

Downtown Vision: Task Group Summary Report

DRAFT FOR DISCUSSION

1. Downtown as a Place to Live

1.1 General

Approved Core Commitment (2005) (and associated Strategic Plan references, where applicable)	What the Research Said	What the Public Said	Strategic Directions and Policy Considerations
<p>Section 2: Our Downtown Our Commitment</p> <ul style="list-style-type: none"> • Downtown belongs to everyone. • Downtown is a vibrant mix of housing types • A wonderful collection of neighbourhoods <p>Section 4: Guiding Principles</p> <ul style="list-style-type: none"> • “People first” – the needs of people using the downtown including existing and future residents will be respected • A sense of pride in the community will be encouraged • Downtown will be a walking place • Maximum public access to the 	<p>CUI (Canadian Urban Institute): The Value of Investing in Downtowns</p> <ul style="list-style-type: none"> • A liveable core contributes to a downtown’s vibrancy and can cement its place as the literal and symbolic heart of the city as a whole. <p>Downtown Benchmarking and Best Practice Review – Task Group Intern</p> <ul style="list-style-type: none"> • Downtown is a reflection of how a community sees itself, a critical factor in business retention and recruitment • The most important characteristic of a downtown, 	<p>LIKE:</p> <ul style="list-style-type: none"> • Everything within walking distance • Strolling, walking for leisure, fitness • Variety of activities, restaurants, cultural facilities • Waterfront/Spencer Smith most often cited as highly valued asset • Restaurants, cafes • Activities and events • Downtown is important as face of community to tourists and business areas 	<p>Core Commitment:</p> <p>TEXT:</p> <ol style="list-style-type: none"> 1. Highlight importance of a healthy downtown to the City and confirm Council’s commitment to maintaining a healthy downtown 2. Acknowledge the inherent conflicts experienced in active mixed-use areas such as the downtown and the need to manage conflicts to the extent possible. 3. Highlight the importance of walkable neighbourhoods 4. Retain text referencing the commitment to providing public infrastructure and considerations for municipal leadership in infrastructure investment.

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<p>waterfront will be provided</p>	<p>which distinguishes it from all other areas of a city, is its predominance of built space to open space.</p> <p>urbanMetrics: Commercial Study (Interim Discussion Paper)</p> <ul style="list-style-type: none"> • Downtown Burlington is generally functioning well and has the emotional support of residential across the entire City. 	<p>WANT MORE OF:</p> <ul style="list-style-type: none"> • More families and children living downtown • More activities and things to do • More fresh food choices and local services. 	<p>STRATEGIC INITIATIVES:</p> <ul style="list-style-type: none"> • <u>None at this time</u> <p>Official Plan Review:</p> <ul style="list-style-type: none"> • Retain policies identifying downtown as a vibrant people place and having a distinct identity (Part III, Section 5.5) • Retain policies identifying the downtown a focus and source of identity, providing a municipal-wide function for lifestyle and entertainment uses as well as having a commercial function for surrounding residents. (Part III, Section 5.5)
<i>1.2 Housing Intensification</i>			
<p>Approved Core Commitment (2005) (and associated Strategic Plan references, where applicable)</p>	<p>What the Research Said</p>	<p>What the Public Said</p>	<p>Strategic Directions and Policy Considerations</p>

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<p>Section 2: Our Downtown Our Commitment</p> <ul style="list-style-type: none"> Investment Opportunities: continued growth and intensification can be expected downtown in the coming years New residents provide a market for retail and commercial uses that serve the surrounding community Increased density makes transit more viable Development that is of high quality adds aesthetic appeal to public and private spaces downtown and helps create a more liveable community <p>Section 3: Provincial Context for Growth</p> <ul style="list-style-type: none"> Downtown Burlington identified as an Urban Growth Centre Decision is not whether we should grow, but how <p>Part II – Key Strategic Initiatives</p> <ul style="list-style-type: none"> Smart Growth: City will adhere to principles of Smart Growth Official Plan Review: (2004) Opportunities for intensification and higher density forms of development will be encouraged in the downtown 	<p>CUI “The Value of Investing in Downtowns”:</p> <ul style="list-style-type: none"> Residential development is bringing vitality back to downtowns Issues of height are frequently raised as concerns and addressed through studies and zoning bylaws <p>Downtown Benchmarking and Best Practice Review – Task Group Intern</p> <ul style="list-style-type: none"> Households of families with children are lower in the downtown than city-wide (39.5% vs. 55.9%) projected population growth figures estimate that between 2016 and 2031 population in downtown will increase from 6.4% to 8.4% of the city-wide population total <p>urbanMetrics: Commercial Study (Interim Discussion Paper)</p> <ul style="list-style-type: none"> Recommends review of development opportunities in the context of <i>Places to Grow</i> targets to determine specific allocations in the downtown and establish minimum density 	<p>LIKE:</p> <ul style="list-style-type: none"> the variety of housing forms (low, mid and high-rise) <p><i>(Note: public consultation outside of this project has revealed some concerns about the prevalence of high-rise development in the downtown)</i></p> <p>WANT MORE:</p> <ul style="list-style-type: none"> More mid-rise as a transition between high-rise and low-rise, make downtown comfortable and human scale, and protecting views to the lake 	<p>Core Commitment:</p> <p>TEXT:</p> <ol style="list-style-type: none"> Update text to reflect current densities achieved Update text to reference the value of mid-rise development as a means to achieving density <p>STRATEGIC INITIATIVES:</p> <ol style="list-style-type: none"> Complete the review of funding options for provision of 27kv hydro service and burial of overhead lines in the downtown. (ENGINEERING) <hr style="width: 20%; margin-left: auto; margin-right: auto;"/> <p>Official Plan Review:</p> <ol style="list-style-type: none"> Retain policy regarding the residential function of downtown providing a market for convenience goods and services. (Part III, Section 5.5.2(g)) Retain policy objective of ensuring form, height and spacing of new development is compatible with surrounding area.(Part III, Section 5.5.5 c) Consider policy framework to confirm mid-rise areas and identify stringent conditions and criteria for redesignation to greater height.
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<p>Strategic Plan: Burlington, Our Future: PROSPERITY 1(a) Develop an Official Plan that considers lifestyle opportunities for young adults</p> <p>Expected results: a wide range of housing opportunities</p>	<p>targets by land use.</p> <ul style="list-style-type: none"> • 		<ol style="list-style-type: none"> 4. Consider policy direction to require incorporation of open courtyards, landscaped areas in new developments 5. As part of the city-wide review of intensification areas, consider revisions to the parkland dedication policies to require/accept small spaces to meet parkland requirements. 6. Consider policy encouraging family accommodation (3-bedroom) units
<p><i>1.3 Housing Affordability</i></p>			
<p style="text-align: center;">Approved Core Commitment (2005) (and associated Strategic Plan)</p>	<p style="text-align: center;">What the Research Said</p>	<p style="text-align: center;">What the Public Said</p>	<p style="text-align: center;">Strategic Directions and Policy Considerations</p>

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<p>references, where applicable)</p>			
<p><i>NOTE: The approved Core Commitment is silent with respect to housing affordability.</i></p> <p>Strategic Plan: Burlington, Our Future: PROSPERITY 2(c) Work with the Region of Halton and others to provide a range of housing options, including affordable housing.</p>	<p>CUI “The Value of Investing in Downtowns”:</p> <ul style="list-style-type: none"> • Downtowns are providing a growing number of dwellings, but are challenged with housing diversity and affordability • Downtown has typically high land costs and “tight” sites • developments are often marketed to ‘empty nesters’ or young adults • family sized units are rare • Strategies to provide wider range of housing will be increasingly important to downtowns 	<p>WANT MORE OF:</p> <ul style="list-style-type: none"> • Multiple mentions of affordable housing options for all ages. 	<p>Core Commitment: TEXT:</p> <ol style="list-style-type: none"> 1. identify need for a range of housing forms and price ranges 2. acknowledge the challenges of affordability <p>STRATEGIC INITIATIVES:</p> <ol style="list-style-type: none"> 1. As identified in the Strategic Plan. <hr style="width: 20%; margin-left: 0;"/> <p>Official Plan Review:</p> <ol style="list-style-type: none"> 1. Retain policy references to ensuring downtown has regard for principles of inclusiveness (Part III, Section 5.5.1, (l), 5.5.2 (s) 5.5.3 (k)
<p><i>1.4 Neighbourhood Shopping</i></p>			
<p>Approved Core Commitment (2005) (and associated Strategic Plan references, where applicable)</p>	<p>What the Research Said</p>	<p>What the Public Said</p>	<p>Strategic Directions and Policy Considerations</p>
<p>Section 4: Guiding Principles:</p> <ul style="list-style-type: none"> • Neighbourhood commercial uses 	<p>urbanMetrics: Commercial Study (Interim Discussion Paper)</p>	<p>WANT MORE OF:</p> <ul style="list-style-type: none"> • In all surveys, the most 	<p>Core Commitment:</p>

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<p>such as grocery stores and pharmacies will be encouraged to remain in the downtown</p> <p>Strategic Plan: Burlington, Our Future PROSPERITY: 1(f) Encourage a vibrant and healthy mixed-use downtown Expected results:</p> <ul style="list-style-type: none"> • redevelopment of vacant or underused properties to mixed-use developments • successful mix of local retail businesses and services in the downtown 	<ul style="list-style-type: none"> • 69.3% of total space (1.09 million sq ft) is occupied by service based commercial – e.g. banks, restaurants, personal services. • Retail occupies 19.5% of total downtown space (as compared to 56% city wide) • 65% of retail units are under 2,000 sq ft, meaning there is limited space for large scale retail uses – e.g. appliance stores • Some opportunity for medium to large scale pharmacy, electronics sporting goods and apparel, specialty retail. • Vacancy rate is relatively high at 11.2% but concentrated in specific locations. • Some chain stores are developing “urban-friendly” formats suited to downtowns. • Additional population forecasted for downtown will generate demand for more services, retail • Ensuring the continued role of downtown in employment culture and leisure as 	<p>often cited request for more retail – particularly hardware, grocery, specialty food, pharmacy serving local community.</p> <ul style="list-style-type: none"> • Farmer’s Market received a high number of mentions • Polling: services and stores serving local population have the highest rating for what needs attention. • A greater mix of retail <i>(Note: some concern was cited over the lack of affordable retail and restaurants in the downtown)</i> 	<p>TEXT:</p> <ol style="list-style-type: none"> 1. Confirm the need to attract neighbourhood uses to serve the downtown population 2. discuss the community benefits of a farmers market <p>STRATEGIC INITIATIVES:</p> <ol style="list-style-type: none"> 1. Establish a business recruitment program with targeted businesses. (To Be Determined) 2. Explore opportunities to establish a year-round farmer’s market in the downtown and report to Council, including considerations for providing start- up support, financial or otherwise, and/or a permanent indoor space for the market (BIA) <hr style="width: 20%; margin-left: auto; margin-right: 0;"/> <p>Official Plan Review:</p> <ol style="list-style-type: none"> 1. Retain policy objective to increase residential population to ...create a market for convenience and service goods (Part III, Section 5.5.2 (g)) 2. Consider the findings of the Commercial Study for policy directions on unit sizes etc to accommodate neighbourhood
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	supporting functions is one of the keys to a successful downtown retail strategy.		commercial uses
<i>1.5 Safety</i>			
Approved Core Commitment (2005) (and associated Strategic Plan references, where applicable)	What the Research Said	What the Public Said	Strategic Directions and Policy Considerations
<p>Section 4. Guiding Principles:</p> <ul style="list-style-type: none"> • Comfort and safety at all hours will be created through the physical environment; pedestrian crosswalks, good lighting, public telephones and police presence. <p>Strategic Plan: Burlington, Our Future: VIBRANT NEIGHBOURHOODS: Ensure that neighbourhoods and commercial areas, including the downtown, are safe and accessible places to live and gather for activities.</p>	<p>CUI: “The Value of Investing in Downtowns”</p> <ul style="list-style-type: none"> • Many downtowns struggle with poor perceptions of safety • Busier, more vibrant downtowns result in more street activity and a heightened sense of safety 	<p>LIKE:</p> <ul style="list-style-type: none"> • Value beautiful, safe neighbourhood to walk in <p>WANT MORE OF:</p> <ul style="list-style-type: none"> • More crosswalks needed on busy streets • Better lighting on pedestrian trails • A way to get bar patrons out of the downtown after hours to minimize vandalism and disturbances 	<p>Core Commitment:</p> <p>TEXT:</p> <ol style="list-style-type: none"> 1. include references to security of property from vandalism 2. Include recommendations re pedestrian safety and including protected mid-block crosswalks 3. Include reference to benefits of eyes on the street achieved through mix-use development <p>STRATEGIC INITIATIVES:</p> <ol style="list-style-type: none"> 1. Continue to work with the Downtown Hospitality Group to manage night life in the downtown considering the needs of downtown residents. (BIA) 2. Continue to work with the Halton Region Police Services (HRPS) to

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			<p>increase police presence and safety measures downtown (BIA)</p> <p>Official Plan Review:</p> <ol style="list-style-type: none"> 1. Retain and consider enhancing policy on urban design as a means to enhance safety in the downtown (Part III, 5.5.1(g))
2. Downtown as a Commercial Centre (Place to Work)			
2.1 Retail Business Area			
Approved Core Commitment (2005) (and associated Strategic Plan references, where applicable)	What the Research Said	What the Public Said	Strategic Directions and Policy Considerations
<p>Section 2: Our Downtown Our Commitment</p> <ul style="list-style-type: none"> • A dynamic business area represented by the Burlington Downtown Business Association (BDBA) • BDBA works closely with City Hall to develop policies and programs to enhance the downtown 	<p>Deloitte; Cost of Doing Business Study</p> <ul style="list-style-type: none"> • Occupancy costs of retail are currently in-line with other retail areas in Burlington even factoring in BIA and parking levies • Strong residential demand and growth is exposing owner- 	<p>LIKE:</p> <ul style="list-style-type: none"> • Strong entrepreneurial spirit and strength of locally owned and operated businesses is a strength of downtown • Sense of community • Personal service by 	<p>Core Commitment:</p> <p>TEXT:</p> <ol style="list-style-type: none"> 1. Communicate the overall competitiveness of downtown to existing and potential tenants and investors 2. Describe the focus on providing a unique retail experience compared to corridors, plazas and malls

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<p>Strategic Plan: Burlington, Our Future PROSPERITY: 1(f) Encourage a vibrant and healthy mixed-use downtown. Expected results:</p> <ul style="list-style-type: none"> • redevelopment of vacant or underused properties to mixed-use developments • successful mix of local retail businesses and services in the downtown 	<p>occupiers and tenants to increasing property tax adjustments.</p> <p>Downtown Benchmarking and Best Practice Review – Task Group Intern</p> <ul style="list-style-type: none"> • Downtown usually represent the largest concentration of businesses in a community, which enables it to serve as an incubator for new businesses. • It provides a location for independently owned businesses which support a local families and economy. • Downtown remains an important shopping and service center. Though it may no longer hold the place as a community’s most dominant shopping center, it still includes unique shopping and service opportunities. Attorneys, physicians, accountants, and insurance offices, as well as financial institutions, are often located downtown • 23.8% of surveyed BIA’s have a 	<p>small business owners</p> <ul style="list-style-type: none"> • Variety of stores and specialty shops within walking distance • Variety of restaurants/clubs • More than just a single street • Live music in a licensed setting <p>WANT MORE OF:</p> <ul style="list-style-type: none"> • Start-up hot spots for incubator businesses that need affordable space • More unique shops and businesses • Most frequent mention: more quality fresh food, weekly needs (pharmacy, hardware, market) • Better wayfinding and communication about where to go/shop • more diverse and affordable shopping options • Family oriented stores • Extended parking times 	<p>3. Acknowledge the perceptions around parking convenience and costs in the downtown</p> <p>STRATEGIC INITIATIVES:</p> <ol style="list-style-type: none"> 1. Establish and implement a marketing campaign to address the perception of parking issues and communicate this to residents and shoppers (TRANSPORTATION/DPC) 2. Enhance marketing of the downtown to raise awareness of the downtown shopping experience.(BIA) 3. Develop and install an interactive downtown business directory (BIA) 4. Examine, in conjunction with the Region, the need for and the feasibility of a graduated tax rate structure for small retail properties. (FINANCE) 5. Explore options to include public parking as part of private developments. (TRANSPORTATION/P&B) 6. Consider the parking needs of the downtown workforce in the development of parking options (TRANSPORTATION/DPC) <i>(see also Parking)</i>
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	<p>merchandising strategy and are involved in business recruitment</p> <p>CUI: “The Value of Investing in Downtowns”</p> <ul style="list-style-type: none"> • Achieving a vibrant retail sector is a major challenge for downtowns • Competition from suburban retailing is a challenge • Some major retailers are developing ‘small urban model formats • Population increases will help to support retail. • Vacant or underutilized spaces can be animated and repurposed in the interim to improve perception. <p>urbanMetrics: Commercial Study: (Interim Discussion Paper)</p> <ul style="list-style-type: none"> • Majority of downtown expenditures made by residents south of the QEW • Retail vacancy rate of 14% is skewed by concentration of vacancies: at a healthy 4% when factoring out those 	<ul style="list-style-type: none"> • More affordable parking for employees • physical enhancement of pedestrian corridors east-west • Well defined and branded shopping districts should be encouraged (either by product offer or by geography) 	<p>Official Plan Review:</p> <ol style="list-style-type: none"> 1. Consider a policy framework to reflect forecasted demand for retail space in the downtown. 2. Consider a policy framework for identifying “retail priority” streets as prime retail vs. secondary areas, and revisit the restriction on ground floor offices on streets that are not identified as prime retail.
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	<p>anomalies</p> <ul style="list-style-type: none"> • Retail space demand will rise along with population growth • Planning for downtown retail needs to include a variety of flexible unit sizes (including large spaces for grocery) • Recommends introducing a hierarchy of retail priority streets • Downtown has demand for 190,000 square feet of additional commercial space. • Aging population will be challenged by big-box formats, and will require more local and specific retail and services such as pharmacies 		
<p><i>2.2 Office and Employment Uses</i></p>			
<p style="text-align: center;">Approved Core Commitment (2005) (and associated Strategic Plan references, where applicable)</p>	<p style="text-align: center;">What the Research Said</p>	<p style="text-align: center;">What the Public Said</p>	<p style="text-align: center;">Strategic Directions and Policy Considerations</p>
<p>Part II: Key Strategic Initiatives</p> <ul style="list-style-type: none"> • Attracting Employment Uses: office 	<p>CUI “The Value of Investing in Downtowns”:</p>	<p>LIKE:</p> <ul style="list-style-type: none"> • Downtown is safe, 	<p>Core Commitment: TEXT:</p>

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<p>and employment uses increase daytime population, support other businesses, provide job opportunities. The City will consider ways to attract office and employment development to its downtown, including consideration of public/private partnerships, the development of city owned lands and other financial incentives as adopted by City Council.</p> <p>Strategic Plan; Burlington, Our Future PROSPERITY:</p> <ol style="list-style-type: none"> 1. Nurture an innovative business community and work with partners to create employment and lifestyle opportunities for people of all ages 2. Increase the number of people both living and working in Burlington 3. Promote and encourage lower community energy consumption 3(b) Expand renewable energy initiatives 	<ul style="list-style-type: none"> • Attracting major new office buildings is a challenge for all downtowns • Critical for downtowns to help promote the market conditions to attract office space to the core – • Office space is critical for downtown vitality, maximizing transportation investments • Increasingly recognized as a public policy issue • Strong partnerships and collaboration is critical to achieving diverse and prosperous core. <p>Deloitte; Cost of Doing Business Study</p> <ul style="list-style-type: none"> • Downtown office market is largely “boutique office” rather than corporate head office. • Securing an anchor tenant would be required to trigger office development • Parking Lot #4 is an opportunity to leverage public asset • Must be competitive with respect to parking needs and price expectations 	<p>clean and attractive to business because of proximity to the waterfront</p> <ul style="list-style-type: none"> • Restaurants and amenities for business • Entrepreneurial spirit <p>WANT MORE OF:</p> <ul style="list-style-type: none"> • office jobs as places to work and to support other businesses • office space, more rental space and more parking • places to meet for work • innovation 	<ol style="list-style-type: none"> 1. include findings of Deloitte Study 2. reference Lot 4 specifically as an office/employment opportunity 3. Add reference to sustainability generally and sustainable energy specifically. <p>STRATEGIC INITIATIVES:</p> <ol style="list-style-type: none"> 1. Explore partnerships with the private sector with respect to making public parking available as part of redevelopments. (P&B) 2. Prepare an employment strategy for the downtown supported by a business case and including development of a strategy to attract niche office users, and including a strategic review of City owned lands. (BEDC) 3. Examine the options for incentives to attract employment uses including TIFs, grants, interest-free loans, (BEDC) 4. Complete a review of accommodations for City staff in the downtown, including a review of redevelopment options for City Hall. (CSI) 5. Examine the feasibility of requiring an office component as part of
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	<p>Downtown Benchmarking and Best Practice Review – Task Group Intern</p> <ul style="list-style-type: none"> • Between 2011 and 2031 33% of future job growth in Burlington is forecasted to occur within Downtown Burlington. (Halton Best Planning Estimates) • <p>urbanMetrics: Commercial Study (Interim Discussion Paper)</p> <ul style="list-style-type: none"> • Majority of downtown office space is street front/plaza units, small buildings and second floor offices • Predominantly mix of legal, financial and medical uses • Downtown office space is a small fraction of city wide supply • Recommends establishing a jobs-to-residents target ratio • Consider providing incentives for new office development • Consider reduced parkland dedication requirement for office development 		<p>future residential developments. (P&B/BEDC)</p> <ol style="list-style-type: none"> 6. Explore opportunities for the expansion of Wi-Fi capability throughout the downtown. (IT) 7. Investigate the potential for district heating and cooling in the downtown. (CSI) <p>Official Plan Review</p> <ol style="list-style-type: none"> 1. Retain the provision for considering use of city owned lands to achieve enhanced function of the downtown (Part III, Section 5.5.3 (d)) 2. Retain the policy enabling the use of land banking to meet public policy objectives (Part III, Section 5.5.3 (f)) 3. Consider policy encouraging office development in the downtown 4. Consider permitting offices on ground floor of buildings on non-prime retail streets. 5. Consider adding a target for jobs/population ratio (as per urbanMetrics) 6. Consider identifying “Prime Office/Institutional” core areas 7. Consider policy framework encouraging second floor offices as part of new mixed use buildings.
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<p>Section 2: Our Downtown, Our Commitment</p> <ul style="list-style-type: none"> Downtown is the centre for civic government and City Hall 	<p>CUI “The Value of Investing in Downtowns”:</p> <ul style="list-style-type: none"> Downtowns often contain iconic landmarks and symbols for the city <p>Downtown Benchmarking and Best Practices Review, Task Group Intern</p> <p>Downtown is the historic core of a community and many of the buildings are historically significant and help highlight a community’s history</p> <p>urbanMetrics: Commercial Study (Interim Discussion Paper)</p> <ul style="list-style-type: none"> Downtown Burlington serves as a civic presence for important institutions. 	<p>LIKE:</p> <ul style="list-style-type: none"> City Hall often cited as important to the downtown Important as the face of our community Public spaces like cenotaph, civic square 	<p>Core Commitment:</p> <p>TEXT:</p> <ol style="list-style-type: none"> Enhance text to highlight the importance of retaining a civic presence and confirm Council’s commitment to retaining City Hall in the downtown <p>STRATEGIC INITIATIVES:</p> <ol style="list-style-type: none"> Complete a review of City Hall renewal/replacement options (CSI) <p>Official Plan Review</p> <ol style="list-style-type: none"> Retain policy identifying the intent to establish/maintain downtown as primary role for cultural, government, civic and waterfront uses. (Part III, Section 5.5.2 (d))
<p>2.3 Learning</p>			
<p>Approved Core Commitment (2005) (and associated Strategic Plan references, where applicable)</p>	<p>What the Research Said</p>	<p>What the Public Said</p>	<p>Strategic Directions and Policy Considerations</p>
<p>Part II, Key Strategic Initiatives</p> <ul style="list-style-type: none"> Attracting a post-secondary education facility represents a 	<p>CUI “The Value of Investing in Downtowns”:</p> <ul style="list-style-type: none"> Downtowns are increasingly 	<p>LIKE:</p> <ul style="list-style-type: none"> Presence of public and secondary schools in 	<p>Core Commitment:</p> <p>TEXT:</p> <ol style="list-style-type: none"> Acknowledge the role of smaller and

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<p>strategic opportunity for Burlington... A campus downtown would add to the positive image and vitality of the community.</p>	<p>attracting post secondary institutions</p> <ul style="list-style-type: none"> • They bring a student population able to support local businesses and add to pedestrian activity day and night • Students form bonds with the downtown and may stay on after graduating adding to the skilled labour market 	<p>the downtown which ensure that area is attractive to families</p> <ul style="list-style-type: none"> • Small, informal learning opportunities offered by businesses (e.g. Cooking classes, learn to run etc) • Learning opportunities at Burlington Art Centre, library, Seniors' Centre <p>WANT MORE OF:</p> <ul style="list-style-type: none"> • University or college presence – satellite campus • College – e.g. cooking school partnering with restaurants • Activities at the museum • Private, specialty training centres • City website as a learning house 	<p>informal learning opportunities from downtown businesses and the role of partner agencies such as the library, museum, BAC and BPAC in providing those opportunities.</p> <p>STRATEGIC INITIATIVES:</p> <ol style="list-style-type: none"> 1. explore opportunities to attract post secondary institutions to the downtown (BEDC) 2. explore opportunities for teaching/learning partnerships with local businesses and cultural facilities like the Joseph Brant Museum, BAC, BPAC (BIA) <p>Official Plan Review</p> <ol style="list-style-type: none"> 1. Retain provision for increased height to accommodate a post secondary institution. (Part III, Section 5.5.8.2 (k))
<p><i>3. Downtown as a Centre for Arts, Culture, Events, Entertainment</i></p>			
<p><i>3.1 Festivals and Events</i></p>			

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<p style="text-align: center;">Approved Core Commitment (2005) (and associated Strategic Plan references, where applicable)</p>	<p style="text-align: center;">What the Research Said</p>	<p style="text-align: center;">What the Public Said</p>	<p style="text-align: center;">Strategic Directions and Policy Considerations</p>
<p>Section 2: Our Downtown, Our Commitment</p> <ul style="list-style-type: none"> Special events and festivals bring residents and visitors <p>Part II: Key Strategic Initiatives</p> <ul style="list-style-type: none"> The Downtown Waterfront is the City’s primary festival and event location 	<p>CUI: “The Value of Investing in Downtowns”:</p> <ul style="list-style-type: none"> Downtowns are important places for public expression, offering central meeting spaces for events and activities Quick wins include “embracing winter” for year round events <p>Downtown Benchmarking and Best Practices Review, Task Group Intern</p> <ul style="list-style-type: none"> 70% of surveyed municipalities indicated that they provide programming in their downtown public spaces. 	<p>LIKE:</p> <ul style="list-style-type: none"> Festivals and events cited as making downtown a great place Multiple mentions Sound of Music as highly valued <p>WANT MORE OF:</p> <ul style="list-style-type: none"> More festivals Winter festivals cited specifically Movies and concerts in the park Weekend activities/events at Civic Square 	<p>Core Commitment:</p> <p>TEXT:</p> <ol style="list-style-type: none"> encourage festivals and events throughout the year to encourage year-round activities reference opportunities to strengthen linkages between downtown and the waterfront through expanding festivals into the downtown reference opportunities for smaller scale events in public spaces downtown rather than focusing exclusively on Spencer Smith (i.e. Civic Square, Brock Park) <p>STRATEGIC INITIATIVES:</p> <ol style="list-style-type: none"> Leverage the existing policy to waive or reduce fees for use of civic square and other downtown public spaces for small scale events (PARKS AND RECREATION) Encourage event organizers to address connections with the

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			<p>downtown BIA as part of their event plans (PARKS AND RECREATION)</p> <p>3. Review the role of the City in delivering events in the downtown (PARKS AND RECREATION)</p> <p>4. Develop a sustainable animation strategy for smaller spaces and the winter season (BIA)</p> <p>5. Promote smaller downtown events (TOURISM BURLINGTON)</p> <p>Official Plan Review</p> <p>1. Retain policy that downtown shall be the City’s centre for public gatherings, festive and civic occasions. (Part III, Section 5.5.1 (d))</p>
<h3><i>3.2 Arts, Culture and Entertainment</i></h3>			
<p>Section 2: Our Downtown, Our Commitment</p> <ul style="list-style-type: none"> • Cultural facilities are key elements of downtown. • Provide a focus for arts and culture • Consideration of establishing a cultural district downtown <p>Section 4: Guiding Principles</p> <ul style="list-style-type: none"> • Downtown will be the cultural centre offering a wide range of performance, visual arts, programs, facilities and multi-cultural events. 	<p>CUI “The Value of Investing in Downtowns”:</p> <ul style="list-style-type: none"> • Accessibility makes downtown ideal location for provision of essential public services and investment in cultural or entertainment infrastructure <p>Downtown Benchmarking and Best Practices Review, Task Group Intern</p> <ul style="list-style-type: none"> • Many municipalities are leveraging culture to add 	<p>LIKE:</p> <ul style="list-style-type: none"> • Burlington Performing Arts Centre • Burlington Art Centre • Restaurants, cafes <p>WANT MORE OF:</p> <ul style="list-style-type: none"> • Top-rated improvement: more entertainment options • First-run cinema • More public art 	<p>Core Commitment:</p> <p>TEXT:</p> <ol style="list-style-type: none"> 1. Update by referring to Performing Arts Centre as completed 2. Enhance by referencing and incorporating relevant findings from City’s Cultural Action Plan 3. Update by referencing Public Art Policy and Program <p>STRATEGIC INITIATIVES:</p> <ol style="list-style-type: none"> 1. Consider findings of Cultural Action

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<ul style="list-style-type: none"> The City will encourage cultural industries and related businesses to locate in the downtown <p>Part II: Key Strategic Initiatives</p> <ul style="list-style-type: none"> The City will work with the culture community to develop a strategy to build on Burlington’s cultural assets and develop cultural connections within downtown and elsewhere in the community. This will include consideration of a cultural district and the inclusion of a new Performing Arts Centre. <p>Strategic Plan: Burlington, Our Future PROSPERITY 1(e) Strengthen the balance of arts, culture and sport to build economic prosperity and quality of life.</p>	<p>vibrancy and strengthen downtown – e.g. Downtown Hamilton BIA Localicious , Fringe Festival, partnerships with arts groups and restaurants, Guelph – Art in the Shops program</p> <p>urbanMetrics: Commercial Study (Interim Discussion Paper)</p> <ul style="list-style-type: none"> Entertainment is an economic driver in downtowns 	<ul style="list-style-type: none"> More live music venues 	<p>Plan including the potential for a cultural district (PARKS AND RECREATION)</p> <ol style="list-style-type: none"> Implement Public Art Policy (PARKS AND RECREATION) <p>Official Plan Review:</p> <ol style="list-style-type: none"> Retain policies identifying downtown as a focal point for cultural activities (Part III, Section 5.5.1 (f)) Retain policy requiring that major entertainment facilities should locate in the downtown (Part III, Section 5.5.3 (i)) Consider policies arising from the Cultural Action Plan including potential for identification of a cultural district in the downtown
<h3>3.3 Tourism</h3>			
<p>Approved Core Commitment (2005) (and associated Strategic Plan references, where applicable)</p>	<p>What the Research Said</p>	<p>What the Public Said</p>	<p>Strategic Directions and Policy Considerations</p>
<p>Section 2: Our Downtown, Our Commitment</p> <ul style="list-style-type: none"> 2003 Council approved Tourism 	<p><i>Note: Although there was no specific research undertaken with respect to the tourism role of</i></p>	<p><i>Note: Although there were no comments particularly mentioning “tourism” the</i></p>	<p>Core Commitment:</p> <ol style="list-style-type: none"> Update text to reflect current Tourism vision for the city

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<p>vision for the City “Burlington will provide a distinct tourism experience focused on the waterfront and downtown ...”</p> <p>Part II: Key Strategic Initiatives</p> <ul style="list-style-type: none"> The City will implement the downtown waterfront project which together with other initiatives such as BAC renewal, new visitor centre, etc will continue to enhance downtown and the waterfront as a regional tourism destination. 	<p><i>downtown, the value of the waterfront and festivals and events as elements of the downtown was noted in several studies.</i></p>	<p><i>value of the waterfront and of festival and events to residents and visitors emerged as strong themes.</i></p>	<p>STRATEGIC INITIATIVES</p> <p>Official Plan Review:</p> <ol style="list-style-type: none"> Retain policy which encourages tourism in the downtown based on the significant of the waterfront, Art Centre and BPAC (Part III, Section 5.5.2 (f))
<p>4. Public Spaces</p>			
<p>4.1 Waterfront</p>			
<p>Approved Core Commitment (2005) (and associated Strategic Plan references, where applicable)</p>	<p>What the Research Said</p>	<p>What the Public Said</p>	<p>Strategic Directions and Policy Considerations</p>
<p>Section 2: Our Downtown, Our Commitment</p> <ul style="list-style-type: none"> Burlington’s waterfront enhances quality of life for the entire community; visitors, residents, 	<p>CUI “The Value of Investing in Downtowns”:</p> <ul style="list-style-type: none"> Connecting downtown to natural features such as vibrant waterfronts identified as a 	<p>LIKE:</p> <ul style="list-style-type: none"> Waterfront and Spencer Smith ranked most highly valued asset in all consultation 	<p>Core Commitment:</p> <ol style="list-style-type: none"> Enhance text to address need to strengthen linkages between downtown and the waterfront through physical design, activities

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<p>employees</p> <p>Section 4: Guiding Principles</p> <ul style="list-style-type: none"> Maximum public access to the waterfront will be provided. We will maintain public ownership of primary waterfront properties and secure additional right of access through the development process. <p>Part II: Key Strategic Initiatives</p> <ul style="list-style-type: none"> Waterfront enhancements; City and partners committed \$17.4 million, actively implementing the downtown waterfront project The Downtown Waterfront is the City’s primary festival and event location <p>Strategic Plan: Burlington, Our Future PROSPERITY</p> <p>1(g) Ensure a welcoming, active and accessible waterfront</p> <p>Expected results:</p> <ul style="list-style-type: none"> increase public access to waterfront protect views over the lake and bay from neighbourhoods complete the Beachway Master Plan 	<p>‘quick win’</p> <p>Downtown Best Practice Review – Task Group Intern</p> <ul style="list-style-type: none"> Waterfronts: provide a centre for recreational purposes and festivals and events 	<ul style="list-style-type: none"> Beach highly valued Public access and views to the water views highly valued <p>WANT MORE OF:</p> <ul style="list-style-type: none"> Better swimming area with supervision Removal of hydro lines along beach Improvements to beach to make it more attractive Activities and events 	<p>and events</p> <ol style="list-style-type: none"> Update text to reflect that waterfront plan has been implemented through completion of Discovery Landing, pier and other amenities. Retain references to the Beachway Master Plan <p>STRATEGIC INITIATIVES:</p> <ol style="list-style-type: none"> Identify and encourages opportunities for businesses to provide waterfront related goods and services (e.g. bike rentals, kite supplies etc) (BIA) Complete Beachway Master Plan (PARKS AND RECREATION) <p>Official Plan Review:</p> <ol style="list-style-type: none"> Retain policies with respect to protection and enhancement of the waterfront (Part III, Section 5.5.1(j)) Retain, and consider enhancing, the policy to create a strong link between the downtown and the waterfront by proscribing specific measures to be considered. (Part III, Section 5.5.2(k))
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4.2 Other Public Spaces			
Approved Core Commitment (2005) (and associated Strategic Plan references, where applicable)	What the Research Said	What the Public Said	Strategic Directions and Policy Considerations
<p>Part II: Key Strategic Initiatives</p> <ul style="list-style-type: none"> • Urban Design and Public Amenity: Private development should contribute directly to the publicly accessible amenities of the downtown. • Great public spaces, both passive and active, will be integral to the pedestrian experience <p>Strategic Plan: Burlington, Our Future PROSPERITY</p> <p>1(a) Develop a plan to enhance the use of public spaces in neighbourhoods</p>	<p>CUI “The Value of Investing in Downtowns”:</p> <ul style="list-style-type: none"> • Programming public spaces helps draw people from their homes and cars – especially in winter • Make use of outdoor space even in winter with efficient heating, partial enclosure, free blankets, activities <p>Downtown Benchmarking and Best Practices Review; COB Downtown Task Group</p> <ul style="list-style-type: none"> • Success Factor: Squares, plazas and parks provide central meeting places 	<p>LIKE:</p> <ul style="list-style-type: none"> • Civic Square had multiple mentions • Open areas, green space • Cenotaph • Places to see something interesting • Outdoor patios • Spaces are clean and well maintained • Spaces are safe and attractive • Skating rink • Beach <p>WANT MORE OF:</p> <ul style="list-style-type: none"> • places to sit, rest, relax • connectivity • green space • year-round and weekend activities; 	<p>Core Commitment:</p> <p>TEXT:</p> <ol style="list-style-type: none"> 1. identify the benefits of leveraging place-making opportunities by creating new public spaces through redevelopment 2. reflect that sidewalks, boulevards and roadways make up a significant part of the public realm and should be treated accordingly through streetscaping and tree planting 3. add references to enhancing the use of outdoor public spaces throughout the winter 4. Identify the need for a place-making approach to developing a comprehensive animation program for public spaces to enhance the downtown experience. <p>STRATEGIC INITIATIVES:</p> <ol style="list-style-type: none"> 1. consider a pilot program for a

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		<p>more reasons to come and stay</p> <ul style="list-style-type: none"> • maintain Windows to the Lake • improved beach activities • more frequent or permanent road closures 	<p>seasonal road-closure including programming (BIA)</p> <ol style="list-style-type: none"> 2. Complete the Trails Master Plan and ensure alignment with and connection to Cycling master Plan, Beachway Master Plan, Mobility Hubs Study. (PARKS AND RECREATION) 3. Review park dedication policies to address the need for urban plazas and open spaces as intensification occurs. (PARKS AND RECREATION) <p>Official Plan Review:</p> <ol style="list-style-type: none"> 1. Retain policy requiring buildings be offset by a range of space areas including parkettes, urban plazas and pedestrian networks. (Part III, Section 5.5.2(i)) 2. Consider policy referencing need for open spaces and public plazas in areas of intensification and a policy framework (including potential changes to parkland dedication policies) for acquisition of public spaces through redevelopment 3. Retain policy reference to cafes, rooftop terraces, sidewalk patios being directed to specific precincts
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			within the downtown (Part III, Section 5.5.1(f))
5. Getting Around Downtown			
5.1 Walking/Cycling			
Approved Core Commitment (2005) (and associated Strategic Plan references, where applicable)	What the Research Said	What the Public Said	Strategic Directions and Policy Considerations
<p>Section 4: Guiding Principles</p> <ul style="list-style-type: none"> The downtown will be a walking place Walking and cycling facilities will be a key component of all capital works projects. Pedestrian crossing facilities will be provided at key locations. <p>Strategic Plan: Burlington, Our Future: VIBRANT NEIGHBOURHOODS: 2(c) Promote walking and cycling-friendly neighbourhoods to ensure community safety and accessibility. Milestones to reach:</p> <ul style="list-style-type: none"> pilot a “pedestrian priority” program downtown 	<p>CUI “The Value of Investing in Downtowns”:</p> <ul style="list-style-type: none"> Downtown residents tend to have higher rates of walking because there is something to walk to. <p>Downtown Benchmarking and Best Practices Review , COB Downtown Task Group</p> <ul style="list-style-type: none"> Walkability of downtown is a key success factor 	<p>LIKE:</p> <ul style="list-style-type: none"> Bike trails/paths highly valued Connection of bike and walking paths and trails Walkability and being able to walk to many things is highly valued <p>WANT MORE OF:</p> <ul style="list-style-type: none"> More protected crosswalks needed; pedestrians should have the right-of-way Better lighting on pedestrian paths needed Improved connections 	<p>Core Commitment: TEXT:</p> <ol style="list-style-type: none"> reference 8-80 Cities project findings for downtown Burlington add more detail on the need for east-west connections and identify specific opportunities such as through the hydro/pipeline corridor <ol style="list-style-type: none"> reference desirability of pedestrian scale lighting of trails reference approved Master Signage Strategy, pedestrian scale signage and wayfinding <p>STRATEGIC INITIATIVES:</p> <ol style="list-style-type: none"> Complete the pedestrian priority pilot program as directed by the

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		<p>east-west</p> <ul style="list-style-type: none"> • More dedicated/wider bike lanes needed • More signage, wayfinding and directories 	<p>Strategic Plan. (TRANSPORTATION)</p> <p>2. develop a plan to enhance pedestrian connections using city owned lands and right of ways through Parking Lots 1,4, and 5 connecting to the Centennial Bike Path (PARKS AND RECREATION, TRANSPORTATION)</p> <p>Official Plan Review:</p> <p>1. Retain policy to provide a balanced approached to transportation by increasing pedestrian and cycling orientation and linkages (Part III, Section 5.5.2(q))</p>
5.2 Transit			
<p>Approved Core Commitment (2005) (and associated Strategic Plan references, where applicable)</p>	<p>What the Research Said</p>	<p>What the Public Said</p>	<p>Strategic Directions and Policy Considerations</p>
<p>Part II: Key Strategic Initiatives</p> <ul style="list-style-type: none"> • Transit is a key transportation component for the downtown • Provision of transit is a key factor in achieving Smart Growth principles. • The City is interested in providing 	<p>CUI “The Value of Investing in Downtowns”:</p> <ul style="list-style-type: none"> • The availability of ample, cheap parking influences car usage: pricing parking effectively can encourage 	<p>LIKE:</p> <ul style="list-style-type: none"> • The bus depot is centrally located <p>WANT MORE OF:</p> <ul style="list-style-type: none"> • Better transit service and bus shelters 	<p>Core Commitment:</p> <ol style="list-style-type: none"> 1. Retain and enhance text on the importance of transit 2. Update text by referring to presence of Metrolinx Mobility Hub designation and implications

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<p>complementary transit uses and opportunities for the downtown</p> <ul style="list-style-type: none"> The City is currently reviewing the design and preferred site of a new downtown transit terminal facility to meet future transit needs. 	<p>alternative forms of travel</p>	<ul style="list-style-type: none"> Shuttles for downtown employees 	<p>3. Update text to reference current initiatives related to transit facilities to meet needs.</p> <p>STRATEGIC INITIATIVES:</p> <ol style="list-style-type: none"> Continue annual reporting to Council to ensure transit services are delivered in an optimal manner. (TRANSIT) Complete the Mobility Hub Study in consultation with Transit (P&B) <p>Official Plan Review:</p> <ol style="list-style-type: none"> Retain policy objective to provide balanced approach to transportation by increasing transit use and pedestrian/cycling linkages. (Part III, Section 5.5.2(q)) Incorporate policies and map changes pertaining to mobility hub designation arising from Mobility Hub study.
<p><i>5.3 Driving</i></p>			
<p style="text-align: center;">Approved Core Commitment (and associated Strategic Plan)</p>	<p style="text-align: center;">What the Research Said</p>	<p style="text-align: center;">What the Public Said</p>	<p style="text-align: center;">Strategic Directions and Policy Considerations</p>

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references, where applicable)			
<p>Part II: Key Strategic Initiatives</p> <ul style="list-style-type: none"> • The City will promote good quality roads, bikeways and pedestrian systems to provide convenient access to and from the downtown. • The City should actively discourage the use of downtown roads by cut through traffic through the use of traffic calming, road narrowing, special signal timings and other measures to ensure the downtown waterfront area remains pedestrian friendly yet accessible for those destined to the area. 	<p>CUI “The Value of Investing in Downtowns”:</p> <ul style="list-style-type: none"> • A certain amount of congestion contributes to the “buzz” associated with vibrant downtowns. • Automobiles are inefficient users of land • Key is to find balance and encourage use of alternate modes of transportation • Programs like car-sharing allow residents to live without high cost of car maintenance but still have access • bike-sharing can be effective 	<p>LIKE:</p> <ul style="list-style-type: none"> • grid network • easy to get around • not too busy except for Lakeshore <p>WANT MORE OF:</p> <ul style="list-style-type: none"> • pedestrian crosswalks • traffic lights with sensors • one way streets • less traffic on Lakeshore • Widen Lakeshore • Narrow Lakeshore 	<p>Core Commitment:</p> <p>TEXT:</p> <ol style="list-style-type: none"> 1. Reference Complete Streets approach and balancing needs of private vehicle with transit, walking, cycling <p>STRATEGIC INITIATIVES:</p> <ol style="list-style-type: none"> 1. None at this time. <hr/> <p>Official Plan Review:</p> <ol style="list-style-type: none"> 1. Retain policies discouraging cut-through traffic and acknowledging that a level of congestion is to be expected within the downtown (Part III, Section 5.5.1(I)) 2. Retain policy stating intent to create a compact downtown as an alternative to car-oriented shopping areas and business corridors (Part III, Section 5.5.2(e))

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5.4 Parking			
Approved Core Commitment (2005) (and associated Strategic Plan references, where applicable)	What the Research Said	What the Public Said	Strategic Directions and Policy Considerations
<p>Part II: Key Strategic Initiatives</p> <ul style="list-style-type: none"> • Parking is one of the key infrastructure elements to stimulate growth in the downtown • Adequate parking is a key factor to attract new class “A” office development - the city is interested in providing more parking to attract businesses • The development of a sustainable financial model for public parking is an important consideration • The city will assess the long-term potential for surface lots in the downtown including their role in meeting future parking demand <p>Strategic Plan: Burlington, Our Future PROSPERITY: 1(f) Milestones to reach:</p> <ul style="list-style-type: none"> • complete the downtown parking 	<p>CUI “The Value of Investing in Downtowns”:</p> <ul style="list-style-type: none"> • availability of car parking greatly influences car usage • pricing parking effectively to reflect the true cost of parking can influence behaviour <i>(see also notes under Transit)</i> 	<p>LIKE:</p> <ul style="list-style-type: none"> • Intercept survey found 62.9% satisfied with parking cost, 55% satisfied with parking convenience <i>(NOTE: this is not consistent with other community input on parking)</i> <p>WANT MORE OF:</p> <ul style="list-style-type: none"> • More parking supply and more affordable pricing. • More payment options and ease of payment • Longer duration for parking • Parking signage and wayfinding 	<p>Core Commitment: TEXT:</p> <p>4. Update text to reflect findings of Parking Study Phases 1 and 2</p> <p>STRATEGIC INITIATIVES:</p> <ol style="list-style-type: none"> 1. Complete and implement recommendations arising from the Parking Study with respect to rates, fees and governance (TRANSPORTATION/DPC) 2. Consider the parking needs of the downtown workforce in the development of parking options (e.g. cheaper rates for peripheral locations etc. (TRANSPORTATION/DPC) <p>Official Plan Review:</p> <ol style="list-style-type: none"> 1. Consider modifying policy objective of providing adequate and safe

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supply and governance review		<ul style="list-style-type: none">• Friendlier enforcement/warnings• Affordable employee parking	parking in the downtown to balance the anticipated increased acceptance and demand for alternative modes of transportation in the future.
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