to the City’s cycling and community trails network and facilities of interest to youth.

• Undertake the development of a twenty year renewal program for the City’s parks and open spaces similar to the building renewal strategy in order to sustain the ability of these resources to support the evolving needs of the community, environmental trends and changing quality perspectives.

• Ensure the provision of publicly accessible tennis courts distributed across the City for users not affiliated with club environments.

• Consider development of park-located facilities in north Burlington that are available in other areas of the City and which align with the youth demographics of the area, such as a BMX track and skateboard facility.

• Pursue a series of strategies related to the future provision of sports fields, involving the re-adaptive use of underutilized sports fields, especially secondary fields where use levels dropped below 30% of capacity; potential partnerships with local school boards and other providers of open space lands; the use of artificial turf to enhance playability and capacity, along with the potential use of field lighting in Community and City Parks; and intensification of Friday and weekend scheduled use.

• Develop a mix of natural and artificial turf fields to meet the variable needs of user groups for different field quality levels that respond to competitive, house league
and informal use opportunities for both youth and adults, along with storage and other amenities.

- Continue implementation of planned new park developments, including City Park and the Alton Parks.

- Continue to augment outdoor water play opportunities for children, ensuring distribution of such venues across the City, selecting venues where such facilities align with supporting infrastructure.

- Develop potential community gardens in conjunction with community-based groups and via the use of City land.

2.4 Recreation Services Recommendations

- Pursue an indoor aquatics facility strategy that involves the renewal of Centennial Pool; continues to assess the future need for such a facility in north Burlington, possibly within a partnership model; and is capable of responding to the loss of any indoor aquatic facility that could occur through the closure of a secondary school that houses an indoor aquatics facility.

- Consider the benefits and issues of City ice services being increasingly delivered via multi-ice pad facilities on a case by case basis when undersized single ice pad facilities are being planned for renewal investments.

- Continue to plan for the possible long term development of a new twin pad arena in the central-north area of Burlington as a new venture or an acquisition of existing facilities when prime time ice utilization exceeds 90% of capacity for three or more consecutive years.

- Develop community centre and gymnasium facilities based on the finalizing of the Alton Community Centre partnership initiative; the development of a Program Centre at Mountainside Park integrated with either a new water play feature facilities or the existing upgraded arena; the replacement of the Sherwood Forest Recreation Centre with a potential multi-use space; and the development of a south east Burlington community centre potentially associated with Nelson Arena.
• Implement a two stadium strategy that focuses on continuing utilization of Nelson Stadium for football, field hockey and special events, and the planned development of a natural or artificial turf soccer stadium at a second location.

• Continue the City’s Recreation Facilities Renewal Program as outlined in the 2004 Master Plan, and implement the facility and venue rehabilitation and renewal initiatives identified in the City’s ten year capital forecast program.

• Pursue program partnerships with the Burlington Seniors Centre in regards to a drop-in lounge and program space in the Tansley Woods Recreation Centre; development of a youth/teen program space in the new Alton Community Centre; and the potential seasonal utilization of the Tyandaga Golf Course Clubhouse as a satellite programming venue.

• Work with the Region of Halton, community-based service providing organizations and within the City’s Diversity Plan, to increase efforts to facilitate access to parks, recreation and cultural services for specific populations that would benefit from participation but experience a range of barriers.

• Review the City’s direct delivery of recreation programs to assess the opportunities for and benefits of engaging in broader partnership-based delivery strategies.

2.5 Cultural Services Recommendations

• Implement the Burlington Public Library’s Long-Term Facilities Plan involving an integrated Library Branch with the Alton Community Centre, relocation and expansion of both the New Appleby and Aldershot Branch Libraries, and the potential expansion of the Tansley Woods Branch to facilitate the delivery of district level services in north Burlington.

• Continue the planning and fundraising necessary to implement the Joseph Brant Museum expansion, as well as develop a partnership with Museums of Burlington to explore the potential to deliver heritage and related cultural programming in the Alton

To become a major exhibition centre by sharing and bringing national materials into Burlington
Community Centre and the proposed southeast community centre.

- Pursue partnership opportunities for arts and culture programming with the Burlington Art Centre and the emerging Performing Arts Centre within the Alton Community Centre and the associated secondary school, and in the proposed southeast community centre to better serve residents of these areas of the City.

- Develop a Cultural Plan for the City in partnership with cultural stakeholders and the community that provides a framework for identifying key cultural opportunities and strategies on a long term basis in Burlington.

2.6 Organization Development Recommendations

- Undertake a review of department staffing allocations and direct delivery programs to determine opportunities to reposition staff resources to enhance supports for community development and capacity building, partnership development and City service coordination and planning roles with a focus on three themes:
  
  - active programming / sports organizations
  - arts, culture, heritage and festivals
  - community trails, active living, environmental and neighbourhood association development

Burlington is indeed a place to belong because its citizens are engaged in and proud of their diverse community.
### CAPITAL ESTIMATES

The following aggregated capital cost estimates have been developed for the recommendations over the twenty year planning period, 2009 to 2028.

<table>
<thead>
<tr>
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<th>Low ($000)</th>
<th>High ($000)</th>
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<tbody>
<tr>
<td>For parks and open spaces, including trails</td>
<td>58,700</td>
<td>58,700</td>
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<tr>
<td>Recreation Services</td>
<td>43,510</td>
<td>59,250</td>
</tr>
<tr>
<td>Cultural Services</td>
<td>15,780</td>
<td>15,780</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>117,990</strong></td>
<td><strong>133,730</strong></td>
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Capital funding for these projects will potentially be derived from multiple sources, including RINC, user surcharge, Development Charges, leaseholds, reserves and City capital funds.

Build new assets to meet changing community needs.
ACKNOWLEDGEMENTS

The City of Burlington wishes to thank the many residents, representatives of community organizations, staff and others who were active participants in the development of the 2009 Parks, Recreation and Cultural Assets Master Plan. Particular thanks goes to the over 550 residents who participated in the many public forums that supported the development of the Master Plan and the associated Feasibility Studies. They actively engaged in providing their perspectives on service needs, priorities, strategic directions and policy requirements, along with providing significant input that supported the development of the Master Plan’s Vision, Mission and Principles.

MUNICIPAL COUNCIL

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Peter Thoem, Ward 2  Rick Goldring, Ward 5
John Taylor, Ward 3  Carol D’Amelio, Ward 6

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IBI Group
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1 INTRODUCING THE MASTER PLAN

1.1 THE SETTING

The City of Burlington is a dynamic, high growth community within the Region of Halton, located on the shores of Lake Ontario and in close proximity to the Greater Toronto Area. Figure 1 illustrates Burlington's regional position. It is situated at a transportation hub, being serviced by the Queen Elizabeth Way, Highways 403 and 407 and the CN RAIL / VIA mainline. The City’s population has now surpassed 164,000 individuals and is moving towards a build-out population of 182,000 plus residents by 2021. The next ten to twenty years will see a strategic change for Burlington as it transitions from a high population growth community of the last thirty years to an essentially built-out community with a lower growth profile.
1.2 THE PLANNING ENVIRONMENT

More than most municipalities, Burlington has embraced strategic, master and other comprehensive planning processes as a foundation to support decisions on community investments, for both quality of life services and physical infrastructure. The City has rigorously pursued the development every four years of its Strategic Plan – Future Focus. The seventh edition of Future Focus was completed in 2007. As well, the City is committed to strategic-based Master Plans that support parks, recreation, culture, library and related community services investments as one basis to effectively plan for these services in a growth-oriented and changing community environment.

The development and delivery of the City’s community services has been built upon a strategic vision of providing an array of balanced participation opportunities that respond to the wide range of resident interests, and within key principles related to fairness and equity, accessibility, affordability, partnerships and evident need. The City’s Vision and Principles, as well as the City’s Leisure Services Delivery Policy, have created a strategic foundation that supports parks, recreation and cultural opportunities development and delivery as “A Shared Responsibility” across the community and within a host of successful partnerships.

In 1999, the City completed its first Parks and Recreation Master Plan that had a twenty-year planning horizon. In 2004, the updated second generation of this Plan was completed which focused primarily on recreation programs, services and facilities, entitled Community Leisure Facilities Plan. Both of these master planning documents have been the basis upon which the Parks and Recreation Department and the City of Burlington have pursued numerous policy, strategy and service delivery initiatives over the last ten years.

As part of the City’s continuing five-year Master Plan update process, the next generation Master Plan was launched in the fall of 2008. This Master Plan was positioned with a broader scope involving parks, recreation and cultural services for the period 2009 to 2028.

1.3 MASTER PLAN PURPOSES AND SCOPE

1.3.1 Purpose

The purpose of the Parks, Recreation and Cultural Assets Master Plan is multi-fold:

- To maximize the availability and quality of the park, recreation and cultural services opportunities that contribute to the quality of life and economic development of Burlington via the following objectives:
To establish the Vision and Mission, policies and strategies and related frameworks that guide City decisions on its role, participation and investments in the development and delivery of parks, recreation and cultural services.

To identify, prioritize and establish the frameworks for direct City participation in the development of parks, recreation and cultural services infrastructure and services for the period of 2009 to 2028.

To identify and provide direction to the City in engaging with community service providers, volunteer organizations and other resources as a means to significantly increase the range of parks, recreation and cultural services available, and to enhance the quality, sustainability and accessibility of these important community-based organizations and resources assets.

To support the City in the development of its ten year capital budget forecasts, the five year updates of its Development Charges By-Law and other financial, operational and related governance and management tools.

The scope of activities within the Parks, Recreation and Cultural Assets Master Plan is unique in that it has five components that represented the confluence of various initiatives that were converging at the same time. The premise of the broader based Master Plan and process was to develop one research document – Situational Analysis Report, which would support the various initiatives that would also be aligned with the primary Master Plan document. The broader components of the Master Plan process involved the following reports:

- The Parks, Recreation and Cultural Assets Master Plan;
- The Alton Community Centre Feasibility Study;
- The Soccer Centre of Excellence at Sherwood Forest Park Feasibility Study;
- The Mountainside Arena and Park Feasibility Study;
- The Northeast Branch Library Feasibility Study.
Due to how events and timelines unfolded, including the City of Burlington’s participation in the 2015 Pan American Games Bid, the introduction of capital funding stimulus opportunities from the federal and provincial government and other timing considerations, the various initiatives tracked to different timelines once the Situational Analysis Report was completed in February 2009. Each of the Feasibility Studies undertook its own modified process in parallel with the development of the Master Plan. The Feasibility Studies are available under separate cover and were established as individual documents and project initiatives.

1.3.2 Master Plan Process

The Parks, Recreation and Cultural Assets Master Plan was prepared over four phases:

- Phase 1 – Situational Analysis Report;
- Phase 2 – Options and Alternatives Discussion Paper and Workshops;
- Phase 3 – Draft Parks, Recreation and Cultural Assets Master Plan;
- Phase 4 – Finalization of the Master Plan.

In support of the development of the Parks, Recreation and Cultural Assets Master Plan, a comprehensive Situational Analysis Report was completed and received by Council on March 4, 2009 and is available under separate cover. This report was also utilized as a basis to support all four Feasibility Studies. It established the research, community consultation and analytical outcomes that were utilized in developing the foundation, policies and specific recommendations of the Parks, Recreation and Cultural Assets Master Plan. The Situational Analysis Report involved a range of technical analyses, trends assessments and a broad-based community consultation program involving focus groups with community service providers and other parties; an online community survey; interviews with Councillors, staff and community representatives; and a series of other activities that allowed for the community to express current and future perspectives on the delivery of these services. The Phase 1 activities were then supplemented by an Options and Alternatives Phase which involved the hosting of two community workshops and three Feasibility Study Open Houses that attracted in excess of 210 residents.

The primary outcomes and results of the Situational Analysis and Options and Alternatives Workshops are detailed in Appendix I.
1.3.3 Master Plan Framework

The Parks, Recreation and Cultural Assets Master Plan has been developed based on four levels, moving from a strategic foundation through to specific initiatives and then an implementation strategy. The four levels are:

- **Master Plan Foundation** – provides the philosophical and conceptual basis of the Master Plan based on a Vision, Mission and Principles;

- **Services Policies and Delivery Strategies** – establishes the policy foundation for the City of Burlington’s development, delivery and evaluation of parks, recreation and cultural services, as well as the variable delivery approaches that could be utilized and participated in by the City related to its roles, priorities and structure;

- **Master Plan Specific Parks, Recreation, Cultural Services Initiatives** – identifies specific actions, investments and approaches that are proposed for consideration by the City of Burlington for the 2009 to 2028 period for these services;

- **Implementation Strategy** – provides an implementation framework and related elements that guide the Master Plan’s ongoing implementation, updating and positioning.
The following chart profiles the Master Plan’s development.

1.3.4 Parks, Recreation and Cultural Assets Master Plan

This document represents the Parks, Recreation and Cultural Assets Master Plan for the City of Burlington for the planning period 2009 to 2028. It has been extensively reviewed by Core and Steering Committees and was the subject of three Community and Corporate Service Committee of Council workshops on May 25, October 22, and November 11, 2009.

On December 9 and 10, 2009, the Draft Master Plan was presented to the Committee within a public meeting format that involved residents and community organization delegations. The Parks, Recreation and Cultural Assets Master Plan was approved by Council at its meeting of December 14, 2009.
2 MASTER PLAN FOUNDATION

2.1 INTRODUCTION

This section of the Master Plan provides the philosophical foundation and strategic directions for the Master Plan built on a Vision, Mission Statement and Principles. These components collectively create the strategic foundation for the Master Plan for the next twenty years.

2.2 MASTER PLAN VISION

A Vision defines a horizon, that is, the point moving forward that galvanizes the good will, energy and commitment of all stakeholders to move towards a common goal and outcome. It gives a strategic intent as to directions and priorities and guides all decision-making relative to the implementation of the recommendations.

The following Vision has been developed for the 2009 to 2028 Parks, Recreation and Cultural Assets Master Plan for the City of Burlington.

Master Plan Vision

A healthy, vibrant and engaged community, whose residents actively value and embrace the benefits of participation in parks, recreation, and cultural activities.

The Master Plan’s Vision speaks to the achievement or goal of a healthy, vibrant and engaged community. Parks, Recreation and Cultural Services have the capacity to significantly contribute to a strong sense of community. The Vision further identifies the importance of residents actively valuing these services as important contributors to their quality of life, and embracing the health/wellness, personal development and community strengthening benefits through active participation in the programs and venues that are available across Burlington.

2.3 MISSION STATEMENT

A Mission Statement speaks to the fundamentals and the focus of the Master Plan. In application terms, every strategic and operational decision associated with the delivery of Parks, Recreation and Cultural Services should align with the intent and direction of the Mission.
The following Mission has been prepared for the Burlington Parks, Recreational and Cultural Assets Master Plan.

**Master Plan Mission**

Building upon all the community’s abilities and resources, the Parks, Recreation and Cultural Assets Master Plan directs the development and delivery of services that contribute to superior quality of life experiences in Burlington through:

- Increasing resident wellness, personal growth and social development;
- Enhancing environmental awareness, appreciation and stewardship;
- Improving economic development outcomes.

The Mission speaks directly to the need to coordinate and integrate all the parks, recreation and cultural services capabilities and resources within the community. The Master Plan cannot focus solely on what the municipality will undertake or provide, but needs to create an integrated network with not for profit, School Board, Conservation Authority, private sector and other service providers in ensuring the broadest array of opportunities for residents to participate.

The Master Plan is intended to guide and direct the provision of these activities; their organization and delivery; and the investments needed over the 2009 to 2028 period. The outcomes of these activities and investments are intended to support resident personal growth, social development and wellness; environmental conservation and stewardship, particularly related to the natural environment and broader environmental perspectives; and to contribute to positive economic development through supporting the attraction of employment opportunities and businesses, via sport and cultural tourism and other direct initiatives.

### 2.4 PRINCIPLES

For the Master Plan, Principles provide further opportunity to support the Mission’s interpretation, identify how the Master Plan will engage with people and begin to identify key areas of accountability.

The following Principles have been developed for the Burlington Parks, Recreation and Cultural Assets Master Plan.
<table>
<thead>
<tr>
<th>Master Plan Principles</th>
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<tbody>
<tr>
<td><strong>Corporate Strategic Alignment</strong></td>
<td>Services will align with and contribute to City strategic priorities and initiatives.</td>
</tr>
<tr>
<td><strong>Benefits-based Outcomes</strong></td>
<td>Services will contribute to resident health and wellness, community economic development, environmental sustainability, community cohesion and a superior quality of life for Burlington residents.</td>
</tr>
<tr>
<td><strong>Shared Responsibility</strong></td>
<td>Services development and delivery will be pursued as a shared responsibility between the community and the City, building on the contributions and abilities of volunteers, professional staff, sponsors and others.</td>
</tr>
<tr>
<td><strong>A Balanced Array of Opportunities</strong></td>
<td>A balanced array of opportunities will be available, integrated through collaborative strategies and partnerships that meet the evolving needs of residents and overall community aspirations.</td>
</tr>
<tr>
<td><strong>Fairness and Inclusion</strong></td>
<td>Services will ensure fairness and inclusiveness in encouraging and facilitating participation for all residents across ability, age, cultural, economic, geographic and related perspectives.</td>
</tr>
<tr>
<td><strong>Quality Services and Evaluation</strong></td>
<td>Quality services will be delivered, and continually evaluated as to benefit, cost effectiveness and outcomes.</td>
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<tr>
<td><strong>Community Engagement and Innovation</strong></td>
<td>Service will be developed and evaluated based on community consultation, supported by innovation, best practises and sound technical assessments.</td>
</tr>
<tr>
<td><strong>Balancing Public Accessibility and Revenue Generation</strong></td>
<td>Services will achieve a fair and reasonable balance between facilitating broad-based public accessibility and generating revenues that support both community organizations’ sustainability and alignment with City financial capacities.</td>
</tr>
<tr>
<td><strong>Maximizing Capacity</strong></td>
<td>Services will maximize the utilization of existing resources before pursing new initiatives by focusing on cost-effective operations, ongoing park, facility rehabilitation and renewal and re-adaptive uses of available resources.</td>
</tr>
<tr>
<td><strong>Environmental Leadership</strong></td>
<td>Parks, open spaces and trails will conserve environmentally significant resources, be accessible to the public for both programmed and non-programmed activities and contribute significantly to positive urban form.</td>
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<tr>
<td><strong>Services Development</strong></td>
<td>Services will be developed to be flexible, sustainable, environmentally responsible, safe and based on evident and sustainable need.</td>
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<tr>
<td><strong>City Leadership Role</strong></td>
<td>The City will undertake a leadership role in the planning, coordination / facilitation and evaluation of services, ensuring innovative delivery strategies via both partnerships and joint ventures with community organizations and direct delivery approaches.</td>
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3 PARKS, RECREATION AND SERVICES DELIVERY POLICIES

3.1 CURRENT CITY PARKS, RECREATION AND CULTURAL SERVICES DELIVERY FRAMEWORK

As a basis to further understand and consider the City’s role and participation in service delivery based on the policies and strategies recommended within the Master Plan, an overview of the current framework for the City’s engagement in the services is provided below in summary form. A broader description is provided in Appendix II, including multiple City departmental roles.

- **Space Allocations Delivery Stream** – the provision of facility space, buildings, parks and other venues that are allocated through the City’s Space Allocation Policy and Gender Equity in the Allocation of Public Spaces Policy to community organizations in support of the delivery of their programs.

- **Direct Program Delivery Stream** – programs directly delivered by the City within its own or leased venues and facilities.

- **Joint Venture / Partnership Stream** – participation by the City in partnerships or joint ventures, primarily involving facilities used on a dedicated basis by partnering community groups.

- **Affiliate Services Delivery Stream** – involves such organizations as Museums of Burlington, the Burlington Art Centre, the Burlington Public Library and the emerging Burlington Performing Arts Centre, where the City has direct capital and operating funding roles, as well as positions on the Board of Directors governing these arms-length operations.

- **Informal Services Delivery Stream** – Involves the provision and maintenance of primarily outdoor venues used almost invariably at the discretion of an individual participant and / or their family and friends, or groups, on a spontaneous and non-scheduled or programmed basis.

Each of these delivery streams are uniquely different relative to the role the City plays and how the City fulfills that role. This framework is at the core of the City’s service delivery strategies, the supporting policies and frameworks and the provision of facilities and venues.
3.2 SERVICES DELIVERY POLICY FRAMEWORK

Overview

Municipalities face increasing expectations to provide a broadening array of parks, recreation and cultural services. Many of these are of a traditional perspective but have new dimensions being added. Others involve newer and/or emerging activities that often initially involve smaller numbers of participants. The operating environment is becoming increasingly sophisticated, integrated and has growing capital and operating financial and sustainability perspectives.

Services are also becoming increasingly segmented in terms of activity types, as well as levels of engagement from experiential to high performance. Therefore, programs, parks and facilities need to meet more complex and sophisticated user expectations and needs that continually evolve.

The basis for the City to pursue its role in the planning, development, delivery and evaluation of parks, recreation and cultural services, is a Service Delivery Policy framework that ensures that the City is not the sole deliverer but that the "Shared Responsibilities" Principle is supported and practiced. However, the policy also needs to recognize that the City is in a unique participation and leadership role in terms of its skills and capacities, assets and financial resources. Developing a balance between the City's role and the role of the community is an important strategic dimension of the long term services planning and delivery process in Burlington.
**Recommendation 1:**

**Services Investment Policy Framework**

The Services Investment Policy identifies a four level approach to determining what services the City will engage in within the resources available. City strategic initiatives and recreational, broad-based participation represent the core investment priorities. Also recognized is the need to support those individuals within the community that experience participation barriers and who need some support in order to encourage them to participate and realize the benefits that can be achieved from participation. The final focus, is on high-performance / competitive oriented services, particularly for adults over the age of eighteen. However, the primary responsibility needs to reside with the community sports organizations, possibly supplemented by the City but not at the expense of broad-based resident service opportunities.

<table>
<thead>
<tr>
<th>Support to the Corporate Strategic Plan</th>
<th>Services that support the values and strategic directions of the City as outlined in Future Focus.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support to Broad-based Resident Participation</td>
<td>Services that encourage and facilitate broad-based resident participation at recreational levels of engagement. This priority includes for children and youth, in-city, regional and provincial competitive activities.</td>
</tr>
<tr>
<td>Support to Inclusion</td>
<td>Services that enhance participation by identifiable groups experiencing participation barriers, including those with disabilities, seniors, young children, teens, new Canadians and those with limited financial resources who benefit from participation.</td>
</tr>
<tr>
<td>Support to Competitive / Higher Performance Programs</td>
<td>Services that support competitive / high performance sport development participation with the primary responsibility for this area of service residing with individual community sport organizations.</td>
</tr>
</tbody>
</table>

**Recommendation 2:**

**City Leadership Role**

The City has a defined leadership role due to its unique assets, capacities and policy position. This role can be fulfilled through pursuing needs and trends identification, being an effective coordinator and evaluator of services, and through providing a range of community development and capacity building supports that enhances volunteer, not for profit and other service providers to be able to offer quality services on a sustainable basis.

<table>
<thead>
<tr>
<th>That the City undertake a leadership role in the integration, planning, development and evaluation of Parks, Recreation and Cultural Services in Burlington, via providing ongoing:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Needs and trends identification;</td>
</tr>
<tr>
<td>- Services delivery coordination and evaluation;</td>
</tr>
<tr>
<td>- Community development and capacity building activities in support of community-based service providers;</td>
</tr>
<tr>
<td>- Provision of facilities, parks and programs.</td>
</tr>
</tbody>
</table>
Recommendation 3:  
City Delivery Participation Hierarchy

This policy framework indicates that facilitating community groups is the first priority the City will pursue in the development and delivery of services. The next level of engagement would be participating in partnerships, joint ventures or other collaborative approaches that facilitate the delivery of needed services that are sustainable. If the first two approaches are deemed not to be viable, the City will then consider direct service delivery within the policies and resources in place.

That the City’s role in the development and delivery of services will be undertaken within the following investment hierarchy, and within the budgetary priorities and capacities as established by Council:

1. Facilitation - Actively work to facilitate and support community groups and individuals in the development and delivery of services through the provision of:
   - Technical supports;
   - Access to grants / financial resources, data and information;
   - Volunteer training and recognition;
   - Access to facilities;
   - Trends research, governance training and related initiatives;
   - Other supports.

2. Partnerships - Enter into partnerships, joint ventures and related collaborated initiatives, at a level of involvement that ensures:
   - The interests of Burlington residents are fully realized;
   - Need / demand for the services are demonstrated;
   - Sustainability within acceptable risk parameters exists.

3. City Direct Delivery of Services - Undertake the direct delivery of services where need is established and other service delivery strategies are not viable or available, utilizing direct capital investment and annual budget support, as well as City staff operating alone or in partnerships.
Recommendation 4:
City Involvement Criteria

The involvement criteria are premised on need, sustainability, resident accessibility and on the use of a Business Case analysis, to a scale of involvement that is reflective of the benefits to be derived.

That when the City becomes involved in services development and delivery, its decision to do so will be based on the following criteria:

- Identification of demonstrated need at reasonable participation levels;
- Evidence of longer term need for and sustainability of the service;
- Assured public accessibility, participation and affordability;
- Involvement by the City at a scale reflective of the benefits to be achieved by both by the participants and the community at large;
- The use of a Business Case Model that supports City’s investment decision-making;
- Consistency with values and directions of the City’s Strategic Plan and the Parks, Recreation and Cultural Assets Master Plan.

Recommendation 5:
City Evaluation and Monitoring Capacity

The City has a significant evaluation process in place and has been continuing its development. However, as with most evaluation processes, continual development, testing and precision are needed in order to support increasingly complex and dynamic decision-making. Growing this capacity will be important as a basis in further pursuing user fee policy development from a cost of delivery foundation.

That the City further develop its data collection and outcomes / performance monitoring capacity to increasingly assess the:

- Value of the City’s role in the various service delivery strategies;
- The degree of participation that is being realized;
- The cost to deliver the services as a basis to facilitate user fee and other policy and planning analyses.
3.3 USER FEE POLICY

Overview

User fees continue to be an area of considerable discussion and concern as identified in the community consultation program, as well as from the challenges faced by both community service providers and the City in funding the delivery of services. The key concerns that continue to be discussed are affordability, fairness and equity, revenue coverage of operating costs and affordability as it effects access to participation.

Burlington has undergone a significant User Fee Policy development process that has developed various draft concepts and principles but has been challenged by being able to develop effective cost assessments for the services delivered and from other dimensions. Based on the results of the Situational Analysis Report, this initiative should continue in regards to developing a User Fee Policy framework that meets the key principles, has a sound rationale, is transparent and fair, and fits within both affordability and ability to fund perspectives.

Recommendation 6:
User Fee Policy

That the City undertake a comprehensive assessment and development strategy associated with its user fees and fee waivers, that results in:

- Fees being increasingly based on the cost of services delivery, with the costs incorporating direct costs, departmental overhead allocations and facility renewal / reinvestment allocations;
- Fairness and equity amongst users and community organizations;
- The policy establishing revenue to cost coverage ratio targets by individual service clusters, as well as for the overall City as a basis to establish fees and budgetary directions;
- Staged implementation strategies that reduce impacts on participation levels and community organizations due to short term increases.

That the review be based on the principles as outlined in the previous user fee development initiative.

- Fairness and Equity
- Core Services
• Accessibility and Affordability
• An Investment in Benefits
• A Balanced Array of Leisure Activities
• Differentiation

• Value for Fees
• Operational Efficiencies
• Revenue Optimization
• Cost Recovery

That the User Fee Policy Review consider the broader application of capital surcharges for new facilities as well as their role related to the replacement and renewal of existing facilities.

That the User Fee and Fee Waiver Policies development ensure educational-based stakeholder consultation and training.

That user fee strategies incorporate more market-based strategies, such as variable price points to balance utilization levels and to maximize revenues in high demand categories.

That user fees be reviewed annually, and the policy assessed a minimum of every three to five years as to the cost inputs to the formula and the equity being achieved.

That the policy on organizational and individual participant financial support be a separate initiative from the User Fee Policy.

Two policy points in need of further explanation involve the references about variable price points and the revenue to cost coverage ratio. In regards to the market-based strategies, the City should give consideration to incorporating different pricing strategies as seen in other service delivery models. One example would be the tendency of municipalities to have two prime time price points for ice, being youth and adult. This also occurs similarly for non-prime time ice. However, in private sector arenas, there are often six to eight price points to reflect different target audiences through the course of the day and evening, for both prime and non-prime times. One example, is a lower ice rate after 10:00 p.m. or 11:00 p.m. to attract late night use, as well as a different price point for 3:00 p.m. to 5:00 p.m. to try to encourage user groups to start programs earlier. This type of modeling could occur for all allocated spaces in terms of gymnasiums, multi-purpose rooms, aquatic fitness/lane swimming and certain sports field usage, in addition to ice services.

Another important definition from a user fee perspective is the revenue to cost coverage ratio. This is a tool that identifies what percentage the revenues generated cover of the direct cost to deliver a specific service. Some of the current youth and adult service delivery policies identify 66% to 75% coverage ratio for youth and 100% coverage ratio for adults. However, these policies typically do not define what is incorporated on the cost side, such as direct costs, departmental overheads, rehabilitation/reserve charges, etc. The revenue to cost coverage ratio is an effective tool in terms of both pricing programs and services, as well as developing the policy frameworks that facilitate the investing of available public funds.
3.4 INDIVIDUAL PARTICIPANT FINANCIAL SUPPORT

Overview

Most municipalities and not for profit service providers have developed financial subsidy programs for individuals, families and other groupings who do not have the financial means to cover participant fees but who would clearly benefit from participation. Many minor sport programs have developed internal resources or have worked with services clubs and other bodies to generate the funds necessary to reduce fees. This form of investment is important in order to support the principles of inclusion, fairness and equity and in supporting the personal development and healthy lifestyles of all residents.

Recommendations 7:
Individual Participant Financial Support

That the City, in collaboration with the Region of Halton, continue its involvement in offering individual participant financial support to access services based on the following principles:

- Evident benefit to qualifying participants;
- A reasonable assessment of financial and other limitations that are barriers to participation;
- Selective tracking of financially supportive participation to ensure engagement and assess the benefits realized.

That this policy be positioned outside the User Fee Policy in order separate participant financial subsidy from revenue generation targets.

That the financial support offered to individual participants be aligned with their assessed capacity to fund portions of the applicable fees.

That the financial support program be widely communicated to ensure awareness of this opportunity and be subject to budgetary resources available.
3.5 **PARTNERSHIPS AND JOINT VENTURES**

**Overview**

Burlington has a long tradition of partnerships and joint ventures. It has had a Joint Ventures Policy for many years, most recently updated in June 2003. The policy is currently under review.

In recent years, and via the community consultation program, identifications were made of some of the challenges that joint venture partners have been expressing with respect to facility specific capital repairs and maintenance. Requests are emerging for additional funding support for existing and new facilities that would be outside the current policy parameters.

With partnerships and joint ventures being positioned within the Master Plan as an increasingly important service delivery strategy, it will be important to ensure that the policy frameworks are supportive to advancing this strategy within the applicable principles and the financial resources available.

**Recommendation 8:**

**Partnerships and Joint Ventures**

That the City actively continue to lead in / or 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.

That the City finalize the review of its Joint Venture Policy, ensuring that it is aligned with the principles and directions of Future Focus and the Parks, Recreation and Cultural Assets Master Plan.
3.6 INTEGRATED SERVICES DELIVERY

Overview

Burlington has worked extensively with the Halton District School Board and the Halton District Catholic School Board, Conservation Halton and others in maximizing utilization of available venues and resources. The concept of a single taxpayer was widely identified within the consultation program for the Situational Analysis Report. Also, maximizing use of available resources reduces the capital and financial pressures on all the potential partners.

For Burlington, the strategy is not to initiate, but to continually assess what additional integration possibilities could occur in order to maximize the use of all the community’s resources. Since the City has a leadership role in service delivery coordination, it is the party that could reach out and continually communicate and work with the various organizations to bring about the best outcomes possible for the community.

Recommendation 9: Integrated Services Delivery

That Burlington undertake a comprehensive review of its relationships, reciprocal agreements and partnerships with the Halton District School Board, the Halton District Catholic School Board, Conservation Halton, the Royal Botanical Garden, the Hamilton-Burlington YMCA, Tourism Burlington, Hydro One, the Burlington Public Library, the Burlington Art Centre and other service providers to explore what additional integration and joint delivery possibilities could exist, developing increasingly innovative partnership frameworks that increase public accessibility to services, and generate improved operational and investment outcomes for all parties involved.

This is also a timely strategy, in light of the significant opportunities that have emerged with the Alton Community Centre partnership that involves the Halton District School Board and the Burlington Public Library, along with possible other community groups. This initiative should reflect the future and has received wide acclaim as moving beyond what has traditionally been achieved.
3.7 Multi-Use Strategies

Overview

Burlington has consistently been at the forefront of multi-use approaches in the development and delivery of services venues and facilities. This is an increasingly important strategy in achieving cost effectiveness, in maximizing participation and achieving the benefits from the investments made.

Integrated with multi-use approaches are multi-partner opportunities, such as proposed for the Alton Community Centre and as occurring in the Tansley Woods, Brant Hills and other City community centres and venues.

Recommendation 10: Multi-Use Strategies

That Burlington continue to utilize and intensify where possible, the development of multi-use / multi-partner approaches in the renewal of existing and the development of new services, facilities and parks based on a criteria of:

- Participant convenience and experience enrichment;
- Operational economies of scale and improved marketing opportunities;
- Creating more strongly identified activity centres as destinations and community identifiers.

3.8 City Parks, Recreation and Cultural Services Planning Integration

Overview

The City of Burlington is a large organization, with many specialty functions and capacities delivering both independent and integrated services. A continuing need exists to ensure that there is horizontal integration amongst the various servicing roles and functions within the City’s structure in order to maximize service delivery to the community, achieve operational efficiencies and to realize the best planning and development outcomes possible from both short and long term perspectives.

Traditionally, integration at this level of planning was often identified between parks and recreation services. However, the growing emergence of cultural, sport tourism and other services results in important additional dimensions that creates a more complex, integrated service planning development environment.
Recommendation 11: 
Services Planning Integration

That the City continually work at ensuring effective integration between all departments, staff and affiliated agencies involved in Parks, Recreation and Cultural Services planning and delivery in order to enhance community development and the achievement of common community goals and service needs.

3.9 Sport and Culture Tourism

Overview

Sport tourism has become an economic development initiative for many municipalities across Canada as sporting events, meets, tournaments and related activities have the ability to generate significant tourism development and economic impact benefits. Many newer park, culture and recreation facility initiatives often have a primary or secondary rationale connected to sports tourism opportunities and benefits. Also, what has become apparent in sport tourism, is that facilities may be the centre point to such initiatives, however bid preparations, event planning and hosting capacities are an integral success factor in such investment rationales.

In Burlington, over the last number of years, there has been increasing discussion, along with identification in Future Focus Seven, as to the possibilities for sport tourism. Also, the acceptance by Council of Option 1A with the four double gymnasiums in the Alton Community Centre partnership was based on a significant sport tourism rationale, as was expanding the Appleby Ice Centre. The City has also moved forward as a secondary soccer venue for Ontario’s bid for the 2015 Pan American Games. Additionally, the Burlington Figure Skating Club, the various hockey associations, the Burlington Boys and Girls Gymnastics Clubs and other groups are increasingly looking to meets, tournaments and shows as a way to:

- Enhance their program diversity and attractiveness which impacts registrations and corporate support potential;

- Generate revenues from sport tourism event fees;

- Attract enhanced coaching and volunteer support;
• Build an increasing positive legacy and credibility for the organization.

In 2008, Tourism Burlington, through its Strategic Plan, retained a Sport Tourism Manager which has engaged in the City's sport tourism initiatives to date, as well as working with tourist operators in building a case for and their participation in sport tourism activities.

Similarly, Burlington has significant cultural assets and is about to add the Burlington Performing Arts Centre. Cultural tourism is a growing trend in a maturing and aging society. Cultural services were identified in Future Focus as an important developmental area and are one strategic dimension within the Creative Cities Movement.

Many local Destination Marketing Organizations have a significant interest in sport and culture tourism, and often have staffing and resources to identify and pursue opportunities, along with integrating tourist operators relative to accommodations, food services, retail, attractions, etc. However, most of the venues for such services are within the ownership and/or operational control of the municipality or institutions affiliated with the City. Therefore, the municipality and the affiliated institutions become integrally involved and have a significant role to play within active and successful sport and culture tourism strategies.

**Recommendation 12:**
**Sport and Culture Tourism**

That the City pursue the collaborative development of a Sport Tourism Strategy and a Culture Tourism Strategy based on the following framework:

- Within a partnership approach with Tourism Burlington and community sports and culture organizations;
- Based on the availability of primary venues, community organizational capacities, destinations and locational strengths;
- Identification of the City's capacity to deliver on the strategy within an increasingly competitive environment;
- Through articulating the potential range of benefits and outcomes that supports both the strategy and any investments recommended.
Overview

Community sports organizations have been increasing their interest and exploration of Programs of Excellence, sometimes termed Centres of Excellence. The concept of Centres of Excellence has evolved to Programs of Excellence because such initiatives are not necessarily centered on an actual facility, which the word “centre” often presumes. High performance sport development has typically been a federal and provincial government responsibility. However, as certain sports continue to evolve, there is increasing emphasis on developing higher level programs that bridge from learn to and recreational participation levels up to high performance participation. For some community sports, this is important in terms of the ability to both attract participation at the entry levels, as well as to hold onto their program participants as they move into higher levels of competition. For some organizations, especially ones in smaller communities, they experience the migration of higher performance athletes to stronger program centres which can erode their programs.

The Options and Alternatives Workshops for the Master Plan asked participants questions on Programs of Excellence. The following key outcomes were almost universally identified from these workshops:

- Responsibility for Programs of Excellence should reside with the community sport organizations, recognizing not every sport can be a Program of Excellence;

- The City could nurture such Programs of Excellence, but not at the expense of the opportunities for residents to participate in broad-based, high quality recreational sport and leisure activities.
Recommendation 13:
Programs of Excellence

That the City endorse the concept of sport-based Programs of Excellence initiatives of interest to individual community sport organizations, and that those organizations assume responsibility for the development of any such initiative.

That the City’s role in regards to Programs of Excellence be to nurture their development through access to facilities, marketing, organizational, technical, project management, grant development and other supports, but that the City role not be as the leader or primary funder of any such initiative.

That in the development of major park, recreation and culture facilities, that the City consider whether community organizations may have an interest in a Program of Excellence initiative, and to be a partner in the design, development and funding of the facilities by adding capacities that meet the particular requirements of their Programs of Excellence initiative.

That if a Program of Excellence requires a dedicated facility, it be assessed within the requirements of the City’s Joint Ventures Policy (currently under review), and if the use is part of a City-operated facility, it be assessed as per the requirements of the Space Allocation and the Gender Equity in the Allocation of Public Spaces Policies.

That Programs of Excellence be defined within the following criteria:

- A comprehensive, year round sports development program that ranges from entry level / learning to high performance participant development where participants could advance into provincial, national and international competitive environments;

- Has access to coaches that have national and / or international certification, along with hosting progressive coaching development programs and who actively use recognized coaching certification requirements within their programs;

- A proven history / legacy of successful athlete, coaching and sports administration development within and beyond the local community, with evident peer recognition as an advanced / superior sport development program;

- Access to quality sport training and development facilities, as well as access to quality fields of play / venues for games and events at a near or an actual dedicated basis;
- Has a foundation of Burlington-based coaches, funding, research, administrative capacities and related capabilities that ensure the long term sustainability of the Program of Excellence without being unduly reliant on a single or small group of individuals for ongoing viability;

- Have periodic access to a larger competitive facility for the sport with significant amenities that can support tournaments, meets, shows and related activities beyond the day to day sport development programs, league operations and training requirements. These venues would typically have greater seating capacity, enhanced field of play standards and athlete amenities and related supports.

### 3.11 PARKS AND FACILITIES DESIGN CRITERIA

**Overview**

Design criteria for parks, trails, recreation cultural facilities and other assets continues to evolve based on changes to building codes, as well as Federal, Provincial and local regulatory frameworks. The introduction of the Ontarians With Disabilities Act will impact parks and community facilities over the next decades. Increasing environmental, ecological, energy efficiency, accessibility and other policy perspectives continue to emerge and will require implementation, both in regards to the ongoing renewal of existing parks and facilities as well as new initiatives. It will be important for the City of Burlington to ensure that its design criteria incorporate all the requirements as they exist at the time of development or redevelopment, as well as to anticipate, where viable, how these requirements and standards will evolve in the future.

**Recommendation 14:**

Parks and Facilities Design Criteria

That the City ensure that in the redevelopment of existing parks and community facilities, as well as for new ventures, that key design perspectives are fully incorporated, involving:

- The Ontarians With Disabilities Act;
- Environmental and energy efficiency standards (LEED level);
- Ontario Building Code;
- Other standards and criteria as appropriate to Burlington.
4 PARKS, OPEN SPACES AND COMMUNITY TRAILS

4.1 INTRODUCTION

Parks, open spaces and community trails are one of the primary dimensions of the Burlington Parks, Recreation and Cultural Assets Master Plan. It was not a component of the 2004 Community Leisure Facilities Master Plan.

This service area involves a range of parks, including parkettes, neighbourhood and community parks, city-wide resources and special purpose areas. It also involves open spaces which are often environmentally oriented. It further includes community trails which the City has been developing over the last thirty years. In the spring of 2009, the City of Burlington completed a Cycling Master Plan. It will be important that the Cycling Master Plan and the future development of community trails are integrated at the highest levels as they both contribute fundamentally to both active transportation and recreational activities.

The following material provides an overall of the key dimensions of the delivery of parks, open spaces and community trails, followed by policy frameworks and the specific recommendations.
4.2 **PARKS, OPEN SPACES AND COMMUNITY TRAILS FRAMEWORK**

Table 4-1 aggregates the perspectives with respect to the development and delivery of these resources along with key strategies and directions. This information forms the basis upon which to develop the various recommendations for this section of the Parks, Recreation and Cultural Assets Master Plan.

**Table 4-1**

**Parks, Open Spaces and Community Trails Development Profile**

<table>
<thead>
<tr>
<th>GENERAL</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Perspectives</strong></td>
<td>Highly valued by community members both as a public good and as participation venues; Protecting and augmenting open space and environmental resources is widely supported.</td>
</tr>
<tr>
<td><strong>Strategies</strong></td>
<td>Sustain the value for and use / purpose of these resources is vitally important and valued.</td>
</tr>
<tr>
<td><strong>Directions</strong></td>
<td>Seek opportunities to enhance existing park resources.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PARKS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Perspectives</strong></td>
<td>Support formal and informal participation / uses, as well as active and passive participation opportunities; Contribute to a positive urban form; Provide both generic and unique experiences for residents; New sport and activity uses emerging for parks; Use of these sites influenced by aging and cultural diversity demographics, as well as locations, levels of development and access.</td>
</tr>
<tr>
<td><strong>Strategies</strong></td>
<td>Develop different types of venues for various needs / uses; Design venues to ensure both active and passive use opportunities; Sustain current servicing levels and enhance as population grows and opportunities occur; Venues need to be flexible and renewable to meet changing needs and expectations.</td>
</tr>
<tr>
<td><strong>Directions</strong></td>
<td>Formalize park classification program and park development profiles; Respond to density increases and intensification impacts; Enhance key waterfront and related assets; Develop new sport fields and related capacities to meet changing use preferences; Support a long term program of park renewal for aging venues; Align uses with demographic and user preference changes.</td>
</tr>
</tbody>
</table>
### OPEN SPACE

**Perspectives**
- Environmental conservation and stewardship important principles;
- Provide unique experiences across active and passive uses, educational and conservation functions.

**Strategies**
- Develop conservation plans and approaches for key sites;
- Ensure buffers to support long term sustainability;
- Match venue use to the capacity of the resource.

**Directions**
- Explore environmental stewardship efforts;
- Partner with Conservation Authority and other service providers to recognize and increase technical capacities and opportunities.

### COMMUNITY TRAILS

**Perspectives**
- Need to support both recreational and active transportation uses;
- Year round use potential increasingly important;
- Walking and cycling are high growth activities.

**Strategies**
- Continue to grow and enhance trails network and amenities;
- Fully integrate community trails with the Cycling Master Plan.

**Directions**
- Develop a linked, destination-based trails network;
- Improve amenities, marketing and accessibility;
- Develop specialized components, such as transportation and recreational cycling, a waterfront trail and major highway crossings.

### 4.3 PARKS AND OPEN SPACES CLASSIFICATIONS AND DEVELOPMENT PROFILES

**Overview**

The City currently utilizes a five level Parks Classification System as follows:

- Parkette
- Neighbourhood Parks
- Community Parks
- City Parks
- Special Resource Areas

Community trails are typically seen as a component of any of the park classification components, which are possible trail destinations and trail heads / access points.

The intent of the Master Plan's policies with respect to parks, open spaces and community trails development over the next twenty years is to focus on the existing parks classification system and enhance it where appropriate.
Recommendation 15:
Parks Classification and Development Policies

That the following Parks Classification System be used by the City in its on-going management of parks, open spaces and trails:

- Parkettes
  - Small landscaped venues intended to contribute to an area’s urban design, provide passive / rest areas and lower level park amenities;
  - Access via walking and cycling;
  - Features may include landscaped areas, rest areas, public art, monuments and related features.

- Neighbourhood Parks
  - Venues intended to support the outdoor recreational needs of defined local neighbourhood areas;
  - Access is primarily via walking and bicycling with parking to support facilities as required;
  - Site development features include a range of neighbourhood level services, such as playgrounds, passive areas, open space play areas, trail linkages, secondary level sports fields for youth and similar activities;
  - Natural features could include small woodlots and naturalized areas.

- Community Parks
  - Larger venues intended to support the outdoor recreational needs of residents within a cluster of neighbourhoods;
  - Ideally located on arterial / collector roads to enhance access via walking, cycling, trails, cars and public transit and to reduce neighbouring land use impacts;
  - Facilities would include primary and secondary youth and adult sports fields, that would be appropriate for lighting; spectator and user amenities, such as parking, seating, washrooms, concessions, etc.; playground structures and large open play areas; specialized facilities, such as skateboard and water play facilities; or other similar features;
- Trails, trails heads and linkages, woodlots, naturalized zones and other passive use areas could be included;
- Supporting amenities and features that could include maintenance buildings, parking lots, etc.;
- May also provide neighbourhood park amenities to the immediate residential area.

- City Parks
  - Venues intended to support the interest of all residents, whether focusing on specific uses or unique land areas;
  - Located primarily on arterial routes but would also be site specific based on venue features or environmentally significant lands;
  - Access via public transit, walking, cycling, trails and cars;
  - Site development could include multiple sports fields for youth and adult activities with lighting, including tournaments; gathering and special event areas; unique one of a kind facilities within the City, such as destination-based water and large skate parks; location for indoor recreation facilities related to both permanent or portable structures; seated venues; and related activities;
  - Could incorporate woodlots, ravines and natural areas, beaches, waterfronts, and special events and festival areas;
  - May also provide neighbourhood park amenities to the immediate residential area.

- Special Resource Areas and Linkages
  - Open space lands that are primarily maintained in a natural state or are linear connections within the community trails system;
  - Intended for conservation of key natural assets and can also represent unique opportunities related to the trail system;
  - Waterfront lands, forested areas and woodlots, ravines, ponds and marshes and related areas could be considered;
City of Burlington

PARKS, RECREATION AND CULTURAL ASSETS MASTER PLAN

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- Linkages could involve hydro-right-a-ways, ravine lands and other linear connections that support the trail system;
- Access may be limited due to the sensitivity of venue’s natural environment;
- All modes of access apply, walking, cycling, trails, cars and public transit.

That the City plan parks and open space plans activity support balanced provisioning opportunities for both informal, spontaneous resident use and scheduled, program-based uses.

That the City ensure that any community trail development initiatives be fully integrated with the Cycling Master Plan, and that these two initiatives provide the foundation for both an active transportation and recreational trails network on an integrated basis.

Appendix III provides further park and open space classification and profile materials.

4.4 PARKS AND OPEN SPACES PROVISIONING LEVELS

Overview

Burlington has been active and successful at acquiring a wide range of parks, open spaces and trail linkages that have resulted in positioning the City to be adequately supplied in a highly varied and well developed park and open space system. In addition, the City also has significant park and open spaces available to residents through the lands at the Royal Botanical Gardens, Bronte Creek Provincial Park, Cootes Paradise and the extensive park system of Conservation Halton. The community consultation program identified high value for the parks and open space system, with specific increasing interests in three dimensions of the system:

- A significantly upgraded and extended trail system that supports passive recreation activities, an aging population, increased emphasis on fitness and wellness, the ability to support all residents and to support an alternate / active transportation strategy.

- Increasing emphasis on environmental conservation and preservation of key natural resources and areas as part of a broader-based environmental movement within the community.

- A need to increase selected sports fields and other park uses through new field development, increasing capacity via technology (artificial turf and lighting), along with the renewal of existing and aging sports fields and amenities.

As the City is reaching build-out, limited new park land will be realized, being primarily Norton and City Parks, and three neighbourhood park and parkette sites in Alton. These additional parks will service
newer communities of Burlington. Land securement in north Burlington above Highway 407 could be considered in the future in conjunction with the Conservation Halton and/or other public authority lands or land trusts to provide regional open space linkages.

From a global perspective, the parks and open space servicing levels in Burlington are at an effective level of provision and well distributed as to type. The City has a number of existing policies and strategies that provide opportunities to both enhance the park system and identified service gaps. They include Official Plan Policies, Park Dedication Policies, and Section 37 of the Planning Act. Additionally, the City’s Surplus School Strategy has been successful in securing additional park and open space lands, and its implementation when an opportunity presents itself, should be continued. This strategy has been successfully utilized at several surplus school sites throughout the City. A further opportunity may also be available at the General Brock Secondary School site in south Burlington. As well, public access over private lands that overlap into the public realm should also be pursued.

**Recommendation 16:**

**Parks Provisioning Levels**

That the City is well served as to its parks and open space resources. The Master Plan’s focus should therefore be on:

- Completing planned venues, including City Park and the Alton Parks;
- Unique opportunities to enhance the park and open space system, particularly within partnership, joint venture or innovative site development frameworks;
- Accessing publically owned-lands as opportunities arise.

That the City pursue creative approaches to park and open space land acquisitions through partnerships, innovative site development agreements and acquisitions, and through its existing policies.

### 4.5 **Specific Park, Open Space and Community Trail Initiatives**

**Overview**

The range of specific parks, open spaces and community trails recommendations have been based on the consultation program, strategic trends and other perspectives that have evolved through the course of the Master Plan process. The focus is on the following major considerations:

- Changing demographic and cultural diversity perspectives in Burlington;
- The uniqueness and differentiated perspectives of parks in rural areas of the City;
• Introduction of technology in order to enhance capacity, improve playability and quality of sport field operations as an alternative or supplement to new land acquisition strategies;

• Considerations to support sport tourism initiatives;

• Growing importance of community trails for both active transportation and recreational activities for an aging, more culturally diverse and fitness / health oriented population;

• Current park development initiatives and opportunities;

• An aging park infrastructure that will require increasing renewal similar to recreation and physical building structures.

The recommendations link to the general perspectives, impacts and strategy considerations identified in Table 4-1. Individual recommendation profiles and implementation criteria are provided in Appendix IV.

**Recommendation 17:**

**Community Trails**

That a twenty-year Community Trails Master Plan be developed for Burlington that is fully integrated with the Cycling Master Plan.

That the development of the Community Trails Master Plan give consideration to the following developments and enhancements:

• Variable distance loops for walking, cycling, and fitness;

• Trail heads that provide identified points of access and services, such as parking, information boards, directions and service amenities at major trail entry points;

• Incorporation of a Discovery Trail Program;

• Two to three crossings in total of the Queen Elizabeth Way from South Burlington to Aldershot and to North Burlington aligned with the recommendations in the Cycling Master Plan;

• Increased connectivity to park, institutional, retail, employment and other destinations;

• Trail services that facilitate access for all user mobility considerations;
Four season user capacity where appropriate, focusing on:

- Primary active transportation and trail routes;
- Key destinations / nodes;
- Highway crossings;
- Hard surface sections.

- Appropriate directional, distance markers and other signage; interpretive boards; rest areas and supports; emergency contact systems and related amenities.

That the Community Trails Master Plan give special consideration to the following potential components of the system:

- Extension and connectivity of the Waterfront Trail along the Lake Ontario shoreline;
- Connection of Lowville Park to Bronte Provincial Park, potentially as part of an eco-tourism initiative;
- Linkages to Hamilton and Oakville trails, the Royal Botanical Gardens and other regional and provincial venues;
- Specialized cycling trails in north Burlington that would support both distance and speed training, as well as sport tourism events.

Recommendation 18:
School Lands

That the City continue to explore increased reciprocal use of school lands in order to reduce capacity pressures on current City parks and to respond to diminishing new parkland opportunities in the future.

That in these explorations, the City consider joint development initiatives with the school boards in regards to:

- Sport field and hard court developments on elementary school facilities to upgrade fields to playable conditions, particularly with school fields that are adjoined to City parkland;
- The possible introduction of lighted, artificial turf soccer / football fields on secondary school venues.
Recommendation 19:
Lowville Park

That a Lowville Park Master Plan be developed that features:

- Two or more group picnic areas, with particular emphasis for ethnocultural and other community group interests and open space areas that would support the needs of this activity;
- Capacity to host special events (Winterfest);
- Appropriate parking, signage, washroom, shelter, outdoor cooking and related amenities;
- Protection with buffering of natural areas, along with trail connections;
- Removal of current infrastructure that needs repair / replacement or is incompatible with the proposed uses.

Recommendation 20:
Waterfront Parks

That the City continue the implementation of the Burloak and Beachway Parks Master Plan, ensuring integration with this Master Plan.

That these two venues be connected where possible with a waterfront trail and other components of the community trail network, sustain the natural features of the sites as viable, and enhance the overall recreational experience that these unique resources can provide.
Recommendation 21:  
Mountainside Park

That a Master Plan be finalized for Mountainside Park that protects the sustainability of the woodlot, appropriately organizes the trail system to minimize impacts and readapts the current secondary ball fields area to a multi-dimensional space with shade areas, benches, a play structure, open play area and related amenities.

That any redevelopment of the recreation facilities at Mountainside Park minimize their impact on the sustainability of the woodlot, and incorporate increased tree planting based on site redevelopment opportunities.

Recommendation 22:  
Sherwood Forest Park

That Sherwood Forest Park continue as a primary ball field and soccer pitch facility, and that any redevelopment initiatives sustain the current number of fields of play.

That the natural areas and the trail system in the park be preserved.

That the Master Plan for Sherwood Forest Park consider a road connection from Burloak Drive on the eastern perimeter and the implications of any Fairview Road extension.

That the Master Plan assess the potential opportunities and impacts of this venue as a possible Soccer Program of Excellence

That one enhanced soccer pitch be considered, potentially using artificial turf and lighting.

That consideration within the Master Plan be given to assigning a second field for youth rugby as a joint use field with soccer or potentially relocating the Rugby Club in order to achieve their need for youth program growth.

That any redevelopment of the Sherwood Forest Park Recreation Centre should ensure the preservation of the outdoor recreation space available within the Park.

That this park be the site of indoor seasonal soccer domes, to a maximum of three such facilities.

That investigations be undertaken to establish trail linkages with the GO parking lot and to the broader trail network within the City.
Recommendation 23:
Kilbride Park

That as part of the Existing Park Renewal Program recommendation, Kilbride Park be developed strategically with community consultation to provide a park that is responsive to community needs at the community park level, recognizing the isolation of this community from other available park facilities and resources, involving:

- Passive / natural areas that support walking and related activities, with future linkages to the City's cycling and community trails network;
- Areas that facilitate youth interests.
**Recommendation 24:**

*Existing Park Renewal Program*

That the City develop a twenty year renewal program for its parks and open spaces, similar to building renewal strategies in order to sustain the ability of the parks and open spaces to effectively support evolving use requirements, environmental trends and quality perspectives.

That this renewal program be developed based on both a City-wide facilities strategy (e.g.: playgrounds) or individual venue-based approaches where full site renewal initiatives would be more effective.

**Recommendation 25:**

*Tennis Courts*

That the City ensure the availability of publicly accessible tennis courts distributed across the City for users not affiliated with club environments.

That in each quadrant of the City, up to four fenced courts (standalone or clustered) be available for public use, with lighting considered if demand levels warrant.

**Recommendation 26:**

*North Burlington*

That the City consider development of park facilities in north Burlington that are not available in that area, such as a BMX track and skateboard park.
Recommendation 27:
Sports Field Capacity and Development

That since the City has an adequate supply of current and planned sports fields, and no significant new parks are identified over the longer term, the City consider the following strategies for the longer term provision of sports fields, in meeting changing demand-levels and growth requirements amongst sports field uses:

- Re-adaptive use of under-utilized sports fields, especially secondary fields where use levels drop below 30% of available capacity;

- Possible partnerships with school boards in the upgrading of their existing fields as per the reciprocal use recommendation;

- The use of artificial turf for soccer, field lacrosse, football and other sports fields, both existing or new, be considered in order to provide enhanced capacity, playability and quality where evident need and economic benefit justify the investment;

- Pursue intensified sport field use on Friday evenings and weekends when significant unused capacity exits;

- The use of field lighting in Community and City Parks;

- The development of sports fields in clusters of two to four similar fields per venue.

That the City ensure a balance of sport fields availability as follows:

- A mix of natural and artificial turf fields to meet the variable needs of user groups, with natural fields being fenced as appropriate to preserve the playability and quality of the natural turf for programmed use;

- Various levels of field quality that respond effectively to competitive, house-league and informal use opportunities for both youth and adults;

- Development of a policy on the application of field use limits designed to preserve turf quality, enhance safety and reduce maintenance costs.
• Provision of league storage facilities at selected primary sports field venues based on the following framework:

  o The storage units do not infringe on any uses intended for the park and are aesthetically consistent with the parks design and operations;

  o The user group being responsible for 100% of the cost of acquiring, installing and maintaining such units;

  o Subject to City review and approval related to safety, impact on the venue and structural sustainability.

**Recommendation 28:**
Water Play Opportunities

That the City continue to augment water play opportunities for children based on the following considerations:

• Distribution of water play opportunities across the City to enhance participant access;

• Selecting venues where such a facility aligns with the supporting infrastructure, such as an existing outdoor pool, and can provide the necessary complimentary amenities.

**Recommendation 29:**
Community Gardens

That the City pursue the possible development of community gardens in conjunction with community-based groups, clubs and / or via the use of City land.
5 RECREATION SERVICES

5.1 INTRODUCTION

In 2004, the Community Leisure Facilities Master Plan was primarily focused on recreation facilities and services for the twenty year period 2004 to 2023. Most of the first five year initiatives have been completed, involving the expansion of the Appleby Ice Centre, renewal of Kiwanis Arena, initiating redevelopment considerations for Mountainside Arena, upgrading of the collegiate swimming pools, development of the Alton Community Centre and the Long Term Libraries Facilities Plan. Another significant component was launching the Burlington Performing Arts Centre. Other projects involved the indoor soccer facility at Sherwood Forest Park, the development of the Velocity Teen Centre, the introduction of a skateboard park in north Burlington and the Museums of Burlington Development Plan, as well as further development of the Downtown Waterfront Park.

The City has remained active and committed to the implementation of the 2004 Master Plan. The following material identifies the recreational services initiatives that are recommended for consideration over the 2009 and 2028 period. The recommendations are based upon the 2004 Community Leisure Facilities Master Plan, the results of the Situational Analysis Report for the Parks, Recreation and Cultural Assets Master Plan, and the outcomes of the Options and Alternatives Workshops.

An aligned Master Plan perspective involves Programs of Excellence for which a policy framework has been included on Page 3-12 of the Master Plan. No specific recommendations have been incorporated in the Parks and Recreations Services sections of the Master Plan as per any proposed implementation direction for this area of service. Any such initiative would need to come forward from an interested community sports organization and meet the criteria outlined before a specific venue initiative is pursued. This policy framework is primarily organizational based as to criteria, with a more limited focus on facility and / or venue requirements.
Table 5-1 provides a strategic themes framework that emerged from the research as they relate to recreation services in Burlington.

### Table 5-1
**Recreation Services Development Profile**

<table>
<thead>
<tr>
<th>GENERAL</th>
</tr>
</thead>
</table>
| **Perspectives** | ● Highly valued;  
● Strong interest in improved capacity, quality and amenities for both existing and new facilities;  
● Equitable distribution concerns are evident;  
● Existing facility renewal and re-adaptive use needs exist with aging assets;  
● Multi-use and partner-based delivery strategy preferences and opportunities increasing;  
● Emerging interest in Sport Tourism and Programs of Excellence;  
● Not for profit and private sector delivery interests growing, often dependent on using public facilities to be viable;  
● Capital funding opportunities will change as population growth rate declines and stimulus funding ends;  
● Programs becoming more segmented, with increasing incidence of new activity interests;  
● User fee challenges for both service providers and users. |
| **Strategies** | ● Sustain value for the recreation services available currently;  
● Pursue more partnerships and joint venture opportunities;  
● Facility renewal investments need to increase facility capacities and competiveness;  
● Balance access to services across the City;  
● Identify Sport Tourism venues, with bidding and hosting capacities developed. |
| **Directions** | ● Greater City emphasis on community development and capacity building;  
● Increased role of capital surcharges to fund facilities;  
● Actively develop more creative and comprehensive programs and facility collaborations;  
● Continue to enhance facilities renewal and re-adaptive use initiatives;  
● Consider regional approaches for large facility initiatives. |
### FACILITIES

#### Perspectives
- Gymnasium uses are high growth with more emerging activities;
- Aquatics demand stable;
- Arena usage to grow for youth and adult females, more stable or declining for male youth and adults;
- Participation opportunities closer to where residents reside are desired for community centres and programs.

#### Strategies
- Staged additions to gymnasium capacity with greater utilization of school facilities as feasible;
- Maximize current planned arena and indoor pool capacities, with any new capacity additions being longer term needs;
- Create more diversified and distributed program and activity centres across the community.

#### Directions
- Consider Mountainside Park, southeast Burlington and Tyandaga Golf Course Clubhouse as areas/sites for additional community spaces to enhance recreation and cultural program accessibility;
- Consider a YMCA partnership if a future indoor pool is required;
- Continue facilities renewal program.

### PROGRAMS

#### Perspectives
- An increasingly dynamic environment, where flexibility is essential;
- City cannot be all things to all people;
- Facilitating other service providers as strategic opportunities become available;
- Program development increasingly complex, with smaller user segments at differing levels of involvement (learn to / to high performance);
- City has core program roles in aquatics, special needs and other services but review of delivery roles should be encouraged;
- Seniors and special populations participation will grow and is being encouraged from both health/wellness and therapeutic perspectives.

#### Strategies
- Pursue more innovative and broader facilitation and partnership initiatives;
- Ensure balanced, broad-based and targeted program opportunities;
- Community development and capacity building increasingly important to sustain range of programs available to residents;
- Stronger market-based planning and evaluation techniques required, including surveys, focus groups, etc.

#### Directions
- Strengthened City leadership role in program planning and evaluation;
- Assess repositioning Department operational resources to enhance community development and capacity building in support of increased community-based services delivery.
5.3 **Specific Recreation Services Initiatives**

The following recreation services initiatives are being recommended over the 2009 to 2028 period for the City of Burlington. Appendix V provides material on individual recommendation profiles and implementation criteria.

**Recommendation 30:**
**Indoor Aquatics Facilities**

That the City undertake the renewal of Centennial Pool to complete the collegiate pool renewal program.

That an indoor aquatic facility for the north Burlington area be identified in the Master Plan as a possible long term need (20 years) and be reviewed every five years.

That if a secondary school with a pool closes, a replacement pool be considered for the same service area if participation rates warrant.

That the City monitor opportunities with the Hamilton-Burlington YMCA in regards to bringing a Family YMCA facility to the northeast area of Burlington / northwest Oakville.

**Recommendation 31:**
**Ice Facilities**

That the City assess the benefits and issues associated with multiple-ice pad arena development for both new initiatives or when single pad ice facilities are being considered for renewal based on:

- An assessment of individual situations using the data and materials located in Appendix VI and as updated to reflect ongoing changes and new information;

- Timing to be aligned with planned renewal investments for existing ice facilities or decommission ice facilities and supplement capacity when consistent demand indicators warrant in the future;

- Based on opportunities to enlarge existing single ice-pad facilities where land availability, technical integration and overall facility operational requirements can be enhanced operationally, programmatically and financially.
That the City continue to plan the possible long term (fifteen to twenty years) development of a new twin pad facility in the central-north area of Burlington as a new venture or via acquisition of private facilities or as a replacement for older facilities when total prime time ice utilization in existing City arenas exceeds 90% of capacity over three or more consecutive years.

That the City not pursue the acquisition of privately owned ice facilities unless a Business Case is developed that strongly indicates:

- Significant ice services delivery implications if the ice capacity were to be lost in Burlington;
- The economic benefits of acquisition versus City development of a replacement facility is evident;
- A building condition assessment of the structure and systems indicates no significant deficiencies or that the owner brings the building to City arena facility standards;
- As an alternate strategy to arena consolidation and / or future long term development of additional arena facilities.
**Recommendation 32:**
Community Centres and Gymnasiums

That the City continue to actively pursue the development of the Alton Community Centre partnership, involving four double gymnasiums, three multi-purpose rooms, facility operational and amenity supports and a possible future partner space.

That the City undertake the development of a Mountainside Park Program Centre that integrates the outdoor pool with either a destination-oriented water play facility or an upgraded existing arena, incorporating multi-purpose rooms and operational and amenity supports.

That the Sherwood Forest Recreation Centre be replaced with a facility of a higher program and amenity standard that has multi-use / multi-partner capacity and is aligned with the primary uses of Sherwood Forest Park.

That a southeast Burlington Community Centre of 25,000 to 30,000 sq. ft. be developed in association with the Nelson Arena, providing:

- A triple gymnasium;
- Three multi-purpose rooms;
- Required ancillary program, administrative and operational support spaces.

**Recommendation 33:**
Stadiums

That the City of Burlington pursue a two stadium strategy based on the following framework:

- The continuing utilization of Nelson Stadium for football, field hockey and special events;
- The planned development of a natural or artificial turf soccer stadium at a second location;
- The provision of permanent seating for 1000 to 1,500 individuals, with opportunities to augment spectator requirements on an individual event basis via temporary seating.
Recommendation 34: Facilities Renewal Program

That the City continues its recreation facilities renewal program outlined in the 2004 Master Plan, and as integrated within the ten year capital forecasts, ensuring inclusion of all facilities that are a minimum of twenty years of age or older.

Recommendation 35: Programming

That the City pursue a partnership with the Burlington Seniors Centre to develop a primarily dedicated facility in the Tansley Woods Recreation Centre for seniors programs, involving both a drop-in lounge and program delivery spaces.

That the City pursue the positioning of one of the multi-purpose rooms in the new Alton Community Centre as a focused youth / teens program space based on:

- A youth / teen consultation program to determine space development and programming;
- Access to gymnasiums for related activities;
- Possible seasonal teen programs on a satellite basis at the Tyandaga Golf Course Clubhouse.

That the City continue to pursue the approved strategy directions and timing of specific servicing strategies as outlined in the Senior Services Strategic Plan and the Youth Services Strategic Plan in terms of program development, services delivery and facility operations.

That the City, working with the Region of Halton, community-based service providing organizations and within the Diversity Plan, continue to increase efforts to make services available for specific populations who would benefit from participating in such services, including:

- Individuals with mental health, intellectual and physical challenges;
- Low income families;
- Youth / teens and seniors;
- Early Years children related to social and physical development benefits.

That the City continually review its direct delivery of recreation programs to assess the opportunities and benefits of engaging in broader partnership-based delivery approaches or divestiture.
6 CULTURAL SERVICES

6.1 INTRODUCTION

Cultural services have traditionally been a sub-set of the recreational services strategies and recommendations in Master Plans. However, over the last five years, the City has developed a Cultural Strategy, Public Art Master Plan and Public Art Policy, along with initiating development of a Performing Arts Centre. The City’s cultural services have evolved with staffing support and continue to enhance and enlarge their presence and value across the community.

The City is well served from a cultural facilities perspective, especially through the Burlington Art Centre, Museums of Burlington, the Performing Arts Centre and other venues. Also, a primary service provider in the cultural services area is the Burlington Public Library that provides programming initiatives for all age groups, across its Central Library Branch in Central Park, a District Library at the Tansley Woods Recreation and Education Centre and Branch Libraries in Brant Hills, Aldershot and New Appleby.

The City directly delivers two successful performing arts programs through the Teen Tour Band and Student Theatre. In addition, there are a number of community organizations that directly or indirectly provide cultural, heritage, arts and related services, primarily on a programmatic basis that reach a broad range of audiences within specialized envelopes of activity interests. Choral groups, the Drury Lane Theatre, Theatre Burlington, the Aldershot Players, dance schools and others are examples. Additionally, secondary schools offer a range of arts and cultural opportunities to students, both curriculum and extra-curricular-based.
In assessing the cultural services area, and with the development of the Performing Arts Centre, no major facility initiatives are identified other than those in the planning stages. The primary Master Plan focus for cultural services is the extension of programming to other areas of the community to facilitate accessibility.

6.2 **Strategic Themes Framework**

Table 6-1 provides strategic themes framework for cultural services as derived from the Situational Analysis and Options and Alternatives Phases. Appendix VIII contains individual recommendation profiles and implementation criteria.

**Table 6 – 1**  
Cultural Services Strategic Themes Framework

<table>
<thead>
<tr>
<th>GENERAL</th>
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</table>
| **Perspectives** | ● Increasing interest in and participation due to aging and a more cultural diverse population, maturing society and Creative Cities Movement;  
● City has comprehensive range of unique facilities related to libraries, the Burlington Art Centre, Museums of Burlington, the Burlington Performing Arts Centre and various theatres;  
● Needs identification focused on programming, especially in north and southeast Burlington. |
| **Strategies** | ● Focus on program development and dispersed delivery;  
● Complete development of Burlington Public Library’s Long-Range Facilities Plan. |
| **Directions** | ● Increase cultural programs to provide a more balanced array of accessible participation opportunities;  
● Focus on capacity building of community organizations using their own or City venues. |
The following cultural services are recommended for consideration by the City. Appendix VII provides profile material for each of the specific recommendations.

**Recommendation 36:**

**Public Libraries**

That the Burlington Public Library continue the implementation of its Long-Term Facilities Plan, involving:

- Development of an integrated Library Branch within the Alton Community Centre partnership;
- Relocation and expansion of the New Appleby Branch Library to 7,000 sq. ft., possibly as a partnership with the proposed South East Burlington Community Centre;
- Relocation and expansion of the Aldershot Branch Library to 7,000 sq. ft.;
- Expansion of the Tansley Wood Branch by 5,000 square feet to 10,000 square feet as a full service district branch for north Burlington as per the Long-Range Facilities Plan.
**Recommendation 37:**
Museums of Burlington

That Museums of Burlington continue the development, planning, fundraising and related activities to implement the Joseph Brant Museum expansion project related to:

- Enhanced program activities and spaces in support of increased visitation;
- Enhanced conservation and archival capacities;
- Improved education, training and community activity spaces.

That the City and Museums of Burlington explore the partnership potential of delivering heritage and related cultural programming in the Alton Community Centre to better serve north Burlington and the proposed southeast community centre to better serve residents in east Burlington.

**Recommendation 38:**
Burlington Art Centre

That the City and the Burlington Art Centre develop a partnership for arts and cultural programming in the Alton Community Centre and associated secondary school to better serve north Burlington, and in the proposed southeast community centre to better serve residents in the eastern area of the City.

That land acquisition opportunities associated with the Burlington Art Centre be planned to secure the long term site requirements that enhance both the operations and future venue capacity needs of the Centre as per the Centre’s Strategic Plan.

**Recommendation 39:**
Cultural Community Capacity Building

That the City develop a Cultural Plan in partnership with cultural stakeholders and the community that would provide a framework for and identify key cultural opportunities and strategies for Burlington on a long term basis.

That the City continue to enhance its capabilities to provide community development and capacity building services to community arts and cultural organizations who provide direct services delivery via both facilities and programs.

That the City explore potential partnerships with the developing Performing Arts Centre related to both program and geography-based service opportunities.
7 IMPLEMENTATION FRAMEWORK

7.1 INTRODUCTION

The following material outlines an Implementation Framework for the various specific recommendations that collectively form the Parks, Recreation and Cultural Assets Master Plan for the City of Burlington. It is recognized that some of the dimensions of the Implementation Plan will evolve based on additional information, or will need to be amended as events, policies, funding or other considerations emerge into the operating environment.

7.2 DEPARTMENT OF PARKS AND RECREATION STAFFING ALIGNMENTS

Overview

From the outcomes of the Situational Analysis and Options and Alternatives Phases, through the strategies and policies sections and the specifics initiatives within the Parks, Recreation and Cultural Assets Master Plan, significant identification has been made of a need for the City, through the Department of Parks and Recreation, to potentially increase its community development, capacity building, partnership development and services coordination roles. The primary perspectives associated with these areas relate to:

- The City’s leadership role in the delivery of these services due to its unique capacities and resources, including its overarching supports to the whole community and focus on all residents.

- The significant parkland and facility resources that it operates and provides services within.

- The strategic planning, service evaluation and other capacities that it can undertake and provide, integrated with many other complimentary service areas.

- The broad expectations of community members and service providing organizations that the City does represent a centre point to the delivery of parks, recreation and cultural services.
It is also apparent from the same sources, that the City cannot be all things to all people; that there is an increasing range of service and participation interests that are emerging, often within smaller market segments with unique needs; and that the not-for-profit and private sectors have increasing interest in services delivery opportunities. From these perspectives, the City should potentially reassess what areas of service it is in, and how it will fulfill the broader community development, capacity building, partnership development and sector coordination and planning roles.

In order to support these roles at an increased level of effort, the City has and will continue to need to assign staff, either within part or whole positions, to facilitate the intent and directions outlined within the Parks, Recreation and Cultural Assets Master Plan. Also, increased clarity in current roles involving community development and capacity building functions was identified as needed. These two initiatives should primarily be undertaken through the repositioning of current staff functions, with possible consideration of reducing selected direct delivery activities, particularly in the direct programs delivery area.

**Recommendation 40:**
Staff Resourcing

<table>
<thead>
<tr>
<th>That the Principles supporting this staff resourcing initiative be:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• To maximize the use of all the community’s resources to achieve as balanced and wide-array of participation opportunities as possible for Burlington residents;</td>
</tr>
<tr>
<td>• To enhance the sustainability and capacity of community service providing organizations, as well as the quality and benefits of their programming;</td>
</tr>
<tr>
<td>• To reduce the dependency on and expectations of the City for such services, especially in direct programming dimensions;</td>
</tr>
<tr>
<td>• To strengthen the capacity of volunteers and voluntary organizations, and to increase volunteer satisfaction, connectivity and interests;</td>
</tr>
<tr>
<td>• To invest in the “Shared Responsibility” Principle that foundations the Parks, Recreation and Cultural Assets Master Plan.</td>
</tr>
</tbody>
</table>

That the City undertake a review of its staffing allocations and direct delivery programs to determine opportunities to reposition staff resources in support of community development and capacity building, partnership development and service coordination and planning roles.

That three staffing capacity envelopes be identified and improved role clarification be developed for the following functional areas:

- Community sport organizations, including any City supports for Sport Tourism and Programs of Excellence;
- Arts, culture, heritage and festivals and related community organizations;
- Community trails, cycling, Active Transportation, Active Living, environmental and community / neighbourhood association development and related community organizations.
That the functional roles of these assignments would include active participation in and development of:

- Community development and capacity building supports for service providing organizations, including marketing, program development, facility access, partnerships development with the City and other organizations, grant opportunities identification, services amalgamations and other activities;
- Service planning and coordinating initiatives within the assigned activities clusters, along with inter-cluster integration;
- Cluster needs assessments, programs and services evaluations, trends analysis and longer term planning strategic and service delivery supports.

7.3 **Specific Recommendations Capital Financial Profiles**

Table 7-1 profiles the aggregate capital financial estimates for the three service areas within the Master Plan. Appendix VIII provides project specific financial information.

**Table 7-1**

<table>
<thead>
<tr>
<th>Initiative Category</th>
<th>Costs</th>
<th>Funding</th>
<th>2009 to 2018 Variance</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Total Cost Estimates ($ 000 )</td>
<td>2009 to 2018 Capital Costs ($ 000 )</td>
<td>Capital Funding 2009 to 2018 ($ 000 )</td>
</tr>
<tr>
<td>Parks and Open Spaces (Includes Trails)</td>
<td>58,700</td>
<td>47,700</td>
<td>26,600</td>
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<tr>
<td>Recreation Services</td>
<td>43,510 to 59,250</td>
<td>31,510 to 47,250</td>
<td>30,105</td>
</tr>
<tr>
<td>Cultural Services</td>
<td>15,780</td>
<td>12,780</td>
<td>12,780</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>117,990 to 133,730</td>
<td>91,990 to 107,730</td>
<td>69,485</td>
</tr>
</tbody>
</table>
7.4 Policies and Strategies Integration

One of the important considerations for the implementation of the Parks, Recreation and Cultural Assets Master Plan is its integration with a series of policy and strategy initiatives ongoing within the City of Burlington ranging from the City’s Strategic Plans to specific initiatives, such as the Cycling Master Plan. The Parks, Recreation and Cultural Assets Master Plan does not stand alone as do any of these other initiatives. Therefore, the Parks and Recreation Department will need to exercise significant effort in order to ensure that all the planning, policy and direction setting initiatives are effectively integrated, both in terms of the intent of their outcomes and the specifics of their actions and procedures.

The following points represent some of the key areas of integration for the Parks, Recreation and Cultural Assets Master Plan.

- **Strategic Plans** – The City has a Strategic Plan and the Parks and Recreation Department has a Business Strategy that establish key directions, and a Vision with respect to partnerships, new governance models, community empowerment, capital and operating financing priorities and related considerations. Strategic Plans also exist for Seniors and Youth Services. The Burlington Art Centre, Museums of Burlington and the Burlington Public Library each have currently or will be updating Strategic Plans in the future. As a result, there are municipally-based or related Strategic Plans that are in the implementation stages or are undergoing updating that need to be integrated with the implementation of this Master Plan. Also, many potential partners have or will need to develop Strategic Plans related to their positioning in Burlington.

- **Best Practises** – the City developed a Leisure Service Delivery Policy in 2000 this has been reviewed and updated since. This initiative has significant influence on the City’s role and participation in any major community leisure facility project. The role of developing and supporting partnerships has been intensively identified in this Master Plan.

- **Parks Development** – the Parks and Recreation and the Roads and Parks Departments have major roles and a responsibility in terms of park needs identification, land acquisition, development and operations. Integration with the Master Plan will be important for a number of the initiatives recommended, such as the acquisition and development of new lands in areas of urban intensification.

- **Tourism / Integration** – a number of the facility proposals, such as the Alton Community Centre, the Performing Arts Centre, etc., represent significant opportunities for tourism development, cross marketing and selling with Sport Tourism as an emerging example. Therefore, integration with Tourism Burlington needs to occur in order to maximize the benefits to both the residents of the community and visitors to Burlington from a user / customer perspective, as well as from community development and economic perspectives.
- **Downtown Framework Plan** – As with most communities, continuous concern exists for the establishment of a vibrant and viable downtown area as in Burlington. To this end, the City has developed a Vision Framework Plan to guide the development and improvement of the downtown area. The previous development of the Downtown Waterfront Park is a prior example. A potential cultural node and related initiatives within the Master Plan have important crossovers with other development initiatives in the downtown area, such as the Burlington Art Centre and Burlington Performing Art Centre.

- **Community Use of Schools** – a substantial amount of the dry land recreation activity undertaken within the community occurs within the context of the reciprocal use with the two local School Boards. The volume of this use compares to approximately four to five large community centres. The City of Burlington’s long history with the use of schools results in neighbourhood level access to recreation space in every neighbourhood, often with multiple choices at different standards of service, such as secondary and elementary schools. Continuation of this resource within affordable, accessible and functional criteria is vital to the community in terms of key strategies for neighbourhood level and City-wide servicing, using all the community’s resources through partnerships and achieving the most effective and cost efficient service delivery strategies.

- **Seniors Leisure Services and Youth Services Strategic Plans** – in 2005, the City of Burlington finalized a Strategic Plan for Seniors Leisure Services and in 2007 one for Youth Services. A number of important initiatives have been identified and completed, including the expansion of the Burlington Seniors Centre. The extension of seniors and youth services into existing future community centres in north Burlington and other areas; the movement to wellness-oriented and broadened integration of services; a more enhanced information educational initiative relative to increasing the awareness levels and access to seniors services; and collective action to respond to transportation, affordability and other barriers for both seniors and youth have been identified and continue to be important initiatives.

- **Infrastructure Renewal Program** – another integrative strategy is to ensure that all new and / or upgraded facility initiatives are fully integrated with the capital improvement and retrofitting strategies of the City, in order that a comprehensive picture of future capital replacement and upgrading costs are identified early. Operational and functional utility of individual facility resources needs to be continuously developed in order to meet the changing needs of the users.
and the community. This strategy needs to focus on safety, minimizing operating costs, maximizing use and revenues and sustaining the community’s long term benefits from their initial investment in the facility, including ensuring contemporary facility features and benefits or re-adaptive uses as viable.

- **Development Charges** – Development Charges have been a significant capital funding source with respect to new libraries and recreational facilities that service only population growth. Ensuring that the purpose and application of the by-law is fully realized on behalf of the whole community is an important strategy and policy linkage that will need continuous planning and monitoring in order to determine the most appropriate application of these funds and the facilities that best reflect the intent of the By-law.

- **Parks and Recreation Department Role** – One of the transition points identified within the 1999 Master Plan was the movement of the Parks and Recreation Department to a stronger, more evident partnership development and support role as the first order of involvement in any specific service initiatives. In this role, the Parks and Recreation Department would act as an identifier of community needs, an organizer of partnership opportunities, a potential partner, as well as a partnership support resource. Within other contexts, the Parks and Recreation Department would be a direct developer and operator of selected service delivery initiatives. This policy and strategy perspective required repositioning and reflected a change that needed both departmental and community education, a planned approach and the tools to effectively implement the role. The Leisure Service Delivery Policy is one of the key components in facilitating the Parks and Recreation Department’s role in this regard.

- **Cycling Master Plan** – In the spring of 2009, the City received an approved in principle a twenty year Cycling Master Plan. It is part of an Active Transportation Strategy (ATS) that identifies various routes, including off-road, along road corridors and on-road corridors. It is transportation focused in terms of providing alternatives to private vehicle transportation. Its total completion, represents over $20 million initiative in active transportation.

  Closely and intricately aligned with the Cycling Master Plan, is the Community Trails Master Plan, and use of trails for both recreation and active transportation needs. The integration of these two initiatives is essential in order to maximize the benefits and to capture the most efficient and effective cost considerations.

- **Cultural Strategy (2006-2016):**

  Cultural Strategy goals include building leadership capacity for cultural development within the City of Burlington; building capacity in the cultural community; planning for cultural development; developing partnerships; developing economic benefits of culture; building public awareness of culture; and supporting the development of cultural infrastructure. The goals have related actions that have either been completed, are in progress, or in the planning stages and are subject to Council’s approval.
• **Public Art Master Plan (2009-2018)**

In June of 2009, the City approved a ten year Public Art Master Plan and new Public Art Policy. The Public Art Master Plan articulates a vision for public art and identifies opportunities to implement a public art program to enhance the city’s cultural vitality. Potential sites for public art, upcoming opportunities to include public art, processes for the selection of art and a program management structure are addressed.

These and other current and future policy and strategy initiatives need to be incorporated within the context of the implementation of the Parks, Recreation and Cultural Assets Master Plan. In some cases, the Master Plan itself will be a significant component in influencing other policies and strategies, while in other cases, it will be influenced by these other initiatives. Whatever the impact, the need to ensure that all the various initiatives are linked is an important implementation task that the Parks and Recreation Department will need to ensure is identified, practised and evaluated on an ongoing basis.

7.5 **MASTER PLAN REVIEW**

**Overview**

Ongoing review and improvements will be necessary in order to keep the Parks, Recreation and Cultural Assets Master Plan and its updates relevant and on track in order for it to have continuing value to all constituents.

**Recommendation 41:**

**Master Plan Review Program**

That the following review process is recommended for the 2009 City of Burlington Parks, Recreation and Cultural Assets Master Plan:

> Annual reviews on the projected completion dates and other points, with a resetting of dates and related tasks, plus updating of potential projects and policy considerations as they evolve within the operating environment;

- A five-year review which would constitute a significant updating and integration in conjunction with the five year increments of the Development Charges Bylaw starting in 2014. This would allow for consolidation of any previous changes, as well as provide clarification of the capital funding available from the Development Charges Bylaw for the next five-year period;

- A ten year anniversary review which would likely involve broader public consultation and related activities to position the Master Plan for its second ten year planning term, reflecting new and emerging priorities, directions and trends of the next decade.
APPENDIX I

Situational Analysis and Options and Alternatives Workshops Outcome
<table>
<thead>
<tr>
<th>Strategic Theme: Population Growth, Demographics and Community Development</th>
<th>Implications</th>
<th>Strategies / Priorities Perspectives</th>
</tr>
</thead>
</table>
| • Build-out approaching with 13,000 new residents by 2021 and potentially another 18,000 by 2031  
• Only 1% growth rate compared to almost double this rate for previous planning periods  
• Provincial Growth Management Plan will require focus on urban intensification / increased densities in established areas  
• Moving to 55% to 60% of population north of QEW by 2021  
• Aging trend strongest in south Burlington and now tracking provincial trends  
• Younger, family-based population in the north but the area will have the highest number of Long Term Care and retirement units for seniors  
• Cultural diversity increasing, particularly in North Burlington now over 16% of population and more aligned in 2006 with provincial trends than previously  
• Lone parent households / families with low income collectively represent 20% of the population based on 2006 Census Canada data | • Growth in services demand will diminish due to decreasing population growth rate  
• Reduced future Development Charges funds for new projects compared to last 20 years  
• Increased emphasis on the needs of an aging population but youth numbers will remain stable and will not diminish  
• Increasing cultural diversity will impact participation rates for ice, soccer, cricket, outdoor group, festivals and other services  
• Affordability and accessibility will become increasing considerations for services related to user fees and charges  
• Service demand levels will be influenced by cultural diversity population growth, limited new intensification, and seniors facilities in north Burlington  
• Service demand levels will be influenced by changing neighbourhood demographics, intensification and aging in south Burlington | • Future large project initiatives will be significantly less supported by Development Charges and will need other sources of capital funds  
• Increased market segmentation for services due to differing and changing demographics related to north and south Burlington  
• Increasing interests in soccer, cricket, cultural and seniors services due to aging, diversity and related population trends  
• More traditional services maybe stable or experience declines in participation  
• User fees and affordability policy perspectives will become more sensitive and scrutinized  
• Neighbourhoods / Planning Areas experiencing intensification over next 10 to 20 years will or maybe underserviced as to parkland and open space resources if new lands not added with density growth. New and more innovative park and open space models will need to evolve |
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<tr>
<th>Outcomes</th>
<th>Implications</th>
<th>Strategies / Priorities Perspectives</th>
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<tbody>
<tr>
<td><strong>Strategic Theme: Service Delivery and Participation</strong></td>
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<tr>
<td>• Increasing role for the not for profit and private sectors, particularly at the program (non-facility) level, often dependent on public venues or repositioning of City’s direct delivery of programs and services</td>
<td>• Possible repositioning of role for City to a more of an emphasis on community development / capacity building, facilities / venues and community services planning and co-ordination to support broadening of and more accessibility to services;</td>
<td>• Land resources for parks and open space in the future will be more challenging or unavailable due to build-out constraints and intensification in established / mature residential areas</td>
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<tr>
<td>• Volunteer-based services delivery remains the dominant program model. Changing interests and complexities of volunteers can create sustainability and quality of service challenges</td>
<td>• Increasing emphasis on partnerships, joint ventures and collaborative strategies to services delivery</td>
<td>• Moving to a delivery philosophy of a more “Shared Responsibility” between community and City</td>
</tr>
<tr>
<td>• Continually increasing interest in new and evolving activities with expectations that the City will support at levels as it does for ice, sports fields, seniors, early years, youth and other segments</td>
<td>• Current user fee models may not support emerging services delivery model and key principles due to their ad hoc history and lack of a strong policy foundation</td>
<td>• User fee policies will need to become more rationale, fair, effective and transparent</td>
</tr>
<tr>
<td>• Increasing service quality and customer service expectations for facilities and venues, especially as user fees increase towards perceived market levels</td>
<td>• Increasing interest in higher sports performance participation opportunities, especially amongst larger, established community-based programs</td>
<td>• Community development and capacity building will continue to grow as a City functional role and responsibility</td>
</tr>
<tr>
<td>• Growing youth interest in “extreme sports”, with “fringe” services (e.g.: skate boarding, BMX) increasingly seen as mainstream</td>
<td>• Increasing emphasis on service delivery being based on units per 1000 population rather than market-based approaches which could result in less optimum servicing investments and outcomes</td>
<td>• Ensuring the broadest array of accessible, affordable and available services will be the primary priority and focus in order to serve / engage all residents</td>
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<td>• Delivering across hierarchical levels of participation, will intensify and shape calls for increased facility and venue capabilities, especially at the higher performance end of the spectrum, e.g.: Programs of Excellence</td>
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### City of Burlington Parks, Recreation and Cultural Assets Master Plan
#### Situational Analysis Strategic Themes Framework

<table>
<thead>
<tr>
<th>Outcomes</th>
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<tr>
<td>• Increasing interest in arts, culture and heritage; and walking, health / wellness services across all age categories but especially amongst the over 50's population (Boomers) and youth (obesity)</td>
<td>• Growing pressure from new and emerging programs and services that don’t fit current policies and strategies, will create pressures on municipalities to reconsider municipal services delivery roles and priorities</td>
<td>• Need more strategies and policies that move from large market / universally supported participation segments to small, more targeted participation segments</td>
</tr>
<tr>
<td>• Increasing participation segmentation of resident population over last 20 years and intensifying in last 10 years</td>
<td>• Municipality’s role of all things to all people not affordable or sustainable. Repositioning of the role and strategies will emerge</td>
<td>• Policies will increasingly need to encourage and facilitate equity and awareness for new and emerging programs and services (e.g.: female hockey, cricket, culture)</td>
</tr>
</tbody>
</table>

#### Strategic Theme: Resources and Utilization

<table>
<thead>
<tr>
<th>Ice resources:</th>
<th>New arena capacity emerged to support Equity Policy and growth in participation due to population increases and female participation increases</th>
<th>New ice capacity a longer range need, possibly past 2020</th>
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<tbody>
<tr>
<td>- 9 City pads</td>
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<td>- 91.0% prime time capacity used</td>
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<td>- Two new ice pads underway</td>
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<td>- Private twin pad available, plus single pad</td>
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<td>- Male demand levelling but over seventy leagues extending use</td>
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<td>- Youth and adult female use continuing to grow</td>
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<td>Outcomes</td>
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<tr>
<td><strong>Sports fields:</strong>&lt;br&gt; - 23 primary baseball fields utilized @ 54.5%&lt;br&gt; - 21 primary soccer fields utilized at 44.4%&lt;br&gt; - 47 secondary baseball fields&lt;br&gt; - 30 secondary soccer fields&lt;br&gt; - secondary football and rugby field utilized @ 33.6% to 47.9%&lt;br&gt; - four to six new soccer fields, some with artificial turf, are planned (Norton and City Park)&lt;br&gt; - two to three ball fields are planned (Alton and City Park)&lt;br&gt;<strong>Baseball registration has declined significantly, but now stable. New field demand limited</strong>&lt;br&gt;<strong>Soccer registration to grow across male / female; youth, adult and master levels</strong>&lt;br&gt;<strong>Football stable and a small segment</strong>&lt;br&gt;<strong>Rugby will grow due to increased male but more so, due to growing female participation</strong>&lt;br&gt;<strong>Soccer field capacity growth will be strong and can be responded to via new fields and / or, artificial turf and lights on existing and new fields</strong>&lt;br&gt;<strong>Need for rugby and cricket fields, with football potentially sharing a soccer field</strong>&lt;br&gt;<strong>Baseball field and field hockey pitches capacity adequate</strong>&lt;br&gt;<strong>Sport tourism initiative will increase demand for higher quality facilities</strong></td>
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<td>Outcomes</td>
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<td>Strategies / Priorities Perspectives</td>
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<tr>
<td>Indoor Pools:</td>
<td>Indoor pool growth basically tracking population growth with fitness lane and masters swimming growth above average</td>
<td>Increased capacity a low priority</td>
</tr>
<tr>
<td>- usage has been relatively stable over the last three years at four indoor pools at 325,000 to 332,000 visits per year</td>
<td>Capacity exists in south Burlington;</td>
<td>Partnership with YMCA in Alton / Orchard a future possibility</td>
</tr>
<tr>
<td>- Centennial Pool has considerable capacity available, Tansley Woods receives 55% of all use</td>
<td>Centennial Pool only collegiate pool not upgraded.</td>
<td>Any future indoor pool would be located in Alton / Orchard</td>
</tr>
<tr>
<td>- No new indoor pools planned but YMCA has long term plan for north Burlington / Oakville</td>
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<tr>
<td>Outdoor Pools:</td>
<td>Outdoor pool use tracks youth population in service areas</td>
<td>Focus on splash pad development and renewal of existing pools over time</td>
</tr>
<tr>
<td>- 3 outdoor pools have had some declining use from 74,700 visits in 2006 to 65,800 visits in 2008</td>
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</tr>
<tr>
<td>Permitted Use of Public Schools:</td>
<td>School use growing due to Provincial Community Use Policy which financially supports access, as well as local School Board interest, though school use is first priority and can impact regularity of use / access.</td>
<td>Growth in participation and in the population will intensify gymnasium utilization levels over the next ten plus years</td>
</tr>
<tr>
<td>- 23 elementary and 6 secondary public schools involving 19,230 hours</td>
<td>School facilities will continue as a priority source of facility space.</td>
<td>Increased use of reciprocal agreements between the City and the School Boards will stabilize capacity needs in the longer term future</td>
</tr>
<tr>
<td>- 13 elementary and 2 secondary Catholic Schools involves 4,800 hours</td>
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<tr>
<td>- Gymnasium utilization of the Public School Board is 10 double and 30 single gymnasiums represents 57.3% of total use</td>
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<tr>
<td>- Gymnasium utilization of the 11 Catholic School Board's, 6 double and 11 single gyms represents 84.3% of total use</td>
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<td>Outcomes</td>
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</tbody>
</table>
| **Programs and Services:**  
  - utilization of capacity after cancellations:  
    - Audience %  
      - preschool 73  
      - child 68  
      - youth/teen 62  
      - adult 67  
      - aquatics 63  
      - special events 80  
      - Total 65  
| City Program registrations are high related to capacity  
  - Shift in programming interests and preferences will increase variability, such as Early Years related to government policy initiatives  
| Need to assess City's role and capacities in light of continual market changes, other suppliers, etc. for some of the program categories |
| **Community Trails**  
  - 59 km of community trails  
  - Cycling Master Plan completed  
  - Walking and cycling high growth activities linked to fitness and transportation  
  - Trail system seen as underdeveloped as to destinations, amenities and year round use  
| Trails are highly and increasingly valued but underdeveloped related loops, destination connections, amenities an marketing  
| Significant trail development initiative needs to be fully integrated with Cycling Master Plan |
## City of Burlington Parks, Recreation and Cultural Assets Master Plan

### Situational Analysis Strategic Themes Framework

<table>
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<tr>
<th>Outcomes</th>
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</thead>
<tbody>
<tr>
<td><strong>Parks and Open Spaces</strong></td>
<td></td>
<td><strong>• Additional acquisitions should focus on strategic opportunities to complete existing parklands already identified</strong></td>
</tr>
<tr>
<td>- five level classification system in place</td>
<td></td>
<td><strong>• Unique opportunities for acquisition should be considered where appropriate</strong></td>
</tr>
<tr>
<td>* Parkette - .57 ha / 1000</td>
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<tr>
<td>* Neighbourhood - .85 ha / 1000</td>
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<tr>
<td>* Community - .82 ha / 1000</td>
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<td></td>
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<tr>
<td>* City - 1.26 ha / 1000</td>
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<td></td>
</tr>
<tr>
<td>* Special Purpose - .59 ha / 1000</td>
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<tr>
<td>- Total City lands involves 117 sites, 586.4 hectares with a 3.58 ha / 1000 resident service level</td>
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<tr>
<td>- Strong servicing level for each category</td>
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<tr>
<td>- All planning districts have significant parkland</td>
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<tr>
<td>- Need to include other open space opportunities, e.g: conservation lands, school sites, Royal Botanical Gardens and other sites add significant capacity and diversity of user opportunities</td>
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### Arts and Culture Services

- Five library branches with one planned and three to be enlarged.
- Services highly valued and well delivered.
- Performing Arts Centre project underway.
- Cultural venues are diverse and of quality with good programs.
- PAC will be a major audience-based addition.
- Primary need is for arts and culture programming in north and east Burlington to increase viability, accessibility and service.
- Arts and culture delivery strategy should focus on programming development and enhancements versus new facilities.
- Culture Master Plan be developed.
- Distribution of arts and culture programming to north and east.
<table>
<thead>
<tr>
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</tr>
</thead>
</table>
| - Student and adult theatres well received and active  
- Burlington Art Centre a hub for arts and culture, well valued, active and dynamic with program growth focus  
- Museums of Burlington growing, Joseph Brant Museum expansion planned  
- North and east Burlington arts and culture programming desired as programs are primarily in south west Burlington  
- Consultation preference for community organizations to be the primary program providers  
- Growing interest in arts and culture due to aging population, Creative Cities Movement and maturing society that is more culturally diverse  
- Cultural Policy Cultural Strategy and Public Arts Master Plan in place | availability  
- Community development and capacity building supports for service providers needed similar to other sports and community groups  
- Growing demand for both audience-based and participation-based service opportunities | Burlington via partnership using schools and City community centres (Alton, Centennial, etc.)  
- Elevate heritage and museum resources, capacities and service levels via Joseph Brant Museum expansion |

Strategic Theme: Community Consultation from Situational Analysis and Options and Alternative Phases

- High levels of satisfaction with services available  
- Larger and longer established service delivery organizations supportive and satisfied but recognize a changing future  
- Significantly high value for parks and open spaces, with emphasis on trails developments,  
- Importance of parks, open space and trails will continue as a highly valued public good and priority  
- The operating environment will become increasingly complex, sophisticated and segmented  
- Fairness and equity considerations (gender,  
- Sustaining the value for and provision of parks, open spaces and trails with trails, increasingly being both a transportation and recreation resources in need of strengthened amenities  
- Expanding community development and capacity building
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<tbody>
<tr>
<td>amenities and sustaining / growing available green spaces and maximizing waterfront opportunities</td>
<td>small groups, etc.) rising as a policy perspective</td>
<td>role as a growing City strategy</td>
</tr>
<tr>
<td>• Marketing, volunteer supports and organizational capacity development seen as a growing City contribution / role and priority</td>
<td>• Fitness, wellness, personal development and quality of life are growing priorities and values</td>
<td>• Reviewing policies on user fees, emerging small activities / suppliers, joint ventures and partnerships is needed</td>
</tr>
<tr>
<td>• Soccer and activities associated with increasing cultural diversity will become more prominent</td>
<td>• Balancing municipal supports across both larger, longer established group and new, smaller emerging groups will be an increasing challenge</td>
<td>• Resourcing existing infrastructure renewal a growing investment need</td>
</tr>
<tr>
<td>• Concerns from smaller / emerging groups and / or service providers as to how they receive fair and equitable access to facilities and related to participant affordability</td>
<td>• User fees and affordability continue as policy and funding challenges</td>
<td>• Build strategies on quality of life values, equity, diversity and effectiveness</td>
</tr>
<tr>
<td>• Interest in Programs of Excellence but lead by community sports groups and not to the detriment of broad-based resident participation opportunities</td>
<td>• Joint ventures and partnerships widely supported but may need new frameworks to be successful in the future</td>
<td>• Create service planning and delivery models that support flexible, community responsibility – based strategies with the City engaged at varying points and levels</td>
</tr>
<tr>
<td>• Increasing interest in fitness and wellness based activities</td>
<td>• Marketing, program specialization / segmentation and related trends are increasing evidence of a changing service delivery environment</td>
<td>• Priority City focus should be on broad-based participation opportunities across targeted user segments, with community groups taking on increased responsibility for specialized, higher performance and cultural programs and services</td>
</tr>
<tr>
<td>• Emerging concerns that the current Joint Venture Policy parameters will not sustain some services, especially related to capital repairs and rehabilitation</td>
<td>• Volunteer organizational capacity sustainability and growth are vital to future services stability and scope</td>
<td>• City’s facilities provision, technical, marketing, volunteer and organizational capacity supports will be increasingly needed and valued from a policy and strategy</td>
</tr>
<tr>
<td>• Strong identification of increased female, masters and disabled participation growth</td>
<td>• Infrastructure repairs, renewal and re-adaptive uses a growing area of focus as existing venues and infrastructure age and activity preferences evolve to high quality, multi-use and more flexible spaces</td>
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<tr>
<td>• Renewal of sports field infrastructure to more contemporary standards was cited as a need.</td>
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<td>Outcomes</td>
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<tr>
<td>More partnerships and joint ventures, as well as new technologies (artificial turf) were seen as capacity building approaches</td>
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<td>perspective in support of volunteers and non-profit organizations</td>
</tr>
<tr>
<td>Concerns over the fairness, rationales and application of user fees and their impacts on participation affordability generally and smaller service providers specifically was widely cited</td>
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MASTER PLAN STRATEGIC DEVELOPMENT THEMES SUMMARY

The primary strategic themes that have emerged from the Situational Analysis and which will have policy, investment and related considerations for the Master Plan are:

- The City has a significant array of parks, open space, recreation and cultural assets distributed across the City providing high levels of service. The assets and facilities are well utilized and provide a range of active and passive quality experiences.

- The City’s starting point in planning Park, Recreation and Cultural Services for the next twenty years is not based on significant deficits but rather responding to selective groups, evolving community trends, and adapting to changes in the operating environment within a very dynamic, active and progressive community that has an excellent quality of life and high service expectations.

- Over the next twenty years, transitioning from high population growth and a large project orientation to a more stable population growth profile with increased emphasis on effectively sustaining and operating existing resources and working with reduced Development Charges for future capital projects.

- Effectively planning for a changing population profile, involving a diminishing growth rate, an aging population with increased cultural diversity.

- Future challenges in securing lands to support new initiatives will evolve due to build-out and in responding to possible park, open space and trail needs within mature neighbourhoods due to intensification.

- Effectively planning and responding to aging parks and recreation infrastructure, ensuring that key assets are well positioned after decades of use to respond to changing user expectations and needs will be a growing priority.

- Balancing accessibility, fairness and equity and the social and health benefits of parks and recreation participation within the financial constraints and resources of the municipality, and the expectations and ability of users and taxpayers to fund more an increasing policy challenge.

- Effectively responding to and facilitating the growth in newer or intensifying areas of service involving arts, culture, heritage, sports tourism and Programs of Excellence will emerge as policy and investment considerations.

- The City moving to an increased community development and capacity building role, along with more innovative, collaborative and partner-based strategies as a way to both sustain existing and to increase new services within a services environment that is becoming more complex, segmented and market-based will be a strategic direction.
• Developing strategies and supports to increase City and community capacity for soccer, gymnasium and indoor spaces, emerging activities and more culturally and community-based services will grow as service opportunities.

• Potential for the City to be increasingly placed in a policy position of selecting those services that it will be able to support and grow, and those services that it may not be able to support due to policy, financial and other constraints.
APPENDIX II

City of Burlington Current City Parks,
Recreation and Cultural Services Delivery Framework
CURRENT CITY PARKS, RECREATION AND CULTURAL SERVICES DELIVERY FRAMEWORK

As a basis to further understand and consider the City’s role and participation in services delivery based on the policies and strategies recommended within the Master Plan, an overview of the current framework for the City’s engagement is provided. The following points identify the key service delivery streams that the City is involved with, while the subsequent material identifies the various points of engagement by City departments and divisions.

- **Space Allocations Delivery Stream** – the provision of facility spaces, buildings, parks and other venues that are allocated through the City’s Space Allocation Policy and Gender Equity in the Allocation of Public Spaces Policy to community organizations in support of the delivery of their programs. Examples include the allocation of arena ice times, sports fields, rental of community centre and other spaces. The distinctive context of this service stream is that the City provides facilities and allocates the available spaces within its policies to support all community organizations, and in some cases, individual’s to access the spaces available on a fair and equitable basis. In the majority of these situations, the City is not the principal program provider, though there are some exceptions, such as public skating in the arenas. This service stream also includes the City’s allocation of the school spaces that it permits.

- **Direct Programs Delivery Stream** – represents programs directly delivered by the City within its own or leased venues and facilities. In these cases, the City is the primary service provider, such as indoor and outdoor aquatics, Velocity, etc. Other programs, such as special needs, early years, youth and related programs are also provided on a direct delivery basis, primarily within multi-use centres, schools and other spaces, sometimes in partnerships with community organizations, e.g.: Burlington Seniors Centre.

- **Joint Venture / Partnership Stream** - represents a service delivery strategy where the City engages in a partnership or a joint venture primarily for a facility which has a dedicated use relative to the partnering groups programs. This would include the Boys and Girls Gymnastics Clubs, the Burlington Curling Club, the Drury Lane Theatre, multiple tennis clubs, and to a degree, the Burlington Senior Centre particularly related to daytime Monday to Friday operations. The relationship with the City is primarily based on the capital development of facilities with the partnering body mostly responsible for facility operations and the delivery of programs and services.

- **Affiliate Services Delivery Stream** – this involves organizations, such as Museums of Burlington, the Burlington Arts Centre, the Burlington Public Library and the emerging Burlington Performing Arts Centre, where the City has direct capital and operating funding roles, as well as Board of Directors positions for these arms length operations. The City is often also the owner of the buildings these organizations operate through community-based Board of Directors, with either all Board of Director positions approved by City Council or a selected number of Board positions assigned for Council appointment.
- **Informal Services Delivery Stream** – represents opportunities, particularly on outdoor venues, for residents to use the Community Trail system, pursue play and informal sports fields activities, walk their pets, rest and reflect, for children to play in unstructured environments and similar activities. The City’s role involves the provision and maintenance of these spaces and their features. The use of these spaces is almost invariably at the discretion of the individual participant and / or their family and friends on a spontaneous and non-scheduled or programmed basis.

Each of these delivery streams are uniquely different relative to the role the City plays and how the City fulfills that role. This framework is at the core of the City’s services delivery roles and it’s supporting policies and frameworks. The provision of facilities and venues is linked to each of the five service delivery streams. Outside of this dimension, the City’s role varies widely from direct delivery, to facility development supports for joint ventures, to the allocation of City spaces to community organizations through the Allocation Policies.

A number of City departments and divisions are involved with the delivery of Parks, Recreation and Cultural Services. The following profiles frame the various activities by unit:

- **Parks and Recreation Department** – the City’s principal service provider in terms of programs, parks and facilities planning, development, operations, and directly delivered services; working with community organizations and sector coordination; grants preparation; implementation of allocation and service delivery policies; arts, culture and public arts initiatives; community consultation and related activities.

- **Roads and Parks Maintenance** – responsible for the maintenance of parks, sports field, trails and opens spaces, involving turf maintenance, parking lot snow clearance, site maintenance and grooming, garbage collection, signage and related operational activities for outdoor venues and facilities.

- **Finance Department** – responsible for the financial accounting of facility and venue operations; capital budgeting; Development Charges; financing; on-site cash management policies and procedures and related financial dimensions.

- **Planning Department** – engaged in the development and application of Official Plan policies that secure parkland; in the development of secondary plans that identify parks and recreation locations, open spaces and natural areas; and the Provincial Growth Plan strategies intensification requirements and impacts on selected neighbourhoods in Burlington. Also involved in the development and application of zoning, urban design and other policies and requirements that influence site development, architectural design and related components of park and facility and initiatives.

- **Engineering Department** – the planning and design components in regards to the City’s active transportation system, the Cycling Master Plan and the roads networks that connect with parks and recreation initiatives, such as Community trails.
- **Transit and Traffic** – provides the public transit services that represent one of the alternatives user have to access recreation and cultural facilities and parks and open space venues.

- **Corporate Services** – provides a range of services that are utilized to support the delivery of Parks, Recreation and Cultural Services. These include legal, property management, technology, human resources, Clerks, communications and other inputs to the overall City service delivery model.

- **Corporate Strategic Initiatives Department** – an emerging department within the City that will have responsibility for capital projects involving recreation and cultural facilities within the scope of the City’s responsibilities, as well as the long term preventive maintenance and rehabilitation, renewal re-adaptive use programs as facilities age and are repositioned overtime. This department will also have responsibility for facility and venue environmental, energy and related strategies within the City’s related policy guidelines, such as LEED’s applications.
APPENDIX III
Parks and Open Space Classification Profiles
## Recommended Criteria – Parkette Park

<table>
<thead>
<tr>
<th>PARKETTE PARK</th>
<th>Service Area: Varies by venue focus / intent</th>
<th>Optional Amenity Examples</th>
<th>Access</th>
<th>Service Standards</th>
<th>Identity and Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Development Considerations</td>
<td>Optional Amenity Examples</td>
<td>Access</td>
<td>Service Standards</td>
<td>Identity and Location</td>
<td></td>
</tr>
<tr>
<td>• Informal seating area</td>
<td>• Smaller play structure</td>
<td>• Walking</td>
<td>• Based on site opportunities</td>
<td>• Defined edges to distinguish from adjacent land use</td>
<td></td>
</tr>
<tr>
<td>• Open areas for play</td>
<td>• Monuments</td>
<td>• Cycling</td>
<td>• Supports to urban beautification</td>
<td>• Provide viable street frontage for safety and visibility</td>
<td></td>
</tr>
<tr>
<td>• Site amenities that are appropriate for location</td>
<td>• Public art</td>
<td>• Trails</td>
<td></td>
<td>• Site specific identity and development</td>
<td></td>
</tr>
<tr>
<td>• Heritage feature</td>
<td>• Heritage feature</td>
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<td></td>
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<tr>
<td>• Floral gardens / features</td>
<td>• Floral gardens / features</td>
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<td></td>
</tr>
<tr>
<td>• Trail connections</td>
<td>• Trail connections</td>
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</tr>
</tbody>
</table>

Notes
### Recommended Criteria – Neighbourhood Park

<table>
<thead>
<tr>
<th>NEIGHBOURHOOD PARK</th>
<th>Service Area: 400 to 800 metre radius</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Development Considerations</td>
<td>Optional Amenity Examples</td>
</tr>
<tr>
<td>• Play structures and areas</td>
<td>• Multi-use courts and small skate features;</td>
</tr>
<tr>
<td>• Informal seating area</td>
<td>• Public art</td>
</tr>
<tr>
<td>• Open play areas</td>
<td>• Parking spaces</td>
</tr>
<tr>
<td>• Shaded areas (with planting or shade structure for passive recreation)</td>
<td>• Trail connections</td>
</tr>
<tr>
<td>• Limited programmed sports fields (secondary quality) if appropriate</td>
<td>• Floral or heritage features</td>
</tr>
<tr>
<td>• Site amenities is appropriate for venue</td>
<td>• Leash free area</td>
</tr>
</tbody>
</table>

### Notes
- Location and facilities should be coordinated with elementary schools where this possibility exists.
## Recommended Criteria – Community Park

<table>
<thead>
<tr>
<th>COMMUNITY PARK</th>
<th>Service Area: (0.8 \text{ to } 2.4 \text{ kilometre radius})</th>
<th>Optional Amenity Examples</th>
<th>Access</th>
<th>Service Standards</th>
<th>Identity and Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Development Considerations</td>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>• Major play structures and areas that may be specialized</td>
<td>• Additional play fields or multi-use courts including skate features</td>
<td>• Walking</td>
<td>• Primarily active park spaces with the provision of passive spaces to fulfill the requirements of a neighbourhood where applicable or needed</td>
<td>• Defined edges to distinguish from adjacent land uses and screen park from negative adjacent impacts</td>
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<tr>
<td></td>
<td>• A minimum of two competitive / primary level play fields and one play court</td>
<td>• Cycling</td>
<td></td>
<td>• Provide extensive street frontage for safety and visibility; Location to be central to the community it serves and be accessible from a collector or arterial road</td>
<td></td>
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<tr>
<td></td>
<td>• Spectator seating areas;</td>
<td>• Trails</td>
<td></td>
<td>• Screen neighbouring residences from negative park impacts (play court lighting etc.) where applicable</td>
<td></td>
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<tr>
<td></td>
<td>• Provision of shade with planting or shade structures</td>
<td>• Transit</td>
<td></td>
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<tr>
<td></td>
<td>• Parking and lot lighting;</td>
<td>• Cars</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>• Trails / trail connections</td>
<td></td>
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<tr>
<td></td>
<td>• Site amenities</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Notes</td>
<td>• Serves identified group of neighbourhoods</td>
<td></td>
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<tr>
<td></td>
<td>• Location and facilities should be coordinated with secondary schools where this possibility exits</td>
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<tr>
<td></td>
<td>• Can fulfill requirements as a Neighbourhood Park, where that function may be needed</td>
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<tr>
<td></td>
<td>• Potential also to attract visitors from other areas outside of the City, e.g. sport tourism</td>
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<td></td>
<td>• Use of lighting and artificial turf to increase capacity</td>
<td></td>
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</tr>
</tbody>
</table>
# Recommended Criteria – City Park

<table>
<thead>
<tr>
<th>CITY PARK</th>
<th>Service Area: Serves the entire City and beyond</th>
<th>Optional Amenity Examples</th>
<th>Access</th>
<th>Service Standards</th>
<th>Identity and Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Development</td>
<td>Optional Amenity Examples</td>
<td>Access</td>
<td>Service Standards</td>
<td>Identity and Location</td>
<td></td>
</tr>
<tr>
<td>Considerations</td>
<td>Basic facility requirements to be determined on individual venue basis</td>
<td>Walking</td>
<td>Variable</td>
<td>Defined edges to distinguish from adjacent land use</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Parking</td>
<td>Cycling</td>
<td>Location dependent on availability of areas with feature these parks can rely on</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Trails / trail connections</td>
<td>Trails</td>
<td>Location dependent on availability of areas with feature these parks can rely on</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Site amenities</td>
<td>Driving</td>
<td>Location dependent on availability of areas with feature these parks can rely on</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Transit</td>
<td>Location dependent on availability of areas with feature these parks can rely on</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Significant frontage for visibility and safety requirements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Optional Amenity Examples</td>
<td>Parking lot lighting as required</td>
<td>Walking</td>
<td>Variable</td>
<td>Defined edges to distinguish from adjacent land use</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Washrooms as required</td>
<td>Cycling</td>
<td>Location dependent on availability of areas with feature these parks can rely on</td>
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<tr>
<td></td>
<td>Display info or guide to park facilities where applicable</td>
<td>Trails</td>
<td>Location dependent on availability of areas with feature these parks can rely on</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Visitor support amenities</td>
<td>Driving</td>
<td>Location dependent on availability of areas with feature these parks can rely on</td>
<td></td>
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<tr>
<td></td>
<td>Public art</td>
<td>Transit</td>
<td>Location dependent on availability of areas with feature these parks can rely on</td>
<td></td>
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<tr>
<td></td>
<td>Major spectator support for sports fields</td>
<td></td>
<td>Significant frontage for visibility and safety requirements</td>
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<tr>
<td></td>
<td>Special events infrastructure</td>
<td></td>
<td>Significant frontage for visibility and safety requirements</td>
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<tr>
<td></td>
<td>Cultural, civic and historic parks, memorials, monuments</td>
<td></td>
<td>Significant frontage for visibility and safety requirements</td>
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<tr>
<td></td>
<td>Public gardens, arboreta</td>
<td></td>
<td>Significant frontage for visibility and safety requirements</td>
<td></td>
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<tr>
<td></td>
<td>Downtown greens</td>
<td></td>
<td>Significant frontage for visibility and safety requirements</td>
<td></td>
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<td></td>
<td>Water play feature</td>
<td></td>
<td>Significant frontage for visibility and safety requirements</td>
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<td></td>
<td>Stadium with amenities</td>
<td></td>
<td>Significant frontage for visibility and safety requirements</td>
<td></td>
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<tr>
<td></td>
<td>Extreme sport opportunities</td>
<td></td>
<td>Significant frontage for visibility and safety requirements</td>
<td></td>
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<tr>
<td>Notes</td>
<td>Significant potential to attract visitation from outside the City (Waterfront Park)</td>
<td></td>
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<tr>
<td></td>
<td>Use of lighting and artificial turf to increase sport field capacity</td>
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</tbody>
</table>
Recommended Criteria – Open Spaces and Linkages

<table>
<thead>
<tr>
<th>OPEN SPACE / LINKAGES</th>
<th>Service Area: Serves the whole community and beyond</th>
<th>Optional Amenity Examples</th>
<th>Access</th>
<th>Service Standards</th>
<th>Identity and Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Development Considerations</td>
<td></td>
<td>Washroom and service buildings</td>
<td>Walking</td>
<td>Variable</td>
<td>Designated natural areas and site specific locations</td>
</tr>
<tr>
<td>• Pathway boardwalks interpretative and related elements as appropriate</td>
<td>• Trail lighting</td>
<td>• Cycling</td>
<td></td>
<td></td>
<td>• Easements on hydro or gas lines</td>
</tr>
<tr>
<td>• Buffer lands to protect natural areas</td>
<td>• Parking as required</td>
<td>• Transit as available</td>
<td></td>
<td></td>
<td>• Natural area corridors</td>
</tr>
<tr>
<td>• Trail heads, markers, etc.</td>
<td>• Public art</td>
<td>• Driving</td>
<td></td>
<td></td>
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<tr>
<td>• Trail connections to natural sites and inter-city connection</td>
<td>• Heritage focal points</td>
<td></td>
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<tr>
<td>• Site amenities</td>
<td>• Education facilities</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>• Open, informal activity spaces</td>
<td>• Washroom and service buildings</td>
<td></td>
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<tr>
<td></td>
<td>• Trail lighting</td>
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<tr>
<td></td>
<td>• Public art</td>
<td></td>
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<tr>
<td></td>
<td>• Heritage focal points</td>
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<td></td>
<td>• Education facilities</td>
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</tr>
<tr>
<td></td>
<td>• Open, informal activity spaces</td>
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</tbody>
</table>

Notes
- Mostly natural surfacing for passive nature hiking in sensitive areas
- Multi-purpose surfaces for wheelchair accessibility, walking, strollers, rollerblading, cycling on a site specific basis
APPENDIX IV
Specific Recreation Services Recommendations Framework
# Recommendations – Parks, Open Spaces and Community Trails Framework

<table>
<thead>
<tr>
<th>Park Recommendation</th>
<th>Rationale</th>
<th>Target Population</th>
<th>Implementation Criteria</th>
</tr>
</thead>
</table>
| Community Trails Master Plan         | • Continue to develop a comprehensive and contemporary trail network for growing and varying use  
• Supports Active Transportation Plan / Cycling Master Plan  
• Supports fitness, wellness and community development benefits  
• People of all backgrounds and abilities can benefit | • City-wide  
• Regional connections  
• All ages | • As per Community Trails Master Plans |
| School Lands                         | • Use of existing land and facility resources to increase capacity, reducing need to acquire and develop expensive lands and venues  
• Connects sports facilities to neighbourhood and community level service areas | • City-wide with delivery focus on Neighbourhood and Community Parks levels  
• All ages and abilities | • As opportunities present themselves, e.g.: Alton Secondary School |
| Lowville Park Development            | • Support ethno-culturally-based growth in and large community outdoor picnics, related sports activities, assemblies and special events  
• Special events venue i.e. cycling road races, Winterfest, etc.  
• Does not displace uses in existing parks and supports emerging needs  
• An excellent setting for the proposed use s | • City-wide and regional  
• Residents and visitors / tourists  
• All ages  
• Ethno-culturally communities | • Aligned with Park and Open Space Renewal Program outcomes |
| Waterfront Parks                     | • Highly valued and unique resources  
• Require long term direction and annualized | • City-wide and regional  
• Residents and visitors / tourists | • Based on completed Master Plans and partner and City |
<table>
<thead>
<tr>
<th>Park Recommendation</th>
<th>Rationale</th>
<th>Target Population</th>
<th>Implementation Criteria</th>
</tr>
</thead>
</table>
| **Mountainside Park** | • Conserve fragile woodlot in support of environmental stewardship  
• Re-adaptive use of underutilized ball fields to support more neighbourhood level uses  
• Need for park renewal investment exists | • New neighbourhood activities venue  
• All ages and backgrounds in the service area | • Based on finalized Site Master Plan and funding availability |
| **Sherwood Forest Park** | • Existing park renewal investment to upgrade and enhance capacity and quality  
• Support increased soccer capacity and sport development needs  
• Reduce cross neighbourhood traffic to ball field area with new entrance  
• Improve soccer capacity and rugby needs if rugby not relocated  
• Preserve park’s multi-purpose uses, natural areas and trails | • Soccer, baseball and other sport field users, youth and adults, and female participants  
• Neighbourhood and City-wide uses for residents and visitors  
• All ages and backgrounds | • Based on a completed Site Master Plan and funding availability |
| **Kilbride Park** | • Establish a strategic direction for a rural area park in a built up community area  
• Provide a mix of neighbourhood and community park uses to reflect unique character and needs of the service area | • Rural area and local settlement  
• All ages and backgrounds | • As per outcomes of Parks and Open Space Renewal Program |
## Recommendations – Parks, Open Spaces and Community Trails Framework

<table>
<thead>
<tr>
<th>Park Recommendation</th>
<th>Rationale</th>
<th>Target Population</th>
<th>Implementation Criteria</th>
</tr>
</thead>
</table>
| **Parks and Open Spaces Renewal Program**    | • Programmed approach to parks renewal for aging parks infrastructure similar to facilities renewal strategies  
• Refreshed parks reduce pressure on newer venues and facilities, and builds community value for the site  
• Allows for flexible adjustments to parks and facilities inventory to align with changing use needs.  
• Ten year capital forecast has initiated program elements and needs to fully integrate the results of a comprehensive parks and open space infrastructure review  
• Upgrades facilities to contemporary standards and safety perspectives to increase playability, user satisfaction and capacity alignment  
• Responds to site specific issues, such as water, field overlap and other concerns that reduces use and creates program challenges | • City-wide application with focus on venues over fifteen to twenty years old  
• Residents within variable service areas | • Start initiation to facilitate, other park and open recommendations within the Master Plan |
| **Tennis Courts**                            | • Balance access between club play and public / informal play opportunities across the City  
• Distribution across the City to facilitate participant access | • Community Park service areas  
• Residents of all ages  
• Tennis beginner / novice and recreational players | • Integrate with parks and open space renewal program |
| **North Burlington**                         | • Provide park-based services for population demographics, such as BMX track and skate board facility | • All ages in north Burlington | • As demand levels and community development warrants |
### Recommendations – Parks, Open Spaces and Community Trails Framework

<table>
<thead>
<tr>
<th>Park Recommendation</th>
<th>Rationale</th>
<th>Target Population</th>
<th>Implementation Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sports Field Capacity and Development</strong></td>
<td>• Establish alternative strategies for balancing and enhancing sports field development on quality and capacity levels</td>
<td>• All sports field users</td>
<td>• As primary sports field use by sport type exceeds 60% of available capacity and secondary field use exceeds 30% of capacity</td>
</tr>
<tr>
<td></td>
<td>• Maximize use of available land resources</td>
<td>• Outdoor sport clubs and leagues</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Use available technology to enhance capacity and quality</td>
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<td></td>
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<tr>
<td></td>
<td>• Ensure a mix of fields of play and levels of play opportunities including informal / non-programmed play</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Water Play Opportunities</strong></td>
<td>• Strong family activity</td>
<td>• Community Park service areas</td>
<td>• Development within five to seven years or as funding is available to complete the program</td>
</tr>
<tr>
<td></td>
<td>• Effective social development environment for children and parents</td>
<td>• Younger children and families</td>
<td></td>
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<tr>
<td></td>
<td>• No staffing requirements and less regulated than wading pools</td>
<td>• Residents of all backgrounds and visitors</td>
<td></td>
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<tr>
<td></td>
<td>• Extension of playground use with additional dimensions</td>
<td>• Based on service area, park capacity to support demographics and expressed interest</td>
<td></td>
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<tr>
<td></td>
<td>• People of all ages and backgrounds can benefit</td>
<td></td>
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<td></td>
<td>• Balance accessibility across the City</td>
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</tr>
<tr>
<td>Park Recommendation</td>
<td>Rationale</td>
<td>Target Population</td>
<td>Implementation Criteria</td>
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<tr>
<td>--------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>------------------------------------------</td>
<td>------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Community Gardens</td>
<td>• Supports grow own / use local produce movement</td>
<td>• City-wide servicing</td>
<td>• Availability of partnership and / or sustainable community interest</td>
</tr>
<tr>
<td></td>
<td>• Positive social and physical activity for individuals and families</td>
<td>• Adult residents and their families</td>
<td>• Based on park and open space renewal program</td>
</tr>
<tr>
<td></td>
<td>• Provide unique opportunities for people who may have financial challenges</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• People of all backgrounds can benefit</td>
<td></td>
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</tbody>
</table>
APPENDIX V
Specific Recreation Services Recommendations Framework
### Recommendations – Specific Recreation Services

<table>
<thead>
<tr>
<th>Recreation Recommendation</th>
<th>Rationale</th>
<th>Target Population</th>
<th>Implementation Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Indoor Aquatic Facilities: 4 Centres</strong></td>
<td></td>
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</tr>
</tbody>
</table>
| Centennial Pool | ● Finalize 2004 Master Plan strategies  
● Enhance utilization and market competitiveness  
● Sustain City-wide service distribution  
● Support increase of 13,000 to 20,000 residents in north Burlington  
● Monitor long term partnering opportunity | ● All ages, abilities and rentals  
● Increase utilization levels via enhanced facility quality and capacity | ● As per capital forecast plan |
| Future Indoor Pool Review | | | |
| Future Indoor Pool Review | | | |
| **Ice Facilities: 9 existing; 2 underdevelopment** | | | |
| Multi-pad Arena Strategy | ● Significant operating economies of scale, up to 25%  
● Use renewal funds to replace undersized ice pads planned facility and facilities with few contemporary amenities  
● Support sport tourism  
● Enhance program delivery  
● Reduce impact on neighbourhood areas | ● Current and future ice users across the City | ● As significant single ice pad arena renewal is planned on an individual case basis  
● Prime time ice utilization is sustained at 90% plus over three or more consecutive years |
<table>
<thead>
<tr>
<th>Recreation Recommendation</th>
<th>Rationale</th>
<th>Target Population</th>
<th>Implementation Criteria</th>
</tr>
</thead>
</table>
| **Long Term Twin Pad in North Central Burlington** | • Support additional female participation growth of 15% to 30% per year  
• Support emerging programs, such as sled hockey and sports tourism | • Ice users across the City  
• All ages, both genders and broader abilities profile | • Prime time ice utilization is sustained at 90% or higher three or more consecutive years  
• Population and female hockey growth trends occur as currently forecasted |
| **Private Arena Acquisition Review** | • Examine opportunity to determine economical and facility quality viability  
• Could be used to replace long term arena needs though location may not be preferred | • Adult ice users across the City and regional area  
• Some youth ice users | • Alternative approach to Arena Consolidation Strategy and/or replaces requirements for long term arena needs if required |
<table>
<thead>
<tr>
<th>Recreation Recommendation</th>
<th>Rationale</th>
<th>Target Population</th>
<th>Implementation Criteria</th>
</tr>
</thead>
</table>
| Community Centres and Gymnasiums: | • 10 centres across the city, varying in size and functions;  
• 6 City gymnasiums;  
• Over 25 secondary school gymnasiums used | | |
| Alton Community Centre | • Identified in 1999 and 2004 Master Plans to support service levels in high growth areas now nearing build-out  
• Strong growth trend in gymnasium sports, emerging uses and sports tourism opportunities  
• Significant benefits from secondary school partnership | • Primarily Alton / Orchard community  
• City-wide users  
• Both male and female, youth and adults | • As per current project development profile  
• Sport tourism operational capacity required |
| Mountainside Park Program Facility | • Broader locational accessibility to programs and facilities  
• Increased capacity to meet service growth demand  
• Provide programming more tailored to local service area profiles  
• Additional north Burlington gymnasiums not required due to Alton, Tansley and Brant Hills Community Centres | • Nelson Planning District | • Based on outcomes of the Mountainside Park Feasibility Study and funding availability |
| Sherwood Forest Recreation Centre | • Replace aged / outdated, low ceiling, single use facility  
• Develop aligned with future directions for Sherwood Forest Park | • Users of Sherwood Forest Park  
• City and neighbourhood residents | • Based on outcomes of Sherwood Forest Park Feasibility Study and funding availability |
# Recommendations – Specific Recreation Services

<table>
<thead>
<tr>
<th>Recreation Recommendation</th>
<th>Rationale</th>
<th>Target Population</th>
<th>Implementation Criteria</th>
</tr>
</thead>
</table>
| Southeast Burlington Community Centre (Nelson Park) | • Service City area with no contemporary community centre facilities  
• Broader locational accessibility for service area residents to programs and facilities  
• Increased capacity to meet growth demand  
• Provide programming more tailored to local service area profiles | • Wellington and Lakeshore Planning Districts | • Shorter term need due to lack of facilities in the area  
• Based on City capital priorities and funding availability |
| Stadiums                   | • Support Sport Tourism and Programs of Excellence Policy recommendations, special event facility needs  
• Two stadiums adequate and flexibility allows for facility alignment with sport requirements  
• 1,000 to 1,500 permanent seats maximum required and can be augmented by temporary seating based on individual event needs and site compatibility | • City sports field youth and adult users  
• Special event attendees | • Nelson Stadium exists and has been redeveloped  
• City Park stadium under development |
<table>
<thead>
<tr>
<th>Recreation Recommendations</th>
<th>Rationale</th>
<th>Target Population</th>
<th>Implementation Criteria</th>
</tr>
</thead>
</table>
| Tansley Woods Senior’s Space | • Increasing seniors population in north Burlington  
• Access to Burlington Seniors’ Centre is challenging for many potential uses from the north  
• Locate participation opportunities closer to where users live | • Seniors in north Burlington | • As part of Senior’s Service development |
| Alton Community Centre Youth Teen Space | • Respond to highest concentration of youth / teen population in Burlington  
• Increase services accessibility as most youth / teen dedicated programming currently in south Burlington | • Youth / teens 12 to 18 years of age | • Align with Alton Community Centre design and development program |
| Tyandaga Clubhouse | • Better utilize existing capacity  
• Improve accessibility to services for the service area | • Tyandaga area | • Based on program needs and opportunities linked to Alton Community Centre initiatives |
APPENDIX VI
City of Burlington Ice Delivery Strategy Materials
City of Burlington
Future Arena Investment Strategy

1.0 Introduction

As part of the discussions on the ongoing development of the City of Burlington’s Parks, Recreation and Cultural Assets Master Plan, an assessment has been requested in regards to the pros and cons associated with two alternative future arena investment strategies. The first one involves the sustaining and renewing of current single pad arenas within the City’s inventory, reinvesting in their ongoing rehabilitation. The second strategy involves consolidating single pad arenas into twin pad arena venues over time when single pad arenas are scheduled for major reinvestments.

The City currently has five single pad arenas – Central, Nelson, Skyway, Mountainside, and Aldershot. Not all of these single pad arenas would be candidates for a consolidation strategy in the first ten to twenty years. Aldershot in the last five years has had a major renewal with an added community room. Central is the City’s only larger seated venue, and therefore, has a specialized function. Nelson has received infrastructure upgrades in recent years. Skyway and Mountainside represent potential candidates if an ice consolidation strategy were deemed beneficial. Both facilities have undersized ice surfaces at 75 ft x 175 ft compared to the more contemporary standards of 195 / 200 ft x 85 ft, are older buildings with limited user amenities and will require major renewal investments over the life of the Master Plan.

The following pro / con assessment is provided for the two strategy alternatives for future arena investments:

2.0 Sustain Single Pad Arena Facilities and Re-Invest

Pros

- Provides for the potential wider distribution of arena facilities geographically across the City, reducing drive times and enhancing accessibility for some residents in local services areas
- Can create a stronger sense of neighbourhood identity and focus as an identifier within the local community
- Provides increased accessibility for public skating: Moms, Pops, and Tots programs; and to a lesser degree, shinny hockey
- Lower capital cost investments compared to a new replacement ice pad on an existing site, or as a twinning strategy or if the existing single pad were to expand its ice surface to a more contemporary standard ($3 million to $6 million versus $8 million to $10 million)

Cons

- Can create significant traffic volumes in neighbourhood areas over the ice season
- Since virtually all ice programs in Burlington operate on a City-wide basis, there is limited ability to schedule figure skating, hockey or other programs whereby the people living in a local area of an arena actually play in that arena. Therefore individual user access to an arena facility is schedule-based not geography-based
The smaller size of the ice surface is, and will in the future, increasingly be less desirable for older youth and adults as equipment and players become larger and ice size becomes an increasingly important safety consideration, narrowing the potential use levels.

Current levels of reinvestment, as identified in the ten year capital forecast, will not change the fundamental structure of the building in terms of ice size, amenities, etc.

Both arenas have variable levels of complaints from neighbouring residential proprieties related to noise, traffic, lights, etc. due to their location in residential areas.

The facilities, due to their size, amenities, etc., have a lower priority for more intensive activities, such as sport tourism, skating shows, meets and related activities.

Due to dehumidification and other challenges, these facilities can at times have difficulty supporting summer activities due to floor moisture which creates safety and other challenges.

The age of the two buildings ranges from thirty-five to forty years resulting in a potential need for increasing ongoing renewal of the facilities as all the major systems age – roof, walls, ice floor, ice equipment, etc., raising a question as to the value of significant periodic reinvestments in aged infrastructure.

Potential for incrementally reducing revenues (not counting ice fee increases) if user groups place greater priority on other available facilities and are able to access them, resulting in possible incremental growth in individual facility operating deficits overtime.

The benefit of single pad arenas is the ability to distribute them across the community and potentially generate a greater connection with local and neighbourhood user audiences. This was the historical perspective as to how arena facilities evolved. Both of the identified facilities are aging, and overtime, are increasingly less aligned with contemporary programming, utilization, facility and related features and capacities.

One of the more significant challenges with the single pad arena, is that though its strength is its proximity and neighbourhood relationships, no major ice user programs operate on a neighbourhood or local basis. The programs are City-wide, and therefore, there is limited if any scheduled linkage between the neighbourhood a participant lives in and the arenas they might utilize.

3.0 Twin Pad Consolidation Strategy

Pros

Consolidation over ten plus years, would result in facilities that have more contemporary features and capacities today, including ice surface size, number of dressing rooms for sport tourism and gender equity, etc.

Twin pad facilities are more typically located on arterial roads, resulting in less neighbourhood traffic, noise and other impacts.

Twin pads and larger configurations are preferred and are a more financially viable format in regards to supporting sport tourism activities, such as hockey tournaments, skating shows, meets, etc.

The strategy tends to align more effective with how program delivery occurs i.e.: on a City-wide basis as delivered by ice service providers.
• Generally more preferred by ice program deliverers as their program operations are less distributed, better uses volunteer time and provides stronger facility centre points to their programs, along with reduced confusion around game and practise locations, etc.

• Potential for important financial enhancements, as twin pad arenas are often 20% to 25% less costly to operate (one ice resurfacer, one crew, more integrated and smaller equipment, etc.) and a potential to have enhanced ancillary revenue generation (one concession for two arenas, selected retail services, etc.) often resulting in twin pad arenas being able to operate at or near break-even related to direct costs

• In some cases, twin pad arenas are on larger venues, resulting in more multiuse / multi-user complexes with greater economies scale, involving auditoriums (Mainway and Appleby), branch libraries (potentially Nelson). Single pad facilities tend to be on more constrained sites, such as Aldershot; Mountainside in regards to the woodlot and pool; and Skyway due the residential development

• Can be better competitively positioned in regional market areas with emerging new arenas related to sustaining or attracting non-boundaried ice programs, eg: adult hockey leagues, ringette, adult skating clubs, etc.

**Cons**

• A higher capital cost strategy, as planned renewals for the two facilities are in the $5 million to $6 million range compared to a new replacement twin pad or developing two twin pads out of single pads which would likely be in the order of $14 to $16 million

• Reduced pedestrian and cycling travel opportunities to public skating times

• Depending on consolidation sites selected, could result in a concentration of arena facilities in a few areas of the community

Twin pad facilities have financial advantages from an operating perspective, along with enhanced programmatic, sport tourism and related benefits, with the potential to reduce selected neighbourhood impacts. They have a higher capital investment requirement initially that to various levels is offset by reduced annualized operating costs, improved revenue opportunities, and investing in contemporary features and capabilities that enhance program quality and user experiences.

4.0 Evaluation Materials

The following chart provides an assessment of the existing arenas.
<table>
<thead>
<tr>
<th>Physical Condition</th>
<th>Appleby</th>
<th>Mainway</th>
<th>Central</th>
<th>Nelson</th>
<th>Aldershot</th>
<th>Skyway</th>
<th>Mountainside</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening Year &amp; Size</td>
<td>Very Good 1999, $5.6m 64,557 ft²</td>
<td>Very Good 1986 68,033 ft²</td>
<td>Good 1968 37,558 ft²</td>
<td>Good 1965 26,534 ft²</td>
<td>Good 1961 21,211 ft²</td>
<td>Fair 1974 23,256 ft²</td>
<td>Fair(‐) 1970 21,136 ft²</td>
</tr>
<tr>
<td>Community Need</td>
<td>Supported financially by community.</td>
<td>Very Good</td>
<td>Well used and in demand</td>
<td>Very Good In demand</td>
<td>Good Provides opportunity for local residents</td>
<td>Good Continues to accommodate demand in ice.</td>
<td>Fair Continues to accommodate demand in ice. Limited mostly to youth uses.</td>
</tr>
<tr>
<td>Functionality</td>
<td>Very Good Incorporates new technologies, durable materials, systems, support spaces/services, wide user range, enhanced programming for community groups. Accommodates tournaments and skating club. Provides ice year round 200x85 ice surfaces</td>
<td>Very Good Similar to Appleby. Provides large auditorium to supports events and tournaments 200x85 ice surfaces</td>
<td>Very Good Unique in the inventory as it is largest seated venue (1200 seats). Accommodates large events. Serves other uses within the park, i.e. seniors, music. Offers summer use. 185x85 ice surface</td>
<td>Good Provides summer use, supports park and pool functions. Lacks community space 180x80 ice surface</td>
<td>Good Facility improved including lobby, change rooms, ice surface, community room, site improvements, facade, etc. 178x80 ice surface</td>
<td>Good Smaller facility. Small ice surface. Provides summer use. Limited support of park. 175x75 ice surface</td>
<td>Poor Tight, poor circulation, viewing, insufficient change rooms, small ice surface</td>
</tr>
<tr>
<td>Location</td>
<td>Very Good Arterial road, close to highway, close to high demand area (users)</td>
<td>Very Good Major intersection, near highway, near large number of users</td>
<td>Good Smaller arterial, proximity to downtown, within a multi-use park campus, good synergies</td>
<td>Very Good Central to s/e Burlington, within a park setting, sufficient land base around facility to accommodate facility expansion and ancillary uses, community hub.</td>
<td>Fair Residential collector. Within a small park setting. Location provides geographic equity</td>
<td>Fair+ On residential collector, close to arterial. Within a larger park setting.</td>
<td>Poor Too internal. Poor access, visibility. Building too far back. Access/traffic impacts. Stark building not compatible with neighbourhood and natural setting.</td>
</tr>
<tr>
<td></td>
<td>Appleby</td>
<td>Mainway</td>
<td>Central</td>
<td>Nelson</td>
<td>Aldershot</td>
<td>Skyway</td>
<td>Mountainside</td>
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<td>----------------------------------------------------------------------------</td>
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</tr>
<tr>
<td><strong>Utilization</strong></td>
<td>Very Good 90-95% primetime utilization and 60% non primetime use.</td>
<td>Very Good 90-95% primetime utilization and 50-55% non primetime use.</td>
<td>Good 90% primetime use and 50% non primetime use.</td>
<td>Good 85-90% primetime utilization and 25% non primetime utilization.</td>
<td>Good 85% primetime utilization, 20-25+% non primetime utilization.</td>
<td>Fair+ Primetime utilization dropped from 89-82% over past several years. Non primetime utilization also dropped from 22% in 2007 to 9% in 2009.</td>
<td></td>
</tr>
<tr>
<td><strong>Cost Recovery</strong></td>
<td>Very Good Generates modest operating surplus in the range of 5-10% over expenses</td>
<td>Very Good Operation recovers costs</td>
<td>Fair High operating cost due to volume of space, older structure, systems. About 70% cost recovery.</td>
<td>Fair Cost recovery projected to decrease from 85% in 2008 to 70% in 2009.</td>
<td>Fair++ Cost recovery projected to decrease from 81% in 2008 to 76% in 2009.</td>
<td>Good Cost recovery projected to decrease from 94% in 2008 to 84% in 2009.</td>
<td>Fair 70-75% cost recovery due to high ratio of youth use at subsidized rates.</td>
</tr>
<tr>
<td><strong>Strategic Alignment</strong></td>
<td>Very Good Supports tourism, economic dev., active living</td>
<td>Very Good Similar to Appleby</td>
<td>Good Supports events, tourism, active living</td>
<td>Fair Community access, equity, active living</td>
<td>Fair Community access, equity, active living</td>
<td>Fair Community access, equity, active living</td>
<td>Fair Community access, equity, active living</td>
</tr>
<tr>
<td><strong>10 Year Capital Provisions</strong></td>
<td>$12,625,000 Twin pad construction</td>
<td>$650,000</td>
<td>$3,010,000</td>
<td>$1,149,900</td>
<td>$132,140</td>
<td>$2,347,500</td>
<td>$2,900,000</td>
</tr>
<tr>
<td><strong>Overall Rating</strong></td>
<td>Very Good</td>
<td>Very Good</td>
<td>Good</td>
<td>Good</td>
<td>Good</td>
<td>Good</td>
<td>Fair</td>
</tr>
<tr>
<td><strong>Recommendation</strong></td>
<td>Continue Operation</td>
<td>Continue</td>
<td>Continue. Unique facility. Viable as single pad. Ensure sufficient asset renewal funding</td>
<td>Continue. Facility has held up well over time. Continue improvements program. May be suitable for expansion i.e. recreation centre addition</td>
<td>Continue. Provides service in western part of the City which is somewhat isolated from the main body of the City. Depreciate the recent capital investment. Consider removing and twinning in the long term 20yrs.</td>
<td>Facility needs to be addressed within the next 5 years. Consider investment options</td>
<td>Facility needs to be addressed within the next 5 years. Consider investment options</td>
</tr>
</tbody>
</table>
APPENDIX VII
Specific Cultural Services Recommendation Framework
## Recommendations – Specific Cultural Services

<table>
<thead>
<tr>
<th>Recreation Recommendation</th>
<th>Rationale</th>
<th>Target Population</th>
<th>Implementation Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Branch Libraries:</strong> 1 Central; 1 District; 4 Branch</td>
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</tr>
</tbody>
</table>
| Alton                     | • Service high growth area as per Facilities Plan  
  • Secondary school integration significantly enhances program space and capacities | • Alton / Orchard communities | • As per Alton Secondary School partnership initiative |
| **Aldershot Relocation**  | • Move to 7,000 square feet minimum standard as established at Brant Hills and in the Facilities Plan  
  • Ensure a larger community room to support dispersed recreation facilities in Aldershot  
  • Support urban intensification servicing | • North and South Aldershot communities | • Based on lease expiration |
| **New Appleby**           | • Move to 7,000 square feet minimum standard as established at Brant Hills and in the Facilities Plan  
  • Support urban intensification servicing | • Wellington Planning District | • Based on lease expiration |
| **Tansley Wood Expansion**| • Support district services and programming for 60% of residents north of the QEW and additional 13,000 to 20,000 residents in the area | • North Burlington | • Based on population growth and service delivery strategy of the Burlington Public Library |
## Recommendations – Specific Cultural Services

<table>
<thead>
<tr>
<th>Recreation Recommendation</th>
<th>Rationale</th>
<th>Target Population</th>
<th>Implementation Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Museums of Burlington Expansion</strong>&lt;br&gt;Joseph Brant and Ireland House</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Joseph Brant Expansion</strong>&lt;br&gt;Grow participation to more feasible levels&lt;br&gt;Enhance artefact conservation and archival capacities&lt;br&gt;Increase opportunities for community groups to engage with venue&lt;br&gt;Enhance revenue generation and sustainability</td>
<td></td>
<td>City residents with a program stream for children and youth&lt;br&gt;Visitors and tourists</td>
<td>Based on achievement of grant and fundraising targets</td>
</tr>
<tr>
<td><strong>Program Partnership</strong></td>
<td>Extend programming accessibility to north and east Burlington</td>
<td>North and east Burlington residents</td>
<td>Initiate program during development and planning stages of new facilities plan</td>
</tr>
<tr>
<td><strong>Burlington Art Centre:</strong>&lt;br&gt;Single site in southwest waterfront area</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Land Acquisition</strong>&lt;br&gt;Improve facilitation of Centre operations, viability and support&lt;br&gt;Provide for long term growth opportunities&lt;br&gt;Support future City cultural precinct</td>
<td></td>
<td>City-wide&lt;br&gt;Visitors / tourists</td>
<td>As property (ies) become available and funding availability exists</td>
</tr>
<tr>
<td><strong>Program Partnership</strong>&lt;br&gt;Extend programming to north and east Burlington to increase accessibility</td>
<td></td>
<td>North and east Burlington residents</td>
<td>Initiate program during development and planning stages of new facilities plan</td>
</tr>
</tbody>
</table>
## Recommendations – Specific Cultural Services

<table>
<thead>
<tr>
<th>Recreation Recommendation</th>
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<th>Implementation Criteria</th>
</tr>
</thead>
</table>
| Cultural Plan             | ● Cultural services identified in Future Focus  
                           ● Develop long term plan for cultural services to guide partnerships, programming and resources development across the sector  
                           ● Provide a focal point for cultural services directions | ● All residents and visitors | ● As resources are available and prioritized |
## Master Plan Project Costs (2009 Dollars)

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Total Estimated Costs ($000)</th>
<th>2009-2018 ($000)</th>
<th>2019-2028 ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Parks</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trails</td>
<td>9,000</td>
<td>9,000</td>
<td></td>
</tr>
<tr>
<td>Lowville Park</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Waterfront Parks (Burloak/Beachway)</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>City Park 2</td>
<td>23,000</td>
<td>18,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Mountainside Park</td>
<td>2,500</td>
<td>2,500</td>
<td></td>
</tr>
<tr>
<td>Sherwood Park Re-development</td>
<td>12,000</td>
<td>6,000</td>
<td>6,000</td>
</tr>
<tr>
<td>Tennis Courts (Lights)</td>
<td>750</td>
<td>750</td>
<td></td>
</tr>
<tr>
<td>Waterplay Facilities</td>
<td>1,750</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alton Parks Development</td>
<td>9,700</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Parks</strong></td>
<td>58,700</td>
<td>47,700</td>
<td>11,000</td>
</tr>
<tr>
<td><strong>Recreation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Centennial Pool Renewal</td>
<td>1,430</td>
<td>1,430</td>
<td></td>
</tr>
<tr>
<td>Strategy Range For Single Ice Pads (Mountainside/Skyway)</td>
<td>4,900 to 16,500</td>
<td>4,900 to 16,500</td>
<td></td>
</tr>
<tr>
<td>Nelson Arena Expansion</td>
<td>630</td>
<td>630</td>
<td></td>
</tr>
<tr>
<td>Central Arena Revitalization Initiatives</td>
<td>2,812</td>
<td>2,812</td>
<td></td>
</tr>
<tr>
<td>New Twin Pad Arena</td>
<td>TBD</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>Alton Community Centre</td>
<td>14,000</td>
<td>14,000</td>
<td></td>
</tr>
<tr>
<td>Mountainside Facilities</td>
<td>1,260 to 5,400</td>
<td>1,260 to 5,400</td>
<td></td>
</tr>
<tr>
<td>Sherwood Park Support and Program Facility</td>
<td>2,875</td>
<td>2,875</td>
<td></td>
</tr>
<tr>
<td>S/E Community Centre</td>
<td>12,000</td>
<td></td>
<td>12,000</td>
</tr>
<tr>
<td>Music Centre Revitalization</td>
<td>2,300</td>
<td>2,300</td>
<td></td>
</tr>
<tr>
<td>Rotary Youth Centre Revitalization</td>
<td>1,000</td>
<td>1,000</td>
<td></td>
</tr>
<tr>
<td>Kilbride Recreation Centre Revitalization</td>
<td>303</td>
<td>303</td>
<td></td>
</tr>
<tr>
<td><strong>Total Recreation</strong></td>
<td>43,510</td>
<td>31,510</td>
<td>12,000</td>
</tr>
<tr>
<td><strong>Culture</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alton - New Library</td>
<td>3,900</td>
<td>3,900</td>
<td></td>
</tr>
<tr>
<td>Tansley Library Expansion</td>
<td>3,000</td>
<td>3,000</td>
<td></td>
</tr>
<tr>
<td>Museum</td>
<td>8,880</td>
<td>8,880</td>
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<tr>
<td><strong>Total Culture</strong></td>
<td>15,780</td>
<td>12,780</td>
<td>3,000</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td>117,990</td>
<td>91,990</td>
<td>107,730</td>
</tr>
</tbody>
</table>

**Notes:**
1. Includes major capital initiatives including new development, major modifications, expansions, enhancements above and beyond existing conditions. Does not include studies, land acquisition, and ongoing lifecycle repair and renewal costs.
2. For City Park, of the $18 million in estimated capital costs in the first ten years, senior government funding programs will potentially generate $12.1 million, including the City’s share.
3. Addresses strategies for 2 most outdated facilities including Mountainside and Skyway Arenas. Low end cost based on basic rehabilitation, high end cost based on replacement of single pads with new twin pad.
4. Mountainside Facilities. Low end cost based on renovation of pool change house and enhancement of the pool. In this scenario, the arena would be retained. High end cost includes a program centre and enhanced water play venue, to be pursued only if Mountainside Arena is decommissioned in the future.
5. Based on replacement of existing facility with a new park support facility. There may be an opportunity for an enhanced facility subject to partnership initiatives.
6. Capital funding for these projects will potentially be derived from multiple sources including RINC, user surcharge, Development Charges, leasee leaseholds, reserves and City capital funds.