CITY OF NEW WESTMINSTER

Queen's Park Master Plan

Final Plan

July 2013













NEW WESTMINSTER

Acknowledgements

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To the many New Westminster residents and visitors who gave their time and shared their ideas in the development of this plan through public open houses, the design charrette, emails and the public surveys – thank you for providing us with your insights. We hope we have done them justice in this plan.

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“If Queen’s Park were a muffin, it would [be] the kind that has everything in it but still tastes pretty darned good.”

- Christine, Yelp Review

1 Introduction

This section introduces the purpose of the Master Plan and the process used to develop it.



1.1 Purpose of the Queen's Park Master Plan

1.2 Using this Document

1.3 Project Process

1.1 Purpose of the Queen's Park Master Plan

The Master Plan endeavours to:

- Document and analyze the current park facilities, amenities and qualities.
- Understand the context of Queen's Park – historical, community and ecological.
- Engage the New Westminster community and Queen's Park users and capture their concerns and ideas about the park.
- Establish a guiding vision for the park.
- Develop recommendations for capital improvements, design and character directions, operational improvements and funding strategies.
- Establish a feasible implementation plan for realizing positive change in Queen's Park.

Queen's Park is New Westminster's "signature park". Established in 1887, Queen's Park is one of the oldest recreation destinations in the Lower Mainland. For well over a century the park has been evolving to provide amenities and recreation programs that appeal to park visitors from New Westminster and the surrounding region.

Today the park is an urban oasis, valued for its range of activities, mature forest setting and central location. However, years of 'ad hoc' improvements have also created a park that is, in some cases, disjointed and incoherent.

The City of New Westminster initiated the Queen's Park Master Plan process to help create a long-term vision for the park that will help reconcile some of the present day issues and help guide future decision-making as Queen's Park continues to evolve. This is the first Master Plan for Queen's Park and this plan will develop and evolve alongside the park.



1.2 Using this Document

As with all planning documents, the Queen's Park Master Plan should be considered a living document that will evolve as the community grows. Recommendations in this plan are intended to be reviewed and adjusted annually to reflect changing community needs. All recommended projects will be considered within the City of New Westminster's broader community planning and budget planning processes, and are subject to consideration and approval by Council.

Committed leadership will be the key to successful realization of the Queen's Park Master Plan. Success will also depend on support and contribution from New Westminster residents and stakeholders to create and maintain a park that is truly a community destination.

1 Introduction

1.3 Project Process

The Queen's Park Master Plan began in January 2012 and concluded in May 2013.

The three-phase Master Planning process is described in Figure 1.1 below.

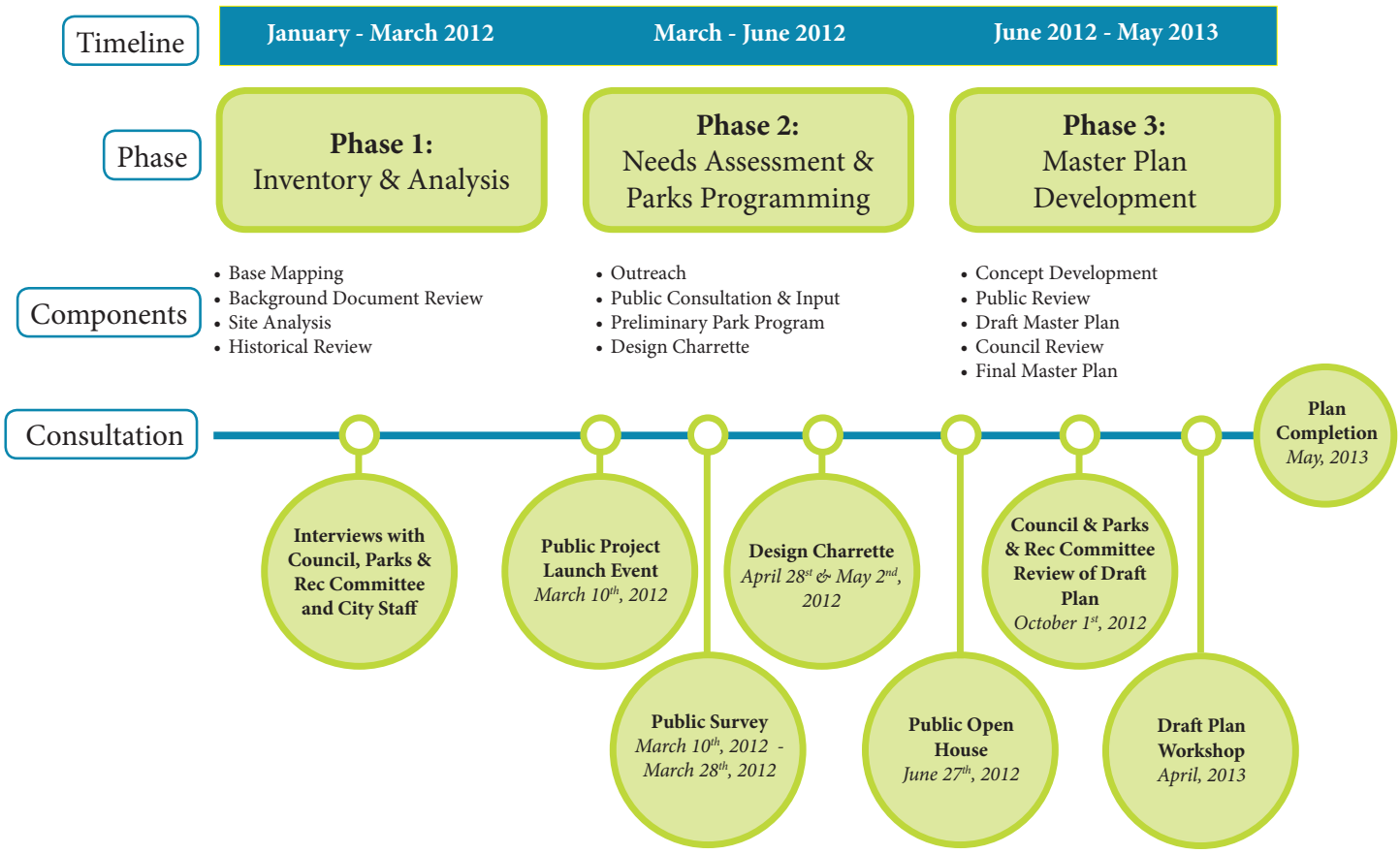


Figure 1.1: Queen's Park Master Plan Process Diagram

Phase 1: Inventory & Site Analysis

The objective of Phase 1 was to understand Queen's Park as it exists today. Key steps included:

- Project kick-off meeting with the Project Steering Committee;
- Staff interviews with Indoor Park Staff, Outdoor Park Staff, Engineering Services and the Development Services Review Committee;
- Interviews with historical and heritage contacts;
- Field review of the natural and recreational park values;
- Development of a consultation strategy;
- Introductory presentations and meetings with City Council and the Parks & Recreation Committee; and
- Development of an Introduction & Analysis Report.

Phase 2: Needs Assessment & Park Programming

The objective of Phase 2 was to understand Queen's Park through the eyes of the community and to generate ideas for the future. Key steps included:

- Ongoing outreach to stakeholders, community groups and the public to build awareness about the project and invite participation;
- A Public Ideas Event in the park and a Public Ideas Survey online and in hard copy to collect preliminary ideas;
- A meeting with the Steering Committee to get feedback on the Introduction & Analysis Report and review public input;
- A park tour with members of Council and the Parks & Recreation Committee to review and discuss issues and ideas collected;
- Creation of preliminary vision and program directions for the park; and
- A Community Park Design Charrette to test program alternatives.

1 Introduction

Phase 3: Master Plan Development

The final planning phase consolidated ideas and input into a Master Plan to guide the future of Queen's Park. Priorities were developed based on public input and a series of recommendations for the short-, medium- and long-term were created. Key steps included:

- Creation and refinement of a draft park concept plan;
- A Public Open House in the park to review the draft concept plan, identify issues, select preferred directions and set priorities;
- Development of a Draft Park Master Plan, including recommendations, an implementation strategy and costing;
- Updates to the Parks & Recreation Committee and to City Council to confirm final directions;
- Review by the Steering Committee to finalize directions;
- Council workshop to discuss and confirm directions for major decisions; and
- Refinement into the Final Park Master Plan.



Public Open House to review Draft Master Plan during Phase 3 of the planning process.

"This park is a jewel in New West. It is very important to the quality of life here."

- Public Ideas Survey Participant

2 Queen's Park Today

This section provides an overview of the existing composition of Queen's Park, including its history and heritage, existing layout, ecology and circulation and access. Issues and opportunities are identified.



2.1 Queen's Park in New Westminster

- 2.1.1 Parks & Recreation Context
- 2.1.2 Local Context
- 2.1.3 Demographic Context
- 2.1.4 Neighbourhood Context

2.2 Park History & Heritage

- 2.2.1 Historical Timeline
- 2.2.2 Heritage Features

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2.5 Circulation & Access

- 2.5.1 Vehicle Circulation
- 2.5.2 Parking
- 2.5.3 Pedestrians & Cyclists
- 2.5.4 Public Transit

2.1 Queen's Park in New Westminster

2.1.1 Parks & Recreation Context

New Westminster has two City Parks: Queen's Park and Westminster Pier Park, which opened in 2012.

The New Westminster Parks & Recreation Comprehensive Plan identifies Queen's Park as a "City Park" and defines a city park as a park that "embodies the identity and image of the city, and is a place of city-wide celebration and activity. Festivals, holiday celebrations and cultural events occur in city parks while still leaving opportunities for day-to-day informal use. City parks serve the entire populace, and are optimally 30 hectares in size or larger.[1]"

Queen's Park has played a critical role in community recreation and celebration over the years, and will continue to do so into the future.

Queen's Park is 75 acres (30.5 ha) in size – encompassing about 10 square blocks in the centre of New Westminster. The park is known as New Westminster's "signature park" and is considered a destination for a wide range of users – from neighbouring residents to regional and out-of-town visitors.

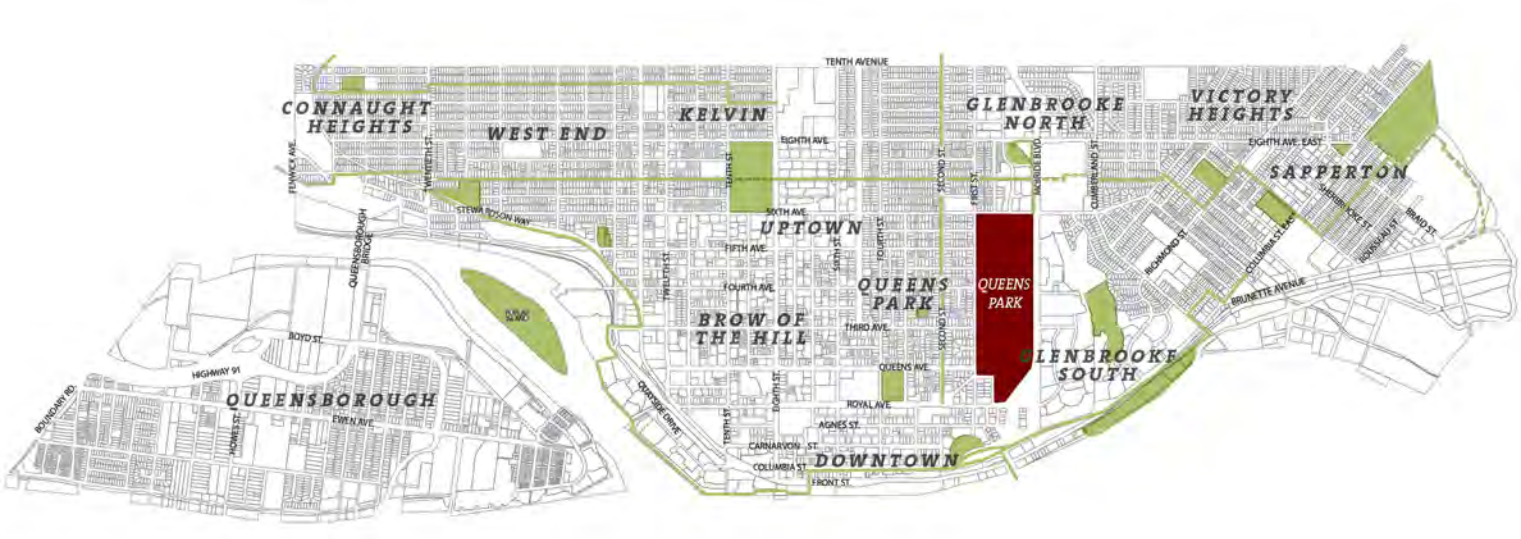


Figure 2.1: Queen's Park within New Westminster

1 Source: New Westminster Parks & Recreation Master Plan, p.83.

2 Queen's Park Today

2.1.2 Local Context

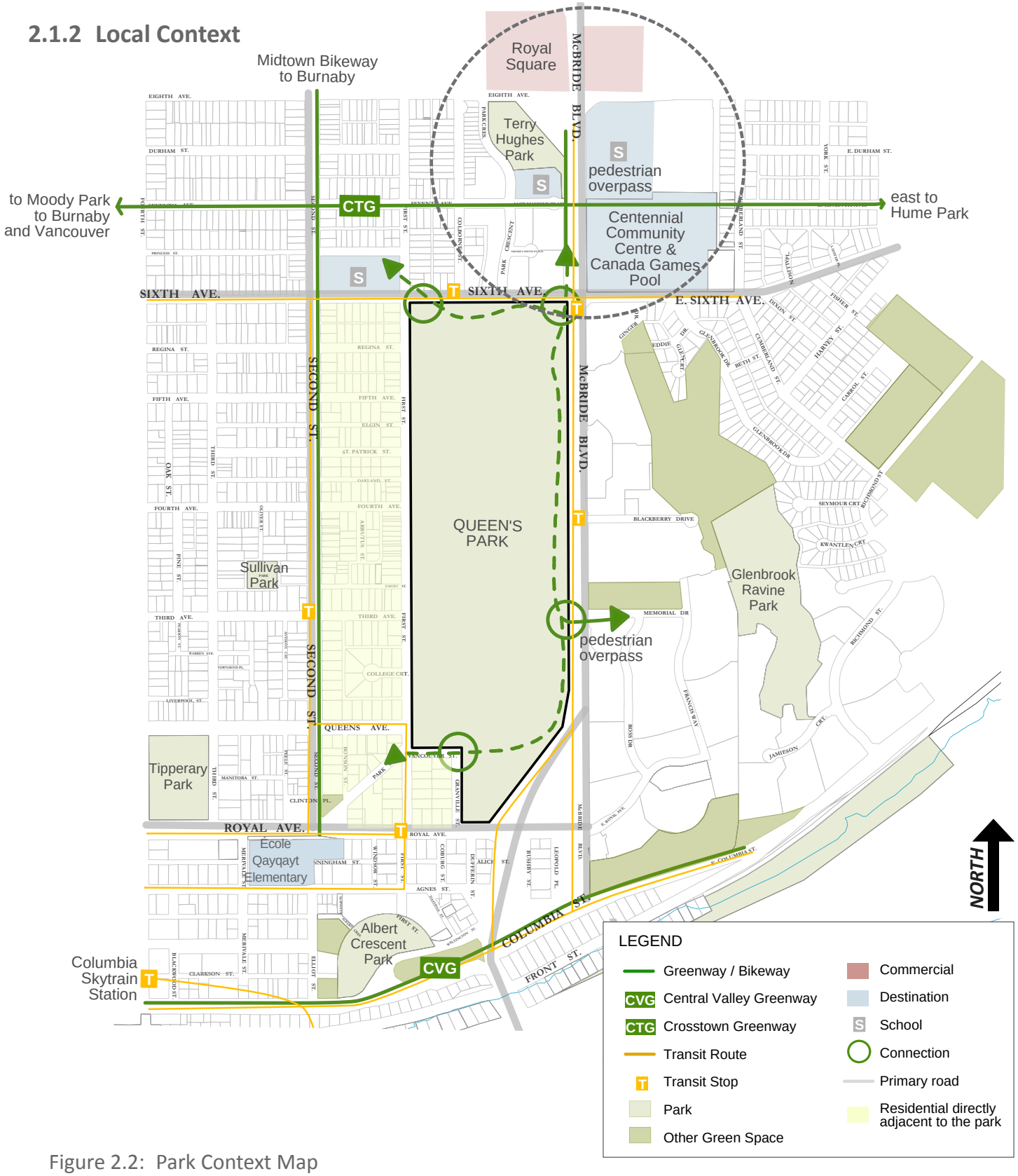


Figure 2.2: Park Context Map



McBride Boulevard & Sixth Avenue Intersection



Sixth Avenue



First Street



Canada Games Pool



Centennial Community Centre

Queen's Park is bounded by three busy arterial roads, McBride Boulevard to the east, Sixth Avenue to the north and Royal Avenue to the south. First Street, a local road, runs along the west side of the park.

McBride Boulevard is a major traffic thoroughfare for traffic connecting from communities south of the Fraser River, including Surrey, Delta and Langley, over the Pattullo Bridge to Burnaby, Vancouver and communities to the north. At the time of this report, the future of the Pattullo Bridge was under consideration and decisions for its future could impact Queen's Park directly (though park land recovery or loss due to reconfiguration of the bridge access) or indirectly (through increase or decrease of traffic on McBride Boulevard).

North of the park, along McBride Boulevard, there are commercial, recreational and institutional facilities, including Glenbrook Middle School and Centennial Community Centre and Canada Games Pool. The relationship between Queen's Park and Centennial Community Centre is particularly significant, as these two sites accommodate a large portion of New Westminster's indoor public recreation facilities. The major vehicle intersection at McBride Boulevard and Sixth Avenue is a barrier to pedestrian connections between these two major recreation facility sites.

To the southwest of Queen's Park, a École Qayqayt, a new elementary school, is planned for the former St. Mary's Hospital Site and is expected to increase pedestrian traffic in Queen's Park between the McBride pedestrian overpass and the south exit of the Millennium Trail at Vancouver Street.

Greenways are located within close proximity to the park, although they are not directly connected with the park. The Crosstown Greenway is north of the park along Seventh Avenue, the Central Valley Greenway is to the south along Columbia Street and the Midtown Bikeway along Second Street is to the west. Generally, Queen's Park is not heavily used as a commuter bikeway route; however, it is used by recreation cyclists and is a popular end destination.

Glenbrook Ravine Park to the east of Queen's Park is a significant natural greenspace park. The pedestrian overpass over McBride Boulevard strengthens the connection between these two parks and could help support a linked trail network.

2 Queen's Park Today

2.1.3 Demographic Context

According to the 2011 BC Census, New Westminster's population increased by 12.7% between 2006 and 2011, higher than the average Metro Vancouver growth rate of 9.3% over the same timeframe.[1] New Westminster was among the top ten cities in British Columbia with fastest growth rate between 2006 and 2011.[2]

When compared to the rest of the Metro Vancouver Region, trends specific to New Westminster include:[3]

- New Westminster has slightly fewer children (ages 5 to 14) and young adults (ages 15 to 24) and slightly more middle-aged adults (ages 25 to 34 and 35 to 49). Similar to other Lower Mainland communities, about half of New Westminster residents are between the ages of 35 and 69. Today, many of the activities and programs in Queen's Park are geared towards children and families; however, most generations can find something of interest in the park. In the future, it will be important for Queen's Park to continue to provide balanced recreation opportunities for residents of all ages – through both programming and provision of varied park space that meets their needs.
- Many more residents live alone in New Westminster (38.8% compared to 27.4% in the GVO) and there are fewer families with children (32.2% compared to 43.9% in the GVO). The function of Queen's Park as a community gathering place for residents is significant.
- The median household income in New Westminster is lower than the GVO median by about 13%. Queen's Park offers many low-cost programs, free activities and events and informal recreation opportunities. These opportunities are important to ensure all members of the community have affordable access to recreation.
- New Westminster has 27% more householders living in apartments and a significant number more renters than elsewhere in the GVO. Access to open space within walking distance or by transit becomes increasingly important when people do not have access to private yards and recreation areas.
- New Westminster residents are less likely to drive to work and are more likely to take public transit. Opportunities could exist for Queen's Park to provide important pedestrian and cyclist connections.







Throughout the Master Plan process, the recreation opportunities for people of all ages and lifestyles at Queen's Park, was consistently identified as a key park asset.

1 Source: 2011 + 2006 Census, Statistics Canada, Ottawa. Prepared by: BC Stats, Ministry of Labour, Citizens' Services and Open Government.

2 Source: Statistics Canada, Top Ten and Bottom Ten Municipalities in terms of Population Growth: 2006 to 2011. Prepared by: BC Stats, February 8, 2012.

3 Neighbourhood Profiles, New Westminster 2006 Census. City of New Westminster.



Queen's Park neighbourhood



Glenbrook North neighbourhood



Glenbrook South neighbourhood (on McBride)



Glenbrook South neighbourhood (western area)



Downtown Neighbourhood (eastern area)

2.1.4 Neighbourhood Context

Queen's Park is located near central New Westminster approximately eight blocks from the downtown core. The park is bounded by:

- The Queen's Park neighbourhood to the west;
- The Glenbrook North neighbourhood to the north;
- The Glenbrook South neighbourhood to the east; and
- The Downtown neighbourhood to the south.

While Queen's Park is considered a City Park, it also plays the role of a neighbourhood recreation destination to these adjacent communities. The demographics and composition of these neighbourhoods are varied; meaning Queen's Park serves a broad cross-section of the community.

Highlights of the adjacent neighbourhood demographics include:[1]

- The Queen's Park neighbourhood is a slower-growing neighbourhood in the City with more children, youth and young adults and more families with children. Many more households in this neighbourhood live in single-family homes, work within the community and choose to walk, cycle or drive to work. The Queen's Park neighbourhood is characterized by older heritage homes and streets.
- The Glenbrook North neighbourhood is growing at more than twice the rate of the City. Like the Queen's Park neighbourhood, there are more children and youth and more householders living in single-family homes. Many people living in Glenbrook North choose to drive to work. The Glenbrook North neighbourhood is quickly densifying and changing.
- The Glenbrook South neighbourhood shows stabilized population; although recent apartment and townhouse construction will increase the population. This area has more older adults and fewer families with children. Glenbrook South has higher median incomes and more people owning homes. Many residents work in New Westminster, most choosing to drive to work. The Glenbrook South neighbourhood has recently undergone substantial change along the McBride Boulevard corridor, adjacent to Queen's Park.
- The Downtown neighbourhood is one of the fastest growing neighbourhoods in New Westminster. Generally the area has fewer children and youth, more young adults and more adults over 50. Nearby access to public transit is well used. More people in the Downtown live alone.

1 From Neighbourhood Profiles: Queen's Park, Glenbrook North, Glenbrook South and Downtown, 2006 Census. City of New Westminster.

2 Queen's Park Today

2.2 Park History & Heritage

2.2.1 Historical Timeline

Queen's Park was established in 1887. For the past 125 years, Queen's Park has evolved to include a wide range of facilities and amenities – and has always remained New Westminster's premier park destination. The following timeline gives a brief overview of key events in the evolution of Queen's Park.

1860
New Westminster is established as the capital of the Colony of British Columbia.

1886
The province offers the area of Queen's Park to the City and a race course is constructed on the land.

1887
On June 14th, 1887 Queen's Park is officially opened as a City Park, one of the first public parks in BC.

1889
Canada's Governor General Lord Stanley participates in a ceremonial planting for the first new shade tree in the park.

1890
The Exhibition Buildings are created for the Royal Agricultural & Industrial Society's Provincial Exhibition.

1891
The park is connected to the downtown by a streetcar that runs up Park Row and connects with Burnaby and Vancouver.

1892
McBride Boulevard is constructed, separating the exhibition grounds at Queen's Park from the adjacent Woodlands Institution.

1905
The Women's Building and the Industrial Building are built to host the National Royal Agricultural & Industrial Society's Exhibition.

Queen's Park Zoo is built to house bear, wolves, coyotes, deer and tropical birds. It officially opens in early 1906.

1908
A reservoir for City water is built across from where the Arena is today.

1909
A Fisheries Building is developed and used as a fish hatchery.

1913
The first ice rink is built in Queen's Park.

1914
During WWI, the ice rink and exhibition buildings become barracks for soldiers stationed in the city.

1919
After the war, the Royal Agricultural & Industrial Society's Exhibition is reinstated and the Prince of Wales attends to open the fair.



Exhibition Building c. 1890[1]



Queen's Park, early 1900s[2]



May Day Celebration c. 1911[3]



Queen's Park Arena Interior c. 1938 (prior to ice installation)[6]



Queen's Park Arena c. 1930[5]

1929

On July 13th, tragedy strikes as a massive fire destroys the timber exhibition buildings in Queen's Park. All buildings are destroyed but the Cattle Sheds, Banquet Hall and Fisheries Building. The annual exhibition goes ahead using tents and Winston Churchill attends.

A new stadium with a track is constructed.



1929 Fire[4]

1930

After the fire, it is decided the exhibition buildings will not be rebuilt and a new Civic Arena is built in the art deco style. The arena is used for badminton, basketball and horse shows.

1932

A swimming tank is built south of where the Arenex sits.

1937

The Pattullo Bridge is built, linking New Westminster and Surrey.

1938

Ice is installed in the arena and its use is converted to ice sports.

The Arenex is built to provide space for dry-floor activities after ice is installed at the Arena.

1939

The King & Queen of England visit Queen's Park. Their motorcade is greeted by 150,000 people.

At the onset of WWII, Queen's Park is once again commandeered for troops and the north half of the park is used for combat training and the Arenex is used as a rifle range.

1950

The main section of the Stadium grandstand is rebuilt into the structure known today.

1951

The Vagabond Players develop a theatre in the old Fisheries Building, establishing a tradition of amateur theatre in the city.



Queen's Park c. 1958[7]

1953

The swimming tank is closed due to deterioration.

1955

McBride Boulevard is connected to the Pattullo Bridge and 5 acres of Queen's Park is sold to the Province to build a new bridge approach at Royal Avenue.

1956

A sunken rose garden is created and has 1,000 roses in 22 varieties.

1960

During New Westminster's Centennial, Centennial Lodge, a new bandshell, children's playground, petting farm and picnic shelter are all developed. The bandshell roof later collapses in 1965 after unusually heavy snowfall.

1969

A new bandshell is constructed and is the one that remains today.

1970

The track at the stadium is removed and sodded for additional field space.

2 Queen's Park Today

1972 The water reservoir is filled in and converted to a combined tennis court and parking area.

A fitness circuit is created in the forest behind the Arenex.

1973 Queen's Park Stadium hosts the opening of the 1973 Canada Summer Games.

1974 An adventure playground opens in Rainbow Playland.

1975 Major renovations are completed at the Arena, including addition of the current lobby.

2000 The 2.1km Millennium Trail is opened.



McBride Boulevard Overpass, 2011[9]



Queen's Park Area c. 1984[8]

1983 The spraypark at Rainbow Playland opens.

2010 The McBride Boulevard overpass connects the Victoria Hill neighbourhood to Queen's Park.

The City hosts the Olympic Torch Relay in Queen's Park.

2012 New synthetic turf field is built.

Queen's Park Master Plan is created.



Spraypark c. 2006[10]

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2 Photograph courtesy of the New Westminster Public Library NWPL Accession No. 822, Source: Daisy Matthews

3 Photograph courtesy of the New Westminster Public Library NWPL Accession No. 3397, Source: Columbian Newspaper

4 Photograph courtesy of the New Westminster Public Library

5 Photograph courtesy of the New Westminster Public Library NWPL Accession No. 3183, Source: Jozzef Podejko

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8 Photograph courtesy of the New Westminster Public Library NWPL Accession No. 2228, Source: Frank Crawford

9 Photograph courtesy of HB Lanarc-Golder, 2011

10 Photograph courtesy of City of New Westminster, 2006

11 Photograph courtesy of the New Westminster Public Library NWPL Accession No. 2113-2116, Source: Mr. & Mrs. William Johnston



Provincial Exhibition c. 1914[11]

2.2.2 Heritage Features



May Day celebration c. 1911



May Day celebration c. 1950



May Day celebration today



Gardens in Queen's Park c. 1913



Rose Garden in Queen's Park, today

Incorporated in 1860, New Westminster was the first formally established City in British Columbia and its first capital. Because of this illustrious past and its settlement as the capital city, New Westminster is renowned for its collection of significant heritage properties.

The City of New Westminster maintains a Heritage Register of properties with significant heritage values.[1]

Queen's Park in its entirety is **listed** on the Register, as well as three of its buildings – the Arena, Arenex and Bernie Legge Theatre. While these properties are listed, none have official Heritage Designation.[2]

Queen's Park

Queen's Park is listed on the Heritage Registrar because of its historical, aesthetic, social and natural values. Key heritage aspects include:

- Historical significance as a public park since 1887. The park hosted the Royal Agricultural and Industrial Society's annual Provincial Exhibition between 1889 and 1929 and has been used for civic celebrations, including May Day, since its opening;
- Its location in the City's centre makes it a visual landmark;
- The horticultural practices, English garden tradition and natural landscape preservation that are still visible in the park;
- Social values as a celebration site for significant events and placement of symbolic features to commemorate milestones (e.g. the City's Centennial);
- A recreational and arts legacy as a place for sporting events, theatre, children's play and recreational trails; and
- Natural history values in the forested areas of the park.[3]

---

1 The Heritage Register is an official listing of properties deemed to have heritage value.

2 There is a difference between listing on the Heritage Register and Heritage Designation. Listing of a property allows:

- An opportunity for the Heritage Planner to discuss proposed alterations to the building and the options available to property owners of which they might be unaware;
- Possible temporary withholding of a building or development approval until the next Council meeting;
- Possible temporary withholding of a demolition permit until the next Council meeting or until a building permit and any other necessary approvals have been issued with respect to the alteration or redevelopment of the site;
- The option to order an impact assessment if a proposed development might have a negative impact on a heritage resource.

A property that is designated is legally protected by the City through a bylaw. It offers long-term protection and allows the City to regulate and even reject alterations and demolition.

3 Canada's Historic Places, Queen's Park.

2 Queen's Park Today

Queen's Park Arena

The Arena was built in 1930 after fire destroyed the exhibition buildings. This new building was created in the Art Deco style and set a tone and style for the buildings in the park. Key heritage aspects include:

- Example of work by architects Gardiner and Mercer, one of the most prolific architecture partnerships in BC during the early 1900s;
- The architectural style, form, scale and massing of the building, in particular, the low-pitched, front-gabled roof, board-formed concrete walls, steel roof trusses and Art Deco detailing;
- Interior features including large open-space interior and exposed interior structure; and
- Its continuous use for public assembly and recreation.[4]



Queen's Park Arena c.1930



Queen's Park Arena today

Queen's Park Arenex

The Arenex was built in 1938 to provide dry-floor recreation space after ice was installed in the Arena. The design was intended to compliment the Arena, while representing the aesthetics of the time. Key heritage aspects include:

- Its relationship to the Arena and recreation in Queen's Park;
- The use of stucco, gambrel roof and rounded building features; and
- Interior features including the large, undivided volume of space and roof trusses.[5]



Queens Park Arenex today

Bernie Legge Theatre

The Theatre began its life as a Fisheries Exhibition building in 1909 and was originally located across from where the Arena is today. It was moved to its current location and converted to a Playhouse in 1951. Key heritage aspects include:

- The institutional form, scale and massing of the structure, notably the symmetry of the building and rectangular floor plan;
- The original exterior elements including the hipped roof, wood-frame construction, narrow-lapped siding, recessed central entry and fluted Tuscan columns; and
- Original interior elements including the board and batten clad walls and wood-panelled ceiling.[6]



Fisheries Building c. 1909



Bernie Legge Theatre today

4 BC Register of Historic Places, New Westminster Arena.
5 Canada's Historic Places, Queen's Park Arenex.
6 BC Register of Historic Places, Fisheries Exhibition Building.

2.3 Existing Park Layout

2.3.1 Existing Park Zones

The following park zone descriptions provide an overview of the general existing park layout. Zones are used to analyze the main uses and activities within the park and will help guide future proposals for park development.

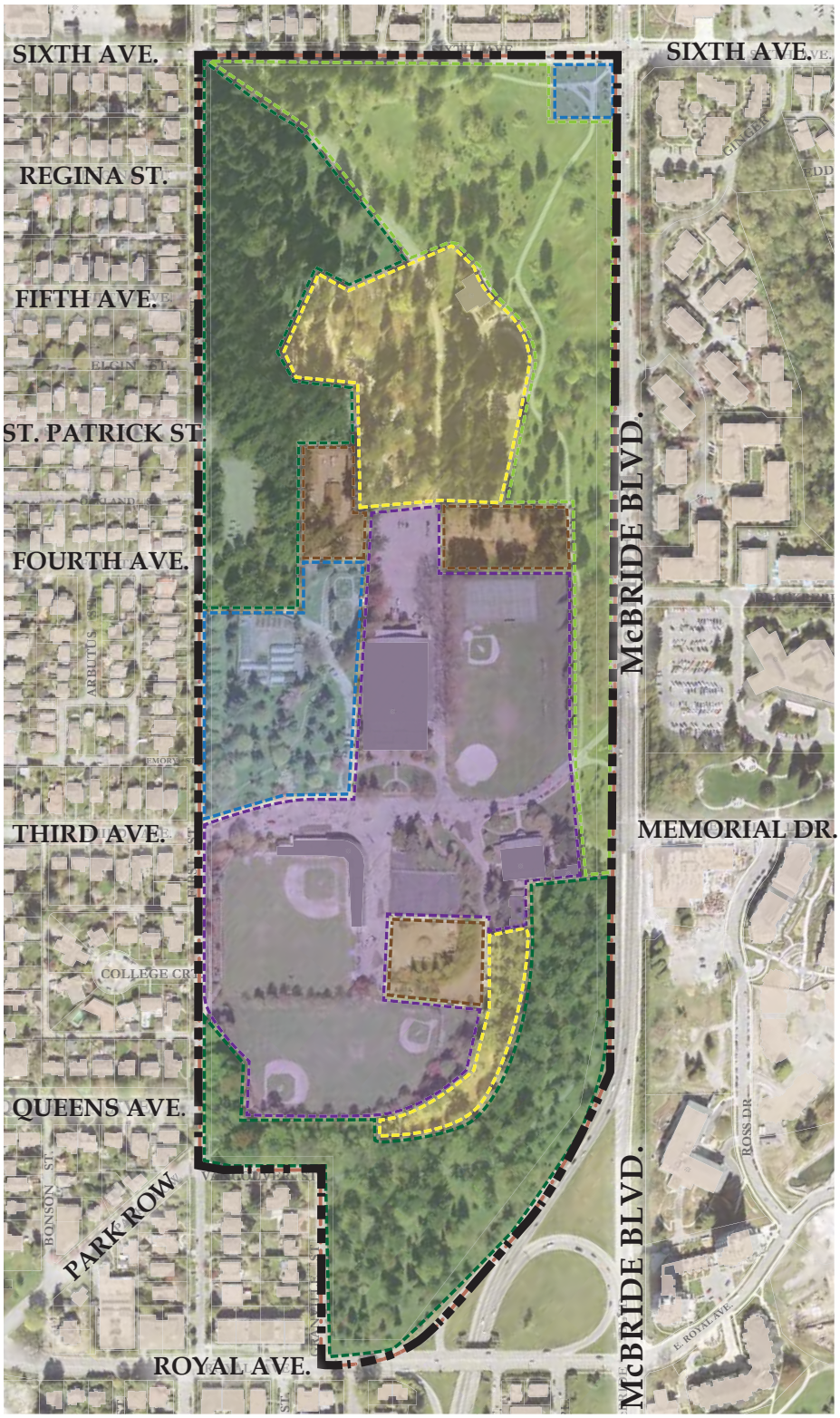


Figure 2.3: Queen's Park Zones

Existing Park Zone Legend

- Active Recreation
- Forest Recreation
- Forest
- Open Space
- Garden
- Maintenance

2 Queen's Park Today



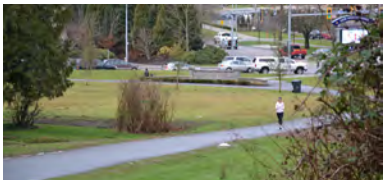
Sports field in Active Recreation Zone



Dog park in Forest Recreation Zone



Trees in Forest Zone



Trail in the Open Space Zone



Flowers in the Garden Zone



Soil piles in the Maintenance Zone

Active Recreation Zone

- **Character:** High-use recreation amenities and facilities including park buildings, sports fields, courts and associated parking.
- **Description:** The majority of active recreation is centrally located adjacent to the Third Avenue park entry. This recreation hub sees the most park traffic throughout the year. These areas are generally busy over the course of the day and are also used after dusk.

Forest Recreation Zone

- **Character:** Lower-impact recreation amenities within forest areas.
- **Description:** The main forest recreation zone is in the north half of the park including Rainbow Playland, the picnic shelters, Centennial Lodge and the bandshell. A small area in the south end of the park incorporates a dog enclosure and fitness circuit in the forest.

Forest

- **Character:** Consists mainly of mature forest with some circulation elements – trails, roads and parking. These areas include the mature tree stands characteristic of Queen's Park.
- **Description:** The northwest area of the park is comprised largely of mature douglas-fir mixed forest with relatively little undergrowth. The south area of the park consists of mixed mature forest with limited undergrowth.

Open Space

- **Character:** Lawn areas with a mix of trees and shrubs that do not create a full forest cover.
- **Description:** There is a significant amount of open space within Queen's Park along the north and east boundaries. Steep grades and drainage issues are present in some of the areas.

Garden

- **Zone Character:** Queen's Park retains remnants of the garden culture that has been part of the park since its establishment.
- **Description:** The majority of manicured garden landscape is near the corner of First Street and Third Avenue. This area includes the sunken rose garden, entry plantings and the Greenhouses. A small garden area is present at the corner of McBride Boulevard and Sixth Street.

Maintenance

- **Zone Character:** Queen's Park is used for maintenance and storage activities. These areas are utilitarian and do not invite public use.
- **Description:** The park's maintenance yard is west of Rainbow Playland. An outdoor storage area and soil piles are located by the South Tennis Courts. A tree nursery is located north of the East Tennis Courts.

2.3.2 Park Amenities

Queen's Park is well-known for its wide variety of recreational amenities. This section provides an overview of the existing park facilities. Additional information about each park amenity is available in **Appendix A: Park Amenities**.

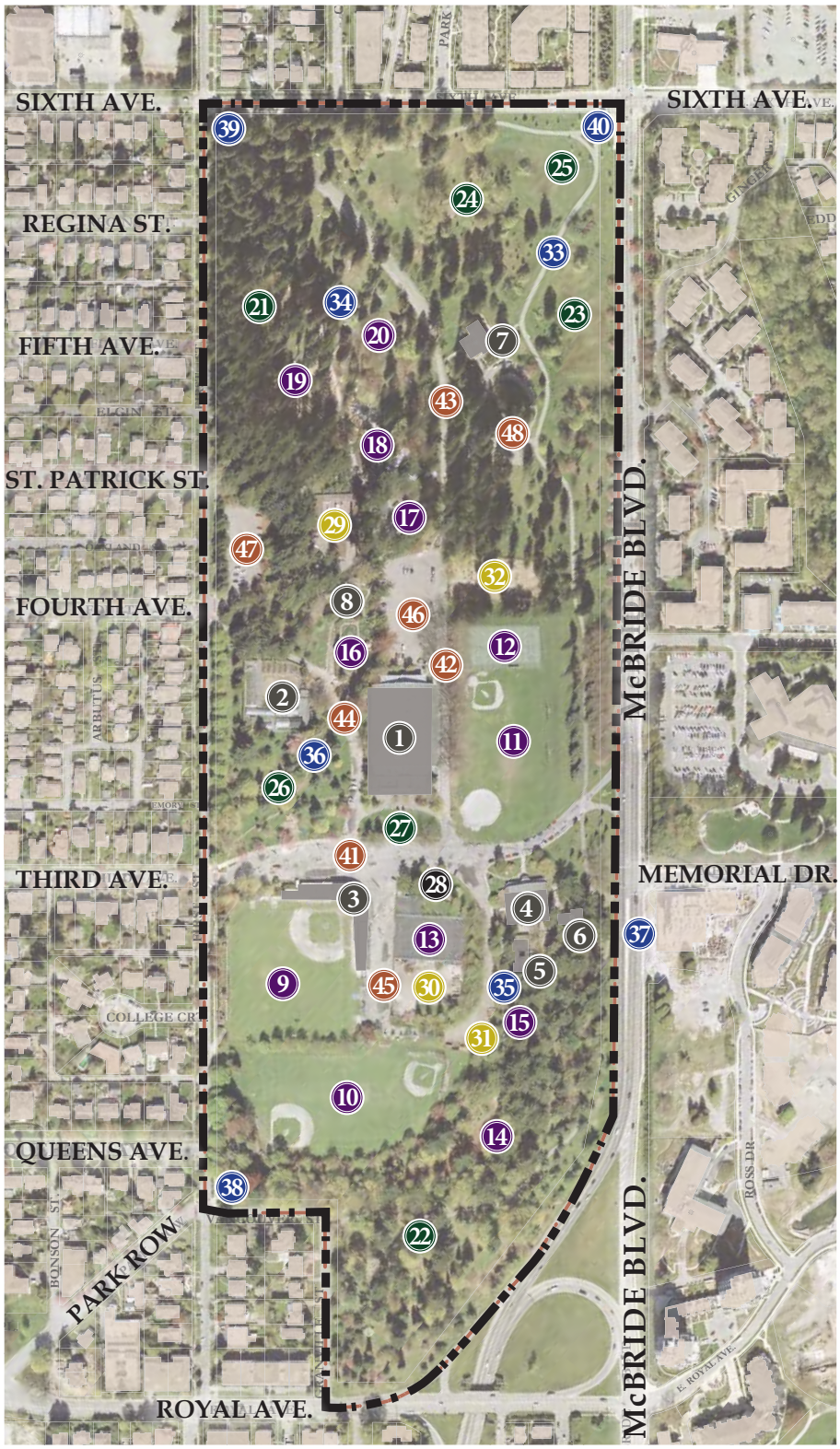


Figure 2.4: Queen's Park Amenities Map

2 Queen's Park Today

Park Amenities Legend

Indoor Facilities

1. Queen's Park Arena
2. Greenhouses
3. Stadium Grandstand
4. Arenex
5. Bernie Legge Theatre
6. Air Cadets Building
7. Centennial Lodge
8. Boardroom

Outdoor Amenities

9. Stadium Field
10. South Fields
11. East Fields
12. East Tennis Courts
13. South Tennis Courts
14. Dog Enclosure
15. Fitness Circuit
16. Rose Garden
17. Petting Farm
18. Playground
19. Picnic Shelters
20. Bandshell

Vegetated Areas

21. Mature Forest (North)
22. Mature Forest (South)
23. Meadow
24. Sixth Street Hill
25. Open Space at Sixth & McBride
26. Gardens at First Street
27. Gardens in front of Arena
28. Gardens across from Arena

Maintenance Areas

29. Maintenance Buildings & Yard
30. Storage Area
31. Soil Piles
32. Tree Nursery

Pedestrian Circulation

33. Millennium Trail
34. Forest Trail
35. Holly Trail
36. Arena Trail
37. McBride Pedestrian Overpass
38. Park Entry – Park Row
39. Park Entry – Sixth Ave. & First St.
40. Park Entry – Sixth Ave. & McBride Blvd.

Vehicle Circulation

41. Third Avenue – Main Entry Road
42. Park Road – Third Ave. to Arena Parking Lot
43. Park Road – Arena Parking Lot to Sixth Ave.
44. Park Road – Third Ave. to First St.
45. Park Road – Loop Behind Stadium
46. Arena Parking Lot
47. Fourth Street Parking Lot
48. Centennial Lodge Parking Lot

2.3.3 Slope & Drainage

Slope and drainage affect the location and type of existing and future park amenities. This section outlines what is known and unknown about slope and drainage in Queen's Park.

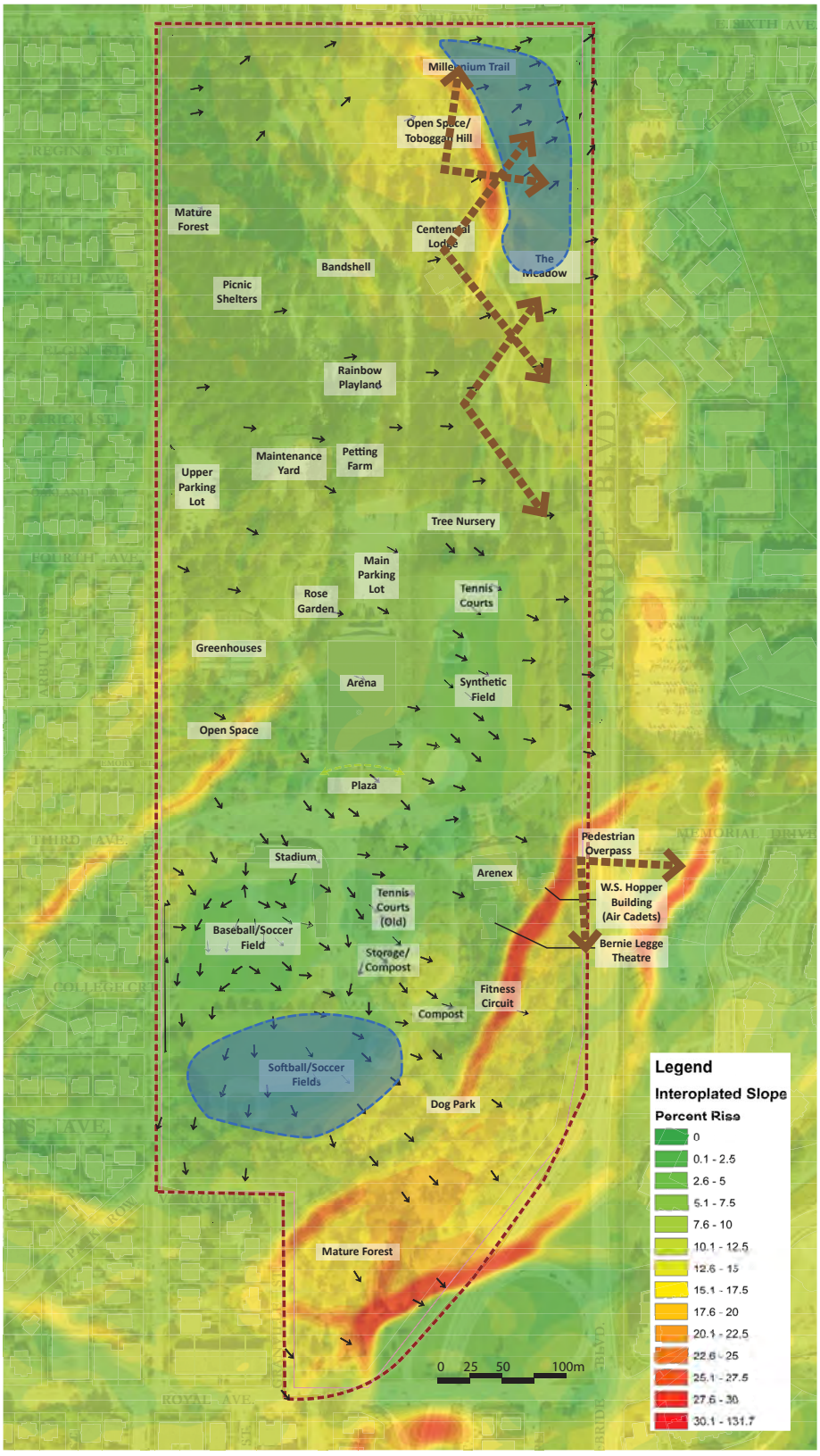


Figure 2.5: Queen's Park Slope & Drainage Map

Slope & Drainage Legend

- Water Flow Direction
- Poor Drainage Areas
- Viewpoint

2 Queen's Park Today

Surface Drainage

Queen's Park has mostly gentle slopes with a few steep ridgelines. The active recreation zone, which includes most of the park buildings and fields, is concentrated on the flattest areas of the site.

- **Slopes:** Generally, Queen's Park slopes from west to east with the park's high point in the forested area near the intersection of First Street and St. Patrick Street. The slope splits at this point and the north third of the park drains to the low-lying point near the entry at Sixth Avenue and McBride Boulevard. The south two-thirds of the park drains toward the Pattullo on-ramp at Royal Avenue and McBride Boulevard.
- **Drainage:** Drainage issues exist in several areas on the site, most notably at the low point in the northeast corner of the park at 6th Avenue and McBride Boulevard and on the South Fields. Standing water and saturated soils are issues in these locations.
- **Viewpoints:** The park has some ridgelines including the slope beneath Centennial Lodge which creates a significant viewpoint. Generally the ridgelines in the south end of the site are within the forest. The grade change between the South Fields and the Dog Park, in particular, creates a useful buffer between the two park functions.
- **Infiltration of Rainwater:** Some water is captured by vegetative cover and/or infiltrates into the groundwater reservoir, as well as low points in the park. Most water that falls on hard surfaces is diverted to subsurface infrastructure.



Ditches have been cut into low-lying areas in the north east of the park to help encourage drainage



Centennial Lodge has city views

Subsurface Infrastructure

Input from the Engineering Department suggests that sub-surface infrastructure systems are not well-documented within Queen's Park. The age of the park means that some sub-surface systems installed decades earlier are still in use today.

- **Storm & Sanitary:** No formal sanitary or stormwater system records exist and the age of the park buildings suggest that there may be a combined storm/sanitary system in place that is connected to the storm system on McBride Boulevard. There are relatively few drain inlets, meaning much of the stormwater drains over the surface before entering the storm pipes.
- **Water:** About half of the water pipes in Queen's Park have been located during park upgrades; however the other half of the system is unknown and some wooden pipes may still be in use for drainage.



Stormwater drains exist in key paved areas

2.3.4 Programs & Events

Queen's Park is a well-known destination for a wide variety of activities and events. Informal and organized recreation use of Queen's Park are equally important.



Playing and picnicking

Informal Recreation

Visitors to Queen's Park participate in a range of informal park uses. Informal uses that have been identified include:

- Walking
- Jogging
- Dog-walking
- Informal field sports
- Play
- Fitness
- Off-Leash dog play
- Informal tennis
- Picnicking
- Photography
- Nature Appreciation



Tennis lessons at the East Courts



Arts Council Gallery and Offices

Organized Recreation

The following table provides an overview of organized recreation/field/facility uses in Queen's Park. There are three types of organized recreation uses identified at Queen's Park:

- **Registered Programs:** Programs offered by the City that require registration.
- **Drop-in Programs:** Programs offered by the City that allow public drop-in without prior registration.
- **Community Partnerships:** Independent community clubs and organizations that offer recreation programs.

2 Queen's Park Today

Table 2.1: Existing Organized Recreation in Queen's Park

Venue	Registered Programs	Drop-in Programs	Community Partnerships	Other Uses
Queen's Park Arena	Make a Hanging Basket - hanging basket design (this event could possibly be re-located) Summer Camps	Adult hockey	New Westminster Minor Hockey Association New Westminster Minor Lacrosse (Salmonbellies Teams) Royal City Skating Club social skate (private)	Adult rental groups Benefit hockey games Antique show NW Secondary School Graduation Formal Police Ceremony
Arenex	Gymnastics – Tots, Daycare Groups, Children, Youth, Adult, Private Lessons Trampoline – Tots, Children, Youth, Private Lessons, no registered programs for 16+ Floor Hockey League	Parent & Tot Motoring Munchkins Badminton Gymnastics & Trampoline – Children, Youth & Adult Soccer Volleyball		Sapperton Fish & Game Club Queensborough Boxing Club Cadets Rentals, mostly floor hockey
Queen's Park Fields	Co-ed Slopitch League		Royal City Youth Soccer Minor Lacrosse NW Minor Softball	Adult and Youth public rentals/booking
Centennial Lodge			Arts Council of New Westminster - Gallery and Offices Queen's Park Preschool	Public rentals for events/meetings
Bernie Legge Theatre			Vagabond Players	
Bandshell	Queen's Park Running & Walking Club			Public rentals
Air Cadets Building			513 Hornet Air Cadet Squadron	
Tennis Courts	Tennis – Preschool, Children, Youth, Adult	Drop-in Recreational Tennis		
Greenhouses	Gardening in the Greenhouse – container design Summer Hanging Basket – hanging basket design Brighten up your Winter – potted gardens			
Rainbow Playland		Playground Leaders		



Rose Garden rented for a wedding



Picnic shelter rented for a group gathering



Easter in the Park



May Day Celebration 1915[1]

Private Event Rentals

A number of the facilities in Queen's Park are available to rent for special events including:

- Centennial Lodge
- Rose Garden
- Picnic Shelters
- Sports Fields
- Queen's Park Arena
- Arenex
- Stadium Grandstand

During the winter months, Queen's Park is available for rental for filming activities. Often this includes use of the Arena parking lot and filming areas within the park. The City coordinates film rentals with other uses in the park to ensure recreational users are not displaced.

Special Events

Queen's Park has a history of hosting community events. The main annual events held in Queen's Park include:

- **Easter in Queen's Park:** This family-oriented event is held at Rainbow Playland and the bandshell with activities geared towards children between ages 3 and 10. The event typically features entertainment at the bandshell, crafts, photos with the Easter bunny, petting farm, and more.
- **Hyack Festival & May Day Celebration:** The Hyack festival is a ten day celebration in May that coincides with the long weekend. It includes the ongoing celebration of May Day in New Westminster – one of the longest running celebrations in the British Commonwealth. The event typically includes fireworks, carnival rides, an antique fair, a street fair, a parade, performers and the crowning of the May Queen. Many of the festival events are located throughout the City, but the popular May Pole Dance typically takes place at the stadium in Queen's Park and the Antique Fair is hosted at Queen's Park Arenex.
- **Canada Day Celebration:** Queen's Park has hosted an annual Canada Day Celebration at the bandshell that includes performances and activities. Some celebration activities that have historically been held at Queen's Park may be relocated to Westminster Pier Park in the coming years.

1 Photograph courtesy of BC Archives collections, Call No. C-02783.

2 Queen's Park Today

2.3.5 Design Character

Queen's Park is a recreational, cultural, civic and historical landmark in New Westminster. As the City's signature park, it is a visual icon associated with New Westminster. To ensure Queen's Park embodies the identity of the City, it will be important that future changes support the inherent character and visual assets of the park.

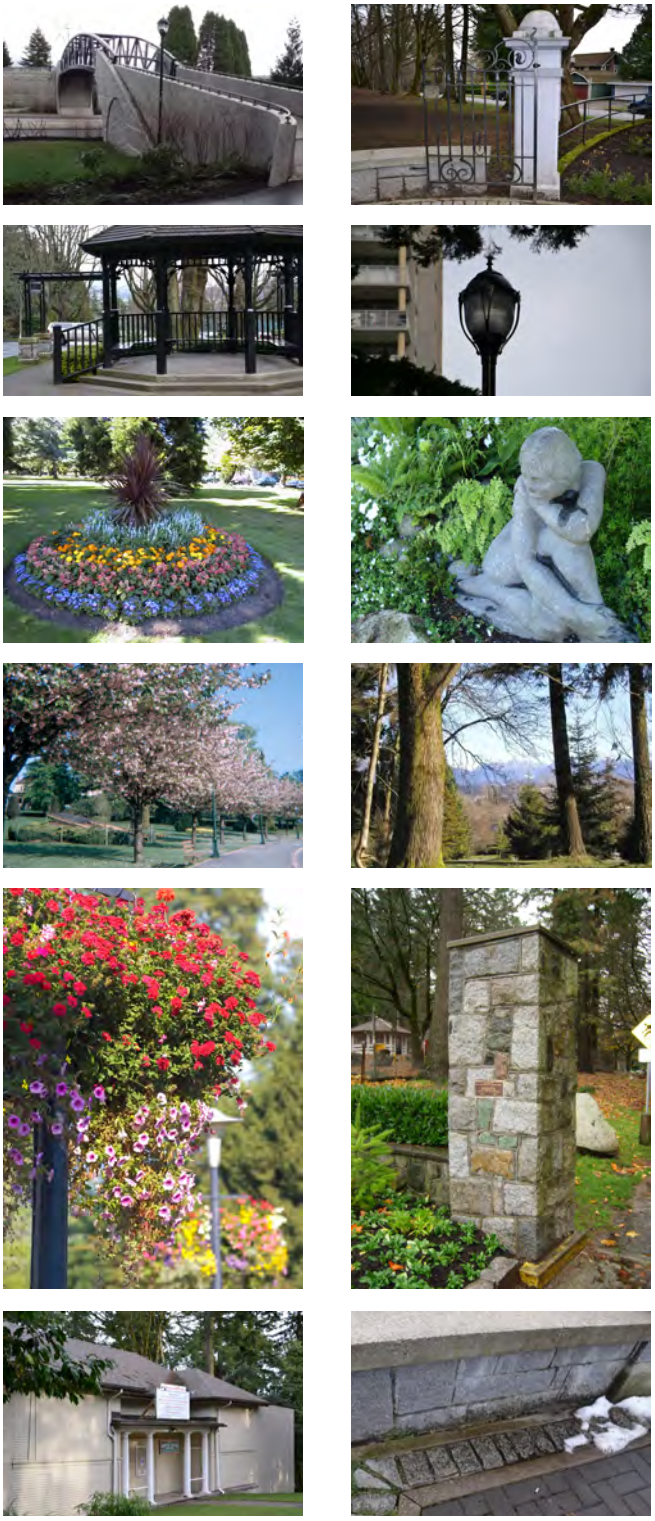
The design language of Queen's Park has evolved over the past 125 years. One can see remnants from the 1890s garden culture, the 1930s modernist style, 1970s utilitarian style all the way to modern themes. These elements demonstrate the continuous evolution of the park.

An issue with ongoing evolution is ad hoc improvement and change that fails to acknowledge a cohesive design character. The result is a mix of elements that do not support an overall park image and this issue is apparent in Queen's Park today.

Some key design elements that contribute to park character include:

- **Paving Layouts & Materials:** While many fail to realize it, what is under our feet is a key factor in the success or failure of a park experience. Queen's Park has a myriad of paving types, ranging from decorative pavers at the Rose Garden to standard asphalt on roads and trails.
- **Trees:** Trees enliven public spaces, define the pedestrian scale and soften the hard edges of urban areas; they buffer undesirable views, reduce noise, provide shade and seasonal interest, lower energy consumption, capture rainfall and help mitigate pollution. In Queen's Park, trees play a fundamental role in the character of the various park spaces – from forests to gardens.
- **Gardens & Horticultural Features:** Low-level vegetation is equally important, especially in Queen's Park, where horticultural excellence has been celebrated since the park's inception.

Examples of Strong Design Character in Queen's Park



Examples of Weak Design Character in Queen's Park

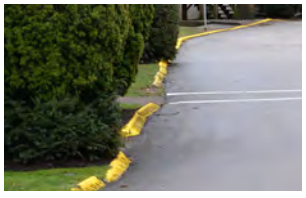













- **Stormwater Treatment Areas:** In addition to environmental benefits, stormwater management areas can become enduring park spaces that enhance visibility of and support for stormwater initiatives. Today, stormwater management in Queen's Park fails to take on this role.
- **Benches, Litter Receptacles & Bicycle Racks:** When properly selected and placed, furnishings enhance character and function. These elements work best when they are coordinated, giving the park a unified appearance. Queen's Park has a range of park furnishings that have been accumulated over time.
- **Bollards:** While the primary objective of bollards is safety and traffic management their character is part of the overall park experience. Most of the bollards in Queen's Park are utilitarian in nature.
- **Lighting:** Pedestrian lighting is important in high-use park areas. While lighting design varies in the park, many of the fixtures currently used have an enduring character.
- **Signage:** Signs provide us with vital information about our environment. A common issue with signs is that information is erected as needed, without consideration to the physical appearance as signs accumulate over time. A cohesive approach to signage helps mitigate this issue. The current wayfinding signs in Queen's Park have become outdated and insufficient.
- **Public Art:** Art can reflect history, be inspiring or playful, be functional, make a statement – or do all of these. Art can include sculptures, statues, murals, functional pieces and more, but should be relevant and engaging. Queen's Park has some art pieces, but opportunities could easily exist for more.
- **Walls & Planters:** The vertical landscape is eye-catching and important. Large, smooth, blank walls are not only austere, but can be magnets for vandalism.
- **Fencing:** Fencing is important for safety, but it should also contribute to, not detract from, park character. The collection of fencing in Queen's Park ranges from ornate metal designs to chain-link, wood rail, metal rail and more. Variety in fencing reflects replacement history and funding available when replacement took place.

2 Queen's Park Today

2.4 Park Ecology



Queen's Park is well-known as an urban forest. Several zones of the park have mature vegetation that provides the unique environment valued by park visitors. Increasing use of the park for recreation indicates a need to study and preserve natural areas.

Park Vegetation Legend

- Mature Forest
- Open Forest
- Open Space/ Manicured Landscape
- Meadow
- Sports Field (Natural & Synthetic)

Figure 2.6: Queen's Park Vegetation Map

2.4.1 Park Vegetation



Mature forest



Open forest



Manicured landscape



Meadow



Sports turf

Today in Queen's Park, about 80% of the park is vegetated. Preliminary analysis has identified five different vegetation character zones within the park.

- **Mature Forest:** Mature fir and cedar forest cover about 50% of the park, contributing to the valuable green park character that exists today. Many of the trees are nearing or over 100 years in age and will require ongoing assessment and regeneration if this asset is to continue to be a part of Queen's Park for future generations. While there is a lot of large tree cover in the park, there are little to no shrub and groundcover layers. These missing lower layers are a limitation to habitat values; but are also an important CPTED consideration.
- **Open Forest:** Within the forest areas, several low-impact recreation amenities have been introduced. These amenities have necessitated clearing of some vegetation and require a higher degree of tree management to monitor trees for safety and asset protection.
- **Open Space/Manicured Landscape:** The park has a large collection of exotic and unique horticultural displays; the result of years of horticultural exploration and excellence in New Westminster. These areas also include vast areas of lawn with trees and small shrub groups. There has been some accidental introduction of invasive species into some of these areas.
- **Meadow:** Efforts have been made to establish a natural meadow in the northeast corner of the park. Wet soils have been an ongoing issue to establishment and public opinion suggests that the meadow appears messy and unintentional. A coyote den is reported to be located near the meadow area.
- **Sports Turf:** Manicured sports turf encompasses a significant area of the park and includes synthetic and real turf.

2 Queen's Park Today

2.4.2 Ecologically Significant Areas

The following sections describe Ecologically Significant Areas (ESAs) observed at Queen's Park on March 29, 2012.

- **Mature Forest – North West:** The northwest portion of the park supports a mature (80-140 years) coniferous (i.e., greater than 75% of tree cover is coniferous) forest. Dominant tree species include Douglas-fir (*Pseudotsuga menziesii*) with lesser amounts of western redcedar (*Thuja plicata*). Vine maple (*Acer circinatum*), Oregon grape (*Mahonia nervosa*), red elderberry (Sambucus racemosa) and red huckleberry (*Vaccinium parvifolium*) are common species of the shrub layer. The herb and moss layers within this forest are poorly developed. Limited coarse woody debris currently exists on the forest floor.
- **Mature Forest – South East:** The southeast portion of the park supports a mature mixed forest (i.e. neither coniferous of broadleaf account for greater than 75% of total tree cover).
- **Meadow:** The meadow occurs along the north east border of the park. The meadow is generally moist with rushes, moss and horsetail. Patches of trees (willow [*Salix sp.*] and western redcedar) occur around the meadow.
- **Wet Seepage Slope:** The wet seepage slope occurs to the south and adjacent to the Open Space/Toboggan Hill. This area provides a unique habitat within the park where soils have greater moisture (i.e. hygric-subhygric) and nutrient conditions. This has resulted in a variety of hydro-phylic plants, such as horsetail species (*Equisetum sp*), sedges and rushes occurring on the slope. Some drainage work has occurred in this area as channels have been cut through the area.

2.4.3 Rare Plant & Wildlife Species

The Conservation Data Center (CDC) documents occurrence of the following species along the south border of Queen's Park:

- Pointed broom sedge (*Carex scoparia*); and
- Three-flowered waterwort (*Elatine rubella*).

No provincially or federally listed wildlife has been documented at or within 500 m of the Park.

2.4.4 Wildlife

The majority of wildlife species recorded during the field reconnaissance were observed within the mature forest habitat on the northwest and southeast corners of the Park. Wildlife species observed within Queen's Park are summarized in the following table:

Table 2.2: Wildlife Observed in Queen's Park

Common Name	Scientific Name	Provincial Rank	Federal Rank	Location Observed
Mallard	*Anas platyrhynchos*	Yellow	NA	Meadow
Northwestern crow	*Corvus caurinus*	Yellow	NA	All sites
Steller's jay	*Cyancocitta stelleri*	Yellow	NA	Mature forest
Northern flicker	*Colaptes auratus*	Yellow	NA	Mature forest
Black-capped chickadee	*Peocile atricapillus*	Yellow	NA	Mature forest
Brown creeper	*Certhia americana*	Yellow	NA	Mature forest
Golden-crowned kinglet	*Regulus satrapa*	Yellow	NA	Mature forest
Bushtit	*Psltriparus minimus*	Yellow	NA	Mature forest, meadow
Winter wren	*Troglodytes hiemalis*	Yellow	NA	Mature forest
Varied thrush	*Ixoreus naevius*	Yellow	NA	Mature forest
American robin	*Turdus migratorius*	Yellow	NA	Mature forest
Dark-eyed junco	*Junco hyemalis*	Yellow	NA	Mature forest
Song sparrow	*Melospiza melodia*	Yellow	NA	Wet seepage slope, meadow
Coast mole	*Scapanus orarius*	Yellow	NA	Wet seepage slope
Eastern grey squirrel	*Sciurus carolinensus*	Exotic	NA	Mature forest

Invasive species removal and management should follow species specific techniques outlined by the Greater Vancouver Invasive Plant Council. Information is available at http://www.gvipc.ca/.

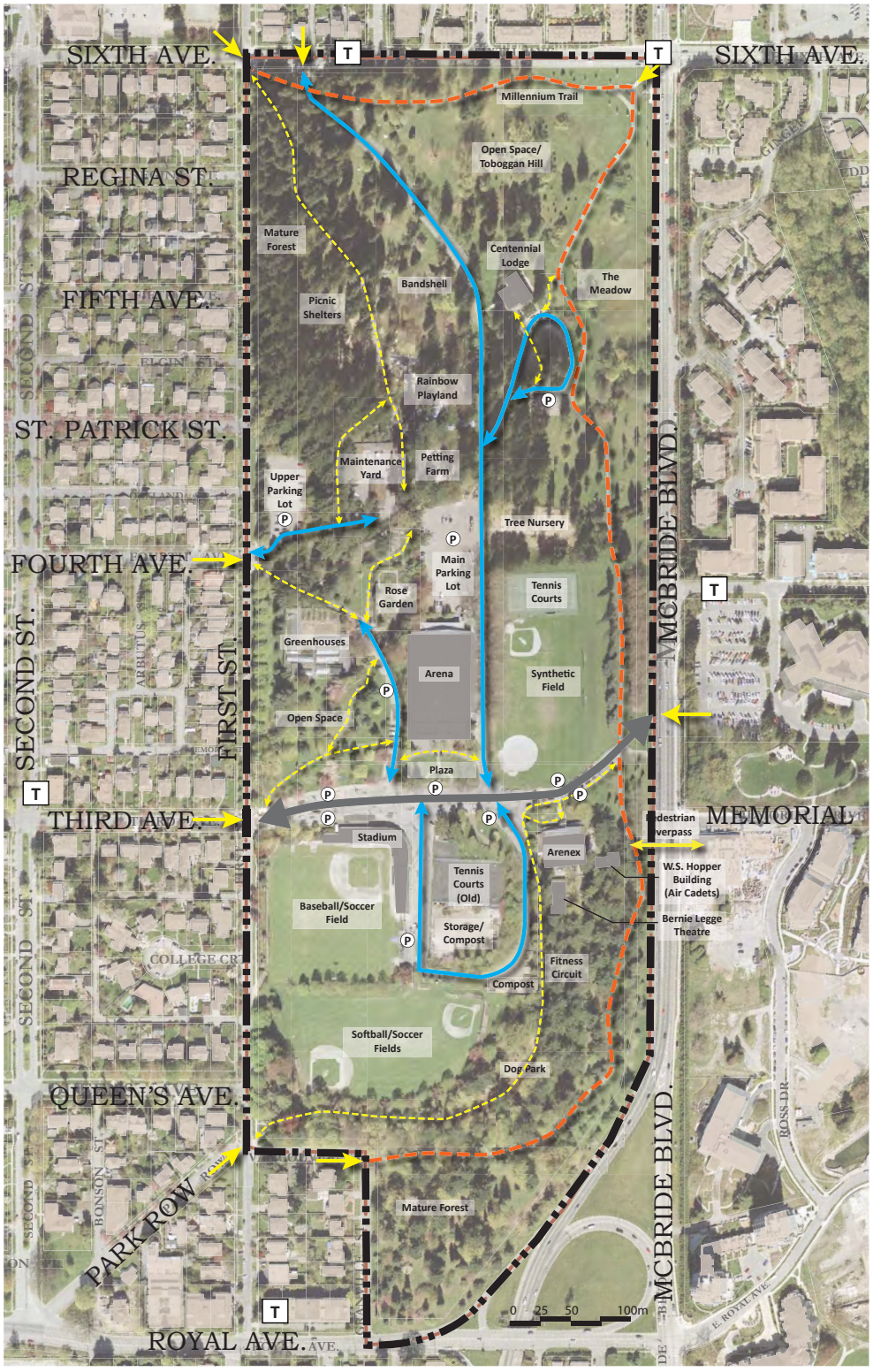
2.4.5 Invasive Species

Invasive species observed within Queen's Park include:

- Daphne laurel (*Daphne laureola*);
- Himalayan blackberry (*Rubus armeniacus*);
- English holly (*Ilex aquifolium*);
- English ivy (*Hedera helix*); and
- Common periwinkle (*Vinca minor*).

2 Queen's Park Today

2.5 Circulation & Access



Circulation within Queen's Park includes vehicle, pedestrian and cyclist traffic. In the past, vehicle traffic has been the dominant transportation structure with roads and parking being expanded to accommodate increasing demand.

Park Circulation Legend

- Third Ave. Entry Road
- Park Road
- Millennium Trail
- Pedestrian Trail
- Park Entry
- Ⓟ Parking
- T Transit Stop

Figure 2.7: Queen's Park Circulation Map

2.5.1 Vehicle Circulation

Vehicle circulation in Queen's Park provides access to key facilities. The main roads in Queen's Park are:



Park Road – Arena Parking to Sixth Avenue



Park Road – Stadium Loop

- **Third Avenue Main Entry Road:** Almost all vehicle traffic enters Queen's Park along this road, either from First Street on the west or from McBride Boulevard on the east (right-turn only). This road provides access to the Arena, Arenex, Stadium and Fields.
- **Park Road - Third Avenue to Arena Parking:** Lined with mature oaks, this road provides two-way traffic to and from the Arena parking lot.
- **Park Road - Arena Parking to Sixth Avenue:** The road continues from the Arena parking lot north as a one-way road providing access to Centennial Lodge and the Bandshell. At Sixth Avenue there is a right-turn only park exit.
- **Park Road - Third Avenue to First Street:** A short road provides additional parking on the west side of the Arena and access to the Greenhouses. Bollards block vehicle access beyond the greenhouses, requiring existing traffic to return to Third Avenue.
- **Park Road - Stadium Loop:** A road loops behind the south tennis courts providing access and parking for the Stadium, South Fields and Bernie Legge Theatre. The road runs through the City's soil pile storage area and must accommodate large truck traffic for this purpose.

2.5.2 Parking

Today Queen's Park has approximately 550 parking stalls.



Parking on the Third Avenue Main Entry Road



Fourth Avenue parking lot

Table 2.3: Parking in Queen's Park

Location	Parking Type	Approx. # Stalls	Paving
Third Ave Main Entry	Parallel Angle	134	Asphalt
Park Road – Third Avenue to Arena parking lot	Parallel	30	Asphalt
Park Road – Arena parking lot to Sixth Avenue	90°	45	Gravel
Park Road – Third Avenue to First Street	90°	44	Asphalt
Park Road – Stadium Loop	Parallel Angle	62	Asphalt
Arena parking lot	90°	125	Asphalt
Fourth Street parking lot	90°	70	Asphalt
Centennial Lodge parking lot	90° Parallel	40	Asphalt
TOTAL		**550**	

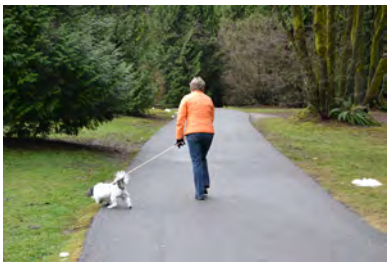
2 Queen's Park Today

2.5.3 Pedestrians & Cyclists

Pedestrian circulation is critical to the use and enjoyment of Queen's Park. A common issue in the park is the lack of hierarchy and the dominance of vehicle movements over pedestrians.

Table 2.4: Trails in Queen's Park

Trail	Surface	Width	Length
Millennium Trail	Asphalt	3 m	2,100 m
Forest Trail	Gravel Natural Surface	4 - 5 m	410 m
Holly Trail	Gravel	2 m	430 m
Arena Trail	Asphalt	1.8 m	210 m
McBride Pedestrian Overpass	Asphalt	5 m	40 m
TOTAL			**3,190 m**



Millennium Trail

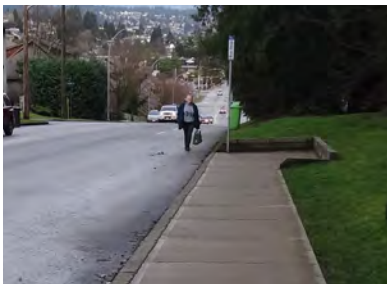
Generally, the existing trails in the park are geared toward pedestrian use due to width and grade, although cyclists use both the trails and the road network in the park.

2.5.4 Public Transit

There are several public transit stops at the perimeter of Queen's Park. The closest bus stops are located at:

- Corner of First Street & Sixth Avenue;
- Corner of McBride Boulevard & Sixth Avenue;
- Corner of McBride Boulevard & Blackberry Drive (across McBride Boulevard);
- Corner of Royal Avenue & First Street; and
- Corner of Third Avenue & Second Street.

None of the current transit stops are adjacent to the busiest destinations – the Arena, Arenex, Fields, Playgrounds or Stadium. This is a challenge for people with mobility issues or children trying to access the park via public transit.



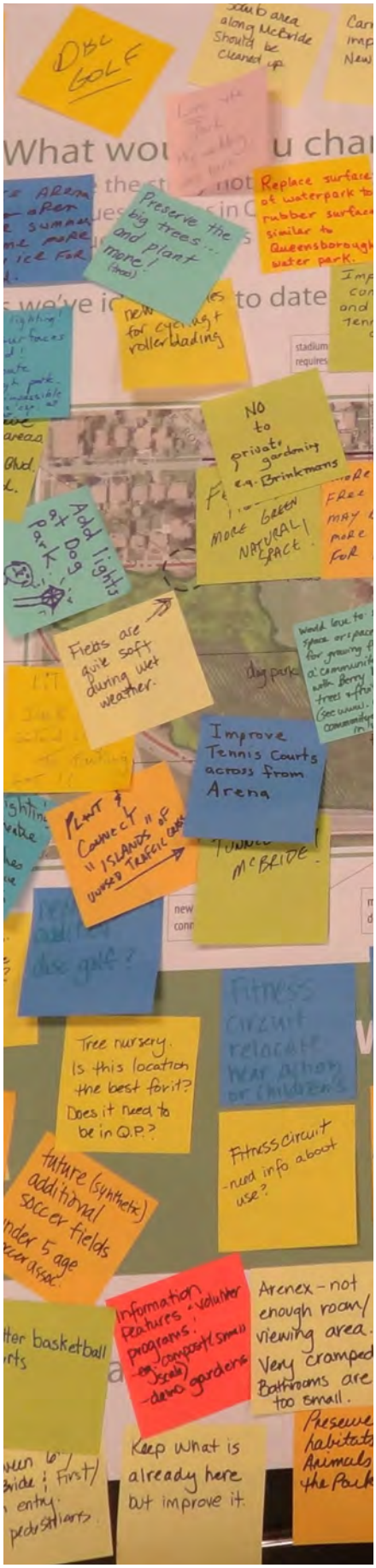
Bus stop at First Street & Sixth Avenue

“I love Queen’s Park’s understated elegance... always unpretentious, down-to-earth and welcoming of all ages and incomes.”

- Public Ideas Survey Participant

3 Charting the Course

This section summarizes the consultations completed during the Master Planning process and the input received.



3.1 Queen's Park Master Plan Steering Committee

3.2 City Staff

3.3 City of New Westminster Council and Parks & Rec Committee

3.4 Stakeholders & the Public

- 3.1.1 IDEAS Event
- 3.1.2 IDEAS Survey
- 3.1.3 Design Charrette
- 3.1.4 Draft Master Plan Open House

The creation of the Queen's Park Master Plan was guided by the City of New Westminster, its residents and stakeholders. The Master Plan process incorporated several consultations that invited input from a broad audience to create a plan that is accountable to the people who use the park.

3.1 Queen's Park Master Plan Steering Committee

A Queen's Park Master Plan Steering Committee was created to oversee the development of the Master Plan. This group, comprised of representatives from City departments, participated throughout the Master Planning process, providing review and feedback of draft materials and attending the public consultation events.

3.2 City Staff

City of New Westminster staff members participate in the programming and operations of Queen's Park on a daily basis. Staff have first-hand experience with how the park is being used and where issues and conflicts tend to arise. This information is valuable to understanding where improvements can be made.

Early in the process, a series of staff meetings were held with a number of groups including:

- Queen's Park Indoor Staff (Facility managers, programmers and office assistants);
- Queen's Park Outdoor Staff (Maintenance crew, arborist, greenhouse staff);
- Engineering Managers; and
- Development Review Committee.

The information received through these interviews helped inform the park analysis, identify issues and opportunities and develop potential ideas for the future.

Participants in the staff meetings were invited to participate in consultations and events throughout the process and were given the opportunity to review and comment on the Draft Master Plan.

3 Charting the Course

3.3 City of New Westminster Council & Parks & Recreation Committee

Throughout the process, members of City Council and the Parks & Recreation Committee (PRC) were presented with progress reports and invited to provide comments and discussion. Key milestones with these groups included:

- **Introductory Presentations** – At the onset of the project, both Council and the PRC were introduced to the project and were asked to provide initial comments on concerns and hopeful outcomes of the process.
- **Council & PRC Park Tour** – After the first round of consultation, the team met with Council and PRC members to review some of the issues and opportunities identified on the ground.
- **Design Charrette Participation** – Several Council and PRC members were able to participate in or observe the design charrette process.
- **Draft Plan Presentation** – A Draft plan was presented to both groups for review, questions and comments prior to final presentation.
- **Workshop** – A half-day workshop was held to review key issues that garnered split feedback during the planning process.
- **Final Council Presentation** – The final document was presented for Council consideration.

3.4 Stakeholders & the Public

Public input is essential to the development of a plan that will be effective and well-supported by the community. The Master Plan process endeavoured to involve a wide variety of people including park users, adjacent residents, sports clubs and general public who are interested in the future of the park. For a list of Stakeholder Groups identified for this project, refer to **Appendix B: Stakeholder Groups**.

Four key events are summarized in this section:

- IDEAS Event;
- IDEAS Survey;
- Design Charrette; and
- Draft Master Plan Open House.



3.4.1 IDEAS Event

An IDEAS Event was held early in the project to build awareness about the Master Plan Process and invite ideas and input from members of the New Westminster Community.

- **Date:** Saturday, March 10, 2012, 10:00 am to 4:00 pm
- **Location:** Queen's Park Arena and satellite stations around the park
- **Attendees:** Approximately 300 people
- **Outcomes:** Participants used interactive boards, discussions with staff and consultants and a survey to record their ideas about vision, values, issues and ideas. The ideas provided focus for preliminary design.

3 Charting the Course

Summary of Input:

The following is a summary of feedback provided. The summary categorizes repeated themes and ideas received. For individual recorded comments, see **Appendix C: IDEAS Event Summary.**

Park Values:

- Urban forest, green spaces and mature trees;
- History and heritage;
- Passive activities;
- Children's play and family activities; and
- Programming and events.

Park Opportunities:

- Create trail connections and small loops;
- Wading/swimming pool;
- Consolidated and less visible parking;
- Farmer's markets;
- Community agriculture/orchard/programs;
- Disc golf;
- Environmental education;
- Bus/transit access;
- Additional public uses/programs;
- Information and demonstration sites, volunteer programs;
- Heritage tree or arboretum program;
- Commercial area/restaurant;
- Rainbow Playland amenity upgrades;
- Arenex (upgrade and expansion);
- Maintenance of park vegetation;
- Upgraded existing sports facilities;
- Bernie Legge Theatre;
- Reclaim park at Royal Ave – McBride Blvd. (Pattullo Bridge Gateway); and
- Expand arts and culture in the park.

Refer to **Appendix C: IDEAs Event Summary** for a summary of the event and input collected.



Park Challenges:

- Safety and dark areas;
- City operations spread out in the park;
- Vehicles prioritized over pedestrian circulation;
- Conflicts between adjacent park uses;
- Not enough celebration at park entrances;
- Poorly drained areas;
- Conflicts between user groups; and
- Insufficient signage and wayfinding.

Vision:

- Maintain what is great about the park today;
- Layer programming and activities;
- Achieve balance between active and passive; and
- Maintain 'green' and 'heritage' character.

3.4.2 IDEAS Survey

An IDEAs survey was launched at the IDEAs event to provide all members of the community with opportunities to record their ideas and input.

- **Dates:** March 10th to March 28th, 2012
- **Location:** Online and available in hard copy at the IDEAs event, New Westminster recreation venues and City Hall
- **Responses:** 245

Summary of Key Feedback:

The following is a summary of feedback. The summary categorizes quantified results and repeated themes received.

Refer to **Appendix D: IDEAs Survey Results** for a complete record of input collected.



Visiting the Park:

How often do people visit Queen's Park?

- Spring/summer: **44.8%** visit the park one or two times a week.
- Fall/winter: **37.4%** visit the Park one or two times a week.

What limits people's use of Queen's Park?

- **59%** saw little to no limits to their use.
- **Safety concerns** and **lack of park facilities to meet needs** were the main limitations.

Where do people park when visiting?

- Over **75%** either park on the Main Park Entry Road or in the Parking Lot behind the Arena when visiting the park.

Park Programming:

What do people think the future balance should be between programmed and unprogrammed space?

- **43.8%** would like the current balance maintained.
- **31.5%** would like to see a 50/50 balance.

Importance of Facilities:

- The **top 5** most important facilities in the park:
  - Forest Areas;
  - Playgrounds;
  - Millennium Trail;
  - Lawn Areas/Open Space; and
  - Arena.
- The **bottom 5** most important facilities in the park:
  - Air Cadets Building;
  - South Tennis Courts;
  - Bandshell;
  - Art Council Offices/Gallery; and
  - Bernie Legge Theatre.

3.4.3 Design Charrette

Midway through the process, a Design Charrette was held to explore potential ideas collaboratively with stakeholders and members of the public. The Queen's Park Design Charrette was created with the following objectives:

- Review and refine park vision, objectives and priorities;
- Create dialogue on the trade-offs associated with priorities and opportunities for synergies;
- Develop conceptual plans in 'real time' with key stakeholders, community groups and residents;
- Identify preliminary preferred directions;
- Provide an opportunity for participants to exchange ideas and debrief on the results of their discussions; and
- Provide opportunity for public review and input on conceptual ideas generated.

Refer to **Appendix E: Charrette Summary** for an expanded summary of the event.







Event Summary:

- **Date:** Saturday, April 28th and Wednesday, May 2nd
- **Location:** Century House
- **Attendees:** Day 1: RSVP Public Charrette Day - 20
  Day 2: Public Open House Review - 75

Charrette Process:

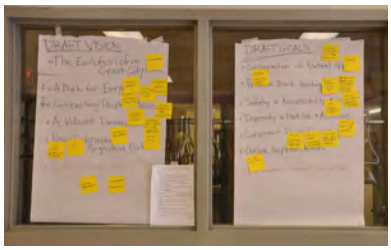
Day 1: The first day of the charrette was a full-day event where consultants, City staff and public representatives joined together to generate ideas for the park.

Day 2: The design team, with support from city staff, spent the day consolidating the charrette ideas, diagramming and directions into two alternative concept plans for public review.

Charrette Outcomes:

- Draft vision and objectives;
- Two draft alternative concept plans;
- Preferred directions and indication of priorities;
- Graphics and supporting images; and
- Dialogue and greater understanding of issues, challenges and trade-offs.





See **Section 4: Master Plan Overview** for the Vision & Objectives.

Day 1 Summary:

The groups completed three exercises over the course of the day:

Exercise 1: Draft Vision & Goals

The charrette team was provided a draft vision and objective statements and were asked to:

- Review the draft vision statements and discuss their completeness and accuracy;
- Identify possible revisions and additions; and
- Prioritize the statements.

Outcome:

The ideas generated in this session were used to refine the Vision & Goals for the Queen's Park Master Plan.

Exercise 2: Big Moves

The second exercise was a discussion on 'Big Moves' for Queen's Park and sought direction on:

- Which facilities should remain with ongoing upgrades and renewal;
- Which facilities should be removed from Queen's Park;
- Which facilities should be expanded or added to;
- Which facilities should be replaced;
- Which facilities should be relocated (within the park or elsewhere); and
- What new uses could be considered for Queen's Park.

3 Charting the Course

Outcome:

Overall, the groups identified several common themes for 'big moves', including:

- Forest areas and open spaces are critical to the park character and should be maintained.
- Queen's Park Arena should remain and upgrades and maintenance should be a priority, with special attention to the historical character of the building.
- The Arenex was identified as a valuable and appropriate facility for the park, but at present it is at capacity and existing programs are out growing its space. An idea was to relocate or build a new facility within Queen's Park or at another location in the city.
- The Stadium Grandstand was identified as having sentimental values. Most agreed this facility was under used and required a good deal of work to upgrade; if removed, it would be desirable to acknowledge the legacy of the structure.
- The South Tennis Courts were confirmed as under used space in a central location; the area is a high-value space with potential for future redevelopment.
- The current location of the soil storage and compost area is inappropriate and should be moved either to a better location within the park or to another site outside Queen's Park.
- Parking will continue to be important and should be better organized within the park. Discussion suggested it would be desirable to maintain the current amount of parking, but not increase paved area in the park.

Exercise 3: Alternative Concepts

Based on the outcomes of Exercise 2, charrette participants were asked to identify surrounding issues and opportunities, explore options and test ideas in the development of a draft park concept plan with emphasis on one of the following key topic areas.

- Facilities & Park Uses;
- Circulation; and
- Vegetation, Natural Areas & Stormwater.

Refer to **Appendix E: Charrette Summary** for plans and expanded ideas created during the Big Moves Exercise.







Group 1: Facilities and Park Uses



Refer to **Appendix E: Charrette Summary** for larger images of charrette outcomes.

Arena:

- Should remain.
- Seating capacity, while not often full, is important.
- Reinstate historical character of the building including facade restoration, lobby replacement, window reinstatement, etc.
- Consider Queen's Park for an additional ice sheet. Moody Park has less capacity. There are significant benefits (cost, staffing, equipment) to a dual-sheet facility.
- New ice sheet design should also consider incorporation of u/g parking and/or multi-floor, multi-use facility that has other functions (e.g. gymnasium).
- Possible interpretive elements (e.g. Walk of Fame on upper walkway).

Bernie Legge Theatre:

- Important historical building.
- Could be relocated – possible locations include near Centennial Lodge or in front of the South Tennis Courts.

Arenex:

- The programs at the Arenex are not tied to the facility – they could be moved into a new facility either in Queen's Park or at an alternate site (e.g. Canada Games Pool).
- If the gymnastics and trampoline programs were to leave the Arenex (once a new facility has been created), more time would be available for recreational and drop-in sports.
- Facility should remain in the short-term, but could be flexible in the long-term.

Stadium:

- Field is well used, of high-quality and should remain.
- Stadium grandstands should remain if higher-level play can be found to use the facility.
- If higher-level play does occur scheduling and alternative park access options (e.g. transit, shuttles, etc.) would be required. The park cannot accommodate parking for two large events (e.g. at stadium and at arena) at one time.
- Short-term structural upgrades are required.

South Fields:

- Remain in current location.
- Future upgrades to improve drainage will be required.
- Consideration for reorienting and/or making a small expansion of field space to improve playable surface.
- Consider incorporating parking area off First Street for improved access.
- Consider incorporating picnic facilities.

Air Cadets Building:

- Seems under used.
- Consider possibilities for additional uses.

3 Charting the Course

South Tennis Courts:

- Agreed that alternate uses for this site should be explored including: new indoor sports facility, parking, part of overall South Fields reconfiguration, restaurant/food service, open space.
- Fill material of old reservoir is unknown; this could have cost implications for future development on this site.
- Grades could allow for tiered parking.

Greenhouses & Maintenance Areas:

- Greenhouse location and maintenance yard are currently okay.
- Soil piles and storage areas near Bernie Legge Theatre should be relocated closer to existing maintenance yard. Current location utilizes prime park space, requires truck access through the park and conflicts with other park uses.
- Issues including smells, maintenance vehicle noise and loss of forest space would need to be mitigated if soil piles are moved.
- Other relocation ideas include off McBride Avenue and outside of Queen's Park.

Rose Garden:

- Current location conflicts with surrounding uses (parking lot, Arena, maintenance yard).
- Incorporation of other gardens (e.g. native plant garden w/ interpretation) could be considered.
- Possible relocation closer to Centennial Lodge (although not too close as multiple weddings use both venues).

Forest Areas:

- Consideration for "no-go" areas – protected and maintained for habitat.
- Consideration for lighting in some areas.
- More stringent regulations about dog use on natural areas.

Picnic Shelters & Bandshell:

- Popular and well-booked. Existing shelters are too close to each other.
- Could use more. Possible location could be near south fields.
- Bandshell is under used and conflicts with picnic shelters. Possible ideas included redesigning one in the slope near Centennial Lodge or creating a portable bandshell to be used throughout the City.

McBride/Sixth Avenue Corner:

- Recapture this area through improved drainage and noise screening from McBride (fence, vegetated screen).
- Consider improved meadow, boardwalk, natural water feature, community gardens or open space in this area.

Rainbow Playland:

- Popular and well used.
- Potential tree clearing to increase sun.
- Updates to water park and petting farm.
- Washrooms/concession are in poor condition and should be a priority for renewal.

East Tennis Courts:

- Generally good as is.
- Proximity to new East Fields is problematic for lacrosse and soccer balls.

East Fields:

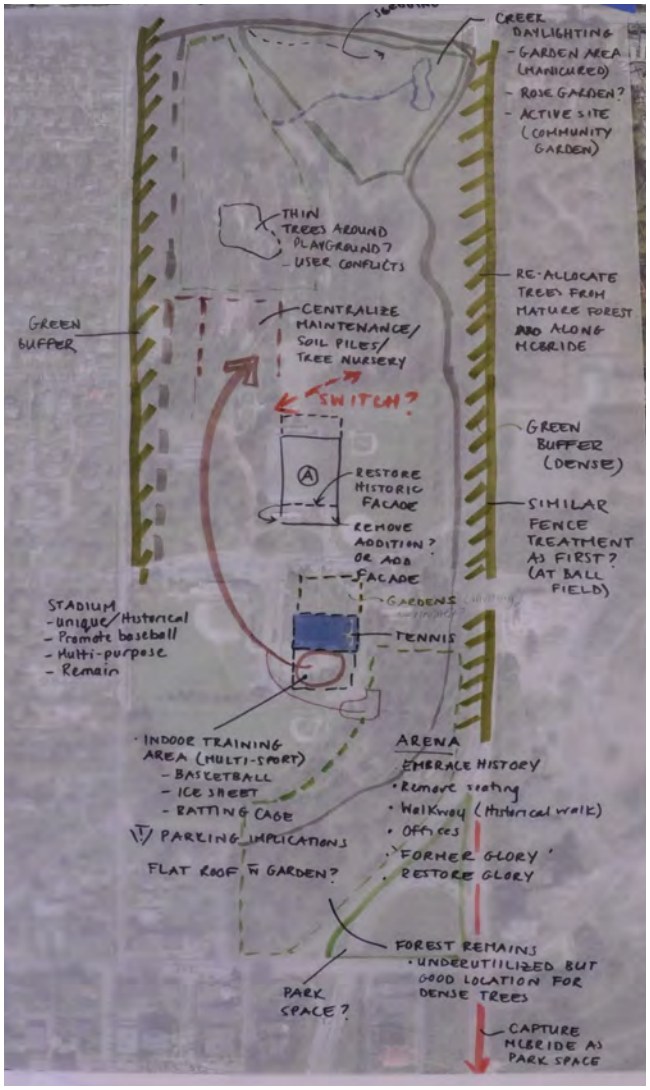
- Well used.
- Lack of spectator seating is an issue.

Dog Park:

- Should remain.
- Lighting should be considered.

Centennial Lodge:

- Should remain.



Group 2: Circulation

Park Entry Character:

- Third Avenue should be a more formalized entry with boulevards, medians and relocated parking.
- A round-about and drop-offs should be considered.

Park Access:

- Park access points are not well marked and are difficult to access from some directions.
- 2 of the 3 exits have use restrictions as to when you can use it (McBride), or which way you can turn (right turn only onto Sixth Ave).
- Suggestions included formalizing the intersection at McBride to allow for a left turn into the park; however further investigation of the traffic patterns would be required, including impacts related to the Pattullo Bridge upgrade. A left-turn access from McBride would help reduce park traffic on First Street.
- Third Avenue entrance/exit and the Sixth Avenue exit currently work well. Merge lane onto Sixth Avenue could be considered.

Pedestrian & Cyclist Circulation:

- Identified minimal conflicts between pedestrians and cyclists; this may be because few people cycle through the park.
- Queen's Park is not especially well used by cyclist due to the steep grades and short trails and it is not on key commuter cycling routes; however, people do cycle to the park.
- Prioritization of vehicles over pedestrians is problematic and pedestrian routes should be emphasized.

Wayfinding:

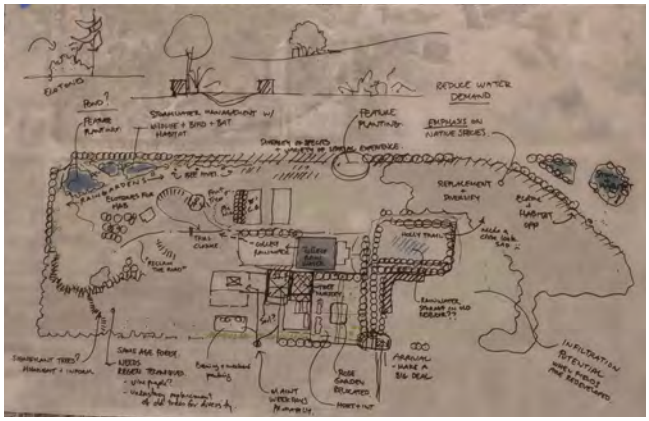
- Wayfinding within the park is challenging.
- Visible signs both within and outside the park would improve navigability of the park.

Public Transit:

- City should work with Translink to coordinate community shuttles and bus routes to and from the park.
- Bus stops should also be located in close proximity to main park facilities.

3 Charting the Course

Group 3: Vegetation, Natural Areas & Stormwater



Habitat & Forest:

- Forest regeneration and biodiversity is important. Understory replacement of old trees will be important.
- Special opportunities exist along the edges of forest areas for ecotone and habitat opportunities. Edges are among the richest resources in species diversity.
- Where significant trees exist (species, character, age) interpretative information should be provided for visitors.
- Habitat creation should include bird, bat and other wildlife considerations.
- McBride Boulevard should be screened using edge vegetation combined with feature planting.

Water:

- Old reservoir could be an opportunity for rainwater storage for infiltration (depending on structure).
- Rainwater collection and natural infiltration from facilities should be a priority.
- When the south fields are redeveloped, area should also be considered for potential infiltration and water storage beneath.
- Raingardens at the corner of Sixth Avenue and McBride should be considered to capture and manage stormwater.
- Future development should reduce water demand.
- The Pattullo Bridge access ramp should be considered for stormwater management and habitat creation.

Gardens & Character:

- Park arrival sequence should be a big deal. You should feel like you're arriving into a park, not a parking lot.
- Rose garden should be considered for relocation – two possibilities: integrated with entry gardens at the corner of First and Third or moved closer to Centennial Lodge.
- Maintenance areas should be consolidated and relocated closer to greenhouses and existing maintenance yards.
- Fruit trees and community gardens could be incorporated near Centennial Lodge.

Circulation:

- Consider 'reclaiming' the one-way road to Sixth Avenue past Centennial Lodge as park/trail space. A trial road closure could be considered.

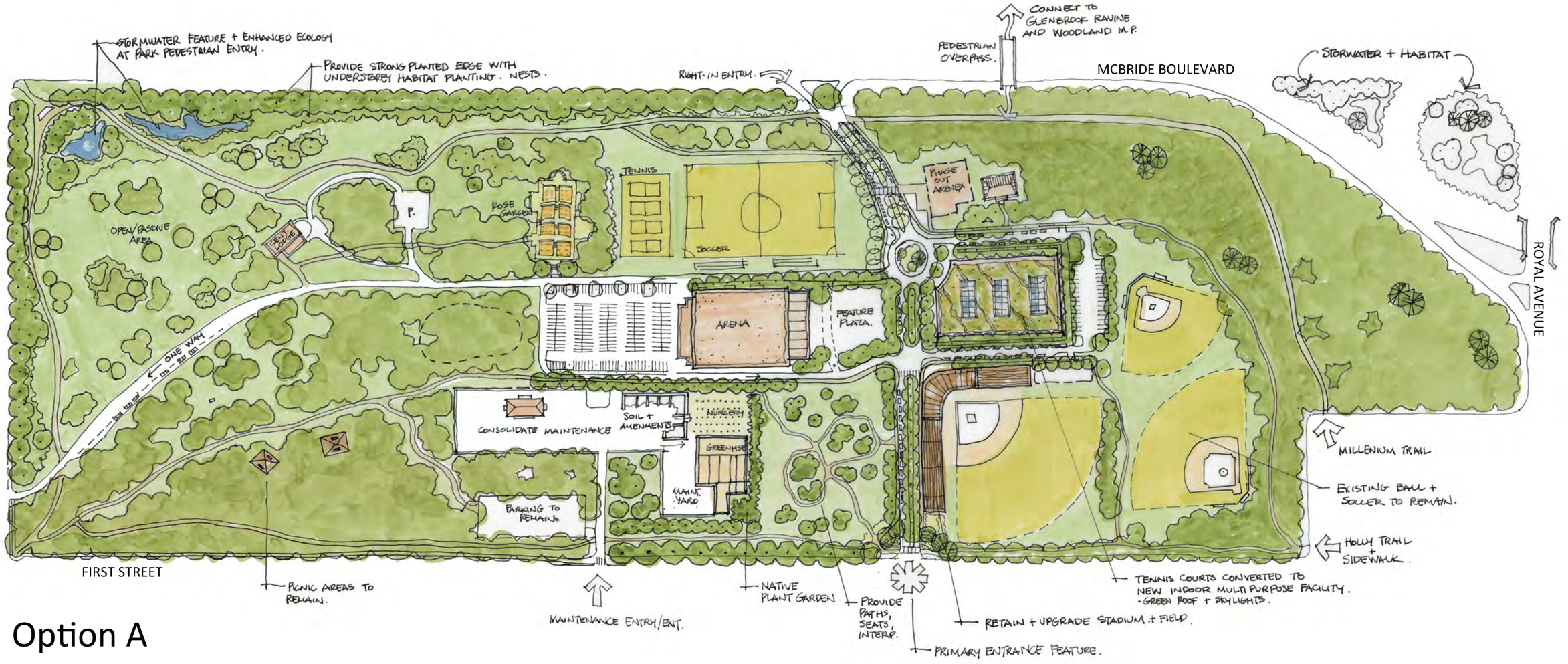
Day 2 Summary:

On Day 2, the design team and City staff reviewed the Day 1 outcomes to identify common themes, ideas, priorities and options. Based on the ideas generated in the Alternative Concepts Exercise on Day 1, the design team drafted two alternative concept plans that showed possible options and trade-offs. Each concept is shown and summarized on the following pages.

Table 3.1: Comparison Matrix of Concepts

Park Amenity	Concept A	Concept B
Queen's Park Arena	• Existing arena remains	• Existing arena remains and new ice sheet is added
Arenex	• Phased out (replaced by new Sports Facility)	• Remains
Stadium	• Remains and is upgraded	• Removed
New Indoor Facility	• New sports facility is added on the current south tennis courts location	• No new indoor facilities are created
Maintenance Areas	• Consolidated at existing maintenance yard	• Consolidated and relocated to north of the greenhouses
Rose Garden	• Relocated near Centennial Lodge	• Relocated and enlarged near Centennial Lodge
Rainbow Playland	• Existing remains and is upgraded	• Existing remains and is upgraded • New Community/Children's Garden is created adjacent to Rainbow Playland
Northeast Corner (Sixth & McBride)	• Stormwater management feature created	• Eco-zones area is created to demonstrate wetland, meadow and forest ecosystems
Ball Fields	• Existing remain	• Reorganized to encompass south tennis courts location and include practice area, fieldhouse and parking
Main Entry Road	• Narrowed with parallel parking	• Narrowed with angle parking
Vehicle Access	• Existing roads	• Fourth street opened for new access
Bandshell	• Removed	• Relocated
Natural Areas	• Retained and enhanced	• Retained and enhanced

Figure 3.1: Concept A: Activity & Nature Balance



Option A

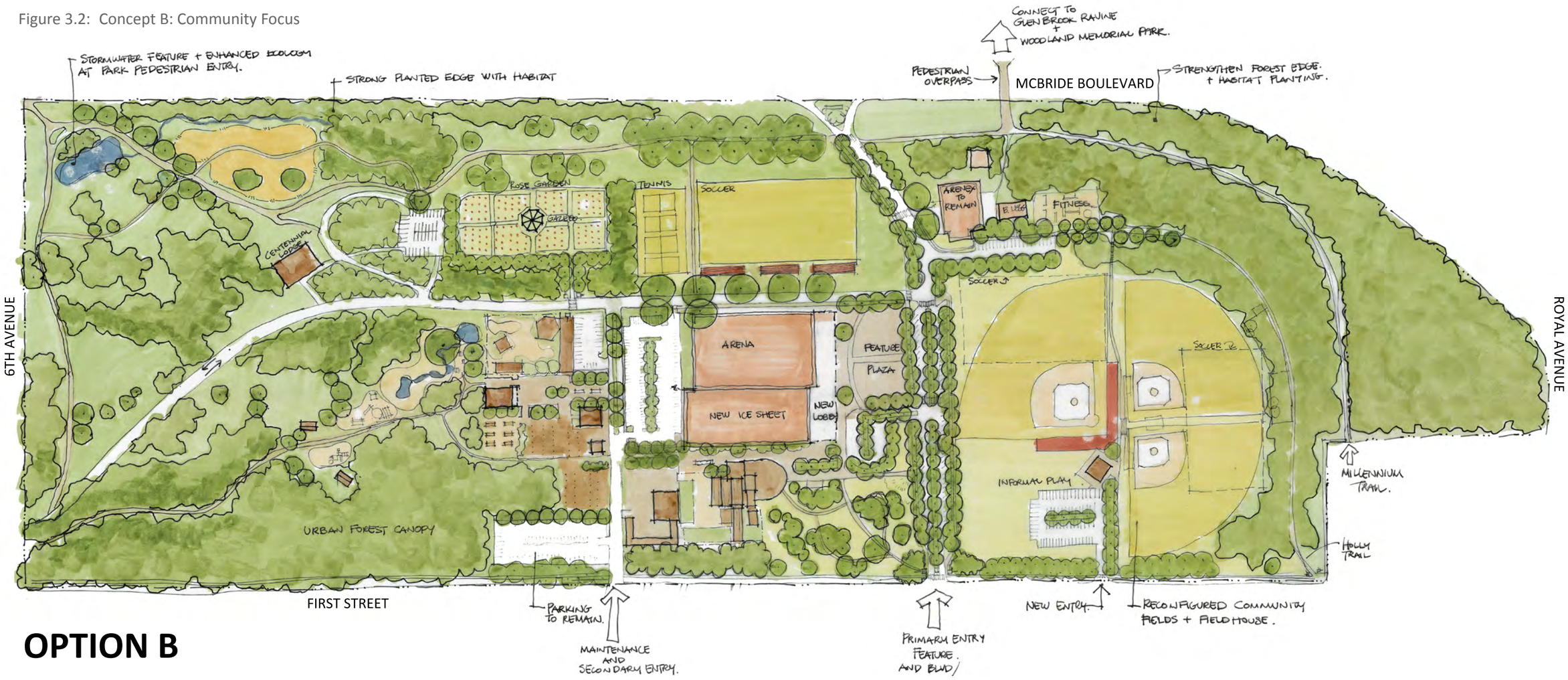
Overall themes:

- Sports excellence and regional recreation in the south part of park;
- Naturalized and enhanced ecology and passive park uses in the north; and
- Moderate change to existing uses.

Key moves:

- Stadium remains and is upgraded;
- South tennis courts converted to new multi-use facility;
- Feature plaza created between arena and multi-use facility; and
- Roundabout as feature entry and organizing circulation feature.

Figure 3.2: Concept B: Community Focus



OPTION B

Overall themes:

- Centralized and clustered facilities and uses;
- Focus on community-level recreation;
- Natural areas and passive spaces enhanced; and
- More extensive change to existing uses.

Key moves:

- Stadium Grandstands and South Tennis Courts are removed and area is reconfigured to community field space and fieldhouse;
- New ice sheet created west of existing arena;
- Arenex remains;
- Rose garden is moved and expanded;
- Community gardens added by playgrounds;
- Eco-zones walk near McBride & Sixth; and
- New park access road created at Fourth Avenue.

3 Charting the Course

Public Review of Charrette Outcomes:

The concepts and charrette summary was provided for public review in an evening public open house at the end of Day 2 of the charrette. The event was attended by approximately 75 people.

In general, people preferred aspects of each plans – neither plan was largely favoured over the other.





Individuals who favoured Concept A provided the following feedback:

People generally liked the idea of an additional sports facility, however, some feel that the proportion of facilities to open space should remain as it is today. People were generally in favour of keeping the stadium grandstands; however, improved use of the seating should be explored further as it is currently not being used to its full capacity.

Access both into and within the park was also discussed. Several people feel that the idea of a main park entrance from McBride Boulevard warrants further exploration. In addition, walking paths within the park should be safe and better linked to amenities.

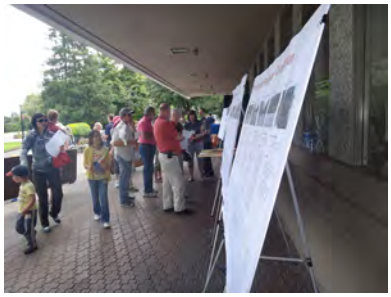
Individuals were in favour of minimizing the maintenance area and/or moving it out of the prime park area.

Individuals who favoured Concept B provided the following feedback:

It was noted that with the increasing population, more recreation facilities will be needed in the future. As such, the second sheet of ice was strongly favoured. Re-orientation of the ball fields was not preferred by respondents; several who did not support this change were concerned about losing the historical character of the stadium and the existing high-quality baseball diamond.

Parking will need to be planned for all uses proposed in the park. Internal circulation should also be addressed – stroller friendly sidewalks, safe connections and better flow were all mentioned as key areas of concern. In particular, a more direct pedestrian route between the park entry at First and Third and the entry at Sixth and McBride is desirable.

3.4.4 Draft Master Plan Open House



Refer to **Appendix F: Draft Master Plan Results Form Summary** for a summary of input collected through the response form which was available at the open house and online.

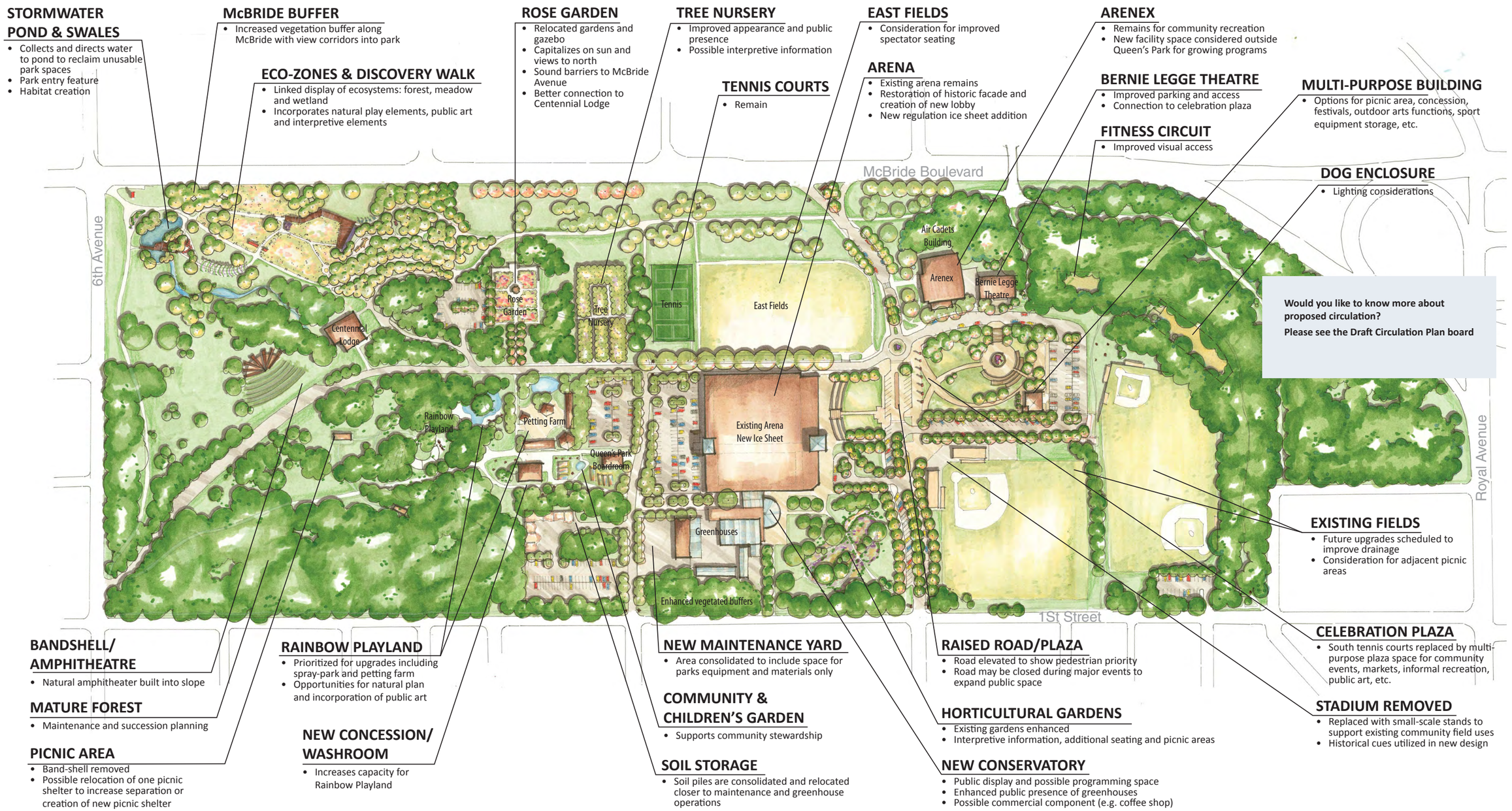
A Draft Master Plan Open House was held to present proposed planning directions for Queen's Park to the public and to obtain feedback on their support, concerns and priorities.

- **Date:** Wednesday, June 27th, 2012, 4:00 pm to 8:00 pm
- **Location:** Queen's Park Arena
- **Attendees:** Approximately 300 people
- **Outcomes:** Participants used interactive boards, discussions with the consulting team and a response form to record their feedback on proposed draft directions for the park. The input received was used to refine the plan and help set priorities.

The event included a set of display boards featuring the draft plan, outlining key changes proposed for the park and a set of interactive display boards detailing rationale for key directions with opportunities for feedback using sticky notes.



Figure 3.3: Draft Overview Plan Presented at Open House



STORMWATER POND & SWALES
- Collects and directs water to pond to reclaim unusable park spaces
- Park entry feature
- Habitat creation

McBRIDE BUFFER
- Increased vegetation buffer along McBride with view corridors into park

ECO-ZONES & DISCOVERY WALK
- Linked display of ecosystems: forest, meadow and wetland
- Incorporates natural play elements, public art and interpretive elements

ROSE GARDEN
- Relocated gardens and gazebo
- Capitalizes on sun and views to north
- Sound barriers to McBride Avenue
- Better connection to Centennial Lodge

TREE NURSERY
- Improved appearance and public presence
- Possible interpretive information

TENNIS COURTS
- Remain

EAST FIELDS
- Consideration for improved spectator seating

ARENA
- Existing arena remains
- Restoration of historic facade and creation of new lobby
- New regulation ice sheet addition

ARENEX
- Remains for community recreation
- New facility space considered outside Queen's Park for growing programs

BERNIE LEGGE THEATRE
- Improved parking and access
- Connection to celebration plaza

FITNESS CIRCUIT
- Improved visual access

MULTI-PURPOSE BUILDING
- Options for picnic area, concession, festivals, outdoor arts functions, sport equipment storage, etc.

DOG ENCLOSURE
- Lighting considerations

EXISTING FIELDS
- Future upgrades scheduled to improve drainage
- Consideration for adjacent picnic areas

CELEBRATION PLAZA
- South tennis courts replaced by multi-purpose plaza space for community events, markets, informal recreation, public art, etc.

STADIUM REMOVED
- Replaced with small-scale stands to support existing community field uses
- Historical cues utilized in new design

BANDSHELL/ AMPHITHEATRE
- Natural amphitheater built into slope

MATURE FOREST
- Maintenance and succession planning

PICNIC AREA
- Band-shell removed
- Possible relocation of one picnic shelter to increase separation or creation of new picnic shelter

RAINBOW PLAYLAND
- Prioritized for upgrades including spray-park and petting farm
- Opportunities for natural plan and incorporation of public art

NEW CONCESSION/ WASHROOM
- Increases capacity for Rainbow Playland

NEW MAINTENANCE YARD
- Area consolidated to include space for parks equipment and materials only

COMMUNITY & CHILDREN'S GARDEN
- Supports community stewardship

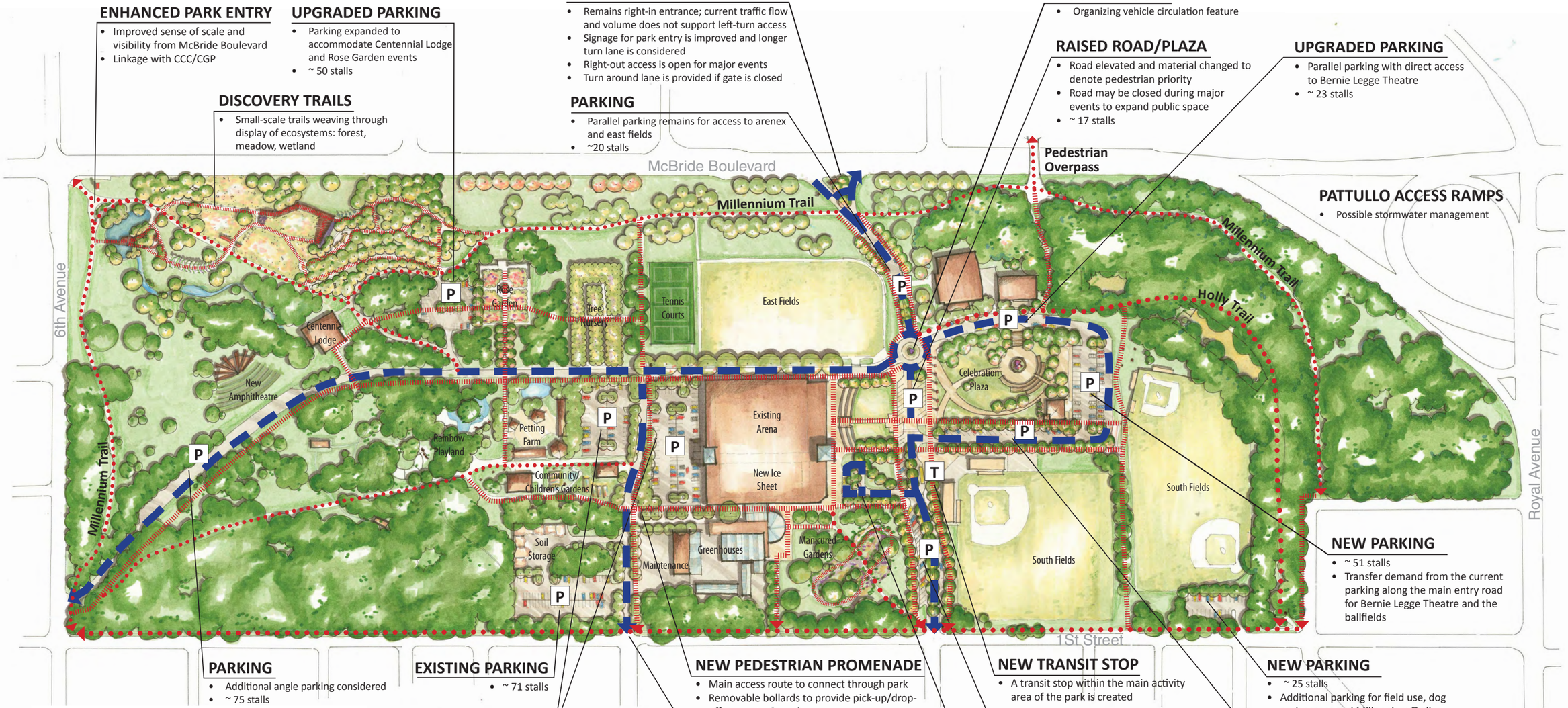
SOIL STORAGE
- Soil piles are consolidated and relocated closer to maintenance and greenhouse operations

RAISED ROAD/PLAZA
- Road elevated to show pedestrian priority
- Road may be closed during major events to expand public space

HORTICULTURAL GARDENS
- Existing gardens enhanced
- Interpretive information, additional seating and picnic areas

NEW CONSERVATORY
- Public display and possible programming space
- Enhanced public presence of greenhouses
- Possible commercial component (e.g. coffee shop)

Figure 3.4: Draft Circulation Plan Presented at Open House



3 Charting the Course

Summary of Open House Input:

Open Space Features:

- Creation of a celebration plaza received mixed support. Public input suggested a desire to know more about how the space could be used and what functions it could support. A few participants commented that they would like to see a sports building in that location.
- Proposed directions for sports fields and courts were supported, but comments suggested a need for a basketball court and additional tennis courts.
- Proposed directions to move the rose garden received positive support.
- Proposed directions for the eco-zones and discovery walk were supported and participants strongly supported the creation of rainwater swales and ponds so long as tobogganing remains a use on part of the hill at Sixth Avenue.
- Proposed directions for Forest Areas were supported.
- Strong support was shown for the renewal of the spraypark and Rainbow Playground areas. Comments indicated that these areas are currently well used but require renewal and should be a priority.
- There was strong support for community gardens and a children's garden.
- Proposed directions for picnic shelters and creation of a new amphitheatre to replace the bandshell received mixed support. A few comments indicated that the existing bandshell is used and has potential for improvement rather than removal. A few comments also demonstrated support for the creation of new, small picnic shelters.
- Proposed directions to consolidate maintenance areas received strong support.



Facilities:

- Proposed directions for park facilities were supported or strongly supported with the exception of the proposed direction to remove the stadium grandstand, which received mixed feedback.
- Some input indicated support for retaining the existing stadium grandstand structure due to its heritage, historical and sentimental values.
- The proposed direction to add a second ice sheet at Queen's Park Arena was very strongly supported.
- Support was also received for the concept of retaining the greenhouses and enhancing their public facade with an addition of a public conservatory.
- Generally, little feedback was received about the Arenex.

Park-wide Improvements:

- Overall improvements were supported or strongly supported.
- With respect to art, nature and play, most comments demonstrated support for visual art projects and sculptures.
- A few comments also highlighted the desire to build upon existing/ongoing art and theatre in the park.

Circulation:

- Proposed directions for pedestrian circulation received strong support and additional circulation routes were well received.
- Participants indicated that some consideration should be given to lighting and other safety features in key areas of the park, notably south of the McBride pedestrian overpass.
- Proposed directions for upgrading, narrowing and greening the main entry road were supported.
- Participant comments did not demonstrate support for or against proposed directions for vehicle circulation, however, comments did indicate some concern over increasing vehicle traffic.
- Increasing parking was generally not supported, even if the increase is small.
- There was mixed support for bringing public transit into the park. Some comments indicated that a transit stop in the park was a good idea while other comments indicated a preference for keeping transit stops near the main entrances, but outside of the park.

3 Charting the Course

Summary of Survey Feedback:

Survey feedback showed a general support for the draft plan. Strong support was received for:

- Retention and upgrades to the existing arena;
- Addition of a second ice sheet;
- Upgrades to Rainbow Playland;
- Creation of a new outdoor amphitheatre;
- Natural areas such as the Eco-Zone and Discovery Walk;
- Community and children's gardens;
- Proposed road/parking upgrades; and
- Transit within the park.

Support was also received for:

- Relocating and reducing park maintenance areas;
- Retaining and enhancing mature/natural forest areas;
- Adding ponds and rainwater swales;
- Upgrades to existing facilities such as the dog enclosure, spray park, petting farm, picnic areas, tennis courts and playing fields;
- Creation of public art in the park;
- Heritage preservation and restoration;
- Additional lighting;
- Addition of a conservatory and greenhouse/ nursery;
- Retention of the fitness circuit; and
- Addition of historical/educational signage and wayfinding.

Both support and opposition were received for:

- Proposed road/parking upgrades although feedback received suggested there were both too many or too few parking spaces;
- Transit provision on Third Avenue;
- Celebration Plaza; and
- Removal of the stadium grandstand.

Suggested improvements to the plan included:

- Addition of basketball/multi-use courts,;
- Addition/maintenance of tennis courts;
- Upgrades to washroom and concession facilities;
- Addition of another dog enclosure and dog agility course;
- Addition of more cyclist amenities;
- More signage, security, fitness equipment, youth activities, and programming/events; and
- Inclusion of features such as edible orchards, water features, hedge mazes, and benches along trails.

Identified concerns included:

- Removal of the bandshell resulting in the loss of meeting/changeroom space for the Queen's Park Running Club (although comments suggested general support if an alternative for secure storage was provided);
- Addition of surface parking; and
- Funding for park updates and potential impacts on tax rates.

The top three park priorities were:

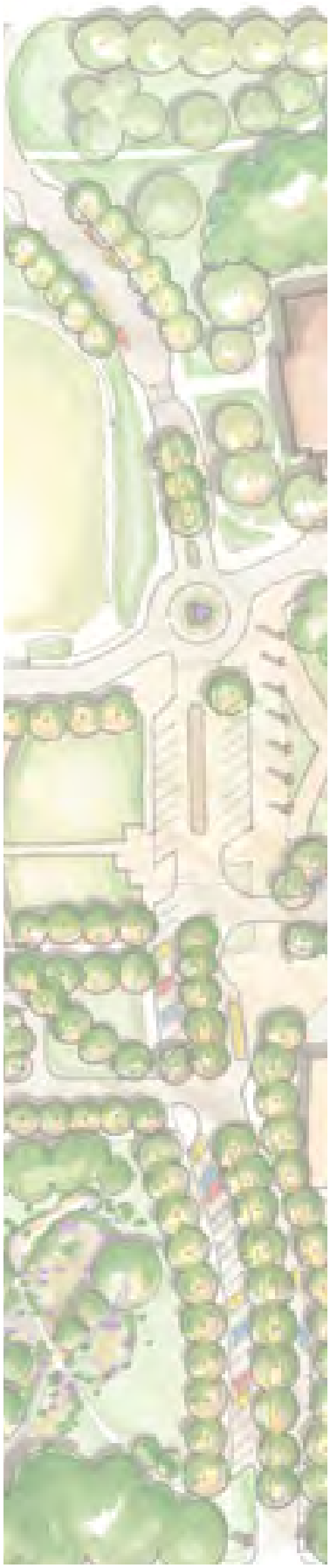
- Upgrades to Rainbow Playland;
- Pedestrian circulation improvements; and
- Upgrades to Queen's Park Arena. Other popular elements included forest renewal, the addition of a second ice sheet, Eco-Zones, Discovery Walk, rainwater swales and ponds, Celebration Plaza, conservatory and greenhouse, community garden, and upgrades to playing fields. The addition of new programs/events, integration of art, and upgrades to the main entry road were also supported.

“This park is a treasure which has served New Westminster for 125 years. We must make the right choices so our kids and grandkids can enjoy it for the next 125 years.”

- Public Ideas Survey Participant

4 Master Plan Overview

This section introduces the future vision for Queen's Park and the objectives that will support fulfillment of this vision. An overview of the proposed park concept is also provided.



4.1 A Vision for Queen's Park

4.2 Park Objectives

4.3 Master Plan Concept

4.4 Park Zones

4.5 Park Circulation

4.1 A Vision for Queen's Park

A vision statement is a guiding principle by which decisions about the future of Queen's Park are made and which measures progress and success as the Master Plan unfolds. The visioning process revealed several key themes for Queen's Park. Public input strongly suggested the future of Queen's Park should focus on what is great about the park today and support the creation of a future that meets the broad needs of a diverse New Westminster community.

New Westminster's Queen's Park touches people in all stages of their lives through all five senses. It has done so for many generations and will continue to do so for many more to come.

Queen's Park is:



An Evolving Great City Park integrating layers of heritage, history and individual memories.



A Park for Everyone providing green space and recreation facilities, culture and sports activities for local residents and visitors of all ages.



A Place of Celebration and Discovery supporting a broad spectrum of community and family activities.



A Home for Nature and Ecology providing stewardship opportunities and ongoing development of natural environments and habitats.



A Coherent and Unified Park that is well designed and integrated in character.

4 Master Plan Overview

4.2 Park Objectives



- **Maintain and Enhance Natural Spaces:** Support existing natural spaces and urban forest while implementing regeneration measures and park designs that build on natural assets. As park development occurs, ensure there is no net loss of natural space in Queen's Park.
- **Conserve Park Heritage:** Respect and reveal park history and heritage with new design, renovations or upgrades to existing facilities. Celebrate the past while planning for the future.
- **Enhance Safety and Accessibility:** Encourage park safety through appropriate lighting, site lines and visual access. Balance multiple modes of transportation – foot, bicycle and vehicle – by improving circulation, access and accessibility for all residents. Prioritize pedestrian movements by linking pathways and reducing vehicle dominance.
- **Balance Park Activities:** Provide a balance of active and passive recreational spaces, maintaining recreation opportunities that appeal to many segments of the community.
- **Create Interest:** Reinforce opportunities for curiosity and discovery within park uses and places. Weave public art, play opportunities, interpretation and fun throughout the park.
- **Achieve a Coherent Park Design:** Organize existing park uses, facilities and natural areas into a coherent and unified park design. Park improvements should consider impacts and opportunities on the park as a whole.

Objectives provide actions that support realization of the vision by providing specific guidance for future park projects. These objectives act as a 'checklist' for proposed park improvements; if a proposed project meets these objectives it will support the spirit and intent of the Master Plan. These objectives are developed based on stakeholder and public input.

4.3 Master Plan Concept

The new Queen's Park master plan reflects the vision and objectives. It builds upon existing park uses and facilities and seeks to organize and integrate park spaces for a more unified and coherent park experience.

Key changes and re-designed park spaces, include:

- Arena upgrade and second ice sheet;
- Consolidation and relocation of maintenance and park operations;
- New community plaza space;
- Replacement of the stadium grandstand with a smaller, high-quality facility;
- New conservatory to highlight horticultural history and current operations;
- New trails and interpretive features, including an eco-zone walk;
- Management and renewal of forest areas;
- Buffering in key areas including McBride Boulevard;
- Relocation of the rose garden;
- Stormwater features;
- New community/children's garden area; and
- Upgrades to existing facilities and park uses, including Rainbow Playland, picnic shelters, main entry road, sports fields, pedestrian circulation, and parking areas.

4.4 Park Zones

The proposed plan maintains the existing zones of use, but consolidates some uses, while expanding others:

- The active recreation zone is expanded slightly to accommodate the new ice sheet;
- The forest recreation zone is expanded through the revegetation and addition of the eco-zones discovery walk near the corner of Sixth and McBride;
- The forest zone is maintained as existing;
- The open space zone is reduced to accommodate an expanded forest recreation zone;
- The garden zone is expanded around the greenhouses to include a more public front to the greenhouse operations; and
- The maintenance zone is consolidated to the area behind the greenhouses and the existing tree nursery.

4.5 Park Circulation

The circulation system significantly expands the pedestrian trail network while organizing vehicle circulation, improving transit and maintaining existing parking capacity.

Key changes to circulation include:

- Redesign of the main entry road;
- New park entry at Fourth Avenue;
- Redistribution and addition of parking spaces to better accommodate facilities and park uses;
- New transit stop/route within the park; and
- Expanded trail network system.

4 Master Plan Overview

Figure 4.1: Master Plan Concept

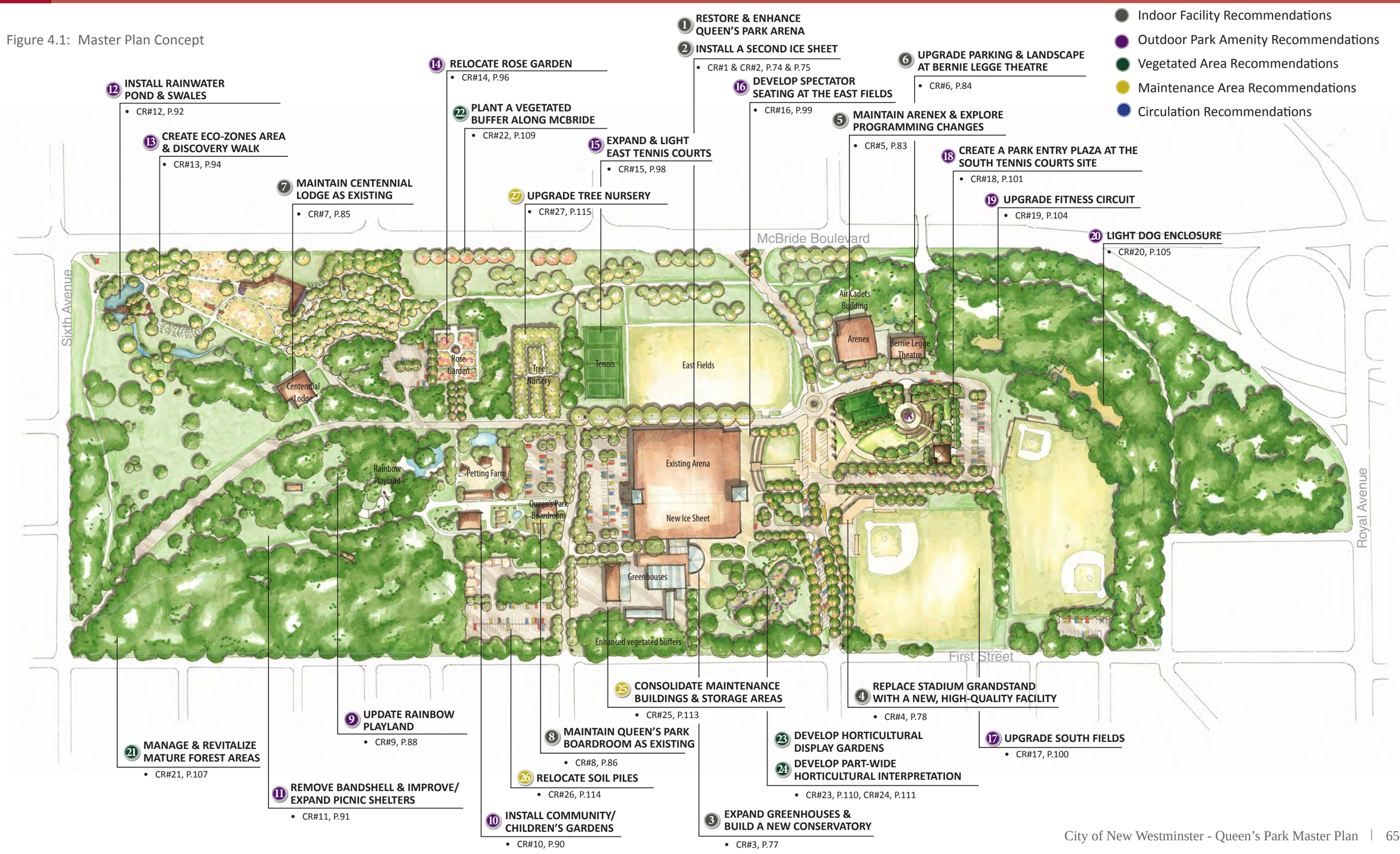


Figure 4.2: Park Zones

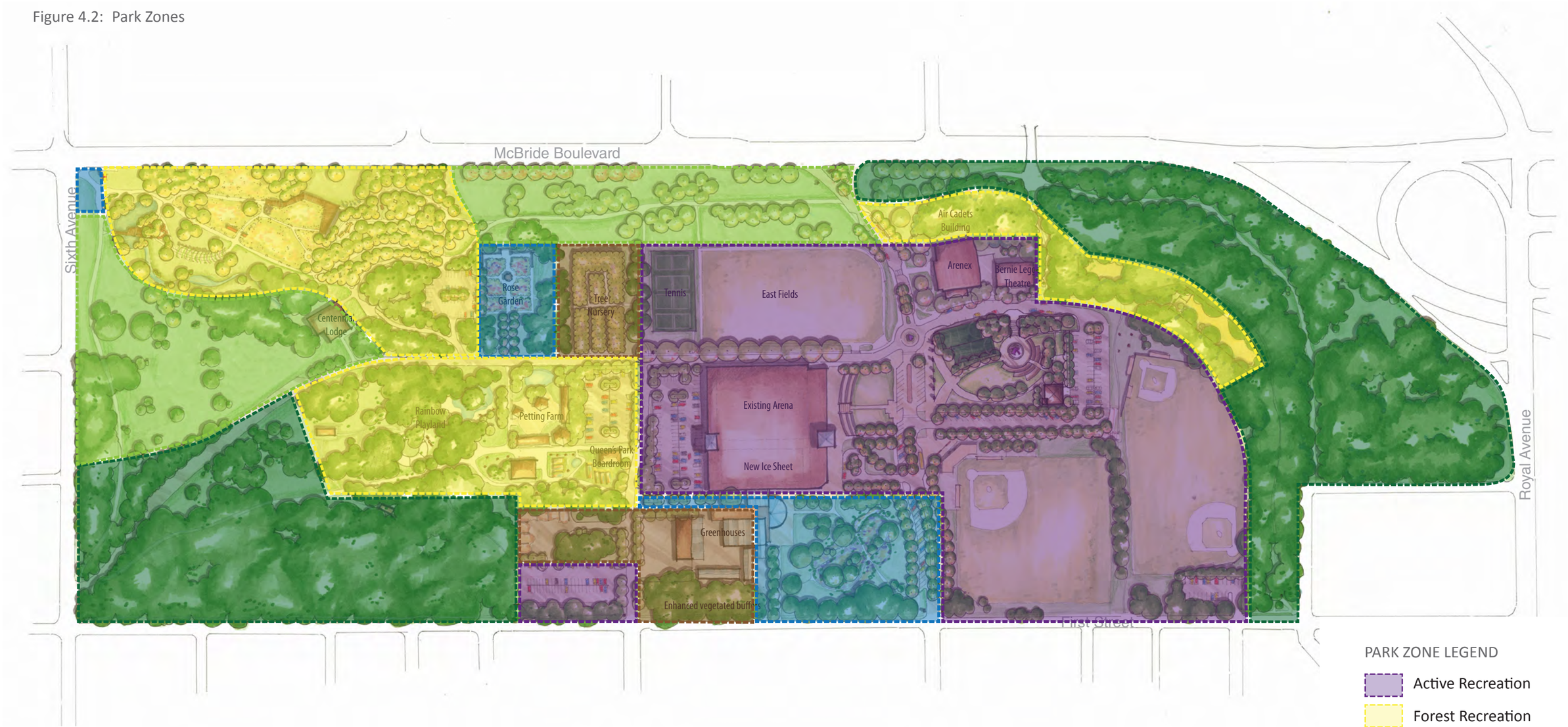
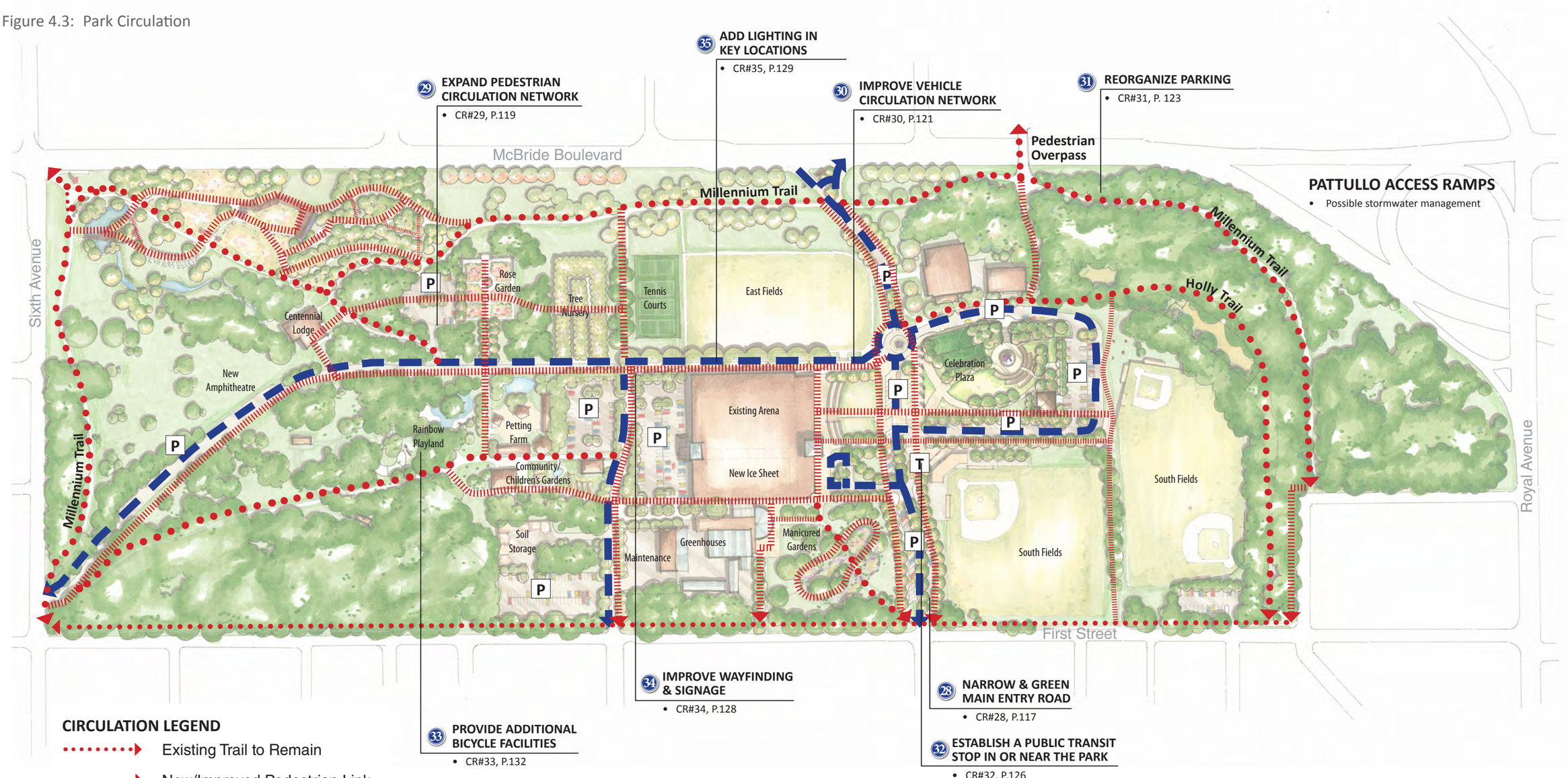


Figure 4.3: Park Circulation



“I love Queen’s Park and I’m always proud to tell non-New Westers of the depth and breadth of our facilities and amenities... from a water park and free petting zoo to world-class amenities for gymnastics, hockey, lacrosse, soccer, flowers, pre-school, tennis, trails – you name it, we have it. ”

- Public Ideas Survey Participant

5 Recommendations

This section outlines a series of detailed recommendations and actions that will support the implementation of the vision for Queen's Park.



5.1 Recommendation Overview

5.2 Capital Recommendations (CR)

- 5.2.1 Indoor Facilities
- 5.2.2 Outdoor Park Amenities
- 5.2.3 Vegetated Areas
- 5.2.4 Maintenance Areas
- 5.2.5 Circulation

5.3 Operational Recommendations (OR)

The Recommendation Summary Tables include the following information:

Description

A brief statement of the recommended change.

Rationale

Background information about why the recommendation is proposed.

Actions

Recommended steps for implementing change.

Timeline

Suggested planning horizon for implementation.

- Short (1 – 5 year timeframe)
- Medium (6 – 10 year timeframe)
- Long (Beyond 10 year timeframe)
- Ongoing (No defined timeframe)

Estimated Budget

Class 'D' estimate for planning of proposed actions.

Suggested Funding Split

Suggested target balance between New Westminster capital budget and alternative sources of funding.

5.1 Recommendation Overview

The outcome of this plan is a set of recommendations that support the implementation of the vision, objectives and priorities generated through the Master Planning process. These recommendations are provided for Council to consider within the context of annual community planning and budget considerations. It is important that an adaptive management approach is taken when implementing the plan, so that when new opportunities or circumstances arise, Council and staff are able to make informed decisions and appropriate adjustments to support the vision for Queen's Park.

The recommendations are based on several sources of input:

- Analysis of the existing park facilities and amenities;
- Background documents, trends, demographics and land use information;
- Ideas from stakeholders and the public gathered through the open houses, public surveys, design charrette and emails;
- Input received from meetings with staff, Council, the Parks & Recreation Committee and the project Steering Committee; and
- Coordination with other relevant community plans.

Two types of recommendations are provided for Queen's Park:

1. **Capital Recommendations:** Ideas that require capital investment, through municipal funding or other funding strategies, to improve or develop existing facilities and create new assets within the park. The capital recommendations are organized into five categories:
   - Indoor Facilities;
   - Outdoor Park Amenities;
   - Vegetated Area;
   - Maintenance Area; and
   - Circulation.

Section 6.0: Implementation Summary provides an overview of the Capital Recommendation priorities along with Class 'D' capital estimates[1] for each recommendation. Each year, staff should review the capital recommendations and prepare detailed strategies for funding and implementation of priority projects for Council's consideration.

2. **Operational Recommendations:** Ideas for policy development, planning initiatives, management strategies and information distribution.

1 Class 'D' estimates are pre-design and as such are general allowances with an accuracy of +/- 30% generated at the time of the plan. As annual projects are defined, detailed design and planning will be required and will permit refinement of actual costs.

5 Recommendations

5.2 Capital Recommendations (CR)

Multiple capital project ideas for Queen's Park were identified during the Master Planning process. Capital projects increase and improve recreation resources available in the park.

A total of 35 Capital Recommendations were developed in response to public input and analysis during the planning process.

It is important to note that the recommendations and Preliminary Capital Cost Allowances are intended for budget planning purposes only. In all cases, more detailed program and design development will be necessary to more accurately assess project costs. In addition, capital improvements may also carry higher operational and maintenance efforts that should be considered during planning and design.

Notes:

1. Estimates are developed using unit costs and quantities based on general assumptions using historical construction cost data from similar projects and are provided to assist with long-range budget planning.
2. Costs for infrastructure can vary widely depending on site constraints, design, market forces and other variables.
3. The identification of short-, medium- and long-term priorities are provided at this time for information. It is anticipated that priorities and time frames will be evaluated annually based on community-wide budget considerations and community need.

Indoor Facility Recommendations

1	Restore & Enhance Queen's Park Arena	CR#1	74
2	Install a Second Ice Sheet	CR#2	75
3	Expand Greenhouses & Build a New Conservatory	CR#3	77
4	Replace Stadium Grandstand with a New, High-Quality Facility	CR#4	78
5	Maintain Arenex & Explore Programming Changes	CR#5	83
6	Upgrade Parking & Landscape at Bernie Legge Theatre	CR#6	84
7	Maintain Centennial Lodge as Existing	CR#7	85
8	Maintain Queen's Park Boardroom as Existing	CR#8	86

Outdoor Park Amenity Recommendations

9	Update Rainbow Playland	CR#9	88
10	Install Community/Children's Gardens	CR#10	90
11	Remove Bandshell & Improve/Expand Picnic Shelters	CR#11	91
12	Install Rainwater Ponds & Swales	CR#12	92
13	Create Eco-Zones Area & Discovery Walk	CR#13	94
14	Relocate Rose Garden	CR#14	96
15	Expand & Light East Tennis Courts	CR#15	98
16	Develop Spectator Seating at the East Fields	CR#16	99
17	Upgrade South Fields	CR#17	100
18	Create a Park Entry Plaza at the South Tennis Courts Site	CR#18	101
19	Upgrade Fitness Circuit	CR#19	104
20	Light Dog Enclosure	CR#20	105

Vegetation Area Recommendations

21	Manage & Revitalize Mature Forest Areas	CR#21	107
22	Plant a Vegetated Buffer along McBride Boulevard	CR#22	109
23	Develop Horticultural Display Gardens	CR#23	110
24	Develop Park-Wide Horticultural Interpretation	CR#24	111

Maintenance Area Recommendations

25	Consolidate Maintenance Buildings & Storage Areas	CR#25	113
26	Relocate Soil Piles	CR#26	114
27	Upgrade Tree Nursery	CR#27	115

Circulation Recommendations

28	Narrow & Green Main Entry Road	CR#28	117
29	Expand Pedestrian Circulation Network	CR#29	119
30	Improve Vehicle Circulation Network	CR#30	121
31	Reorganize Parking	CR#31	123
32	Establish a Public Transit Stop in or near the Park	CR#32	126
33	Provide Additional Bicycle Facilities	CR#33	127
34	Improve Wayfinding & Signage	CR#34	128
35	Add Lighting in Key Locations	CR#35	129

5 Recommendations Indoor Facilities

5.2.1 Indoor Facilities

Recreation buildings are character-defining elements of Queen's Park. These facilities act as magnets for the park, drawing a wide range of residents for recreation programming and community events. Many of the buildings in the park are aging; however, a well-executed life-cycle upgrade program has kept most facilities in good condition.

The indoor facility recommendations provide actions for upgrading existing buildings and creating new facilities that fit within the vision for Queen's Park. Buildings are space-defining elements and set a tone for park character and experience. As existing buildings are upgraded and new ones are created, an emphasis should be placed on creating attractive and enduring facilities that support the history and heritage of Queen's Park.



Indoor Facility Recommendations

1	Restore & Enhance Queen's Park Arena	CR#1	74
2	Install a Second Ice Sheet	CR#2	75
3	Expand Greenhouses & Build a New Conservatory	CR#3	77
4	Replace Stadium Grandstand with a New, High-Quality Facility	CR#4	78
5	Maintain Arenex & Explore Programming Changes	CR#5	83
6	Upgrade Parking & Landscape at Bernie Legge Theatre	CR#6	84
7	Maintain Centennial Lodge as Existing	CR#7	85
8	Maintain Queen's Park Boardroom as Existing	CR#8	86

❶ Restore & Enhance Queen's Park Arena — CR#1

Description:

Maintain Queen's Park Arena and completed upgrades and enhancements to revive its historical character.

Rationale:

Queen's Park Arena is an iconic building in New Westminster. Built in 1930, the Arena has been in continuous use for decades. Ongoing upgrades have kept the facility in good repair and the 2007 RDH Building Assessment suggests that it has many years of life remaining. Today, the seats are only occasionally filled to capacity, but the playing surface is well used for hockey during winter and lacrosse during summer.

Public input suggests a strong sentimental attachment to the existing building. It is recommended that the Arena be retained and life-cycle upgrades be completed to ensure the facility remains viable.

As upgrades are completed, considerations for visual improvements include:

- Facade upgrades, including restoration of the historic windows that have been covered over; and
- Removal of the existing lobby addition and replacement with a structure more sympathetic to the original facade (in conjunction with addition of new ice sheet – see CR#2).

76.0% of people who responded to the survey identified Queen's Park Arena as an important or very important park facility.



The historical facade of Queen's Park Arena is a significant architectural feature.

Actions		Timeframe	Preliminary Capital Cost Allowance
1.1	Continue life-cycle upgrades to maintain the existing building in high-quality condition.	Ongoing	See Facility Assessment
1.2	Identify heritage grants to complete window restoration	Medium	Staff Time
1.3	Complete facade upgrades.	Long	$500,000
1.4	Replace the existing lobby with a structure more suitable to the historic character of the building.	Long	See CR#2

Related Recommendations:

- CR#2: Install a Second Ice Sheet

② Install a Second Ice Sheet

CR#2

Description:

Develop a second sheet of ice in Queen's Park to expand ice time for the New Westminster community.

Rationale:

New Westminster currently has two single ice sheets: Queen's Park Arena and Moody Park Arena. Both facilities are well used with the focus of Queen's Park Arena being minor and adult hockey and lacrosse. Public skating and instructional programs are concentrated at Moody Park Arena. The following trends suggests that a future third ice sheet will be required in New Westminster:

- The City of New Westminster's population growth between 2006 and 2011 was 12.7% making it among the top 10 growth communities in the province.
- Ice hockey remains among the most popular activities in Canada for sport (second behind soccer for youth; second behind golf for adults). Participation rates in ice hockey remained consistent between 1998 and 2005, despite an overall national decrease in sport participation (Ifedi, 2005).
- Currently ice times are well-booked by New Westminster teams during the most desirable ice times (weekdays and weekends 6am - 8am/3:30-midnight).

A limitation to New Westminster's current arenas is that they are individual sheets. There are many advantages to having dual-sheet facilities, including:

- Increased capacity to accommodate tournaments;
- Greater efficiency and cost savings related to staffing and equipment;
- Improved efficiency for servicing (e.g. water, energy, etc.); and
- Parking efficiencies.

Queen's Park has several advantages over Moody Park as the location for a second ice sheet:

- Limited land availability at Moody Park;
- Parking at Moody Park is insufficient for a second ice sheet and there is limited space to expand;
- As the main minor hockey arena in New Westminster, Queen's Park is better suited for hosting tournaments and practices; and
- Queen's Park is centrally located and easily accessible from throughout the City by vehicle and transit.

The City of New Westminster Parks & Recreation Comprehensive Plan suggests that the capacity of the two existing arena facilities in the city is already below the demand for youth and community sport. The Comprehensive Plan suggests that consideration should be given to the construction of a third arena in New Westminster.



A full-size ice sheet with minimal spectator seating provides opportunities for practice, recreational hockey, tournament play and more.

On the west side of the existing arena there is sufficient space to accommodate a full-size ice sheet (200' long x 85' wide) with a shared access hall to the existing arena and 3 to 4 rows of spectator seating. Currently this area is an access road with parking and landscaped gardens. The expansion of the arena would eliminate parking stalls along the access road and would require the removal of at least 1 significant beech tree. During the summer months, this new arena space could be utilized for a variety of activities, from expanded time for lacrosse use, to indoor sport camps or community events.

Design considerations for the new ice sheet should include:

- Creation of a new lobby that serves both ice sheets;
- Consideration for underground parking;
- Building access from the rear arena parking lot (north side of the arena) to provide convenient building access;
- Food services design and storage; and
- Building design that complements the original 1930s arena character.



West side of existing arena.

Actions	Timeframe	Preliminary Capital Cost Allowance
2.1 Develop a design plan for the new ice sheet that is suitable for funding applications and fund-raising.	Medium	$100,000
2.2 Develop a new ice sheet, including updated lobby.	Long	$10,000,000

Related Recommendations:

- CR#1: Restore & Enhance Queen's Park Arena
- CR#31: Reorganize Parking

③ Expand Greenhouses & Build a New Conservatory — CR#3

Description:

Develop a public conservatory to enhance and demonstrate horticultural activities in Queen's Park.

Rationale:

Public input suggests a desire to increase the public presence of the greenhouses in Queen's Park. The greenhouses are a working operation, so care must be taken to ensure public access does not interfere with day-to-day operations. Creation of a conservatory where displays, information and seating is available would provide a public face to the working operations. Potential uses of the space could include:

- Horticultural courses offered by the City;
- Displays;
- Retail specialty plant species;
- A private commercial enterprise, such as a coffee shop (this would respond to public demand for access to food and beverages within Queen's Park); and,
- Rentals of the space for events (e.g. weddings, anniversaries, etc.)

The first greenhouse in Queen's Park was built in 1890.



A small conservatory would create a public face to display the horticultural activities that are an integral part of the character of Queen's Park.

Actions	Timeframe	Preliminary Capital Cost Allowance
3.1 Continue ongoing life-cycle upgrades to maintain the existing greenhouses.	Ongoing	See Facility Assessment
3.2 Consider opportunities for private enterprise (e.g. coffee shop) in conjunction with a proposed conservatory through the development of initial business/feasibility plan.	Long	Staff Time
3.3 Develop a new conservatory on the south side of the greenhouses.	Long	$1,500,000

Related Recommendations:

- CR#23: Develop Horticultural Display Gardens

④ Replace Stadium Grandstand with a New, High-Quality Facility

CR#4

Description:

Develop plans to replace the existing grandstand with a new smaller-scale facility that is designed to recognize the character of the existing facility and meet the needs of current and future field use.

Rationale:

The stadium grandstands have been part of Queen's Park since 1950 and has capacity to seat about 2,000 people.

Public Input

During the Master Plan process, it was strongly supported that the ball fields at Queen's Park stadium remain as existing. The field at the stadium is the only long outfield in New Westminster that can accommodate higher-level baseball. The fields are in good condition and this plan recommends that they remain as existing.

However, input was split on whether the grandstand structure should remain or be removed. There is significant public attachment to the facility related to memories. The grandstand has hosted hundreds of events over the years, including the annual May Day festival.

Grandstand Use

The field at the stadium is well used for lower-level minor baseball, soccer, and events; however, typically the stadium grandstand is only filled during the annual May Day event.

2012 use of Queen's Park Stadium and Field was as follows:

- 153 Baseball Bookings:
  - 77 by the Vancouver Cannons (Premier Baseball League);
  - 65 by the Northwest Little League; and
  - 11 by the K League.
- 60 Royal City Youth Soccer Bookings;
- Annual Events:
  - May Day Celebration;
  - Victoria Day Anvil Battery; and
  - New Westminster Police Soccer School.
- Other Events (non-annual):
  - Fire Department Burn Unit Event;
  - Occasional Filming for TV/Movies; and
  - Weddings.

71.3% of people who responded to the survey identified the stadium as an important or very important park facility.

The current stadium grandstand was built in 1950.

The stadium was home to the Minor League Baseball team the New Westminster Frasers in 1974 and Alpha Terminal in 1980s but has not been used for high-level play since that time.





Queen's Park stadium grandstand has covered seating which is a unique feature in New Westminster.

Facility Condition

Deterioration of the stadium grandstand is an issue. Two key studies have been completed on its condition:

- In 2004, Halsall Engineering completed a Stadium Condition Evaluation that included an engineering review of the Concrete Seating Structure, Canopy Structure and Slab on Grade. The study did not include the washroom, changerooms, concession areas or wood bleachers.
- In 2007, RDH Building Engineering completed a Facility Condition Assessment, as part of a city-wide evaluation of civic facilities. This study looked at all components of the facility to predict future events and costs.
- Both studies are subject to limitations. Information obtained is limited to visual observation, document reviews, and staff interviews. Physical testing has not been undertaken, and issues hidden from visual observation cannot be assessed.

Estimated Costs for Renewal

The following estimates are summarized from the 2004 and 2007 studies. For additional details on each of the studies, please see **Appendix G: Stadium Summary**.

2004 Halsall Study

- The Halsall study indicated that the concrete seating structure and canopy were in serviceable condition, although several issues were identified, including:
  - Concrete delamination over electrical conduits and corrosion of conduits;
  - Cracking of the surface concrete and underside;
  - Concrete spalling and bottom reinforcing corrosion on soffit; and
  - Concrete spalling at the base of canopy columns.
- At the time of study, the canopy did not show signs of structural distress.
- The study did not investigate the upgrades required for the interior portions of the facility.
- The study provided several options for servicing and maintaining the facility and suggested that the estimated costs for repairing the concrete stands and canopy, at that time, to be **$202,000**.



Exterior of stadium today.





Examples of concrete and reinforcing deterioration on the grandstand seating structure.

2007 RDH Civic Facilities Assessment Study

- The 2007 Facilities Assessment looked at all elements within the stadium facility.
- Upgrades were recommended to maintain the facility's current state.
- Between 2008 and 2018, $650,000 of upgrades were recommended to maintain the grandstand. Most of the upgrades have not been completed at this time.

The studies do not include estimates for improving the facility to a higher standard, rather to maintain the status quo. The 2004 Halsall study indicated that without significant investment in the stadium, its service life would be 10 years. As investment has not been made since that time, it is recommended that a decision about the future of the facility be determined in the short-term.

Approaches Considered

Without upgrades to the structure, the grandstand will continue to deteriorate, which in turn, will increase future renovation costs for the facility. The process looked at several options for the grandstand:

- Removal of Grandstand and Creation of Quality, Smaller-Scale Facility;
- Short-Term Grandstand Upgrades to Maintain Current Function; and
- Full Grandstand Upgrade and Plans for Increased Use.

Some public input received through this process suggests the stadium grandstand is an important structure in Queen's Park and should be retained and upgraded. This approach would retain the existing facility for future generations. However, upgrades to the stadium to increase use has several constraints as well:

- High short and medium-term investment would be required, potentially impacting community recreation funding.
- Life-cycle investment will be high to minimize future structural deterioration.
- Queen's Park programming and parking would be impacted by adding more large events. It would not be possible to have major concurrent events (e.g. lacrosse and baseball) at the stadium and arena. Parking and circulation is insufficient. Public input did not support expansion of surface parking, although tiered or underground parking may be considered.
- Maintenance would likely be subsidized by public funds. Past potential user groups have requested use of the stadium at little to no cost.

The stadium currently seats about 2,000 and is too small to host Single, Double or Triple A Minor League Baseball (MiLB). By comparison, Nat Baily Stadium, used by the Vancouver Canadians, a Single A baseball team, seats 5,000. Typically Single A stadiums seat between 3,500 and 8,000. Double A and Triple A stadiums have more seating. If Queen's Park were to be used for higher-level play, facility expansion could be required.

Recommended Approach

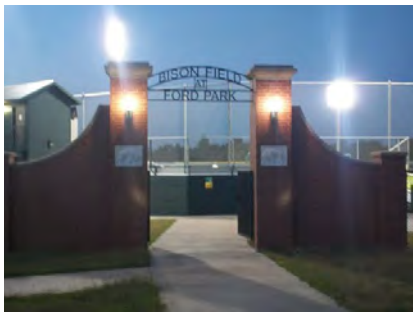
To offset both the immediate and future costs to maintain the aging grandstand, it is recommended that the existing grandstand be removed and a new smaller-scale, high-quality facility be redesigned in its place.

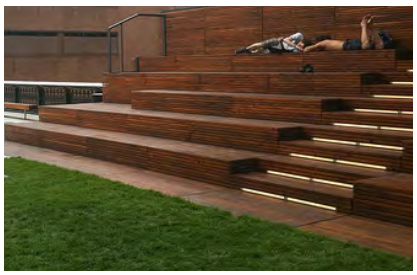
This approach is recommended for several reasons:

- Significantly lower life-cycle and maintenance costs.
- Free up capital for other community recreation features.
- Supports the vision of Queen's Park as a place that balances sport and community recreation.
- Maintains current field function.
- Reduces potential parking and programming conflicts in the park that could arise if major concurrent events (e.g. lacrosse and baseball) occurred regularly at the arena and the stadium.
- Allows for the design of a more welcoming park arrival experience from Third Avenue that also allows views into the baseball field.

The new facility design and planning should consider the following:

- Recognition of the historical significance and public memories of the stadium grandstand.
- Use of high-quality materials and design elements that provide a great field experience such as covered wood seating, grass seating, entry features, washroom provision and use of quality materials.
- Seating arrangements that maintain quality spectator seating for continued use of the field for baseball, including seating behind home plate.
- The relationship of adjacent open spaces such as the arrival sequence into the park, visual cues that indicates an important entry and the relationship to the adjacent park entry plaza (see CR#18).
- Provision of supporting ball amenities such as batting cage, warm-up areas and equipment storage.
- How events that use the stadium will be managed, for example, temporary seating for major events or relocation to an alternate site.









Use of high-quality materials and design is essential to the experience of Queen's Park stadium.

Actions	Timeframe	Preliminary Capital Cost Allowance
4.1 Undertake a conceptual design and public engagement process for the stadium/south tennis courts area (see CR#18) that analyzes the existing sites, including topographical survey, geotechnical and structural review, design development and consultation to create a new design that satisfies the needs of the community while being cost-effective in both the short- and long-term.	Short	$75,000
4.2 Remove all or portions of the existing stadium structure (opportunities to renovate portions of the existing structure may be considered if cost effective).	Medium	$300,000
4.3 Replace with new stands and surrounding landscape with a seating capacity of 300 - 500.	Medium	$500,000
Related Recommendations:		
• CR#18: New Celebration Plaza at the South Tennis Court Site		

⑤ Maintain Arenex & Explore Programming Changes — CR#5

Description:

Maintain the Arenex as existing while seeking opportunities outside Queen's Park to accommodate existing community programs with increasing space demands, including gymnastics and trampoline.

Rationale:

The Arenex is a well used facility for a range of programs including drop-in sports for adults, daytime activities for families and gymnastics and trampoline programs. The size of the facility and limited storage is an issue for the larger programs, notably gymnastics and trampoline. Relocation of some of these programs to a new facility outside Queen's Park would open up time in the Arenex for other community recreation.

The New Westminster Parks and Recreation Comprehensive Plan recommends that planning for Canada Games Pool and Centennial Community Centre will need to be completed in the short-term. Integration of space for gymnastics and trampoline programs into a new facility would allow the Arenex to focus on provision of community and family drop-in recreation.

Life-cycle upgrades for the Arenex should be completed to maintain the facility for the next 15 to 20 years.

68.4% of people who responded to the survey identified Queen's Park Arenex as an important or very important park facility.



There is demand in New Westminster for more opportunities for drop-in and informal sport recreation.

Actions		Timeframe	Capital Cost Estimate
5.1	Continue ongoing life-cycle upgrades to maintain the Arenex for a minimum of 15 years (including floor and building envelope upgrades).	Ongoing	See Facilities Assessment
5.2	Incorporate relocation of the gymnastics and trampoline programs into plans for Canada Games Pool.	Ongoing	As per CGP planning
5.3	When an alternate facility for gymnastics and trampoline is completed, focus Arenex programming on family and drop-in recreation.	Long	Staff Time

Related Recommendations:

6 Upgrade Parking & Landscape at Bernie Legge Theatre — CR#6

Description:

Maintain the current location and function of Bernie Legge Theatre while increasing its exterior presence through improved circulation, parking and signage.

Rationale:

The Bernie Legge Theatre is used by a local performing group for performances. Concerns identified for the theatre included:

- Adjacency issues between the theatre and the soil piles to the south; and
- The low visibility of the theatre within the park.

Throughout the planning process, opportunities to relocate the theatre were considered, including moving it closer to Centennial Lodge to create a stronger arts district.

Because the Master Plan proposes the relocation of the soil piles to a consolidated maintenance area (see CR#25), it is recommended that the theatre remain in its existing location and upgrades focus on the exterior areas to improve parking, accessibility and appearance. These upgrades would contribute to an improved presence of the theatre within the park without need for relocation.

53.0% of people who responded to the survey identified Bernie Legge Theatre as an important or very important park facility.



The building that is home to Bernie Legge Theatre is a heritage building that was built in 1912 as a hatcheries building. In the 1950s it was relocated to its current location and became home to the Vagabond Players.

Actions	Timeframe	Preliminary Capital Cost Allowance
6.1 Continue ongoing life-cycle upgrades to maintain Bernie Legge Theatre.	Ongoing	See Facilities Assessment
6.2 Upgrade the entry gardens in front of the theatre, including an improved accessible entrance.	Medium	$20,000
6.3 Upgrade parking and access to the theatre.	Medium	See CR#30

Related Recommendations:

- CR#18: Create Public Plaza at the South Tennis Courts Site;
- CR#25: Consolidate Maintenance Buildings & Storage Areas;
- CR#30: Improve Vehicle Circulation Network;
- CR#31: Reorganize Parking; and
- CR#34: Improve Wayfinding & Signage.

⑦ Maintain Centennial Lodge as Existing — CR#7

Description:

Maintain Centennial Lodge to continue its current function.

Rationale:

Centennial Lodge is well used for community and private events. The space has been well-maintained and continues to serve its functions. The daycare on the lower floor is compatible with other facility uses. As the new Arts Centre in downtown New Westminster develops, there may be opportunities for the Arts Council Offices to consider space in that location, which would open up further park and event programming opportunities on the upper floor of Centennial Lodge.

Ongoing life-cycle upgrades for Centennial Lodge should be completed to maintain the facility as existing.

63.1% of people who responded to the survey identified Centennial Lodge as an important or very important park facility.

43.3% of people who responded to the survey identified the Arts Council Offices & Gallery as an important or very important park facility.



Actions	Timeframe	Preliminary Capital Cost Allowance
7.1 Continue ongoing life-cycle upgrades to maintain Centennial Lodge.	Ongoing	See Facilities Assessment

Related Recommendations:

- CR#14: Relocate Rose Garden
- CR#31: Reorganize Parking

8 Maintain Queen's Park Boardroom as Existing — CR#8

Description:

Maintain Queen's Park Boardroom to continue its current function.

Rationale:

Queen's Park Boardroom is used for small meetings and events. Opportunities exist for further use of this facility by community groups. Small groups and clubs such as the Queen's Park Running Club may be able to use the space as a meeting point.

Ongoing life-cycle upgrades for Queen's Park Boardroom should be completed to maintain the facility as existing.

Public input suggested that Queen's Park Boardroom is not a well-known facility in the park.



Actions	Timeframe	Preliminary Capital Cost Allowance
8.1 Continue ongoing life-cycle upgrades to maintain Queen's Park Boardroom.	Ongoing	As per current operations

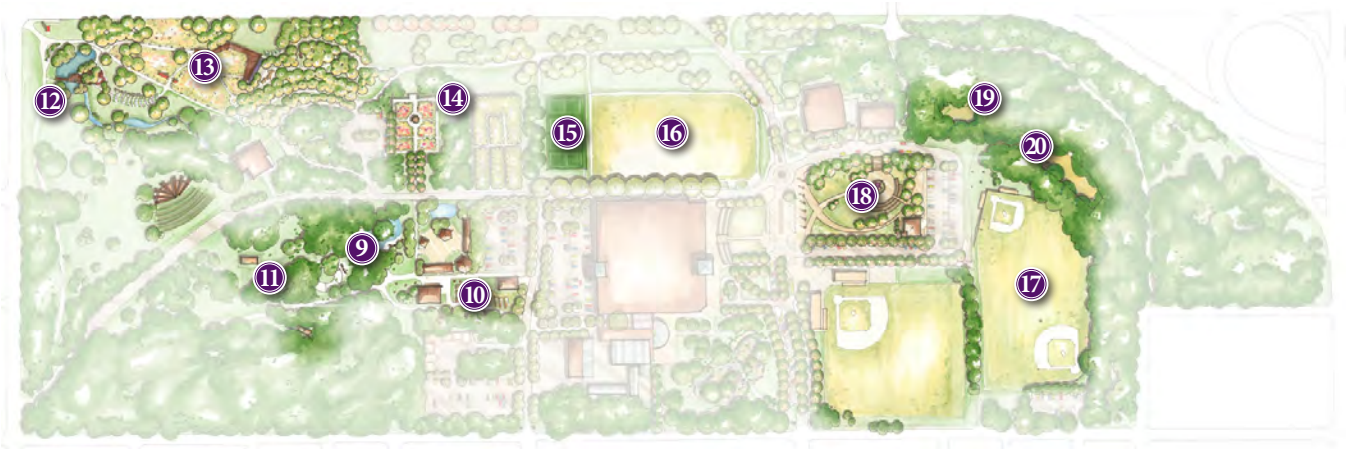
Related Recommendations:

- CR#11: Remove Bandshell & Improve/Expand Picnic Shelters

5.2.2 Outdoor Park Amenities

Outdoor park amenities in Queen's Park are critical to both organized and informal recreation. These spaces attract park users of all ages and contribute to the diversity valued in the park.

This section includes recommendations for upgrades to existing park amenities, creation of new amenities and opportunities to better use under used park spaces.



Outdoor Park Amenity Recommendations

9	Update Rainbow Playland	CR#9	88
10	Install Community/Children's Gardens	CR#10	90
11	Remove Bandshell & Improve/Expand Picnic Shelters	CR#11	91
12	Install Rainwater Ponds & Swales	CR#12	92
13	Create Eco-Zones Area & Discovery Walk	CR#13	94
14	Relocate Rose Garden	CR#14	96
15	Expand & Light East Tennis Courts	CR#15	98
16	Develop Spectator Seating at the East Fields	CR#16	99
17	Upgrade South Fields	CR#17	100
18	Create a Park Entry Plaza at the South Tennis Courts Site	CR#18	101
19	Upgrade Fitness Circuit	CR#19	104
20	Light Dog Enclosure	CR#20	105

9 Update Rainbow Playland — CR#9

Description:

Update Rainbow Playland to ensure it remains a safe and inspiring premier destination for family recreation in the Lower Mainland.

Rationale:

Rainbow Playland has been a key part of the family recreation experience in Queen's Park for decades. It remains a well used space and is often at capacity during summer months. There are five components of Rainbow Playland that should be upgraded:

- **Spraypark:** Public input suggested upgrades for safety and accessibility are required. Renovation of the spraypark should be planned with the following considerations:
  - Retention of the 'stream corridor' concept;
  - Retention of existing vegetation;
  - Creation of a series of new water features, including hands-on play elements (e.g. water table, water wheel, activated fountains, etc.), spray features and sand areas;
  - Creation of a new play surface that incorporates safety surfacing and/or flatter grades;
  - Incorporation of water conservation systems including on/off triggers operated by children; and
  - Consideration of capture and diversion of waste water into a rainwater management system (see CR#12).
- **Concession/Washroom Building:** The existing concession/washroom building is reaching the end of its lifespan and will require future replacement. The existing washrooms do not have sufficient capacity for busy summer days and expanded washrooms are required. It is recommended that new facilities provide, at minimum, 6 female and 4 male washroom stalls, changeroom facilities and an updated concession. Storage for the playground leader program and the proposed community/children's garden (see CR#10) should also be considered.
- **Playground Equipment and Playspaces:** Much of the playground equipment in Queen's Park has been updated through regular life-cycle upgrades. Two main upgrades for play equipment were identified:
  - The large fort on the west end of the park is due for renewal; and
  - Input suggested more demand for tot equipment.

Future playground equipment continue to offer opportunities and challenge for all ages and abilities.

85.3% of people who responded to the survey identified Rainbow Playland as an important or very important park facility.

When opened in 1983, the spraypark at Rainbow Playland was start-of-the-art and one of the first in the Lower Mainland.



The steep, painted asphalt slopes at the spray park were mentioned as a concern in this process.



Elements such as water tables, activated fountains, beach sand, boulders and water traps allow hands-on play.



The concession and washroom building is due for renewal.

- **Petting Farm:** The petting farm is a well used and loved component of Queen's Park. Mixed feedback was received for the petting farm: while some input suggested eliminating this use, the majority of input supported retaining the petting farm. It is recommended that the petting farm buildings and facilities receive ongoing upgrades. As buildings are upgraded, it is recommended that they be reorganized to maximize efficiency and animal comfort. Design and programming for the farm should conform to contemporary animal welfare practices.
- **Nature Play:** The natural setting of Queen's Park is one of its greatest assets. To capitalize on this natural splendor, it is recommended that incorporation of natural play features such as stepping logs, log walks, willow mazes, tree forts, streams and ponds and more be considered in Rainbow Playland and throughout the park.
- **Picnic Shelters & Bandshell:** See *CR#11: Remove Bandshell & Improve/Expand Picnic Shelters* for more information.

68.0% of people who responded to the survey identified the Petting Farm as an important or very important park facility.

The Queen's Park Zoo was opened in 1905 and features a variety of exotic animals. The current petting farm has been in place since 1960 and is a popular destination for families throughout the Lower Mainland.



Nature play elements encourage children to explore and learn about their environments.

Actions		Timeframe	Preliminary Capital Cost Allowance
9.1	Create a comprehensive design plan for Rainbow Playland to ensure implementation can occur as funds and grant opportunities arise.	Short	$60,000
9.2	Complete spraypark upgrades.	Short	$340,000
9.3	Develop a new concession/washroom/storage building.	Medium	$225,000
9.4	Update outdated play equipment and develop new natural play opportunities.	Medium	$150,000
9.5	Upgrade and reorganize structures in the petting farm.	Long	$150,000

Related Recommendations:

- CR#10: Install Community/Children's Gardens
- CR#11: Remove Bandshell & Improve/Expand Picnic Shelters
- CR#12: Install Rainwater Ponds & Swales

⑩ Install Community/Children's Gardens — CR#10

Description:

In partnership with a volunteer organization, develop a new Community/Children's Garden adjacent to Rainbow Playland.

Rationale:

Throughout the planning process multiple suggestions were received that a community garden would be a beneficial addition to Queen's Park. Throughout BC, community gardens are increasing in popularity as people recognize their value in creating healthier and more sustainable communities. The neighbourhoods to the east and north of Queen's Park continue to increase in density which supports creation of gardens on public land.

Due to the family-oriented nature of Queen's Park, it is recommended that the gardens incorporate non-food related elements that focus on children and youth. Examples could include learning about native plant species, bees, tactile experiences, garden sculpture, musical elements, play features, etc.

Development of the community garden should be undertaken in partnership with a volunteer organization that will help develop, operate and maintain the site. It is important that a committed organization is created to ensure maintenance and use of the space is supported.

The vision of Queen's Park Community Garden is a functional, yet experiential garden that is publicly accessible, educational, well-tended and fun.



Community gardens focus on places for families to experience food production and gardening.



Children's gardens incorporate sculptures, plantings, music and more that inspire and educate.

Actions	Timeframe	Preliminary Capital Cost Allowance
10.1 Consult with local community members or not-for-profit organizations interested in creating or stewarding a volunteer organization for the development and operation of a community/ children's garden in Queen's Park.	Short	Staff Time
10.2 Seek funding through fund-raising, grants and community partners.	Medium	Staff Time
10.3 Dedicate and develop a community garden site once a volunteer organization has been formed.	Medium	$100,000

Related Recommendations:

- CR#9: Upgrade Rainbow Playland

11 Remove Bandshell & Improve/Expand Picnic Shelters — CR#11

Description:

Remove the existing bandshell structure and develop an additional picnic shelter in Queen's Park.

Rationale:

The location of the existing bandshell does not fit with the picnic shelters and Rainbow Playland. Noise conflicts limit use of the bandshell when the picnic shelters are booked. To alleviate adjacency issues, the Master Plan suggests removal of the bandshell.

While the creation of a new performance amphitheatre in Queen's Park was considered, a new performance space exists at Westminster Pier Park. A small performance venue could be considered in the design of the Public Entry Plaza (see CR#18).

When the bandshell is removed, identification of an alternative meeting space for the Running Club, which uses the bandshell as a meeting point and changerooms, should considered. Possible locations include:

- Queen's Park Boardroom;
- Queen's Park Arena;
- Creation of meeting space within the proposed fieldhouse building at the Park Entry Plaza (see CR#18); or
- Creation of additional meeting space at the proposed new washroom/ concession building at Rainbow Playland (see CR#9).

Currently, the picnic shelters in Queen's Park are well booked and public input suggests that a third picnic shelter should be considered. Possible locations for a new shelter include:

- The existing bandshell location (after it is removed);
- The undeveloped sloped area to the North of Centennial Lodge; and
- Adjacent to the South Fields.

70.8% of people who responded to the survey identified the Picnic Shelters as an important or very important park facility.

42.1% of people who responded to the survey identified the Bandshell as an important or very important park facility.



The 2007 RDH Building Assessment Study suggests that the 30-year Renewal costs of the bandshell will be around 66% of the replacement cost of the building.

Public Review of the Draft Plan showed support for removal of the existing bandshell.

Actions	Timeframe	Preliminary Capital Cost Allowance
11.1 Remove the existing bandshell.	Long	$40,000
11.2 Develop one new moderately-sized picnic shelter (e.g. 6 - 8 tables) in Queen's Park.	Long	$70,000

Related Recommendations:

- CR#9: Upgrade Rainbow Playland

⑫ Install Rainwater Ponds & Swales

CR#12

Description:

Capitalize on natural drainage patterns and water use in the park to reclaim under used park areas, increase natural stormwater infiltration and develop aesthetically appealing landscapes.

Rationale:

The northeast corner of Queen's Park at McBride Boulevard and Sixth Avenue is under used. This area has saturated soils and is very wet most of the year, making the area effectively impassable. The north third of Queen's Park slopes towards this corner, making it a candidate for rainwater capture and habitat creation.

This area includes the wet seepage slope adjacent to the Open Space/ Toboggan Hill. This area provides a unique habitat within the park where soils have greater moisture (i.e. hygric-subhygric) and nutrient conditions. This has resulted in a variety of hydro-phylic plants, such as horsetail species (Equisetum sp), sedges, and rushes occurring on the slope. Work in this area should protect and enhance these values.

A combination of above ground swales and underground conveyance systems should be designed to capture water from park surfaces and divert water to the swale.

Key opportunities for water run-off diversion include:

- Water from the spraypark in Rainbow Playland (see CR#9);
- Roof water from Queen's Park Arena and the proposed New Ice Sheet (see CR#1 and CR#2);
- Paved surface water from the Arena Parking Lot, Centennial Lodge lot and the road between the Arena Parking Lot and Sixth Avenue (see CR#30 and CR#31); and
- Slope run-off from the open space areas between Sixth Avenue and Centennial Lodge.



Rainwater gardens incorporate native wetland plantings and soils that help clean and infiltrate captured rainwater.



The steep hill along Sixth Avenue is a popular toboggan destination during snowy conditions. It is important that improvements in this location do not compromise this use.

Actions	Timeframe	Preliminary Capital Cost Allowance
12.1 Complete soil and subsurface investigations and testing to determine the capacity for stormwater capture and infiltration in the northeast corner of the park and develop an engineered stormwater pond design based on study findings and potential run-off capture sources.	Short	$40,000
12.2 Develop a stormwater pond area that includes design features such as: ▪ A bridge/lookout area; ▪ Habitat features including snags, wetland vegetation, etc.; and ▪ Interpretive information.	Short	$350,000
Related Recommendations:		
• CR#1: Restore & Enhance of Queen's Park Arena • CR#2: Install a Second Ice Sheet • CR#9: Upgrade Rainbow Playland • CR#13: Create Eco-Zones Area & Discovery Walk • CR#31: Reorganize Parking		

13 Create Eco-Zones Area & Discovery Walk

CR#13

Description:

Create a new exploration zone that incorporates natural ecosystems, play features and interpretive information within the northeast corner of the park.

Rationale:

The existing meadow and surrounding area is not well used and public input suggests that people do not understand the meadow's ecological significance. The proposed Eco-Zones Area & Discovery Walk will build upon previous naturalization efforts and displaying a series of distinct habitats that weave access routes, interpretive elements, nature play and fun elements throughout.

Three Eco-Zones are proposed:

- **Forest:** Demonstrates Lower Mainland forest character including vegetation layers and complexity;
- **Meadow:** Demonstrates open meadow and grassland; and
- **Wetland:** Demonstrates water habitat (combined with rainwater management ponds – see CR#12).

The Eco-Zones & Discovery Walk should be a space that incorporates opportunities to learn and have fun. Elements for consideration include:

- Multiple pedestrian trails that provide several routes for experiencing the landscapes;
- Boardwalks over sensitive or wet landscapes that allow access while protecting habitat;
- Removal of invasive species and protection and expansion of native species;
- High-quality habitats that are complex and support a variety of plant material and wildlife;
- Opportunities to discover unexpected and fun elements incorporated into the landscape including play features, art elements, sculptures, interesting facts, seating, etc.; and
- Places for people of all ages – including flat trails for accessibility, small areas for children, seating for groups and individuals, etc.



A children's Willow Maze encourages exploration and discovery.



A whimsical birdhouse creates interest and habitat.



A boardwalk and seating platform set amidst the trees makes an interesting stop.

Actions	Timeframe	Preliminary Capital Cost Allowance
13.1 Design proposed Eco-Zones area.	Short	$40,000
13.2 Plant vegetation early to begin establishment.	Medium	$200,000
13.3 Develop Discovery Walk including trails, boardwalks, interpretive information, seating, art, nature play, etc.	Long	$400,000
Related Recommendations:		
• CR#12: Install Rainwater Ponds & Swales • CR#22: Plant a Vegetated Buffer along McBride Boulevard • CR#34: Improve Wayfinding & Signage		

14 Relocate Rose Garden — CR#14

Description:

Relocate the rose garden adjacent to Centennial Lodge where it will have more supportive surrounding uses to reduce activity and programming conflicts.

Rationale:

The Rose Garden, created in 1956, is one of the most valued and loved parts of Queen's Park. It is well used for weddings and casual enjoyment; however, its current location presents a number of adjacency issues, including:

- **Queen's Park Arena**: The rear wall of the arena is adjacent to the garden and presents an unfriendly view. When the arena is used for lacrosse during the summer, noise conflicts occur. Future addition of a new ice sheet (see CR#2) will compound this issue;
- **Arena Parking Lot:** The rose garden overlooks the arena parking lot. CPTED principles limit screening, so the parking has visual impacts;
- **Maintenance Areas:** The greenhouses and maintenance yard are adjacent to the rose garden, creating truck traffic and noise. Plans to relocate additional maintenance elements to these locations (see CR#25) will compound this issue; and
- **Circulation**: The rose garden is poorly connected to Centennial Lodge which is also well used by wedding groups. It is difficult to walk between the Gardens and the Lodge.

It is recommended that the Rose Garden be relocated to the east side of the park between the Centennial Lodge Parking Lot and the Tree Nursery, because:

- Roses thrive in sunny environments and relocation of the gardens can capitalize on a more open tree canopy and easterly slopes;
- The views from the slopes in the proposed location include potential mountain views to the east. These views could create a pleasant backdrop to ceremonies;
- The northeast area of Queen's Park is buffered from the main activity nodes. By setting the rose garden in this location, a more peaceful experience can be created; and
- The proposed location of the new Rose Gardens creates more flexibility for a larger garden.

72.4% of people who responded to the survey identified the Rose Garden as an important or very important park facility.

The rose garden was originally developed in 1956 and a major renovation was completed in 1992 which included the installation of the gazebo.



Today the rose garden overlooks the arena parking lot, one of its adjacency issues.



Proposed site for the relocated Rose Garden.

The detailed design of the rose garden should consider several key components:

- Visual and noise barriers will be important to screen vehicle traffic on McBride Boulevard. Increased vegetation buffering on the slopes near the road is recommended (see CR#22) and elements such as low stone garden walls or hedges should be considered in the design;
- Including elements such as water features that provide aesthetically-pleasing sound attenuation;
- Maintaining separation between Centennial Lodge and Rose Gardens as not all wedding groups use both venues;
- The slope on the east side of the park will be a key component of the design, possible requiring some stepped tiers. Accessible routes should be provided;
- A space to accommodate ceremonies, including the relocation of the gazebos and trellises from the existing gardens should be created;
- Storage space for wedding chairs will need to be provided either at Centennial Lodge or in a storage shed at the gardens; and
- It is recommended that the Centennial Lodge parking lot be expanded to accommodate sufficient capacity for two concurrent weddings. It is suggested that 50 to 75 stalls in the parking lot would be desirable (see CR#31).



A rose arch creates a formal entrance to a rose garden.



Stone walls and planting features could be used to screen noise and views from McBride Boulevard.

Actions	Timeframe	Preliminary Capital Cost Allowance
14.1 Relocate the rose garden to the eastern slope between the Centennial Lodge parking lot and Tree Nursery.	Medium	$250,000

Related Recommendations:

- CR#2: Install Second Ice Sheet
- CR#22: Plant a Vegetated Buffer along McBride Boulevard
- CR#31: Reorganize Parking

15 Expand & Light East Tennis Courts — CR#15

Description:

Maintain the existing courts and expand tennis recreation opportunities through the addition of one new court and consideration for lighting.

Rationale:

The east tennis courts are well used and have been maintained in good condition. They are used for both instructional and informal tennis. Future development of the South Tennis Courts site across from Queen's Park Arena (see CR#18) will result in the loss of 3 tennis courts, 1 practice court and 1 basketball court, which are currently in poor condition. However, due to this loss, it is important the east courts remain a primary public tennis facility. It is recommended additional elements be considered:

- Addition of 1 new full court or 2 practice courts on the McBride Boulevard side of the existing courts;
- Court lighting to lengthen time and season of play. There may be opportunities to use electrical connections and lighting masts from the lights installed at the East Sports Fields; and
- Incorporation of basketball courts elsewhere in Queen's Park (see CR#18).

57.5% of people who responded to the survey identified the East Tennis Courts as an important or very important park facility.



The New Westminster Parks & Recreation Comprehensive Plan indicates New Westminster is currently meeting or exceeding other communities in provision of tennis courts (p.109).

Actions	Timeframe	Preliminary Capital Cost Allowance
15.1 Continue ongoing maintenance of the courts to ensure they provide high-quality play.	Ongoing	As per Operations
15.2 Develop a new court or practice wall adjacent to the existing courts.	Medium	$200,000
15.3 Install court lighting.	Long	$40,000

Related Recommendations:

- CR#18: Create a Park Entry Plaza at the South Tennis Courts Site

16 Develop Spectator Seating at the East Fields

CR#16

Description:

Improve spectator seating at the existing field.

Rationale:

The synthetic turf field, completed in 2012, provides a high-quality facility that maximizes field play. The facility has been well used since its installation. Input received through this process indicates that while the facility is excellent, seating for spectators should be provided.

Design of seating will need to be sensitive to the existing mature oak trees on the west side of the fields – improvements should not damage tree roots. Opportunities may exist to develop seating on the east side of the field.

57.5% of people who responded to the survey identified the East Fields as an important or very important park facility.



Currently there is no spectator seating at the East Fields.

Actions	Timeframe	Preliminary Capital Cost Allowance
16.1 Develop spectator seating and viewing areas on the east or west side of the fields.	Medium	$50,000

Related Recommendations:

17 Upgrade South Fields — CR#17

Description:

Plan and complete future upgrades to the south fields in the long-term.

Rationale:

The south field is well used for Little League Baseball, softball and soccer; however, the age of the fields, drainage issues and heavy use has contributed to their deterioration. Upgrades for these fields should be planned to ensure they remain in good condition.

The New Westminster Parks and Recreation Comprehensive Plan identifies the south field as a potential location for a future synthetic turf field to help increase the number of sports fields available in New Westminster. Existing fields have been constructed on fill and there is a major gas line running under the field. Thorough geotechnical assessment will be required to determine feasibility of the option.

During the planning process, the South Fields were identified as a potential opportunity for subsurface stormwater storage and infiltration. When the fields are renovated, opportunities may exist to install stormwater capture tanks beneath the fields.

Public input also suggested that picnic seating and improved spectator seating for the fields should be considered.

74.4% of people who responded to the survey identified the grass fields as an important or very important park facility.



Public input did not identify a desire for additional field space within Queen's Park; rather maintaining existing fields to a high standard.

Actions	Timeframe	Preliminary Capital Cost Allowance
17.1 Provide picnic seating within viewing of the south fields.	Long	$25,000
17.2 Upgrade the south fields to improve drainage and turf quality (Option 1).	Long	$600,000
17.3 Redevelop the south fields as an artificial turf field (Option 2).	Long	$2,500,000

Related Recommendations:

- CR#18: Create a Park Entry Plaza at the South Tennis Courts Site

18 Create a Park Entry Plaza at the South Tennis Courts Site

CR#18

Description:

Create a community-oriented activity space at the heart of Queen's Park.

Rationale:

The South Tennis Courts site is one of the most under utilized sites within Queen's Park. The function and aesthetic qualities of this central space do not support the vision of a vibrant and active Queen's Park. The site's current uses include:

- Storage for maintenance materials and supplies.
- 3 full and 1 practice tennis courts (secondary to the East Tennis courts which are in better condition).
- One basketball court (converted from tennis).

The site was formally a City reservoir from 1908 to 1972. It was filled in 1972 and converted to its current use as tennis courts. A portion of the courts has been re-purposed for materials storage. The subsurface condition of the fill is unknown and reuse of the site may be impacted by these subsurface conditions.

Approaches Considered

The Master Plan recommends consolidating maintenance materials and supplies to an alternate location near the greenhouses and public input suggests that the tennis courts are not well used. Input did suggest that the basketball court, however, is an important feature of the site.

The central location of the site, along the main entry road and within a high-activity area of the park, make it a high profile site that could accommodate a variety of public functions. Once maintenance functions have been relocated from the site, the Master Plan recommends that the site be re-purposed to better serve park users.

Public input received on the future of this central area was divided. Two main ideas were identified for the site:

- Development of a central public open space that accommodates a range of outdoor activities.
- Creation of an indoor facility for recreation programs and sport training.

35.0% of people who responded to the survey identified the South Tennis Courts as an important or very important park facility.





The existing $south courts are in poor condition.



The creation of a quality, publicly-oriented recreation centre in Queen's Park was considered during the process.

While the idea of expanding opportunities for indoor sport training in New Westminster may be supported, it was determined that alternate locations in the city (e.g. Canada Games Pool/Centennial Community Centre site, that is due for renewal) would be a more appropriate location for this type of facility than Queen's Park, because:

- There are efficiencies in combining this type of facility with a larger recreation complex, rather than as a stand-alone facility, including staffing efficiencies and creation of a hub that provides a range of activities for all ages;'
- There would be ongoing investment for maintenance and renewal for a new, stand-alone public facility;
- Parking demands would increase through the creation of a new park destination;
- Geotechnical investigation of subsurface conditions would be required and upgrades could be costly for placement of a building on the site; and
- Creation of a new facility would reduce the flexible open space that is available to all user groups in Queen's Park.

Recommended Approach

This plan recommends creation of a public plaza within this space that can accommodate a number of activities and can be used by the broadest section of the population. The plaza concept ties together adjacent uses and builds on the concept that this area is the 'heart' of Queen's Park.

The creation of a public plaza:

- Supports the vision of creating a balanced park with a mix of formal and informal recreation opportunities;
- Supports a very broad range of user groups, maintaining access for a wide variety of activities;
- Supports functions occurring at the Arena, Arenex, fields and Bernie Legge Theatre;
- Supports tournaments at the fields;
- Creates an outdoor gathering space that may be used for events;
- Provides opportunities for arts development; and
- Improves the park experience along the main entry road.





An active public plaza in a park can breathe life into the space.

Elements to be considered in creation of the plaza include: • Paved and lawn open space for community gatherings and celebrations, markets, fairs and informal recreation (e.g. relaxing, playing catch or frisbee, picnicking, etc.); • Incorporation with the Main Entry Road and open space in front of the Arena to create a larger open space that can blocked to vehicle access during major events; • Provision of one to two new basketball courts or half courts to support youth activity within the park; • Paved areas that would support food carts; • Power supply for events, lighting food carts, etc.; • A range of seating – benches, tables, lawn, low walls, etc.; • Public art and/or water feature displays; • Commemorative gardens or displays; • A small public services building that could include public washrooms and changerooms, storage for sports equipment, and possibly concession or commercial space to support field use and/or Bernie Legge Theatre; • +/- 50 new parking stalls to service the ball fields and Bernie Legge Theatre; and • Potential for underground parking beneath the plaza, pending investigation of subsurface conditions and cost.	*Public input requested incorporation of basketball courts into the proposed plaza. Public feedback suggested that this is an important recreation amenity for Queen's Park.*

Actions	Timeframe	Preliminary Capital Cost Allowance
18.1 Develop detailed design for an outdoor public plaza including geotechnical investigation of subsurface fill conditions, in conjunction with a study of the Stadium Grandstand site (see CR#4).	Short	See CR#4
18.2 Secure funding for development.	Medium	Staff Time
18.3 Develop the plaza.	Long	$2,000,000

Related Recommendations:

- CR#4: Stadium Grandstand Replacement
- CR#6: Upgrade Parking & Landscape at Bernie Legge Theatre
- CR#25: Consolidate Maintenance Buildings & Storage Areas
- CR#26: Relocate Soil Piles
- CR#28: Narrow & Green Main Entry Road
- CR#29: Expand the Pedestrian Circulation Network
- CR#31: Reorganize Parking

19 Upgrade Fitness Circuit — CR#19

Description:

Maintain and enhance existing fitness circuit.

Rationale:

Staff and public input suggests that the fitness circuit in Queen's Park is well used. Recent upgrades to the equipment has modernized the facility. Comments received during this process about the circuit largely concerned the secluded nature of the circuit; some people suggested it would be desirable to increase visibility to the area, while others felt the privacy afforded by the surrounding forest was preferable. The idea of relocating the circuit was considered, but relocation is not proposed at this time.

Over time, the facility will need ongoing renewal to ensure it remains current. Addition of new equipment should be considered where possible.

49.0% of people who responded to the survey identified the Fitness Circuit as an important or very important park facility.



Recreation trends show that more people are looking for opportunities to exercise on their own schedules. This has led to outdoor fitness circuits are regaining popularity due to their accessibility and non-restrictive schedule.

Actions	Timeframe	Preliminary Capital Cost Allowance
19.1 Add/update fitness equipment over time.	Medium	$25,000
19.2 Review vegetation around the fitness areas and maintain some view corridors for safety while creating a physical separation to support a feeling of privacy.	Medium	Operations
19.3 Enhance connectivity between fitness area and adjacent trails and pathways through improved pedestrian connections (see CR#29).	Medium	See CR#29

Related Recommendations:

- CR#29: Expand Pedestrian Circulation Network

20 Light Dog Enclosure — CR#20

Description:

Provide lighting at the dog enclosure to expand hours of use.

Rationale:

The dog enclosure is well used and a popular destination. The most frequent concern identified through the Master Planning process was the lack of lighting at the enclosure and along access trails to it.

Other input suggested that an additional dog enclosure at the north end of the park would be desirable; however, it is not recommended at this time as restoration and renewal of natural areas is a priority for Queen's Park.

54.5% of people who responded to the survey identified the Dog Enclosure as an important or very important park facility.



Actions	Timeframe	Preliminary Capital Cost Allowance
20.1 Provide lighting at the dog enclosure and along trail access from proposed parking areas to the enclosure.	Medium	$40,000
20.2 Discourage dogs off-leash in other park areas through signage, information and bylaw enforcement.	Ongoing	Staff Time

Related Recommendations:

- CR#21: Manage & Revitalize Mature Forest Areas
- CR#35: Increase Park Lighting at Key Locations

5.2.3 Vegetated Ares

Vegetated and forest areas are one of Queen's Park's greatest assets. The mature forest setting creates a distinct character and urban oasis within New Westminster, buffering the park from the city.

Recommendations outlined in this section provide guidance for maintaining and building upon green spaces within the park. A key objective is to maintain and enhance green spaces within the park, ensuring there is no net loss of natural space. Several of the proposed recommendations in the Master Plan may require selective tree removal. To support the objective of no net loss of natural space, creation of new natural areas, along with careful planning and design of proposed new facilities will be essential to maintain the natural character of Queen's Park.

In addition to natural spaces, Queen's Park is known for its history of horticultural excellence. Maintaining and building upon this garden character will be important.



Vegetation Area Recommendations

21	Manage & Revitalize Mature Forest Areas	CR#21	107
22	Plant a Vegetated Buffer along McBride Boulevard	CR#22	109
23	Develop Horticultural Display Gardens	CR#23	110
24	Develop Park-Wide Horticultural Interpretation	CR#24	111

21 Manage & Revitalize Mature Forest Areas — CR#21

Description:

Maintain, enhance and regenerate mature forest areas.

Rationale:

Public input suggests that natural areas are a top priority for maintenance and improvement in Queen's Park. The forests are aging and regeneration of new habitat and forest areas is lagging. In the past, the mature forest stands in the north and south of the park have been maintained to support Crime Prevention Through Environmental Design (CPTED) principles and provide a neat appearance. In recent years, introduction of forest regeneration has occurred; however, additional actions are needed to support healthy forest ecosystems. The following techniques are recommended:

- Species specific invasive species management within Environmental Sensitive Areas (ESAs);
- New understory plantings around the base of trees in mature forest;
- Creating and connecting existing understory patches of native vegetation. Connecting existing tree and shrub patches will support movement of small mammals and invertebrates through habitat;
- Planting around base of snags/wildlife trees within mature forest. Planting around the base of snags/wildlife trees will help protect the base of these features and provide habitat for small mammals, birds and invertebrates;
- Retaining and adding coarse woody debris. Woody debris provides habitat for small mammals and invertebrates. Coarse woody debris should be placed to link patches of shrub and tree within mature forest habitat. Installation of coarse woody debris should be completed in concert with shrub planting;
- Retaining and adding snags. Snags provide nesting habitat for cavity nesting species such as chickadees and woodpeckers. Retaining existing snags and adding new snags to mature forest habitat is expected to provide nesting opportunities for cavity nesting species;
- Installing nest boxes. Cavity nesting species, such as woodpeckers and chickadees, may nest in nest boxes. Nest boxes could be installed on snags and live trees to enhance bird nesting habitat; and
- Providing fencing around key regeneration areas to restrict access, supporting establishment of new habitat and encouraging safe park use.

89.2% of people who responded to the survey identified the Forest Areas as an important or very important park facility. Natural areas were the top priority for Queen's Park.



Existing forest character is mature trees with little to no understory vegetation.



Some tree regeneration has started, but additional efforts will be required to ensure the forest is renewed over time.

Planting areas should be considered and designed within the context of CPTED principles which allow natural surveillance of forest areas. Pathways through forested areas should have sightlines to public spaces and tree and shrub patches should be located to provide transparency to active spaces.

Where planting is undertaking in forest areas, protocols include the following recommendations:

- Remove and dispose of invasive species within the planting areas using species specific techniques;
- Clear and remove non-native vegetation (i.e. non-native grasses, trees and shrubs) outside of the bird nesting window (April 1 – July 31) to avoid contravention of the BC Wildlife Act. Should clearing be required within the bird nesting window, bird nesting surveys should be conducted prior to clearing;
- Minimal disturbance (i.e. damage of vegetation and soil disturbance) to plant species adjacent to the planting area to limit potential impacts related to soil erosion and the spread of invasive species and weeds;
- Planting in the spring (February-May) or fall (September-November). Planted vegetation typically has the greatest likelihood of surviving if planted in March, April, September or October; and
- Planting within native soils present at the park.

An additional issue within the forest areas is the unrestricted access by pedestrians and dogs. Because there is little forest understory, people walk through the forest areas. Efforts such as educational signage, bylaw enforcement and fencing may be required to encourage people to stay on pathways in these areas.

Invasive species observed within Queen's Park include:

- *Daphne laurel (Daphne laureola);*
- *Himalayan blackberry (Rubus armeniacus);*
- *English holly (Ilex aquifolium);*
- *English ivy (Hedera helix); and*
- *Common periwinkle (Vinca minor).*

Invasive species management should follow species specific techniques outlined by the Greater Vancouver Invasive Plant Council. Information is available at http://www.gvipc.ca/.



Volunteer programs support forest regeneration programs.

Actions	Timeframe	Preliminary Capital Cost Allowance
21.1 Complete ongoing invasive species management within forest areas.	Ongoing	Operations
21.2 Implement signage and/or fencing to manage movement of people through regeneration areas.	Ongoing	As required
21.3 Create understory plantings in mature forest areas, add coarse woody debris and snags, install nest boxes.	Ongoing	Operations
Related Recommendations:		

22 Plant a Vegetated Buffer along McBride Boulevard — CR#22

Description:

Increase sound and visual buffering between McBride Boulevard and Queen's Park to support a more tranquil park experience.

Rationale:

McBride Boulevard is a heavily used commuter route and the vehicle traffic has negative visual, noise and pollution impacts. The Master Plan proposes additional park amenities adjacent to McBride Boulevard, including the relocated Rose Garden (see CR#14) and the proposed Eco-Zones Area & Discovery Walk (see CR#13). To support these uses, it is recommended that a vegetated screen be established along McBride Boulevard, including:

- Heavy buffers at the north end of the park to screen proposed Eco-Zones and Discovery Walk (see CR#13) and proposed Rose Garden (see CR#13);
- Moderate buffers adjacent to active park areas (e.g. tennis courts and east fields);
- Visual breaks in buffers to provide select views into and out of the park for safety and interest; and
- Habitat development through the use of layered vegetation zones and native and adaptive plantings.



The open edge along McBride Boulevard does not encourage a park-like experience in the north east end of Queen's Park.

Actions	Timeframe	Preliminary Capital Cost Allowance
22.1 Increase McBride Boulevard plantings to create a heavier vegetated buffer.	Short	$50,000

Related Recommendations:

- CR#12: Install Rainwater Ponds & Swales
- CR#13: Create Eco-Zones Area & Discovery Walk
- CR#14: Relocate Rose Garden

23 Develop Horticultural Display Gardens — CR#23

Description:

Continue to provide high-quality horticultural displays within Queen's Park.

Rationale:

Horticultural excellence is an important part of New Westminster's character. The manicured gardens and flower displays at Queen's Park support this character and should continue to be part of the Park. As upgrades to the park are completed, opportunities to incorporate manicured gardens should be considered. Recognizing that manicured gardens have high maintenance requirements, focal points for displays should be identified. Possible locations for display gardens could include:

- The entry gardens between the greenhouses and the main entry road (existing);
- The gardens in front of the arena (upgraded);
- The new public plaza on the south tennis courts site (proposed);
- The main entry road and roundabout (proposed);
- Park pedestrian entrances (existing); and
- Centennial Lodge (existing).

Throughout the planning process several ideas were received about the types of displays that could be considered in the park, such as:

- Water features or fountains;
- Commemorative gardens;
- Native plant displays;
- Edible gardens and orchard trees; and
- Displays to support charities (e.g. garden with daffodils for Cancer, forget-me-notes for Alzheimer's, etc.)



Horticultural excellence is an important part of Queen's Park.

Actions	Timeframe	Preliminary Capital Cost Allowance
23.1 Develop horticultural display gardens as a component of ongoing upgrades in Queen's Park.	Ongoing	Operations

Related Recommendations:

- CR#3: Expand Greenhouses & Build New Conservatory
- CR#24: Develop Park-Wide Horticultural Interpretation

24 Develop Park-Wide Horticultural Interpretation — CR#24

Description:

Provide interpretive information for the horticultural and natural features within Queen's Park.

Rationale:

Public input expressed interest in learning more about the vegetation in Queen's Park. Several opportunities were identified for sharing information:

- Identification signs on different plant species throughout the park;
- Historical information about significant or old trees;
- Blogs, web postings, twitter, leisure guide information, etc. that share interesting facts, seasonal plants of interest, etc.;
- Self-guided tours or maps that identify plants of interest; and
- Historical information about horticulture in Queen's Park and throughout New Westminster.



Simple plant labels could be used to provide information about different plant species.

Actions	Timeframe	Preliminary Capital Cost Allowance
24.1 Develop processes for sharing information with the public about the horticultural happenings of Queen's Park using web and print materials.	Ongoing	Staff Time
24.2 Develop signage and information for plant species throughout the park.	Medium	$15,000

Related Recommendations:

- CR#3: Expand Greenhouses & Build New Conservatory
- CR#23: Develop Horticultural Display Gardens

5.2.4 Maintenance Areas



The location of the soil piles was frequently identified as an issue by the public and stakeholders.

A recurring public concern throughout this process was the location of and the disturbances related to the maintenance areas in the park, in particular:

- The distribution of maintenance areas throughout the park creates multiple points of contact between operations and public activity;
- The adjacency of the soil piles to Bernie Legge Theatre and the South Fields is a visual and physical barrier to public use, which could be contributing factor for vandalism and illicit behaviour in the isolated areas near the south fields; and
- Truck access to the soil piles and storage area is via the main entry road and contributes to conflicts between public use of the main activity areas and operations use, as well as premature deterioration of park roads.

Several options were considered for the maintenance areas:

- Relocation of maintenance areas to alternate locations in the City;
- Retention of maintenance areas and relocation of adjacent uses; and
- Consolidation of maintenance areas to reduce their footprint park.

The Master Plan consolidates the maintenance areas reducing their footprint in Queen's Park by about 25%. To support this change, it is recommended that parks arboriculture and horticultural materials and equipment be stored within the park and that other elements be relocated elsewhere in the City (e.g. City Engineering Yard).



Maintenance Area Recommendations

25 Consolidate Maintenance Buildings & Storage Areas	CR#25	113
26 Relocate Soil Piles	CR#26	114
27 Upgrade Tree Nursery	CR#27	115

25 Consolidate Maintenance Buildings & Storage Areas — CR#25

Description:

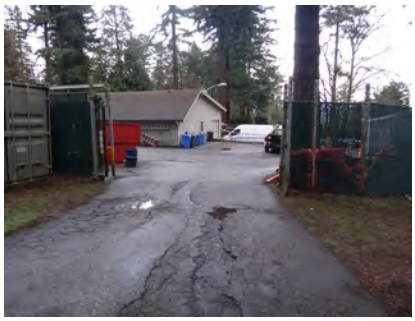
Consolidate and relocate the maintenance buildings and storage area adjacent to the Greenhouse operations.

Rationale:

The existing maintenance yard buildings are nearing the end of their lifespan. When the facility is redeveloped, it should be relocated north of the existing greenhouse operations. The proposed location moves the facility further from Rainbow Playland and uses an underutilized park space. The relocation will need to include the following considerations:

- Screening of visual, noise and odour impacts to First Street and adjacent residences;
- Facade presentation to pedestrian areas;
- Reduction of storage space by about 25% from the existing maintenance yard;
- Provision of continued delivery access to the greenhouse areas;
- Inclusion of storage space to accommodate elimination of the storage area at the south tennis courts; and
- Analysis of existing trees to determine where existing trees can be retained.

The proposed relocation will require the removal of select existing mature trees. New forest area of equivalent or greater size should be developed elsewhere in the park, prior to removal of the existing trees.



The existing maintenance yard will be due for replacement in the coming years.

Actions	Timeframe	Preliminary Capital Cost Allowance
25.1 Identify, plan and establish new (replacement) forest area.	Short	$30,000
25.2 Develop a new maintenance and storage yard and remove existing yard.	Medium	$300,000

Related Recommendations:

- CR#3: Expand Greenhouses & Build New Conservatory
- CR#10: Install Community/Children's Gardens
- CR#21: Manage & Revitalize Mature Forest Areas
- CR#26: Relocate Soil Piles
- CR#30: Improve Vehicle Circulation Network

26 Relocate Soil Piles — CR#26

Description:

Consolidate and relocate soil storage area adjacent to the maintenance operations.

Rationale:

Creation of an improved public space at the centre of Queen's Park will require relocation of the existing soil piles. The proposed new location for soil storage is between the Fourth Street Parking Lot and proposed Community/Children's Garden. The new location is directly adjacent to the maintenance yard and eliminates the need for truck access through the park.

The relocation will need to include the following considerations:

- Screening of visual, noise and odour impacts to First Street and Rainbow Playland;
- Visual screening between the community/children's garden and soil piles;
- Truck routing and access, possibly integrated with the Fourth Street Parking Lot; and
- Analysis of existing trees to determine where existing trees can be retained.

The area proposed within the concept plan is roughly equivalent in size to the existing soil piles located south of Bernie Legge Theatre.



The existing soil storage area has adjacency issues with the South Fields and Bernie Legge Theatre.

Actions	Timeframe	Preliminary Capital Cost Allowance
26.1 Develop a new soil storage area.	Medium	$20,000
26.2 Remove the existing soil storage area.	Medium	Operations

Related Recommendations:

- CR#25: Consolidate Maintenance Buildings & Storage Areas

27 Upgrade Tree Nursery

CR#27

Description:

Improve the visual appearance and educational aspects of the tree nursery.

Rationale:

Horticultural excellence is a defining feature of Queen's Park. The City maintains a tree nursery in the Park to raise trees for use in public spaces throughout the city. The existing tree nursery is central within the park, however the chainlink fencing, lack of public access and exposed equipment makes this space appear unfriendly. While input suggests that the location is fine, it is recommended that improvements to the facility be made to better incorporate it into the park. Suggested improvements include:

- Replacement of the chainlink fencing with a decorative metal fence;
- Development of a storage shed for equipment;
- Provision of public access gates and trails that could facilitate either public use or guided tours; and
- Interpretive information about the history of horticulture in Queen's Park and information about the tree species being raised.



While the location of the Tree Nursery works, the appearance and integration of the facility into the park could be improved.

Actions	Timeframe	Preliminary Capital Cost Allowance
27.1 Upgrade the tree nursery to include formal trails, decorative fencing and interpretive information.	Long	$75,000
27.2 Consider providing public access and/or guided tours of the facility to park visitors.	Ongoing	Staff Time
27.3 Maintain the facility to be clear of unused equipment and waste.	Ongoing	Staff Time

Related Recommendations:

- CR#24: Develop Park-Wide Horticultural Interpretation
- CR#29: Expand the Pedestrian Circulation Network

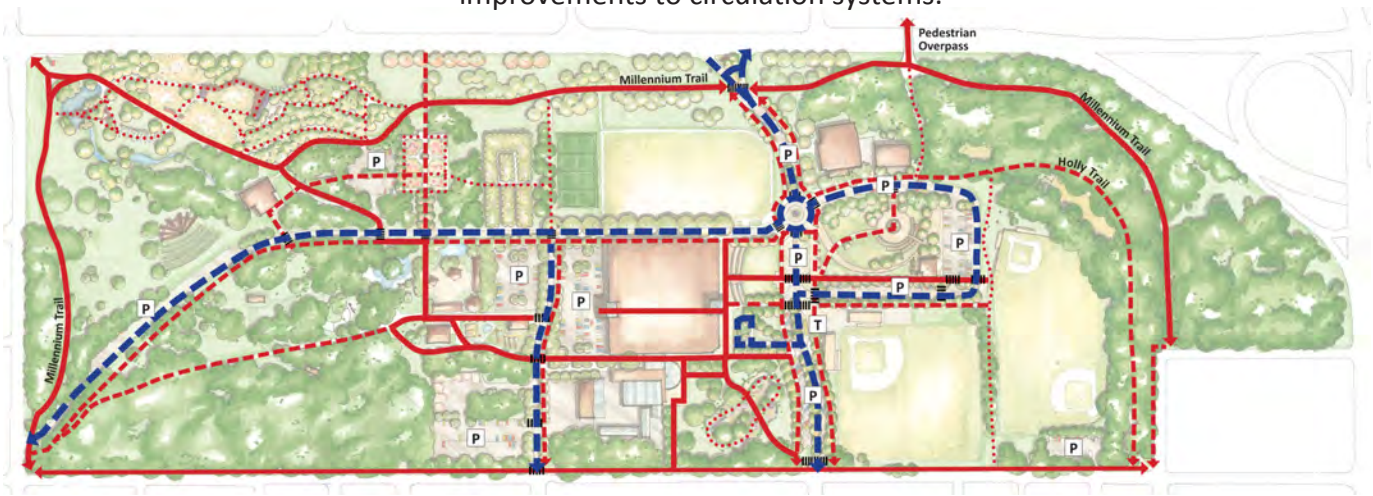
5.2.5 Circulation

Circulation elements includes vehicle, pedestrian, cyclists and transit. Public input identified circulation issues in Queen's Park today:

- In many cases, vehicle circulation is prioritized over pedestrian circulation including roads without sidewalks, no crosswalks and wide paved areas. This vehicle dominance can be confusing to both pedestrians and drivers;
- The main entry road does not clearly define parking, vehicle or pedestrian circulation;
- There are too few pedestrian connections between park destinations;
- Park entries and exits do not celebrate the character of the park;
- If/where additional facilities and uses are developed, parking and access, including transit, will need to be considered;
- Wayfinding in the park can be challenging to visitors;
- There are not enough easily identified trail loops or circuits for; and
- There should be more end-trip facilities for cyclists.

The Master Plan provides recommendations for park-wide improvements to circulation systems.

Figure 5.1: Circulation Recommendation Diagram



Circulation Recommendations

28	Narrow & Green Main Entry Road	CR#28	117
29	Expand Pedestrian Circulation Network	CR#29	119
30	Improve Vehicle Circulation Network	CR#30	121
31	Reorganize Parking	CR#31	123
32	Establish a Public Transit Stop in or near the Park	CR#32	126
33	Provide Additional Bicycle Facilities	CR#33	127
34	Improve Wayfinding & Signage	CR#34	128
35	Add Lighting in Key Locations	CR#35	129

28 Narrow & Green Main Entry Road

CR#28

Description:

Redevelop the main entry road to promote pedestrian circulation and create a welcoming entrance to Queen's Park.

Rationale:

Currently Queen's Park entry fails to create a park-like experience. The existing asphalt road pavement is up to 30 metres wide in places. As a comparison, McBride Boulevard is 17m in width.

The Master Plan proposes to narrow the entry road, relocate some parking to alternate locations and create a tree-lined entry experience that supports an improved park experience. Key components or proposed upgrades are illustrated below:



Figure 5.2: Main Entry Road Diagram



The pavement width and parking along the main entry road create a space that is dominated by vehicles and is unfriendly to pedestrians.



A narrow, tree-lined road with separated sidewalks and visually appealing elements helps create a tranquil park experience.

The following section illustrates the recommended road layout for the main entry:

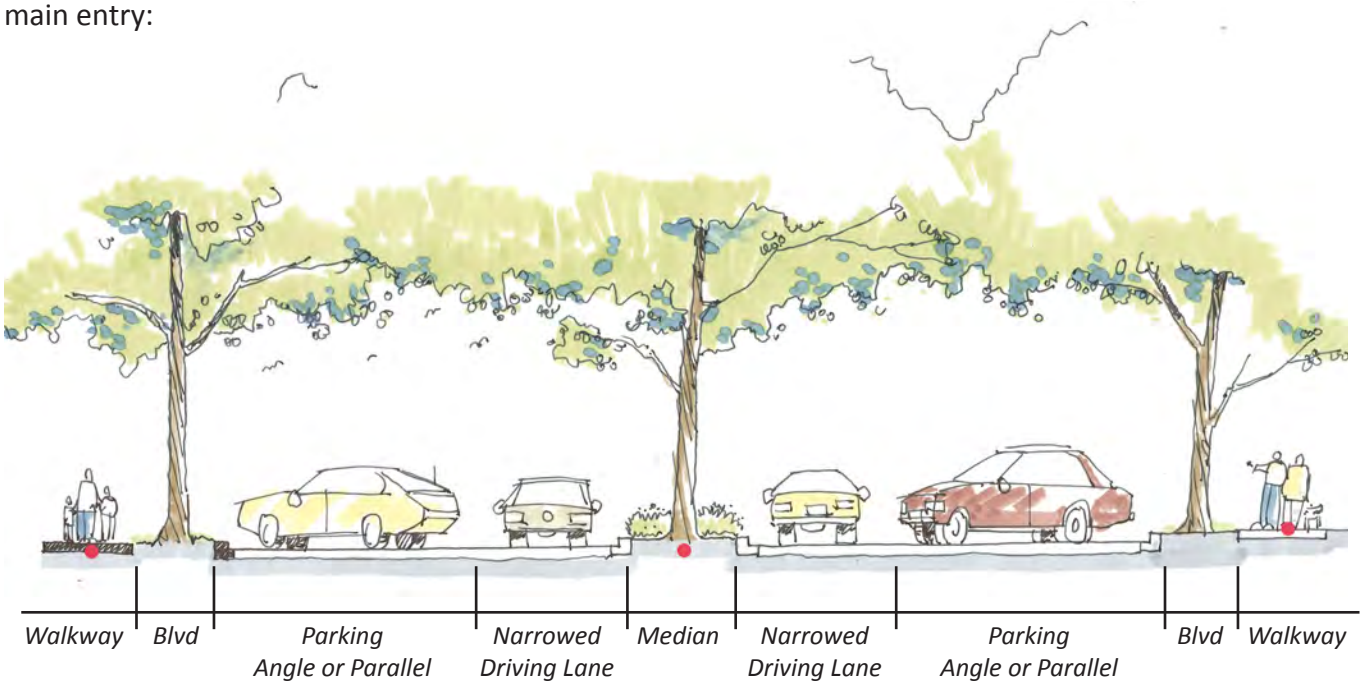


Figure 5.3: Main Entry Road Proposed Section

The revised road layout includes a total of approximately 75 parking stalls, 59 fewer than the 134 existing parking stalls. Additional parking stalls are proposed in alternate park locations to maintain the overall number of parking stalls in Queen's Park (see CR#31). New parking should be developed prior to the elimination of existing stalls. Narrowed driving lanes with traffic calming measures including raised pedestrian crosswalks, corner bulges and boulevard trees will better define vehicle and pedestrian traffic.		
Actions	**Timeframe**	**Preliminary Capital Cost Allowance**
28.1 Upgrade the Third Street entry road.	Long	$1,400,000
Related Recommendations:		
• CR#30: Improve Vehicle Circulation Network • CR#31: Reorganize Parking		

29 Expand Pedestrian Circulation Network

CR#29

Description:

Strengthen pedestrian connections between key destinations and provide a variety of pedestrian experiences.

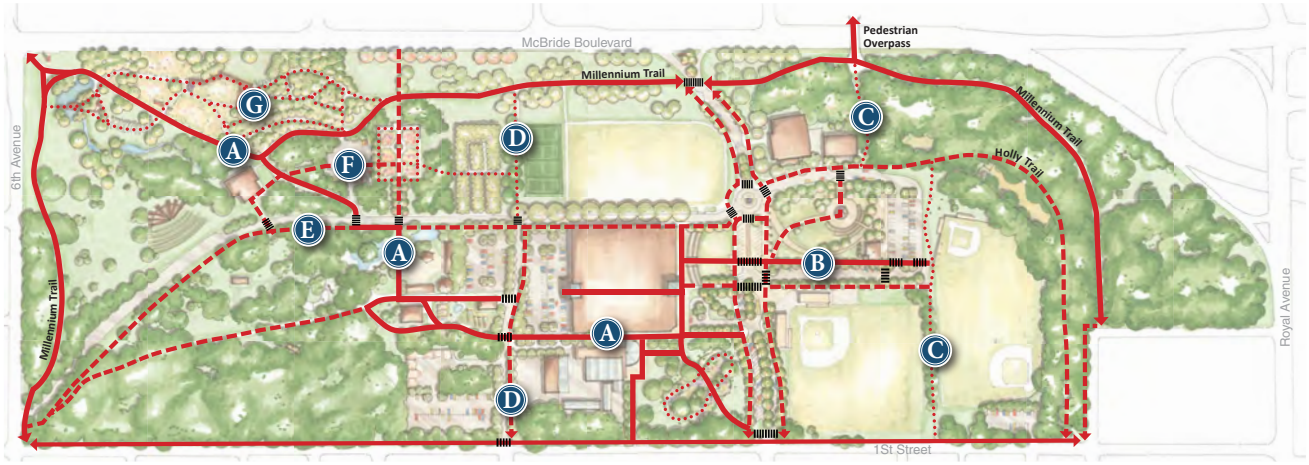


Figure 5.4: Proposed Pedestrian Network Diagram

Rationale:

The Millennium Trail and Holly Trail provide strong north-south routes through the park, however, public input suggested that shorter internal connections and loops are desirable for walking, running, dog-walking, etc.

The siting, design and construction of new trails should be in conjunction with park improvements with the goal of creating a comprehensive trail system. All park upgrades should consider opportunities to make new trail connections between destinations Pedestrian connections suggested for Queen's Park include:

- **Connection A (T-A):** Third Avenue/First Street Park Entry to McBride/ Sixth Pedestrian Entry
  Direction: Northeast-Southwest
  Description: Existing/upgraded trails through gardens south of the greenhouse (see CR#23). New pedestrian promenade between the New Ice Sheet and Greenhouse Buildings (see CR#2 & CR#3) The promenade may double as restricted vehicle/truck access to the greenhouses. Extended/upgraded trails through Rainbow Playland (see CR#9). Existing connection to Centennial Lodge & Millennium Trail.

Legend

- *Primary Pedestrian Route (3-4m paved trail)*
- *Secondary Pedestrian Route (2-3m paved or gravel trail or sidewalk)*
- *Tertiary Pedestrian Route (Width and material varies)*
- *Recommended crosswalk location*

• **Connection B (T-B):** Arena to South Field **Direction:** North-South **Description:** Improved connection between the Arena and South Field in conjunction with development of the public plaza (see CR#18) to strengthen the connection between the fields and the park. • **Connection C (T-C):** McBride Overpass to First Street **Direction:** East-West **Description:** New trail connecting the McBride Overpass between the south fields and stadium fields to First Street. • **Connection D (T-D):** Fourth Avenue to Millennium Trail **Direction:** East-West **Description:** New trail/sidewalk in conjunction with the proposed new vehicle access from Fourth Avenue • **Connection E (T-E):** Third Avenue to Sixth Avenue **Direction:** North-South **Description:** Upgrade existing road walkway to a separated trail along the existing roadway to provide well-defined pedestrian access. • **Connection F (T-F):** Centennial Lodge to Tennis Courts **Direction:** North-South **Description:** New trail to facilitate movement between Centennial Lodge, the proposed relocated Rose Gardens and Tennis Courts. • **Connection G (T-G):** Discovery Trails **Direction:** Varies **Description:** Small-scale, trails system in the proposed Eco-Zones (see CR#13).		
Actions	**Timeframe**	**Preliminary Capital Cost Allowance**
29.1 Develop trail connection A (T-A).	Medium	$60,000
29.2 Develop trail connection B (T-B).	Long	See CR#18
29.3 Develop trail connection C (T-C).	Medium	$50,000
29.4 Develop trail connection D (T-D).	Medium	$15,000
29.5 Develop trail connection E (T-E).	Long	$70,000
29.6 Develop trail connection F (T-F).	Long	$10,000
29.7 Develop trail connection G (T-G).	Long	See CR #13
Related Recommendations:		
• CR#13: Create Eco-Zones Area & Discovery Walk • CR#30: Improve Vehicle Circulation Network		

30 Improve Vehicle Circulation Network

CR#30

Description:

Reorganize vehicle routes in Queen's Park to avoid dead ends, improve connectivity and ease traffic congestion.

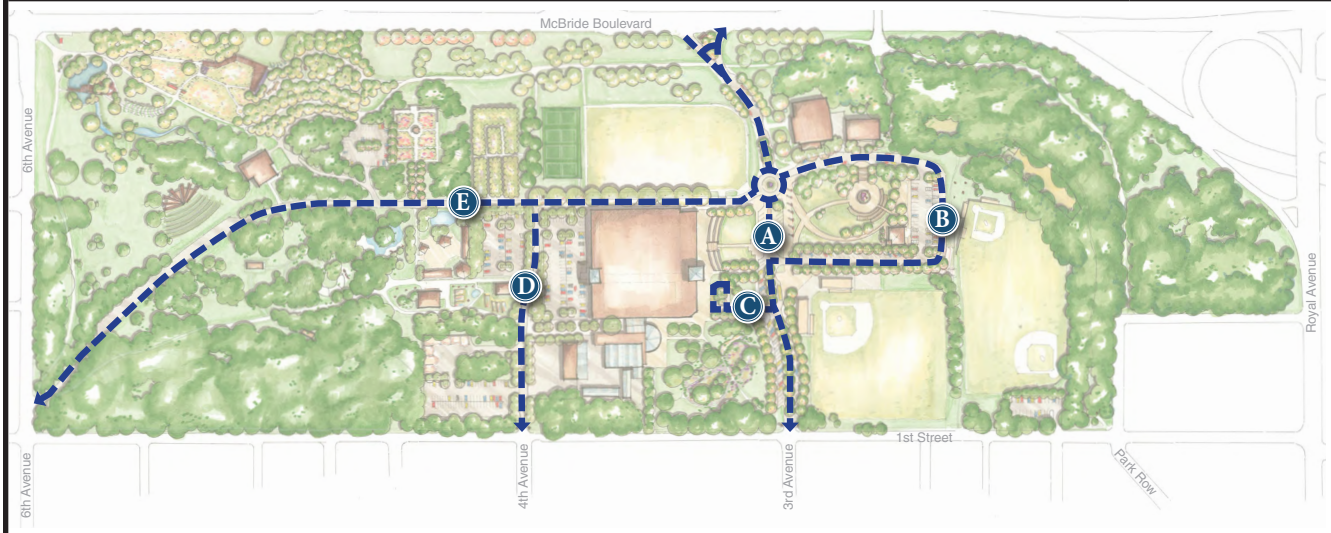


Figure 5.5: Proposed Vehicle Network Diagram

Rationale:

Because Queen's Park is an active recreation destination that hosts sporting events and community programming, vehicle access to the park is important. Several changes to the current vehicle circulation system are proposed to increase efficiency.

The Master Plan proposes that the existing drive aisle that leads from Third Avenue to the greenhouses be closed. Other existing roads in Queen's Park will remain and be upgraded and additional connections are proposed.

Proposed vehicle circulation roads in Queen's Park include:

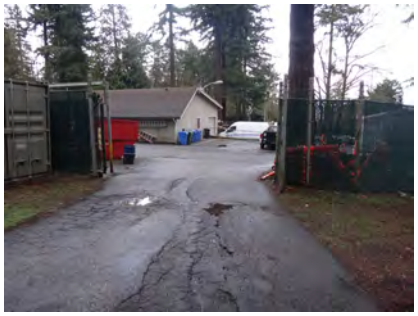
- **Road 'A' (R-A):** Main Entry Road (see CR#28);
- **Road 'B' (R-B):** Existing Stadium Loop is upgraded to narrow the asphalt and better define two-way traffic with parking. Boulevard trees and corner bulges are used for traffic calming;
- **Road 'C' (R-C):** New Arena Drop-Off. Because the plan proposes to reduce parking stalls along the main entry road adjacent to Queen's Park Arena, it is recommended that a new drop-off loop be created in front of the new ice sheet to accommodate people dropping off children or equipment;



Existing stadium loop.

- **Road 'D':** A new road connection from First Street (at Fourth Avenue) to the existing park road is proposed. Today, the existing Fourth Avenue entry ends at the maintenance facility. The Master Plan proposes to create a two-lane through road so it may be a viable entrance/egress into the park. This entrance would better connect the Fourth Avenue parking area, provide an additional egress after large events and provide access for maintenance trucks to the yard and storage piles;
- **Road 'E':** The existing road between Third and Sixth Avenue remains as a two-way road between Third and Fourth Avenue and a one-way road between Fourth and Sixth Avenue. The exit of the road onto Sixth Avenue may be a candidate for improvement. Two potential options exist:
  - Relocate the exit further east to reduce conflicts with the corner at Sixth Avenue and First Street.
  - Consider a dedicated turn lane from Queen's Park onto Sixth Avenue.
  - Both options would require a technical feasibility review.

It is also recommended that existing and proposed roads for Queen's Park receive formal street names to improve wayfinding.



The existing Fourth Street entry road ends at the Maintenance Yard.



Existing Sixth Avenue exit.

Actions	Timeframe	Preliminary Capital Cost Allowance
30.1 Upgrade Road A – Main Entry Road.	Long	See CR#28
30.2 Upgrade Road B – Stadium Loop.	Long	$650,000
30.3 Create Road C – Arena Drop-Off.	Long	$250,000
30.4 Create Road D – Fourth Avenue Entry.	Long	$350,000
30.5 Upgrade Road E – Road between Third and Sixth.	Long	$500,000
30.6 Consider naming the roads in Queen's Park.	Medium	Staff Time
Related Recommendations:		
• CR#31: Reorganize Parking		

31 Reorganize Parking — CR#31

Description:

Provide sufficient parking to support typical daily use of the park.

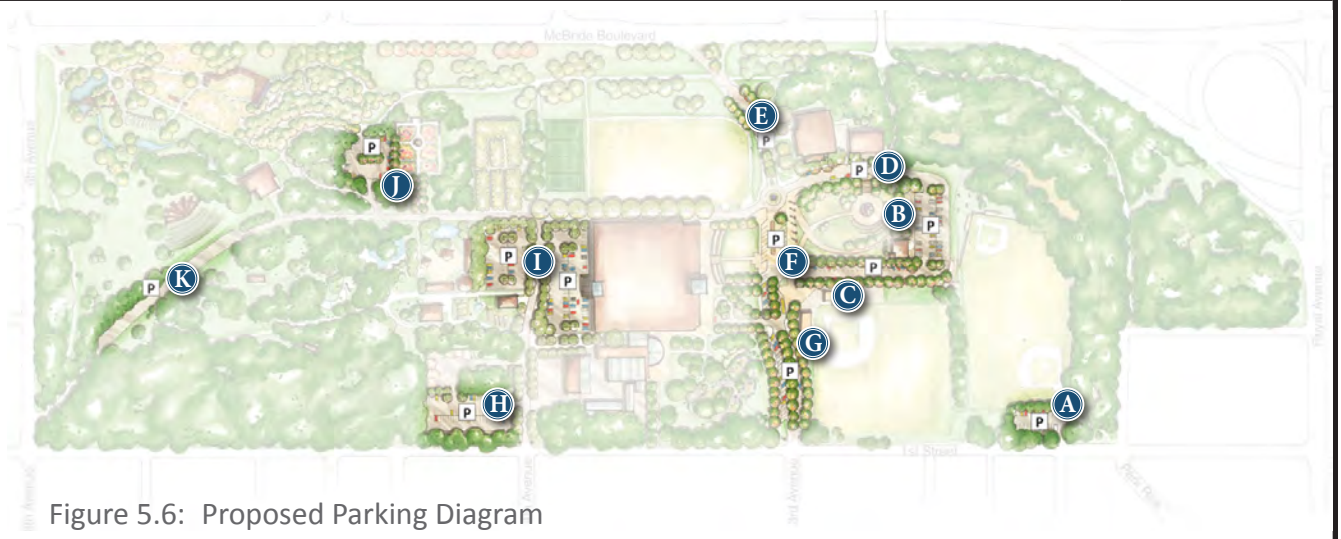


Figure 5.6: Proposed Parking Diagram

Rationale:

Public input on parking was divided. Some participants suggested that more parking should be considered to better accommodate large events in the park; other participants suggested reducing the amount of pavement in the park should be a priority.

Elements considered when developing the parking strategy:

- **Typical Use Parking:** On a typical day, parking is not used to capacity. While some areas are consistently used (e.g. Main Entry Road), many of the more distant lots (e.g. Fourth Avenue Parking) are not;
- **Event Parking:** During spring/summer and major events take place, parking within the park is insufficient; however, the space and cost required to design parking to accommodate these few occurrences does not support the vision of a 'green' Queen's Park;
- **Parking in Surrounding Neighbourhoods:** The residential area on the west side of the park including First Street has on-street parking. During events these streets support overflow parking;
- **Green Space Preservation:** Green space is one of the defining features of Queen's Park. Public input did not support removal of vegetation for additional parking; and
- **Access to public transit:** Currently transit stops are located outside the park away from the main activity areas. Opportunities to provide transit access in closer proximity could help reduce parking demand.

An approximate calculation of parking was developed based on assumptions of park use on a typical 'busy' day. Based on this calculation, about 594 parking stalls could be required when most of the park facilities are in use.

*See **Appendix H: Parking Calculation Assumptions** for a summary of the parking requirement assumptions.*

The Master Plan proposes that parking in Queen's Park be provided to serve user needs on a typical busy park day when multiple recreation venues are in use. A calculation assumption based on approximate volumes of people using park facilities suggest that about 594 parking stalls may be used when most of the facilities are in use. The existing number of parking stalls in Queen's Park is approximately 550.

The Master Plan reorganizes the parking provision and eliminates stalls in some locations and expands parking in others. The Master Plan shows a total of approximately 570 parking stalls in the following locations:

- **P-A: New South Fields Lot** – A new lot with ~25 stalls for access to the fields, dog enclosure and Millennium Trail;
- **P-B: New Public Entry Plaza Lot** – A new lot with ~51 stalls to transfer demand from the main entry road parking for Bernie Legge Theatre and the South Fields;
- **P-C: Upgraded Stadium Parking** – Improved parking associated with upgrades to the road east of the stadium. ~36 stalls using angle and parallel stalls along the road;
- **P-D: Upgraded Bernie Legge Theatre Parking** – Improved parking associated with road upgrades west of Bernie Legge Theatre. ~23 stalls using parallel parking along the road to provide improved access to the theatre and Arenex;
- **P-E: Existing Arenex Parking** – Maintain and upgrade ~20 stalls of parallel parking along the Main Entry Road adjacent to the Arenex;
- **P-F: New Parking on Raised Main Entry Road** – An upgraded parking arrangement with ~17 angle stalls along the Main Entry Road. These stalls may be closed off during events to create a pedestrian zone;
- **P-G: Upgraded Main Entry Road Parking** – ~42 stalls of angle and parallel parking along the Main Entry Road;
- **P-H: Existing Fourth Street Parking** – Existing parking lot with ~71 stalls remains. Creation of Fourth Avenue access provides better connectivity between this parking and activity zones in the park;
- **P-I: Expanded Arena Parking Lot** – Arena Parking Lot is reorganized and expanded to include the area formerly occupied by the Rose Garden. ~161 stalls are created. When the New Ice Sheet is designed (see CR#2), direct entry from this lot into the rear of the Arena should be considered;
- **P-J: Expanded Centennial Lodge Lot** – Existing lot is upgraded and expanded to provide ~50 stalls for use during events at the Relocated Rose Garden and Centennial Hall;
- **P-K: Existing/Additional Road Parking** – ~75 stalls to support use of Centennial Lodge, Picnic Shelters, proposed Eco-Zones Area & Discovery Trails and Rainbow Playland; and



Existing Arenex parking.



Existing Main Entry Road parking.



Existing Fourth Avenue lot.



Existing Arena lot.

- **P-L: Underground Parking** – While not shown on the plan, potential for underground parking in conjunction with development in the park should be considered.

During park development, removal of existing parking will occur in two key locations:

- **Main Entry Road:** To accommodate the creation of the park entry experience and encourage pedestrian-oriented transportation, a significant reduction in parking stalls is required to reduce the road width. Approximately 59 stalls are eliminated; and,
- **Greenhouse Access Road:** The dead-end road from Third Avenue to the Greenhouses is closed and approximately 44 stalls are eliminated.

It will be critical to phase changes to parking to ensure new parking is created before existing parking is eliminated to minimize perception that parking has been 'lost'.



Existing Centennial Lodge lot.



Existing parking along park road.

Actions	Timeframe	Preliminary Capital Cost Allowance
31.1 Develop new south fields parking lot (P-A).	Medium	$50,000
31.2 Develop a new Public Entry Plaza parking lot in conjunction with plaza upgrades (P-B).	Long	See CR#18
31.3 Develop parking along the Stadium loop east of the stadium field in conjunction with road upgrades (P-C).	Long	See CR#29
31.4 Develop parking along the Stadium loop west of Bernie Legge Theatre in conjunction with road upgrades (P-D).	Long	See CR#29
31.5 Maintain existing parking in front of the Arenex during upgrades to the Main Entry Road (P-E).	Ongoing	n/a
31.6 Develop new parking on the main entry road during upgrades to the Main Entry Road (P-F, P-G).	Long	See CR#28
31.7 Redevelop and expand the Arena Parking Lot following relocation of the rose garden and maintenance yard (P-I).	Long	$200,000
31.8 Expand the Centennial Lodge parking lot in conjunction with relocation of the Rose Garden (P-J).	Medium	$30,000
31.9 Develop additional parking along the road between Third and Sixth (P-K).	Long	$60,000
31.10 Develop and implement a policy for structured parking beneath new development within the park (e.g. New Ice Sheet or Public Entry Plaza).	Short	Staff Time
Related Recommendations:		
• CR#18: Create a Park Entry Plaza at the South Tennis Courts Site		

32 Establish a Public Transit Stop in or near the Park — CR#32

Description:

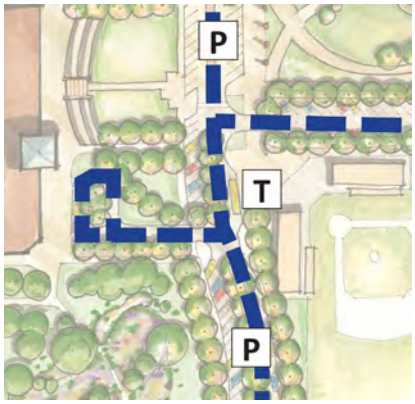
Increase public transit access to the main activities in Queen's Park.

Rationale:

Today the closest transit stops to Queen's Park are located away from the main activity areas of Queen's Park. People wishing to access the Arena, Arenex, Ball Fields or Rainbow Playland via bus usually must walk between 300m and 500m to reach these main park amenities. This can present a challenge to people with reduced mobility, children and strollers.

Public input suggested a strong desire to increase opportunities to access the park via public transit and support the concept of a transit stop along the main entry road in the park. The Master Plan shows a potential stop location on the south side of the road adjacent to the stadium field.

The City will require consultation with Translink to determine the detailed requirements for situating a stop within Queen's Park.



A transit stop near the stadium fields would provide improved access to the Arena, Arenex, Fields and Rainbow Playland.

Actions	Timeframe	Preliminary Capital Cost Allowance
32.1 Consult with Translink on opportunities to develop a transit stop within or near main activity areas (near the Arena/Arenex/Rainbow Playland).	Medium	Staff Time

Related Recommendations:

- CR#28: Narrow & Green Main Entry Road

33 Provide Additional Bicycle Facilities — CR#33

Description:

Provide facilities to support cycling to and from Queen's Park.

Rationale:

Queen's Park does not fall within main cyclist commuter routes for New Westminster; however, people accessing the park for recreation cycle to Queen's Park as a destination. Development of specific cycling routes in the park was not identified as a priority by the public; but desire to maintain access for cyclists was identified.

Park improvements should support cyclists by identifying where shared cycling conditions exist with pedestrians or cars and providing convenient, secure parking for bicycles.



A variety of places to secure bikes should be located at key park destinations.

Actions	Timeframe	Preliminary Capital Cost Allowance
33.1 Review bike parking facilities and add secure bike parking at key park destinations, including: ▪ Rainbow Playland; ▪ Centennial Lodge; ▪ East Fields; ▪ South Fields; and ▪ Other desirable locations identified by park users.	Short	$7,000
33.2 Install shared trail/road signs on routes that are commonly used by cyclists (e.g. Millennium Trail, Third Avenue and Sixth Avenue park road).	Medium	$10,000
33.3 Ensure bike parking is considered in development of new park amenities.	Ongoing	Staff Time

Related Recommendations:

- CR#29: Expand Pedestrian Circulation Network

34 Improve Wayfinding & Signage — CR#34

Description:

Develop and implement updated signage for Queen's Park.

Rationale:

Public input suggested there was insufficient informational signage within the park, signs and maps were too infrequent or hard to find and the existing sign style is outdated.

A well-developed sign system is an attractive and effective method to communicate recreation opportunities, facilitate wayfinding and help reduce potential risks and conflicts both in daytime and nighttime use within the park.

Before new signage is installed in Queen's Park, a consistent and contemporary style should be developed that reflects the character of the park. Examples of Strong Design Elements in Queen's Park (p.34) could provide a frame of design reference for creation of a signage strategy.

Appendix I: Signage Considerations provides preliminary information on what to consider when developing a signage style and plan.



Signage in Queen's Park should be an opportunity to support design and character expression.



The strategy should include a range of information types that support use of the park.

Actions	Timeframe	Preliminary Capital Cost Allowance
34.1 Develop a Queen's Park signage plan and style.	Short	$15,000
34.2 Upgrade existing signage throughout the park.	Medium	$75,000
34.3 Include signage as a component of all new capital projects within the park.	Ongoing	Staff Time

Related Recommendations:

- CR#29: Expand the Pedestrian Circulation Network
- CR#30: Improve Vehicle Circulation Network

35 Add Lighting in Key Locations — CR#35

Description:

Consider additional lighting in key locations of Queen's Park to promote safety.

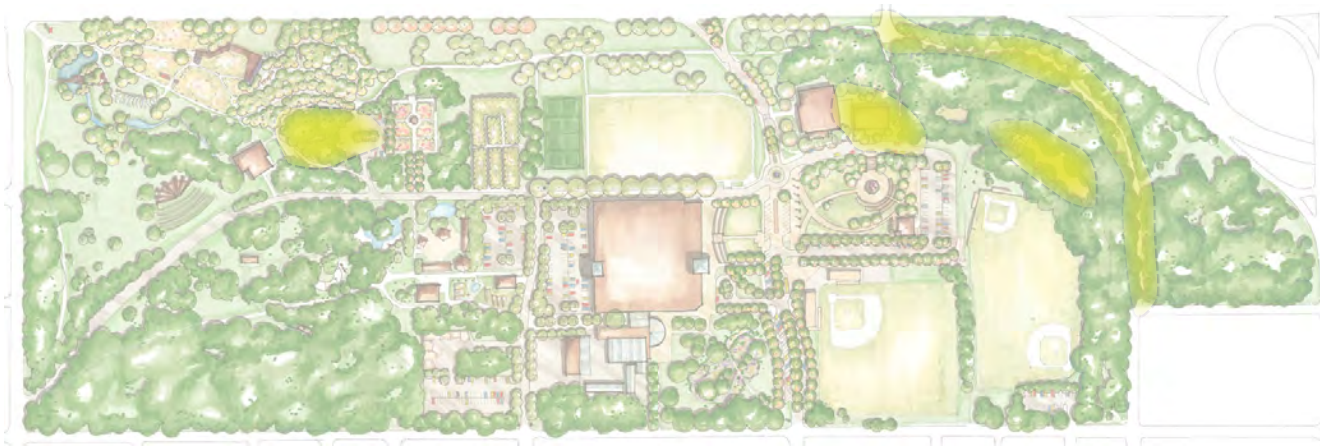


Figure 5.7: Proposed Lighting Area Diagram

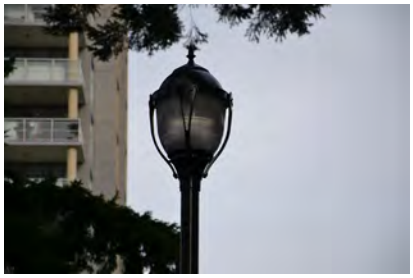
Rationale:

Queen's Park has a number of venues that support park use after dark. While it is undesirable to light the entire park, strategic lighting in places commonly used during dark hours will enhance park safety.

Locations identified for possible lighting additions include:

- **Dog Enclosure:** The dog enclosure is a well used facility; however, during the winter months it is often too dark for dog-owners to use the facility. Lighting between parking areas and the enclosure and at the enclosure would support longer use of the facility (see CR#20);
- **Bernie Legge Theatre:** The theatre is away from the main roadway. Public input suggested improved lighting on all sides of the theatre would increase safety for pedestrians;
- **Millennium Trail – McBride Overpass to Vancouver Street:** Public input suggested that École Qayqayt, the new elementary school proposed for the former St. Mary's Hospital site on Royal Avenue, could contribute to student use of the Millennium Trail for walking or cycling to school. Lighting along this portion of the Millennium Trail would help support active transportation and safety;
- **Centennial Lodge:** Recent lighting upgrades have improved the visibility between the parking lot and lodge. Further lighting may warrant consideration if parking in the area is expanded; and
- **Parking Areas:** Parking areas and accesses between parking and facilities commonly used for evening programming should be lit.

Safety in Queen's Park was identified as a concern by participants in the planning process.



Existing light standard near the McBride Boulevard pedestrian overpass.

Lighting design considerations should include: • Consistent style and character; • Reduction of light pollution or trespass; • Low-consumption fixtures (e.g. LED lighting); • Opportunities for use of sensored lighting; and • Preservation of dark spaces for locations that do not support evening use (e.g. playgrounds, forest areas, picnic areas, etc.).		
Actions	**Timeframe**	**Preliminary Capital Cost Allowance**
35.1 Install upgraded lighting at the Dog Enclosure and Bernie Legge Theatre as a component of upgrades to those areas (see CR#6 and CR#20).	Medium	See CR#6, CR#20
35.2 Determine if the Millennium Trail will be a main route to École Qayqayt Elementary. If so, install lighting between the McBride Overpass and Vancouver Avenue.	Long	$120,000
35.3 Include lighting considerations as a component of all new capital projects within the park.	Ongoing	Staff Time
Related Recommendations:		
• CR#6: Upgrade Parking & Landscape at Bernie Legge Theatre • CR#7: Maintain Centennial Lodge as Existing • CR#18: Create a Park Entry Plaza at the South Tennis Courts Site • CR#20: Light Dog Enclosure • CR#21: Manage & Revitalize Mature Forest Areas • CR#29: Expand the Pedestrian Circulation Network • CR#30: Improve Vehicle Circulation Network • CR#31: Reorganize Parking		

5 Recommendations Operational

5.3 Operational Recommendations (OR)

Operational recommendations include policy development, management, planning and information strategies for Queen's Park. These initiatives are proposed so that park planning and development is completed in a manner that respects the park vision and maximizes human use and enjoyment. These initiatives are typically not tied to particular park amenities or capital plans.

A total of 12 Operational Recommendations were developed for consideration during the Master Planning process.

1. Exercise Adaptive Management OR#1 132
2. Complete Five-Year Review OR#2 133
3. Consider Park Programming OR#3 134
4. Prioritize Public Art, Nature & Play OR#4 135
5. Provide Interpretation & Education OR#5 136
6. Provide Stewardship & Environmental Management OR#6 137
7. Consider Accessibility OR#7 138
8. Consider Food Services OR#8 139
9. Prioritize Safety OR#9 140
10. Investigate Sub-Surface Park Infrastructure OR#10 141
11. Renew Infrastructure OR#11 142
12. Plan for Park Maintenance OR#12 143

1 Exercise Adaptive Management		OR#1
Description:		
Annually review and update priorities and actions in the Master Plan to support implementation of the vision for Queen's Park.		
Rationale:		
Planning for park development is not a static event. Frequent re-evaluation of community priorities and opportunities is necessary as a community grows and develops. The City should be prepared to take advantage of opportunities that arise that may not have been identified within the planning process. Annual review of accomplishments and priorities will help keep the Master Plan implementation on track.		
Actions	**Timeframe**	**Preliminary Capital Cost Allowance**
• Undertake yearly reviews of park developments and measure progress against the Master Plan.	Annual	Staff Time
• Prepare yearly plans and budgets to complete the priorities identified in the Master Plan.	Annual	Staff Time
• Evaluate all new proposals or ideas for Queen's Park against the vision and objectives of the Master Plan.	Ongoing	Staff Time
• Review operations and maintenance obligations annually to determine where park development has changed time and effort requirements to maintain the park to a consistently high standard.	Annual	Staff Time
Related Recommendations:		
• OR#2: Five-Year Review		

② Complete Five-Year Review		OR#2
Description:		
Complete a Master Plan update in 2018.		
Rationale:		
This plan provides a long-term vision and planning horizon. While it is anticipated that the projects identified throughout this process will continue to be important to the people of New Westminster, it should also be expected that new priorities and opportunities will emerge due to changes in New Westminster's broader recreation system and community preferences. In 5 years, staff and council should review accomplishments of the Master Plan to date and re-evaluate priorities for the next 5 years.		
Actions	**Timeframe**	**Preliminary Capital Cost Allowance**
• Complete a 5-year review and update of the Master Plan that: ▪ Includes a public process to determine if/how community priorities have changed; ▪ Evaluates accomplishments of the 2012 plan; ▪ Develops actions to complete outstanding priorities; and ▪ Considers new opportunities that have been identified for Queen's Park.	Medium	Staff Time
Related Recommendations:		
• OR#1: Adaptive Management		

3 Consider Park Programming — OR#3

Description:

Continue to offer community programs in Queen's Park that appeal to a diverse group of participants.

Rationale:

Provision of effective recreation programming promotes healthy and active lifestyles, social interaction and community pride. Public input suggests that programming at Queen's Park is well used and supported. A few ideas were suggested for further program development:

- **Youth Programs:** General trends suggest that there is a need to increase youth participation in physical activity and sport. Public input suggested that additional youth programs in Queen's Park would be desirable. Possible program considerations could include: Summer movies in the park, scavenger hunts, ultimate frisbee for youth, bike skills, basketball tournaments, etc.
- **Community Events:** While some of the Canada Day activities may be relocated to New Westminster Pier Park in the future, other events in Queen's Park should be maintained. Opportunities for new community events that capitalize on the facilities in Queen's Park, including smaller-scale gatherings that provide interest for adults and families (e.g. markets, antique shows, art shows, performances, etc.) should be identified and accommodated. These types of gatherings are important for maintaining a vibrant, community-oriented park.
- **Horticulture:** Public input suggests that the existing horticultural courses offered at Queen's Park greenhouses are well attended and enjoyed. Opportunities to expand these programs to include additional gardening classes, interpretive tours of the horticultural history of the park and plant identification information could be considered.



The Playground Leaders program is one of the recreation programs offered for children in Queen's Park.

Actions	Timeframe	Preliminary Capital Cost Allowance
• Seek opportunities to identify and develop additional youth-oriented programs in the outdoor areas of Queen's Park.	Ongoing	Staff Time
• Seek opportunities to host community activities in Queen's Park and ensure future park development includes flexible spaces that support these uses.	Ongoing	Staff Time
• Consider creating additional horticultural programs.	Ongoing	Staff Time

Related Recommendations:

- CR#18: Create a Park Entry Plaza at the South Tennis Courts Site

④ Prioritize Public Art, Nature & Play — OR#4

Description:

Encourage the seamless integration of art, nature and play throughout Queen's Park.

Rationale:

The idea of Queen's Park as a place for exploration and discovery was a recurring theme throughout the process. Park development often focuses on the practical amenities that form the building blocks of the park – fields, recreation buildings, trails, etc.; however, the elements that inspire interest and curiosity are the pieces that make a place truly memorable.

Public art features can be aesthetic additions that foster community pride and attention. Public art needs to be carefully designed and incorporated into public spaces to ensure it speaks to the community and is sensitive to the context in which it is placed. New public art features for Queen's Park should consider:

- Compatibility with the history and heritage of the park;
- Display and interpretation of nature;
- Opportunities to integrate play; and
- Appeal and relevance to a diverse audience.

The 2008 New Westminster Arts Strategy provides guidance for public art in the City and creation of policy and procedures for public art are currently under development.

In addition, nature and play elements can create informal opportunities for fun and enjoyment. These opportunities should not be confined to playground areas, but incorporated into all areas of the park to create a space of discovery for people of all ages.



A sound sculpture appeals to the senses.



An artifact sculpture doubles as a play piece.

Actions	Timeframe	Preliminary Capital Cost Allowance
• Develop a public art guidelines for Queen's Park that encourage incorporation of art into the park.	Ongoing	Staff Time
• Encourage planning and design of all new park upgrades to consider art, nature and play.	Ongoing	Staff Time

Related Recommendations:

- CR#10: Installation of a Community/Children's Garden
- CR#13: Creation of a New Eco-Zones Area & Discover Walk
- CR#18: Create a Park Entry Plaza at the South Tennis Courts Site

5 Provide Interpretation & Education

OR#5

Description:

Seek opportunities to share information about Queen's Park through interpretive signage and information.

Rationale:

As one of the oldest parks in the Lower Mainland, Queen's Park has an illustrious history. Throughout this process people were fascinated by the stories and history of the park and many people came forward to share their memories from the park. The fun 'fact' cards used during the Master Planning process were well-received by park users demonstrating an interest in learning about the park's history.

A strong interpretive information strategy makes the park more interesting to visit. However, care must be taken to ensure the information is accurate, interesting and easy to understand. In Queen's Park, interpretive information should be cohesive, fun and well-integrated while supporting the objective of inspiring curiosity and discovery.



An etched paver provides historical information while fitting seamlessly into a space.



The interpretive facts along Vancouver's Conference Centre walkway are a good example of interpretive information that is simple, brief and interesting.

Actions	Timeframe	Preliminary Capital Cost Allowance
• Develop interpretive information guidelines and plans to identify opportunities to incorporate interpretive elements into Queen's Park.	Ongoing	Staff Time
• Encourage planning and design of all new park upgrades to consider interpretive elements.	Ongoing	Staff Time

Related Recommendations:

- CR#24: Develop Park-Wide Horticultural Interpretation

6 Provide Stewardship & Environmental Management — OR#6

Description:

Implement environmental best practices in future development of Queen's Park.

Rationale:

Opportunities for sustainable best practices in Queen's Park include:

- **Recycling and Divided Waste Streams:** While recycling is provided within facilities, much of the outdoor waste areas are not divided. A park-wide strategy for separating waste should be considered.
- **Green Buildings:** The Master Plan proposes additional building development within the park as well as maintenance and renewal of existing structures. When new building and renewal occurs, current sustainable building practices should be made a priority.
- **Stormwater Management**: The Master Plan proposes the creation of stormwater management facilities within Queen's Park. During development of park areas, opportunities to capture, collect and manage run-off within the park should be prioritized.
- **Water Consumption:** Consider water resource implications when designing new park elements. Seek opportunities to balance water consumption while maintaining the horticultural excellence of Queen's Park through:
  - Use of drought-tolerant landscaping where feasible;
  - Current low-flow irrigation techniques and best practices;
  - Possible rainwater capture facilities for water reuse; and,
  - Increased soil depths.

The City should adopt a long-term commitment to sustainable decision-making for Queen's Park.

Stakeholder and public response indicated that Queen's Park is valued for its 'green' character.

The OCP states the City should "continue to set an example for the community by improving the energy efficiency of municipally owned buildings and facilities."

Actions	Timeframe	Preliminary Capital Cost Allowance
• Develop a park-wide waste strategy that encourages recycling and waste reduction.	Short	Staff Time
• Apply current sustainable building practices to new development and renewal of existing buildings.	Ongoing	Staff Time
• Seek opportunities to integrate on-site stormwater management features in the park.	Ongoing	Staff Time
• Seek opportunities to reduce water consumption in the park.	Ongoing	Staff Time

Related Recommendations:

7 Consider Accessibility		OR#7
Description:		
Continue to consider accessibility when planning and developing park projects.		
Rationale:		
As a public resource, Queen's Park should provide inclusive recreation opportunities. Community facilities, major park amenities, celebration areas and key trails should incorporate universal accessibility where possible.		
Actions	**Timeframe**	**Preliminary Capital Cost Allowance**
• Consider accessibility in planning and design for new park development.	Ongoing	Staff Time
• Consider providing public information about accessible trail routes in the park.	Medium	Staff Time
Related Recommendations:		
• CR#29: Expand the Pedestrian Circulation Network		

8 Consider Food Services — OR#8

Description:

Consider expanding the variety of food services available in Queen's Park.

Rationale:

Public input suggested a desire to have more options for food and beverages within the park. Queen's Park is surrounded by residential land uses and there are no commercial food venues within walking distance of the park. Food services within the park consist of concessions at Queen's Park Arena and Rainbow Playland that are open during events and busy times of year.

Suggestions for food service considerations received through this process included:

- **Private Enterprise:** Much of the input received expressed a desire to have a coffee shop/small enterprise within the park. The Master Plan recommends possible incorporation of this type of venue within the proposed conservatory and/or the central plaza area. Economic feasibility analysis and identification of potential appropriate private enterprise would be required; and
- **Mobile Food Carts:** Mobile food carts are gaining popularity within the Lower Mainland as an alternative to permanent food services. The flexibility and low-risk nature of these vendors may be a good opportunity for Queen's Park. Creation of a permitting process for vendors would be required.

Access to a greater array of food services may encourage more visitors to come to the park. A food services review would need to be created to understand the balance and impacts of new services on existing concessions.



Public input suggested that a cafe within Queen's Park would be a desirable amenity.



Food service carts are becoming increasingly popular within the Lower Mainland.

Actions	Timeframe	Preliminary Capital Cost Allowance
• Review food services within Queen's Park to determine if additional capacity for different types of services could be supported.	Short	Staff Time
• Develop a policy for commercial services in the parks.	Short	Staff Time

Related Recommendations:

- CR#3: Expand Greenhouses & Build a New Conservatory
- CR#18: New Celebration Plaza at the South Tennis Courts

9 Prioritize Safety

OR#9

Description:

Encourage safe use of the park through design practices and information.

Rationale:

Public input suggested that safety concerns exist within Queen's Park. Because many of the recreation facilities within the park, including the Arena, Arenex and lit fields are used after dark, safety for park users is an important consideration.

The forest character and habitat areas are critical to the composition of Queen's Park. These spaces are also typically dark and may be considered 'unsafe' zones. An appropriate balance between increasing lighting and visibility of park areas and discouraging access to select park areas after dark should be created.

Development and maintenance of park amenities should follow CPTED (Crime Prevention Through Environmental Design) principles where possible, in particular:

- **Natural Surveillance:** 'Eyes on the Park' is an effective way to discourage illicit use of park areas. A vibrant and busy park helps increase feelings of safety for park users;
- **Maintenance of Spaces:** Ongoing pro-active maintenance and repair reduce this image and discourage illicit use of a space; and
- **Reduced Entrapment Areas:** Areas that pose a potential for attackers to hide in or create dead ends should be avoided in design of park spaces.
- **Information:** Safety information on park signage and information about park lighting, safety and closed areas after dark supports informed public use of the space.

Actions	Timeframe	Preliminary Capital Cost Allowance
• Encourage creation and review of risk assessment and CPTED design documents when developing detailed designs for park enhancements.	Ongoing	Staff Time

Related Recommendations:

- CR#34: Improve Wayfinding & Signage
- CR#35: Add Lighting in Key Locations

Investigate Sub-Surface Park Infrastructure		OR#10
Description:		
Develop an accurate picture of the existing sub-surface park utilities and determine where upgrades are required.		
Rationale:		
Input from the Engineering Department suggests that sub-surface infrastructure systems are not well-documented for Queen's Park. The age of the park means that some sub-surface systems that were installed decades earlier are still being used today. To assist with future development of the park, it would be desirable to complete a review of sub-surface infrastructure in Queen's Park to map storm, sanitary and water utilities. In the future, as changes are completed within the park, accurate as-built documentation of the sub-surface utilities should be maintained.		
Actions	**Timeframe**	**Preliminary Capital Cost Allowance**
• Complete an investigation of sub-surface utilities in Queen's Park.	Medium	TBD
• Maintain accurate as-built documents of Queen's Park sub-surface utilities.	Ongoing	Staff Time
Related Recommendations:		

11 Renew Infrastructure — OR#11

Description:

Develop a comprehensive life-cycle approach to maintaining and upgrade the recreation amenities in Queen's Park.

Rationale:

A comprehensive life-cycle approach to planning upgrades in the future will help prevent premature failure of component parts and surprise costs associated with emergency repairs. The goal of life-cycle planning should be to increase the efficiency of facilities and to predict the investment needed for ongoing maintenance.

In 2007, a comprehensive Civic Facilities Assessment was completed for New Westminster and included several of the Queen's Park Facilities including the Arena, Arenex, Bandshell, Centennial Lodge, Greenhouse and Stadium. Recommendations for upgrades to the facilities were provided in the reports. Additionally, the Parks Division maintains a comprehensive asset inventory that tracks all park related infrastructure and has an assigned life cycle for each asset. Regular review of these assessments and tracking of completed upgrades should be undertaken on an ongoing basis.

When new facilities are developed within the park, life-cycle planning should consider renewal costs and timeframes so that ongoing renewal can be incorporated into future budgets.

New Westminster maintains an asset inventory of parks amenities throughout the City. Life-cycle planning can build on this inventory by providing anticipated renewal or replacement timeframes and estimates.

Actions	Timeframe	Preliminary Capital Cost Allowance
• Develop and track life-cycle evaluations for park amenities in Queen's Park.	Ongoing	
• Implement strategic upgrades as recommended by life-cycle planning to ensure facilities remain efficient and continue to provide high-quality experiences.	Ongoing	Annual Budgets

Related Recommendations:

- CR#1: Restore & Enhance Queen's Park Arena
- CR#2: Install a Second Ice Sheet
- CR#3: Expand Greenhouses & Build a New Conservatory
- CR#5: Arenex Maintenance & Programming Changes
- CR#7: Maintain Centennial Lodge as Existing
- CR#8: Maintain Queen's Park Boardroom as Existing

12 Plan for Park Maintenance — OR#12

Description:

Ensure improvements to Queen's Park and addition of new facilities are accompanied by adequate maintenance funding.

Rationale:

Improvement and additions to Queen's Park will impact budget requirements. As new park amenities are added, operations and maintenance planning and budgets should be adjusted accordingly.	*Public input generally indicated that people are satisfied with the current maintenance in Queen's Park.*

Actions	Timeframe	Preliminary Capital Cost Allowance
• Review and update annual maintenance budget requirements when park improvements are completed.	Ongoing	Staff Time

Related Recommendations:

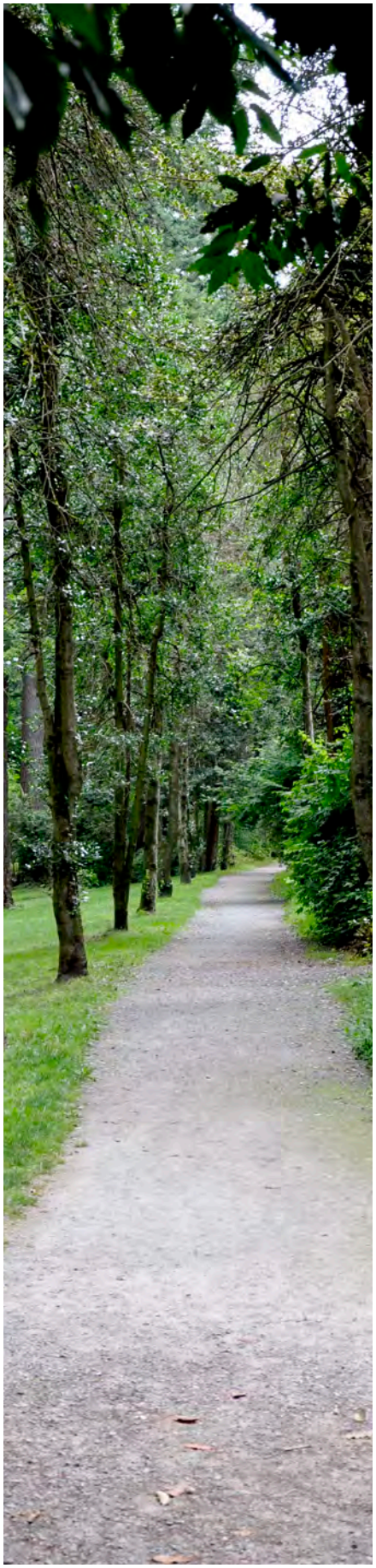
- CR#2: Install a Second Ice Sheet
- CR#3: Expand Greenhouses & Build a New Conservatory
- CR#10: Installation of a Community/Children's Garden
- CR#11: Remove Bandshell & Improve/Expand Picnic Shelters
- CR#12: Install Rainwater Ponds & Swales
- CR#13: Create Eco-Zones Area & Discovery Walk
- CR#18: Create a Park Entry Plaza at the South Tennis Courts Site
- CR#23: Develop Horticultural Display Gardens

“I feel the park is the main asset for living in the area. As I get older, I enjoy walking the Millennium Trail and checking out the many seasonal sports that the existing facilities promote.”

- Public Ideas Survey Participant

6 Implementation

This section summarizes a recommended approach to implementation of the actions developed through the planning process. It provides steps to achieving positive change in Queen's Park and includes a summary of proposed projects and order of magnitude capital costs for budget setting purposes.



6.1 Implementation Overview

6.2 Funding Strategies

6.3 Capital Recommendation (CR) Matrix

6.4 Capital Projects Summary

6.4.1 Short-Term Project Summary

6.4.2 Medium-Term Project Summary

6.4.3 Long-Term Project Summary

6.1 Implementation Overview

The implementation summary provides an overview of the recommended steps for achieving the Queen's Park vision. This vision is a long-term outlook, and it is recognized that the City of New Westminster will continue to grow and evolve, so it will be necessary to be flexible and adapt to new opportunities and challenges that arise.

The plan will need to be balanced among concurrent initiatives throughout the community. The projects recommended in this plan will need to be prioritized within the City's broader recreation system improvements.

The implementation of the plan will be affected by the complex use patterns in Queen's Park and the influences of several City departments and outside organizations. While the Parks, Culture and Recreation Department is the key department responsible for overseeing the plan, successful implementation will require coordination between a number of groups including, but not limited to:

- City Council;
- Parks and Recreation Committee and other City Advisory Committees;
- City Departments (Parks, Culture & Recreation Department, Engineering Department, Development Services, Finance Department);
- Stakeholders; and
- Community Members.

Ongoing participation and collaboration of all these groups will be required to support successful implementation of the plan.

6 Implementation

6.2 Funding Strategies

The future vision will require substantial funding and partnerships to be implemented as outlined. Availability of funding from a range of sources and partnerships with community groups will largely control the extent and content of each phase of implementation and park development.

There are many possible sources of funding that could help implement the recommendations in this plan. To accomplish the priorities developed through this process, the City will need to actively pursue additional methods of funding park improvements. The following list provides a brief description of strategies that could be employed in the implementation of the Master Plan:

1. **Capital:** Property tax is the City's principle source of revenue for providing community services. Property tax contributes to many different city improvements and must be balanced among community needs.
2. **Development Cost Charges (DCCs):** DCCs are a means of collecting fees from development projects for infrastructure improvements necessitated by community growth. The Local Government Act section 932 to 937 enable municipalities to collect DCCs for parkland acquisition and minor park land improvements. Park land improvements are limited to: fencing, landscaping, drainage and irrigation, trails, restrooms, changing rooms, playground equipment and/or playing field equipment.
3. **Amenity Contributions:** Amenity contributions through rezoning provide amenities or capital funding that support growth and densification. Section 904 of the Local Government Act enables municipalities to obtain phased amenities through zoning regulations.
4. **Parcel Tax**: A parcel tax levies a fixed charge per property within a community or defined zone. This tax allows funds for a specific purpose to be raised, without increasing general property taxes. The use of a parcel tax can alleviate public concerns that funds raised through general property taxes may not be directed to this specific project and provides a fixed time frame for the implementation of the levy. A parcel tax may be appropriate for major capital improvements because it spreads the tax load evenly among large and small properties without regard to assessed value. As such, parcel taxes are more closely aligned with the 'all citizens benefit equally and pay equally' nature of parks.
5. **Senior Government Funding:** The Province of BC, Federation of Canadian Municipalities, Government of Canada and other government and non-government organizations offer grants that provide capital or planning funds. Park improvement projects could secure funds related to non-vehicular transportation, public infrastructure, environmental improvements, sustainability initiatives and parks. The City should pursue grants for projects identified in this plan.
6. **Donations & Fund-raising**: Corporations, organizations and individuals are often willing to contribute to community assets. An organized, efficient and productive donation campaign helps harness these opportunities and ensures the community sees results.
7. **User Fees**: User fees provide funding to assist with the costs of operating and maintaining parks and recreation facilities and programs. The chief goal of municipal recreation is to provide public use, which means full-cost pricing is typically not employed. User fees and rental costs should be regularly reviewed to ensure they are supporting successful operation of the park.

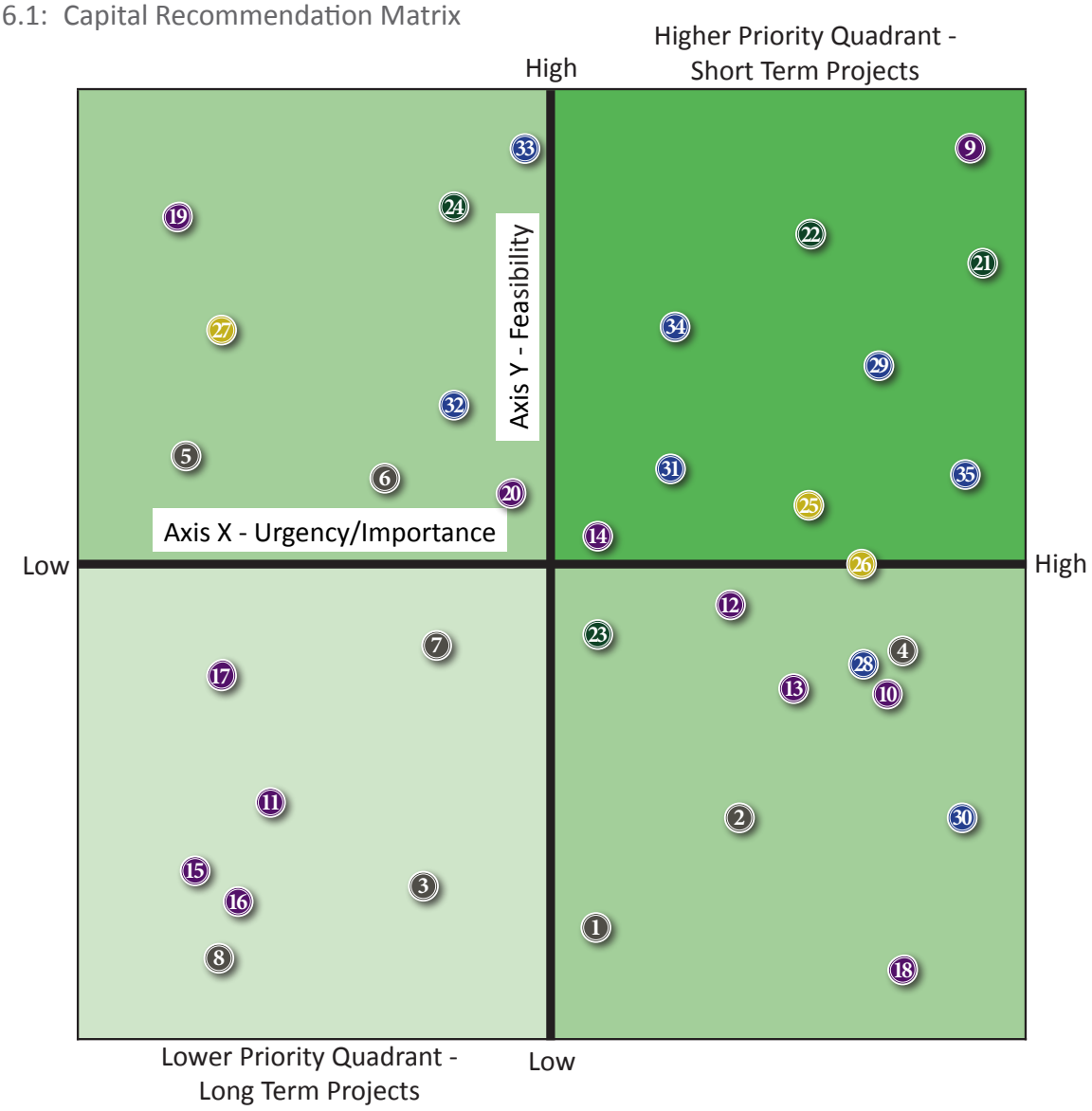
6.3 Capital Recommendation (CR) Matrix

The Capital Recommendation Matrix provides a visual snapshot of the recommendation priorities. The matrix axes are based on:

- **Axis X - Urgency/Importance:** The Urgency/Importance axis is related to the public support, need for upgrades for safety and to manage deterioration.
- **Axis Y - Feasibility:** The Feasibility axis is related to the potential to complete the project within a short timeframe. Recommendations with high capital costs or projects that require other recommendations to be completed first fall lower on the feasibility axis.

Projects which have both high Urgency/Importance and Feasibility fall within the High Priority Quadrant (shown in dark green). These projects should be considered the highest priorities for completion.

Figure 6.1: Capital Recommendation Matrix



6 Implementation

6.4 Decision Support Matrix Summary

The achievement of the vision for Queen's Park will be supported by the successful completion of improvements projects that result in early, visible improvements and support sustained success.

The attached Decision Support Matrix summary tables provide an overview of phased recommended capital projects. Each project is assigned a time frame, based on the following criteria:

- **Urgency:** Does the project require short-term upgrades or development to limit deterioration or enhance safety?
- **Public Support:** Did public input over the course of the project support the proposed recommendations?
- **Ease of Implementation:** Are there any complicating factors such as other projects requiring completion prior to implementation of the proposed project?
- **Community Benefits:** Does the project have noticeable community benefits such as expansion/retention of recreation opportunities that support the vision of a park that appeals to a broad range of user groups?
- **Environmental Benefits:** Does the project have noticeable environmental benefits such as habitat creation, forest renewal or green building systems?
- **Initial Capital Cost:** How much is the initial capital cost of implementing the recommendation?
- **Life-Cycle Cost:** How much is the ongoing life-cycle cost of implementing the recommendation?

The following Decision Support Matrix summary tables provide an overview of phased recommended capital projects.

Figure 6.2: Decision Support Matrix

Legend

Urgency	
Does the project require short-term upgrades or development to limit deterioration or enhance safety?	
✓	Low/No Urgency
✓✓	Moderate Urgency
✓✓✓	High Urgency
✓✓✓✓	Very High Urgency

Public Support	
Did public input over the course of the project support the proposed recommendations?	
👍	Low/No Support
👍👍	Moderate Support
👍👍👍	High Support
👍👍👍👍	Very High Support

Ease of Implementation	
Are there any complicating factors such as other projects requiring completion prior to implementation of the proposed project?	
*	Low Ease of Implementation
**	Moderate Ease of Implementation
***	High Ease of Implementation
****	Very High Ease of Implementation

Community Benefit	
Does the project have noticeable community benefits such as expansion/retention of recreation opportunities that support the vision of a park that appeals to a broad range of user groups?	
🧍	Low Community Benefit
🧍🧍	Moderate Community Benefit
🧍🧍🧍	High Community Benefit
🧍🧍🧍🧍	Very High Community Benefit

Environmental Benefit	
Does the project have noticeable environmental benefits such as habitat creation, forest renewal or green building systems?	
🍃	Low Environmental Benefit
🍃🍃	Moderate Environmental Benefit
🍃🍃🍃	High Environmental Benefit
🍃🍃🍃🍃	Very High Environmental Benefit

Initial Capital Cost	
How much is the initial capital cost of implementing the recommendation?	
💰	Low Initial Cost Estimated $0 - $100,000
💰💰	Moderate Initial Cost Estimated $100,001 - $500,000
💰💰💰	High Initial Cost Estimated $500,001 - $1,000,000
💰💰💰💰	Very High Initial Cost $1,000,001+

Life-Cycle Cost	
How much is the ongoing life-cycle cost of implementing the recommendation?	
💰	Low Life-Cycle Cost Estimated $0 - $100,000
💰💰	Moderate Life-Cycle Cost Estimated $100,001 - $500,000
💰💰💰	High Life-Cycle Cost Estimated $500,001 - $1,000,000
💰💰💰💰	Very High Life-Cycle Cost $1,000,001+

Suggested Timeline for Information	
Based on the above criteria, what is the suggested timeline for implementing the project?	
Short	0 - 5 years (2013 - 2018)
Medium	6 - 10 years (2019 - 2024)
Long	10+ years (2025 or beyond)

Projects to be Completed First	
Are there any recommendations that should/must be completed prior to implementation of this project?	
CR#X.X	Reference Recommendation Number

Decision Support Matrix - Queen's Park Master Plan Recommendations

Indoor Facility Recommendations

#	Recommendation	Urgency	Public Support	Feasibility	Social Benefit	Environmental Benefit	Initial Capital Cost	Life-Cycle Cost	Suggested Timeline	Projects Requiring Completion First
CR#1	**Restore & Enhance Queen's Park Arena**									
1.1	*Continue life-cycle upgrades to maintain the existing building in high-quality condition.*	✓✓✓	👍👍👍👍	*	🚹🚹🚹	🪶🪶		💰💰💰💰	On-going	
1.2	*Identify Heritage grants to complete window restoration*	✓	👍👍👍	****	🚹🚹	🪶			Medium	
1.3	*Complete facade upgrades.*	✓	👍👍👍	**	🚹🚹🚹	🪶🪶	💰💰💰💰	💰💰	Long	CR#1.2
1.4	*Replace the existing lobby with a structure more suitable to the historic character of the building.*	✓	👍👍👍	*	🚹🚹🚹	🪶	💰💰💰💰	💰	Long	CR#2.2
CR#2	**Install a Second Ice Sheet**									
2.1	*Develop a design plan for the new ice sheet that is suitable for funding applications and fund-raising.*	✓	👍👍👍👍	****	🚹🚹🚹	🪶	💰		Medium	
2.2	*Develop a new ice sheet, including updated lobby.*	✓	👍👍👍👍	*	🚹🚹🚹	🪶	💰💰💰💰	💰💰💰💰	Long	CR#2.1 CR#30.3 CR#31.7
CR#3	**Expand Greenhouses & Build a New Conservatory**									
3.1	*Continue on-going life-cycle upgrades to maintain the existing greenhouses.*	✓✓✓	👍👍	*	🚹🚹	🪶🪶	💰	💰💰💰	On-going	
3.2	*Consider opportunities for private enterprise (e.g. coffee shop) in conjunction with a proposed conservatory through the development of initial business/feasibility plan.*	✓	👍👍	*	🚹		💰		Long	
3.3	*Develop a new conservatory on the south side of the greenhouses.*	✓	👍👍👍	*	🚹🚹🚹	🪶🪶	💰💰💰💰	💰💰💰💰	Long	CR#3.2

#	Recommendation	Urgency	Public Support	Feasibility	Social Benefit	Environmental Benefit	Initial Capital Cost	Life-Cycle Cost	Suggested Timeline	Projects Requiring Completion First
CR#4	**Replace Stadium Grandstand with a New, High-Quality Facility**									
4.1	*Undertake a conceptual design and public engagement process for the stadium/south tennis courts area (see CR#18) that analyzes the existing sites, including survey, geotechnical and structural review, to create a new design that satisfies the needs of the community while being cost-effective in both the short- and long-term.*	✓✓✓✓	👍👍	****	🚹🚹🚹	🪶	💰		Short	
4.2	*Remove all or portions of the existing stadium structure (opportunities to renovate portions of the existing structure may be considered if cost effective).*	✓✓✓	👍👍	***	🚹🚹🚹	🪶	💰💰		Medium	CR#4.1
4.3	*Replace with new stands and surrounding landscape with a seating capacity of 300 - 500.*	✓✓✓	👍👍👍	***	🚹🚹🚹	🪶	💰💰💰	💰	Medium	CR#4.1 CR#4.2
CR#5	**Maintain Arenex & Explore Programming Changes**									
5.1	*Continue on-going life-cycle upgrades to maintain the Arenex for a minimum of 15 years (including floor and building envelope upgrades).*	✓✓✓	👍👍	***	🚹🚹🚹	🪶		💰💰💰💰	On-going	
5.2	*Incorporate relocation of the gymnastics and trampoline programs into plans for Canada Games Pool.*	✓✓	👍👍👍	**	🚹🚹🚹				On-going	
5.3	*When an alternate facility for gymnastics and trampoline is completed, focus Arenex programming on family and drop-in recreation.*	✓✓	👍👍👍	****	🚹🚹🚹			💰	Long	CR#5.1
CR#6	**Upgrade Parking & Landscape at Bernie Legge Theatre**									
6.1	*Continue on-going life-cycle upgrades to maintain Bernie Legge Theatre.*	✓	👍	***	🚹🚹	🪶🪶	💰💰	💰	On-going	
6.2	*Upgrade the entry gardens in front of the theatre, including an improved accessible entrance.*	✓	👍👍	**	🚹🚹		💰💰	💰	Medium	CR#26.1 CR#26.2 CR#30.2
6.3	*Upgrade parking and access to the theatre.*	✓	👍👍	**	🚹🚹		💰💰	💰	Medium	CR#26.1 CR#26.2 CR#30.2
CR#7	**Maintain Centennial Lodge as Existing**									
7.1	*Continue on-going life-cycle upgrades to maintain Centennial Lodge.*	✓✓✓	👍👍	****	🚹🚹			💰💰	On-going	
CR#8	**Maintain Queen's Park Boardroom as Existing**									
8.1	*Continue on-going life-cycle upgrades to maintain Queen's Park Boardroom.*	✓✓✓	👍	****	🚹🚹			💰	On-going	

Decision Support Matrix - Queen's Park Master Plan Recommendations

Outdoor Amenity Recommendations

#	Recommendation	Urgency	Public Support	Feasibility	Social Benefit	Environmental Benefit	Initial Capital Cost	Life-Cycle Cost	Suggested Timeline	Projects Requiring Completion First
CR#9	**Update Rainbow Playland**									
9.1	*Create a comprehensive design plan for Rainbow Playland to ensure implementation can occur as funds and grant opportunities arise.*	✓✓✓✓	👍👍👍👍	****	🚹🚹🚹🚹	🪶🪶	💰		Short	
9.2	*Complete spraypark upgrades.*	✓✓✓✓	👍👍👍👍	****	🚹🚹🚹	🪶🪶🪶	💰💰	💰	Short	CR#9.1
9.3	*Develop a new concession/washroom/storage building.*	✓✓✓✓	👍👍👍👍	***	🚹🚹🚹	🪶🪶	💰💰	💰	Medium	CR#9.1
9.4	*Update outdated play equipment and develop new natural play opportunities.*	✓✓✓	👍👍👍	***	🚹🚹🚹	🪶	💰💰	💰	Medium	CR#9.1
9.5	*Upgrade and reorganize structures in the petting farm.*	✓✓	👍👍👍	***	🚹🚹🚹	🪶	💰💰	💰	Long	CR#9.1
CR#10	**Install Community/Children's Garden**									
10.1	*Consult with local community members or not-for-profit organizations interested in creating or stewarding a volunteer organization for the development and operation of a community/children's garden in Queen's Park.*	✓✓	👍👍👍👍	****	🚹🚹🚹🚹	🪶🪶🪶			Short	
10.2	*Seek funding through fund-raising, grants and community partners.*	✓✓	👍👍👍👍	****	🚹🚹🚹🚹	🪶🪶🪶			Medium	CR#10.1
10.3	*Dedicate and develop a community garden site once a volunteer organization has been formed.*	✓✓	👍👍👍👍	****	🚹🚹🚹	🪶	💰	💰	Medium	CR#10.1 CR#10.2 CR#25.1 CR#25.2
CR#11	**Remove Bandshell & Improve/Expand Picnic Shelters**									
11.1	*Remove the existing bandshell.*	✓	👍	**	🚹	🪶	💰		Long	
11.2	*Develop 1 new moderately-sized picnic shelter (e.g. 6 - 8 tables) in Queen's Park.*	✓✓	👍👍👍	**	🚹🚹🚹	🪶	💰	💰	Long	CR#11.1

#	Recommendation	Urgency	Public Support	Feasibility	Social Benefit	Environmental Benefit	Initial Capital Cost	Life-Cycle Cost	Suggested Timeline	Projects Requiring Completion First
CR#12	**Install Rainwater Ponds & Swales**									
12.1	*Complete soil and subsurface investigations and testing to determine the capacity for stormwater capture and infiltration in the northeast corner of the park and develop an engineered stormwater pond design based on study findings and potential run-off capture sources.*	✓✓	👍👍	***	🧍		💰		Short	
12.2	*Develop a stormwater pond area that includes design features.*	✓✓	👍👍👍👍	***	🧍🧍🧍	🪶🪶🪶🪶	💰💰	💰	Short	CR#12.1
CR#13	**Create Eco-Zones Area & Discovery Walk**									
13.1	*Design proposed Eco-Zones area.*	✓✓✓✓	👍👍	****	🧍		💰		Short	
13.2	*Plan vegetation early to begin establishment.*	✓✓✓✓	👍👍	****	🧍🧍🧍	🪶🪶🪶🪶	💰	💰	Medium	CR#13.1
13.3	*Develop Discovery Walk including trails, boardwalks, interpretive information, seating, art, nature play, etc.*	✓✓	👍👍👍👍	***	🧍🧍🧍🧍	🪶🪶🪶🪶	💰💰💰	💰	Long	CR#12.2 CR#22.1 CR#13.1
CR#14	**Relocate Rose Garden**									
14.1	*Relocate the rose garden to the eastern slope between the Centennial Lodge parking lot and Tree Nursery.*	✓✓	👍👍	***	🧍🧍		💰💰	💰	Medium	CR#31.8
CR#15	**Expand & Light East Tennis Courts**									
15.1	*Continue on-going maintenance of the courts to ensure they provide high-quality play.*	✓✓	👍	****	🧍🧍			💰	On-going	
15.2	*Develop a new court or practice wall adjacent to the existing courts.*	✓✓	👍👍	***	🧍🧍		💰💰	💰	Medium	
15.3	*Install court lighting.*	✓	👍👍	***	🧍🧍		💰💰	💰	Long	
CR#16	**Develop Spectator Seating at the East Fields**									
16.1	*Develop spectator seating and viewing areas on the east or west side of the fields.*	✓	👍👍	**	🧍🧍		💰💰	💰	Medium	

#	Recommendation	Urgency	Public Support	Feasibility	Social Benefit	Environmental Benefit	Initial Capital Cost	Life-Cycle Cost	Suggested Timeline	Projects Requiring Completion First
CR#17	**Upgrade South Fields**									
17.1	*Provide picnic seating within viewing of the south fields.*	✓	👍👍👍	***	🧍🧍		💰💰	💰	Long	
17.2	*Upgrade the south fields to improve drainage and turf quality (Option 1).*	✓	👍👍	***	🧍🧍		💰💰💰	💰	Long	
17.3	*Redevelop the south fields as an artificial turf field (Option 2).*	✓	👍👍	**	🧍🧍	🪶🪶🪶🪶	💰💰💰💰	💰💰	Long	
CR#18	**Create a Park Entry Plaza at the South Tennis Courts site**									
18.1	*Develop detailed design for an outdoor public plaza including geotechnical investigation of subsurface fill conditions, in conjunction with a study of the Stadium Grandstand site (see CR#4).*	✓✓✓	👍👍	***	🧍🧍🧍🧍		💰💰		Short	
18.2	*Secure funding for development.*	✓✓✓	👍👍👍	***	🧍🧍🧍🧍				Medium	
18.3	*Develop the plaza.*	✓	👍👍👍	**	🧍🧍🧍🧍	🪶🪶	💰💰💰💰	💰💰	Long	CR#18.1 CR#18.2
CR#19	**Upgrade Fitness Circuit**									
19.1	*Add/update fitness equipment over time.*	✓	👍	****	🧍🧍🧍		💰	💰	Medium	
19.2	*Review vegetation around the fitness areas and maintain some view corridors for safety while creating a physical separation to support a feeling of privacy.*	✓	👍👍	***	🧍🧍🧍		💰		Medium	
19.3	*Enhance connectivity between fitness area and adjacent trails and pathways through improved pedestrian connections (see CR#29).*	✓	👍👍	***	🧍🧍🧍		💰		Medium	
CR#20	**Light Dog Enclosure**									
20.1	*Provide lighting at the dog enclosure and along trail access from proposed parking areas to the enclosure.*	✓✓✓✓	👍👍👍	**	🧍🧍🧍		💰💰	💰	Medium	
20.2	*Discourage dogs off-leash in other park areas through signage, information and bylaw enforcement.*	✓✓✓✓	👍👍👍	**	🧍🧍🧍	🪶🪶	💰		On-going	

Decision Support Matrix - Queen's Park Master Plan Recommendations

Vegetated Area Recommendations

#	Recommendation	Urgency	Public Support	Feasibility	Social Benefit	Environmental Benefit	Initial Capital Cost	Life-Cycle Cost	Suggested Timeline	Projects Requiring Completion First
CR#21	**Manage & Revitalize Mature Forest Areas**									
21.1	*Complete on-going invasive species management within forest areas.*	✓✓✓✓	👍👍👍👍	***	🧍🧍🧍	🪶🪶🪶🪶	💰💰	💰	On-going	
21.2	*Implement signage and/or fencing to management movement of people through regeneration areas.*	✓✓✓✓	👍👍👍👍	****	🧍🧍🧍	🪶🪶🪶🪶	💰	💰	On-going	
21.3	*Create understory plantings in mature forest areas, add coarse woody debris and snags, install nest boxes.*	✓✓✓✓	👍👍👍👍	****	🧍🧍🧍	🪶🪶🪶🪶	💰	💰	On-going	CR#21.1 CR#21.2
CR#22	**Plant a Vegetated Buffer along McBride Boulevard**									
22.1	*Increase McBride Boulevard plantings to create a heavier vegetated buffer.*	✓✓✓	👍👍👍	****	🧍🧍🧍🧍	🪶🪶🪶🪶	💰	💰	Short	
CR#23	**Develop Horticultural Display Gardens**									
23.1	*Develop horticultural display gardens as a component of on-going upgrades in Queen’s Park.*	✓✓	👍👍👍	**	🧍🧍🧍	🪶	💰	💰	On-going	
CR#24	**Develop Park-Wide Horticultural Interpretation**									
24.1	*Develop processes for sharing information with the public about the horticultural happenings of Queen’s Park using web and print materials.*	✓✓	👍👍👍👍	****	🧍🧍🧍	🪶🪶🪶			On-going	
24.2	*Develop signage and information for plant species throughout the park.*	✓✓	👍👍👍👍	****	🧍🧍🧍	🪶🪶🪶	💰	💰	Medium	CR#24.1 CR#34.1

Decision Support Matrix - Queen's Park Master Plan Recommendations

Maintenance Area Recommendations

#	Recommendation	Urgency	Public Support	Feasibility	Social Benefit	Environmental Benefit	Initial Capital Cost	Life-Cycle Cost	Suggested Timeline	Projects Requiring Completion First
CR#25	**Consolidate Maintenance Buildings & Storage Areas**									
25.1	*Identify, plan and establish new (replacement) forest area.*	✓✓✓✓	👍👍👍👍	****			💰	💰	Short	
25.2	*Develop a new maintenance and storage yard and remove existing yard.*	✓✓✓	👍👍👍	****			💰💰💰	💰💰	Medium	CR#25.1
CR#26	**Relocate Soil Piles**									
26.1	*Develop a new soil storage area.*	✓✓✓	👍👍👍	****			💰💰	💰	Medium	
26.2	*Remove the existing soil storage area.*	✓✓✓	👍👍👍	****			💰		Medium	CR#25.2 CR#26.1
CR#27	**Upgrade Tree Nursery**									
27.1	*Upgrade the tree nursery to include formal trails, decorative fencing and interpretive information.*	✓	👍	****			💰💰	💰	Long	
27.2	*Consider providing public access and/or guided tours of the facility to park visitors.*	✓	👍👍	*					On-going	CR#27.1
27.3	*Maintain the facility to be clear of unused equipment and waste.*	✓	👍👍	****					On-going	

Decision Support Matrix - Queen's Park Master Plan Recommendations

Circulation Recommendations

#	Recommendation	Urgency	Public Support	Feasibility	Social Benefit	Environmental Benefit	Initial Capital Cost	Life-Cycle Cost	Suggested Timeline	Projects Requiring Completion First
CR#28	**Narrow & Green Main Entry Road**									
28.1	*Upgrade the Third Street entry road.*	✓✓✓✓	👍👍👍👍	**	🚹🚹🚹🚹	🍃🍃🍃	💰💰💰	💰	Long	CR#31.2 CR#31.5
CR#29	**Expand Pedestrian Circulation Network**									
29.1	*Develop Connection A: Third Avenue/First Street Park Entry to McBride/Sixth Pedestrian Entry*	✓✓✓	👍👍👍👍	***	🚹🚹🚹🚹	🍃🍃🍃	💰💰	💰	Medium	CR#9.1
29.2	*Develop Connection B: Arena to South Field*	✓✓	👍👍👍	**	🚹🚹🚹🚹	🍃🍃	💰	💰	Long	CR#18.1
29.3	*Develop Connection C: McBride Overpass to First Street*	✓	👍👍	***	🚹🚹🚹🚹	🍃🍃	💰	💰	Medium	
29.4	*Develop Connection D: Fourth Avenue to Millennium Trail*	✓✓	👍👍👍	*	🚹🚹🚹🚹	🍃🍃	💰	💰	Medium	CR#30.4
29.5	*Develop Connection E: Third Avenue to Sixth Avenue*	✓✓	👍👍	***	🚹🚹🚹🚹	🍃🍃	💰	💰	Long	CR#30.5
29.6	*Develop Connection F: Centennial Lodge to Tennis Courts*	✓	👍👍	**	🚹🚹🚹	🍃🍃	💰	💰	Long	CR#14.1 CR#27.1
29.7	*Develop Connection G: Discovery Trails*	✓	👍👍👍👍	**	🚹🚹🚹🚹	🍃🍃🍃	💰	💰	Long	CR#13.3
CR#30	**Improve Vehicle Circulation Network**									
30.1	*Upgrade Road A – Main Entry Road.*	✓✓✓✓	👍👍👍👍	**	🚹🚹🚹🚹		💰💰💰	💰	Long	CR#28.1
30.2	*Upgrade Road B – Stadium Loop.*	✓✓✓	👍👍	**	🚹🚹🚹		💰💰💰	💰	Long	CR#4.1 CR#4.2
30.3	*Create Road C – Arena Drop-Off.*	✓✓✓	👍👍	**	🚹🚹🚹		💰💰	💰	Long	
30.4	*Create Road D – Fourth Avenue Entry.*	✓✓✓	👍👍	*	🚹🚹🚹🚹		💰💰💰	💰	Long	CR#25.2
30.5	*Upgrade Road E – Road between Third and Sixth.*	✓✓	👍👍	***	🚹🚹		💰💰	💰	Long	
30.6	*Consider naming the roads in Queen’s Park.*	✓✓✓	👍👍👍👍	****	🚹🚹🚹				Medium	

#	Recommendation	Urgency	Public Support	Feasibility	Social Benefit	Environmental Benefit	Initial Capital Cost	Life-Cycle Cost	Suggested Timeline	Projects Requiring Completion First
CR#31	**Reorganize Parking**									
31.1	*Develop new south fields parking lot (A).*	✓	👍👍👍👍	***	🚹🚺		💰💰	💰	Medium	CR#17.2
31.2	*Develop a new Celebration Plaza parking lot in conjunction with plaza upgrades (B).*	✓✓✓✓	👍👍👍	*	🚹🚺		💰💰	💰	Long	CR#18.1 CR#25.2 CR#26.1 CR#26.2
31.3	*Develop parking along the Stadium loop east of the stadium field in conjunction with road upgrades (C).*	✓✓✓✓	👍👍👍	**	🚹🚺		💰	💰	Long	CR#30.2
31.4	*Develop parking along the Stadium loop west of Bernie Legge Theatre in conjunction with road upgrades (D).*	✓✓✓✓	👍👍👍	*	🚹🚺		💰	💰	Long	CR#25.2 CR#26.1 CR#26.2 CR#30.2
31.5	*Maintain existing parking in front of the Arenex during upgrades to the Main Entry Road (E).*	✓✓✓✓	👍👍👍👍	****	🚹🚺				On-going	
31.6	*Develop new parking on the main entry road during upgrades to the Main Entry Road (F,G).*	✓✓✓✓	👍👍👍👍	**	🚹🚺		💰💰	💰	Long	CR#28.1
31.7	*Redevelop and expand the Arena Parking Lot following relocation of the rose garden and maintenance yard (I).*	✓✓	👍👍👍	****	🚹🚺		💰💰	💰	Long	CR#14.1 CR#25.2
31.8	*Expand the Centennial Lodge parking lot in conjunction with relocation of the Rose Garden (J).*	✓✓✓	👍👍👍	****	🚹🚺		💰💰	💰	Medium	
31.9	*Develop additional parking along the road between Third and Sixth (K).*	✓✓	👍👍	****	🚹🚺		💰	💰	Long	CR#30.5
31.1	*Develop and implement a policy for structured parking beneath new development within the park (e.g. New Ice Sheet or Celebration Plaza).*	✓✓✓✓	👍👍	****	🚹🚺🚹	🪶🪶🪶			Short	

#	Recommendation	Urgency	Public Support	Feasibility	Social Benefit	Environmental Benefit	Initial Capital Cost	Life-Cycle Cost	Suggested Timeline	Projects Requiring Completion First
CR#32	**Establish Public Transit Stop in or near the Park**									
32.1	*Consult with Translink on opportunities to develop a transit stop within or near main activity areas (near the Arena/Arenex/Playland).*	✓✓✓	👍👍👍👍	****	🧍🧍🧍🧍				Medium	
CR#33	**Provide Additional Bicycle Facilities**									
33.1	*Review bike parking facilities and add secure bike parking at key park destinations.*	✓✓✓	👍👍👍	****	🧍🧍🧍🧍	🪶🪶🪶	💰	💰	Short	
33.2	*Install shared trail/road signs on routes that are commonly used by cyclists (e.g. Millennium Trail, Third Avenue and Sixth Avenue park road).*	✓✓	👍👍👍	****	🧍🧍🧍🧍	🪶🪶🪶	💰		Medium	CR#34.1
33.3	*Ensure bike parking is considered in development of new park amenities.*	✓✓	👍👍👍	****	🧍🧍🧍🧍	🪶🪶🪶			On-going	
CR#34	**Improve Wayfinding & Signage**									
34.1	*Develop a Queen's Park signage plan and style.*	✓✓✓	👍👍👍	****	🧍🧍🧍🧍	🪶			Short	
34.2	*Upgrade existing signage throughout the park.*	✓✓✓	👍👍👍	***	🧍🧍🧍🧍	🪶	💰	💰	Medium	CR#34.1
34.3	*Include signage as a component of all new capital projects within the park.*	✓✓✓	👍👍👍	***	🧍🧍🧍🧍	🪶			On-going	CR#34.1
CR#35	**Add Lighting in Key Locations**									
35.1	*Install upgraded lighting at the Dog Enclosure and Bernie Legge Theatre as a component of upgrades to those areas (see CR#6, CR#18 and CR#20).*	✓✓✓	👍👍👍👍	**	🧍🧍🧍		💰	💰	Medium	
35.2	*Determine if the Millennium Trail will be a main route to the new elementary school. If so, install lighting between the McBride Overpass and Vancouver Avenue.*	✓✓✓	👍👍👍	**	🧍🧍🧍		💰💰💰	💰💰	Long	
35.3	*Include lighting considerations as a component of all new capital projects within the park.*	✓✓	👍👍👍	***	🧍🧍🧍🧍				On-going	

6.5 Capital Project Summary

The achievement of the vision for Queen's Park will be supported by the successful completion of improvements projects that result in early, visible improvements and support sustained success.

Projects are organized into three time frames:

- **Short-term projects** are anticipated to be completed between 2013 and 2017. These projects typically garnered extensive public support and will have an immediate benefit for park users. In some cases, short-term projects must be completed prior to medium- and long-term projects (e.g. relocation of an existing use, prior to development of that area). Short-term priorities also include existing amenities that are in poor condition or in need of repair or upgrade to remain viable.
- **Medium-term projects** are recommended for 2018 to 2022 and will require a deeper investment in Queen's Park. Several of these projects will require strategic planning and procurement of funds from sources other than municipal capital.
- **Long-term projects** are recommended for consideration beyond 2022 and have lower priority or more complicating factors that may delay implementation. These include major infrastructure facilities (e.g. new ice sheet). It is anticipated that the Master Plan will be updated in the long-term to confirm the needs of the community at that time and the recommended projects will be updated to reflect these needs.

Implementation of Master Plan projects will be provided for Council consideration within the context of annual community planning and community-wide budget considerations. A flexible approach to implementation will be required as circumstances may expedite or delay time frames. All the projects identified to date are important to the community, and should opportunity arise, consideration to complete a project sooner may be warranted.

Notes:

1. Estimates are developed using unit costs and quantities based on general assumptions using historical construction cost data from similar projects and are provided to assist with long-range budget planning.
2. Costs for infrastructure can vary widely depending on site constraints, design, market forces and other variables.
3. The identification of short-, medium- and long-term priorities are provided at this time for information. It is anticipated that priorities and time frames will be evaluated annually based on community-wide budget considerations and community need.

Table 6.1: Recommended Short-Term Capital Projects Summary

Ref. #	Action	Budget Estimate	Suggested Funding Sources
CR#4.1	• Undertake a conceptual design and public engagement process for the stadium/south tennis courts area (see CR#18) that analyzes the existing sites, including topographical survey, geotechnical and structural review, design development and consultation to create a new design that satisfies the needs of the community while being cost-effective in both the short- and long-term.	$75,000	1, 2, 6
CR#9.1	• Create a comprehensive design plan for Rainbow Playland to ensure implementation can occur as funds and grant opportunities arise.	$60,000	1
CR#9.2	• Complete spraypark upgrades.	$340,000	1, 2, 3, 5, 6
CR#10.1	• Consult with local community members or not-for-profit organizations interested in creating or stewarding a volunteer organization for the development and operation of a community/children's garden in Queen's Park.	Staff Time	n/a
CR#12.1	• Complete soil and subsurface investigations and testing to determine the capacity for stormwater capture and infiltration in the northeast corner of the park and create an engineered stormwater pond design based on study findings and potential run-off capture sources.	$40,000	1
CR#12.2	• Develop a stormwater pond area that includes design features.	$350,000	1, 2, 3, 5, 6
CR#13.1	• Design proposed Eco-Zones area.	$40,000	1
CR#18.1	• Develop detailed design for an outdoor public plaza including geotechnical investigation of subsurface fill conditions, in conjunction with a study of the Stadium Grandstand site (see CR#4).	See CR#4.1	1
CR#22.1	• Increase McBride Boulevard plantings to create a heavier vegetated buffer.	$50,000	1, 2
CR#25.1	• Identify, plan and establish new (replacement) forest area to offset tree removal required for future relocation of the maintenance yard.	$30,000	1, 2
CR#31.10	• Develop and implement a policy for structured parking beneath new development within the park (e.g. New Ice Sheet or Public Entry Plaza).	Staff Time	n/a
CR#33.1	• Review bike parking facilities and add secure bike parking at key park destinations.	$7,000	1
CR#34.1	• Develop a Queen's Park signage plan and style.	$15,000	1

Table 6.2: Recommended Medium-Term Capital Projects Summary

Ref. #	Action	Budget Estimate	Suggested Funding Sources
CR#1.2	• Identify heritage grants to complete window restoration on the existing arena.	Staff Time	n/a
CR#2.1	• Develop a design plan for a new ice sheet that is suitable for funding applications and fund-raising.	$100,000	1
CR#4.2	• Remove all or portions of the existing stadium grandstand structure (opportunities to renovate portions of the existing structure may be considered if cost effective).	$300,000	1
CR#4.3	• Replace stadium grandstand with new stands and surrounding landscape with a seating capacity of 300 - 500.	$500,000	1, 2, 3, 4, 5, 6
CR#6.1	• Upgrade the entry gardens in front of Bernie Legge Theatre, including an improved accessible entrance.	$20,000	1, 6
CR#9.3	• Develop a new concession/washroom/storage building at Rainbow Playland.	$225,000	1,
CR#9.4	• Update outdated play equipment and develop new natural play opportunities at Rainbow Playland.	$150,000	1, 2, 3, 6
CR#10.2	• Seek funding through fund-raising, grants and community partners for Community/Children's Garden development.	Staff Time	n/a
CR#10.3	• Dedicate and develop a Community/Children's Garden site once a volunteer organization has been formed.	$100,000	1, 5, 6
CR#13.2	• Plant vegetation in the northeast corner of the park to begin establishment for the creation of the eco-zones park.	$200,000	1, 5
CR#14.1	• Relocate the rose garden to the eastern slope between the Centennial Lodge parking lot and Tree Nursery.	$250,000	1, 2, 6
CR#15.2	• Develop a new court or practice wall adjacent to the existing east tennis courts.	$200,000	1
CR#16.1	• Develop spectator seating and viewing areas at the east fields.	$50,000	1
CR#18.2	• Secure funding to develop the Park Entry Plaza.	Staff Time	n/a
CR#19.1	• Add/update fitness equipment over time.	$25,000	1, 5, 6
CR#19.2	• Review vegetation around the fitness areas and maintain view corridors for safety while creating a physical separation to support a feeling of privacy.	Operations	n/a
CR#19.3	• Enhance connectivity between fitness area and adjacent trails and pathways through improved pedestrian connections (see CR#29).	See CR#29	n/a
CR#20.1	• Provide lighting at the dog enclosure and along trail access from parking areas to the enclosure.	$40,000	1

Ref. #	Action	Budget Estimate	Suggested Funding Sources
CR#24.1	• Develop signage and information for plant species throughout the park.	$15,000	1, 6
CR#25.2	• Develop a new maintenance and storage yard and remove existing yard.	$300,000	1
CR#26.1	• Develop a new soil storage area.	$20,000	1
CR#26.2	• Remove the existing soil storage area.	Operations	n/a
CR#29.1	• Develop trail connection T-A (see Figure 4.3: Park Circulation).	$60,000	1, 2, 3, 5, 6
CR#29.3	• Develop trail connection T-C (see Figure 4.3: Park Circulation).	$50,000	1, 2, 3, 5, 6
CR#29.4	• Develop trail connection T-D (see Figure 4.3: Park Circulation).	$15,000	1, 2, 3, 5, 6
CR#30.6	• Consider naming the roads in Queen's Park.	Staff Time	n/a
CR#31.1	• Develop new south fields parking lot (P-A – see Figure 4.3: Park Circulation).	$50,000	1
CR#31.8	• Expand the Centennial Lodge parking lot in conjunction with relocation of the Rose Garden (P-J – see Figure 4.3: Park Circulation).	$30,000	1
CR#32.1	• Consult with Translink on opportunities to develop a transit stop within or near main activity areas (near the Arena/ Arenex/Rainbow Playland).	Staff Time	n/a
CR#33.1	• Install shared trail/road signs on routes that are commonly used by cyclists (e.g. Millennium Trail, Third Avenue and Sixth Avenue park road).	$10,000	1
CR#34.1	• Upgrade existing signage throughout the park.	$75,000	1
CR#35.1	• Install upgraded lighting at the Dog Enclosure and Bernie Legge Theatre as a component of upgrades to those areas (see CR#6 and CR#20).	See CR#6, CR#20	See CR#6, CR#20

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Table 6.3: Recommended Long-Term Capital Projects Summary

Ref. #	Action	Budget Estimate	Suggested Funding Sources
CR#1.3	• Complete facade upgrades of the existing arena.	$500,000	1, 3, 4, 5, 6, 7
CR#1.4	• Replace the existing arena lobby with a structure more suitable to the historic character of the building.	See CR#2	See CR#2
CR#2.2	• Develop a new ice sheet connected with the west side of the existing arena, including updated lobby.	$10,000,000	1, 3, 4, 5, 6, 7
CR#3.2	• Consider opportunities for private enterprise (e.g. coffee shop) in conjunction with a proposed conservatory at the greenhouses through the development of initial business/ feasibility plan.	Staff Time	n/a
CR#3.3	• Develop a new conservatory on the south side of the greenhouses.	$1,500,000	1, 3, 4, 5, 6, 7
CR#5.3	• When an alternate facility for gymnastics and trampoline is completed, focus Arenex programming on family and drop-in recreation.	Staff Time	n/a
CR#9.5	• Upgrade and reorganize structures in the petting farm.	$150,000	1
CR#11.1	• Remove the existing bandshell.	$40,000	1
CR#11.2	• Develop 1 new moderately-sized picnic shelter (e.g. 6 - 8 tables) in Queen's Park.	$70,000	1, 2
CR#13.3	• Develop Discovery Walk including trails, boardwalks, interpretive information, seating, art, nature play, etc.	$400,000	1, 2, 5, 6
CR#15.3	• Install court lighting at the east tennis courts.	$40,000	1, 6
CR#17.1	• Provide picnic seating within viewing of the south fields.	$25,000	1, 6
CR#17.2	• Upgrade the south fields to improve drainage and turf quality (Option 1).	$600,000	1, 2, 3, 4
CR#17.3	• Redevelop the south fields as an artificial turf field (Option 2).	$2,500,000	1, 2, 3, 4
CR#18.3	• Develop the Park Entry Plaza.	$2,000,000	1, 2, 3, 4, 5, 6
CR#27.1	• Upgrade the tree nursery to include formal trails, decorative fencing and interpretive information.	$75,000	1
CR#28.1	• Upgrade the Third Street entry road (R-A see Figure 4.3: Park Circulation).	$1,400,000	1, 2, 3, 4, 5, 6
CR#29.2	• Develop trail connection T-B (see Figure 4.3: Park Circulation).	See CR#18	See CR#18
CR#29.5	• Develop trail connection T-E (see Figure 4.3: Park Circulation).	$70,000	1, 2, 5, 6

Ref. #	Action	Budget Estimate	Suggested Funding Sources
CR#29.6	• Develop trail connection T-F (see Figure 4.3: Park Circulation).	$10,000	1, 2, 5, 6
CR#29.7	• Develop trail connection T-G (see Figure 4.3: Park Circulation).	See CR #13	See CR #13
CR#30.1	• Upgrade Road A – Main Entry Road (R-A see Figure 4.3: Park Circulation).	See CR#28	See CR#28
CR#30.2	• Upgrade Road B – Stadium Loop (R-B see Figure 4.3: Park Circulation).	$650,000	1, 2
CR#30.3	• Create Road C – Arena Drop-Off (R-C see Figure 4.3: Park Circulation).	$250,000	1, 2
CR#30.4	• Create Road D – Fourth Avenue Entry (R-D see Figure 4.3: Park Circulation).	$350,000	1, 2
CR#30.5	• Upgrade Road E – Road between Third and Sixth (R-E see Figure 4.3: Park Circulation).	$500,000	1, 2
CR#31.2	• Develop a new Public Entry Plaza parking lot in conjunction with plaza upgrades (P-B see Figure 4.3: Park Circulation).	See CR#18	See CR#18
CR#31.3	• Develop parking along the Stadium loop east of the stadium field in conjunction with road upgrades (P-C see Figure 4.3: Park Circulation).	See CR#29	See CR#29
CR#31.4	• Develop parking along the Stadium loop west of Bernie Legge Theatre in conjunction with road upgrades (P-D see Figure 4.3: Park Circulation).	See CR#29	See CR#29
CR#31.6	• Develop new parking on the main entry road during upgrades to the Main Entry Road (P-F, P-G see Figure 4.3: Park Circulation).	See CR#28	See CR#28
CR#31.7	• Redevelop and expand the Arena Parking Lot following relocation of the rose garden and maintenance yard (P-I see Figure 4.3: Park Circulation).	$200,000	1, 2
CR#31.9	• Develop additional parking along the road between Third and Sixth (P-K see Figure 4.3: Park Circulation).	$60,000	1, 2
CR#35.2	• Determine if the Millennium Trail will be a main route to École Qayqayt Elementary. If so, install lighting between the McBride Overpass and Vancouver Avenue.	$120,000	1

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Table 6.4: Recommended Ongoing Capital Projects Summary

Ref. #	Action	Budget Estimate	Suggested Funding Sources
CR#1.1	• Continue life-cycle upgrades to maintain the existing Arena in high-quality condition.	Per Facility Assessment	1
CR#3.1	• Continue ongoing life-cycle upgrades to maintain the existing greenhouses.	Per Facility Assessment	1
CR#5.1	• Continue ongoing life-cycle upgrades to maintain the Arenex for a minimum of 15 years (including floor and building envelope upgrades).	Per Facility Assessment	1
CR#5.2	• Incorporate relocation of the gymnastics and trampoline programs into plans for Canada Games Pool/Centennial Community Centre.	Staff Time	n/a
CR#6.1	• Continue ongoing life-cycle upgrades to maintain Bernie Legge Theatre.	Per Facility Assessment	1
CR#7.1	• Continue ongoing life-cycle upgrades to maintain Centennial Lodge.	Per Facility Assessment	1
CR#8.1	• Continue ongoing life-cycle upgrades to maintain Queen's Park Boardroom.	Per current operations	1
CR#15.1	• Continue ongoing maintenance of the east tennis courts to ensure they provide high-quality play.	Per current operations	1
CR#20.2	• Discourage dogs off-leash in other park areas through signage, information and bylaw enforcement.	Staff Time	n/a
CR#21.1	• Complete ongoing invasive species management within forest areas.	Per current operations	1, 5, 6
CR#21.2	• Implement signage and/or fencing to manage movement of people through forest regeneration areas.	Per current operations	1, 5, 6
CR#21.3	• Create understory plantings in mature forest areas, add coarse woody debris and snags, install nest boxes.	Per current operations	1, 5, 6
CR#23.1	• Develop horticultural display gardens as a component of ongoing upgrades in Queen's Park.	Per current operations	1, 5, 6
CR#24.1	• Develop processes for sharing information with the public about the horticultural happenings of Queen's Park using web and print materials.	Staff Time	n/a
CR#27.2	• Consider providing public access and/or guided tours of the tree nursery to park visitors.	Staff Time	n/a
CR#27.3	• Maintain the tree nursery to be clear of unused equipment and waste.	Staff Time	n/a

Ref. #	Action	Budget Estimate	Suggested Funding Sources
CR#33.3	• Ensure bike parking is considered in development of new park amenities.	Staff Time	n/a
CR#34.3	• Include signage as a component of all new capital projects within the park.	Staff Time	n/a
CR#35.3	• Include lighting considerations as a component of all new capital projects within the park.	Staff Time	n/a