

# EXECUTIVE SUMMARY



## Centennial **Park** *Master Plan*

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Centennial Park in Toronto's West District is one of the largest publicly owned parks in the City, with 213 hectares (526 acres). It is characterized by its numerous and diverse active and passive recreation facilities, and its natural resources, which include three creeks and 26 hectares (52 acres) of wooded/ natural areas. It has regional characteristics, being used by people from all over the City, as well as other municipalities. It has been estimated that more than 1.5 million people use the park each year.

This Master Plan for Centennial Park provides a guide for decision-making on ongoing improvements and management of the park. As an intensely programmed park and one of the City's largest, it faces numerous pressures including volume of park users, competing user interests, budget constraints, shifting recreational interests and environmental protection and enhancement.

To address these challenges, six guiding principles – identified through the public consultation process – form the foundation to the plan:

1. Centre of Excellence;
2. Environmental protection and enhancement;
3. Cohesion and integrated park design;
4. Creation of rooms;
5. Separation of active and passive recreation; and,
6. Creation of gateways.

From these guiding principles, 44 projects divided into 5 phases have been identified for the park. These projects focus on relocating active recreation facilities to the east portion of the park with passive recreation primarily in the west half. This includes consolidating playing fields of a similar type to make the park more conducive to tournament









play. As well the plan ensures that adequate support facilities such as parking, lighting and washroom facilities to support users are provided. Connecting the park's facilities together a hierarchy of multi-use paths is proposed to help create an organizing framework within the park as well as linkages to the City's larger bicycle network. In addition, numerous environmental improvements are identified including naturalization of sod areas, tree planting and creek restoration. These initiatives will not only help to achieve the City's environmental objectives, but also provide additional amenity for park users and should help reduce the park's maintenance costs.

It is estimated that to fully implement the plan would take 20 to 30 years and just under 90 million dollars. However, to assist with implementation since City capital funding will unlikely be able to finance the entire plan, Part D of this document identifies the appropriate sequence for implementation as well as the vehicles for capital funding of the various projects including government funding, public-private partnerships, community organizations and the private sector.













# Executive Summary: Existing Conditions

## Legend

- City of Mississauga Bus Stops 
- City of Toronto Bus Stops 
- Roads 
- Pedestrian and Service Vehicle Path 
- Path 
- Multi-Use Path 
- Exercise Course (Kiwanis) 
- Disk Golf 
- Picnic Area (8) 
- Snack Bar 
- Playground 
- Washrooms 



**Legend**

- City of Mississauga Bus Stops 
- City of Toronto Bus Stops 
- Proposed Bus Drop Off Loop 
- Paved Vehicular with Sidewalk 
- Off-Road Bike Lane 
- Primary Paths (Paved Multi-Use) 
- Secondary Paths (Paved Multi-Use) 
- Pedestrian Paths (including boardwalks) 
- Disk Golf 
- Underground Storm Water Treatment Facility Beneath Field 



Master Plan



## Master Plan

The following plan identifies the ultimate park configuration following a 20 to 30 year implementation time frame. For information of the sequence and phasing of the park Master Plan please refer to Part D of this report.

## Design Overview

The following is a brief description of the overall design intent for Centennial Park. For a more detailed description of the individual proposed improvements, please refer to the subsequent sections.

### Active Recreation – East

The current interaction between passive and active recreation in the east portion of the park has created a number of challenges and conflicts between users. To help minimize conflicts, the east portion of the park should continue to primarily have an active recreation focus, with passive park uses focussed primarily in the west. Some existing passive park uses in the east, such as hiking up the ski hill, will continue to be supported and enhanced where they do not conflict with active facilities.

As a result, the east half of the park will build on the presence of the arena, stadium, ski hill and Olympium, and will continue to support soccer, baseball/softball, cricket, disc golf and other field sports. Facilities such as soccer, ball diamonds, cricket and the multi-purpose fields are proposed to be relocated and clustered for efficiency and to support tournament play with the addition of field houses (washroom, change rooms and concessions) to improve user enjoyment. For existing

facilities, which will stay in place such as the ski hill, arena, stadium and Olympium, expansion and updating is required to ensure these facilities are able to support current and anticipated future demands.

### Passive Recreation – West

West of Elmcrest Road, passive recreation is the focus to ensure opportunities for quiet enjoyment of the park and its associated natural features. One of the main proposed changes is the re-contouring and naturalization of the pond, the concentration of family and group picnicking and the introduction of a children's adventure and water play facility. West of Centennial Park Boulevard, additional opportunities for family picnicking have been introduced, as well as a trail head for the Etobicoke Creek Trail, which runs through the Etobicoke Creek Valley and will eventually link to various trails in Toronto, Mississauga and Brampton. The golf course is proposed to stay in its current location with management and landscaping changes recommended within the hydro corridor to support wildlife movement.

### Environmental Enhancements

A critical aspect of the plan is the enhancement of the park's natural environment. This includes improvements to the park's existing watercourses and significant increase in tree canopy – especially lining all of the park's trails, boulevards and sidewalks – which will not only help meet the city's target of 30 to 40% tree cover, but will also help to better define the park's spaces. The plan's greening strategy has also been planned to create habitat and provide connections between existing habitat patches in the park and the Etobicoke Creek Valley.

Park maintenance practices are a critical aspect of this strategy with mowing primarily restricted to areas where turf is required with other passive use/unprogrammed areas left to naturalize. To facilitate the greening of the park and improve habitat, park activities in some of the more sensitive areas – such as group picnicking in the Renforth Creek corridor have been relocated west of Elmcrest to help minimize environmental impacts.

In addition to naturalization, water efficiency of the park will be improved through the use of artificial turf on selected sports fields, the use of pond water for irrigation, and the re-use of water for irrigation from the Children's Adventure Water Play facility.

### Gateways

Five gateways are proposed for the park. These gateways are improvements to the existing park entrances using specialty paving and vertical features (banner poles and lighting) to create a sense of arrival for visitors. The gateways are themed and should vary in the use of colour, lighting and banners based upon the facilities accessible at the gateway. These features will also be used to help orient visitors and act as wayfinding elements in the park.

### Paths & Circulation

An extensive hierarchical path network is proposed for the park to replace the current system. Primary paths provide an organizing framework from which all areas of the park can be accessed. These paths should have a consistent surface treatment and width to instantly inform visitors that they are on a primary path. They should be designed to be a multi use path with an asphalt surface appropriate for shared pedestrian, bicycle/in-line skate,

maintenance and emergency access route. These paths should also be modestly lit on timers for safety and security purposes, without encouraging extended park use beyond normal operating hours.

From these primary north-south and east-west pathways, a secondary system of pathways provides access to the various facilities within each zone. These walkways will be slightly narrower and also have an asphalt surface treatment which is suitable for both pedestrian and bicycle use.

Incorporated into the primary and secondary pathways will be running/walking circuits and exercise circuits. This includes a new 14 station exercise circuit to replace the existing Kiwanis course. Within more environmentally sensitive areas where a large number of visitors is undesirable or not anticipated, a third level of narrow granular trails, boardwalks, or natural surfaces are recommended.

As part of the city's bike network an off-road bike path is proposed along Centennial Park Blvd. In addition to the new pathways, sidewalks should be provided along Centennial Park Boulevard, Centennial Park Road, Rathburn Road, and Eglinton Avenue to encourage pedestrian access into the park from the surrounding community.

**Wayfinding**

In parallel with the pathways, a consistent system of signage for improved wayfinding is required. This system involves park maps at key entrances and intersections to allow visitors to orient themselves within the park as well as directional signs to park facilities. The system should

also include information on park rules and regulations, identify picnic areas, and provide space for community and athletic club notice boards. The signs should have a consistent look and feel and contribute to the overall branding of Centennial Park.

In addition, the city's *Bikeway Networking Route Signs* should be extended through the park to improve wayfinding for cyclists to connect the park's system to the broader bikeways in the city. This signage should also include information boards at major points of entry and bikeway intersections indicating distances to key destinations.

**Improved Parking and Public Transit Access**

In tandem with the proposed park improvements, a strategy for parking needs to be implemented to address the increase in demand. Although the plan calls for existing parking areas to be enhanced to make them more efficient, other approaches to help control parking demand will be required since current demand already exceeds capacity. For example, a pay parking system might be considered to help control numbers and to help generate funds for park operations and improvements. Any parking lot improvements made should follow the City's design guidelines for Greening Parking Lots including permeable paving and vegetated swales. In the long term should demand warrant, the construction of a parking structure east of the Ski Hill through the City's Parking Authority may be viable for consideration.

A key component will be to have visitors arrive at the park by public transit. North of the arena, a bus drop-off loop is proposed to provide public transit access directly into the park. Although current rider demand does not

warrant expanding an existing route (except during special events) anticipated future park visitor numbers suggest that direct public transit access will be justified. In addition to the proposed bus loop, and bus rapid transit line (BRT) is being proposed by Mississauga transit for Eglinton Avenue across the north end of the park. It is anticipated that a stop will be provided in the vicinity of Centennial Park Boulevard.

In conjunction with all facility improvements, short term bike parking should be provided to encourage people to ride their bike to the park. At the proposed BNS drop-off and other transit connections - such as the Eglinton BRT - bike lockers and bike stations should be provided.

**Lighting**

A comprehensive lighting strategy is recommended for the park not only from a safety and security standpoint, but to extend the play time for sports fields. However, lighting needs to be considered to avoid the introduction of unfavourable activities into the park and giving visitors a false sense of safety.

It should be anticipated that all new fields will eventually be lit for night play. Even if project budgets do not allow for lighting immediately, lighting should be designed into every project for cost effective future implementation when possible. Lighting play fields significantly increases the park's capacity to host tournaments and league play. For Centennial Park to be considered a high-caliber facility for sport, lights are a critical aspect of the plan. However, lighting should only be provided in conjunction with high performance field installations using drainage, irrigation and sports field topsoil mixes (or artificial turf) which can support an elevated level



## Executive Summary: Proposed Plan

of play, as conventional turf fields cannot support the increased level of play associated with lit fields.

The primary pathways and bike routes through the park should also be lit to allow for safe crossing through the park. In addition, in the vicinity of the Conservatory and the surrounding community, lighting should be strategically designed to minimize light pollution which can hamper the greenhouse operations and disturb adjacent residents.

Overall, through the consolidation and more efficient layout of recreation facilities, total park area dedicated to active recreation has been reduced by 15% and natural areas and passive use areas increased by 6% and 9% respectively.

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### City's Shade Policy

All of the proposed facilities, in particular playgrounds and waterplay shall be designed subject to the city's policy for the provision of shade. This policy is geared towards helping to reduce the solar ultraviolet radiation exposure of park users - in particular children. A key component of the policy is to conduct shade audits of park facilities (both existing and proposed) to inform design decisions which can help reduce sun exposure.

	Existing Conditions	Proposed Conditions
Natural Areas	14%	20%
Passive Recreation Areas	22%	31%
Active Recreation Areas	64%	49%

*Consolidating the active recreation facilities will result in an increase in area for both natural and passive recreation uses.*



**Legend**

- Paved Vehicular with Sidewalk
- Off-Road Bike Lane
- Primary Paths (Paved Multi-Use)
- Secondary Paths (Paved Multi-Use)
- Pedestrian Paths (including boardwalks)

*Circulation/ Paths*



Phase One Projects:

1. North Soccer Fields
2. Wetlands and Pond Naturalization
3. Park Entrance and Gateway Features
4. Cricket Fields
5. Adventure Playground/Waterplay Facility
6. Relocation of Ball Diamonds
7. Multi-Purpose Fields
8. Decommission of Compost Facility
9. Vegetation Planting/Landscaping
10. Paths
11. Signage



Phase Two Projects:

- 12. Centennial Plaza
- 13. North Soccer Fields (3 & 6)
- 14. Picnic Bosque and Picnic Shelters
- 15. Soccer City
- 16. North Soccer Fields (7 & 8)
- 17. Etobicoke Trail Head
- 18. Centennial Walk
- 19. Transit Bus Drop-off Loop
- 20. Vegetation Planting/Landscaping
- 21. Paths
- 22. Signage





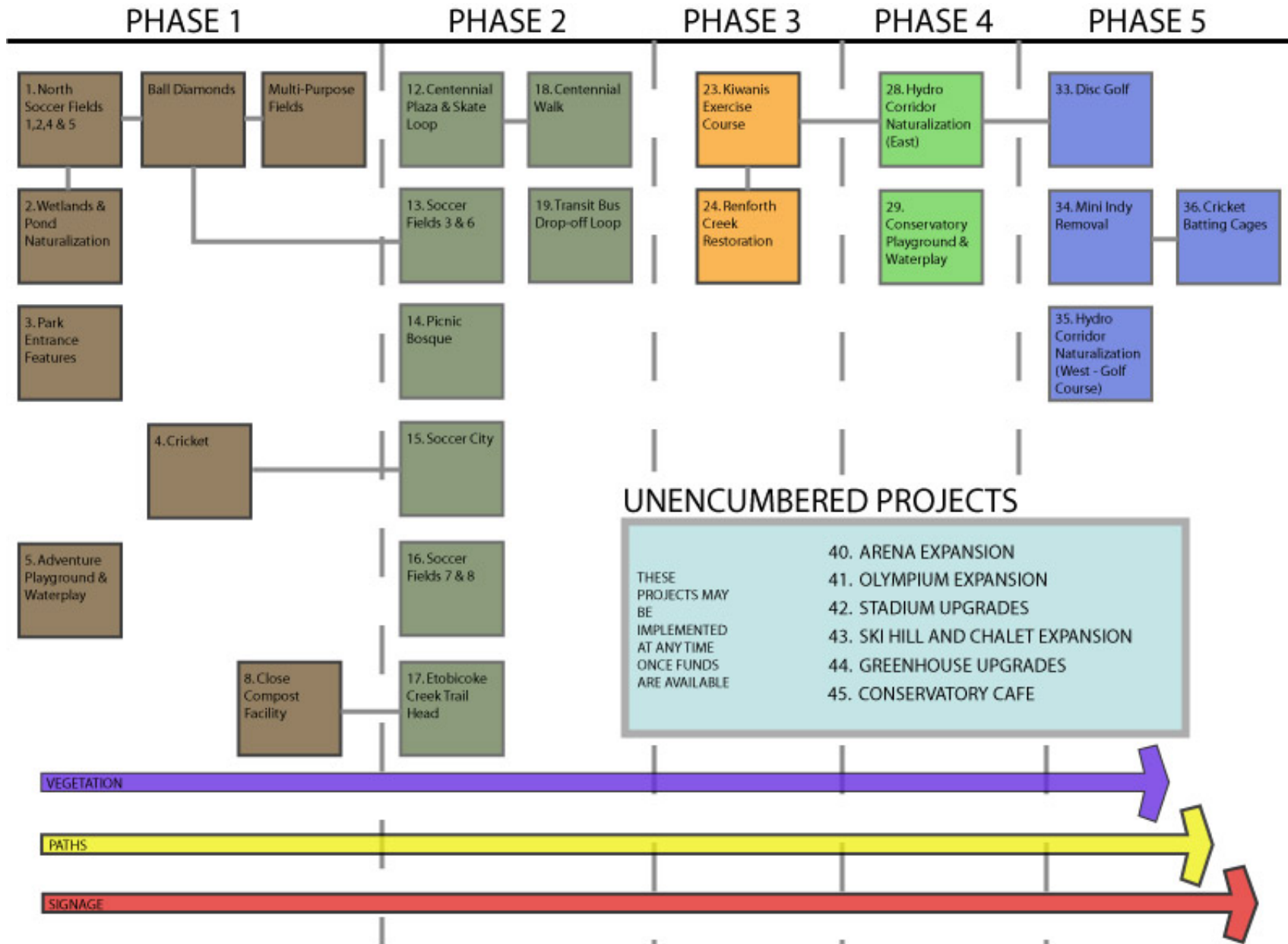




Unencumbered Projects:

- 40. Arena Addition
- 41. Olympium Addition
- 42. Stadium Upgrades
- 43. Ski Hill and Chalet Improvements
- 44. Conservatory Greenhouses
- 45. Conservatory Café





## Priorities

Determining the priority for each improvement within each phase is not clear-cut. One must consider various factors including current demand, funding availability, political will and whether a project is contingent on another before implementation. In general, the phasing sequence outlined above identifies the ideal sequence of improvements based on the relationship between projects. However, should funding be made available from an unexpected source, or other pressures surface, opportunities to implement out of sequence – without creating negative impacts – should be considered.

Facilities which are in high demand and in need of upgrading should be the highest priority. Improvements to the ski hill are an obvious first choice as the facility is extremely successful and is a revenue generator for the City. Improvements to the hill's lifts, snow making system, and chalet would only enhance an already successful operation which is unable to support current demand. Similarly, the stadium should be upgraded to a standard which is worthy of the existing high calibre playing surface allowing it to host high calibre sporting events. The Olympium, although a significant project in terms of capital, is a high profile project with the potential for financial assistance from outside sources. Expanding the Olympium may also increase interest in the park and spark other spin-off projects and funding sources for the arena and plaza.

In general, projects which support the "Centre of Excellence" concept should be the highest priority, with community level initiatives, such as playgrounds, a lower priority. Wherever possible, greening initiatives and

pedestrian enhancements should be linked to larger capital projects so that they can be implemented as soon as possible to help create a unified park.



## 1.0 Budget

The following is a high level estimate of the costs associated with each project which including design fees through to construction. Actual budget numbers should be prepared once further design work is completed and each project's scope is further refined.

### Phase One

1. North Soccer Fields (1,2,4,5)	\$4 million
2. Wetland & Pond Naturalization	\$1.55 million
3. Park Entrance & Gateway Features	\$400,000
4. Cricket Fields	\$1.5 million
5. Adventure Playground/Waterplay Facility	\$2 million
6. Ball Diamonds	2 million
7. Multi-Purpose Fields	2.13 million
8. Decommission Compost Facility	\$100,000
9. Vegetation Planting / Landscaping	2.08 million
10. Paths	\$600,000
11. Signage	\$150,000

**\$16.51 million**

### Phase Two

12. Centennial Plaza & Skate Loop	\$2 million
13. Soccer Fields 3 & 6	1.1 million
14. Picnic Bosque and Amenities	\$2 million
15. Soccer City	\$800,000
16. Soccer Fields 7 & 8	2 million
17. Trail Head	\$750,000
18. Centennial Walk	\$650,000
19. Transit Bus Drop-off Loop	\$200,000
20. Vegetation Planting / Landscaping	1.7 million
21. Paths	\$800,000
22. Signage	\$150,000

**\$12.15 million**

### Phase Three

23. Kiwanis Exercise Course Relocation	\$70,000
24. Renforth Creek Restoration	\$750,000

25. Vegetation Planting / Landscaping	2 million
26. Paths	\$200,000
27. Signage	\$150,000
	<b>\$3.17 million</b>

**Phase Four**

28. Hydro Corridor Naturalization West	\$100,000
29. Conservatory Playground & Waterplay	1.2 million
30. Vegetation Planting / Landscaping	750,000
31. Paths	\$200,000
32. Signage	\$150,000
	<b>\$2.4 million</b>

**Phase Five**

33. Disc Golf Relocation	\$150,000
34. Removal of Mini Indy	\$500,000
35. Hydro Corridor Naturalization East	\$100,000
36. Cricket Batting Cages	\$225,000
37. Vegetation Planting / Landscaping	\$750,000
38. Paths	\$200,000
39. Signage	\$75,000
	<b>\$2 million</b>

**Unencumbered Projects**

40. Arena Addition	\$20 million
41. Olympium Addition	\$30 million
42. Stadium Improvements	\$1 million
43. Ski Hill and Chalet Improvements	\$2 million
44. Greenhouse Upgrades	\$500,000
45. Conservatory Café	\$100,000
	<b>\$53.6 million</b>

**Total Estimated Master Plan Budget: \$89.83 Million**

Notes:

<sup>1</sup> Assumes construction of 4 fields with at least one field being artificial turf.

<sup>2</sup> Assumes all three fields are natural turf.

<sup>3</sup> Assumes all fields are constructed of natural turf. Additional money would be required for one or more artificial fields to be constructed as part of this project.

<sup>4</sup> Assumes a modest waterplay facility is constructed as part of this project to serve the immediate community.

<sup>5</sup> Assumes that the Optimist ball diamond is no longer operational.



	Estimated Cost	Notes
<b>Phase 1</b>		
<b>1 North Soccer Fields</b>		
3 Grass Fields	\$1,750,000	includes earthworks, drainage, lighting, irrigation and fencing
1 Artificial Turf Field	\$500,000	includes lighting and fencing
Soccer Pavillion	\$1,500,000	assumes a 7,500 sq. foot facility
Parking Lot	\$250,000	including lighting and provisions for overflow parking in hydro corridor
Sub Total	<b>\$4,000,000</b>	
<b>2 Wetlands and Pond Naturalization</b>		
Recontouring of Pond	\$500,000	assumes fill is taken from toboggan hill
Naturalization Plantings	\$500,000	
Boardwalk	\$300,000	
Parking Lot	\$250,000	includes lighting
Sub Total	<b>\$1,550,000</b>	
<b>3 Park Entrance/Gateway Features</b>		
Park Entrance/Gateway Features	\$400,000	Assumes 5 entrance features
Sub Total	<b>\$400,000</b>	
<b>4 Cricket Fields</b>		
3 Fiields	\$750,000	includes drainage, lighting, irrigation and fencing
Facilities Pavillion	\$750,000	includes washroom, change facilities, equipment storage and concessions
Sub Total	<b>\$1,500,000</b>	
<b>5 Adventure Playground &amp; Waterplay</b>		
Adventure Playground	\$500,000	
Waterplay facility	\$500,000	
Facillities Pavillion	\$1,000,000	includes washroom, change facilities, equipment storage and concessions
Sub Total	<b>\$2,000,000</b>	

	<b>Estimated Cost</b>	<b>Notes</b>
<b>6 Ball Diamonds</b>		
4 Ball Diamonds	\$1,250,000	includes drainage, lighting, irrigation and fencing
Facilities Pavillion	\$750,000	includes washroom, change facilities, equipment storage and concessions
Sub Total	<b>\$2,000,000</b>	
<b>7 Multi-Purpose Fields</b>		
1 Artificial Turf Field	\$500,000	includes lighting and fencing
3 Grass Fields	\$1,500,000	includes drainage, lighting, irrigation and fencing
Playground	\$130,000	accessible playground
Sub Total	<b>\$2,130,000</b>	
<b>8 Decommision Compost Facility</b>		
Close Facility	\$100,000	
Sub Total	<b>\$100,000</b>	
<b>9 Vegetation Planting/Landscaping</b>		
Landmark Trees on Centennial Park Blvd	\$200,000	Trees spaces at 10 metres on centre
Landmark Trees on Rathburn Road	\$150,000	Trees spaced at 10 metres on centre
Landmark Trees on Elmcrest	\$80,000	Trees spaced at 10 metres on centre
Landscaping associated with various phase 1 projects	\$1,650,000	
Sub Total	<b>\$2,080,000</b>	
<b>10 Paths</b>		
East West Pathway linking Pond to future Centennial Plaza	\$200,000	4 metre wide asphalt pathway with lighting
Multipurpose path on Centennial Park Blvd	\$300,000	2 metre wide asphalt pathway on each side
Sidewalk on Centennial Park Blvd	\$100,000	1.5 metre wide asphalt sidewalk
Sub Total	<b>\$600,000</b>	
<b>11 Signage</b>		
Directional Signage	\$50,000	
Interpretive Signage	\$50,000	
Facility Signage	\$50,000	
Sub Total	<b>\$150,000</b>	
<b>Phase 1</b>		
<b>\$16,510,000</b>		



## Phase 2

	Estimated Cost	Notes
<b>12 Centennial Plaza &amp; Skate Loop</b>		
Plaza	\$750,000	includes lighting and site furnishings Tree and Shrub plantings in continuous tree pits Custom metal architectural structure with accent lighting
Landscaping	\$250,000	
Architectural Structure	\$500,000	
Ice Surface and Mechanical	\$500,000	
Sub Total	<b>\$2,000,000</b>	
<b>13 Soccer Fields 3 &amp; 6</b>		
2 Grass Fields	\$1,000,000	includes drainage, lighting, irrigation and fencing
Playground	\$100,000	
Sub Total	<b>\$1,100,000</b>	
<b>14 Picnic Bosque</b>		
Tree Planting	\$300,000	Includes irrigation Assumes 5 shelters with water and electrical Picnic Tables, garbage and recycling receptacles
Sod	\$500,000	
Picnic Shelters	\$1,000,000	
Site Furnishings	\$200,000	
Sub Total	<b>\$2,000,000</b>	
<b>15 Soccer City</b>		
Parking Lot Improvements	\$200,000	includes drainage, lighting, irrigation and fencing
Field Improvements	\$600,000	
Sub Total	<b>\$800,000</b>	
<b>16 Soccer Fields 7 &amp; 8</b>		
1 Artificial Turf Field	\$500,000	includes lighting and fencing
1 Grass Field	\$400,000	includes drainage, lighting, irrigation and fencing
Underground storm water treatment facility	\$850,000	
Parking Lot	\$250,000	
Sub Total	<b>\$2,000,000</b>	

	<b>Estimated Cost</b>	<b>Notes</b>
<b>17 Etobicoke Creek Trail Head</b>		
Trail Head Pavillion	\$500,000	Includes Washrooms
Parking Lot	\$250,000	
Sub Total	<b>\$750,000</b>	
<b>18 Centennial Walk</b>		
Paving	\$250,000	1.2 km path 5 metres wide Landmark Trees every 8 metres lights every 15 metres
Tree Planting	\$100,000	
Lighting	\$300,000	
Sub Total	<b>\$650,000</b>	
<b>19 Bus Drop-off Loop</b>		
Parking Lot Reconfiguration	\$150,000	concrete curbing and asphalt shelter part of City's new streetscae Furnishings Program
Location for Transit Shelters	\$50,000	
Sub Total	<b>\$200,000</b>	
<b>20 Vegetation Planting/Landscaping</b>		
Eglinton Avenue Buffer	\$200,000	Landscaping associated with various phase 2 projects
Landscaping associated with various phase 2 projects	\$1,500,000	
Sub Total	<b>\$1,700,000</b>	
<b>21 Paths</b>		
Paths Through Woodlots	\$100,000	Path through Eglinton Avenue Buffer Sidewalks on Centennial Park Road Sidewalks on Rathburn Road
Path through Eglinton Avenue Buffer	\$100,000	
Sidewalks on Centennial Park Road	\$300,000	
Sidewalks on Rathburn Road	\$300,000	
Sub Total	<b>\$800,000</b>	
<b>22 Signage</b>		
Directional Signage	\$50,000	Facility Signage
Interpretive Signage	\$50,000	
Facility Signage	\$50,000	
Sub Total	<b>\$150,000</b>	
<b>Phase 2 \$12,150,000</b>		



### Phase 3

	<b>Estimated Cost</b>	<b>Notes</b>
<b>23 Kiwanis Exercise Course</b>		
Exercise Stations	\$50,000	14 station circuit
Signage	\$20,000	
Sub Total	<b>\$70,000</b>	
<b>24 Renforth Creek Restoration</b>		
Creek Restoration	\$750,000	partnership with TRCA
Sub Total	<b>\$750,000</b>	
<b>25 Vegetation Planting/Landscaping</b>		
Landmark Trees on Centennial Park Blvd	\$200,000	trees spaced at 10 metres on centre
Landmark Trees on Rathburn Road	\$150,000	trees spaced at 10 metres on centre
Landscaping associated with various phase 3 projects	\$1,650,000	
Sub Total	<b>\$2,000,000</b>	
<b>26 Paths</b>		
Pathway Connection through Hydro Corridor	\$200,000	3 metre wide asphalt pathway
Sub Total	<b>\$200,000</b>	
<b>27 Signage</b>		
Directional Signage	\$50,000	
Interpretive Signage	\$50,000	
Facility Signage	\$50,000	
Sub Total	<b>\$150,000</b>	
<b>Phase 3</b>	<b>\$3,170,000</b>	

	Estimated Cost	Notes
<b>Phase 4</b>		
<b>28 Hydro Corridor Naturalization West</b>		
Planting	\$100,000	
Sub Total	<b>\$100,000</b>	
<b>29 Conservatory Playground And Waterplay</b>		
Playground Upgrade	\$100,000	
Waterplay Facility Upgrade	\$100,000	
Facillities Pavillion	\$1,000,000	
Sub Total	<b>\$1,200,000</b>	includes washroom, change facilities, equipment storage and concessions
<b>30 Vegetation Planting/Landscaping</b>		
Landscaping associated with various phase 4 projects	\$750,000	
Sub Total	<b>\$750,000</b>	
<b>31 Paths</b>		
Miscellaneous Pathway Connections	\$200,000	
Sub Total	<b>\$200,000</b>	
<b>32 Signage</b>		
Directional Signage	\$50,000	
Interpretive Signage	\$50,000	
Facility Signage	\$50,000	
Sub Total	<b>\$150,000</b>	
<b>Phase 4</b>	<b>\$2,400,000</b>	



	Estimated Cost	Notes
<b>Phase 5</b>		
<b>33 Disc Golf Improvements</b>		
Relocation of Course	\$150,000	
Sub Total	<b>\$150,000</b>	
<b>34 Removal of Mini Indy</b>		
Decomissioning of Site	\$500,000	
Sub Total	<b>\$500,000</b>	
<b>35 Hydro Corridor Naturalization East</b>		
Planting	\$100,000	
Sub Total	<b>\$100,000</b>	
<b>36 Cricket Batting Cages</b>		
Batting Cages	\$225,000	
Sub Total	<b>\$225,000</b>	
<b>37 Vegetation Planting/Landscaping</b>		
Landscape Restoratopn of Mini Indy	\$750,000	
Sub Total	<b>\$750,000</b>	
<b>38 Paths</b>		
Miscellaneous Pathway Connections	\$200,000	
Sub Total	<b>\$200,000</b>	
<b>39 Signage</b>		
Directional Signage	\$25,000	
Interpretive Signage	\$25,000	
Facility Signage	\$25,000	
Sub Total	<b>\$75,000</b>	
<b>Phase 5</b>	<b>\$2,000,000</b>	

		Estimated Cost	Notes
<b>Unencumbered Projects</b>			
<b>40 Arena Addition</b>			
Arena Addition		\$20,000,000	
	Sub Total	<b>\$20,000,000</b>	
<b>41 Olympium Expansion</b>			
Addition of Second Pool		\$30,000,000	includes reconfiguration of parking lot and access from Rathburn Road
	Sub Total	<b>\$30,000,000</b>	
<b>42 Stadium Improvements</b>			
Improvements to player and spectator facilities		\$1,000,000	
	Sub Total	<b>\$1,000,000</b>	
<b>43 Ski Hill &amp; Chalet Expansion</b>			
Improvements to hill and facilities		\$2,000,000	includes look-out and recontouring for toboggan runs
	Sub Total	<b>\$2,000,000</b>	
<b>44 Greenhouse Upgrades</b>			
Greenhouse Upgrades		\$500,000	
	Sub Total	<b>\$500,000</b>	
<b>45 Conservatory Café</b>			
Conservatory Tea House		\$100,000	
	Sub Total	<b>\$100,000</b>	
<b>Unencumbered Projects</b>		<b>\$53,600,000</b>	
<b>Total by Phase</b>			
	<b>Phase 1</b>	\$16,510,000	
	<b>Phase 2</b>	\$12,150,000	
	<b>Phase 3</b>	\$3,170,000	
	<b>Phase 4</b>	\$2,400,000	
	<b>Phase 5</b>	\$2,000,000	
	<b>Unencumbered Projects</b>	\$53,600,000	
	<b>Total</b>	<b>\$89,830,000</b>	

**Assumptions**

1. All costs based on 2008 dollars
2. Costs based on City of Toronto's Fair Wage Policy
3. Estimates includes 8% consulting fee and associated costs to be incurred by the City



## Implementation Funding Considerations

Given that the development plan outlined here constitutes many different projects over an extended timeframe, there are essentially two strategic approaches towards implementation that could be considered. These are:

- 1. An integrated master campaign managed by a community organization in concert with the City:** This approach is where a community organization takes on the challenge of revitalizing Centennial Park over a relatively short time period (5 – 10 years), working closely with the City. An example would be the Central Park Conservancy, a citizen's group that had originally formed (in 1980) to suggest revitalization strategies for Central Park in New York City and engage in fundraising for various capital projects. They now have evolved to the point where they in essence manage the Park and its master plan for revitalization. Under this approach a new organization would be formed, comprised of leading citizens and fundraisers, who would work closely with the City to manage the revitalization of Centennial Park according to a critical path timeline.
- 2. A series of incremental projects:** Under this approach, the City would manage the revitalization of Centennial Park as a series of incremental projects, occurring over an extended timeframe (possibly as long as 30 years) and roughly in line with the development timeframe outlined in this Report. Here, each

project would be essentially stand-alone, under the City's direction, and possibly involving funding partners (depending upon the nature of the project).

In the following outline, we assume the second route outlined above, where the City manages the revitalization process. (This is the more prudent assumption as there is no evidence to date that there is any such citizens' group with the profile and clout required to lead an integrated master plan.)

### A. Vehicles for Capital Funding

There are many sources that should be considered in thinking about the funding for the development of Centennial Park over time. These include:

#### City Capital Funding

This approach is the traditional route of the City setting monies aside in its capital budget for various park improvement projects. The strategy underlying City funding in this regard should be to prepare the site and provide required support infrastructure, in order to facilitate other projects that have greater potential to be funded from other sources because of their visibility, uniqueness and/or specific fit with the priorities of funding organizations.

#### Community Fundraising

Some projects may lend themselves to community ('grassroots') fundraising because they are perceived to be especially desirable in enhancing the overall quality of life for the community. This may be oriented

towards specific individual projects, or fundraising on an on-going basis for longer term improvements (e.g. the *Campaign for Central Park*, run by the Central Park Conservancy). For example, the Watershed Coalition in South Etobicoke is an existing community group that may be interested in working with the city of TRCA on specific park improvements.

#### Foundation Support

Certain specific and tangible projects may lend themselves to support by one or more foundations, if it is seen the project will particularly support the general goals or current priorities of the foundation. These will likely be projects that are seen to promote healthy lifestyles, environmental responsibility, or specific social objectives.

#### Organizations and Associations

Again, certain specific projects that cater to the specific needs of identified groups (e.g. high-performance athletic facilities) may be potentially fundable in whole or in part by those organizations.

#### Corporate Sponsorship

Stand-alone visible projects that can be expected to have high utilization will be those most likely to attract corporate sponsorship. The sponsor will reap the benefits of having a large number of users who see the sponsor's name and thus feel a positive regard for the company. Naming rights would be a particularly attractive possibility in terms of the various types of corporate sponsorship. Raising endowment funds could be another strategy in this regard. Target companies to be thought of would include those with a long history of operations in Etobicoke, those whose products or

services fit in with a recreation or outdoor theme, or possibly those in the transportation sector (recognizing Etobicoke's central role in this sector).

### **Provincial Funding**

At various times in the past, the Province of Ontario has assisted municipalities with various aspects of funding for recreation and related infrastructure. At the current time, as a result of fiscal restraint and downloading, the Province is not doing a great deal to support municipalities in this regard. However, given that this is a 25 - 30 year plan in its entirety, Provincial sources should not be ruled out entirely. As well, various funds that are set up and controlled by the province (such as Trillium and OLGC) should be considered as well.

### **Federal Funding**

Like Provincial funding, Federal government funding for municipal parks does not hold out much hope at present. However, in future funding priorities may change and there may be some possibility for federal funds for some portion of development. In particular, Centennial Park's proximity to the airport and the international flow of traffic that that entails, may provide some impetus for federal funding for a facility that may see a greater share of visitors who are not Canadian residents.

### **Public-Private Partnerships**

Some specific and well-defined projects may lend themselves to public-private partnerships, where there is a clear 'win-win' for both parties. This will require some sort of profit component for the private sector participant (either in the form of an incentive to participate, a reduction in costs, or a balloon payment or windfall at the conclusion of the partnership agreement).

### **Private Sector Lease**

Some projects may be done purely by the private sector on the basis of a long-term lease of the land, and some kind of profit-sharing arrangement regarding operating revenues. This is the model currently being followed by some of the recreational activities and operations on site. (However, our sense of the underlying philosophy to the park development plan developed thus far is that it is trying to ensure that the entire park stays clearly within the public realm, so this route may not be especially favoured in the future.)

### **Innovative Possibilities**

The funding routes identified above are the usual means of sourcing the capital to fund a long-term development plan. Other possibilities that could be considered (probably more in the longer term) could include a City of Toronto lottery to raise development funds, or designating the Park an improvement area and imposing a benefiting levy on surrounding communities. These and other 'innovative' methods are likely to be highly controversial and problematic to be realistic at the present time. (But again, over a 30-year roll-out plan for the full concept, there is some possibility that these and other innovative vehicles might be applicable.)

The associated charts illustrate the types of funding that might be appropriate for each of the projects listed in the phased development plan for the Park.

We would expect that if the City aggressively pursues these additional potential sources of funding, that between 21% to 42.5% of the total development cost



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over the period of park revitalization could be realized. This is based upon the following logic:

- The total development cost of the entire package of projects over the five phases is on the order of \$89.83 million (in 2008 dollars)
- Of these, about 11% (\$10 million) of the entire amount consists of 'foundational projects', where there is unlikely to be any other funding partner (for example: signage, vegetation planting and landscaping) because the projects themselves are not high-profile by nature and are likely to be deemed to be within the City's overall responsibility
- On the other extreme, other development projects are very high profile by nature and visible within the community, and likely to attract interest from other funding partners – the most likely of these are:

Phase	Project	Estimated Cost	Potential Funding Partners
Phase 1	North Soccer Fields – 1, 2, 4, 5	\$4 million	- community fundraising - foundations - organizations and associations - corporate sponsorship - public-private partnerships - (possibly) provincial and federal funding  - see charts for specific details
	Wetland & Pond Naturalization	\$1.55 million	
	Park Entrance & Gateway Features	\$400,000	
	Cricket Fields	\$1.5 million	
	Adventure Playground / Waterplay Facility	\$2 million	
	Ball Diamonds	\$2 million	
	Multi-Purpose Fields	\$2.13 million	
	Decommission Compost Facility	\$100,000	
	Vegetation Planting / Landscaping	\$2.08 million	
	Paths	\$600,000	
Signage	\$150,000		
Phase 2	Centennial Plaza & Skate Loop	\$2 million	
	Soccer Fields – 3, 6	\$1.1 million	
	Picnic Bosque and Amenities	\$2 million	
	Soccer City	\$800,000	
	Soccer Fields – 7, 8	\$2 million	
	Trail Head	\$750,000	
	Centennial Walk	\$650,000	
	Transit Bus Drop-off Loop	\$200,000	
	Vegetation Planting / Landscaping	\$1.7million	
	Paths	\$800,000	
Signage	\$150,000		
Phase 3	Kiwanis Exercise Course	\$70,000	
	Renforth Creek Restoration	\$750,000	
	Etobicoke Creek Trail Head	\$1 million	
	Vegetation Planting / Landscaping	\$2million	
	Paths	\$200,000	
Signage	\$150,000		
Phase 4	Hydro Corridor Naturalization (West )	\$100,000	
	Conservatory Playground & Waterplay	\$1.2 million	
	Vegetation Planting / Landscaping	\$750,000	
	Paths	\$200,000	
	Signage	\$150,000	
Phase 5	Disc Golf Relocation	\$150,000	
	Mini Indy Removal	\$500,000	
	Hydro Corridor Naturalization (East)	\$100,000	
	Cricket & Batting Cages	\$225,000	
	Vegetation Planting / Landscaping	\$750,000	
	Paths	\$200,000	
	Signage	\$75,000	
Unencumbered Projects	Arena Addition	\$20 million	
	Olympium Addition	\$30 million	
	Stadium Improvements	\$1 million	
	Ski Hill and Chalet Expansion	\$2 million	
	Greenhouse Upgrades	\$500,000	
	Conservatory Cafe	\$100,000	
<b>Total</b>		<b>89.83 million</b>	

- In total, these higher profile projects add to \$72.6 million, approximately 81% of the total – through an aggressive partnership campaign, the City should be able to find sponsorship for approximately one quarter to one-half this amount
- The remaining projects are lower profile, but may be of interest to specific groups and organizations – here we believe that a funding target of 10 to 25% of the cost would be reasonable
- This represents a range of approximately 21% (i.e. \$18.9 million of \$89.83 million) to 42.5% (i.e. \$38.13 million of \$89.83 million) in terms of what a realistic fundraising target might be for the revitalization of Centennial Park
- Accordingly, the funding support potentially available for these three categories of projects is as follows:

Type of Project	Total Cost (\$million)	Target for Funding Support	Amount of Potential Support (rounded)
Foundational Projects	\$10	-	\$0
High Profile Projects	\$72.6	25% - 50%	\$18.15 - \$36.3
Lower Profile Projects	\$7.3	10% - 25%	\$0.73 - \$1.83
<b>Total</b>	<b>\$89.83</b>	-	<b>\$18.9 – \$38.13</b>



Potential Funding Sources for Each Project

PROJECT	City Capital Funding	Community Fundraising	Foundations	Organizations and Associations	Corporate Sponsorship	Provincial Funding	Federal Funding	Public-Private Partnerships	Private Sector	Other
<b>Phase One</b>										
North Soccer Fields (1,2,4,5)	X	X		X	X			X	X	
Wetland & Pond Naturalization	X	X	X	X	X	X	X			
Park Entrance & Gateway Features	X									
Cricket Fields	X	X		X	X			X	X	
Adventure Playground/Waterplay Facility	X	X		X	X				X	
Ball Diamonds	X			X						
Multi-purpose Fields	X	X		X	X			X	X	
Decommission Compost Facility	X									
Vegetation Planting/Landscaping	X		X							
Paths	X									
Signage	X									
<b>Phase Two</b>										
Centennial Plaza & Skate Loop	X	X		X						
Soccer Fields (3 & 6)	X	X		X	X			X	X	
Picnic Bosque and Amenities	X	X		X	X					
Soccer City	X			X	X				X	
Soccer Fields (7 & 8)	X	X		X	X			X	X	
Etobicoke Creek Trail Head	X	X		X						
Centennial Walk	X			X						
Transit Bus Drop-off Loop	X					X				
Vegetation Planting/Landscaping	X		X							
Paths	X									
Signage	X									

PROJECT	City Capital Funding	Community Fundraising	Foundations	Organizations and Associations	Corporate Sponsorship	Provincial Funding	Federal Funding	Public-Private Partnerships	Private Sector	Other
<b>Phase Three</b>										
Kiwanis Exercise Course	X				X					
Renforth Creek Restoration	X	X	X	X	X	X	X			
Vegetation Planting/Landscaping	X		X							
Paths	X									
Signage	X									
<b>Phase Four</b>										
Hydro Corridor Naturalization (West)	X									
Conservatory Playground & Waterplay	X									
Vegetation Planting/Landscaping	X		X							
Paths	X									
Signage	X									
<b>Phase Five</b>										
Disc Golf Relocation	X				X					
Mini Indy Removal	X									
Hydro Corridor Naturalization (East)	X									
Cricket Batting Cages	X	X		X	X			X	X	
Vegetation Planting/Landscaping	X		X							
Paths	X									
Signage	X									

Potential Funding Sources for Each Project (continued)



PROJECT	City Capital Funding	Community Fundraising	Foundations	Organizations and Associations	Corporate Sponsorship	Provincial Funding	Federal Funding	Public-Private Partnerships	Private Sector	Other
<b>Unencumbered Projects</b>										
Arena Addition	X	X			X	X	X			
Olympium Addition	X	X	X	X	X	X	X	X	X	X
Stadium Improvements	X	X		X	X			X		
Ski Hill & Chalet Improvements	X									
Greenhouse Upgrades	X									
Conservatory Cafe	X									

Potential Funding Sources for Each Project (continued)

## B. Operations Funding

The foregoing section described several ways of sourcing capital funding for the longer term development of Centennial Park according to the plan outlined in this document. In addition to the development of the Park, there are several possibilities for funding that should be borne in mind when considering its future operation. These all relate to more aggressive strategies for revenue generation that could be employed. Here we simply list some of the methods that could be employed; a more specific revenue generation strategy could be undertaken to determine which of these vehicles would be appropriate in conjunction with the Park development strategy outlined here.

The various methods that could be considered include:

- More aggressive admissions, rental and utilization fees;
- Parking revenues;
- Development of a merchandising strategy and sale of branded merchandise (like Central Park);
- Creation of a 'Friends of Centennial Park' organization to engage in fundraising and related activities; and,
- Creation of an endowment fund that would generate an annual income stream for the operation and on-going improvement of the Park.

An aggressive revenue generation strategy is not unprecedented for a park operation like Centennial Park. For example, Parc Downsview Park, operates under a mandate to be totally self-financing, and the Niagara

Parks Commission generates a net profit each year from its operations. Parks Canada has a stringent revenue generation policy in place so that each new service and program offered contributes to the overall bottom line. In a future environment where there is increased emphasis upon 'triple bottom line' accountability for public operations<sup>1</sup> (where 'financial sustainability' is one of the three bottom lines) this kind of approach will become increasingly common and, indeed, expected.

## Maintenance

As the City's second largest park after Toronto Island, Centennial Park is, by nature of its size alone, a challenging site to maintain. The size of the park coupled with the range of facilities and its popularity throughout the year, make it an expensive park to maintain. However, with budget constraints, the regular repair and upkeep of the grounds and its facilities have suffered and little money has been available for small capital improvement projects. As a result, the park is no longer able to support current demand without exhibiting its age through facility wear and tear. Pathways are worn, signage is faded and trees which are dead or in serious decline are not regularly replaced.

For the park to operate at the "Centre of Excellence" level, the maintenance budget will need to be increased to provide sufficient funds for ongoing maintenance and repair along with funds for small capital projects

and routine park improvements such as tree planting. Further, with each new project implemented, additional money will need to be allocated to cover the increased maintenance and operational costs associated with the new facility. Ideally, cost recovery should be built into projects whenever possible.

All opportunities for cost saving measures also need to be considered in the design and management of the park. For example, large expanses of the park are currently maintained as turf. This plan proposes that significant areas of the park be converted to a naturalized state. Not only will this improve park biodiversity, but it will also significantly reduce the park's expenses in regards to grass cutting. Where turf is required, artificial turf or at the very least engineered fields should be provided. Although, these fields cost more up front, over time they pay for themselves through reduced maintenance and wear and additional permits. For all park facilities, life cycle costs must be considered to ensure a short term savings do not result in long-term expenses for the park.

## Ongoing Plan Review

This master plan should also be consistently re-evaluated every ten years since recreation trends change and evolve, and funding opportunities may change with different governments. Therefore, the City should have a formal process in place to review and update the Centennial Park Master Plan every ten years to ensure the Master Plan is current and relevant .

Specifically, the demand on the park's facilities should be routinely reviewed to ensure the plan's assumptions



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still hold true and that the facilities proposed in this plan are still appropriate. Public consultation should be considered as part of this process and should include the various groups and organizations that use the park.

To help with this routine assessment, information regarding the number of users, type and frequency of use (for both individuals and groups) should be tracked. This information can be achieved through the permitting process, as well as surveying individual users. Gathering this information as the plan is implemented will help determine whether the specific projects are meeting their intent.

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<sup>1</sup> *This approach considers that responsible organizations operate with a view to ensuring environmental, social and financial sustainability (hence the triple bottom line). See *The Triple Bottom Line*, Andrew W. Savitz with Karl Weber, Jossey-Bass (John Wiley and Sons), San Francisco, 2006. ISBN-13: 978-0-7879-7907-2.*