

APPENDIX A – Parks and Recreation Master Plan, Goals, Strategic Directions, and Recommendations

<p>GOAL 1 – ACTIVE LIVING We will support and promote opportunities for active living. This will be achieved through unstructured and structured experiences that encourage regular physical activity and healthy aging.</p>
<p>Strategic Directions:</p> <ul style="list-style-type: none"> a) Foster active living through structured and unstructured activities that improve physical, mental, and social wellbeing. b) Make parks and facilities walkable and accessible by residents through active transportation and connections to public transit. c) Support programming that encourages introductory skill development, interaction, and community building.
<p>Recommendations:</p> <p><u>Physical Activity, Active Living, and Active Aging</u></p> <ul style="list-style-type: none"> 1. Continue to embrace a strength-based service delivery and program role that maximizes access by leveraging contributions from the full range of providers. Programs provided by the City of London will continue to emphasize physical activity and physical literacy for residents of all ages and abilities through registered and drop-in opportunities. 2. Expand the variety, frequency, location, and promotion of drop-in programs through the use of community centres, neighbourhood locations, and parks. Develop a strategy to identify, administer, and evaluate drop-in programming that responds to changing demographics and diversity. 3. Offer more family recreation opportunities to meet the needs of newcomers and minority groups (including more intergenerational opportunities and options for children ages 0-2 years) and to help foster lifelong participation. 4. Work with the Child and Youth Network priority area leads to explore options for integrating physical literacy and new physical activity elements into our built environment, such as incorporating literacy decals, murals, etc. into community centres. 5. Explore how to best meet the increasing demands and unique needs of older adults. Meet with partners such as the Huff N’ Puff Seniors Fitness Association and other organizations to explore needs/plans moving forward, including the exploration of a therapeutic line of programming with community partners. 6. Continue to review program participation data to make informed decisions about program development by age group and location through the establishment of participation targets. 7. Work together with other service providers and stakeholders to understand and address overall participation rates and gaps in parks, recreation, and sport pursuits in London.
<p>GOAL 2 – INCLUSION AND ACCESS We will remove barriers to participation by adopting a model of “access for all”. This will be achieved by welcoming and including all residents</p>
<p>Strategic Directions:</p> <ul style="list-style-type: none"> a) Work collaboratively with populations that face constraints to participation – such as (but not limited to) Indigenous peoples, newcomers to Canada, residents with low income backgrounds, LGBTQ2S+ community, females, and persons with disabilities – to reduce and remove barriers. b) Support diversity and inclusion by evaluating proposals, policies, and actions through an equity and gender lens. c) Provide, promote, and enhance subsidy programs that improve affordability for all. d) Increase the range of low- and no-cost programs within the city. e) Promote the use of parks and public spaces. f) Promote the use of trails and pathways in a way that protects significant features and functions. g) Implement age friendly design standards and planning strategies that improve accessibility for all.
<p>Recommendations</p> <ul style="list-style-type: none"> 8. As the City grows, continue to expand low- and no-cost program initiatives. Continued research and engagement at the neighbourhood-level is necessary to identify areas that will benefit the most from these initiatives. 9. Reach out to Indigenous people and organizations to:

- a) Undertake regular and meaningful engagement on matters of importance related to parks, recreation programs, sport services, and facilities;
 - b) Explore new partnerships for including Indigenous programming in the Recreation Guide;
 - c) Explore how to best ensure Indigenous peoples feel welcomed in programs and community centres;
 - d) Target casual staff recruitment efforts through Indigenous organizations to increase the diversity in London's leadership staff; and,
 - e) Identify how parks, recreation, and sport can support the Truth and Reconciliation Commission of Canada Calls to Action.
10. Work with **under-represented populations** to: identify participation rates in parks, recreation, and sport; remove barriers to participation; and, establish appropriate participation targets.
 11. Expand our reach to **newcomer populations** by:
 - a) Focusing on staff recruitment efforts and leadership development to increase the diversity of the staff team;
 - b) Increasing the variety of recreational opportunities that are appropriate for various ethnocultural groups; and
 - c) Translating promotional materials into predominant languages.
 12. Expand programs and services for the **special needs population**, with a focus on increasing physical activity options for school-aged children with special needs.
 13. Expand **staff training** around accessibility, including sensitivity training sessions.
 14. Expand **gender diversity/LGBTQ2S+** inclusion by utilizing consistent signage at all centres and using the Ontario Human Rights Code and experts in the region to inform the staff training programs.
 15. Evaluate the balance of **female participation** by age cohort in all direct, casual, community, and stakeholder-driven sport opportunities in London.

Note: Unless otherwise notes, matters relating to barrier-free accessibility and AODA built environment requirements are addressed in Section 7 "Supportive Environments".

GOAL 3 – CONNECTING PEOPLE AND NATURE

We will strengthen residents' connections with their neighbourhoods and nature. This will be achieved through public awareness, neighbourhood-driven activities and decision-making, and opportunities to animate and enjoy London's outdoor spaces and places.

Strategic Directions:

- a) Enhance awareness of community initiatives and promote the personal and community benefits of parks, recreation, and sport.
- b) Support volunteerism and community engagement in the planning and delivery of services.
- c) Continue to emphasize initiatives focused on strengthening neighbourhoods, animation of public spaces, and unstructured activities.
- d) Collaborate with providers to exchange information and promote services and programs.
- e) Use recreation to help people connect with nature and be stewards of the natural environment.
- f) Apply effective designs and management strategies that support healthy and sustainable environments, and sustain significant ecological features and functions.
- g) Support efforts to expand active transportation networks, including trails and pathways within, and connecting to, parks and natural park areas.

Recommendations:

Connecting People and Neighbourhoods

16. Continue to **support community development and local decision-making initiatives**, the London Strengthening Neighbourhoods Strategy, Child and Youth Agenda, partnerships, and other means of achieving equity in park, facility, and service delivery.
17. Continue to embed **public engagement as a required element** when making key decisions relating to parks, recreation, and sport services. Consider a variety of tactics (including community-led and community-designed engagement opportunities) that make it easy for people to participate, such as at non-traditional locations and times.
18. Continue to support **Neighbourhood Hubs** by:
 - a) Ensuring community centres and parks are safe places where people can gather and connect, and promote this fact;
 - b) Providing welcoming and inviting spaces;
 - c) Using community centres and parks as access points for information about other City of London services; and,
 - d) Using appropriate facilities as warming/cooling centres when needed.
19. Continue to maximize **program delivery in existing places and spaces** by:

- a) Identifying location gaps for different program areas and develop strategies to fill these gaps; and,
 - b) Sourcing out new program locations through formalizing usage of school facilities (all school boards), coordinating with Family Centres, planning ahead for when new school space becomes available, and identifying under-utilized public library spaces.
20. As part of a broader community engagement strategy that utilizes a blend of broad and targeted tactics, investigate the feasibility of developing an **online community portal and application** centred on parks, recreation, and sport in London.
21. Increase **resident awareness and marketing** of parks, recreation, and sport opportunities and information through:
- a) Leveraging new and emerging technologies that enhance the customer service experience (e.g., program registration and rentals);
 - b) Including more information about features available at each location, including those accessible to persons with disabilities;
 - c) Educating the public about service level standards, such as parks maintenance and naturalization initiatives;
 - d) Establishing strategies for communicating with specific audiences, including under-represented groups;
 - e) Expanding current initiatives such as the Play Your Way newsletter, NeighbourGood London, surveys, information centres, etc.;
 - f) Developing generic neighbourhood-based information by working with Family Centres, libraries, and schools; and,
 - g) Increasing cross-promotion on social media, utilizing relationships with neighbourhood groups, etc.
22. Continue to explore opportunities to publish key promotional material and provide language supports for participants in **multiple and predominant languages** with the goal of expanding the City's reach and increasing participation amongst newcomer groups.

Connecting People with Nature / Thames River

23. Place a greater emphasis on helping people **connect with nature through recreation** by:
- a) Incorporating appreciation and exposure to nature through new program design;
 - b) Improving the connection between community and seniors' centres and their outdoor spaces; and,
 - c) Enhancing shoreline access and gathering spaces by providing more amenities for trails/pathways and water-based recreational pursuits (e.g., fishing, paddling, etc.) adjacent to the Thames River, in keeping with best environmental practices.
24. To support education and nature appreciation, provide **interpretive signage** that highlights the significance of London's Natural Heritage System.

Recreational Trails and Pathways

25. Continue to provide Londoners with **trails** that offer opportunities to be immersed in, experience, respect, and value nature.
26. Where ecologically appropriate, ensure that new trails are **AODA compliant**, so that all Londoners can experience nature.
27. Continue efforts to address **gaps in the recreational trail and pathway networks** and extending the system into new growth areas. All trail and pathway development projects require site-specific analysis, including application of applicable policies and guidelines.
28. Identify and consider opportunities to enhance the **safety and convenience** of the recreational pathway system through urban design, active transportation, and park renewal initiatives. Examples include (but are not limited to) installation of bike racks and amenities, signage clearly identifying access points, community education and awareness, separation of users in high traffic areas, and a winter maintenance program in select locations where significant features and functions are not put at risk.
29. Work with applicable approval agencies to develop a coordinated policy approach for **recreational trail and pathway development** within Woodland Parks and floodplains.
30. Align implementation of the Parks and Recreation Master Plan with the City's **Cycling Master Plan** and promote and link with **Provincial Cycling Routes** (CycleON). Update technical standards to reflect Provincial planning guidelines, as revised from time to time.

Environmental Health and Stewardship

31. Identify resources to support the enhanced **management of municipal woodlands** (including Woodland Parks) and work collaboratively with internal and external stakeholders to achieve the desired service level standards.
32. Enhance **stakeholder and resident roles** in providing **stewardship** of parks, gardens, and other community resources. This may include encouraging the establishment of

- park foundations, conservancies, and other stewardship partnerships that enhance park sustainability.
33. Seek opportunities to improve **awareness and understanding** about the importance of the City's Natural Heritage System and urban forest and their broader role within **Carolinian Canada**. Additional research should be conducted into best practices that build upon existing community partnerships and community education opportunities (e.g., programming and events, social media, educational signs, etc.).
 34. Continue to promote **naturalization of appropriate municipal lands and beautification and greening efforts** led or sponsored by the City (e.g., planting programs, "adopt-a-" initiatives, community events, public art, and more) to meet multiple goals for habitats, pollinators, and tree coverage.
 35. Continue to seek and implement strategies for the effective management of **urban wildlife and invasive species**.

Outdoor Play

36. Develop an **Outdoor Activity Strategy** to encourage residents of all ages to stay outdoors longer, enjoy outdoor settings and enhance connections with nature. This strategy may also include policy direction on accommodating physical activity and community-based **commercial activities** in parks (e.g., group fitness classes, farmers' markets, etc.).
37. Investigate new **challenging play opportunities** to keep children and families outdoors and active for longer periods of time.

GOAL 4 – SUPPORTIVE ENVIRONMENTS We will invest strategically in parks, recreation and sport infrastructure to support the Master Plan goals. This will be achieved by responding to demonstrated community needs through the thoughtful design, delivery, and management of parks, facilities, and spaces.

Strategic Directions:

- a) Ensure that public spaces are safe, welcoming, accessible, and maintained in a state of good repair through the implementation of contemporary design standards and AODA requirements.
- b) Renew, expand, and develop spaces, facilities, and amenities in appropriate locations to address existing gaps.
- c) Strive to develop spaces, facilities, and amenities that are flexible, serve multiple users, function as neighbourhood hubs, and can be linked to broader strategies and initiatives.
- d) Respond to changing participation patterns, demographics, and emerging activities by adapting public spaces and programs to fit evolving needs and expectations.
- e) Employ effective and progressive maintenance and asset management practices.
- f) Support inward and upward growth through proactive planning and innovative models that support future growth and an increasingly urbanized city.
- g) Recognize the importance of placemaking through exceptional civic spaces and robust infrastructure.
- h) Utilize a variety of acquisition and non-acquisition-based options to enhance the supply of parks and open spaces.

Recommendations:

Planning for a Mature City

38. Consider **new service and facility delivery models** that reflect the realities of higher-density residential communities, while ensuring convenient public access to needed spaces (e.g., public recreation amenities in highrise buildings).
39. In neighbourhoods planned for **residential intensification**, evaluate existing parks, green spaces, and other municipal properties for their potential to accommodate multi-functional spaces and expanded social and recreational opportunities to serve diverse populations.
40. Evaluate **surplus school and other acquisition opportunities** based on the principles and targets advanced in this Master Plan, with a focus on geographic gap areas.

Guidelines for Planning and Priority-Setting

41. Facilitate a **balanced distribution and network** of parks, recreation programs, sport services, and facilities recognizing that different locations may serve different needs. This includes planning for **new program locations** (municipal and partnered) in gap and growth areas.
42. Utilize the planning and priority-setting guidelines identified in this Master Plan (Section 7.1) for evaluating requests and opportunities to provide **new or enhanced infrastructure** and when planning and designing infrastructure.
43. Where possible, **acquire land well in advance** of development for higher order projects such as planned community centres. Consider options for co-locating community centres with District Park-level sports fields and amenities.

44. Continue to make facilities and parks more accessible for persons with disabilities, in keeping with **AODA requirements**. Review the City's **accessibility design standards** to ensure that all relevant parks, recreation and sport facilities are included.
45. Conduct **accessibility audits** on a regular basis to ensure that the City's accessibility standards are being met at all parks, recreation and sport facilities. Give consideration to assistive technologies and adaptive equipment that facilitate access for persons with disabilities.
46. Develop a **standardized framework to evaluate requests** for facilities presently not part of the City's core parks, recreation, and sport service mandate. At a minimum, the framework should consider the City's role (or lack thereof) in providing the service in relation to demonstrated demand, alternate providers, cost factors, and economic sustainability.
47. Ensure that major retrofits and new construction projects adequately consider opportunities to address **climate change, environmental sustainability, and energy conservation**. At a minimum, this should include consideration of green technologies (e.g., green roofs, electric vehicle charging stations, battery-powered maintenance tools, refrigeration plants, etc.) and low-impact development practices (e.g., stormwater management, permeable surfaces, etc.) by building these items into City budgets.

Community Centres

48. Develop a mid-size, multi-use community centre in **Southeast London**, with an emphasis on securing an alternate site (considering the site selection criteria developed in 2010) in the short-term. Proposed components (to be confirmed through community and partner consultation) include twin ice pads (as a replacement for Farquharson Arena), large gymnasium, activity rooms, and multi-use space. Potential partnerships will be considered.
49. Develop a mid-size multi-use community centre in **Northwest London** (following the Southeast London project). Proposed components (to be confirmed through community and potential partner consultation) include an indoor pool, large gymnasium, activity rooms, and multi-use space. Potential partnerships will be considered. Additional study is required to determine the preferred facility provision model, which could influence location(s), timing, and/or potential partners.
50. Expand the network of **neighbourhood community centres** by establishing a facility in North London and another in Central London between 2024 and 2029. Neighbourhood centres would generally include large gymnasiums, community kitchens, multi-purpose spaces, and/or specialty/partnered spaces based on demonstrated needs. In the longer-term, one to two additional neighbourhood centres should be considered to address gap areas in South London. Traditional models of provision may evolve as the city intensifies within the Primary Transit Area.
51. Build **gymnasiums and multi-use activity space** as part of each proposed multi-use and neighbourhood centre, for a total of six new gymnasiums by 2039. Consider opportunities to add gymnasiums to existing centres or repurposed facilities to assist in meeting this goal.
52. Prepare a **Gymnasium Strategy** to review current access policies, other providers, needs, and provision strategies, with a goal of enhancing access to large gymnasiums for programs, events, and rentals.
53. Establish a strategy to **expand the senior satellite model** in consultation with stakeholders, with a view toward coordinated service delivery at the neighbourhood-level. Considerations include:
 - a) Adding a new satellite site in the short-term;
 - b) Program expansion, low-cost and/or unstructured options, sustainable multi-site membership model, and expanded hours at locations that are experiencing high attendance and unmet demand;
 - c) Establishing criteria for evaluating priorities and track performance over time; and,
 - d) Working with Parks Planning to identify outdoor spaces that can be used to complement programming at seniors centres and satellites.

Indoor Pools

54. Work with local users to ensure that the **Canada Games Aquatic Centre** remains able to host competitions and meets, with consideration being given to pool depth, technical requirements, and support spaces.
55. Develop a new indoor 25-metre 6-lane pool for community use in **Northwest London** in the short-term. Further study is required to determine if the pool is best provided as part of the proposed large multi-use community centre or through an expansion to the Canadian Games Aquatic Centre.
56. Reassess longer-term demand for an **eighth municipal indoor pool location** through the next Master Plan update, possibly in partnership with an alternate provider in Central London.

Arenas

57. Maintain public access to 22 indoor ice pads until 2031, at which point planning may begin for **one additional ice pad** (as a multi-pad replacement and/or partnered project). Long-term consideration may be given to **phasing out single pad arenas** in favour of multi-pad facilities with community space. To confirm these directions, facility usage and registration trends should be monitored, as should capacities and capital plans in adjacent municipalities.
58. Continue to examine and assess the need for **dry pads for floor sports** and community activities. Where supported by demonstrated demand, consider opportunities to repurpose under-utilized spaces.
59. Repurpose **Silverwood Arena** to alternate community uses. Initiate a Request for Expression of Interest and/or Proposal process (with identified objectives and outcomes) and feasibility study (with community input) to guide the project.
60. Remove **Glen Cairn Arena** as a municipal capital asset as it is surplus to community needs.
61. Include two ice pads as part of the proposed multi-use community centre in **Southeast London**. Upon opening, remove the ice pads at **Farquharson Arena** from the inventory. Continue discussions with the landowner (Thames Valley District School Board) regarding the future of Farquharson Arena.

Outdoor Aquatics

62. Develop five additional **spray pads** (for a total of 21) by 2039, with a focus on identified gap areas (Foxfield Park, Riverbend Park, one in North London, and two in Southwest London). New spray pads should be provided through park development projects or wading pool conversions, with an emphasis on district-level sites with existing washrooms, parking, and shade. Consideration may be given to different levels of spray pad provision (e.g., basic and enhanced), as well as options for recirculated/treated water systems.
63. Assess usage trends at **outdoor swimming pools** and develop a strategy to guide future programming and reinvestment priorities, including consideration of the City's role in ensuring community access to non-profit community pools. No additional outdoor swimming pools are recommended.
64. Continue to reduce the number of **wading pools** within City parks and develop criteria for wading pool decommissioning. Wading pools that are under-utilized, in poor condition, serving aging communities, in close proximity to alternative aquatic services and/or are not associated with outdoor pools are likely candidates for removal. They may be replaced with spray pads or other in-demand park amenities identified through community consultation.

Sports Fields

65. Develop up to 28 additional **rectangular sports fields** (unlit equivalents) by 2039 through new park development, improvements that create capacity (e.g., upgrades such as adding lights, expanding fields, etc.), and enhancing access to non-municipal fields. Where possible, priority should be placed on multi-field complexes with full-size, lit, and irrigated fields (including artificial turf fields that extend the season and accommodate multiple sports).
66. Develop up to 12.5 additional **ball diamonds** (unlit equivalents) by 2039 through new park development, improvements that create capacity (e.g., adding lights), and enhancing access to non-municipal diamonds. Most of these diamonds are required in the short-term to accommodate the recent increase in youth participation and loss of fields at the Southwest London Baseball Complex. Where possible, priority should be placed on multi-field complexes with full-size, lit diamonds.
67. Develop a second full-size **cricket pitch** (potentially spanning two rectangular sports fields). Longer-term needs should be examined once the second pitch is fully operational and usage patterns can be assessed.
68. Continue to undertake **upgrades and improvements** to existing sports fields, supported by demonstrated demand and in cooperation with sports organizations. Examples include field dimensions, lighting, grading, irrigation, drainage, turf, infield improvements, fencing, benches, shelters, etc. Efforts should be made to add lights to fields prior to nearby residential construction taking place.
69. Continue to work with local **school boards** to improve the quality of school fields as demand grows. By enhancing public access to quality, non-municipal fields, the City will be able to add capacity and reduce development costs. Options for improving the quality and maintenance of school fields should also be explored.
70. Update the **fieldhouse strategy** to confirm the preferred level of service and development and renewal needs.
71. Develop a **sports field allocation policy** and integrate emerging sports into existing allocation policies.

Playgrounds

72. Seek a balanced **distribution of playgrounds** by providing one play structure generally within an 800-metre radius of every residential area (without crossing a major arterial road or physical barrier).
73. Design new and redeveloped playgrounds for **accessibility** (including surfacing and components), as well as consideration of challenging/adventure and natural play areas. The standard for City-Wide and District Parks should be fully accessible playgrounds with rubber surfacing. Playgrounds in Neighbourhood Parks should generally have engineered woodchip surfacing with consideration to partially-accessible playground structures.
74. Develop a process and criteria to prioritize **playground replacement, relocation, and/or removal** to deal with the gap in replacement funding.
75. Consider adding **adult fitness equipment** to selected parks or pathways on a case-by-case basis. These opportunities should be supported by the local community and be in proximity to indoor spaces with access to washrooms.

Outdoor Courts

76. Prepare a **Tennis / Multi-use Court Strategy** to: validate future needs (up to eleven additional courts by 2039); identify gaps and potential locations; establish priorities for upgrades, replacement, removal, or repurposing; and, identify a business case and funding strategy to support court construction and renewal.
77. Evaluate **outdoor pickleball court** needs on a case-by-case basis, with a preference for locating them in areas with demonstrated demand. Opportunities to accommodate a pickleball complex of four or more courts (supported with amenities such as shade, washrooms, and nearby parking) should be explored further.
78. Resolve gaps in **outdoor basketball court** provision (Central London, Oakridge, Medway, Westmount/Highland, and Byron) and consider basketball courts in parks within growing areas (a minimum of nine additional hoops will be required by 2039 to serve growth). Where appropriate, consideration should be given to multi-use court designs that can accommodate multiple sports and activities, such as basketball, ball hockey, ice skating, etc.
79. Where feasible, continue to encourage the development and operation of **neighbourhood outdoor ice rinks** (natural ice) where supported by community requests and volunteer efforts. Consider opportunities on a case-by-case basis to develop **boarded multi-use pads** that can be used for ball hockey and other activities in the summer and natural ice skating in the winter.

Skate and Bike Parks

80. Update the **Outdoor Skateboard Park Implementation Strategy** to reflect preferred skate park typologies, needs, design standards (including lighting of City-wide skate parks), site selection criteria, and potential locations.
81. Identify suitable sites for the development of **two district-level skate parks** (Southwest London, Southeast London). Additional **neighbourhood-level skate parks** may be considered where there is demonstrated demand, a gap in service, and a suitable location that is locally supported. Locations and designs should be confirmed through consultation with youth, the skateboarding community, and local neighbourhoods.
82. Initiate a feasibility study involving community engagement, site selection, and design processes to confirm the need expressed for a dedicated **BMX and/or mountain bike park**.

Other Outdoor Sites and Amenities

83. Provide a balanced distribution of **off-leash dog parks**, including consideration of new parks in Northwest and Southwest London over the longer-term. Site-specific analysis, community consultation, and partnerships are required as securing suitable locations can be a challenge.
84. Develop a **tiered model of dog park designs** to enable options at the neighbourhood-level, particularly in areas of residential intensification. Opportunities to work with developers to provide amenity space for dog owners may also be considered.
85. Continue to support the **community garden program** and related initiatives (e.g., pollinator habitat, community kitchens, etc.) through strategies that encourage broad participation, as identified in the City's Urban Agriculture Strategy and Community Gardens Strategic Plan, an emphasis should be placed on community garden development in neighbourhoods.
86. Undertake a review of the **golf service delivery model and standards**, with a focus on affordable and inclusive golf opportunities. The review should consider the potential expansion of services that would encourage year-round use of clubhouse and/or courses.
87. Continue to update and implement the **Storybook Gardens Business Plan** to meet the changing needs and expectations of visitors, with the goal of supporting a unique

<p>programming environment that provides opportunities for children to build developmental assets and for families to foster connections.</p> <p>88. Continue to refine practices and procedures that support the animation of parks and civic spaces through special events.</p> <p>89. Develop a service standard for seating areas to support the City's efforts related to park and civic space design, active transportation, and complete streets.</p>
<p><u>Parkland Acquisition</u></p> <p>90. When planning for new parks have regard to the policies for parkland suitability, dedication, acquisition, and design contained in the London Plan and Parkland Conveyance and Levy By-law. Procedures and fee schedules should be reviewed on a regular basis.</p> <p>91. Continue to acquire active parkland at the maximum applicable rate as permitted by the Planning Act, via the City's implementing policy documents. Seek to maintain the current city-wide target of 2.2 hectares of municipal parkland per 1,000 residents. Levels of supply will vary across the city; however, efforts should be made to balance the distribution of neighbourhood-level park types across all communities.</p> <p>92. Continue to evaluate the acquisition of open space lands (e.g., woodlands, natural areas, etc.) on a case-by-case basis using criteria in the City's guiding documents. Hazard or open space lands will only be accepted as part of parkland dedication requirements at the City's discretion (at a substantially reduced rate in keeping with the Parkland Conveyance and Levy By-law), with the goal of supporting their long-term protection and management.</p> <p>93. Employ a variety of acquisition and non-acquisition-based strategies to achieve the objectives of this Plan with a focus on growth areas and other areas of need.</p>
<p><u>Park and Public Space Design</u></p> <p>94. Review and revise the City's park design guidelines, having regard to the design considerations identified in the Master Plan such as age friendly applications. Update standards relating (but not limited) to on- and off-street parking, general park lighting, washrooms, and gateway features provided by developers. Not all amenities will be appropriate for all park types.</p> <p>95. Allocate a portion of space in appropriate park types for passive recreation to encourage park use by residents of all ages. Design and manage the interface between active and passive park areas to allow for sufficient separation.</p> <p>96. Develop a strategy for the renewal of Neighbourhood Parks across the city, including funding amounts and sources. Emphasize projects that promote usage by people of all ages, such as the introduction of shade, seating, pathways, unprogrammed space, etc. (note: washrooms are not a viable service level in most Neighbourhood Parks).</p> <p>97. Recognize the space surrounding stormwater management (SWM) ponds as community assets, where appropriate. In areas with parkland deficiencies, design and maintain the areas surrounding SWM ponds to allow for greater community use.</p> <p>98. Continue to seek opportunities through the subdivision approval process to accelerate park development, including the use of developer-built parks (under the direction and to the satisfaction of the City).</p> <p>99. Continue to encourage community stakeholders and partners to invest in "value-added" improvements within the parks system. Projects must address neighbourhood and/or city-wide priorities and must conform to City standards.</p> <p>100. Create well-designed parks and public spaces that are age friendly and embed opportunities for residents and visitors to play, learn, and connect.</p> <p>101. Develop an implementation strategy for the establishment and management of private-owned publicly accessible spaces (POPS). Created by the development industry within higher density urban areas, POPS offer an opportunity to enhance the public realm through effective design and programming. They are not considered a replacement for municipal parkland or dedication requirements.</p> <p>102. Engage in the coordinated informed response and other integrated responses and strategies aimed at improving the use, public safety, activities, and access of parks.</p>
<p>GOAL 5 – RECREATION CAPACITY</p> <p>We will deliver exceptional parks, recreation, and sport services. This will be achieved through the use of effective and responsive practices, partnerships, innovation, leadership, and accountability at all levels.</p>
<p>Strategic Directions:</p> <p>a) Demonstrate leadership and service excellence in the management and provision of quality parks, facilities, programs, and services.</p> <p>b) Adopt evidenced-based continuous improvement models in the delivery of service.</p> <p>c) Respond to a changing community through continued professional development and training.</p>

- d) Seek out partnership and community relationship opportunities that maximize benefits to Londoners.
- e) Work with community partners to create a sustainable sport development model.
- f) Promote alignment between the Master Plan and other community strategies and initiatives.

Recommendations

Leading in Public Service

103. To inform program and service provision, increase **collaborative efforts** with community groups and volunteers by:
- a) Continuing to collect feedback from neighbourhood groups about programs and services they want to see and use this feedback to inform program decisions;
 - b) Working with new and partner organizations to fill gaps using a strength-based delivery approach (organizations that focus on different abilities, markets, etc.);
 - c) Identifying populations and neighbourhoods not currently accessing services and forming new program delivery relationships to jointly address those needs (e.g., targeted Leader in Training options, Indigenous program opportunities, etc.);
 - d) Building leadership capacity within the community to support local initiatives and create strong neighbourhoods;
 - e) Hosting regular forums with service providers and funders to identify and address potential improvements to customer service practices, the built environment, etc.; and,
 - f) Regularly communicating the Master Plan priorities to internal and external partners to improve coordination, alignment, and implementation.
104. Undertake a review of the effectiveness of the **Play Your Way financial assistance program** and “**Policy for waiving or reducing fees for use of city owned community centres and recreation facilities**”, including opportunities to simplify the process to register for programs and apply for subsidy.

Sport Services

105. Host a forum with all sport providers and stakeholder groups to discuss the merits of developing a London Sport Agreement as a commitment to engage collectively to develop a Sport Policy and Sport Plan for the City of London.

Partnerships

106. Expand and/or realign **strategic partnership opportunities** to further the directions of the Parks and Recreation Master Plan including (but not limited to) increasing physical activity, enhancing access for under-represented and diverse populations, increasing outdoor play duration, strengthening diversity and inclusion, and increasing capacity for older adults and youth. Be proactive in partnership development through regular communication and establishment of a **standardized framework and/or criteria** to simplify and expedite partnership outcomes (see **Appendix B**).
107. Utilize the **sponsorship, advertising, and naming rights program** to capture an increased level of alternate funding to enhance parks, recreation and sport facilities, programs, and services.
108. Collaborate with **school boards** to identify opportunities to maximize community access to existing sites and future park/school campuses.
109. Collaborate with **post-secondary institutions** to identify opportunities to maximize community access to existing and future sport facilities. Encourage opportunities to work together on the research and evaluation of community-based approaches to prevailing issues in service delivery.
110. Support **regional, provincial, and national initiatives** that increase support for information sharing, research, and data collection.

IMPLEMENTATION AND FINANCIAL PLANNING

Funding Tools and Practices

111. **Maximize available funding sources** through effective financial processes and practices. Where appropriate and consistent with municipal policies and priorities, consider **alternative funding and cost-sharing approaches** to achieve capital and operating cost recovery targets, such as (but not limited to) surcharges, fundraising, grants, sponsorships and naming rights, and various forms of collaboration to provide the best value to residents. Where appropriate, additional funding capacity may be used to **advance projects** from the list of unfunded items supported by this Master Plan.
112. Assess **operating budget implications** and partnership options prior to approving major capital projects.

113. Provide high priority and sufficient funding for **ongoing park and facility renewal and lifecycle requirements**, including but not limited to **bolstering block funds** for park amenities (e.g., playgrounds, sport courts, comfort amenities, etc.).
114. Use this Master Plan as a **resource** in developing the City's annual and multi-year budget documents, growth-related funding strategies, secondary plans, and related studies.

Informing Our Choices

115. Ensure that planning for major capital projects includes meaningful **community engagement, feasibility studies** that validate building program and service requirements (informed by demographic and socio-economic data, local needs, recreation trends, and preferences, etc.), and consideration of **potential partnerships**.
116. To assist in the evaluation of **unsolicited proposals** that propose new parks, recreation, or sport services/ facilities that have not traditionally been supported by the City, the City should require proponents to submit **business cases** (acceptable to the City). Initiatives that fully recover their direct and indirect costs may proceed more quickly if they are supported by the Master Plan.

Implementing the Master Plan

117. Implement a system for the **regular monitoring** of the Master Plan, including the use of **evidence-based assessment tools and guidelines** to improve performance measurement and business intelligence. Opportunities to link the Master Plan to Council's Strategic Plan should also be sought.
118. Develop a **communications plan** following approval of the Master Plan to create awareness about its key messages and recommendations amongst residents and stakeholders. Implement a system for the regular reporting of the Master Plan, including an **annual update to the community** (e.g., report card).
119. Reassess the direction, priorities, and accomplishments of the Master Plan at approximately **five-year intervals** to inform growth-related planning and funding strategies and/or Multi-Year Budget.