



City of Kingston

Parks and Recreation Master Plan Update

Final Report | March 2021 (Updated January 2023)



January 2023 Master Plan Update

The 2021 Parks and Recreation Master Plan was approved by Council on May 4, 2021. At that time Council directed staff to report back in 2022 with an implementation strategy to increase service levels and accelerate amenities related to tennis and pickleball. This was approved on July 12, 2022 and has been updated in the plan.

Preface

Kingston’s Parks and Recreation Master Plan is being undertaken at a time of provincial policy change with new approaches toward funding of recreation being implemented. At present, municipalities fund development related community infrastructure, in part, through:

- Development Charges: includes soft services such as recreation;
- Section 37 of the *Planning Act*: community benefits in exchange for height and density increases; and
- Section 42/51 of the *Planning Act*: conveyance of land for park purposes (2% for commercial/industrial, 5% and alternative requirements for residential).

The Provincial government passed Bill 197, the COVID-19 Economic Recovery Act, 2020, on July 21, 2020. This Act includes changes to various pieces of legislation and makes additional changes to those originally proposed in Bill 108 – More Homes, More Choice Act, 2019.

Bill 197 introduces regulation 509/20 under the Planning Act to implement Community Benefits Charges (CBCs), which makes significant changes to Section 37 (bonusing) of the Planning Act. The new regulation reverses the initial move (through Bill 108) to integrate development charges (DCs), parkland dedication / cash-in-lieu, and Section 37 benefits into Community Benefits Charges (CBCs). Now, CBCs effectively only replace Section 37 benefits, while development charges and

parkland dedication continue to remain separate requirements.

CBCs and DCs can be used interchangeably to fund eligible services, however, the capital costs that are funded through CBCs must not also be funded by DCs or under parkland dedication. The Development Charges Act clearly identifies a list of services that can be levied through DCs, while CBCs are more flexible and can cover “capital costs of facilities, services and matters required because of development or redevelopment.” Once a municipality has included a cost in its DC by-law, a CBC cannot be used to collect for the same item.

Regarding the impacts on the current master planning work, there needs to be flexibility in terms of the recommendations and approaches taken to matters relating to parkland – its acquisition, location, and ultimately the level of service. The community needs reflected in any master plan become the basis for future capital planning, and therefore, the implementation of a parks and recreation master plan will be subject to careful monitoring for its applicability and conformity with the new policy environment. For example, the City’s ability to achieve specific targets for parkland, as identified in this Plan, must be cognizant of these changes.

The key directions and recommendations included within this Master Plan can provide important inputs to a Community Benefits Strategy.

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Technical Compendium (provided under separate cover)

- Needs Assessment Report
- Public Survey Summary Report
- User Group Survey Summary Report

Acknowledgements

Kingston's Parks and Recreation Master Plan Update was developed through collaboration and consultation with a range of stakeholders, as well as the public, to ensure the Master Plan reflects the community's values, priorities and planning needs for the long-term.

City of Kingston

Recreation & Leisure Services

Planning, Building & Licensing Services

Cultural Services

Public Works

Transportation

Communications & Customer Experience

Consulting Team

Sierra Planning and Management

Every participant in the process was valuable to the development of the Plan - from initial consultation through to engagement on the draft and final recommendations. The project team would like to thank all the individuals, groups and organizations for their time, advice, support, and assistance:

Citizens and Friends of Kingston

Tourism Kingston

Downtown Kingston Business Improvement Area

Kingston, Frontenac, Lennox & Addington Public Health

Kingston Community Health Centre

Loving Spoonful

Kingston & Frontenac Public Library

Queen's University

YMCA of Eastern Ontario

Boys & Girls Club of Kingston & Area

Seniors Association Kingston Region

Youth 2 Kingston (Y2K)

Personnel Support Programs, and Canadian Forces
Morale & Welfare Services at CFB Kingston

Cataraqui Region Conservation Authority

Local School Boards

Local Sports, Community and Culture Groups and
Organizations

1 Project Overview

1.1 Introduction & Background

In 2010, the City of Kingston developed a Parks and Recreation Master Plan, which provided a vision and implementation strategy for the development of parks and recreation services until the year 2025. The 2010 Parks and Recreation Master Plan (referred to as ‘the 2010 Plan’ within this report), identified 150 recommendations which were categorized into ongoing, short, medium, and long-term priorities for implementation.





Since this time, several recommendations have been implemented, even though new data, trends and a changing city dynamic requires the strategic directions and priorities to be updated.



Aerial View of Downtown Kingston

1.2 Purpose and Scope of the Master Plan Update

The 2021 Parks and Recreation Master Plan Update will help the City guide and manage parks and open space development, recreation and leisure services, programs, events, facilities, marinas, and other recreation amenities. The Master Plan Update provides an assessment of the work completed and successes achieved to date (as provided in the Needs Assessment Report under separate cover), and identifies investments, policies, and processes to support recreational service needs for the next 15 years (to 2036).

Indoor Recreation	Outdoor Recreation	Parkland & Open Space	Programming & Events
<ul style="list-style-type: none"> •Community Centres •Arenas •Pool •Gymnasiums 	<ul style="list-style-type: none"> •Sports Fields •Courts •Aquatics Facilities •Marinas •Playgrounds 	<ul style="list-style-type: none"> •Active & Passive Parkland •Natural Open Space •Trails 	<ul style="list-style-type: none"> •Inclusive Programming •Partnerships •Service Delivery •Special Events
			

The Master Plan Update is focused on parks and recreation facilities and amenities that support participation in sport, recreation, and leisure activities. The Plan addresses a broad range of facilities, specifically evaluating needs and strategies for the following:

1.3 Key Actions Achieved from the 2010 Plan

Of the 150 recommendations identified within the 2010 Plan, 25 have been completed, 18 are currently in progress (partially completed), and 71 of which are ongoing and are being implemented on a continual basis. Implementations of the remaining recommendations have not begun or are no longer applicable. Some of the key actions achieved are highlighted below.

Programming & Events

Ongoing (2010-2025)

- Ongoing program exit surveys
- Integrated Service Delivery Model
- Enhanced inclusive services with integration staff
- Work with partners to support “Kingston Gets Active” initiative
- Partnerships at new community centres
- Implementation of Neighbourhood Parks Program

Short Term (2010-2015)

- SPARK program introduced to provide financial assistance for access to recreation services
- Improvements to Recreation and Leisure Guide
- Additional art time Youth Coordinator position created
- Partnered with Boys & Girls Club to increase capacity for aquatic programming in west end

Medium Term (2016-2020)

- Family drop-in programs and other program opportunities implemented (i.e., swim to survive)
- Workplace Wellness initiatives implemented

Indoor Recreation

Ongoing (2010-2025)

- Decommissioned 2 community centres (Madoma and Meadowcrest) and 3 arenas (Harold Harvey, Wally Elmer and Cooks)
- Building Condition Assessments completed for most facilities
- Exploring “net zero” design for new facilities

Short Term (2010-2015)

- Repurposed Harold Harvey Centre
- Renovated Artillery Park Aquatic Centre

Medium Term (2016-2020)

- Built Rideau Heights Community Centre (includes a gymnasium)
- Commenced construction of Kingston East Community Centre

Outdoor Recreation

Ongoing (2010-2025)

- Develop / renovate park and amenities to meet accessible standards
- Working with user groups to improve sports field usage
- Sports field user group meetings held annually
- Renovation of existing courts into multi-use courts
- New basketball court at Meadowcrest Park

- New playgrounds and renovations to existing playgrounds – Midland Park, Woodhaven Park, Halifax Park, Memorial Centre and Bert Meunier Common
- New outdoor skating rink developed with community groups at Bert Meunier Common

Short Term (2010-2015)

- Built Outdoor Aqua Park, CaraCo Home Field, John Machin Fields
- Field and turf upgrades to 18 fields
- 3 new skateparks (Shannon, Grenadier, and Polson Parks)
- Splash pads added at Memorial Centre, Lake Ontario Park, Woodbine Park, Bert Meunier Common, Molly McGlynn Park
- Beach volleyball court built at Lake Ontario Park
- Accessible playgrounds built at major community parks - Memorial Centre, Lake Ontario Park

Medium Term (2016-2020)

- Closed golf course operations at Belle Park but maintained driving range operations
- Renovation to Victoria Park included conversion of wading pool to parks and water conservation garden

Parkland & Open Space

Ongoing (2010-2025)

- Parkland Dedication By-law and Natural Lands Acquisition Policy updated / expanded
- Continual acquisition of parkland and open space in residential intensification areas and improve linkages of open space – e.g., purchase of surplus school sites at Napier and Brock Street, and K&P trail lands

- Developing partnerships with community organizations of common interest – i.e., development of a public dock at Rotary Park with Limestone Boat and Board Club
- Development of a Community Orchard Policy and creation of community orchards through partnership with community groups – Oak Street and Lakeside Community Garden
- Renovated and portable washroom facilities – Victoria and Breakwater Park
- Developed Off-Leash Dog Park Policy and created designated areas across the City

Short Term (2010-2015)

- Repurposed and renovated former Madoma and Meadowcrest Community Centres into parks
- Developed a master plan for Grass Creek Park (included provision for a permanent off-leash dog area)
- Leroy Grant Park was declared surplus and removed from City park supply
- Developed a Waterfront Master Plan to guide the continual improvement and acquisition of lands along the waterfront

Medium Term (2016-2020)

- Developed a master plan for future improvements for Belle Park
- Installed interpretive signage along trails and in parks – Conservatory Pond Park, K&P Trail, Waterfront Wayfinding Signs
- Partnering with school boards on development of public assets to maximize community use and service delivery - Champlain and Wheathill Street Parks

1.4 Aligning the Plan with Kingston’s Strategic Planning Framework

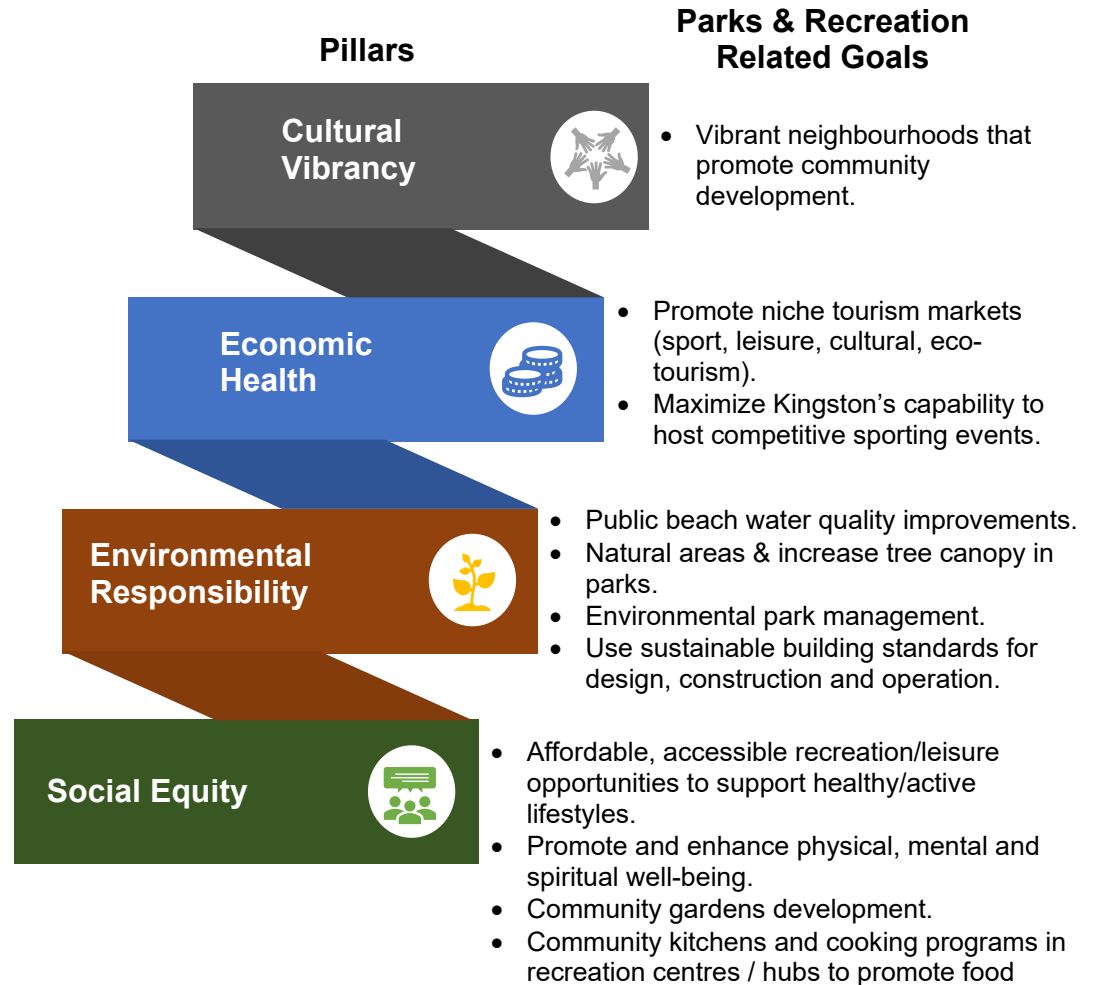
The Master Plan Update has been developed to align with the five priority areas identified in Council’s Strategic Plan 2019-2022:

1. Demonstrate leadership on climate action
2. Increase housing affordability
3. Improve walkability, roads and transportation
4. Strengthen economic development opportunities
5. Foster healthy citizens and vibrant spaces

Since Kingston’s 2019 declaration of Climate emergency, the City is committed to demonstrating leadership on climate action. These Council priority areas align with the action to safeguard the environment for future generations and with the Sustainable Kingston Plan, which envisions the city to become Canada’s most sustainable city. Key goals of the Sustainable Kingston Plan are presented under the pillars of cultural vibrancy, economic health, environmental responsibility and social equity. Goals relevant to parks and recreation within the city have been highlighted.

In addition to the above, relevant policies and priorities outlined in the City’s Official Plan have been considered in the development of the Parks and Recreation Master Plan Update and the recommendations identified within.

Exhibit 1: Relevant Goals from the Sustainable Kingston Plan



1.5 A Renewed Vision for Parks and Recreation in Kingston

A vision for parks and recreation in Kingston was developed as part of the 2010 Plan, and while many aspects of it are still relevant today, some revision has been made to better reflect the City's current priorities and focus. Developed through the master plan update process, the vision to guide planning for parks and recreation in the City of Kingston over the next 15 years is as follows:

Kingston is a vibrant city that recognizes the importance of parks and recreation services in maintaining a high 'quality of life', promoting environmental stewardship and 'sustainability', and connecting residents through 'community pride' and spirit.

The vision and the recommendations contained within this Master Plan are rooted in the following five key guiding principles.

1. **Infrastructure investment and renewal as part of growth management.**

- Optimize existing facilities and invest in parks and recreation infrastructure based on principles of sustainability, risk mitigation, and business planning.
- Maintain a high standard of facility maintenance and plan effectively for facility and amenity replacement, as required over time.
- Invest in centralized and co-located facilities to create dynamic synergies.
- Explore alternative facility delivery and operating models and pursue partnerships in funding and operations.



2. Foster active living, health and well being for improved quality of life.

- Encourage active lifestyles and sport for life through programming, partnerships, and education of target groups.
- Inspire residents to maximize daily opportunities for recreation by facilitating a range of active and passive pursuits.
- Offer opportunities for participation in recreation for all members of the community irrespective of age, ability, ethnicity, and income.
- Plan for and develop multi-use and multi-generational spaces, amenities and facilities.

3. Celebrate Kingston's diversity through accessible and inclusive recreation.

- Strive to eliminate physical, social, financial, cultural, and other barriers to accessing recreational pursuits in Kingston.
- Support a range of services, facilities and programs that reflect the diverse interests and cultures within the city.
- Prioritize program and service development efforts for key target groups (youth, seniors, families, persons with special needs) that require a broad range of access and coordinated services.
- Promote new and expanded program opportunities to maximize benefits of facilities for all ages.

4. Strive for service excellence and positive partnerships in the delivery of parks and recreation.

- Continue to maintain a Community Development Model for parks and recreation.
- Provide high quality, integrated services that address evolving community needs.
- Continue to support the delivery of programs and services by volunteer and not-for-profit organizations.
- Ensure efficient use of City resources to maximize opportunities for partnership and sponsorship development.
- Strive for service excellence and work with service partners in recreation delivery to maximize outputs through coordinated resources.

5. Focus on environmental stewardship and enhanced access to Kingston's natural heritage assets.

- Promote active transportation in Kingston through an integrated network of parks, trails and open space.
- Prioritize and enhance outdoor recreational assets through the development and enhancement of parks and trails.
- Seek to maximize public enjoyment of parks, trails, open space and waterfront assets.

2 The Context of Changing Needs

As recreation facilities provide a crucial role in contributing to a high quality of life for individuals and families, they must not be undervalued. These facilities play a key role in supporting social vibrancy, crime prevention, physical wellbeing, and environmental sustainability.

This plan recognizes that the City of Kingston, within the broader context of the more rural municipalities that surrounds the city, functions as a major service node for the region. This has implications for the city's recreation sector, including the provision of facilities and amenities, and the delivery of services and programs. Localized investment in recreation is therefore recognized to have broader regional impacts.

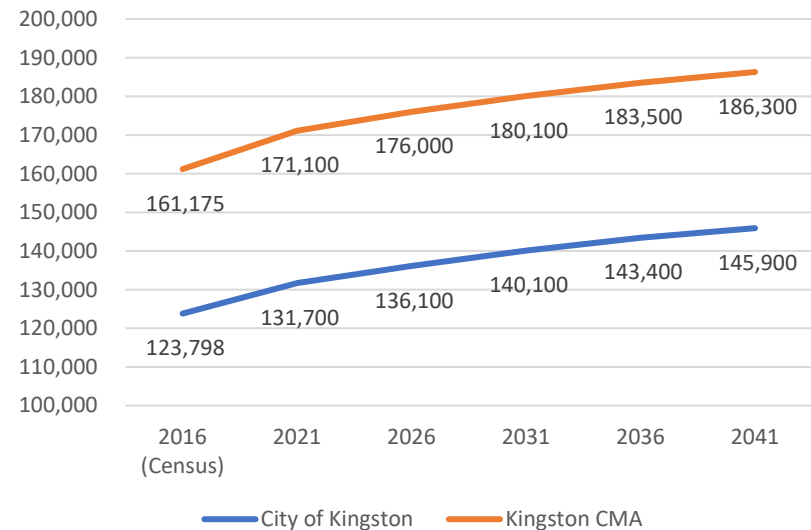


Planning for Future Population Growth

The Needs Assessment Report identified that the City of Kingston is continuing to experience population growth albeit at a slower rate than observed in the early 2000s. The 2019 Kingston Population, Housing and Employment Forecast Report estimates that the city will grow to 140,100 by 2031, 143,400 by 2036 and 145,900 persons by 2041 – resulting in nearly 19,000 additional residents toward the end of Master Plan timeframe.

While some of this growth will be accommodated within new subdivisions, there is also a shift towards growth being accommodated via intensification and infill development within the downtown and Williamsville area.

Exhibit 2: Projected (Estimated) Population Growth Comparison to 2041



Source: Sierra Planning and Management based on Statistics Canada 2016 Census Data, Ontario Population Projections Update, 2017 – 2041, and City of Kingston Population, Housing and Employment Forecast Report, 2019.

Going forward, Kingston is poised to accommodate population growth throughout the city, in particular those areas within the urban boundary (i.e., south of Highway 401). These areas include a mix of single detached homes (areas in the west) and multiple unit residential dwelling types (infill in central areas). With these evolving growth patterns, obtaining adequate levels of parkland becomes more challenging.

Therefore, to continue to provide an appropriate level of service to the population within the urban boundary and downtown core the City must continue to seek out alternative and innovative methods of delivering programs and services to residents.

Achieving Balance between City-wide and Neighbourhood-based Planning

In a diverse city such as Kingston, planning for parks and recreation facilities, programs and services must be done on a variety of scales.

The Master Plan considers the relative demographics of neighbourhoods within Kingston. Some facilities, such as arenas and aquatics facilities are city-wide assets that serve the broad needs of the entire community, while others, such as playgrounds and the City's Neighbourhood Parks Program, provides a service for a more concentrated neighbourhood-scaled population base.

2.1 Planning for Target Markets

Continuing to plan for age-friendly and multi-generational facilities, amenities and spaces is important over the Plan period to address the needs of children, youth, young adults as well as older residents. Investment in parks and recreation must be viewed as part of the quality of life, resident attraction, inclusion, tourism, and economic development strategy for the city.

The City is Growing Older

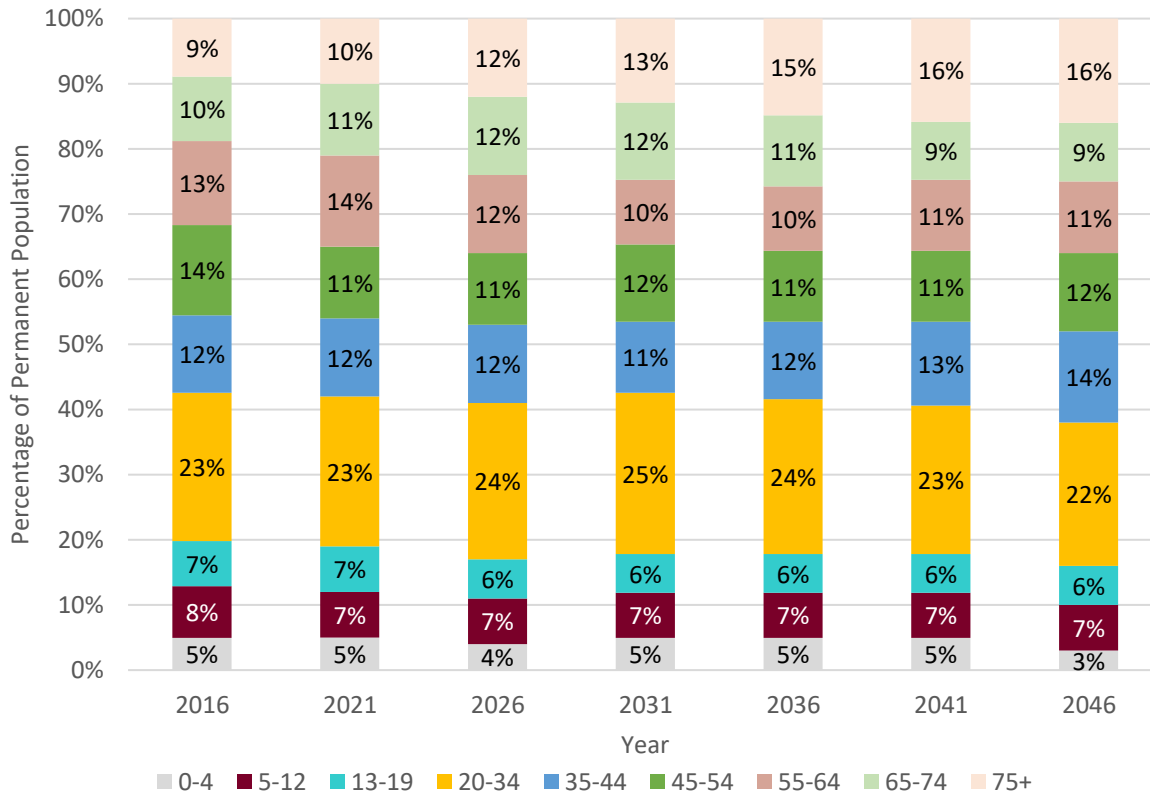
The City has identified its commitment to making Kingston more age-friendly, through its *Age Friendly Kingston Plan*, completed in 2014. This relates to all aspects of facilities, programs, and services that the City offers and provides. With a growing older adult population within the city, as is the case province and nation-wide, Kingston is on track to ensuring that older adults are being accommodated in all aspects of life, including recreational pursuits.

The population forecasts further identify that the City of Kingston is expected to experience aging like other Ontario communities. The percentage of the city's population in the 75+ age cohort is estimated to nearly double over the next 30 years from 9% to 16%.

An increase in active older adults is expected as Baby Boomers are more financially prepared for retirement compared to preceding generations, which is expected to result in increased demand for physically active programs. It is also anticipated that there will be an increased interest in life skill development and life-long learning opportunities, among other pursuits. These 'new older adults' tend to have differing preferences in

participation compared to 'traditional seniors'. In any case, as individuals continue to age, mobility and accessibility of programs and services will remain important.

Exhibit 3: Projected Age Breakdown of Forecast Population



Growth Trend Forecast Over Next 25 Years

OLDER ADULTS (65+)



ADULTS (35-64)

YOUNG ADULTS (20-34)



YOUTH (0 -19)

Source: Sierra Planning and Management based on City of Kingston Population, Housing and Employment Forecast Report, 2019.

Potential implications of this shift include a decreased emphasis on team sports, growth of wellness and fitness programs, and an increased demand for a wider variety of active and leisure programming pursuits and opportunities. An equally important consideration is the smaller Echo Boom generations (the children of the Baby Boomers), who are raising their own families at present. Promoting and fostering participation in physical activity for all ages (i.e., continuing to focus on children and youth but also expanding to meet the needs of the aging population) is an important priority moving forward¹. This includes developing innovative convenient programming that appeals to today's changing society.

While the City is not directly involved in the operation of dedicated older adult facilities, it facilitates access through leasing a municipal property to the Seniors Association Kingston Region (SAKR), which delivers services directly to older adults in the community in a central location. Since the 2010 Plan was developed, the City has expanded its partnership with the Seniors Association for the inclusion of seniors programming in



¹ Source: Canadian Parks and Recreation Association/Interprovincial Sport and Recreation Council (February 2015). A Framework for Recreation in Canada - 2015 - Pathways to Wellbeing.

the city's west end (at the Boys and Girls Club) and at Rideau Heights Community Centre in the north end.

Planning for Youth

While the city is still expected to continue to attract young families, the total share of the population that is under the age of 45 is estimated to decrease over time. The most notable change is forecasted to occur in the youth cohorts (under the age of 19) which will decrease from comprising 20% of the population at present to 16% by 2046. When looking at the existing age structure of the city, the areas with higher concentrations of children and youth (under 19 years of age) are those within the urban areas (south of Highway 401) that have experienced development within recent years. New residential areas, which are focused in the west and central areas of the city, are anticipated to continue to attract and accommodate younger families.

Providing spaces dedicated for youth, where they feel safe and comfortable, can contribute to an improved quality of life for those who participate. There are no dedicated youth spaces in existing facilities, but through programming of the shared spaces, more youth focus space could be accommodated. For example, a sound room is available at the new Rideau Heights Community Centre, and this space can attract more youths but is also open to all ages. Some outdoor amenities that are youth friendly such as skateboard parks have been developed throughout Kingston, including outside of the

new Rideau Heights Community Centre. The Kingston Memorial Centre was initially identified in the 2010 master plan for a youth focus facility, which may still be a candidate due to its central location.

As per the recommendations of the 2010 Plan, the City has developed a Youth Strategy (Y2K Kingston) which focuses on promoting diversity and tolerance and provide inclusive programs and services for all young people. The strategy focuses on programs and opportunities, health and wellness, and environment and spaces. Through the Y2K process, the biggest barrier identified related to youth participation in programs was transportation. The City of Kingston now offers free bus passes to students; however, it is important to ensure that programs and opportunities for youth are in transit / pedestrian / cycle-accessible locations.

Gaining the “Youth Friendly Community” designation in 2016, the City has proven its ongoing commitment to promoting successes in engaging youth and to address gaps in the provision of services for youth. Continuous consultation with youth in the city occurs at the annual Youth Forum and the Mayor’s Youth Council to further these initiatives.

Planning for Diversity

Cultural diversity is having an increased influence on the delivery of recreation by municipalities as the demand for activities evolve based on new waves of immigrants to Canada. Newcomers bring a certain level of interest for non-traditional activities, while traditional ‘Canadian’ sports and activities are being pursued as individuals seek to integrate and assimilate to Canada. This has impacted national trends in aquatics and resulted in new

demand for cricket and other non-traditional activities. These evolving cultural influences on sport participation should continue to be monitored.

The existing ethno-cultural diversity of Kingston and the surrounding market area is comprised of 13.2% immigrants, a majority of whom arrived prior to 2001. Kingston’s urban area (south of Highway 401) attracts higher immigrant populations than the more rural surrounding areas. With increasing and changing cultural diversity in the city’s population, the city is experiencing changing preferences for programming and spaces within its facilities. As the city continues to diversify, changing requirements will need to be considered.

Planning for Reconciliation

Cultural diversity also includes reconciliation involving the original people who previously stewarded the land Kingston now occupies. Council has identified reconciliation as a strategic priority and significant work is being pursued through the Engage for Change project and other City-led projects and initiatives that provide opportunities to pursue reconciliation in intentional ways. The Waterfront Master Plan and the Belle Park Master Plan, both approved in 2019, recognized the need to engage and consult with Indigenous communities as part of the park development process. The Waterfront Master Plan specifically identified that the City “provide an inclusive approach to all proposals, design, implementation and evaluation with that of recognizing Kingston’s First Peoples voice and identity in decision making”. As stated, the City should continue to engage and consult with Indigenous communities, where appropriate, in the development of parks and trails as

part of implementing the Parks and Recreation Master Plan.

Planning for Accessibility

Barriers to participating in recreational and leisure pursuits, such as a lack of free time, limited disposable income, language barriers, and physical barriers vary across the community. The City of Kingston continues to make every effort to ensure there is equal opportunity for all residents to access parks and recreation facilities, programs, and services.

As a result of the recommendations within the 2010 Plan, all staff and volunteers are now required to complete accessibility training, enhanced inclusive services are offered by Recreation Integration staff, and American Sign Language (ASL) interpreter training has been introduced for staff in 2017.

Development and renovation of parks, trails and facilities have been developed in accordance with Kingston's Facility Accessibility Design Standards (FADS) to provide inclusivity opportunities to all residents.

Planning for Social Inclusion

In 2015, the Ontario Government released the "Community Hubs in Ontario: A Strategic Framework and Action Plan", one of the core principles of which is to maximize the use of public property for community benefit. In general, community hubs are gathering spaces and places designed to provide residents with access to a wide range of community activities, programs, services, and events. Typically, hubs serve varying needs from social to academic, economic to

recreational supports; the role and function of which are typically defined by the individual communities within which these are located.

Part of the planning basis for hub development are the opportunities to address social issues such as poverty, unemployment, and early childhood development in a collaborative manner. The City of Kingston has recognized the value of the community hubs in addressing access to social, recreation and leisure services and opportunities within neighbourhoods where a significant share of the population is marginalized. This has strengthened the community development role and function of Recreation & Leisure Services, though the lens of recreation service delivery.

2.2 Community Aspirations for Parks & Recreation

Community engagement activities generated input from approximately 350 residents and stakeholders over the course of the Master Plan Update process. Engagement activities included:

- Two (2) community workshops/public open houses;
- Two (2) user group workshops and a series of interviews with key stakeholders and event organizers;
- Staff and senior management meetings and interviews;
- Two online surveys – one for the public and one targeted to user groups; and,
- Additional outreach activities available online via the City’s Get Involved platform.

The results of these activities provided for an array of responses. Several common themes and aspirations emerged for the future provision of parks and recreation over the long-term, summarized as follows:

Theme 1: Enhancing Existing Assets



Ensure that existing facilities (indoor and outdoor) are multi-purpose / multi-use and provide for co-located activities.

Theme 2: Building on Existing Programs



Focus on providing adequate programs to target populations, such as youth and seniors, through enhanced partnerships.

Theme 3: Planning for New Sports & Activities



There are diverse and emerging new interests in recreational activities among residents. Plan for and provide safe public spaces to accommodate new sporting and recreation options where feasible.

Theme 4: Access & Affordability



Ensure access to a broad range of recreational opportunities for residents of all ages, incomes, abilities and backgrounds.

Theme 5: Collaboration & Partnerships



Strong partnerships and improved communication and collaboration when developing recreation facilities, programs and outdoor amenities to facilitate improved quality of life for residents.

2.3 Changing Trends in Recreation & Sport Participation

As detailed in the Needs Assessment Report, there are several national, provincial, and local trends related to general physical activity profiles, trends in sport participation, and recreation industry trends that are observed at present. Key highlights of these trends are provided below.

Key Trends Influencing Participation

A variety of socio-economic factors that can have an influence on participation in physical recreation and sport, including age, income, marital status, place of residence, health challenges, consistent access to recreational opportunities, social media, among others. On a local scale, the following trends related to participation were observed:

- Participation in ‘informal and unorganized activities’ is becoming more common than in organized programming.
- Key motivators for participation include ‘personal enjoyment’ and a desire to maintain a ‘healthy and active lifestyle’.
- Physical access is commonly cited as a ‘barrier to participating’ in recreational activities. This is the case in Kingston and echoed on a provincial scale.

Key Infrastructure Trends

- ‘Multi-use and flexible’ facilities that act as ‘destinations’ for all residents.

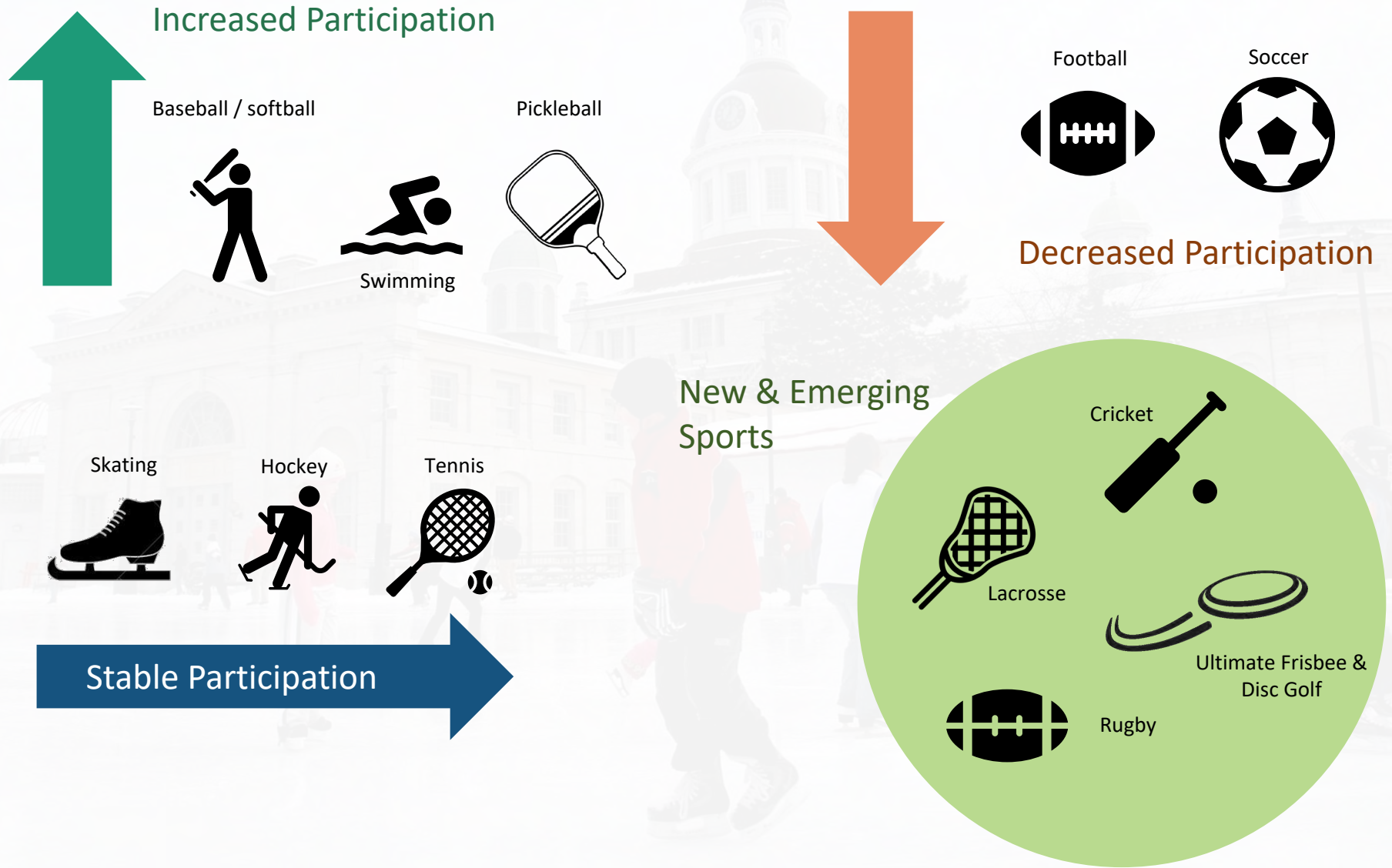
- Consideration for ‘tourism and sport tourism opportunities’ (i.e., tournament and event hosting) in facility planning.
- Facilities and amenities that ‘encourage complete sustainability’ (environmental, economic, and social) focused on zero waste, green building typologies and promoting green lifestyle choices.
- Fully ‘accessible and inclusive’ facilities and amenities means improved opportunities for participation by all people in all recreational pursuits regardless of age, income, or ability.

Key Parkland Trends

- Creating ‘spaces that are flexible’ enough to enable a variety of events and activities by a variety of ages (e.g., “8 to 80” movement).
- ‘Include all types of ages and abilities’ within the same play / park space by designing amenities that can be used in a multitude of ways.
- ‘Green infrastructure’ and Low Impact Development (LID) are becoming common in the design and development of parkland and open space.
- Incorporating ‘natural elements within play places’ supports higher levels of play through repeated use and can help to encourage children to get outside and explore.

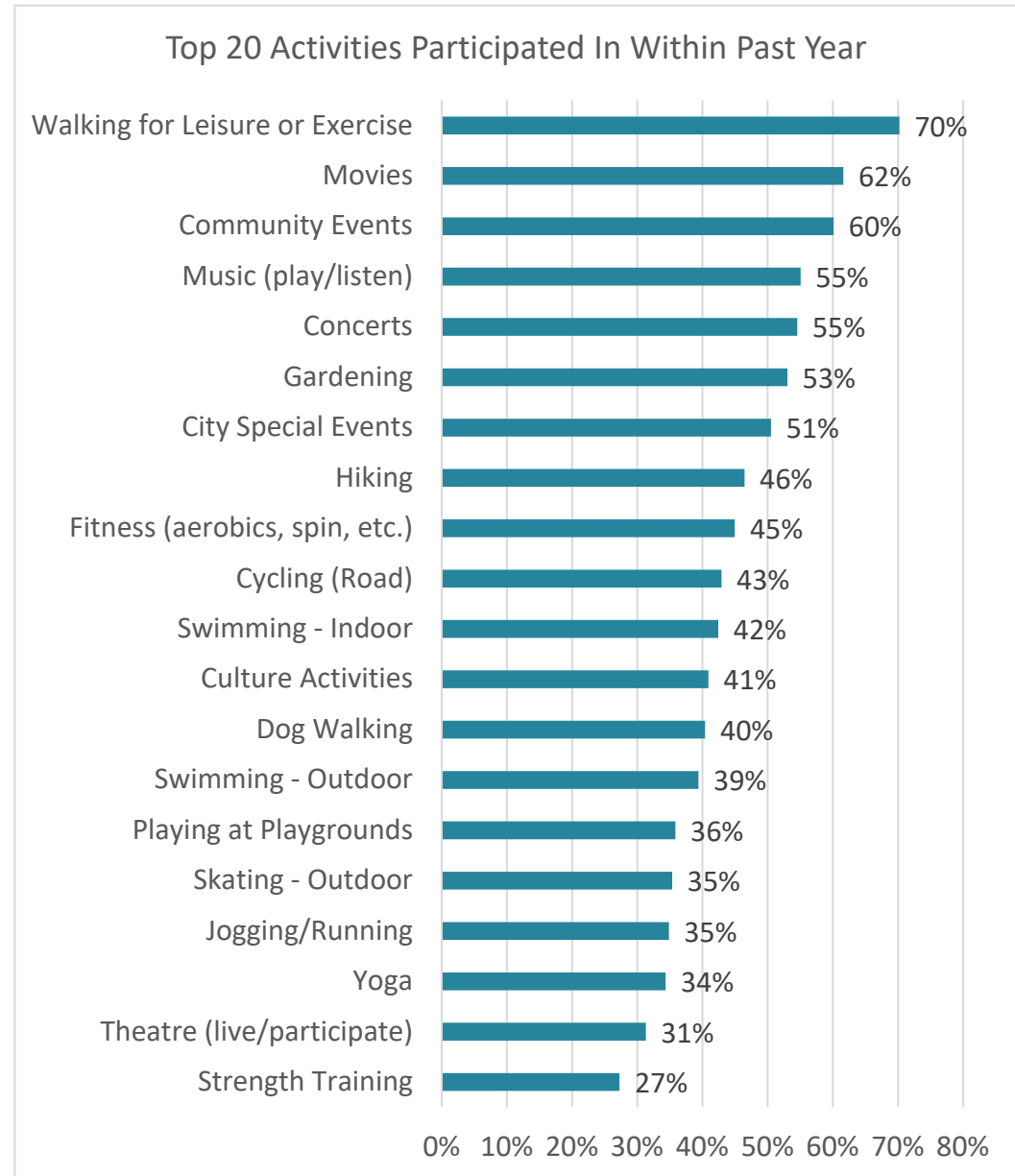
This Master Plan also recognizes that recreation demand for programs, activities and facilities has shifted in Kingston over the recent past.

What user groups said:



What the public said:

Participation trends among public survey respondents echo recent national and provincial trends with informal/ self-directed recreation activities ranking higher in popularity than organized sport.



3 Service Delivery

3.1 Approach to Service Delivery

The City currently employs a two-tiered approach to service delivery. The first being an Integrated Service Delivery Model, whereby three departments - Recreation & Leisure Services, Engineering Services, and Public Works - work together to effectively deliver parks and recreational facilities, services, and programs.

Generally defined, services comprise all support activities required to actualize the delivery of programs and facilities and facilitate community access to these opportunities. The current mandate of Recreation & Leisure Services includes:

- Operation and maintenance of all indoor and outdoor recreation and community facilities, including arenas, pool, marinas, artificial turf sports fields, aqua park, etc.;
- Recreational programming (directly, and indirectly as part of a Community Development Model for service delivery);
- Special events;
- Marketing and promotion of parks and recreation facilities, programs and services; and
- Recreation and parks facility use regulation and allocation.

This is complemented by the mandate of the Public Works Department, which includes:

- Operation and maintenance of parks, open space, natural turf sports fields, and other facilities located within parks; and
- Operational aspects of Special Events (including fencing and stage set-up and tear-down).

This is further complemented by the mandate of Engineering Services, which includes:

- Parks planning and design.

Engineering Services, Public Works and Recreation & Leisure Services staff work closely on several projects, maintenance, and replacements, such as the Parks Asset Management Plan (2009) and the Turf Care Management Plan which was developed as an outcome of the 2010 Plan and is currently being executed. General park maintenance standards outside of the turf standards are currently under joint development by the divisions.

The existing Parks Asset Management Plan does not include/address all outdoor recreation amenities located within parks, specifically, it excludes comprehensive details related to playgrounds and other minor but important infrastructure (i.e., pathways, benches, etc.).

The provincial government introduced an asset management regulation (O. Reg. 588/17) in December 2017 that requires all municipalities to have all non-core assets must be included in asset management planning by July 1, 2023, and a comprehensive asset

management plan must be in place by July 1, 2024. For a complete understanding of the breadth of lifecycle and renewal requirements across the departments, this Master Plan recognizes the importance of detailing all parkland amenities and service levels in all future asset management planning to determine required lifecycle costs.

Coordinated efforts and collaboration between the departments, in conjunction with public engagement, enables agreement on priorities and preferred solutions to be established and jointly carried out, as appropriate.

At present, monthly management team meetings are held within the department to maximize the synergies within the Recreation & Leisure Services Department through joint planning and integrated delivery, communications, and the sharing of resources. There should be continual efforts to strengthen the relationship to provide better service delivery to residents.

The second tier is a Community Development Model for the provision of some programming and other opportunities which are provided by non-profit organizations, community groups, and / or faith groups. In this regard, the City assumes a facilitator role to help leverage opportunities for the neighbourhoods served and for the city as a whole.

3.2 Strengthening Service Delivery through Partnerships

The provision of recreation facilities in Kingston is currently centered around partnerships. These existing partnerships for facility operations and program delivery, have, in most cases, generated positive impacts for

residents, communities and neighbourhoods. Municipal program delivery may be required to fill gaps in programs delivered through partnering organizations. However, there are additional opportunities to further leverage these partnerships to enhance available resources.

The City should continue to foster existing partnerships, as deemed appropriate, that can improve service levels and effectively leverage public funds. The potential for any new partnerships that could enhance the provision of recreation facilities and programs across the city should also be examined. This could include the role of the private sector in the development, delivery, and operation of recreation facilities (i.e., sponsorship, lease agreements, contracted operation of space, etc.), partnerships with neighbouring municipalities, and the non-profit and community organization sectors in the delivery of programming.

Setting Standards for Partnerships

Various municipalities across Canada and the Province of Ontario have benefited from the development of a standardized partnership framework as the lens through which all potential partnership opportunities are examined, held accountable and eventually approved as suitable. While the City of Kingston has policies in place that address sponsorship and donations (i.e., Corporate Sponsorship Policy, Donations Policy, and Commemoration Policy), it does not have a comprehensive manual containing a collection of standards and operating procedures specific to partnerships so that applicable protocols can be uniformly implemented throughout the entire recreation and leisure system.

Such frameworks are meant to evolve as new types of projects and proposals come about but are designed to ensure a transparent process of evaluation. Protecting the public interest, demonstrated community need, client/service orientation, risk allocation, desired levels of operating control and quality assurance are principles on which a framework may be based. Partnership frameworks offer guidance for the examination of project proposals arising from the private sector, non-profit agencies or community organizations.

This Master Plan recognizes that, in the context of the City of Kingston, opportunities for partnerships not only relate to facility operations and programming, but also capital projects. The range of opportunities continues to evolve over time, and the diversity of partners and partnerships has become more dynamic.

Community Use of Schools

The Community Use of Schools policy makes schools more accessible for use by the community outside of normal school hours by reducing rates and increasing access for community groups. Accessible facilities generally include classrooms, gymnasiums, cafeterias and/or outside recreation areas (e.g., sports fields, basketball courts and play structures) depending on the amenities available at each institution. School amenities therefore represent a supplement to the recreation facility and amenity supply which provide additional opportunities to access recreation in the city.

Nonetheless, public access to such facilities give way to priority for school/school board activities (both during and outside of normal school hours). Recognizing potential conflicts in community demands for municipal facilities,

the City should continue to support fair public community access to school-owned recreational amenities and continue to encourage access to school board facilities as supported through the Community Use of School policy.

3.3 Accessing Recreation through Fee Setting

The City of Kingston establishes use rates for facility rental time and recreation program access on an annual basis. Rates are set by staff and approved by City Council and are established in a manner to ensure the pricing of recreational services does not impede or reduce participation in recreation. The City's current user fee structure supports subsidized access to recreation for key groups, such as minor participation. Activities that support a broad range of access to recreation irrespective of income, age, and ability (e.g., public skates, public swims), rates are established based on a cost recovery.

To ensure continued fair and equitable pricing, periodic reviews of user fees and pricing schedules should be completed to confirm, validate, and prioritize an approach to pricing going forward that is in keeping with best practice. The following should be considered:

- a. As it relates to annual fee setting, providing higher levels of direct subsidy for those categories of programs and services which teach essential life and safety skills to persons of all ages and provide basic/essential introductory programming for children, youth and seniors and encourage active living;

- b. The completion of a detailed assessment of the full cost of service (direct and indirect costs) for the delivery of programs and assess whether current levels of cost recovery across various categories of programs are acceptable or require improvement; and
- c. Benchmarking fees with comparable communities.

3.4 Marketing, Communications & Customer Relationship Management

From the perspective of this Master Plan, the provision of customer service moves beyond the policies that regulate service delivery for recreation, but also involves:

- The online interface and marketing mechanisms that support parks and recreation service; and which are often the first point of contact or information for residents and visitors;
- The direct customer service interface for parks and recreation; and,
- The outreach and engagement functions of the Division which include community event hosting and services (discussed in Section 4).

The City’s Recreation and Leisure Guide is the primary marketing mechanism through which public online survey respondents (23% of individuals) are informed of parks and recreation activities and pursuits. Other tools and mechanisms which support access to facilities, programs and services include PLAY, the City’s online program registration system. These, combined with other web-based promotional mechanisms and social media, have

also supported the department’s marketing efforts for parks and recreation.

The City has placed an emphasis on streamlining the internal approach to communications and positioning Communications & Customer Experience as the centralized leader for City communications. Annual communications and social marketing plans for parks and recreation are continually being developed and executed collaboratively between Recreation & Leisure Services and Communications & Customer Experience.

This Master Plan recognizes that several City service areas function as sub-agents for communication. Recreation & Leisure Services is one such representative due to its high level of interaction with the public as a promoter of recreational programming and special events; as well as engaging residents through the Get Involved online public engagement platform when developing new parks or redeveloping existing parks, developing new recreation facilities, and other important initiatives related to changes to parks and recreation facilities, programs, or services.

This Master Plan recognizes the opportunity to endorse the mandate of Recreation & Leisure Services over the course of implementation through strategic initiatives of Communications & Customer Experience. This includes promoting the vision and guiding principles of the Parks and Recreation Master Plan through an update to the municipal corporate website, which is currently underway.

In addition to digital methods, the importance of superior customer service within the recreation facilities themselves is also recognized within this Master Plan.

Continual enhancement and further expansion of municipal services offered within these facilities beyond the mandate of Recreation & Leisure Services will benefit resident experience.

3.5 Measuring Performance

Performance measurement is a process for obtaining the necessary information to set goals and strategies, allocate and prioritize resources, inform strategic decisions and report to stakeholders on the results achieved. The exercise of identifying, measuring and reporting on the public benefits realized from program and service delivery systems and many other essential parks and recreation service functions has become common practice.

Trends in recreation sector performance measures indicate an increasing shift from output measures such as capital costs and number of registrants, to include outcome measures such as how programs benefit the community and individuals, as well as health and wellness indicators.

Over time, the collection of these facts, ratios and performance benchmarks can offer insights about the impact and consequences of shifts in operating methods and could lead to greater efficiencies, access to new markets or the introduction of strategies that increases community benefits.

This Master Plan recommends a blended approach to performance measurement in keeping with the principles of the Master Plan and the Community Development Model for the delivery of parks and recreation, where the City balances its operations with the facilitation of

programs and services led by other organizations/non-profits within municipal facilities. The monitoring and evaluation process should begin with the development of meaningful and measurable operating and financial metrics in the form of key performance indicators (KPIs).

Many of these indicators may be informed by data retrievable from the City's electronic program registration and facility booking system. Utilization and program registration statistics and trends documented within this Master Plan may also serve as a foundation for a more fulsome set of indicators.

A well-rounded monitoring strategy includes not only quantitative inputs, such as utilization and registration, but also qualitative inputs such as user satisfaction and aspirations. In this regard, the City has implemented customer satisfaction surveys and undertakes program exit surveys on an ongoing basis. In 2017, the City piloted the Happy or Not surveying tool for facilities and events. These qualitative inputs currently being collected, combined with quantitative measures, can form the basis for a simple methodology used to assess the performance of the Recreation & Leisure Services Department.

3.6 Service Delivery Recommendations

Approach to Service Delivery

1. Continue to work closely with the Public Works Division to develop and implement service level standards for maintenance in public parks.
2. Update the Parks Asset Management Plan, as per O. Reg. 588/17, to include details of all park amenities, such as play structures, benches, pathways, light standards, etc. This will help to inform future prioritization and resource requirements for asset renewal and replacement and should be updated on an ongoing basis.

Strengthening Service Delivery Through Partnerships

3. Explore opportunities for creative partnerships and sponsorship for service delivery, facility upgrades and regular maintenance (e.g., with user groups).
4. Encourage / pursue partnerships related to park amenity development. Consider partnerships for food and drink services, small craft launch amenities (e.g., kayak arms) and other park services.

Marketing, Communications and Customer Relationship Management

5. Continue to monitor and evaluate marketing practices and membership registration systems (PerfectMind) as part of the annual communications and social marketing plan for programming.
6. Improve the Parks and Recreation webpages to include a complete listing of parks, trails, and natural environmental lands that are available for public use. This should include City, CRCA, and other publicly accessible properties, and could be linked with the interactive mapping tool (KMaps) or the city's My Neighbourhood app to show locations and access points.

Measuring Performance

7. Develop simple but meaningful performance measures (inputs, outputs, efficiencies, and effectiveness) and evaluation techniques focused on outcome measures, that can be used to assess the department's performance year over year.

4 Programming & Special Events

4.1 Core Municipal Programming & Participation

The Recreation & Leisure Services Department supports the City's Active Living Charter through several means, including the provision of community recreation programming which encourages maintaining healthy and active lifestyles in recreation facilities, parks and open space, and schools.

The City provides a variety of program opportunities for the community, including registered programs that are provided over a set number of weeks, drop-in programs which do not require registration, and access to fitness and other amenities via membership. Existing municipal programming areas include the direct delivery of aquatics, sport and general interest programs, skating, fitness, seasonal camps, as well as special events hosted within parks and recreation facilities.

Over the past 3 years, total annual registrations for municipal recreation programs have remained relatively stable. Aquatics programs are in the highest demand, which are offered at both the Artillery Park Aquatic Centre and the Boys & Girls Club West End Hub (through a partnership with the City). Additionally, several Kingston residents register for aquatics programming at the neighbouring Loyalist Township Recreation Centre.

Supportive Community Initiatives

In addition to providing programming and services directly, the City of Kingston supports a variety of non-municipal agencies and organizations to deliver programming to its citizens through a Community Development Model, including through the following:

- Seniors Association;
- Community Clubs / Leagues;
- Boys & Girls Club; and
- Kingston Gets Active Community Collaborative.

The City of Kingston should seek out additional innovative partnerships that allow for both spontaneous use and structured programming to provide services that respond to the community's evolving needs.

4.2 Changing Influences on Participation and Programming for Target Markets

As identified in the Needs Assessment Report, more Canadians are moving from organized to informal sporting pursuits and other forms of active leisure. As research indicates, leisure activities that required less time commitment, had flexible drop-in opportunities, were easier to access, and were provided in multi-use facilities (offering a variety of programs so an entire family can recreate when it is most convenient for them) had a higher participation rate by Canadians.

These shifts in recreation participation are being observed at the national level, which are, in part, the result of busier lifestyles, changing family and socio-economic structures (including diversified forms of employment and the proliferation of shift and seasonal work) and has resulted in a reduction in free time for many Canadians. This does not mean that there is a declined need for municipal recreation service, rather there is a need to (re)assess opportunities and diversify the suite of program options to address changes in preferences for participation. To do this effectively, monitoring systems must remain in place and should inform the municipal response to parks and recreation program demand.

Ensuring that a variety of programs are offered for Kingston's diverse and ever evolving population continues to be important. As a guiding principle of this Master Plan, the City should continually strive to deliver a suite of programs that enables all members of the community to participate in some capacity.

4.3 Opportunities for Affordable Access

On average, Kingston has a lower median income, when compared with the CMA and the province. In 2015, the median after-tax household income for the city's resident base was \$67,485, which is lower than the Province's at \$74,287 and marginally lower than Kingston CMA (\$71,195).

9.5% of the city's households are low Income and live at or below the Low-Income Cut-Off (LICO after tax), which

is defined by Statistics Canada as spending 20 percentage points more of its income on food, shelter and clothing than the average family. Areas of Kingston that have the highest proportions of resident households that were under the Low-income Cut-Off Threshold, after tax (LICO-AT) in 2015 are mostly focused in the central area.

The public online survey for the Master Plan identified that cost was one of the major barriers limiting participation in programs offered in the city (19% of respondents). The location of programs was also identified as a top barrier with 19% of respondents.

The City recognizes the continued need for programs to be available for all residents, no matter their socio-economic status, and offers the Subsidy Program for Affordable Recreation in Kingston (SPARK) that provides funding on a first come, first-serve basis which reduces the cost paid by lower income Kingston residents for City-run recreation and leisure programs. SPARK funds can be used towards summer camps and March Break camps; swimming, skating and skateboard lessons; drop-in swimming, skating and sports programs; fitness, dance, yoga, sport and general interest courses; babysitting courses, first aid courses, and lifeguard certification; as well as personal training and fitness memberships.

Other fee assistance programs provided and/or supported by the City include Kingston Gets Active Month, Grade 5 and 9 ActivPass, Canadian Tire Jump Start Program, and Community Hub partnerships.

In addition, the City hosts several free events throughout the year, such as, free concerts, etc. which are very well attended. Going forward, Recreation & Leisure Services should seek to maximize synergies with Cultural Services to implement other forms of programming that is popular, varied, and accessible to all. The City is dedicated to continuous outreach to low-income families and working towards removing all barriers to participation over the course of the Master Plan and beyond.

4.4 Special Events

In 2018, 15 special events were directly delivered by the City, including Victoria Day, Canada Day celebrations, Sheep Dog Trails Festival, etc. There were an additional 101 events supported by the City and delivered by external organizations, such as the Downtown BIA!, Tourism Kingston, and community clubs and local organizations.

A majority (87%) of survey respondents (n=196) indicated that they attended or participated in events hosted by the City over the past year and were generally satisfied with their overall experience(s) related to City-hosted events. Several suggestions for improvement were identified, including improved event infrastructure at Confederation Park and greater flexibility for the accommodation of specialty sporting events, particularly those of an international, national or provincial scale. This feedback is summarized in the Needs Assessment Report.

The City receives a wide variety of requests for special events on an annual basis. To prioritize, standardize and enable streamlined facilitation of the process experienced by event organizers, the City has recently developed a Special Events Policy and checklist for event organizers. The Special Events Policy defines Special Events as follows:

“Special Events are organized gatherings of people for the primary purpose of supporting a community, culture, arts, heritage, recreation or sport experience within a limited period of time, a unique sport competition, recreational or cultural activity that is sanctioned by a recognized authority or a parade of people, and/or animals, and/or vehicles which travel in unison for the purpose of celebration”.

Special Events can be further categorized to include:

- **Mega Events:** those with significant logistical needs, including the use of City resources, with an estimated daily attendance of five thousand persons or more, operating over one or consecutive days, and that generate considerable benefits for Kingston in terms of economic and cultural impact, media exposure, community engagement, legacy and/or trade opportunities.
- **Large Scale Events:** those with significant logistical needs, approvals required from multiple City departments, and/or anticipated attendance of

five hundred persons or more, operating over one or consecutive days.

Events are hosted in several parks and outdoor event spaces as well as indoor facilities. The Special Events Policy stipulates which parks are recommended for hosting mega and large-scale events, which are to be focused within Regional and City-wide parks. District and Neighbourhood parks are not recommended for large scale event hosting. Appropriate resting periods and usage limits are also identified in the Policy.

This Master Plan recognizes the effort to properly regulate special events occurring on City-owned property and supports the directions of the Special Events Policy.

4.5 Programming & Special Events Recommendations

Core Municipal Programming & Participation

8. Improve the marketing of available City-run programs offered at all city facilities and partner facilities, such as the Boys & Girls Club West End Hub and the Loyalist Township Recreation Centre, through an awareness campaign with advertising in the Recreation & Leisure Guide, in facilities, on the corporate website, through the PLAY platform, and other means as appropriate.

Changing Influences on Participation and Programming for Target Markets

9. Develop a robust statement to include all under-represented populations in all parks and recreation

services and programs and ensure that this statement be described in all appropriate publications.

10. Continue to work with the Seniors Association Kingston Region and community partners to develop and deliver programming and age-oriented spaces for seniors and youth in Kingston, as well as to offer volunteer opportunities related to City-run programming in several facilities, such as Boys & Girls Club, Kingston East Community Centre, and potentially the Kingston Memorial Centre, while considering equitable spatial distribution across the City.
11. Continue to foster existing relationship with Kingston Gets Active Community Collaborative to improve and promote access to affordable physical activities across the city and the benefits of physical activity.
12. Recognizing that more residents are moving from organized to informal sporting pursuits and other forms of active leisure, the City should look to build capacity in the community by working with partner groups (such as neighbourhood associations) to identify and facilitate non-structured recreation and leisure programming in public spaces that aligns with neighbourhood needs.

Opportunities for Affordable Access

13. Work with community partners, such as the Boys & Girls Club, Kingston YMCA, Loving Spoonful, to promote affordable access opportunities (through SPARK and other options) to key target groups. This can include identifying ways to offer City programs through partner organizations, maximizing take-up and benefits to target groups.
14. Continue the Neighborhood Parks Program while reviewing on an annual basis and adjusting programming to meet the areas of need.

Special Events

15. Continue to foster existing and develop new key partnerships (i.e., with Tourism Kingston, sport user groups, etc.) to attract and implement provincial, national and /or international specialty sporting (and other) special events, leading to increased economic development within the city and the promotion of sport and other recreation activities.
16. Building upon the criteria identified within the Special Events Policy for prioritizing permits, develop a framework for evaluating completed events and report on events annually. This should help the City in determining which events (both municipal and non-municipal) should continue to be held year-over-year that align with Council's strategic priorities.

Environmental Sustainability

17. Develop a strategy to pilot programs that support litterless lunches in camps and increase recycling and environmentally friendly practices in facilities.

5 Indoor Recreation Facilities

The City of Kingston, through the provision of various indoor recreation facilities, promotes health and wellbeing, and encourages an active lifestyle for its residents. This infrastructure also provides opportunities for community gatherings and interactions within a variety of spaces.

As was the case in the 2010 Plan, the major challenges that continue to face the City are the influence of changing demographics, recreation and leisure preferences, and the supply of aging facility infrastructure.

This section of the report addresses the existing and future dynamics of indoor recreation facilities within the city.



Artillery Park Aquatic Centre, renovated in 2014

5.1 Overview of Indoor Recreation Facilities

Several recommendations have been developed as part of the 2021 Parks and Recreation Master Plan relating to indoor recreation facilities for the next 15 years. These recommendations are rooted in the comprehensive analysis contained within the Needs Assessment Report (provided under separate cover) and give balanced consideration to:

- Existing demand and utilization of facilities, addressing gaps in the current inventory based on an understanding of user and community demand for spaces;
- Existing facility conditions and historic and future capital requirements as it relates to the efficiency of individual buildings; and
- Quantity and geographic distribution of facilities assessed against appropriate population and participation-based service level targets.

The following exhibit summarizes the existing supply of indoor recreation facilities and identifies the number of additional facilities (by facility type) that are required by the end of the Plan period to meet the determined service level targets. These requirements are based on research, consultation and analysis completed as part of the Needs Assessment.

Exhibit 4: Indoor Recreation Facility Supply & Needs Summary

Facility Type	Current Supply	Service Level Target	Additional Facilities Required by 2036	Notes (see recommendations for further details)
Community Centres	3	Not applicable	0	<ul style="list-style-type: none"> New community centre (Kingston East) currently in planning stages (estimated to be operational in 2021/22). Maintain existing service level for community centres.
Indoor Ice Rinks / Arenas	8.5	1: 700 registered ice participants	0	<ul style="list-style-type: none"> Maintain current service levels and continue to monitor demand.
Indoor Aquatics	2.5*	1: 45,000 residents	0	<ul style="list-style-type: none"> City supply complemented by numerous non-municipal pools that are publicly accessible. New aquatics facility in Loyalist Township will be provided in partnership. Maintain and enhance partnerships to provide access to indoor aquatics.
Gymnasiums	2	1: 40,000 residents	1	<ul style="list-style-type: none"> City supply complemented by numerous non-municipal facilities (schools). Additional gym planned at Kingston East Community Centre. Consider new gym(s) within non-municipal facilities as they are developed.
Fitness Centres	2	Not applicable	TBD per future business plan	<ul style="list-style-type: none"> Additional fitness centre planned at Kingston East Community Centre. Continue role as a secondary fitness centre provider.
Multi-Purpose Space	19	Not applicable	TBD per new facility development	<ul style="list-style-type: none"> Additional multi-purpose spaces planned at Kingston East Community Centre. Explore opportunities to revitalize underutilized spaces in existing facilities.
Older Adult Space	1 (non-dedicated)	Not applicable	0	<ul style="list-style-type: none"> Seniors Association Kingston Region provides dedicated space for seniors.
Youth Space	1 (non-dedicated)	Not applicable	1	<ul style="list-style-type: none"> Lack of dedicated youth space within City supply. Explore opportunities for dedicated youth space.

*Includes non-municipal aquatics facilities where undersized or institutional pools are counted as 0.25 pools due to limited program opportunities / not dedicated for public use.

5.2 Optimizing Existing Facilities

The City of Kingston has a variety of indoor recreation facilities and community centres in its portfolio. These facilities vary considerably in terms of scale, level of quality, and amenity provision. Many of the older community centres in Kingston were initially developed to be ice-focused facilities with a limited offer of ancillary community spaces and were developed on a more localized level.

As recreational preferences and pursuits have shifted over time, so too has the City's model for delivering community centres, which is now based on a Community Hub Model. The hub model puts a greater focus on the inclusion of functional spaces for flexible community uses, such as gymnasiums and multi-purpose spaces, and less emphasis on the inclusion of ice pads or aquatics facilities, which this Master Plan considers to be city-wide facilities serving the broad population.

Optimizing the existing stock of indoor recreation facilities in a way that ensure they become more usable by the community in a sustainable manner is an important principle of this Master Plan.

As identified in the Needs Assessment Report, the older community centre and arena facilities continue to require lifecycle renewal and capital investment. Specifically, single pad indoor ice facilities represent an aging stock and are not functionally modern. There are greater operational efficiencies to be gained from twin / multi-pad ice facilities, including benefits related to synergies to

achieve capital cost savings, energy efficiencies, labour cost efficiencies, and various other benefits, including but not limited to, tournament hosting and expanding the sport tourism potential. The City is committed to achieving a balance between recreational and tournament/event use in relevant facilities.

5.3 Key Directions for Indoor Recreation Facilities

To continue to serve a broad and ever evolving population base, the City of Kingston should:

- Continue to monitor changing resident preferences, needs and demand as it relates to recreation and leisure facilities and spaces.
- Plan for future growth through facility renewal and investment, assessing the feasibility to reinvest in aging recreation facilities. Where this is determined to be unfeasible, decommission and relocate their functions.
- Continue to develop community centres based on the Community Hub Model and that supports the City's Customer Experience Strategy. This includes the co-location of flexible community spaces and the provision of spaces (dedicated / non-dedicated) for youth and seniors / older adults.
- Prioritize accessibility, security, safety, and sustainability in the design of all new facilities.

- Continue to partner with local agencies, organizations, and neighbouring municipalities to provide important recreational amenities and programming to residents.

5.4 Indoor Recreation Facility Recommendations

Multi-Use Community Centres

18. Building upon the Portsmouth Olympic Harbour Visioning Exercise, develop a plan for the new purpose-built building that will provide a better facility for marina users and provide flexible community space.
19. Consider the inclusion of flexible spaces that can accommodate a range of uses, programs and rentals (including youth and/or older adult activities) as new community centres are being planned or existing facilities are being upgraded.
20. Ensure that new recreation facilities are designed with the user’s comfort, safety, and accessibility in mind, through use of CPTED (or similar) principles as well as adhering to AODA, the City of Kingston Facility Accessibility Design Standards (FADS) and through consultation with the Municipal Accessibility Advisory Committee (MAAC).

Indoor Ice Rinks / Arenas

21. Maintain the existing service level of ice provision as it currently provides an acceptable level of ice rinks / arenas with no significant pressure for

additional arenas based on participation numbers and utilization rates. As market conditions may change in the future, the City should continue to evaluate the need to maintain the current level of service of ice rinks / arenas within the city.

22. Review building condition assessments and explore the possibility of decommissioning aging facilities. If there is a need to decommission a facility after an assessment review, explore other locations within the city to replace the level of service related to ice programming.
23. Explore the possibility to integrate more community access to the Leon’s Centre to capitalize on downtime availability of the ice pad without impacting the needs of the Kingston Frontenacs and major events.

Indoor Aquatics

24. The City should continue to monitor pool utilization and aquatics programming demand. Continue to partner with non-municipal agencies to provide additional opportunities for aquatics across the city. This includes the continued utilization of the Boys & Girls Club West End Hub for City-run aquatic programming and partnership with the Loyalist Township Recreation Centre.

Gymnasiums

25. Continue to facilitate access to gymnasiums through partnerships with school boards, places of worship and other non-municipal agencies and organizations to offer City-run programs within these facilities.
26. As new facilities are developed over the Plan period, the City should seek out partnerships with non-municipal agencies to provide one (1) additional full-size gymnasium within non-municipal facilities.

Fitness Centres

27. Continue to operate fitness centres at Artillery Park Aquatic Centre and INVISTA Centre and look for community partnerships to operate all future fitness centres. Continue to monitor membership trends and drop-in participation.

Multi-Purpose Space

28. Revitalize, reconfigure or otherwise repurpose some of the underutilized multi-purpose spaces (e.g., Cataraqui Centre and INVISTA Centre) and seek to optimize these existing spaces in response to future trends as they arise through strategic investment to make the spaces more flexible for a diverse range of uses and partnership opportunities.

Youth Space

29. Develop available space for youth programming at the Memorial Centre (as part of renovation/reconstruction), INVISTA Centre (through repurposing of existing space), or through partnerships at alternative locations, to meet the needs of this target market and strive for equitable distribution across the city. Safety and accessibility by youth through various means of active transportation should be a top priority when considering potential locations.
30. Work to uphold the “Youth Friendly Community” designation.

Older Adult Space

31. Continue to work with the Seniors Association Kingston Region and other community agencies serving seniors to collaboratively deliver innovative programs and services to older adults and seniors, including out of City-owned facilities. A focus should also be placed on facilitating the delivery of outreach programming to older adults residing in Kingston’s rural communities by exploring the potential use of spaces at Fairmount Homes in Glenburnie, operated by the County of Frontenac, and the neighbouring Country Pines, owned by Town Homes Kingston.

6 Outdoor Recreation and Park Amenities

Key recommendations intended to guide the development of outdoor recreation amenities over the next 15 years are identified in this section. This includes such amenities as ball diamonds, rectangular fields, sports courts, playgrounds, and those on the waterfront.

6.1 Overview of Outdoor Recreation and Park Amenities

The table below summarizes the existing supply of outdoor recreation amenities and identifies the number of additional amenities (by type) that are required by the end of the Plan period to meet the determined service level targets. These requirements are based on research, consultation and analysis completed as part of the Needs Assessment.



A variety of amenities are offered at Woodbine Park



New play structure at Westbrook Meadows Park



Breakwater Park on Kingston's waterfront

Exhibit 5: Outdoor Recreation Facility Supply & Needs Summary

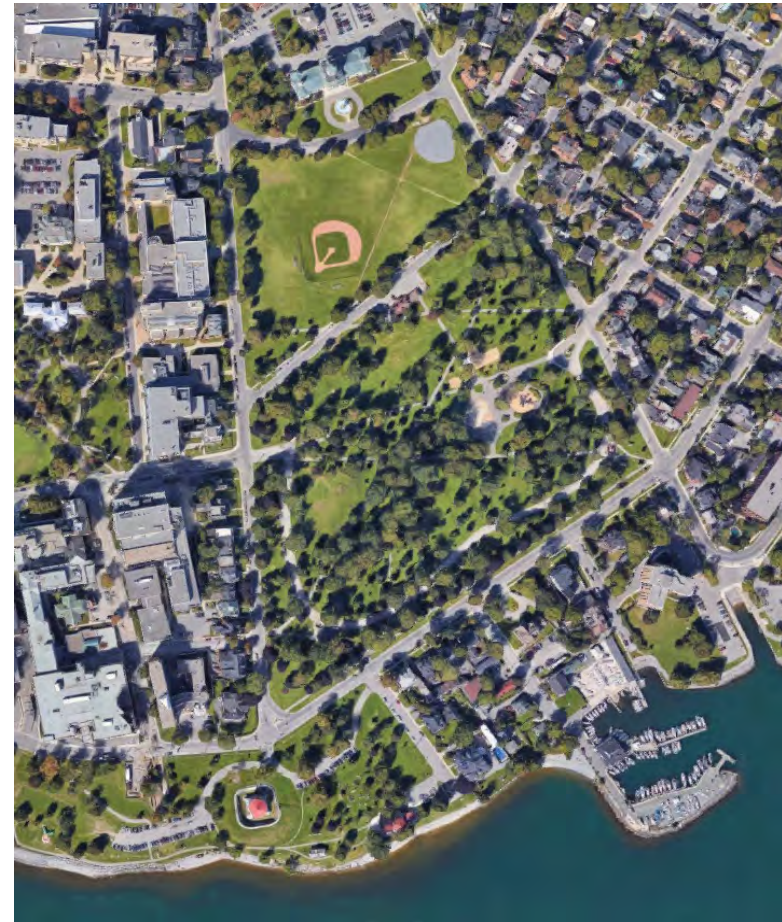
Facility	Supply	Service Level		Notes (see Recommendations for details)
Rectangular Fields	45*	1: 120-130 registered participants	2-3	<ul style="list-style-type: none"> Consideration for replacing undersized fields with full-size facilities that can accommodate all playing levels.
Indoor Turf Sport Fieldhouses	0	Not applicable	TBD per future business plan	<ul style="list-style-type: none"> Currently provided by private / institutional providers. Explore opportunities to partner with existing operators.
Ball Diamonds	43*	1: 90-100 registered participants	2-3	<ul style="list-style-type: none"> Seek to expand existing ball diamonds for adult league play. Options for developing additional adult diamonds as required. Re-purpose undersized, underutilized diamonds.
Tennis Courts (includes multi-use)	26	1: 4,000 residents	5-7	<ul style="list-style-type: none"> Demand for tennis facilities expected to continue across city. Opportunity to optimize existing facilities, address gaps and improve distribution.
Pickleball Courts (includes multi-use)	22	1: 4,000 residents	Net 12-16 new and redistribution of multi-use courts to address spatial gap	<ul style="list-style-type: none"> Develop 12 dedicated courts in central, 6-10 dedicated courts in the west, and 4 dedicated courts in the east. Reduce some multi-use courts after dedicated courts are implemented.
Basketball Courts (full, half courts and multi-use)	20*	1 basketball court per 600-700 youth (ages 10-19)	2-3 to address spatial gap	<ul style="list-style-type: none"> 1 planned at Shannon Park and Bert Meunier Common. Address the need for additional facilities in west end.
Playgrounds	104	1 playground within 800m of major residential areas	TBD per new park development	<ul style="list-style-type: none"> Generally good coverage of playgrounds across city. Equipment replacement as required through asset management. New playground locations to be considered in future parks.
Skate Parks	3	1 skate park per 5,000 youth (ages 10-19)	1 to address spatial gap	<ul style="list-style-type: none"> Address the need for skateboard facility in west end. Consider expansion of existing skate parks.
BMX Tracks	2	Not applicable	0	<ul style="list-style-type: none"> Remove underutilized practice BMX track.
Splash Pads	10	1 splash pad per 1,500 children (ages 0-9)	1-2 in addition to currently planned pads to address spatial gap	<ul style="list-style-type: none"> 1 planned at Wheathill Street Park, McBurney Park, and East Community Centre (Grenadier Park). Address the need for splash pads in northwest and southwest areas of the City.
Off-Leash Dog Parks	5	Not applicable	Not applicable	<ul style="list-style-type: none"> Planned off-leash area at Belle Park as per the master plan.
Outdoor Ice Rinks	18	Not applicable	Not applicable	<ul style="list-style-type: none"> Continue to support local volunteer and community groups to develop and maintain outdoor ice skating rinks.

*Effective supply: Fields are expressed in unlit full size field equivalents, Diamonds are expressed in unlit diamonds, and Courts are expressed in full court equivalents

6.2 Key Directions for Outdoor Recreation and Park Amenities

As the population evolves over the course of the Plan period, and specifically related to outdoor recreation amenities, the City of Kingston should:

- Continue to employ an asset management approach to amenity renewal and investment, with a view to optimizing the capacity of existing amenities prior to building new amenities.
- Prioritize accessibility, security and safety, and sustainability in the design of all new outdoor amenities.
- Continue to monitor changing resident and user group preferences, needs and demand as it relates to outdoor recreation amenities.
- Consider opportunities related to expanding or improving outdoor recreation in general, year-round use of parks, and multi-generational amenities within parks to accommodate a variety of ages and abilities in one location where possible.
- Continue to partner with school boards and other non-municipal agencies to reduce the duplication of outdoor recreation amenities within neighbourhoods or localized areas.



City Park/Cricket Field in central Kingston

6.3 Parkland Design & Emerging Trends

As discussed in the Needs Assessment Report, there are several emerging trends when it comes to the design of parkland and its amenities. As the community changes over time, so too will the activities they are participating in and amenities they would like to see. Consideration for new and creative ideas and the ability to respond to requests for amenities that are not currently part of the core mandate of the City will be important.

This may include such items as emerging sports (e.g., disc golf, cricket), new sports amenities (e.g., tennis walls, kayak launches), natural playgrounds, group picnic areas, face-to-face swings, water bottle filling stations, and/or outdoor fitness stations, among others. Innovative ways to provide facilities within parks that can accommodate multiple recreational pursuits should also be explored. For example, multi-use court facilities could be used for tennis, pickleball, basketball, handball, and other trends as they emerge. The potential exists to develop partnerships with community groups and/or local organizations to deliver these amenities as appropriate.



6.4 Outdoor Recreation Amenity Recommendations

Rectangular Fields

32. Develop 2 to 3 additional rectangular fields (unlit full-size equivalents) over the plan period. Before any policy decision to address deficits in supply by constructing additional fields, the City should first consider the following:
 - Joint use of facilities through partnerships with school boards and other non-municipal agencies;
 - Review of allocation policies, as it relates to organized use of fields;
 - Increase the usability / capacity of existing rectangular fields through the addition of lighting.
33. Continue to monitor participation, field demand and utilization of rectangular fields through user audits and the requirement for soccer and other rectangular field user groups to report registration numbers on an annual basis prior to the field allocation process, as per the Sports Field Allocation Policy.
34. Where feasible, undertake strategic improvements to amenities associated with rectangular fields, including shaded areas for spectators (including the use of trees), improved player and spectator seating, and consider access to washrooms at high use sites.

Indoor Turf Field Houses

35. Consider local market conditions and potential partnerships with existing facilities for municipal investment to support the need for indoor turf fields prior to developing a new facility on municipal property.

Ball Diamonds

36. The City should evaluate informal diamonds that only contain backstops, as well as lower quality neighbourhood level diamonds to identify and assess opportunities to increase diamond size, retain them, or re-purpose the space for other recreational uses such as unstructured / unprogrammed space within some parks. Future diamonds should be developed to modern size and specifications and consider possibilities for hosting tournaments.
37. Retained ball diamonds near residential areas should be reviewed for conflicts and mitigation should be considered, such as netting.
38. Develop 2 to 3 additional ball diamonds (unlit, full-size equivalents). To address any deficits in supply, effort should be made to increase the usability of existing ball diamonds through the addition of lighting, where possible, prior to considering additional diamonds.
39. Continue to monitor participation, demand, and utilization of ball diamonds through user audits and the requirement for baseball, softball, and

other diamond user groups to report registration numbers on an annual basis prior to the field allocation process, as per the Sports Field Allocation Policy.

Tennis Courts

40. Plan for 29 to 31 outdoor tennis courts over the plan period. Optimize distribution of courts by reducing larger clusters of existing courts and distributing more broadly, if feasible. At Henderson Park, consult the community on the reinstatement of 6 tennis courts and report back to Council at that time.
41. Maintain existing tennis courts in good condition for continued use by residents. General improvements including fencing, resurfacing, patching, weeding, or more significant repairs should be considered over the short term at some locations, as needed.
42. Optimize the capacity of tennis and multi-use courts through the implementation of lighting at select locations across the city (central, west, and east locations). This would allow for extended evening hours increasing the playing capacity of the courts during the peak summer season and improve the overall service level of outdoor courts. This is to be considered in conjunction with pickleball court lighting, and not in addition to, and can help to mitigate the requirement to build new court facilities. When lighting is installed at Compton Park, a low sideline fence is to be installed.

43. Develop 3 tennis walls in the City. The first being in a central area of the City within the first 5 years of the plan period.

Pickleball Courts

44. Develop 12 to 16 new pickleball courts. Plan for 12 dedicated courts in central, 6 to 10 in west, 4 in the east. Develop 8 dedicated pickleball courts at Belle Park as per the Belle Park Master Plan, as a central community hub for the sport. Optimize distribution and reduce conflict of use by reducing or redistributing existing pickleball markings on multi-use courts.

At Henderson Park, all multi-use courts are to be removed. 2 to remain until Cataraqui West Community Park courts complete. Henderson pickleball hours: 10am to 5pm. Quiet paddles or foam balls only at Henderson and Bayridge Park. In the event of persistent noise complaints at Bayridge, 4 dedicated courts to be converted to 1 tennis court with 2 multi-use pickleball courts.

45. Optimize the capacity of existing pickleball and multi-use courts through the implementation of lighting at select locations across the city (central, west, and east locations). This is to be considered in conjunction with tennis court lighting and not in addition to and can help to mitigate the need to build new court facilities. Lights would allow for extended evening hours increasing the playing capacity of the courts during the peak summer season and improve the overall service level of outdoor courts.

Basketball Courts

46. Provide 2 to 3 new multi-use courts that include basketball facilities over the Plan period to improve distribution City wide. Additional multi-use courts should be provided on an as needed basis to achieve adequate geographic coverage across the city.

Playgrounds

47. Maintain walkable distance for neighbourhood playgrounds in new residential areas in the urban area. Consider locations and equipment that are open to the public but provided at other institutional properties, such as at schools, when assessing distribution of playgrounds. Partnership with school boards or other institutions should be considered.

48. Consider incorporating emerging trends in play equipment when renovating playgrounds but also consider new amenities with high play value.

49. The City should continue to include naturalized play elements opportunities in playground design in select locations and consider an equitable spatial distribution across Kingston.

50. The City should consider partnership for larger destination type playgrounds at regional scale parks.

51. Explore reducing the scale of play equipment scale when replacing old equipment. This should be based on asset management needs and be in keeping with changing neighbourhood demographics.

Outdoor Fitness Equipment

52. The City should consider opportunities for outdoor fitness equipment in 3 select locations such as in larger destination parks, along existing trails, or in areas with higher relative concentrations of older adults. Due to the moving parts of the equipment, areas with surveillance ability are recommended to reduce potential vandalism and maintenance needs. Consider Bridle Path Park, Greenwood Park, and Lake Ontario Park.

Skateboard Parks & BMX Tracks

53. Develop one mid-size skateboard park over the Plan period, to be located in the city's west end. Consider Lion Civic Gardens, Cataraqui West Community Park or INVISTA.

Any new skateboard parks should be developed in a location that is easily accessible to areas with higher relative concentrations of youth, connected to trails, pathways, high schools, services, and transit routes, and highly visible for improved safety. Co-location with other youth-focused recreational amenities is also recommended (i.e., basketball courts, ball diamonds, soccer fields, etc.).

When developing new skateboarding facilities and location determination, engagement with the skateboarders and community at large is important.

54. Explore opportunities for 2 smaller scale active sport facilities such as 'skate spots' or small track typologies such as pump humps, ledges and urban elements to improve distribution of skateboarding, scooter, freestyle BMX, and bike facilities across the city and in the rural areas.

55. Decommission the BMX practice track at Woodbine Park and repurpose the space in the future to accommodate alternative recreational park amenities.

56. Continue to foster partnerships with BMX Kingston for continued maintenance of the BMX track at Woodbine Park. The City should continue to monitor utilization and demand of the remaining BMX track to maximize use.

Outdoor Aquatics

57. As the premier outdoor aquatic facility within the city, focus should continue providing outdoor aquatics at the Outdoor Aqua Park. No additional outdoor pools are recommended over the plan period.

Splash Pads

58. Continue with the implementation of the planned splash pad at the new community park on Wheathill Street, Kingston East Community Centre, and the conversion of McBurney Park wading pool.
59. When planning for new splash pads consider locations in the southwest (e.g., Jim Beattie Park)

and the northwest (e.g., Cataraqui West Community Park) to improve spatial distribution across the city. Larger community parks are preferred locations for new splash pads where a variety of other amenities are already located.

Consider improved amenities at splash pads including shade trees, shade structures, etc. to address changing weather patterns and user needs.

Off-Leash Dog Parks

60. Continue to implement one off-leash dog parks as per the approved Belle Park master plan. Requests for additional dog parks should be subject to the Off-Leash Dog Park Policy.

Outdoor Ice Skating Rinks

61. Continue to preserve opportunities for community operated outdoor rinks. Future rink planned at the Kingston East Community Centre. Community operated outdoor rinks planned at Shannon Park, and Wheathill Park. Additional space for outdoor rinks should only be provided if the required infrastructure (e.g., access to water supply, changeroom facility etc.) can be feasibly implemented, and they improve distribution of outdoor rinks in the city.

Community Gardens

62. The City should continue to support local volunteer and community groups, such as Loving Spoonful and the Community Garden Network, as they

develop and maintain community gardens and edible orchards within parks across the city, subject to policy.

Beach Volleyball

63. Continue to maintain the existing beach volleyball courts, monitor participation and utilization, and review the spatial distribution of courts. The provision of additional beach volleyball courts should be based on demand or interest.

Track & Field Facilities

64. Continue to maintain the track and field facility at the INVISTA Centre in good condition. Improved utilization of the facility should be a priority to make best use of the existing asset; this could be accomplished through working closely with user groups, school groups, and service clubs to promote use of the facility for additional programming and special events.

Municipal Golf Facilities

65. The City should monitor the utilization and demand of the existing driving range operations at Belle Park and implement as per the Belle Park Master Plan.

Washrooms & Park Buildings

66. Explore viability of and opportunities to implement reduced maintenance and facility resource

requirements as it relates to stand-alone park buildings and infrastructure.

67. Continue implementation of temporary washrooms at Breakwater Park. Monitor and consider the need for sewer connected washrooms in the long term. This may include modifications to the temporary facility.

Parkland Design & Amenities

68. Consider accessibility audits for key parks to understand need and deficiencies. Prioritize high use places such as the waterfront, City-wide or District parks first, followed by Neighbourhood level parks. Consider accessibility improvements and align park upgrades with accessibility needs. Improvements should be designed to AODA and City FADS standards, and through consultation with the City's Municipal Accessibility Advisory Committee (MAAC).
69. High volumes of park users in the summer months at Lake Ontario Park requires consideration of an appropriate parking management strategy.
70. Undertake strategic improvements to /revitalization of key event spaces in the downtown (e.g., Confederation Park as per the Waterfront Master Plan) that would better enable large gatherings, temporary/seasonal activations, and

event hosting capabilities. Relevant external stakeholders (e.g., Downtown Kingston! BIA, Tourism Kingston, etc.) should be engaged throughout the design process.

71. Consider dedicated improvements to Cataraqui Woods Park such as pathway and safety improvements. Consider creating a park master plan for Woodbine Park to improve safety, usability of sports fields and diamonds, pedestrian connections, buffering from residents, and parking-related issues. The implementation of the Woodbine Park master plan would require Council approval.
72. Continue to carry out the implementation of recently developed park identification signage.
73. Develop a city-wide strategic approach to the service provision of unplanned, new, and emerging park amenity trends. Criteria for siting may include park typology, other park amenities, and local demographics. Accelerate current play equipment replacement program to keep up with aging infrastructure and asset management of park amenities such as lighting and pathways.
74. Continue to incorporate artful elements into the design of parks, open space, and trails in partnership with the Cultural Services Department. Public art features could highlight natural heritage or culture, contribute to theming of parks and playgrounds, and provide interpretive learning opportunities.

Environmentally Sustainability

- 75. Consider low impact development (LID) measures within parks as new parks are developed or as existing parks are revitalized, where feasible. This can help to promote reconciliation and environmental sustainability within the city in partnership with Indigenous communities and environmentally-focused groups and organizations.
- 76. Continue to incorporate naturalized spaces in parks where possible to provide visual interest, reduce runoff, and necessitate more environmentally friendly maintenance practices. Naturalization of up to 25% of total park area should be considered, where possible.
- 77. Provide additional garbage bins and inclusion of recycling bins within parks and at trail heads in an effort to reduce littering within these spaces.
- 78. Continue to include interpretive signage along trails and in parks that speak to environmental efforts and the positive results of being environmental stewards.
- 79. Continue to place priority on decreasing energy consumption in parks by upgrading existing lighting to LED fixtures.
- 80. Continue to work closely with environmental groups and volunteers that support stewardship efforts.

7 Parkland, Trails & Open Space

7.1 Parkland Classification & Supply

The City's Official Plan (2017) identifies a park hierarchy and includes four (4) parkland typologies:

- Regional parks and recreation areas: attract users from the wider regional area and may include multiple functions on a property;
- City-wide parks: attract users from a wide area across the municipality and may be designed for multi-purposes or specialized functions, including civic and cultural activities and recreational and social functions;
- District parks and playfields: serving several neighbourhoods, provide for a variety of outdoor or indoor facilities for sports, recreation and community centre uses; and,
- Neighbourhood parks and playgrounds: accommodate a range of more informal recreational, leisure and play activities, frequently oriented to children's facilities.

Within these typologies, there are both active and passive uses and varying composition of maintained and unmaintained landscapes.

Active parkland is generally maintained land for formal and/or informal recreation uses. Formal uses are

structured recreation such as sports field, sport courts, or running tracks. Informal uses are unstructured and may include amenities such as picnic areas, pathways, playgrounds, or an open lawn play area.

Passive parkland is generally unmaintained landscapes, which consists of the following types of lands:

- Natural areas that are not maintained to the same level as active parkland but have some minimal maintenance for public safety;
- Woodlots (generally undeveloped and that are approximately 100m wide or larger); and
- Natural, conservation reserves, buffers of ecosystem or environmental protection retained in a natural state.

The passive areas can enhance the visual aesthetic of parkland and provide opportunities for passive and unstructured uses, but it can also create challenges when seeking space for certain larger structured recreational amenities, particularly if the parkland area is limited. This Master Plan recommends considering the composition of the landscapes to determine usability, in addition to the size of the land, when acquiring land for park or recreational purposes.

Currently on average, parkland owned by the City is 2.5 hectares in size. Approximately half of the parkland

parcels are less than 1.2 hectares in size. It is recommended that new parks optimally be a minimum of 1.2 hectares (3 acres) or as large as possible from within a specific development area to provide playgrounds, play fields and picnic areas, as required. Larger park parcels generally allow for greater opportunity for the co-location of park amenities, as well as the provision of multi-field sport complexes. However, smaller sized parcels should also be considered, where appropriate.

7.2 Parkland Service Area

Currently parkland is planned on a neighbourhood basis focused on 43 neighbourhoods within the city. The City should consider adopting larger parkland service areas that more accurately represent local use of parkland and considers the following:

- Natural barriers (e.g., valley lands, wetlands, rivers, creeks),
- Transportation and infrastructure barriers (e.g., rail corridors, highways, and major roads),
- Land uses (e.g., institutional, industrial areas), and
- Population statistics delineations (dissemination area boundaries).

This Master Plan proposes 13 park service areas to improve guidance for future parkland planning within the city. Service areas with lower parkland service levels should be prioritized when considering new parkland to improve service level distribution across the City.

In the urban area, walking distance within 800 metres (10-minute walk) from residential areas should also be considered for active parkland distribution, to provide the greatest degree of accessibility to parkland.

7.3 Parkland Supply, Distribution of Parkland by Service Areas, and Standard Target Service Level

The City's current supply of parkland and open space (including easement lands in which the City maintains) comprises over 635 hectares of land. The spatial coverage of the park and open space lands is illustrated in Exhibit 7. There are currently no major gaps in parkland distribution in residential areas.

When considering only the active, usable parkland space, the City's current service standard is 3.5 hectares per 1,000 residents. Generally, rural areas have a higher service level than most urban areas because of the ratio of parkland to residents.

The City's current overall parkland service level is 5.1 ha per 1,000 residents. When developing a standard service level target for acquiring land, an overall provision standard that includes both active and natural lands must be considered. However, it does not mean that 100 percent of the land acquired can be used for active amenities or programming.

Previously in the 2010 Master Plan, the City's target parkland service level was lower than the current service level. This is a result of alternate methodology in determining inventory for the 2010 Master Plan in 2009.

Since then, the City unified the parkland dedication practices across the city and became more active in parkland acquisition. To continue providing a high and equitable level of parkland for new residents, the service level target should be maintained at 4.0 hectares per 1,000 new residents.

Exhibit 6: Breakdown of Parkland Service Level by Proposed Service Area

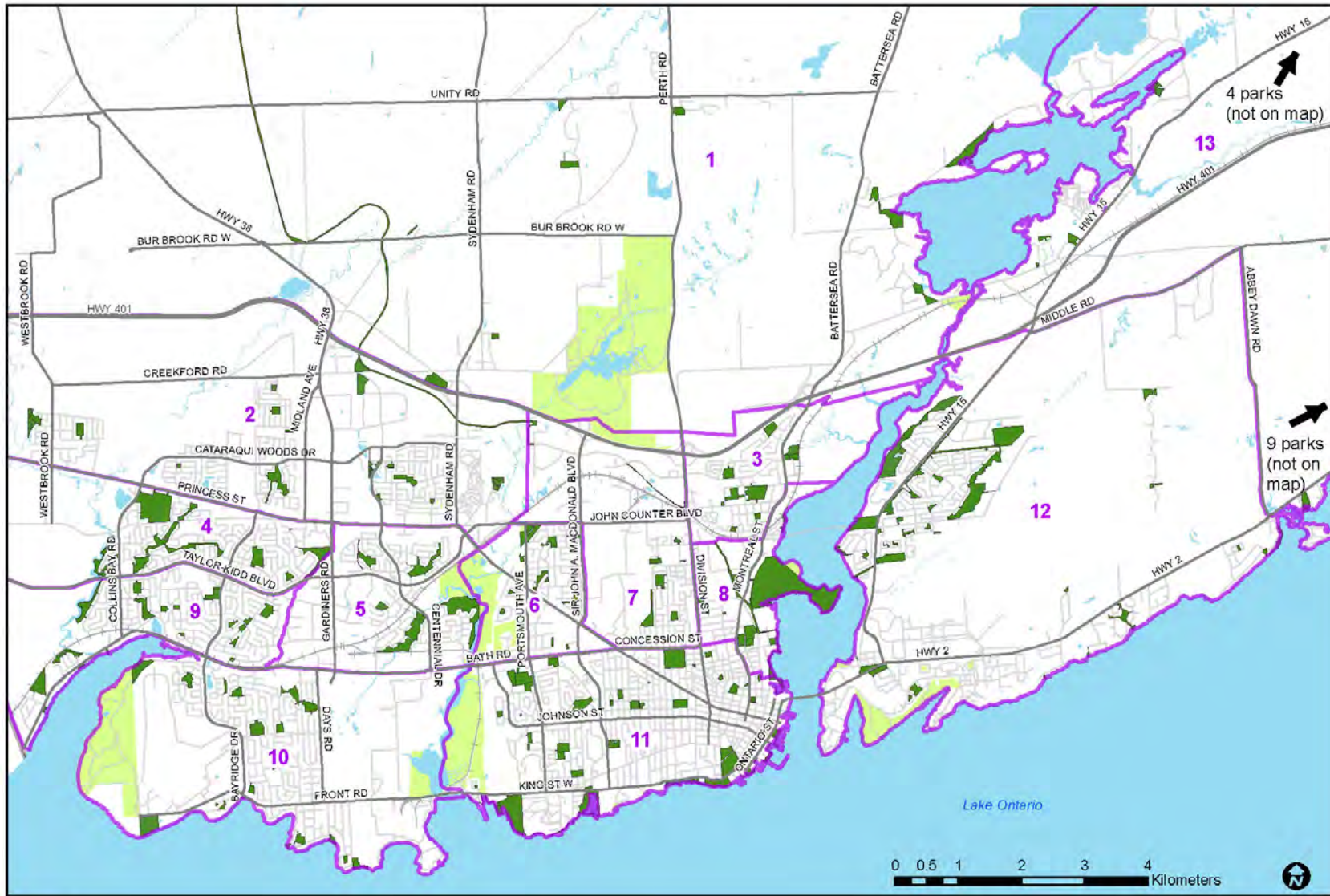
Park Service Area	2016 Pop.	No. Parks	Pop. / Park	City Parkland (ha)	Avg. Park Size	Service Level (ha/1,000 pop)	Active Parkland Service Level (ha/1,000 pop)	Natural Parkland Service Level (ha/1,000 pop)
1	5,319	13	409	60.77	4.67	11.43	9.51	1.90
2	11,706	24	468	38.17	1.59	3.26	1.90	1.36
3	7,164	9	796	20.17	2.24	2.82	2.36	0.46
4	10,158	11	923	53.18	4.83	5.24	3.71	1.53
5	8,280	7	1,183	35.66	5.09	4.31	1.40	2.91
6	7,400	14	529	12.58	0.90	1.70	1.28	0.42
7	4,985	8	623	11.79	1.47	2.36	2.36	0.00
8	3,905	17	230	74.93	4.41	19.19	12.24	6.94
9	8,695	18	483	31.10	1.73	3.58	1.62	1.96
10	11,722	21	558	36.95	1.76	3.15	2.64	0.52
11	29,180	52	561	89.05	1.71	3.05	2.93	0.12
12	11,110	38	292	87.44	2.30	7.87	3.82	4.05
13	4,174	19	220	74.45	3.92	17.84	11.64	6.12
TOTAL	123,798	251	493	626.24	2.49	5.06	3.47	1.59

Notes:

1. Total number of parks shown above is not equivalent to the actual number of parks within the supply as some parks straddle service area boundaries and are therefore counted within each.
2. Totals may not sum due to rounding.

Source: Sierra Planning and Management based on City of Kingston data and Statistics Canada 2016 Census data.

Exhibit 7: Geographic Distribution of Active and Passive Parkland



Legend

- City Park and Open Space
- Parkland Service Area
- Waterbodies
- Non-City Park and Open Space
- Municipal Boundary

Notes:
Map does not show entire City boundary



7.4 Achieving Appropriate Parkland Service Levels

To achieve the appropriate parkland service level, obtaining land for park or recreational purposes will be required. Traditional means of parkland dedication permitted through the Planning Act will only achieve a portion of the required parkland. Recent changes to the legislation (Bill 108) will potentially reduce the rate of acquiring parkland and associated funds through development, particularly for high-density development. The City will need to continue to monitor the progress of the legislated changes and update their policy documents accordingly. Other means of achieving the parkland supply include, but are not limited to:

- Land purchase, lease, exchange or easements;
- Reclassification of surplus municipally owned lands to parkland; and /or
- Partnerships to provide parkland through community partners.

It is recognized that achieving additional parkland within existing neighbourhoods is more challenging than in new subdivision areas due limitation on supply of land and land cost. Another consideration is to upgrade existing parks to accommodate more users such as by providing more variety of amenities in the park or changes in amenity material or scale.

7.5 Future Parkland Demand

To meet parkland needs associated with forecasted population growth by 2036 (from approximately 124,000 in 2016 to 143,400 people in 2036), and the target standard provision of 4.0 hectares per 1,000 new residents, the City will need to acquire an additional 63.4 hectares of active and natural lands (combined).

Historically, parkland conveyed through the *Planning Act* has been at an average rate of 1.2 hectares per 1,000 new residents, meaning the City could obtain approximately 23.5 hectares of parkland through parkland dedication means through forecasted growth. If this is achieved, it is estimated that 39.9 hectares will need to be acquired through other non-dedication means. Population growth in higher density developments is not expected to achieve similar land conveyance or cash-in-lieu as has been experienced previously due to the rate calculation changes in Bill 108 and Bill 197, and as such, the City's overall land acquisition through growth and land development will need to be monitored closely.

7.6 Key Directions for Parkland, Trails & the Waterfront

To sustain the parkland, trail and open space infrastructure and maximize its value and contribution to a high quality of life in Kingston, this Master Plan calls for continued and enhanced investment in parks, trails, the waterfront, and related outdoor recreational facilities through a strategic, City-led, and community-based planning approach. The City of Kingston should:

- Seek to acquire suitable amounts of parkland, comprised of an appropriate mix of both active and passive lands, to meet the future demand.
- Consider the impacts of population and demographic changes on future parkland needs.
- Continue to plan for the development of park locations in new development areas (in both the suburban and urban infill context) through parkland dedication, cash-in-lieu of parkland as a requirement of land development, and or alternative acquisition methods.
- Renew and revitalize existing parks to address the condition of aging facilities, best practices, evolving standards (e.g., AODA), and to maximize the functional aspects of the park amenities through improved asset management planning.
- Continue to implement the Waterfront Master Plan based on identified priorities and pace. Seek out

partnership opportunities and align projects with other initiatives for efficiencies, such as shoreline renewal.

- Identify opportunities to engage and consult with Indigenous communities, where appropriate, when developing or revitalizing parkland, trails and the waterfront.

7.7 Parkland, Trails & Open Space Recommendations

Waterfront

81. Continue to strive towards developing a connected waterfront through implementation of the recommendations identified within the Waterfront Master Plan (WFMP). The WFMP establishes an ambitious framework for creating a connected waterfront through trail and pathway development/redevelopment. This Master Plan fully supports these waterfront connectivity goals as a top priority for future recreation planning.
82. There are many waterfront pathways that are currently affected by wave uprush and shoreline erosion, which should be continually monitored. Consider developing a strategy to address improvements and repairs based on risk, use, and feasibility.
83. Consider prioritizing the development of a small craft launch at Loughborough Lake west basin and Colonel By Lake.

Explore small craft launch at Cecil and Wilma Graham Park to compensate for potential loss of use of the Aragon Road launch. Partnership with

South Frontenac Township may be considered for Loughborough Lake. This would require CRCA approval.

Marinas

84. Explore partnership viability of a third-party operator for the operation of the municipal marinas. Through any future partnerships, a strategy for reconfiguration and expansion of the Confederation Basin Marina is needed, to improve views and increase public access to the water as per the Waterfront Master Plan.
85. Based on the recommendations from the Portsmouth Olympic Harbour Visioning, the City should create a continuous public access along the waterfront (as per the Waterfront Master Plan), develop a new purpose-built building that will provide a better facility for marina users and provide community space at the Portsmouth Olympic Harbour site. The City should continue to partner with the federal government to carry out recommendations of the visioning.

Trails & Pathways

86. Integrate the development/redevelopment of trails and pathways in open space planning throughout the City to complement the recommendations identified in the Active Transportation Plan.

87. Encourage partnership and permits for bike amenities such as bike repair stations along major commuter or recreational routes.

88. Continue to design trails as multi-seasonal facilities to provide a range of opportunities in the summer and winter months. The types of permitted uses should be evaluated on a trail-by-trail basis.

89. Explore partnerships with local organizations, groups and/or businesses to maintain existing trails, and develop future trails (i.e., MTB Kingston, etc.), and to strategically provide cycling infrastructure (e.g., bicycle repair stations) within the parks, open space, and trail network.

Parkland Classification & Supply

90. Strive to maintain a parkland provision standard of 4.0 hectares per 1,000 new residents over the course of the Plan period, including both active and passive lands. This results in an additional 63.4 hectares of parkland by the year 2036 based on estimated population growth.

91. Continue to develop the planned areas of major intensification within Kingston as hubs for community activity, in order to provide sufficient space for needed recreational amenities or facilities.

Maintain a walkable distance (800m) for neighbourhood parks in the urban area, especially in areas of high residential density. Consider barriers to park access such as waterways, railway, major roads when seeking parkland.

92. In areas of residential intensification (including, but not limited to, the urban core), prioritize the preservation and enhancement of parkland and open spaces. To achieve this, the City should continue to follow its strategy for prioritizing the acquisition of surplus school sites in the vicinity, improving linkages to existing park sites, renewing and/or redeveloping existing parks, and implementing urban design practices that enhance connections with park/open space elements. The City should also explore new opportunities for enhancing public spaces in these areas, including better use of laneways, vacant lots, waterfront quays, POPs, strata parks, converting streets to shared/flexible spaces, and reimagining churchyards as neighbourhood assets.

93. Continue to regularly meet with the local school boards in order to monitor amenities and services provided by schools located in Kingston, in an effort to prepare for any changes that may affect the provision of City services and amenities, and in order to mitigate potential demand pressures.

Natural Lands

94. Continue to expand upon the existing natural parks and trail systems as a means to develop

corridors that serve ecological, passive recreational and active transportation purposes using policies, principles and recommendations contained within the Official Plan. Consider natural lands and valley systems in the west, such as the west branch of the Little Cataraqui Creek, Collins Creek and northern tributaries, and in the east, such as Butternut Creek and natural lands connecting to Abbey Dawn Road.

95. Continually develop innovative and engaging initiatives, in partnership with the Cataraqui Region Conservation Authority and other experts in environmental management, including Indigenous communities, that encourage environmental stewardship and the role of individuals and community groups in maintaining and enhancing ecological systems in Kingston.

Parkland Acquisition

96. Prioritize acquiring active parkland through the land development process through parkland dedication mechanisms. Consider acquiring natural parkland through alternative methods within the land development process. When seeking out land, consider the type of lands in the parkland service areas.

97. Continue to target the acquisition of strategic waterfront parcels for parkland as per the recommendations of the Waterfront Master Plan, in order to provide a linked and cohesive waterfront trail and open space network.

98. Consider a range of alternative parkland acquisition strategies to obtain active and natural parkland where acquisition through the development process is limited. When seeking out land, consider the type of lands in the parkland service areas.
99. Continue joint planning with the local school boards to provide campuses of activity with complementary school and park amenities and uses.

8 Implementation Strategy

This Master Plan is designed to direct municipal decision-making to address priorities for planning and investment in parks and recreation. Recommendations related to the development of new facilities and repurposing of existing ones require detailed consideration of how these required changes will come about – that means further design and concept planning, but also an assessment and technical feasibility of repurposing. All of which will require public review and approval.

The City will need to further evaluate and investigate the feasibility of implementing individual recommendations / actions through formal study (as may occasionally be required), as well as on an annual basis as part of the municipal planning and budgetary process.

8.1 Reviewing & Updating the Plan

While a range of staff support and partnerships will be required to implement the recommendations, commitment and administrative oversight from senior management will be critical for effective implementation.

Individual recommendations crosscut a range of municipal departments including Recreation & Leisure Services, Public Works, Planning, Engineering, Culture, and Finance. The development of an Interdepartmental Working Group is recommended to provide an appropriate mechanism for regularly reviewing and

evaluating progress and successful achievement of targets of this Plan and will enable accountability.

Annual progress in the implementation of this Master Plan should be reviewed to determine, and re-adjust as necessary, the timing of recommendations to align with shifts in the municipal planning environment, actual population growth and any changes in facility utilization or provision.

8.2 Detailed Phasing Framework

The following framework summarizes the general timeframe for implementing recommendations of this Plan. Some actions commence with due diligence (as in the case of facilities) moving through to full implementation. Other recommendations are immediate requirements – this is particularly true of those policy and administration related requirements which set the tone for future recreation planning priorities. Recommendations related to general maintenance, program, service and policy-based enhancements as well as performance monitoring can be expected to occur on an ongoing basis and/or over time based on municipal capacity and resources.

No.	Service Delivery Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
Approach to Service Delivery					
1.	Continue to work closely with the Public Works Division to develop and implement service level standards for maintenance in public parks.	✓			
2.	Update the Parks Asset Management Plan, as per O. Reg. 588/17, to include details of all park amenities, such as play structures, benches, pathways, light standards, etc. This will help to inform future prioritization and resource requirements for asset renewal and replacement and should be updated on an ongoing basis.		✓		
Strengthening Service Delivery Through Partnerships					
3.	Explore opportunities for creative partnerships and sponsorship for service delivery, facility upgrades and regular maintenance (e.g., with user groups).	✓			
4.	Encourage / pursue partnerships related to park amenity development. Consider partnerships for food and drink services, small craft launch amenities (e.g., kayak arms) and other park services.	✓			
Marketing, Communications & Customer Relationship Management					
5.	Continue to monitor and evaluate marketing practices and membership registration systems (PerfectMind) as part of the annual communications and social marketing plan for programming.	✓			
6.	Improve the Parks and Recreation webpages to include a complete listing of parks, trails, and natural environmental lands that are available for public use. This should include City, CRCA, and other publicly accessible properties, and could be linked with the interactive mapping tool (KMaps) or the city's My Neighbourhood app to show locations and access points.		✓		

No.	Service Delivery Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
	Measuring Performance				
7.	Develop simple but meaningful performance measures (inputs, outputs, efficiencies and effectiveness) and evaluation techniques focused on outcome measures, that can be used to assess the department's performance year over year.		✓		

No.	Programming & Special Events Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
	Core Municipal Programming & Participation				
8.	Improve the marketing of available City-run programs offered at all city facilities and partner facilities, such as the Boys & Girls Club West End Hub and the Loyalist Township Recreation Centre, through an awareness campaign with advertising in the Recreation & Leisure Guide, in facilities, on the corporate website, through the PLAY platform, and other means as appropriate.		✓		
	Changing Influences on Participation and Programming for Target Markets				
9.	Develop a robust statement to include all under-represented populations in all parks and recreation services and programs, and ensure that this statement be described in all appropriate publications.		✓		
10.	Continue to work with the Seniors Association Kingston Region and community partners to develop and deliver programming and age-oriented spaces for seniors and youth in Kingston, as well as to offer volunteer opportunities related to City-run programming in a number of facilities, such as Boys & Girls Club, Kingston East Community	✓			

No.	Programming & Special Events Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
	Centre, and potentially the Kingston Memorial Centre, while considering equitable spatial distribution across the City.				
11.	Continue to foster existing relationship with Kingston Gets Active Community Collaborative to improve and promote access to affordable physical activities across the city and the benefits of physical activity.	✓			
12.	Recognizing that more residents are moving from organized to informal sporting pursuits and other forms of active leisure, the City should look to build capacity in the community by working with partner groups (such as neighbourhood associations) to identify and facilitate non-structured recreation and leisure programming in public spaces that aligns with neighbourhood needs.	✓			
Opportunities for Affordable Access					
13.	Work with community partners, such as the Boys & Girls Club, Kingston YMCA, Loving Spoonful, to promote affordable access opportunities (through SPARK and other options) to key target groups. This can include identifying ways to offer City programs through partner organizations, maximizing take-up and benefits to target groups.	✓			
14.	Continue the Neighborhood Parks Program while reviewing on an annual basis and adjusting programming to meet the areas of need.	✓			
Special Events					
15.	Continue to foster existing, and develop new, key partnerships (i.e. with Tourism Kingston, sport user groups, etc.) in order to attract and implement provincial, national and /or international specialty sporting (and other) special events, leading to increased economic development within the city and the promotion of sport and other recreation activities.	✓			

No.	Programming & Special Events Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
16.	Building upon the criteria identified within the Special Events Policy for prioritizing permits, develop a framework for evaluating completed events and report on events annually. This should help the City in determining which events (both municipal and non-municipal) should continue to be held year-over-year that align with Council's strategic priorities.		✓		
Environmental Sustainability					
17.	Develop a strategy to pilot programs that support litterless lunches in camps and increase recycling and environmentally friendly practices in facilities.		✓		

No.	Indoor Recreation Facilities Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
Multi-Use Community Centres					
18.	Building upon the Portsmouth Visioning Exercise, develop a plan for the new purpose-built building that will provide a better facility for marina users and provide flexible community space.		✓		
19.	Consider the inclusion of flexible spaces that can accommodate a range of uses, programs and rentals (including youth and/or older adult activities) as new community centres are being planned or existing facilities are being upgraded.	✓			
20.	Ensure that new recreation facilities are designed with the user's comfort, safety and accessibility in mind, through use of CPTED (or similar) principles as well as adhering to AODA, the City of Kingston Facility Accessibility Design Standards (FADS) and through consultation with the Municipal Accessibility Advisory Committee (MAAC).	✓			

No.	Indoor Recreation Facilities Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
Indoor Ice Rinks / Arenas					
21.	Maintain the existing service level of ice provision as it currently provides an acceptable level of ice rinks / arenas with no significant pressure for additional arenas based on participation numbers and utilization rates. As market conditions may change in the future, the City should continue to evaluate the need to maintain the current level of service of ice rinks / arenas within the city.	✓			
22.	Review building condition assessments and explore the possibility of decommissioning the single ice pad at Centre 70. After an assessment review, determine if there is a need to explore other locations within the city to provide existing level of service related to ice programming.		✓		
23.	Explore the possibility to integrate more community access to the Leon's Centre to capitalize on downtime availability of the ice pad without impacting the needs of the Kingston Frontenac's and major events.	✓	✓	✓	
Indoor Aquatics					
24.	The City should continue to monitor pool utilization and aquatics programming demand. Continue to partner with non-municipal agencies to provide additional opportunities for aquatics across the city. This includes the continued utilization of the Boys & Girls Club West End Hub for City-run aquatic programming and partnership with Loyalist Township.	✓			
Gymnasiums					
25.	Continue to facilitate access to gymnasiums through partnerships with school boards, places of worship and other non-municipal agencies and organizations to offer City-run programs within these facilities.	✓			

No.	Indoor Recreation Facilities Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
26.	As new facilities are developed over the Plan period, the City should seek out partnerships with non-municipal agencies to provide one (1) additional full-size gymnasium within non-municipal facilities.	✓			
	Fitness Centres				
27.	Continue to operate fitness centres at Artillery Park Aquatic Centre and INVISTA Centre and look for community partnerships to operate all future fitness centres. Continue to monitor membership trends and drop-in participation.	✓			
	Multi-Purpose Space				
28.	Revitalize, reconfigure or otherwise repurpose some of the underutilized multi-purpose spaces (e.g. Cataraqui Centre and INVISTA Centre) and seek to optimize these existing spaces in response to future trends as they arise through strategic investment to make the spaces more flexible for a diverse range of uses and partnership opportunities.		✓		
	Youth Space				
29.	Develop available space for youth programming at the Memorial Centre (as part of renovation/reconstruction), INVISTA Centre (through repurposing of existing space), or through partnerships at alternative locations, to meet the needs of this target market and strive for equitable distribution across the city. Safety and accessibility by youth through various means of active transportation should be a top priority when considering potential locations.		✓	✓	
30.	Work to uphold the “Youth Friendly Community” designation.	✓			
	Older Adult Space				
31.	Continue to work with the Seniors Association Kingston Region and other community agencies serving seniors to collaboratively deliver innovative programs and services to older adults and seniors,	✓			

No.	Indoor Recreation Facilities Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
	including out of City-owned facilities. A focus should also be placed on facilitating the delivery of outreach programming to older adults residing in Kingston's rural communities by exploring the potential use of spaces at Fairmount Homes in Glenburnie, operated by the County of Frontenac, and the neighbouring Country Pines, owned by Town Homes Kingston.				

No.	Outdoor Recreation & Park Amenities Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
	Rectangular Fields				
32.	<p>develop 2 to 3 additional rectangular fields (unlit full-size equivalents) over the plan period. Before any policy decision to address deficits in supply by constructing additional fields, the City should first consider the following:</p> <ul style="list-style-type: none"> • Joint use of facilities through partnerships with school boards and other non-municipal agencies; • Review of allocation policies, as it relates to organized use of fields; • Increase the usability / capacity of existing rectangular fields through the addition of lighting. 	✓			
33.	Continue to monitor participation, field demand and utilization of rectangular fields through user audits and the requirement for soccer and other rectangular field user groups to report registration numbers on an annual basis prior to the field allocation process, as per the Sports Field Allocation Policy.	✓			

No.	Outdoor Recreation & Park Amenities Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
34.	Where feasible, undertake strategic improvements to amenities associated with rectangular fields, including shaded areas for spectators (including the use of trees), improved player and spectator seating, and consider access to washrooms at high use sites.			✓	✓
Indoor Turf Sport Fieldhouses					
35.	Consider local market conditions and potential partnerships with existing facilities for municipal investment to support the need for indoor turf fields prior to developing a new facility on municipal property.			✓	✓
Ball Diamonds					
36.	The City should evaluate informal diamonds that only contain backstops, as well as lower quality neighbourhood level diamonds to identify and assess opportunities to increase diamond size, retain them, or re-purpose the space for other recreational uses such as unstructured / unprogrammed space within some parks. Future diamonds should be developed to modern size and specifications and consider possibilities for hosting tournaments.		✓		
37.	Retained ball diamonds in close proximity to residential areas should be reviewed for conflicts and mitigation should be considered, such as netting.	✓			
38.	Develop 2 to 3 additional ball diamonds (unlit, full-size equivalents). To address any deficits in supply, effort should be made to increase the usability of existing ball diamonds through the addition of lighting, where possible, prior to considering additional diamonds.			✓	✓
39.	Continue to monitor participation, demand and utilization of ball diamonds through user audits and the requirement for baseball, softball and other diamond user groups to report registration	✓			

Outdoor Recreation & Park Amenities Recommendations		Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
	numbers on an annual basis prior to the field allocation process, as per the Sports Field Allocation Policy.				
Tennis Courts					
40.	Plan for 29 to 31 outdoor tennis courts over the plan period. Optimize distribution of courts by reducing larger clusters of existing courts and distributing more broadly, if feasible. At Henderson Park, consult the community on the reinstatement of 6 tennis courts and report back to Council at that time.	✓			
41.	Maintain existing tennis courts in good condition for continued use by residents. General improvements including fencing, resurfacing, patching, weeding, or more significant repairs should be considered over the short term at some locations, as needed.	✓	✓		
42.	Optimize the capacity of tennis and multi-use courts through the implementation of lighting at select locations across the city (central, west, and east locations). This would allow for extended evening hours increasing the playing capacity of the courts during the peak summer season and improve the overall service level of outdoor courts. This is to be considered in conjunction with pickleball court lighting, and not in addition to, and can help to mitigate the requirement to build new court facilities. When lighting is installed at Compton Park, a low sideline fence is to be installed.		✓	✓	✓
43.	Develop 3 tennis walls in the City. The first being in a central area of the City within the first 5 years of the plan period.		✓	✓	✓

No.	Outdoor Recreation & Park Amenities Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
Pickleball Courts					
44.	<p>Develop 12 to 16 new pickleball courts. Plan for 12 dedicated courts in central, 6 to 10 in west, 4 in the east. Develop 8 dedicated pickleball courts at Belle Park as per the Belle Park Master Plan, as a central community hub for the sport. Optimize distribution and reduce conflict of use by reducing or redistributing existing pickleball markings on multi-use courts.</p> <p>At Henderson Park, all multi-use courts to be removed. 2 to remain until Cataraqui West Community Park courts complete. Henderson pickleball hours: 10am to 5pm. Quiet paddles or foam balls only at Henderson and Bayridge Park. In the event of persistent noise complaints at Bayridge, 4 dedicated courts to be converted to 1 tennis court with 2 multi-use pickleball courts.</p>		✓	✓	
45.	<p>Optimize the capacity of existing pickleball and multi-use courts through the implementation of lighting at select locations across the city (central, west and east locations). This is to be considered in conjunction with tennis court lighting and not in addition to and can help to mitigate the need to build new court facilities. Lights would allow for extended evening hours increasing the playing capacity of the courts during the peak summer season and improve the overall service level of outdoor courts.</p>		✓	✓	✓
Basketball Courts					
46.	<p>Provide 2 to 3 new multi-use courts that include basketball facilities over the Plan period to improve distribution City wide. Additional multi-use courts should be provided on an as needed basis in order to achieve adequate geographic coverage across the city.</p>	✓	✓	✓	

No.	Outdoor Recreation & Park Amenities Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
Playgrounds					
47.	Maintain walkable distance for neighbourhood playgrounds in new residential areas in the urban area. Consider locations and equipment that are open to the public but provided at other institutional properties, such as school,s when assessing distribution of playgrounds. Partnerships with school boards or other institutions should be considered.	✓			
48.	Consider incorporating emerging trends in play equipment when renovating playgrounds but also consider new amenities with high play value.	✓			
49.	The City should continue to include naturalized play elements opportunities in playground design in select locations and consider an equitable spatial distribution across Kingston.	✓			
50.	The City should consider partnership for larger destination type playgrounds at regional scale parks.	✓			
51.	Explore reducing the scale of play equipment scale when replacing old equipment. This should be based on asset management needs and be in keeping with changing neighbourhood demographics.	✓			
Outdoor Fitness Equipment					
52.	The City should consider opportunities for 3 outdoor fitness equipment in select locations such as in larger destination parks, along existing trails, or in areas with higher relative concentrations of older adults. Due to the moving parts of the equipment, areas with surveillance ability are recommended to reduce potential vandalism and maintenance needs. Consider Bridle Path Park, Greenwood Park, and Lake Ontario Park.		✓	✓	
Skateboard Parks & BMX Tracks					
53.	Develop one mid-size skateboard park over the Plan period, to be located in the city's west end. Consider Lion Civic Gardens, Cataraqui West Community Park, or INVISTA.			✓	

No.	Outdoor Recreation & Park Amenities Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
	<p>Any new skateboard parks should be developed in a location that is easily accessible to areas with higher relative concentrations of youth, connected to trails, pathways, high schools, services, and transit routes, and highly visible for improved safety. Co-location with other youth-focused recreational amenities is also recommended (i.e. basketball courts, ball diamonds, soccer fields, etc.).</p> <p>When developing new skateboarding facilities and location determination, engagement with the skateboarders and community at large is important.</p>				
54.	Explore opportunities for 2 smaller scale active sport facilities such as 'skate spots' or small track typologies such as pump humps, ledges and urban elements to improve distribution of skateboarding, scooter, freestyle BMX, and bike facilities across the city and in the rural areas.		✓	✓	
55.	Decommission the BMX practice track at Woodbine Park and repurpose the space in the future to accommodate alternative recreational park amenities.		✓		
56.	Continue to foster partnerships with BMX Kingston for continued maintenance of the BMX track at Woodbine Park. The City should continue to monitor utilization and demand of the remaining BMX track to maximize use.	✓			

No.	Outdoor Recreation & Park Amenities Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
Outdoor Aquatics					
57.	As the premier outdoor aquatic facility within the city, focus should continue on providing outdoor aquatics at the Outdoor Aqua Park. No additional outdoor pools are recommended over the plan period.	✓			
Splash Pads					
58.	Continue with the implementation of the planned splash pad at the new community park on Wheathill Street, Kingston East Community Centre, and the conversion of McBurney Park wading pool.	✓			
59.	When planning for new splash pads consider locations in the southwest (e.g. Jim Beattie Park) and the northwest (e.g. Cataraqui West Community Park) to improve spatial distribution across the city. Larger community parks are preferred locations for new splash pads where a variety of other amenities are already located. Consider improved amenities at splash pads including shade trees, shade structures, etc. to address changing weather patterns and user needs.		✓	✓	
Off-Leash Dog Parks					
60.	Continue to implement one off-leash dog parks as per the approved Belle Park master plan. Requests for additional dog parks should be subject to the Off-Leash Dog Park Policy.			✓	
Outdoor Ice Skating Rinks					
61.	Continue to preserve opportunities for community operated outdoor rinks. Future rink planned at the future Kingston East Community Centre. Community operated outdoor rinks are planned for Shannon Park and Wheathill Park.	✓			

No.	Outdoor Recreation & Park Amenities Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
	Additional space for outdoor rinks should only be provided if the required infrastructure (e.g. access to water supply, facility etc.) can be feasibly implemented, and they improve changeroom distribution of outdoor rinks in the city.				
Community Gardens					
62.	The City should continue to support local volunteer and community groups, such as Loving Spoonful and the Community Garden Network, as they develop and maintain community gardens and edible orchards within parks across the city, subject to policy.	✓			
Beach Volleyball					
63.	Continue to maintain the existing beach volleyball courts, monitor participation and utilization, and review the spatial distribution of courts. The provision of additional beach volleyball courts should be based on demand or interest.	✓			
Track & Field Facilities					
64.	Continue to maintain the track and field facility at the INVISTA Centre in good condition. Improved utilization of the facility should be a priority to make best use of the existing asset; this could be accomplished through working closely with user groups, school groups, and service clubs to promote use of the facility for additional programming and special events.	✓			
Municipal Golf Facilities					
65.	The City should monitor the utilization and demand of the existing driving range operations at Belle Park and implement as per the Belle Park Master Plan.			✓	

No.	Outdoor Recreation & Park Amenities Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
Washrooms & Park Buildings					
66.	Explore viability of and opportunities to implement reduced maintenance and facility resource requirements as it relates to stand-alone park buildings and infrastructure.	✓			
67.	Continue implementation of temporary washrooms at Breakwater Park. Monitor and consider the need for sewer connected washrooms in the long term. This may include modifications to the temporary facility.	✓			
Parkland Design & Amenities					
68.	Consider accessibility audits for key parks to understand need and deficiencies. Prioritize high use places such as the waterfront, City-wide or District parks first, followed by Neighbourhood level parks. Consider accessibility improvements and align park upgrades with accessibility needs. Improvements should be designed to AODA and City FADS standards, and through consultation with the City's Municipal Accessibility Advisory Committee (MAAC).			✓	
69.	High volumes of park users in the summer months at Lake Ontario Park requires consideration of an appropriate parking management strategy.	✓			
70.	Undertake strategic improvements to / revitalization of key event spaces in the downtown (e.g. Confederation Park as per the Waterfront Master Plan) that would better enable large gatherings, temporary/seasonal activations, and event hosting capabilities. Relevant external stakeholders (e.g. Downtown Kingston! BIA, Tourism Kingston, etc.) should be engaged throughout the design process.				✓

No.	Outdoor Recreation & Park Amenities Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
71.	Consider dedicated improvements to Cataraqui Woods Park such as pathway and safety improvements. Consider creating a park master plan for Woodbine Park to improve safety, usability of sports fields and diamonds, pedestrian connections, buffering from residents, and parking-related issues. The implementation of the Woodbine Park master plan would require Council approval.		✓		
72.	Continue to carry out the implementation of recently developed park identification signage.	✓			
73.	Develop a city-wide strategic approach to the service provision of unplanned, new, and emerging park amenity trends. Criteria for siting may include park typology, other park amenities, and local demographics. Accelerate current play equipment replacement program to keep up with aging infrastructure and asset management of park amenities such as lighting and pathways.	✓			
74.	Continue to incorporate artful elements into the design of parks, open space, and trails in partnership with the Cultural Services Department. Public art features could highlight natural heritage or culture, contribute to theming of parks and playgrounds, and provide interpretive learning opportunities.	✓			
Environmental Sustainability					
75.	Consider low impact development (LID) measures within parks as new parks are developed or as existing parks are revitalized, where feasible. This can help to promote reconciliation and environmental	✓			

No.	Outdoor Recreation & Park Amenities Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
	sustainability within the city in partnership with Indigenous communities and environmentally-focused groups and organizations.				
76.	Continue to incorporate naturalized spaces in parks where possible to provide visual interest, reduce runoff, and necessitate more environmentally friendly maintenance practices. Naturalization of up to 25% of total park area should be considered, where possible.	✓			
77.	Provide additional garbage bins and inclusion of recycling bins within parks and at trail heads in an effort to reduce littering within these spaces.	✓			
78.	Continue to include interpretive signage along trails and in parks that speak to environmental efforts and the positive results of being environmental stewards.	✓			
79.	Continue to place priority on decreasing energy consumption in parks by upgrading existing lighting to LED fixtures.	✓			
80.	Continue to work closely with environmental groups and volunteers that support stewardship efforts.	✓			

No.	Parkland, Trails & Open Space Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
	Waterfront				
81.	Continue to strive towards developing a connected waterfront through implementation of the recommendations identified within the Waterfront Master Plan (WFMP). The WFMP establishes an ambitious framework for creating a connected waterfront through trail and pathway development/redevelopment. This Master Plan fully	✓			

No.	Parkland, Trails & Open Space Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
	supports these waterfront connectivity goals as a top priority for future recreation planning.				
82.	There are many waterfront pathways that are currently affected by wave uprush and shoreline erosion, which should be continually monitored. Consider developing a strategy to address improvements and repairs based on risk, use, and feasibility.		✓		
83.	Consider prioritizing the development of a small craft launch at Loughborough Lake west basin and Colonel By Lake. Explore small craft launch at Cecil and Wilma Graham Park to compensate for potential loss of use of the Aragon Road launch. Partnership with South Frontenac Township may be considered for Loughborough Lake. This would require CRCA approval.		✓	✓	
	Marinas				
84.	Explore partnership viability of a third-party operator for the operation of the municipal marinas. Through any future partnerships, a strategy for reconfiguration and expansion of the Confederation Basin Marina is needed, to improve views and increase public access to the water as per the Waterfront Master Plan.		✓		
85.	Based on the recommendations from the Portsmouth Visioning, the City should create a continuous public access along the waterfront (as per the Waterfront Master Plan), develop a new purpose-built building that will provide a better facility for marina users and provide community space at the Portsmouth Olympic Harbour site. The City			✓	✓

No.	Parkland, Trails & Open Space Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
	should continue to partner with the federal government to carry out recommendations of the visioning.				
Trails & Pathways					
86.	Integrate the development/redevelopment of trails and pathways in open space planning throughout the City to complement the recommendations identified in the Active Transportation Plan.	✓			
87.	Encourage partnership and permits for bike amenities such as bike repair stations along major commuter or recreational routes.	✓			
88.	Continue to design trails as multi-seasonal facilities to provide a range of opportunities in the summer and winter months. The types of permitted uses should be evaluated on a trail-by-trail basis.	✓			
89.	Explore partnerships with local organizations, groups and/or businesses to maintain existing trails, and develop future trails (i.e. MTB Kingston, etc.), and to strategically provide cycling infrastructure (e.g. bicycle repair stations) within the parks, open space and trail network.	✓			
Parkland Classification & Supply					
90.	Strive to maintain a parkland provision standard of 4.0 hectares per 1,000 <u>new</u> residents over the course of the Plan period, including both active and passive lands. This results in an additional 63.4 hectares of parkland by the year 2036 based on estimated population growth.	✓			
91.	Continue to develop the planned areas of major intensification within Kingston as hubs for community activity, in order to provide sufficient space for needed recreational amenities or facilities.	✓			

No.	Parkland, Trails & Open Space Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
	Maintain a walkable distance (800m) for neighbourhood parks in the urban area, especially in areas of high residential density. Consider barriers to park access such as waterways, railway, major roads when seeking parkland.				
92.	In areas of residential intensification (including, but not limited to, the urban core), prioritize the preservation and enhancement of parkland and open spaces. To achieve this, the City should continue to follow its strategy for prioritizing the acquisition of surplus school sites in the vicinity, improving linkages to existing park sites, renewing and/or redeveloping existing parks, and implementing urban design practices that enhance connections with park/open space elements. The City should also explore new opportunities for enhancing public spaces in these areas, including better use of laneways, vacant lots, waterfront quays, POPs, strata parks, converting streets to shared/flexible spaces, and reimagining churchyards as neighbourhood assets.	✓			
93.	Continue to regularly meet with the local school boards in order to monitor amenities and services provided by schools located in Kingston, in an effort to prepare for any changes that may affect the provision of City services and amenities, and in order to mitigate potential demand pressures.	✓			
	Natural Lands				
94.	Continue to expand upon the existing natural parks and trail systems as a means to develop corridors that serve ecological, passive recreational and active transportation purposes using policies, principles and recommendations contained within the Official Plan. Consider natural lands and valley systems in the west, such as the	✓			

No.	Parkland, Trails & Open Space Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
	west branch of the Little Cataraqui Creek, Collins Creek and northern tributaries, and in the east, such as Butternut creek and natural lands connecting to Abbey Dawn Road.				
95.	Continually develop innovative and engaging initiatives, in partnership with the Cataraqui Region Conservation Authority and other experts in environmental management, including Indigenous communities, that encourage environmental stewardship and the role of individuals and community groups in maintaining and enhancing ecological systems in Kingston.	✓			
Parkland Acquisition					
96.	Prioritize acquiring active parkland through the land development process through parkland dedication mechanisms. Consider acquiring natural parkland through alternative methods within the land development process. When seeking out land, consider the type of lands in the parkland service areas.	✓			
97.	Continue to target the acquisition of strategic waterfront parcels for parkland as per the recommendations of the Waterfront Master Plan, in order to provide a linked and cohesive waterfront trail and open space network.	✓			
98.	Consider a range of alternative parkland acquisition strategies to obtain active and natural parkland where acquisition through the development process is limited. When seeking out land, consider the type of lands in the parkland service areas.	✓			

No.	Parkland, Trails & Open Space Recommendations	Timing			
		Ongoing	Years 1-5	Years 6-10	Years 11-15
99.	Continue joint planning with the local school boards to provide campuses of activity with complementary school and park amenities and uses.	✓			

Technical Appendices – Facilities, Outdoor Recreation, Park Amenities and Parkland Mapping

Community Centres, Arenas and Marinas

Swimming Pools

Rectangular Fields

Ball Diamonds

Tennis Courts

Pickleball Courts

Basketball Courts

Parks with Playgrounds – Urban Area

Parks with Playgrounds – Rural Area

Skate Parks, BMX and Mountain Bike Tracks

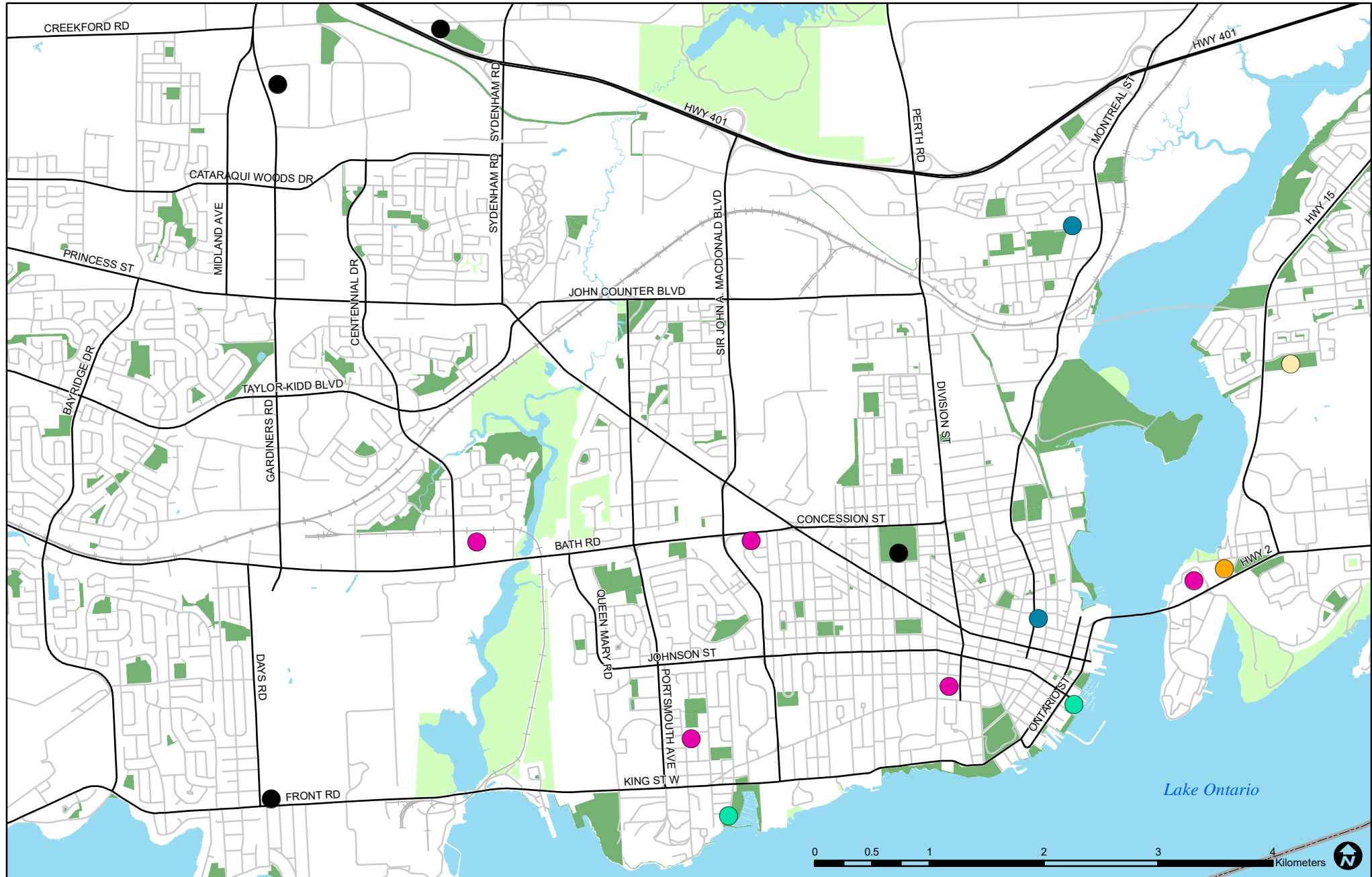
Splash Pads

Off Leash Dog Parks











Outdoor Rinks

Parkland

Community Centres, Arenas, and Marinas

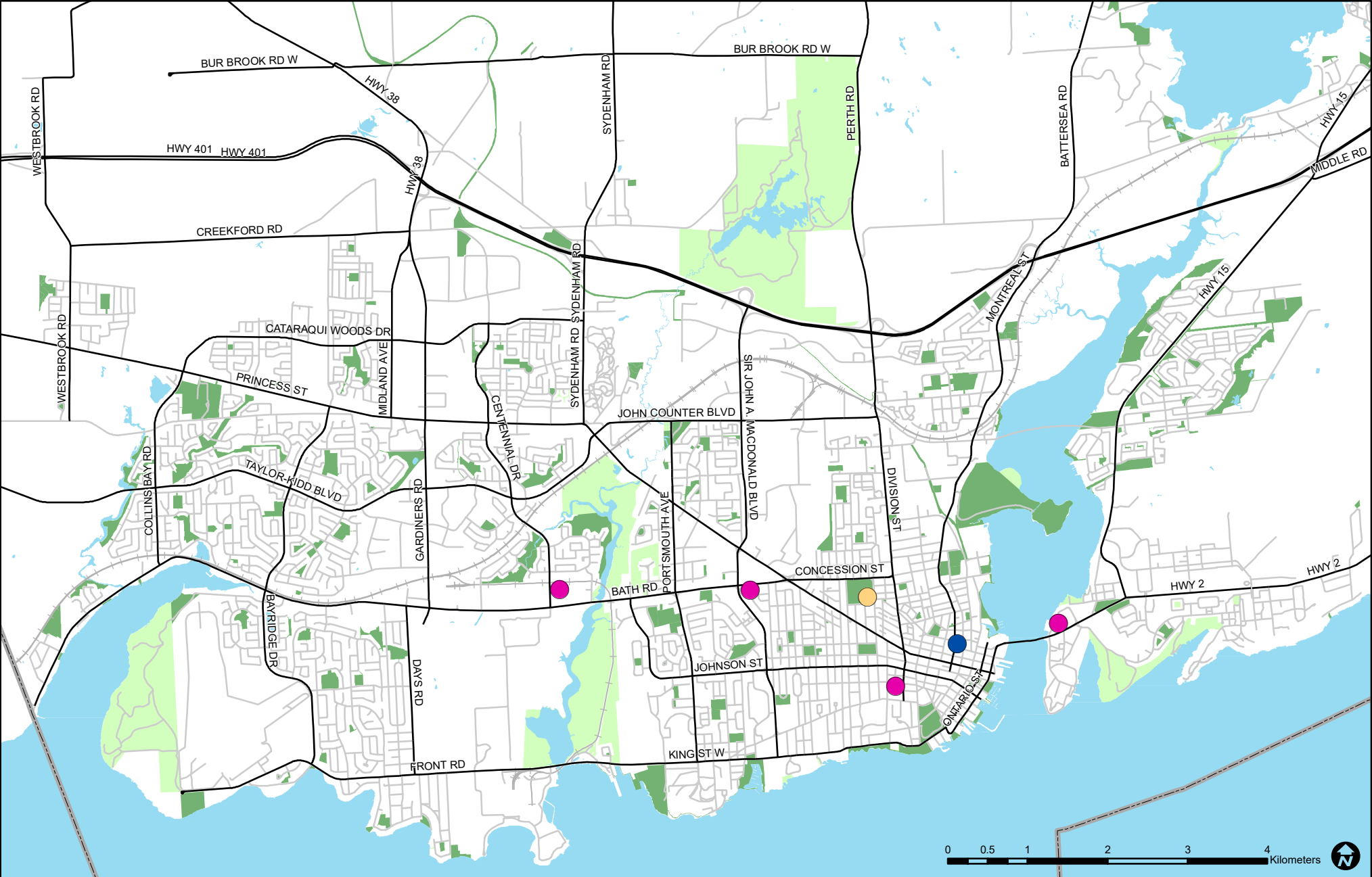


Legend

- | | | | |
|--|--|--|--|
|  City-Operated Community Centre |  Marina |  Municipal Boundary |  City Park and Open Space |
|  Planned City Operated Community Centre |  Arena |  Waterbodies |  Non-City Park and Open Space |
|  Other Public Recreational/Community Facility |  Other Public Arena | | |

Notes:
Map does not show entire City boundary

Swimming Pools



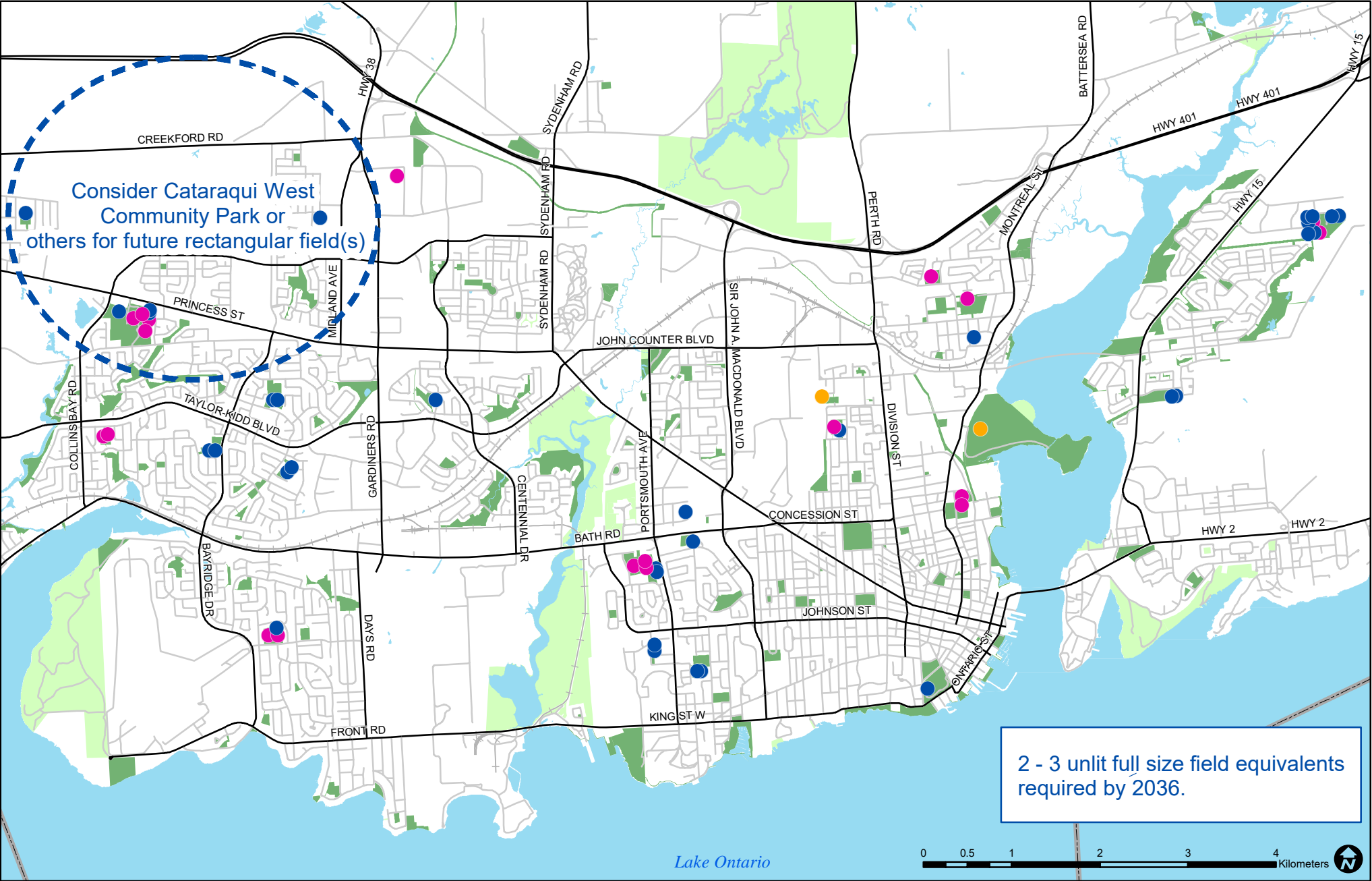
Legend

- City-Operated Indoor Pool
- Other Public Indoor Pool
- City-Operated Outdoor Pool
- Municipal Boundary
- Waterbodies
- City Park and Open Space
- Non-City Park and Open Space

Notes:
Map does not show entire City boundary



Rectangular Fields



Legend

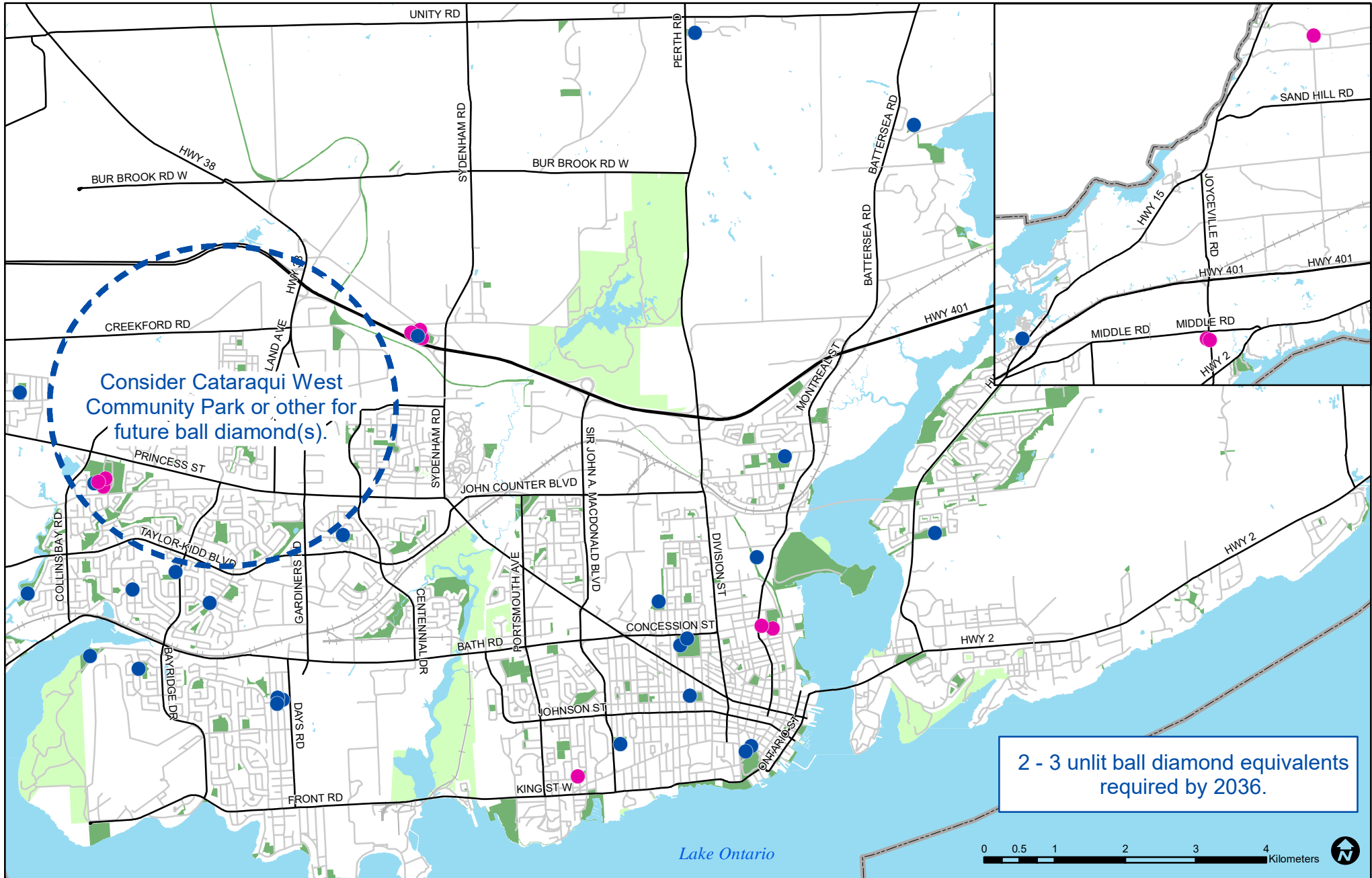
- Senior Rectangular Field
- Junior and Mini Rectangular Field
- Planned Rectangular Field

- Municipal Boundary
- Waterbodies

- City Park and Open Space
- Non-City Park and Open Space

Notes:
Map does not show entire City boundary

Ball Diamonds

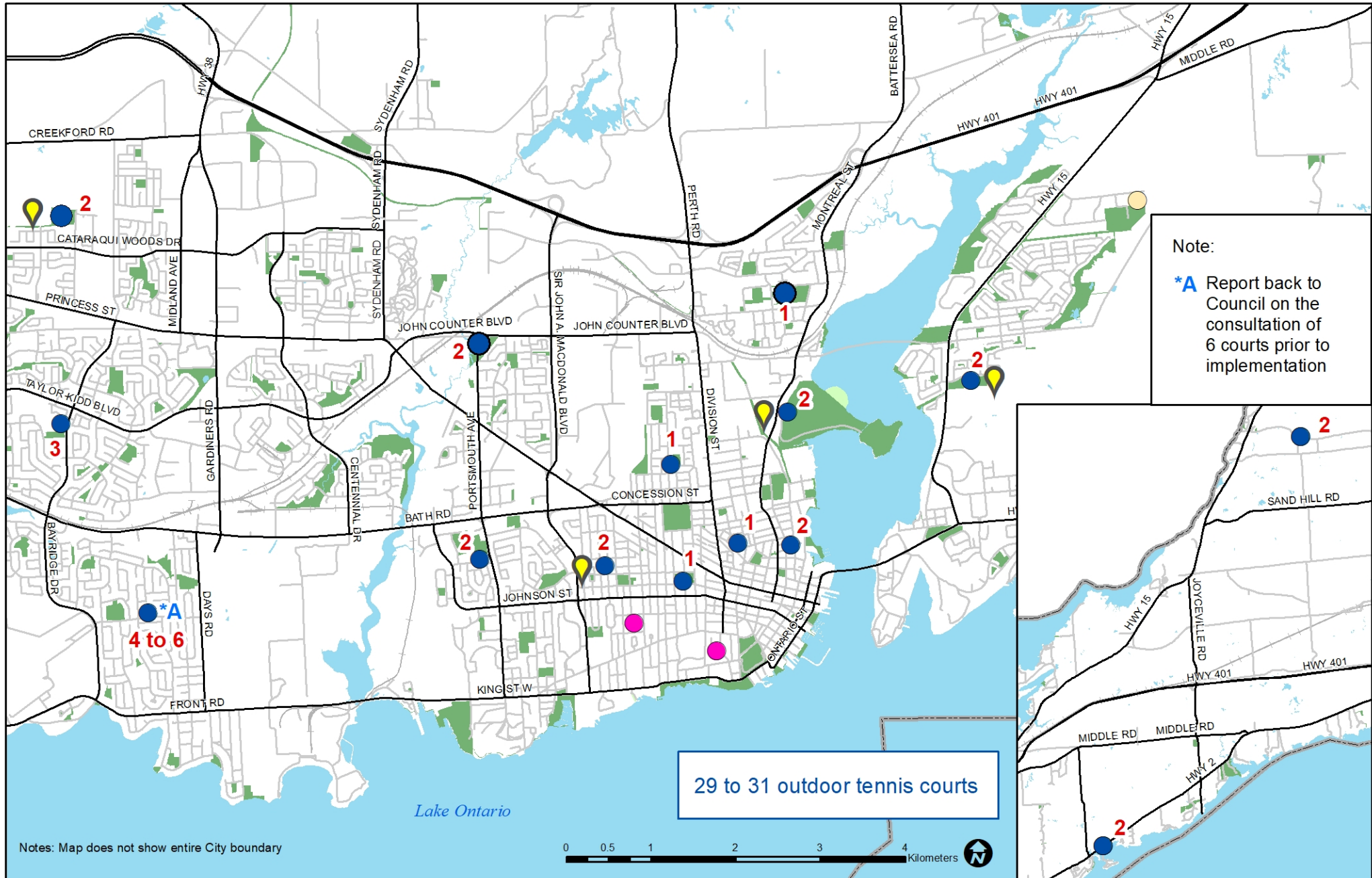


Legend

- Senior Ball Diamond
- Junior and Informal Ball Diamond
- Municipal Boundary
- Waterbodies
- City Park and Open Space
- Non-City Park and Open Space

Notes:
Map does not show entire City boundary

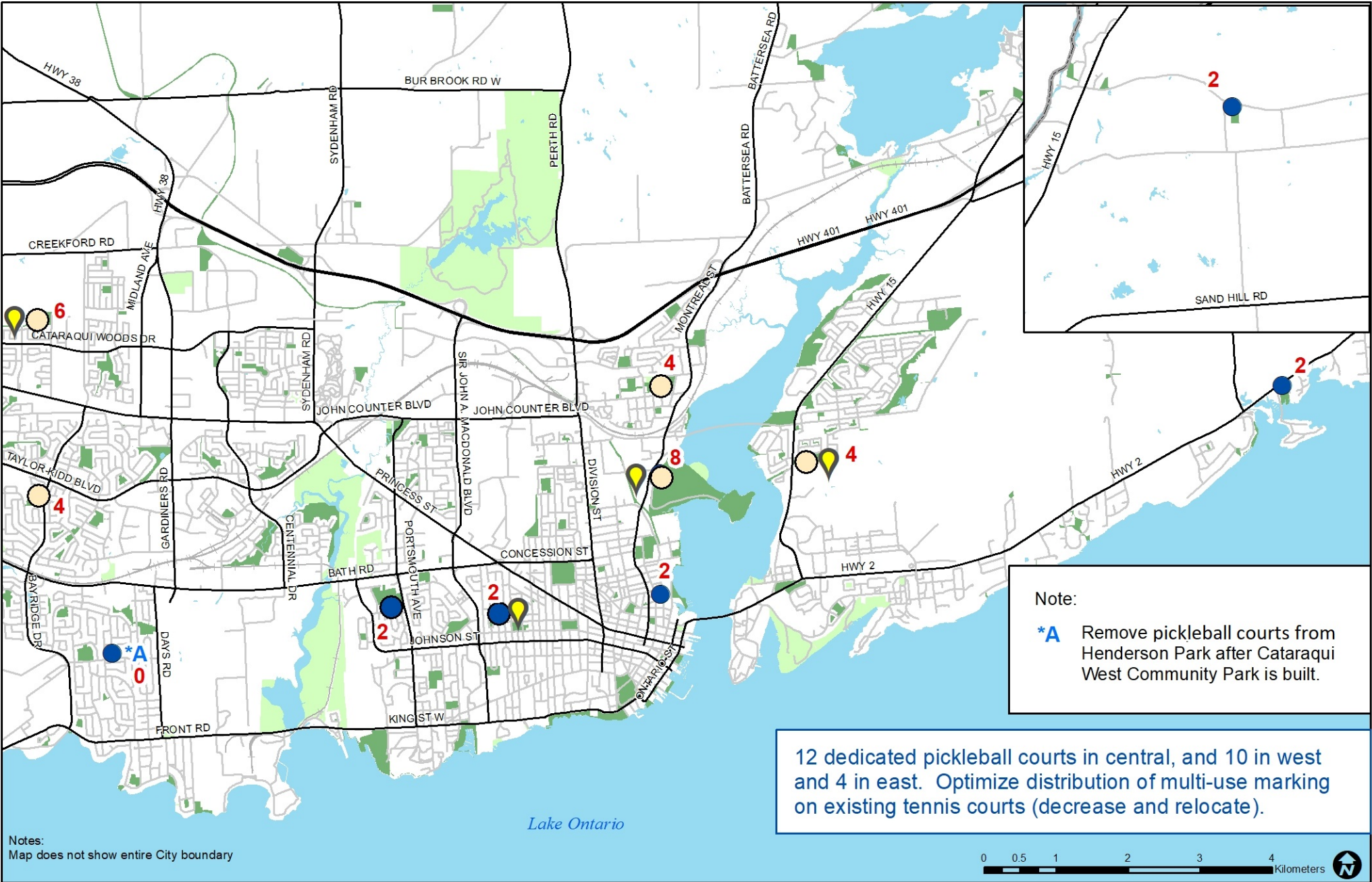
Tennis Courts



Legend

- Tennis Court
- Non-City Owned Tennis Court
- Municipal Boundary
- Waterbodies
- City Park and Open Space
- Non-City Park and Open Space
- 2 Number of courts
- Indoor Tennis Court
- Lights

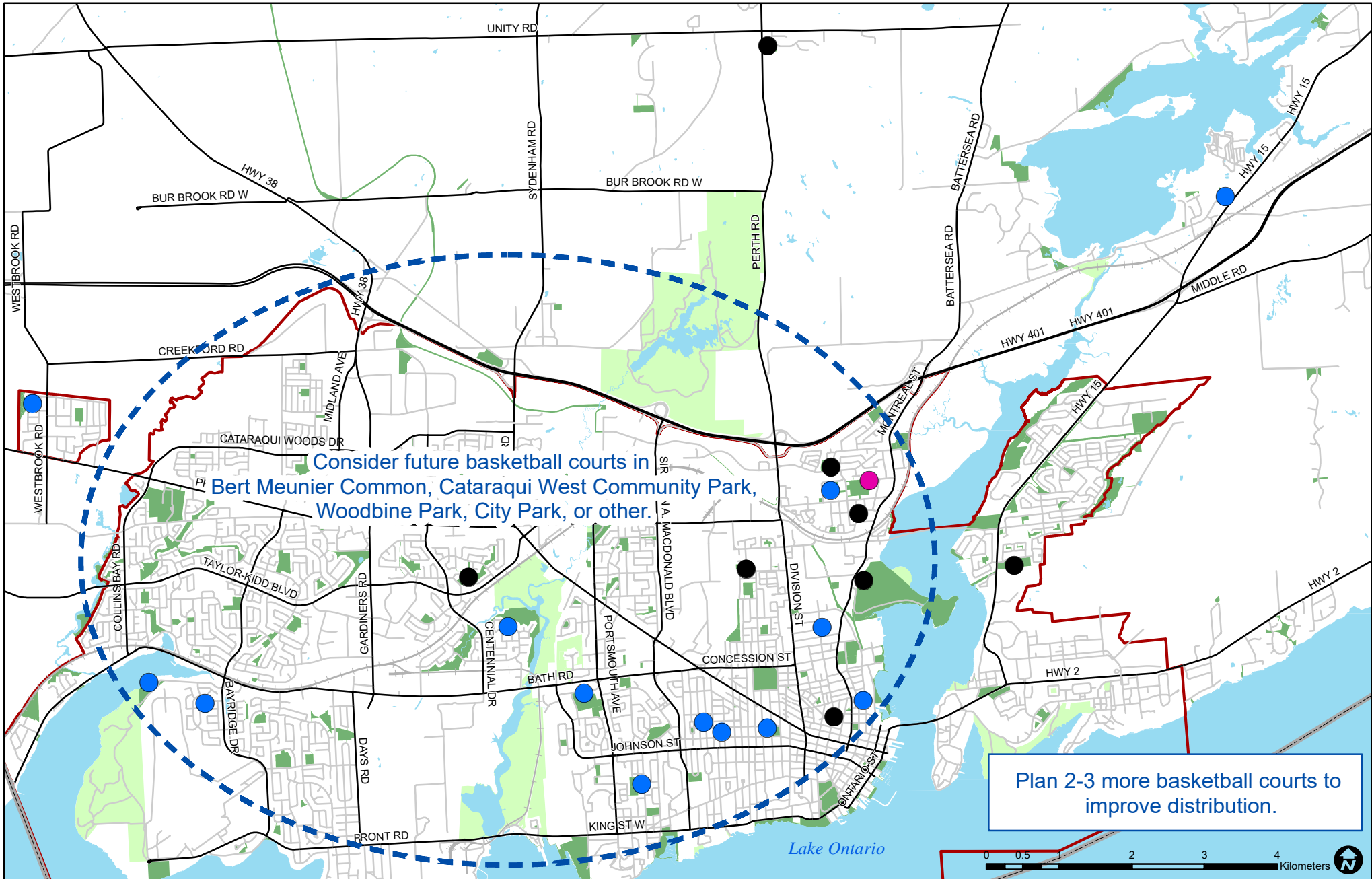
Pickleball Courts



Legend

- Pickleball Court (multi-use)
- Dedicated Pickleball Court
- 2 Number of courts
- 📍 Lights
- Municipal Boundary
- 🌊 Waterbodies
- City Park and Open Space
- Non-City Park and Open Space

Basketball Courts

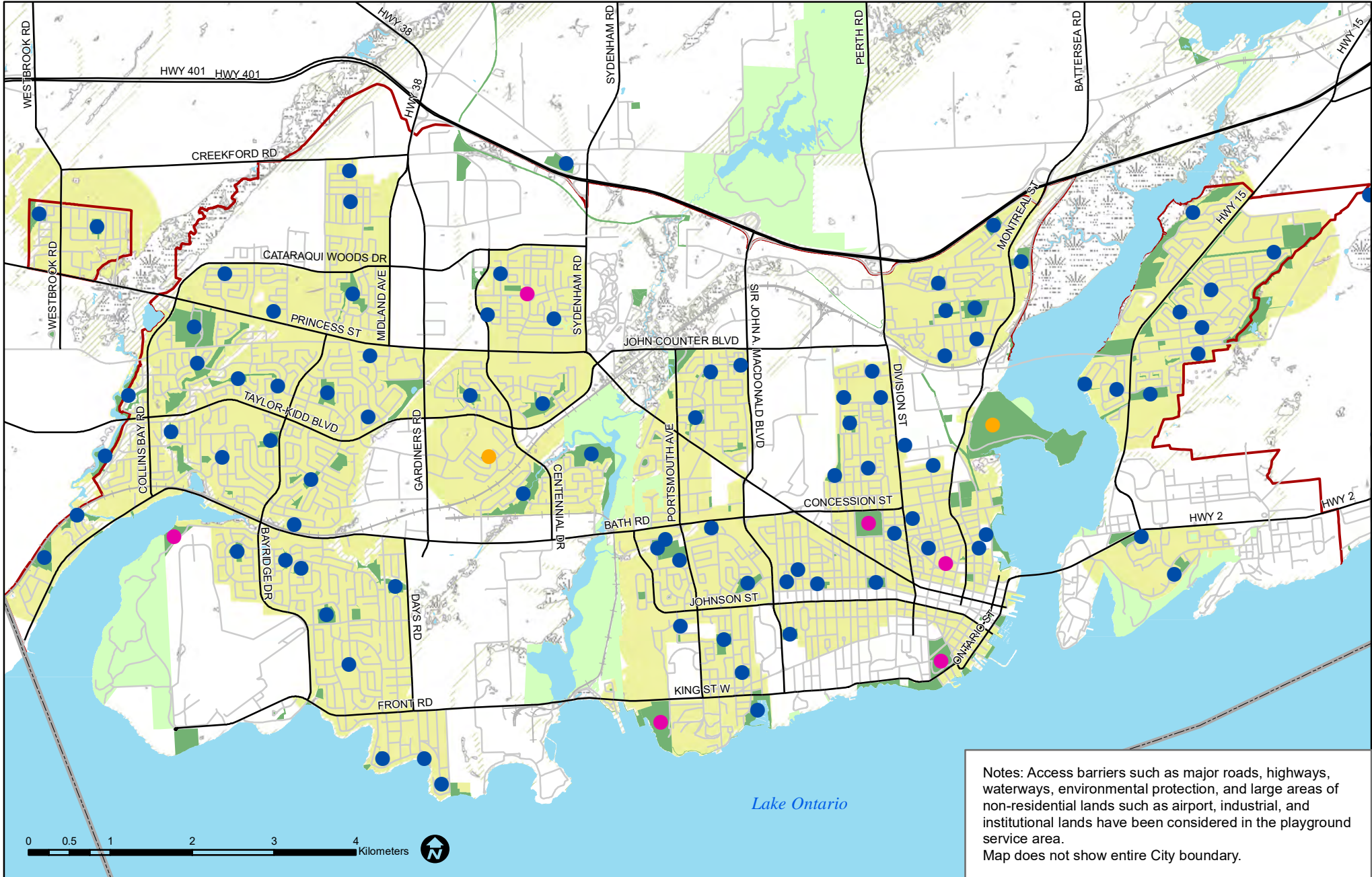


Legend

- Basketball Full Court
- Basketball Half Court
- Planned Basketball Court
- ⊕ Municipal Boundary
- ⊕ City Park and Open Space
- ⊕ Waterbodies
- ⊕ Non-City Park and Open Space

Notes:
Map does not show entire City boundary

Parks with Playgrounds - Urban Area

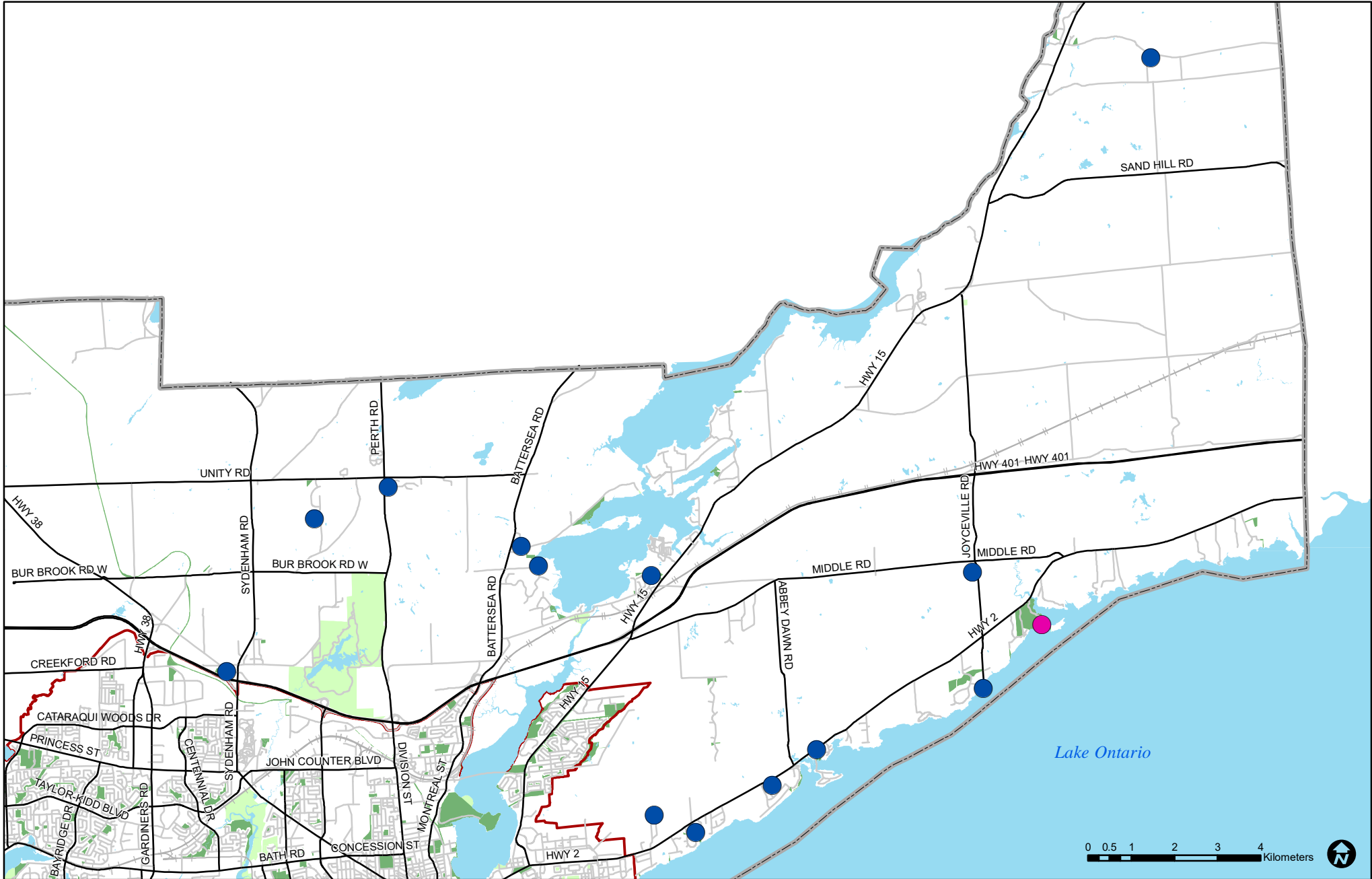


Notes: Access barriers such as major roads, highways, waterways, environmental protection, and large areas of non-residential lands such as airport, industrial, and institutional lands have been considered in the playground service area. Map does not show entire City boundary.

Legend

- Large Playground
- Neighbourhood Playground
- Planned Playground
- 800m Service Area
- Marsh
- Environmental Protection Area
- Municipal Boundary
- Urban Area
- Waterbodies
- City Park and Open Space
- Non-City Park and Open Space

Parks with Playgrounds - Rural Area



Legend

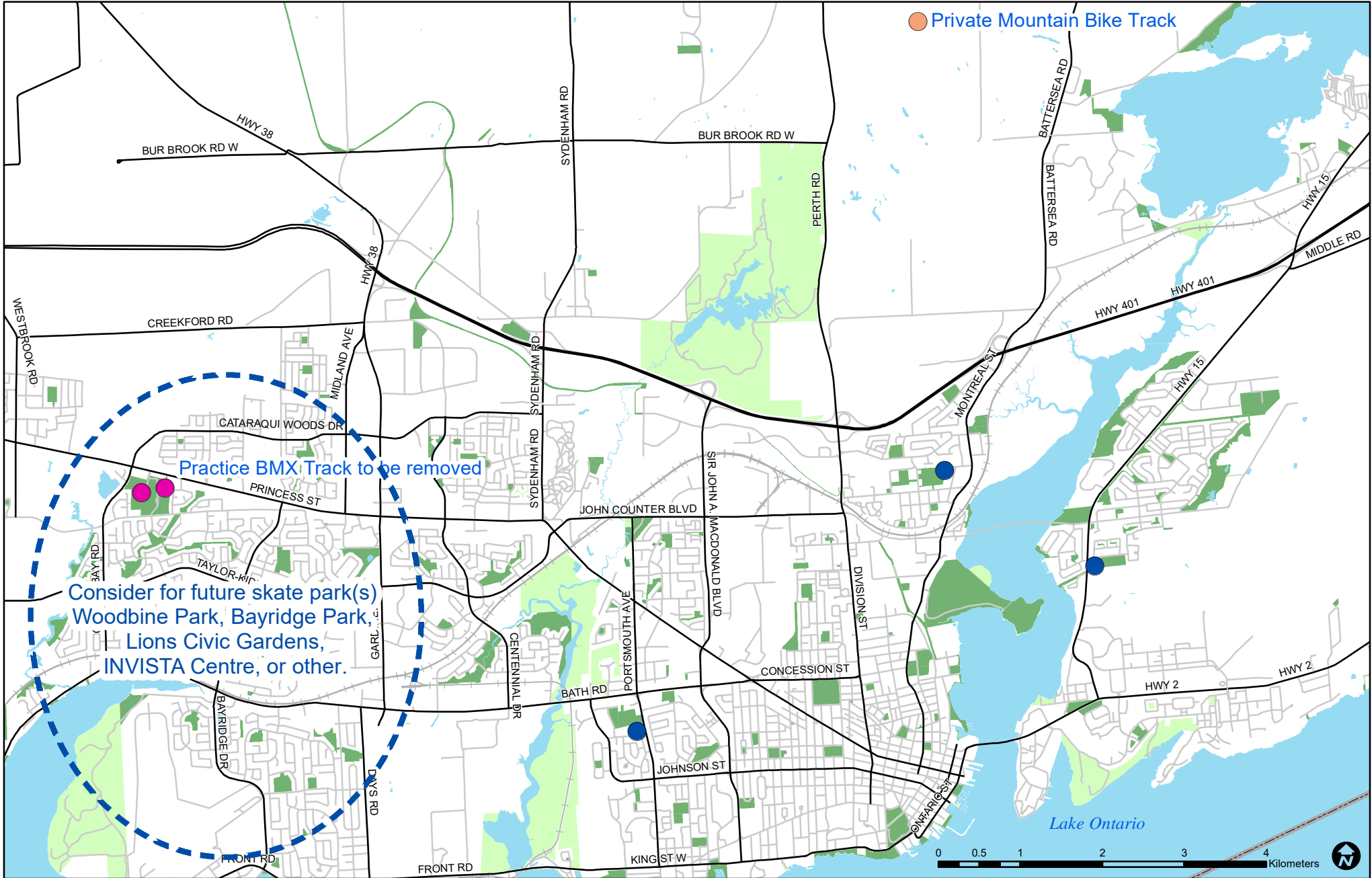
- Large Playground
- Neighbourhood Playground

- Municipal Boundary
- Urban Area
- Waterbodies

- City Park and Open Space
- Non-City Park and Open Space

Notes: Map does not show entire City boundary. Parks with playgrounds located in the urban area are shown on a different map.

Skate Parks, BMX and Mountain Bike Tracks



Legend

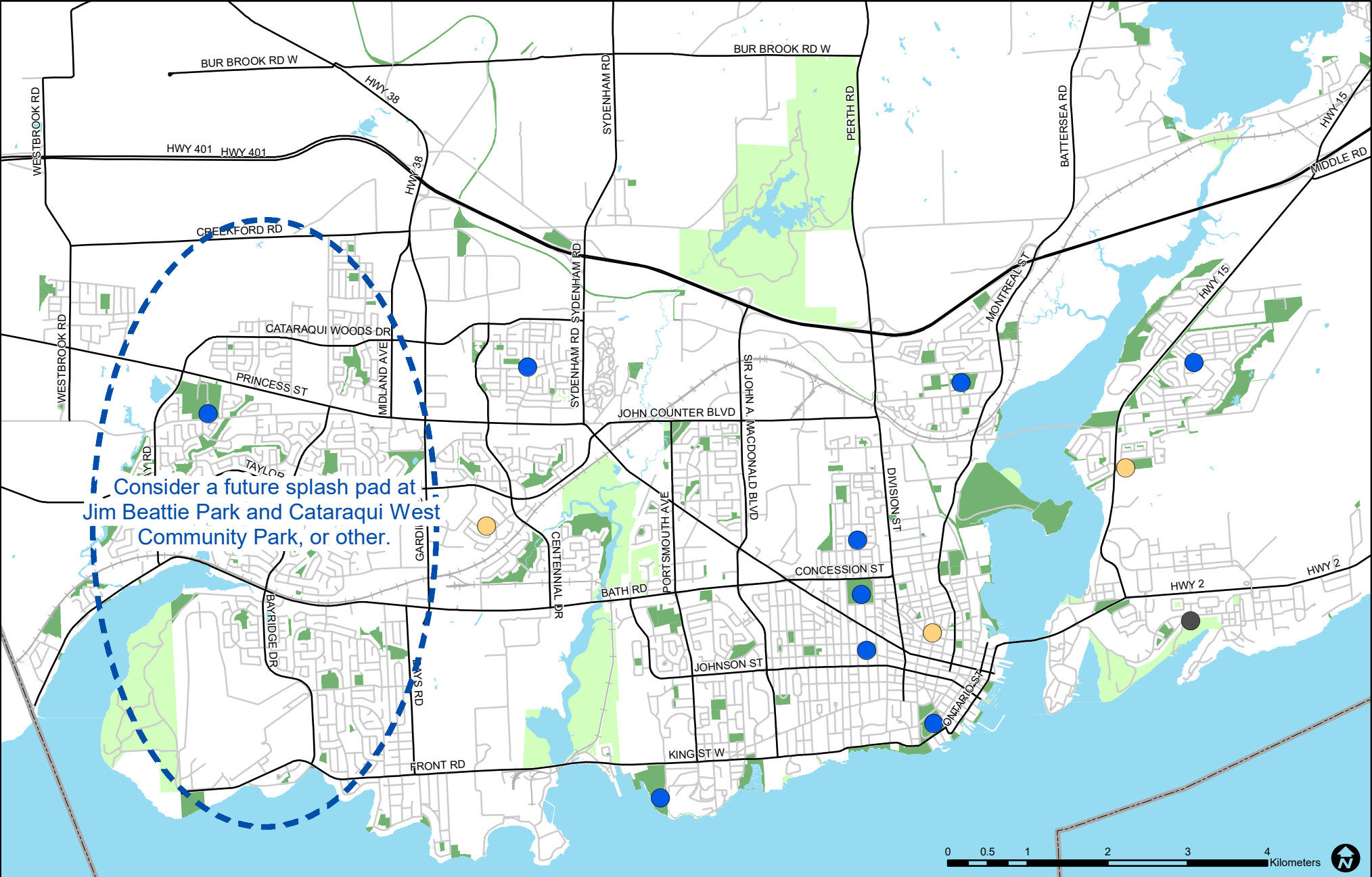
- Skate Park
- BMX Track
- Private Mountain Bike Track

- Municipal Boundary
- Waterbodies
- City Park and Open Space
- Non-City Park and Open Space

Notes:
Map does not show entire City boundary



Splash Pads

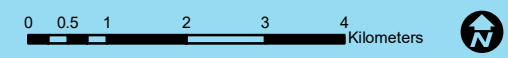
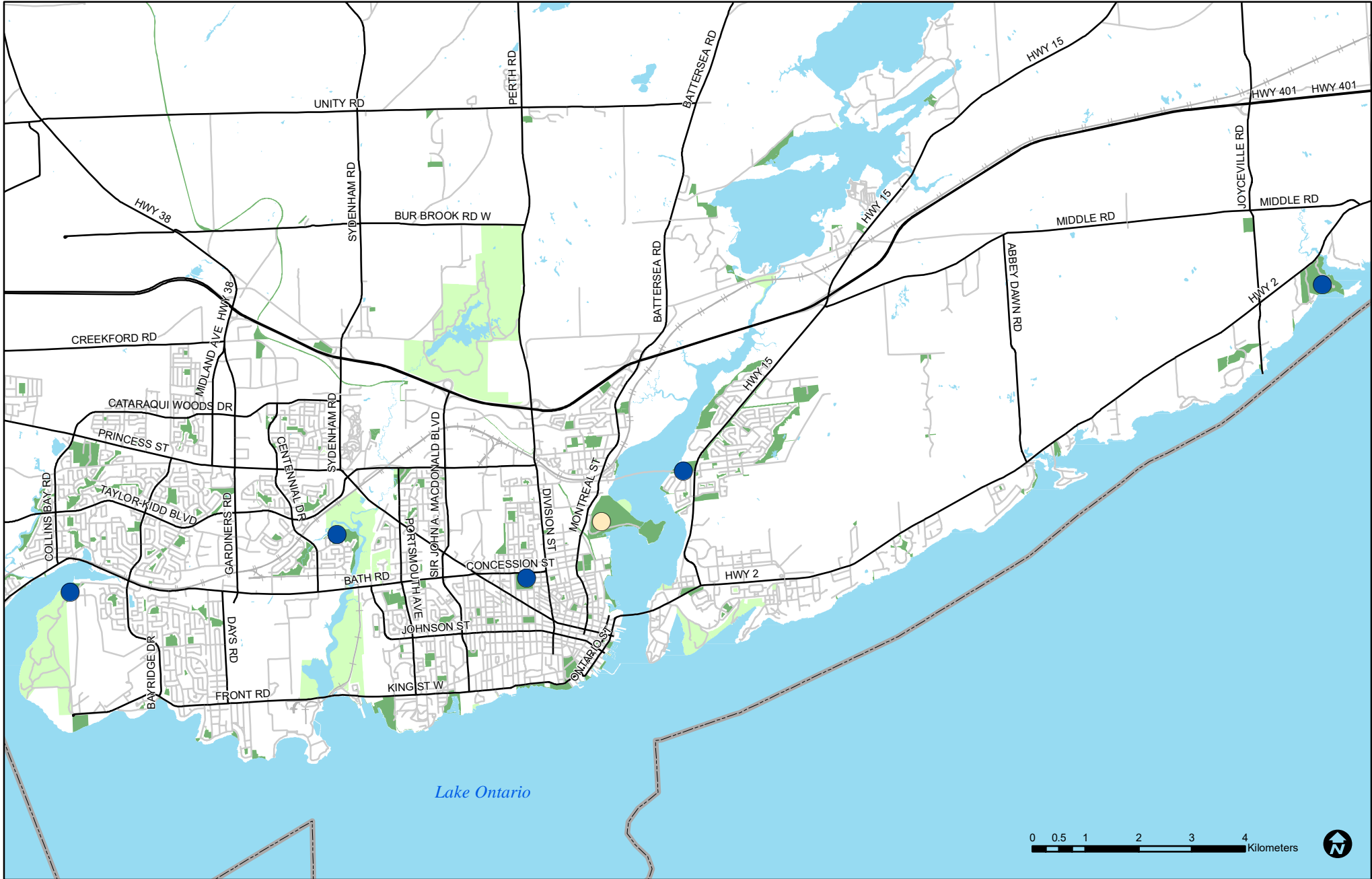


Legend

- Splash Pad
- Planned Splash Pad
- Non-City Splash Pad
- Municipal Boundary
- Waterbodies
- City Park and Open Space
- Non-City Park and Open Space

Notes:
Map does not show entire City boundary

Off-Leash Dog Areas

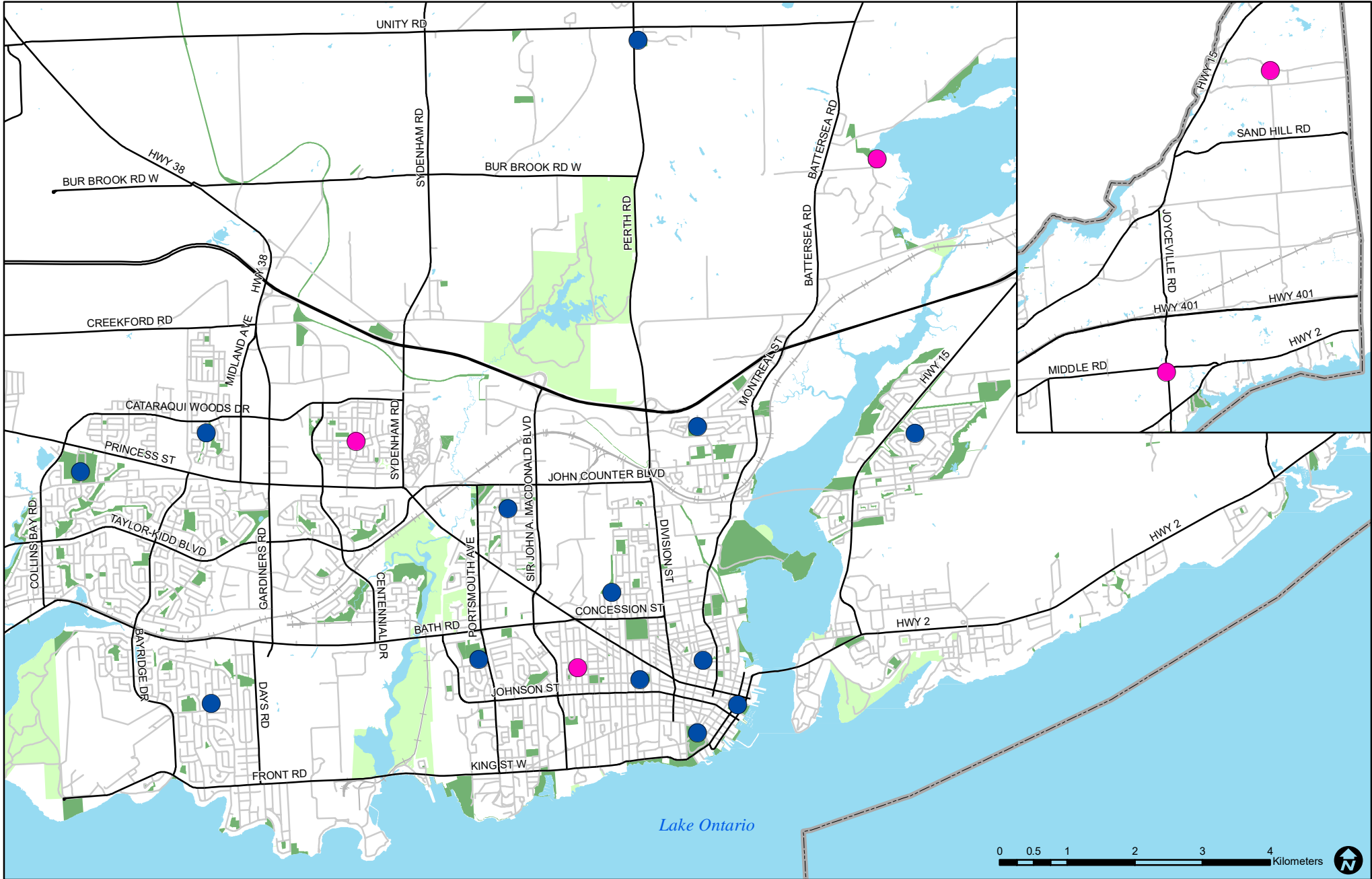


Legend

- Off-Leash Dog Area
- Planned Off-Leash Dog Area
- + Municipal Boundary
- ~ Waterbodies
- City Park and Open Space
- Non-City Park and Open Space

Notes:
Map does not show entire City boundary

Outdoor Rinks

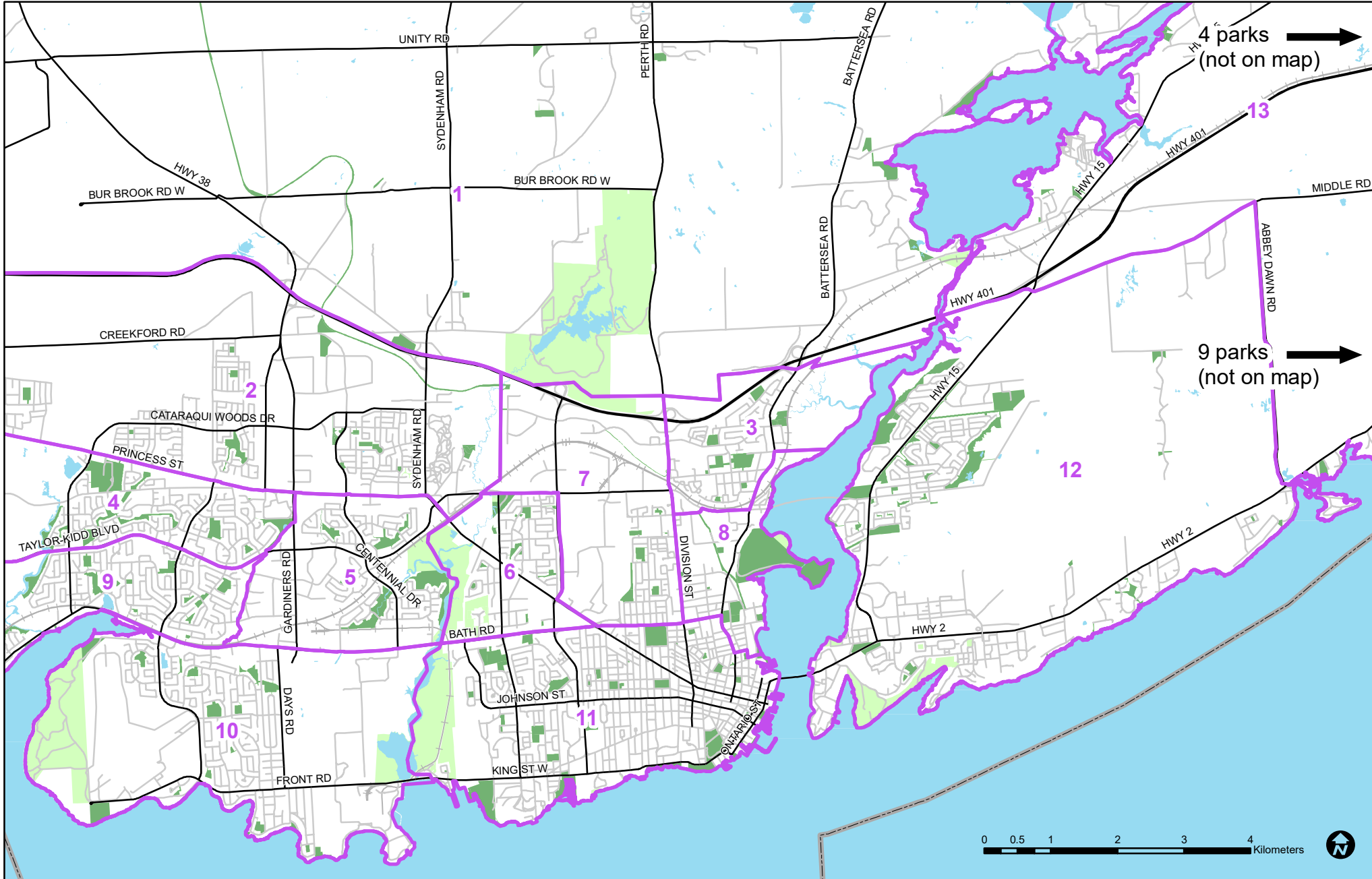


Legend

- City-Operated Outdoor Rink
- Community-Operated Outdoor Rink
- Municipal Boundary
- Waterbodies
- City Park and Open Space
- Non-City Park and Open Space

Notes:
Map does not show entire City boundary

Parkland



Legend

- City Park and Open Space
- Non-City Park and Open Space
- Parkland Service Area
- Municipal Boundary
- Waterbodies

Notes:
Map does not show entire City boundary

Technical Appendices – Incremental Capital Cost Estimates

**Kingston Parks and Recreation Master Plan
Incremental Capital Cost Estimates**

Notes:

Costs subject to Council approval through annual capital budget process

Pace of delivery subject to available resources and Council approval through annual capital budget process

No incremental outdoor recreation costs forecast in 2021 or 2022

		Ongoing	Years 1-5 (2021-2025)	Years 6-10 (2026-2030)	Years 11-15 (2031-2035)
#	Approach to Service Delivery				
2	Accelerate parks asset replacements such as play benches, pathways, lighting, etc. This will help to inform and support future prioritization and resource requirements for asset renewal and replacement.		\$ 300,000.00	\$ 900,000.00	\$ 600,000.00
	Multi-Use Community Centres				
18	Building upon the Portsmouth Visioning Exercise, develop a plan for the new purpose-built building that will provide a better facility for marina users and provide flexible community space.		Cost of study subject to Terms of Reference (ToR).		
	Multi-Purpose Space				
28	Revitalize, reconfigure or otherwise repurpose some of the underutilized multi-purpose spaces (e.g. Cataraqui Centre and INVISTA Centre) and seek to optimize these existing spaces in response to future trends as they arise through strategic investment to make the spaces more flexible for a diverse range of uses and partnership opportunities.		Capital envelope TBD based on needs (e.g. conversion of underutilized multi-purpose space to daycare facilities at INVISTA as identified by City staff).		
	Rectangular Fields				
32	Develop 2 to 3 additional rectangular fields (unlit full-size equivalents) over the plan period. Before any policy decision to address deficits in supply by constructing additional fields, the City should first consider the following: <ul style="list-style-type: none"> • Joint use of facilities through partnerships with school boards and other non-municipal agencies; • Review of allocation policies, as it relates to organized use of fields; • Increase the usability / capacity of existing rectangular fields through the addition of lighting. 		1 new field in Shannon and Cat. West Community Parks included in existing workplan	\$ 325,000.00	\$ 325,000.00
	Indoor Turf Sport Fieldhouses				
35	Consider local market conditions and potential partnerships with existing facilities for municipal investment to support the need for indoor turf fields prior to developing a new facility on municipal property.			Capital envelope TBD based on needs.	
	Ball Diamonds				
38	Develop 2 to 3 additional ball diamonds (unlit, full-size equivalents). To address any deficits in supply, effort should be made to increase the usability of existing ball diamonds through the addition of lighting, where possible, prior to considering additional diamonds.		1 new diamond in Shannon and Cat. West Community Parks included in existing workplan.	\$ 375,000.00	\$ 375,000.00

**Kingston Parks and Recreation Master Plan
Incremental Capital Cost Estimates**

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		Ongoing	Years 1-5 (2021-2025)	Years 6-10 (2026-2030)	Years 11-15 (2031-2035)
	Tennis Courts				
40	Plan for 29 to 31 outdoor tennis courts over the plan period. Optimize distribution of courts by reducing larger clusters of existing courts and distributing more broadly, if feasible. At Henderson Park, consult the community on the reinstatement of 6 tennis courts and report back to Council at that time.		2 new courts in Cat. West Community Park included in existing workplan. \$ 450,000.00	\$ 300,000.00	\$ 300,000.00
42	Optimize the capacity of tennis and multi-use courts through the implementation of lighting at select locations across the city (central, west and east locations). This would allow for extended evening hours increasing the playing capacity of the courts during the peak summer season and improve the overall service level of outdoor courts. This is to be considered in conjunction with pickleball court lighting, and not in addition to, and can help to mitigate the requirement to build new court facilities. When lighting is installed at Compton Park, low sideline fence to be installed.		\$ 205,000.00	\$ 250,000.00	\$ 270,000.00
43	Develop 3 tennis walls in the City. The first being in a central area of the City within the first 5 years of the plan period.		\$ 75,000.00	\$ 75,000.00	\$ 75,000.00
	Pickleball Courts				
44	Develop 12 to 16 new pickleball courts. Plan for 12 dedicated courts in central, 6 to 10 in west, 4 in the east. Develop 8 dedicated pickleball courts at Belle Park as per the Belle Park Master Plan, as a central community hub for the sport. Optimize distribution and reduce conflict of use by reducing or redistributing existing pickleball markings on multi-use courts. At Henderson Park, all multi-use courts to be removed. 2 to remain until Cataraqui West Community Park courts complete. Henderson pickleball hours: 10am to 5pm. Quiet paddles or foam balls only at Henderson and Bayridge Park. In the event of persistent noise complaints at Bayridge, 4 dedicated courts to be converted to 1 tennis court with 2 multi-use pickleball courts.		8 new courts in Belle Park, 4 new courts in Bayridge Park, and 6 new courts in Cataraqui West Community Park included in existing work plan. \$ 600,000.00		
45	Optimize the capacity of existing pickleball and multi-use courts through the implementation of lighting at select locations across the city (central, west and east locations). This is to be considered in conjunction with tennis court lighting and not in addition to and can help to mitigate the need to build new court facilities. Lights would allow for extended evening hours increasing the playing capacity of the courts during the peak summer season and improve the overall service level of outdoor courts.				\$ 300,000.00
	Basketball Courts				
46	Provide 2 to 3 new multi-use courts that include basketball facilities over the Plan period to improve distribution City wide. Additional multi-use courts should be provided on an as needed basis in order to achieve adequate geographic coverage across the city.		1 basketball court in Shannon Park, Bert Meunier Common and Cataraqui West Community Park included in existing workplan.		

**Kingston Parks and Recreation Master Plan
Incremental Capital Cost Estimates**

Notes:

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		Ongoing	Years 1-5 (2021-2025)	Years 6-10 (2026-2030)	Years 11-15 (2031-2035)
	Playgrounds				
51	Accelerate play equipment replacement program to keep up with aging infrastructure. Explore reducing the scale of play equipment when replacing old equipment. This should be based on asset management needs and be in keeping with changing neighbourhood demographics.	Current asset management practices include 2-4 playground replacements per year. Approximately \$300,000 is included annually in existing work plan.	\$ 700,000.00	\$ 700,000.00	\$ 1,050,000.00
	Outdoor Fitness Equipment				
52	The City should consider opportunities for outdoorfitness equipment in 3 select locations such as in larger destination parks, along existing trails, or in areas with higher relative concentrations of older adults. Due to the moving parts of the equipment, areas with surveillance ability are recommended to reduce potential vandalism and maintenance needs. Consider Bridle Path Park, Greenwood Park, and Lake Ontario Park..		\$ 75,000.00	\$ 150,000.00	
	Skateboard Parks & BMX Tracks				
53	Develop one mid-size skateboard park over the Plan period, to be located in the city's west end. Consider Lion Civic Gardens, Cataraqui West Community Park or INVISTA. Any new skateboard parks should be developed in a location that is easily accessible to areas with higher relative concentrations of youth, connected to trails, pathways, high schools, services, and transit routes, and highly visible for improved safety. Co-location with other youth-focused recreational amenities is also recommended (i.e. basketball courts, ball diamonds, soccer fields, etc.). When developing new skateboarding facilities and location determination, engagement with the skateboarders and community at large is important.			\$ 625,000.00	
54	Explore opportunities for 2 smaller scale active sport facilities such as 'skate spots' or small track typologies such as pump humps, ledges and urban elements to improve distribution of skateboarding, scooter, freestyle BMX, and bike facilities across the city and in the rural areas.		\$ 125,000.00	\$ 125,000.00	
55	Decommission the BMX practice track at Woodbine Park and repurpose the space to accommodate alternative park amenities.		\$ 150,000.00		

**Kingston Parks and Recreation Master Plan
Incremental Capital Cost Estimates**

Notes:

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		Ongoing	Years 1-5 (2021-2025)	Years 6-10 (2026-2030)	Years 11-15 (2031-2035)
	Splash Pads				
58	Continue with the implementation of the planned splash pad at the new community park on Wheathill Street, Kingston East Community Centre, and the conversion of McBurney Park wading pool.		In existing workplan.		
59	When planning for new splash pads consider locations in the southwest (e.g. Jim Beattie Park) and the northwest (e.g. Cataraqui West Community Park) to improve spatial distribution across the city. Larger community parks are preferred locations for new splash pads where a variety of other amenities are already located.		1 new splash pad at Jim Beattie Park included in existing workplan.	1 new splash pad at Cataraqui West Park included in existing workplan.	
	Off-Leash Dog Parks				
60	Continue to implement one off-leash dog parks as per the approved Belle Park master plan. Requests for additional dog parks should be subject to the Off-Leash Dog Park Policy.		1 new dog park included in Belle Park phase 1 in existing workplan.		
	Parkland Design & Amenities				
68	Consider accessibility audits for key parks to understand need and deficiencies. Prioritize high use places such as the waterfront, City-wide or District parks first, followed by Neighbourhood level parks. Consider accessibility improvements and align park upgrades with accessibility needs. Improvements should be designed to AODA and City FADS standards, and through consultation with the City's Municipal Accessibility Advisory Committee (MAAC).		\$ 150,000.00	\$ 450,000.00	\$ 300,000.00
71	Consider dedicated improvements to Cataraqui Woods Park such as pathway and safety improvements. Consider creating a park master plan for Woodbine Park to improve safety, usability of sports fields and diamonds, pedestrian connections, buffering from residents, and parking-related issues. The implementation of the Woodbine Park master plan would require Council approval.		\$ 65,000.00	\$ 550,000.00	
	Waterfront				
83	Explore and accelerate WFMP small craft launch improvements Colonel By Lake in Cecil and Wilma Graham Park and at Loughborough Lake west basin.		\$ 225,000.00	\$ 175,000.00	

**Kingston Parks and Recreation Master Plan
Incremental Capital Cost Estimates**

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		Ongoing	Years 1-5 (2021-2025)	Years 6-10 (2026-2030)	Years 11-15 (2031-2035)
Marinas					
84	Explore partnership viability of a third-party operator for the operation of the municipal marinas. Through any future partnerships, a strategy for reconfiguration and expansion of the Confederation Basin Marina is needed, to improve views and increase public access to the water as per the Waterfront Master Plan.		Cost of study subject to Terms of Reference (ToR).		
85	Based on the recommendations from the Portsmouth Visioning, the City should create a continuous public access along the waterfront (as per the Waterfront Master Plan), develop a new purpose-built building that will provide a better facility for marina users and provide community space at the Portsmouth Olympic Harbour site. The City should continue to partner with the federal government to carry out recommendations of the visioning.			Cost of study subject to Terms of Reference (ToR).	Capital envelope TBD based on needs.
Planning and Design			\$ 430,000.00	\$ 1,040,000.00	\$ 800,000.00
Total			\$ 3,550,000.00	\$ 6,040,000.00	\$ 4,395,000.00
Total 15 year incremental cost of outdoor recreation amenities		\$ 13,985,000.00			

A young child with pigtails is floating on their stomach in a swimming pool. They are wearing pink goggles and have their arms extended forward. The water is a light blue color. The image is dimmed to serve as a background for the text.

Prepared by Sierra Planning & Management

For the City of Kingston

March 2021

Parks and Recreation Master Plan Update: Draft Final Report