Core Commitment

Revised and updated.
Approved by City Council on November 4, 2013



Burlington's Downtown Vision and Action Plan

CITY OF Burlington



Table Of Contents

Section 1

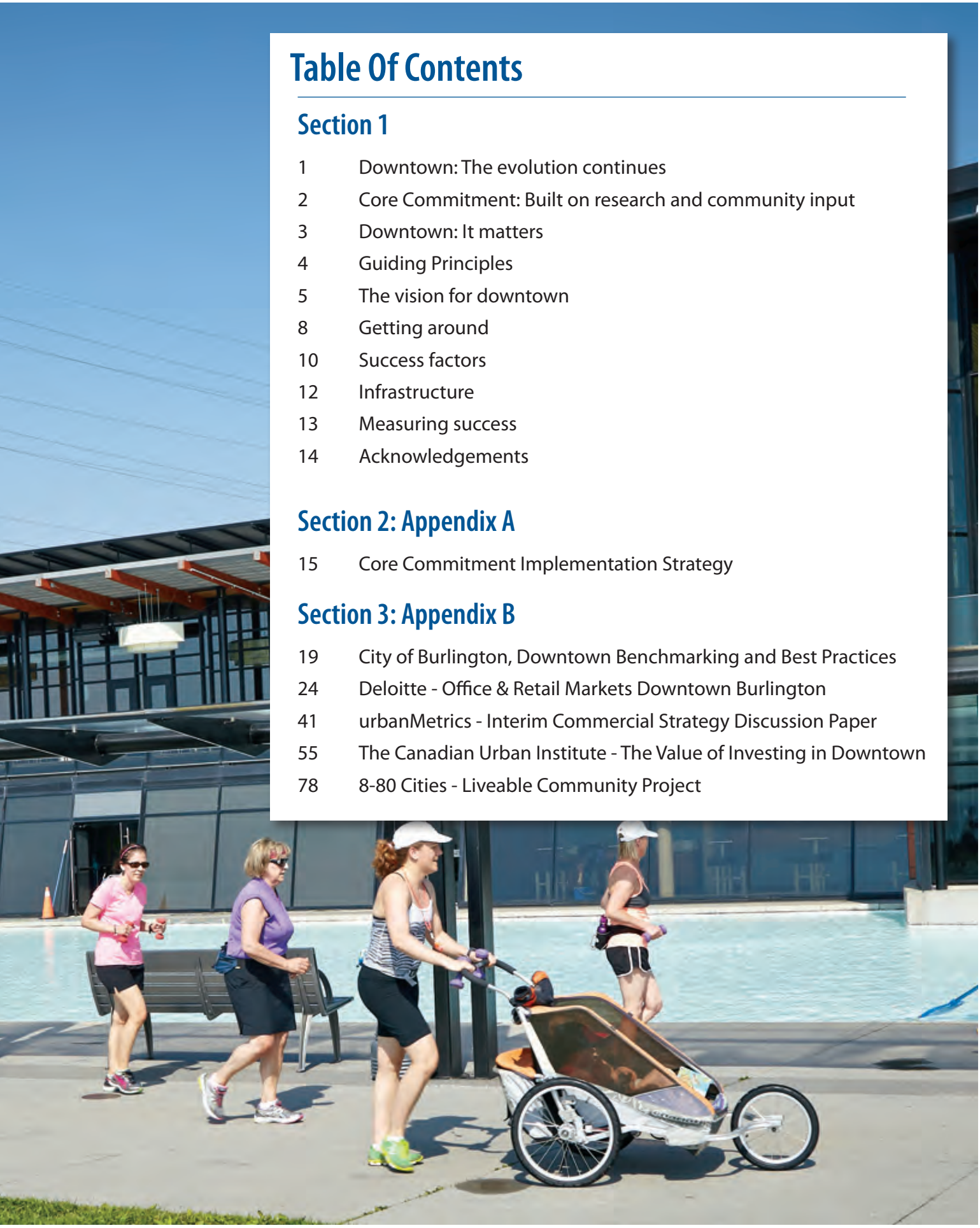
1 Downtown: The evolution continues
2 Core Commitment: Built on research and community input
3 Downtown: It matters
4 Guiding Principles
5 The vision for downtown
8 Getting around
10 Success factors
12 Infrastructure
13 Measuring success
14 Acknowledgements

Section 2: Appendix A

15 Core Commitment Implementation Strategy

Section 3: Appendix B

19 City of Burlington, Downtown Benchmarking and Best Practices
24 Deloitte - Office & Retail Markets Downtown Burlington
41 urbanMetrics - Interim Commercial Strategy Discussion Paper
55 The Canadian Urban Institute - The Value of Investing in Downtown
78 8-80 Cities - Liveable Community Project





Downtown: The evolution continues

Burlington's downtown is changing.

The downtown that we see today has been evolving since its first beginnings as the commercial centre of what was known as Wellington Square. As the population grew, the community changed and downtown changed along with it. These evolutionary forces are still at work today continuing to change the face of Burlington's downtown.

> *"Walking along the promenade with my parents who were visiting me from out of town. I had the chance to show them the sites of my 'new home'."*

More recently, change has been driven by demographics and social trends, as more and more people seek to live where they can walk to nearby stores, services and amenities. As the Province of Ontario and Greater Toronto Area (GTA) continue to experience high levels of growth, Burlington is evolving from a suburban community to a more mature city. Planning policy at both the provincial and local levels is also driving change: Intensification targets set by the Province of Ontario in the Growth Plan Places to Grow, and the fact that our city is fast reaching 'build-out' of the greenfield areas, mean that existing neighbourhoods are seeing vacant lands and under-utilized sites develop in more intense forms of development. For the downtown this has meant mixed use buildings with ground floor commercial and residential above, a trend that will continue in the coming years.
Attracting more families and young adults to the core will be a key success factor for downtown. At the same time, it's important that downtown continue to offer employment opportunities; attracting office development is seen as a measure of downtown success moving forward.

As in the past, the forces that drive change come not only from within our own community but from outside. We cannot always control the forces of change, but we can control how we manage change. Core Commitment is part of the City's continuing effort to effectively manage the impacts of change in the downtown.



Core Commitment: Built on research and community input

Originally drafted in 2003, and approved by City Council in 2005, Core Commitment was prepared as a strategic plan for the downtown, reflecting Council's commitment to the core and setting out key strategic initiatives to be undertaken to ensure its ongoing health. Many of those strategic initiatives identified in the original document have been completed. In November, 2011 Council directed that a review of Core Commitment and the vision for downtown be completed.

> *"The first concert I saw at the Burlington Performing Arts Centre was Leahy; Burlington had joined other great cities in creating a place for great music."*

This is the first major revision to Core Commitment since its original approval. It has been shaped by community input and solid research. To lead the review, City Council established the Downtown Task Group, made up of representatives from the Burlington Downtown Business Association (BDBA), Burlington Economic Development Corporation (BEDC), Tourism Burlington and the Burlington Chamber of Commerce. The Task Group's mandate was to review the current health of downtown and to develop a new set of recommended actions to reflect the current state of downtown.

The Task Group, with the assistance of City staff, undertook research on downtown best practices, the current health of our downtown, and its current and potential market. The details of the research undertaken are found in Appendix "B". The research was complemented by community input: A total of 1800 submissions were received from residents and business owners from the downtown and across the city. Input was collected through telephone, on-line and intercept surveys as well as through the Downtown Vision Workshop, held on November 7, 2012 at the Burlington Art Centre and attended by approximately 140 people.

Core Commitment is a strategic action plan for downtown. It sets out Council's vision, underlying principles and keys to success. It also sets out a series of initiatives and accountabilities to be implemented over a 5 year period. Successful delivery of the vision will require partnership with other agencies, the private sector and with the community. Appendix "A" is an implementation strategy, meant to be reviewed annually.



Downtown: It matters

Downtown matters. It matters to the overall health of the city. Research and the literature consistently report on the connection between a healthy downtown and a healthy city.

Downtown is the gateway to the City – often the first stop for businesses looking to locate in Burlington, and it's where we bring our visitors. With our City Hall in the heart of downtown it is also the gateway to local government and the place where local decision making happens.

> *"Walking down Brant Street, shopping a few boutiques and going for a great dinner. It was the day we moved here 13 years ago and it immediately felt like home."*

Downtowns:

- Represent sustainable development, making the best use of our existing infrastructure and creating compact communities that encourage walking, cycling and transit use
- Provide for diversity of choice in housing forms and employment opportunities
- Have historic connections to the origins of the community
- Have symbolic significance as the centre of civic life
- Are a central hub for festivals and celebrations
- Reflect a positive image of the entire city
- Provide opportunities for local and incubator business
- Offer an experience not found in newer malls, plazas

Research also tells us that downtowns matter economically. According to the Canadian Urban Institute (CUI) downtown Burlington represents only 1% of the city's land area yet contributes 4% of tax revenue. And CUI tells us that we could increase the downtown tax base by taking strategic actions to grow the downtown. Bringing more employment opportunities by encouraging office development and centres of learning would add to the economic significance of downtown. But we don't have to look to research to know that downtown matters. The value that the community places on keeping our downtown healthy is evident in the enthusiasm that participants bring to discussions about the downtown.

Throughout the document you'll find quotes collected from residents and business owners at the Downtown Vision Workshop. They capture the significance that downtown holds for many people.

Core Commitment reflects Council's commitment to the downtown. It sets out Council's vision and establishes the priority strategic initiatives intended to keep our downtown healthy, vibrant and sustainable for years to come.



Guiding Principles

Throughout the consultation certain community held principles emerged. These principles should guide us in our actions and our decision making.

"Having lunch with friends on a patio on a summer Sunday, with a guy playing guitar."

Liveability

Comfort, safety, walkability, a high standard of design, access to public transit, goods and services and great, accessible public spaces. These all contribute to a community's liveability. The City is committed to ensuring that downtown remains a livable, sustainable community.

Prosperity

A healthy downtown includes a healthy business climate. We will work with our Team Burlington partners including BEDC and the BDBA to support existing businesses. At the same time, attracting and nurturing new businesses and employment opportunities will be a priority for the City.

Vibrancy

A healthy and vibrant downtown means that there is energy and activity; a "buzz". People can expect that they will find something going on when they come downtown.

Inclusiveness

Downtown belongs to everyone. The City will strive to ensure a full range of activities and opportunities, including housing that is affordable and attractive to families, singles and people of all ages and abilities.

Balance

The City will strive to balance the needs and interests of downtown residents, visitors and businesses.

Connectivity

Connectivity means ease of access to, from and within the downtown. It means a strong connection between downtown and the rest of the city, and between the waterfront and the commercial core. We will work towards enhancing connectivity of all types.



The vision for downtown

Our vision statement:

"Creating an active waterfront downtown destination that showcases the cultural heart of Burlington."

"Attending the Olympic Torch Relay with friends on Brant Street in 2010. It was special because of the incredible turn-out and the camaraderie of friends."

Downtowns are complicated places that serve multiple functions. They are places where many competing uses vie for space in a compact area. That can create tension - but it is that tension that makes downtowns vibrant and interesting places to be. Our challenge is to balance all of the competing interests and uses.

According to public input and the research completed by the Downtown Task Group, Burlington's downtown serves several primary functions in addition to being a neighbourhood. It is the focal point for civic government and events. Employment, specialty commercial, leisure and cultural activities are central functions for the downtown. Our vision for downtown Burlington includes:

Employment

Office

According to Census Data and confirmed through the City's 2008 work on the Intensification Strategy, in 2006 there were approximately 6,000 people working in the area defined as the Urban Growth Centre. Increasing the number of jobs has many benefits. Employees add daytime activity to the downtown, and support restaurants and local businesses. Recent research suggests that the typical office worker spends $102.00 per week on goods and services, including meals. Adding jobs also helps residents by providing more opportunities for employment in their own community. The Province's growth targets for downtown Burlington are to reach 200 persons or jobs per hectare by the year 2031. Adding employment opportunities is a complement to the residential growth downtown has been experiencing. Employment uses support transit and vice versa.

Downtown offers employees exceptional amenities including a waterfront setting and shopping

and dining options not available in other locations. The expansion of Joseph Brant Hospital, now underway, provides opportunities to expand the already strong medical presence downtown. The City is the largest employer and landowner in the downtown. The City is committed to retaining City Hall and the city's primary administrative functions in the downtown. City owned properties provide opportunities for office development through the redevelopment of under-utilized surface parking lots.

To support this function we will:

1. Prepare an employment strategy for the downtown supported by a business case and including the development of a strategy to attract niche office users.
2. Examine the options for incentives to attract employment uses including Tax Increment Financing (TIFs), grants and interest-free loans and the benefits of a Community Improvement Plan.
3. Complete a strategic review of the City's real estate assets in the downtown.
4. Explore opportunities for the expansion of Wi-Fi capability throughout the downtown.

Learning

Education and employment are complementary functions in a downtown. There are already learning opportunities available; both formal and informal. The Burlington Art Centre offers a wide range of courses and workshops, and a number of downtown businesses offer classes in such areas as health and wellness, fitness, cooking, and gardening. The City is committed to exploring opportunities to attract more learning institutions to the downtown.

To support this function we will:

1. Explore opportunities to attract an educational institution to the downtown.

Retail

In addition to office employment, retail and service commercial uses such as banks and drycleaners create job opportunities. The City will continue to support mixed use developments that include a retail/commercial component on the ground floor which also serves to add activity at street level.

As downtown develops it will be increasingly important to work toward ensuring that all businesses are accessible to people of all ages and abilities. Businesses and organizations that offer a welcoming accessible experience effectively compete not only for this expanding consumer market but also for the untapped human resources pool of qualified persons with disabilities.

Downtown provides a unique retail experience. The BDBA will work to enhance the downtown shopping experience through small scale events, and activities that add to daytime animation. As well, the City and BDBA will work together to ensure a business climate that supports small business and entrepreneurship.

To support this function we will:

1. Examine, in conjunction with the Region, the need for and the feasibility of a graduated tax rate structure for small retail properties.
2. Enhance marketing of the downtown to raise awareness of the downtown shopping experience.
3. Develop and install an interactive downtown business directory.
4. Consider the parking needs of the downtown workforce in the development of parking options.

Lifestyle: leisure, arts, culture and entertainment

Our research tells us that people want an active and vibrant downtown.

For many people, downtown is where they choose to spend their free time. For some, that means active pursuits such as an exercise class in Civic Square, cycling or walking the waterfront trail. For others, shopping, dining or people-watching is more their speed. Some want drama: a play at the Burlington Performing Arts Centre, or Shakespeare in the park.

There are festivals and events and music to move you in large and small venues. If fine art is more your style, you can take a class at the Burlington Art Centre. Downtown offers a range of choices of things to do. And throughout our public consultation we heard that people want even more choices.

Arts and Culture
City Council supports downtown as the centre for arts and culture. Investments in the Performing Arts Centre (BPAC) and public art reflect that commitment. The Burlington Art Centre is a longstanding attraction in the downtown and provides studios for seven guilds, as well as art exhibits and learning opportunities. The City is working on a Cultural Action Plan, and has identified the potential for a Cultural District in the downtown.

To support this function we will:

1. Implement the recommendations of the Cultural Action Plan once it's approved by Council, including the potential for a cultural district.
2. Continue to add public art in the downtown through investment in the Public Art Program and through securing contributions as part of the development approvals process.

Parks, Plazas and Open Space
Public spaces are an important foundation for a vibrant downtown. They include active and passive spaces; green spaces and urban plazas. Civic Square at City Hall is valued as a symbol of civic life and as a place for smaller events. Our waterfront park is a jewel envied by many communities. By preserving and enhancing our public spaces and considering new ones as we intensify, we ensure that there will always be places for people to gather or to enjoy alone in quiet reflection.

To support this function we will:

1. Review park dedication policies to consider the feasibility and need for urban plazas and open spaces as intensification occurs.
2. Complete the Trails Master Plan and begin phased implementation supporting active transportation.

Programming and Animation
As important as public spaces are they are not, on their own, enough. Spaces need activity to make them come alive. Ensuring that there is always something happening in the downtown requires a program of activities and animation. Large festivals and events are part of the answer, but the smaller spaces and events are important to sustain interest throughout the year. There are also opportunities to strengthen the connections between downtown and the waterfront through expanding festivals into the downtown or offering complementary programming.

To support this function we will:

1. Develop a pilot program for a seasonal road-closure including programming.
2. Develop a sustainable animation strategy for smaller spaces and the winter season with a business plan for Council's consideration.
3. Leverage the existing policy to waive or reduce fees for use of civic square and other downtown public spaces for small scale events.
4. Promote downtown events.

A residential neighbourhood

Beyond its role as a commercial and cultural centre downtown is a great neighbourhood that is home to 11,000 people. It is a diverse neighbourhood with a mix of old and new homes in many forms; detached dwellings, apartments, and townhomes, rental, condominium and freehold. Downtown is a walkable community where residents have easy access to many local shops and services. Downtown residents are passionate about their community. They value the qualities that make downtown livable: safety, walkability, diversity, vibrancy.

As the downtown population grows, so does the demand for more stores and services to meet the needs of daily life. More fresh food choices, pharmacy and hardware stores top the list of what downtown residents want more of. Public input consistently identifies a desire to attract a farmer's market to the core. Markets can serve as venues for local producers, and also add opportunities for social interaction.

The desirability of downtown as a neighbourhood and its proximity to the waterfront have meant that housing prices in the downtown have grown out of reach for many. Maintaining and attracting more affordable housing will be critical to attracting younger people to the downtown as we go forward.

To support this function we will:

1. Continue to work with the Downtown Hospitality Group to manage night life in the downtown considering the needs of downtown residents.
2. Continue to work with the Halton Region Police Services (HRPS) to increase police presence and safety measures downtown.
3. Establish a retail business recruitment program with targeted businesses.
4. Explore opportunities to establish a year-round farmer's market in the downtown.



Getting Around

Downtown's success relies on convenient access to and within the downtown by a variety of modes. Downtown must accommodate bicycles, buses, cars, delivery vehicles, but still remain pedestrian-friendly. This is a central principle of the Complete Streets approach to planning.

"Taking friends and visitors downtown to show off our town."

Transit

Maintaining a high level of transit service to the downtown will be increasingly important as intensification of the core continues. Good transit is a key to making the downtown attractive to employers, and to easing congestion. Downtown Burlington is designated as a Mobility Hub in the Metrolinx Big Move.

To support this function we will:

1. Complete the Mobility Hub Study as part of the Official Plan Review.
2. Continue annual reporting to Council to ensure transit services are delivered in an optimal manner.

Cycling

Cycling is both a recreational activity and an alternative means of transportation. The City's Cycling Master Plan includes a number of recommendations for enhancing cycling facilities coming into, and within the downtown, including extending the Centennial Trail with clear marking through the municipal parking lots.

To support this function we will:

1. Continue to implement the recommendations of the City's Cycling Master Plan to enhance linkages and cycling safety to and within the downtown.

Walking

Walking is at the heart of the downtown experience. Whether you arrive on foot, by transit or in a car, once here you become a pedestrian. Many things shape our pedestrian experience. The quality of store fronts and cafes, trees that provide shade, the width and quality of the sidewalk and the availability of benches that provide a spot to rest along the way. All of these make the walk more pleasant, but the

most essential element to the pedestrian experience is the sense of safety. In 2010 the 8-80 Cities organization conducted workshops and walking audits in the downtown, leading to recommended improvements to increase walkability for all ages. The City is committed to promoting walking and cycling-friendly neighbourhoods. The City's Strategic Plan identifies a pilot "pedestrian priority" program for downtown.

To support this function we will:

1. Complete the pilot pedestrian priority program for downtown
2. Invest in infrastructure to improve east-west pedestrian connections downtown using existing rights-of-way through municipal parking lots.

Parking

Even as we encourage walking, cycling and transit as alternatives to the private automobile, we also recognize that driving remains a primary means of getting downtown for many people. Parking is therefore an important support function. It also represents a significant capital commitment. The goal is to provide sufficient, (but not surplus) parking. The right amount, in the right place, at the right price. It is an ongoing challenge that the City strives to meet in consultation with the Downtown Parking Committee and stakeholders.

To support this function we will:

1. Complete and implement recommendations arising from the Downtown Parking Study with respect to rates, fees and operating models and rationalizing parking facilities.
2. Explore partnerships with the private sector with respect to making public parking available as part of redevelopments.
3. Implement a parking marketing strategy.





Success Factors

"The downtown is really the heart and soul of a community. Investments to support a vibrant, healthy and prosperous downtown Burlington will continue to benefit the city as a whole."

-Mayor Rick Goldring

"Meandering through the Burlington Art Centre's June Arts and Crafts Fair with my husband and friends visiting from New York state."

Partnerships

Burlington Downtown Business Association (BDBA)
The BDBA represents property owners and businesses within the downtown. Mandated under the Municipal Act, its primary functions are marketing and beautification of the downtown, as well as advocacy. The BDBA has a large role to play in fulfilling the vision for downtown Burlington.

Burlington Economic Development Corporation (BEDC)
As the economic development arm of the City, BEDC is committed to completing and implementing an employment strategy for downtown.

Tourism Burlington
With a mandate to maximize the community's tourism potential, Tourism Burlington is an important partner in marketing the downtown as a tourist destination, leading to increased visitor levels.

Burlington Chamber of Commerce
The Chamber of Commerce is the voice of business with a focus on local entrepreneurs. The Chamber can be an advocate for the many independent local businesses located downtown and provide tools and resources for them to succeed.

Burlington Art Centre (BAC)
The Burlington Art Centre is a valued partner in providing programs and a venue to connect arts with the community.

Joseph Brant Museum
Through its collections and programs the museum offers a direct link to the origins of our community. Events such as the Canada Day Strawberry Social and Joseph Brant Days add animation to the downtown as we celebrate our heritage.

Community
Community groups and individual businesses and residents contribute to downtown's success by patronizing local businesses, attending events, and participating in civic life.

Leadership and Commitment

Achieving the vision requires the ongoing commitment of multiple stakeholders towards a common goal. The City has an ongoing leadership role to play in setting policy and committing resources to implement the strategic actions set out here. Ultimately, however, our success depends on the leadership and dedication of all of the partners, stakeholders and the community.

Council
In March 2013 City Council participated in a Council Workshop on the Value of Investing in Downtown. The Mayor and Council of Burlington are committed to achieving the downtown vision.

City Administration
City departments will align budgets and workplans with the initiatives approved by Council in Core Commitment.

A Note About Coordination
At any given time there may be a number of studies and projects underway or approved by Council that have implications for the downtown. Where these are known, best efforts have been made to refer to these initiatives in this document. An annual review of Core Commitment initiatves will ensure that as new studies and initiatives are approved any actions arising are incorporated into the forecast.









> *My favorite experience is walking along Brant Street saying hello to people I do not know, and they answer me with a smile.*

Infrastructure

It is important that we ensure the underlying infrastructure for downtown is adequate to accommodate growth. The City is committed to investing in downtown infrastructure.

Our commitments include:

Water and wastewater
The City will work with the Region of Halton to ensure that water and wastewater infrastructure is adequate and available.

Stormwater
The City will ensure that needs for storm system upgrades will be considered in conjunction with major redevelopments and road projects. The condition of receiving creeks will be monitored and easements or creek blocks acquired where appropriate through the development approvals process.

Roads and Sidewalks
The City will ensure that roads and sidewalks are maintained and upgraded where necessary. Committed and forecasted capital projects include:

- John Street: Caroline Street to Lakeshore Road (2014 and 2015)
- Brock Avenue: Elgin Street to Ontario Street (2014)
- Lakeshore Road: Nelson Avenue to Elizabeth Street (2019)
- James Street: Brant Street to Martha Street (2019)

Parking Facilities
The City has a plan to rationalize parking facilities to match demand as the downtown continues to grow, and to identify surplus lands that provide opportunities for higher order uses.

Electrical
Hydro services in the downtown require upgrading to support intensification. The cost to upgrade hydro services is currently estimated at $20million, which includes the cost to bury overhead hydro. The City will work with Burlington Hydro and the development industry to develop a sustainable financial plan to carryout the upgrades.

Energy
The City has prepared a Community Energy Plan. The plan will help the city identify areas where conservation and efficiency measures can be focused; assess the potential for local generation, particularly renewable energy, and the utilization of smart grid technology; and look at the energy implications of future growth and prosperity.

Measuring success

How will we know if our efforts are adding to downtown's health and vibrancy? It is difficult to attribute success to one particular action or initiative, yet overall there are indicators of downtown health that we can establish and track to see if, over time, our downtown is doing better, worse or staying status quo.

Each of the following metrics relates to one or more of the guiding principles identified in Core Commitment. The Annual State of the Downtown will report on progress made in the following areas:

Metric	Current Condition (2012 unless otherwise noted)	Relates to Guiding Principles
Pedestrian Realm		
Pedestrian counts at key intersections		CONNECTIVITY
Linear feet of pedestrian walkways (not including sidewalks)	1,026 km	
Number of benches	55	
Number of protected crosswalks	14	
Office and Retail Attraction		
Amount of office space	41,805m^2 (450,000 sq. ft.)	PROSPERITY
Commercial vacancy rates	11.2%	
Amount of commercial space (retail, restaurant)	28,055m^2 (302,000 sq. ft.)	
Value of commercial building permits issued (New and renovations to existing buildings)	$1.8 million	
New learning institutions opened	0	
Residential		
Value of new residential construction	$63.2 million	PROSPERITY
Number of new residential units approved	239	
Number of new residential units constructed	0	INCLUSIVENESS
Number of "affordable" units constructed	0	
Programming and Animation		
Number of events held in civic square	31	VIBRANCY
Number of events* held downtown	244	
Total event attendance (estimated)	620,000	
**excludes ongoing exhibits*		
Liveability		
Number of reported vandalism incidents *(HRPS: June 1-Aug. 1 only)*	5	BALANCE
Walk score (*Calculated by WalkScore.com)*	92 (overall city score = 54)	CONNECTIVITY
Targeted uses attracted - neighbourhood uses such as grocery, farmer's market, hardware	1 *(privately-operated farmer's market, Sundays only)*	



Acknowledgements

This document represents the work of the Downtown Task Group over a period of approximately 18 months. To fulfill their mandate the Task Group met over 20 times, commissioned two studies and reviewed many others, conducted public consultation and attended seminars and workshops on the significance of downtowns and tools for downtown vitalization.

Task Group Members:

Brian Dean, General Manager, Burlington Downtown Business Association (BDBA) (Chair)

Jen Walker, Board Member, BDBA

Tamer Fahmi, Burlington Chamber of Commerce

Pam Belgrade, Executive Director, Tourism Burlington

Kyle Benham, Executive Director, Burlington Economic Development Corporation (BEDC)

Advisors to the Task Group:

Councillor John Taylor, Ward 3 (November 2011 to February 2012)

Councillor Marianne Meed Ward, Ward 2

Councillor Rick Craven, Ward 1 (February 2012 to present)

Ian Ross, Executive Director, Burlington Art Centre

Project Steering Committee

Scott Stewart, General Manager of Development and Infrastructure

Kim Phillips, General Manager of Community and Corporate Services

Steve Zorbas, Former General Manager of Development and Infrastructure (2012)

Bruce Krushelnicki, Director of Planning and Building

Christine Iamonaco, Public Involvement Coordinator

Staff Support to the Task Group

Jody Wellings, Special Business Area Coordinator, Project Lead

Donna Kell, Manager of Public Affairs

Communications Team (Creative Services and Community Relations)

Andrea Smith, Manager of Policy and Research

Thanks also to the many community members who offered enthusiastic input and insight.

Appendix A: Core Commitment Implementation Strategy

Legend:
$ >$20k | **$$** $20–$100k | **$$$** $101–$250k | **$$$$** $251–$500k | **$$$$$** $500 -$1m+

TIMING	INITIATIVE	H-M-L	LEAD	Resources
SHORT TERM: 1 –18 MONTHS	Complete the review of funding options for provision of 27kv hydro service and burial of overhead lines in the downtown.	H	Engineering	Staff resources. City's share of Implementation costs TBD $$$$
	Prepare an employment strategy for the downtown supported by a business case and including development of a strategy to attract niche office users, and including a strategic review of City owned lands.	H	BEDC	Staff and consulting services Some initial funding approved by Board $$
	Examine the options for incentives to attract employment uses including TIFs, grants, interest-free loans, and the benefits of a Community Improvement Plan.	H	BEDC	Initial review: Staff resources The final form of any incentive program could be substantial – $$$$$
	Complete Beachway Master Plan.	H	Parks and Recreation	Currently Funded $$
	Complete the Community Trails Strategy and ensure alignment with and connection to Cycling Master Plan, Beachway Plan, Mobility Hubs Study.	H	Parks and Recreation	Currently Funded $$$
	Develop a plan to enhance pedestrian connections using city owned lands and right of ways through Parking Lots 1, 4, and 5 connecting to the Centennial Bike Path.	H	Transportation	Consultants required $$
	Complete and implement near term recommendations arising from the Parking Study with respect to rates, fees and governance.	H	Transportation	To be funded through parking levies, rates and fines.
	Complete the OPR Mobility Hubs Opportunity and Constraints Study	H	Planning and Building	Currently funded $$$
	Complete a strategic review of the City's real estate assets in the downtown	H	CSI	$ $$

Appendix A: Core Commitment Implementation Strategy

Legend:
$ >$20k | **$$** $20–$100k | **$$$** $101–$250k | **$$$$** $251–$500k | **$$$$$** $500 -$1m+

TIMING	INITIATIVE	H-M-L	LEAD	Resources
MEDIUM TERM: 18 – 36 MONTHS	Review park dedication policies to enhance existing public spaces and consider feasibility of adding new ones as intensification occurs.	H	Parks and Recreation	Staff resources
	Develop a targeted retail business recruitment program including resource implications and business case.	M	BDBA	TBD
	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.	H	Special Business Area Coordinator	Staff resources to complete initial review Implementation costs TBD $- $$
	Examine, in conjunction with the Region, the need for and the feasibility of a graduated tax rate structure for small retail properties.	L	Finance	Staff resources to complete the review
	Develop a sustainable animation strategy for smaller spaces and the winter season with a business plan for Council's consideration.	M	Parks and Recreation	Staff resources
	Explore opportunities to attract an educational institution to the downtown.	H	BEDC	Staff resources
	Implement the recommendations of the Cultural Action Plan once approved by Council, including the potential for a cultural district.	M	GM Community Services	To be determined
	Develop and implement the pedestrian priority pilot program as directed by the Strategic Plan.	H	Transportation	$$ - $$$

Appendix A: Core Commitment Implementation Strategy

Legend:
$ >$20k | **$$** $20–$100k | **$$$** $101–$250k | **$$$$** $251–$500k | **$$$$$** $500 -$1m+

TIMING	INITIATIVE	H-M-L	LEAD	Resources
LONG TERM; 36 – 60 MONTHS	Explore opportunities for the expansion of Wi-Fi capability throughout the downtown.	L	IT	Staff resources to do initial assessment. Implementation costs TBD
	Develop and install an interactive downtown business directory.	M	BDBA	$
	Consider a pilot program for a seasonal road-closure including programming.	M	BDBA	Staff Resources Implementation $
	Complete and implement long term recommendations arising from the Parking Study with respect to rates, fees and governance.	H	Transportation	To be funded through parking levies, rates and fines.
	Examine, in conjunction with the Region, the need for and the feasibility of a graduated tax rate structure for small retail properties	M	Finance	Staff resources for initial review Implementation would have tax revenue implications TBD

Appendix A: Core Commitment Implementation Strategy

Legend:
$ >$20k | **$$** $20–$100k | **$$$** $101–$250k | **$$$$** $251–$500k | **$$$$$** $500 -$1m+

TIMING	INITIATIVE	H-M-L	LEAD	Resources
ONGOING INITIATIVES	Continue to work with the Downtown Hospitality Group to manage night life in the downtown considering the needs of downtown residents.		BDBA	Staff resources
	Continue to work with the Halton Region Police Services (HRPS) to increase police presence and safety measures downtown.		BDBA	Staff resources
	Implement a parking marketing strategy.		TRANSPORTATION	Funded through DPC $
	Enhance marketing of the downtown to raise awareness of downtown shopping and services.		BDBA	Current budget approved $$$
	Consider the parking needs of the downtown workforce in the development of parking options.		TRANSPORTATION	No cost
	Explore partnerships with the private sector with respect to making public parking available as part of redevelopments.		TRANSPORTATION	Staff resources
	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	Loss of revenue depending on level of take-up
	Continue to add public art in the downtown through the Public Art Program.		Parks and Recreation	Funded through Public Art Reserve Fund or donations
	Promote Downtown events		Tourism	$
	Continue annual reporting to Council on transit operations and programs		Transit	Staff Resources
	Continue to implement the recommendations of the City's Cycling Master Plan to enhance linkages and cycling safety to and within the downtown		Parks and Recreation	