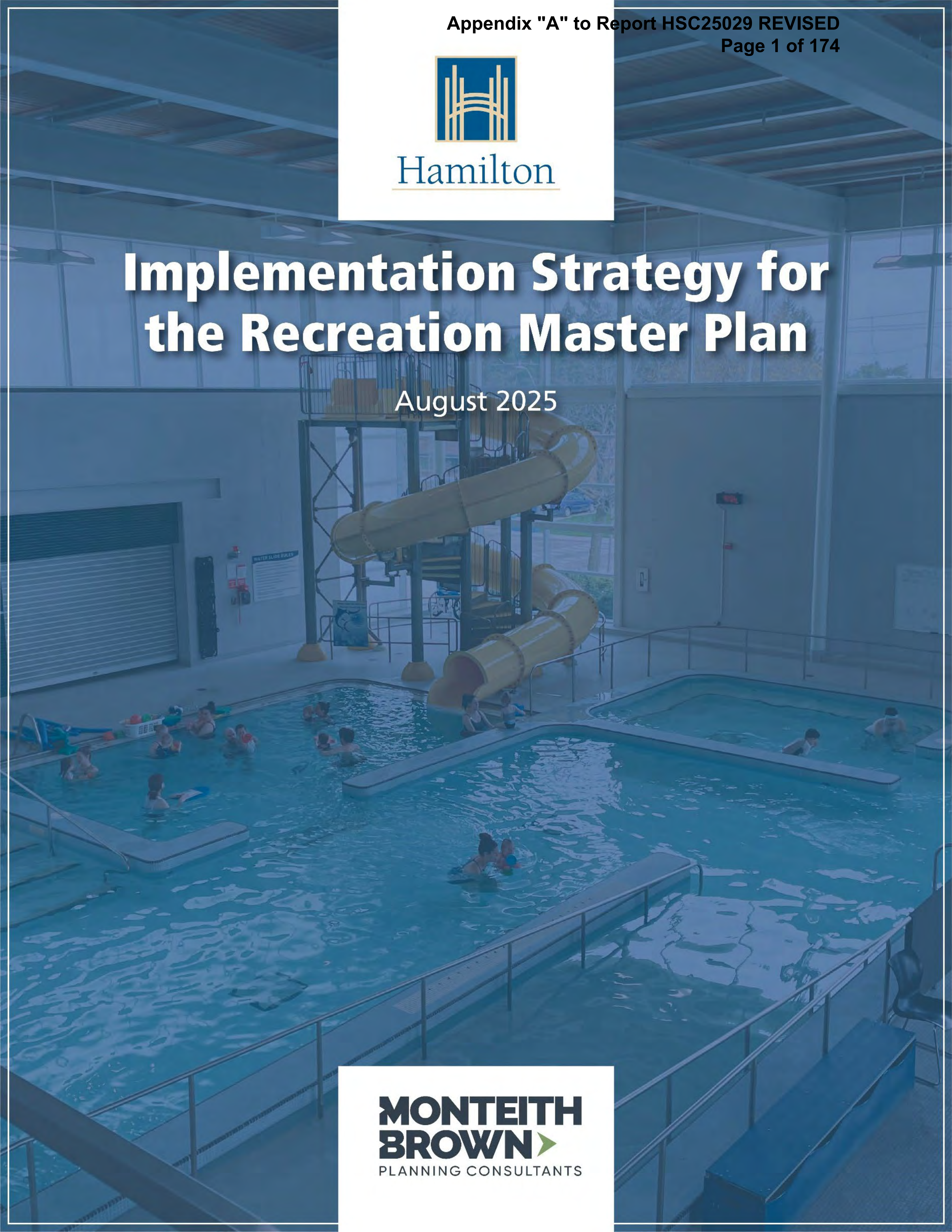
Hamilton



Implementation Strategy for the Recreation Master Plan

August 2025

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City of Hamilton

Implementation Strategy for the Recreation Master Plan

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Executive Summary

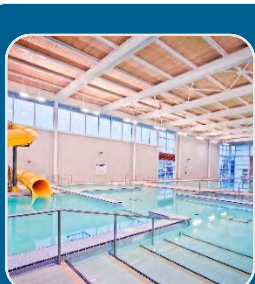
Executive Summary

Putting the Recreation Master Plan into Action

In 2022, City Council approved a comprehensive Recreation Master Plan (RMP) to guide the provision of recreation and park facilities and services to 2051. The RMP was built on a strong foundation of community engagement and is based on the principles of equity, choice, quality, partnerships, and financial sustainability. Through the use of decision-making frameworks and criteria, the RMP is a flexible working document that can adapt to changing values, emerging trends, new opportunities, and operational priorities. As the city grows to a population of 820,000 by 2051, there are many potential pathways to implementation.

This Implementation Strategy provides a detailed roadmap for executing the recommendations related to major capital projects outlined in the Recreation Master Plan to the year 2041, including the proposed sequencing for these projects. To support this, the report includes a prioritization framework that has been used to evaluate both growth-related and facility reinvestment projects. This strategy and associated frameworks will serve as the foundation for long-term capital investment in recreation facilities, the outcomes of which will be integrated into future capital budgets for Council consideration.

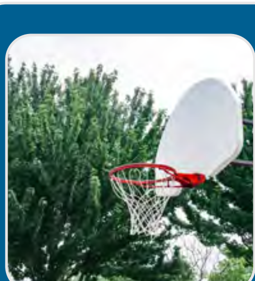
RMP Implementation Strategy Scope



Recreation Facilities:

Prioritization of growth-related and renewal project, plus making the case for sustainable funding:

- o Community Recreation Centres (pools, gyms, seniors, etc.)
- o Arenas
- o Outdoor Pools



Parks Facilities:

Strategies for maintaining and enhancing amenities, plus making the case for sustainable funding:

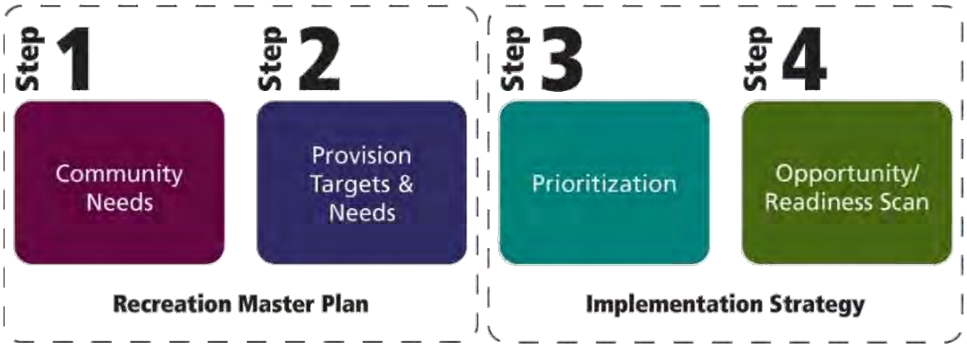
- o Sports Fields (sport strategy)
- o Sport Courts
- o Park Amenities (spray pads, skate parks, etc.)

This Implementation Strategy should be used to support revitalization projects, state of good repair projects, partnership and co-location opportunities, new facility development, City strategies and master plans, secondary plans, and related studies.

Equity-centred Evaluation

The RMP and Implementation Strategy provide depth of analysis, transparency, and rigour to the City's decision-making process for recreation and park facility investment through the following model.

Facility Provision Decision-Making Model



The RMP used an evidence-based approach to establish population-based and/or distribution-based provision targets that were then applied to identified city-wide and area-specific needs **(Steps 1 and 2)**. This approach identified key areas for the City to advance, including reinvesting in existing recreation facilities, addressing facility gaps, and responding to future facility needs.

Through this Implementation Strategy, a prioritization framework **(Step 3)** was created to evaluate and prioritize investment decisions for major recreation facilities. This framework includes a series of quantitative and qualitative factors that are initially divided into two indices:

- "Infrastructure" (e.g., asset condition and design, financial and site viability), which identifies those facilities most at risk of failing; and
- "Equity" (e.g., population and social impact, usage levels and public support), which identifies those projects that may have the greatest social impact.

Projects are then ranked relative to each other, with scoring that explains why investment in certain facilities is made over others.

The prioritization framework for recreation projects achieves several notable goals. Specifically, it:

- targets investment to where it is needed most and will have the maximum impact;
- considers both tax-supported and growth-funded projects;
- is dynamic, objective, and equity-centred;
- ensures that decisions are well supported by considering many different variables;
- leverages available and updated data (e.g., asset management, population, usage, etc.);
- draws from the experience of city staff and considers public input;
- allows for investment across the entirety of the city;
- can be replicated and applied to emerging projects; and
- positions the city to be "grant-ready" when outside funding opportunities arise.

An opportunity scan **(Step 4)** was then completed to account for necessary project coordination and to maximize community benefits. This is an important step as projects with defined sites, funding sources, or coordinated works may proceed more quickly than projects without these necessary pre-conditions. This approach should be refreshed every few years as new data becomes available and/or other potential priorities emerge. Successful implementation requires that the City's planning processes be aligned with the priorities emerging from this Implementation Strategy.

Recreation Facility Capital Priorities

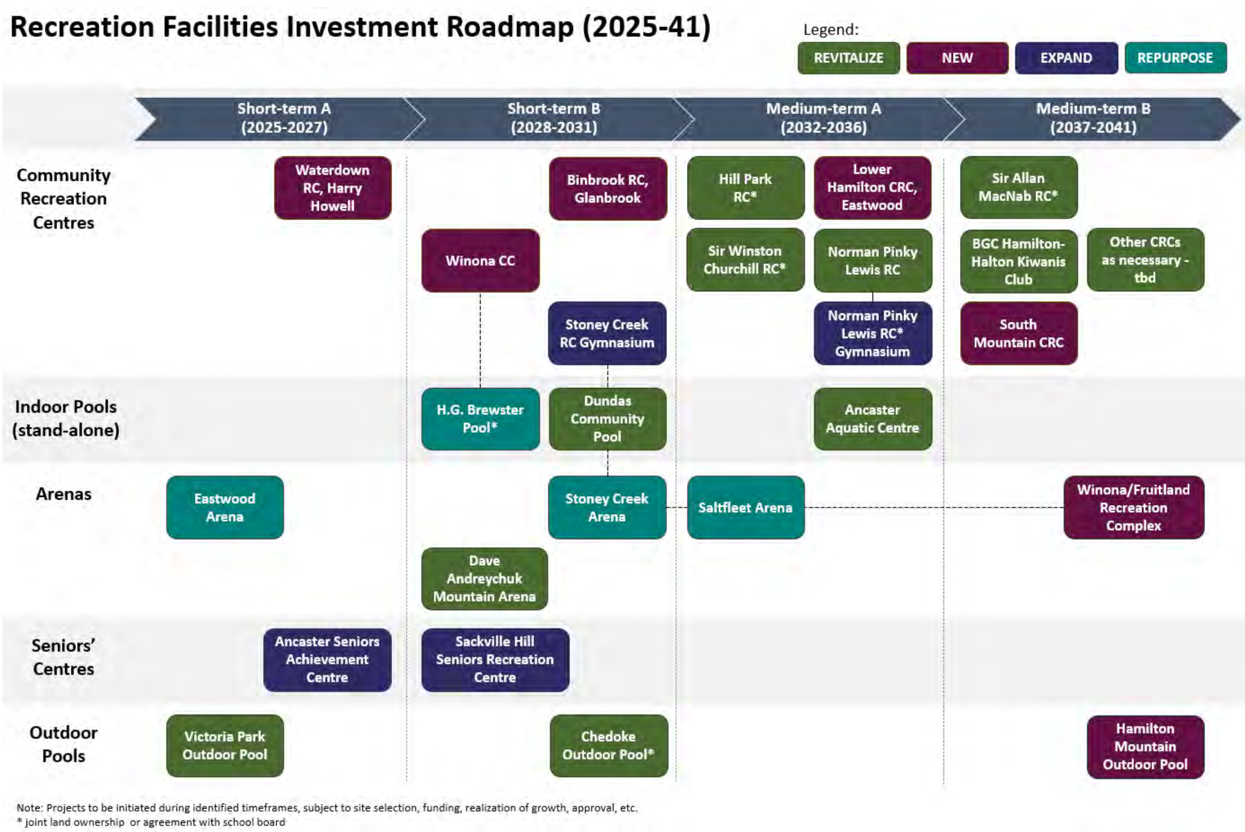
Hamilton's network of recreation facilities consists of community recreation centres (CRCs), arenas, seniors centres, and pools. In some cases, consolidation of these amenities – specifically indoor pools and gymnasiums – is recommended in the RMP, particularly through attrition and new opportunities to develop multi-use CRCs that can offer economies of scale and enhanced convenience. Additionally, several new facilities are recommended to serve anticipated population growth, guided by the RMP's provision targets.

Through the prioritization framework and opportunity scan, key recreation capital projects have been ranked to determine their priority, providing the City with guidance on where best to invest its finite resources. This Strategy assesses two streams of recreation facility projects.

New Facilities – growth and/or gap related	Existing Facilities – major revitalization
A total of **11 new or expanded facilities** are evaluated and prioritized through this Strategy. These projects were initially identified through the 2022 Recreation Master Plan. Options include: • **Develop:** Adding a brand new facility to the portfolio within a growth or previously unserved area without replacing an existing facility (e.g., community recreation centres). • **Expand:** Expanding a facility's physical building footprint to address service level provision for new growth-related program space (e.g., seniors centres and gymnasiums).	A total of **20 existing facilities** are comprehensively evaluated and prioritized through this Strategy. Options include: • **Revitalize:** Conducting a major renovation of an existing facility that goes beyond planned review by undertaking barrier-free upgrades, improving service levels, and adapting the facility to modern standards and identified needs. In some cases, this may involve expanding the building footprint. • **Relocate:** Moving an existing facility from one location to another, typically to leverage a co-location opportunity (e.g., public library, childcare, housing, municipal service centres, etc.).

Investment Roadmap

The investment roadmap provides next steps for asset disposal, renewal, replacement, and construction. Preliminary timeframes for implementation to the year 2041 have been assigned, divided into timing horizons of three to five years each that align with the RMP. Capital data sheets should be updated as required and reporting tools developed to communicate priorities to the community.



The investment roadmap should be revisited from time to time as new information becomes available. Proposed timeframes may shift as opportunities or other factors emerge. Longer-term projects (2041+) identified in the RMP are not assessed as part of this Implementation Strategy.

Facility-specific Decisions to be Supported by More Detailed Planning

It is recognized that these rankings include projects that are currently unfunded. Prior to investment, each project requires a **business case** that will more closely examine community input, capital improvements, internal constraints, site suitability, potential for partnerships, as well as within the context of the overall capital program. Guidelines for facility provision are included in the body of the Implementation Strategy.

The potential for **partnerships** is an integral part of any business case as they have the ability to leverage limited public resources in the planning and construction of infrastructure, such as through provision of funding or land. Co-location opportunities are often viewed positively by the public and have the potential to offer improved convenience, operational efficiencies, and shared risks. The 2022 RMP recommended that the City adopt a Standardized Partnership Framework that sets out a fair, equitable, and transparent process for creating future relationships with outside entities. Reference should be made to the RMP technical background reports for more information on this topic, including logic models that may be adapted by the City to evaluate potential partnerships and unsolicited proposals.

For **sites shared with schools**, the City should undertake an evaluation to determine if long-term community needs are best met onsite or in the vicinity on lands owned and controlled by the City. While partnerships with schools may still be considered moving forward, the preferred model is one where the City has full autonomy over the space, operations, and programming.

Key decisions will need to be made regarding older facilities that are approaching end of life. **Consolidating services** within new facilities allows the City to dispose of older assets in poor condition and use the savings generated by eliminated deferred maintenance to offset capital costs for new construction. Further investigation is recommended in general, and especially for facilities being considered for relocation.

Recreation Facility Next Steps

1. Embed the recommended recreation facility development and revitalization priorities within the City's **budget and policy documents** (e.g., capital data sheets, Development Charges, asset management plan, etc.). All capital projects should be reviewed with a climate change lens to identify the timing and costs of reaching targets for 2030 and 2050.

2. Initiate **feasibility studies** for the following projects identified in the short-term (2025-2031) to reaffirm building programs, evaluate sites, establish order of magnitude costs (including climate action/net zero costs), and undertake partnership scans:
   a. Eastwood Arena – repurposing
   b. Dundas Community Pool – revitalization
   c. Dave Andreychuk Mountain Arena – revitalization

3. Prioritize the initiation of the following **capital recreation projects** in the short-term (2025-2031):
   a. Victoria Outdoor Pool – revitalization/replacement
   b. Waterdown Recreation Centre – new construction
   c. Ancaster Seniors Achievement Centre – expansion
   d. Winona Community Centre – new construction
   e. Sackville Hill Seniors Recreation Centre – expansion
   f. Dave Andreychuk Mountain Arena – revitalization
   g. Binbrook Recreation Centre – new construction/expansion
   h. Stoney Creek Recreation Centre – gymnasium expansion
   i. Dundas Community Pool – revitalization
   j. Chedoke Outdoor Pool – revitalization/replacement
   k. As appropriate, any priorities for which feasibility studies have been completed

4. Identify **alternative programming considerations** for the following single-use facilities in the short-term (2025-2031):
    a. Eastwood Arena (2025 – review alternative site options and needs)
    b. Stoney Creek Arena (coordinate with expansion of Stoney Creek Recreation Centre)
    c. Saltfleet Arena (upon replacement at Fruitland/Winona Recreation Complex)
    d. H.G. Brewster Pool (upon replacement at the new Winona Community Centre)

5. Prior to reinvesting in any CRCs or pools that are on **lands owned by school boards**, the City should undertake an evaluation to determine if long-term community needs are best met onsite or in the vicinity on lands owned and controlled by the City. Opportunities for **co-located municipal services** and aligned municipal initiatives should be encouraged. While partnerships with schools may still be considered moving forward, the preferred model is one where the City has full autonomy over the building, space, operations, and programming in order to effectively and efficiently meet the evolving needs of a diverse population.

6. Apply the results of the **prioritization framework and scoring criteria** to City recreation facilities that were not assessed as part of this Implementation Strategy (e.g., Huntington Park Recreation Centre, Westmount Recreation Centre, Valley Park Community Centre, etc.) to plan for and coordinate future capital improvements and upgrades for these sites.

7. Undertake an assessment of **community halls** utilizing the prioritization framework (modified to suit) identified in this Implementation Strategy. This evaluation will be used to guide options, including sale, repurposing, third-party-lease, and/or reinvestment in selected community hall sites.

Park Facility Capital Priorities

The Implementation Strategy also identifies approaches to maintain and enhance needed parks and outdoor recreation assets, building upon Hamilton's 2022 Recreation Master Plan and 2023 Parks Master Plan. On this basis, the following objectives have been established for park facilities through this RMP Implementation Strategy:

Prioritize projects that have broad impact. Prioritizing development and revitalization of amenities with the broadest impact, including increasing access to opportunities within underserviced areas, allowing more residents to be more active, more often.

Renew aging park amenities that remain in demand. Renewing aging park amenities that remain in demand, such as playgrounds, sport courts, spray pads (community-level), skate parks, and selected support buildings.

Respond to emerging needs through collaboration. Responding to emerging needs, where supported by demonstrated demand and with consideration of partnerships and new forms of delivery.

Strive to achieve parkland targets. Securing additional land for parks that can accommodate new and expanded amenities through implementation of the Parks Master Plan and related initiatives.

Create and apply decision-making frameworks. Highlighting key tools (e.g., partnership framework, Community Sport Plan, etc.) to assist the City in making strategic improvements to support the local sport sector (e.g., full-size lit sports fields, artificial turf, etc.).

To help put these objectives into action, a prioritization tool has been prepared for staff to apply to the assessment of outdoor recreation capital projects (see Section 4.1). The first stage of evaluation has been completed and is summarized in the following table. The identification of park facility priorities requires site-specific analysis and will be completed by the City on a project by project basis. This tool is intended to be applied flexibly to allow opportunity for local and site-specific decision-making.

Prioritization for Park Facility Types (short- to medium-term)

"Prioritize" (increase provision levels to address gaps and needs)	**"Keep Pace"** (maintain provision levels in step with growth)	**"Reduce"** (lower provision levels and consider consolidating assets)
• artificial turf and lit fields • basketball and multi-use courts • beach volleyball courts • cricket fields • leash free dog areas • skateboard parks	• ball diamonds • bike parks • community gardens • outdoor fitness stations • outdoor ice rinks, skating trails (artificial) • outdoor running tracks • pickleball courts • playgrounds • soccer, football and multi-use fields (unlit, grass) • spray pads (community) • tennis courts • washrooms in parks	• bocce courts • clubhouses and fieldhouses • lawn bowling greens • outdoor ice rinks (natural) • spray pads (neighbourhood) • wading pools

The provision targets and guidelines in the Recreation Master Plan and this Implementation Strategy should be used as screening tools to support more detailed feasibility review of key projects.

Park Facility Next Steps

8. Prepare a **Community Sport Plan** in cooperation with tourism interests and sports organizations to consider key objectives and strategic investment opportunities.

9. Initiate a **Sports Park improvement initiative**, with a focus on expanding the supply of lit artificial turf fields to maximize field usage, improve year-round access, and support both community-based and competitive sport development (including sports-related tourism capacity). Recommended projects include:
    a. **Heritage Green Sports Park:** Development of a new multi-use artificial turf field designed for baseball, lacrosse, football, and soccer and a fieldhouse equipped with storage and accessible washroom facilities.
    b. **Mohawk Sports Park:** To be confirmed through the Mohawk Sports Park Master Plan, give consideration to: (i) developing a cricket pitch through optimization of underutilized spaces; (ii) upgrading the existing rugby fieldhouse; (iii) lighting of all fields and diamonds; (vi) pathway improvements; and (v) accessibility enhancements.

10. Continue to advance the **Neighbourhood Park improvement initiative** to support localized projects. This may include upgrading aging infrastructure and introducing new amenities that will add capacity to Hamilton's parks system in response to growth and emerging needs. This initiative would go beyond typical repair and replacement projects by prioritizing new and upgraded amenities that achieve broader health, social, and economic objectives within the parks system. Public engagement will be an important contributor to these projects. Priorities for improvement may include:
    a. upgrading older neighbourhood parks in underserved communities and gap areas, including those near LRT corridors, growth areas, and equity-deserving communities;
    b. prioritizing amenities that are free/low cost to use and that support equity and inclusion, such as (but not limited to) pathways, sport courts (basketball, etc.), skateboard parks, spray pads, leash free dog areas, community gardens, etc.;
    c. replacing older playgrounds in a timely manner, including those with more limited play value;
    d. addressing state of good repair and safety requirements, including support amenities such as seating, shade structures, etc.
    e. investing in climate-ready infrastructure, modern technologies, and sustainable materials;
    f. retiring redundant, antiquated amenities (e.g., unused support buildings, unused exclusive-use features, etc.); and
    g. other priorities identified through ongoing community engagement.

11. Establish a **Sport Field Upgrade Plan** to identify site-specific options for enhancing the capacity and long-term viability of rectangular fields (soccer and multi-use), ball diamonds, and cricket fields. This includes but will not be limited to considerations of lighting, artificial turf, field sizing, partnerships, and new field development across the city. The exercise should include a review of booking data, localized needs, input from user groups, and more. Implementation may require the establishment of a dedicated reserve, partially funded by user surcharges.

12. Update the design standards in the **Park and Open Space Development Guide** to account for the provision and design guidelines contained in this Implementation Strategy.

13. Continue to implement the **Parks Master Plan**. This includes but is not limited to recommendations for land-banking, an approach that is needed to support the RMP's recommendations for growth-related park facilities, especially sports fields. This process involves identifying opportunities to acquire lands in advance of significant development pressure and continuing to capitalize on the City's right of first refusal to acquire excess school sites.

14. Formalize a **Partnership Guideline** for responding to unsolicited proposals for new park facilities, park facility upgrades, or service partnerships. The Recreation Master Plan Phase 3 Report contains additional direction in this regard.

Financial and Sustainability Review

To guide implementation, the Strategy examines current funding levels, emerging challenges, potential risks and mitigation strategies, and the City's overall approach to capital planning and partnership development.

Current Funding Levels

High quality, accessible recreation and community spaces are essential to the wellbeing of individuals and communities. However, across the nation, access to sufficient capital to construct facilities, coupled with the physical deterioration of sport and recreation infrastructure, is keeping many Canadians from achieving the health and social benefits derived from recreational pursuits. Higher operational and capital costs, aging infrastructure, rising expectations and complexity of projects, and the COVID-19 pandemic are just a few additional factors that are putting pressure on local budgets and impacting the timely renewal of existing assets and delivery of new facilities.

The funding amounts to maintain and upgrade parks and recreation facilities, as well as develop new spaces to keep pace with Hamiton's growth, will be substantial. Insufficient funding levels will challenge the City's ability to maintain service levels and – in the worst case scenario – have the potential to lead to facility closures.

Full implementation of the RMP Implementation Strategy will require additional funding and new approaches. This may include enhancements to block funding, partnerships with other City agencies and outside interests, grants, sponsorships, or other non-traditional funding approaches. Priority setting, trade-offs, cost-sharing partnerships, innovative delivery models, and continued community engagement will be necessary to ensure that funding is optimized and targeted to those areas that will offer the greatest public impact. Flexibility will also be required given the general uncertainty associated with the timing and location of population growth, potential partnership opportunities, site-specific conditions, and funding sources and amounts.

The City's reinvestment rates are below the minimum funding level to maintain all facilities in a state of good repair. Recent increases to block funding have helped to advance priority projects, but additional funding is required to address the backlog and emerging requirements. **Future capital funding that is aligned with Hamilton's capital renewal needs must be made a priority.** Increasing reinvestment rates will help to slow the deterioration of infrastructure and assist the City in achieving its service levels.

Without adequate reserves, the City faces critical decisions regarding service levels in order to ensure continuous, reliable service to residents. As maintenance budgets lag, facilities become tired, out-of-date, or worse – unsafe – making it increasingly difficult to offer quality experiences. Increasingly, less favorable options such as increasing taxes, deferring capital projects, or reducing the quality or scope of services provided may need to be considered if dedicated funding levels do not keep pace. **Without adequate funding for named projects (and protection of the maintenance block), the backlog will continue to grow significantly over time.** Sustainable funding and a disciplined reinvestment strategy are required to evolve from a reactive model of facilities-related maintenance activities to a more proactive and planned approach.

The current funding levels within the maintenance block will not be sufficient to address the major revitalization of recreation facilities over the long-term. **Dedicated budgets and funding sources for major revitalization priorities – supported by accelerated funding – will be required.**

It is expected that the City will make decisions on individual projects and funding sources annually through the budget process, with business case support where required. Additional work may be needed to create a sustainable funding model that includes consideration of growth and non-growth-related funding sources, including government transfers, donors, etc. Implementation timelines may vary depending on factors such as growth, project alignment, funding, partnerships, etc.

Capital Reinvestment Scenarios

It is vital that the City's block funding be indexed to increase in step with an expanding portfolio of facilities and rising needs associated with aging infrastructure. Three funding scenarios have been developed, each depicting a potential range of municipal capital spending on recreation and parks maintenance and renewal. The scenarios differ in terms spending levels and the extent to which facilities are maintained, renewed, and upgraded. Growth-related outdoor recreation facility development will continue to occur as Development Charge funding becomes available; thus, growth-related capital funding levels are excluded from these scenarios

Asset Reinvestment Scenarios (Maintenance and Renewal)

SCENARIO 1 (Reactive) Status Quo	**SCENARIO 2 (Responsive)** Address the Backlog	**SCENARIO 3 (Proactive)** Maintenance Sustainability
• Maintain current block funding levels • Continue to adjust amounts annually for inflation	• Increase current block funding levels and/or seek additional funding sources • Link to current "maintenance backlog" identified in the Asset Management Plan	• Increase current block funding levels and/or seek additional funding sources • Link to 10-year maintenance and renewal "funding gap" identified in the Asset Management Plan

Capital Reinvestment Scenarios		Recreation	Parks
Scenario 1: Status Quo	**Additional Annual Funding Required to Maintain Status Quo**	**$0**	**$0**
Scenario 2a: Address the Backlog by 2035, and Defer all Other Needs (10 years)	Current Backlog and Current Year Needs (2025)	$176.7 M	$133.5 M
	Annualized over 10 years	$17.7 m	$13.4 m
	Current Block Funding – Annualized over 10 years	$13.2 M/yr	$10.7 M/yr
	Additional Annual Funding Required to Address the Backlog and Current Year Needs by 2035	**$4.5 M/yr**	**$2.7 M/yr**
Scenario 2b: Address the Backlog by 2030, and Defer all Other Needs (5 years)	Current Backlog and Current Year Needs (2025)	$176.7 M	$133.5 M
	Annualized over 5 years	$35.3 M	$26.7 M
	Current Block Funding – Annualized over 5 years	$10.4 M/yr	$8.7 M/yr
	Additional Annual Funding Required to Address the Backlog and Current Year Needs by 2030	**$24.9 M/yr**	**$18.0 M/yr**
Scenario 3: Maintenance Sustainability by 2035 (10 years)	Current Backlog and 10-year Lifecycle Needs	$432.8 M	$324.6 M
	Annualized over 10 years	$43.3 M/yr	$32.5 M/yr
	Current Block Funding – Annualized over 10 years	$13.2 M/yr	$10.7 M/yr
	Additional Annual Funding Required to Achieve Maintenance Sustainability by 2035	**$30.1 M/yr**	**$21.8 M/yr**

Notes/Sources:
Asset Replacement Values (as of 2025) are $2,980 M for Recreation and $756 M for Parks.
Scenario 1: Source of “Funding Level” is City of Hamilton, Block Funding amounts (2025-2034), adjusted for inflation. The Park Operations Block has been discounted by 33% to removed funding allocated towards cemeteries.
Scenarios 2 and 3: Source of “Backlog/Current Year Needs” and “Lifecycle Needs” is City of Hamilton Asset Management Plan (2025), maintenance and renewal costs. Costs are not adjusted for inflation.

Continuing to fund maintenance and renewal at the current block funding levels (Scenario 1) is not sustainable and will result in continued deterioration of assets and higher probabilities of unplanned closures. **Annual funding levels within the range between Scenarios 2 and 3 would result in meaningful investment in recreation and parks facilities and allow for partial to full implementation of this plan. It is recommended that the City prepare more detailed financial scenarios to assist in implementing an enhanced level of block funding as outlined above.**

It is noted that these figures may be impacted by regular updates to asset management data. Further, any delay or phasing in of the recommended financial scenarios may result in higher figures in future years.

Risk Assessment and Mitigation Strategies

While there will still be opportunities for conventional facility development and delivery in Hamilton, the landscape is shifting due to intensification and infill growth that requires more creative approaches. Funding mechanisms and levels are also in flux as a result of recent changes to municipal finance policy and a desire to support more affordable housing options. Implementation is not without risk and phasing and flexibility will be key tools for the City in managing growth.

The final section of this report identifies several overarching risks associated with major future infrastructure projects; these may apply generally or specifically to various projects, depending on the exact circumstances. Potential risks include:

- Land or space for facilities is not secured.
- Insufficient funding to support growth-related capital needs.
- Insufficient funding and/or staffing resources to maintain existing facilities in a state of good repair.
- Construction cost escalations beyond the rate of inflation.
- Community needs and priorities change.
- Population growth is greater than forecasted.
- Population growth is less than forecasted.

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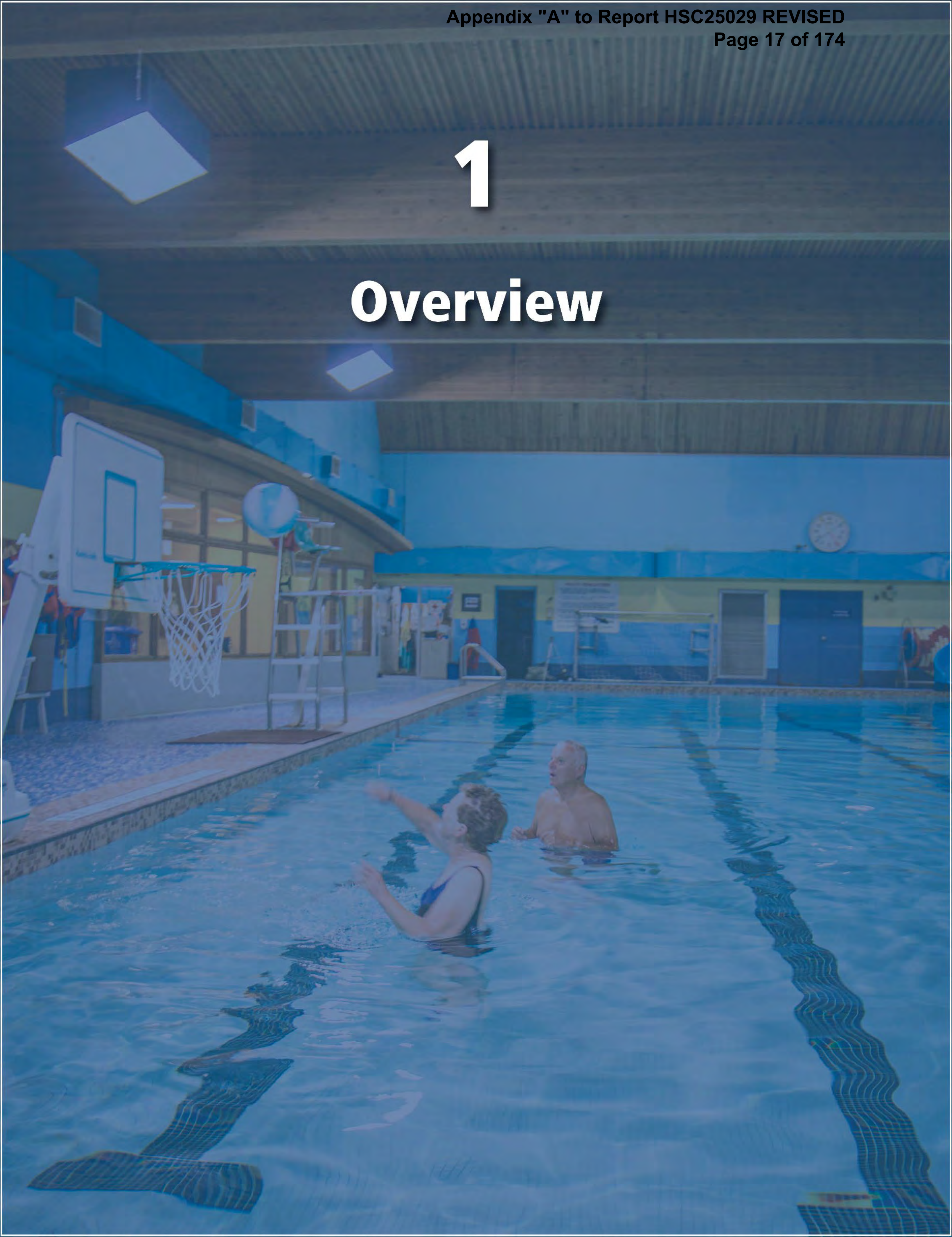
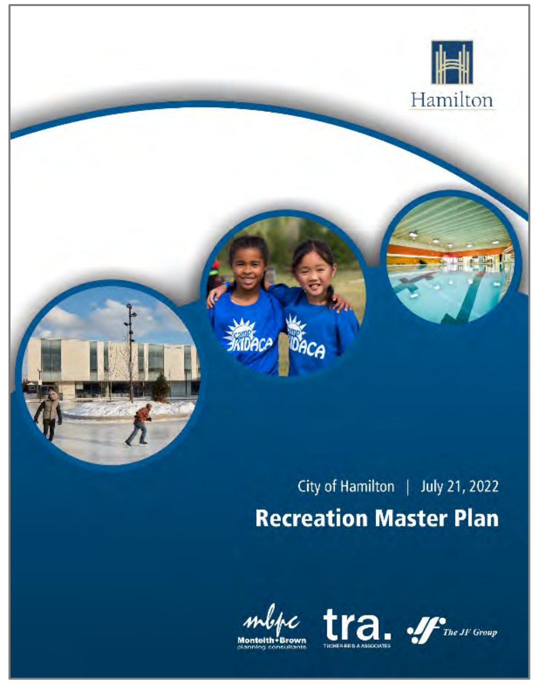
Overview



1.1 Activating the Recreation Master Plan

The City of Hamilton is responsible for providing accessible and high quality recreational opportunities for its residents and visitors. In 2022, City of Hamilton Council approved a comprehensive Recreation Master Plan (RMP) to chart a course for the future. The RMP provides overall vision, direction, and guidance for making decisions about a wide range of service and facility types, including recreation facilities, park facilities, and related programs and services. It has a long-term planning horizon to the year 2051 to align with growth forecasts, plus a ten-year focus on service delivery practices.



The RMP is based on the principles of equity, choice, quality, partnerships, and financial sustainability. Its development was informed by public and stakeholder input, demographic and growth data, facility condition and usage levels, trends and best practices, ongoing planning initiatives, and more. Through the use of decision-making frameworks and criteria, the RMP is a flexible working document that can adapt to changing values, emerging trends, new opportunities, and operational priorities.

The plan included recommendations for several new and revitalized facilities that respond to aging infrastructure and growth-related needs. As part of the RMP's approval, Council directed staff to develop and report back on an implementation strategy to guide major reinvestment in existing recreation facilities. A defensible, actionable evaluation is needed to prioritize and coordinate the implementation of proposed capital projects for Council's consideration, and to serve as the foundation for long-term capital investment.

1.2 Purpose and Scope of this Strategy

The purpose of the Implementation Strategy is to prepare a detailed roadmap for executing the recommendations related to major capital projects outlined in the Recreation Master Plan and to provide a clear and organized approach to prioritize and evaluate projects.

Specifically, the strategy places a focus on new and renewed community recreation centres and other recreation projects for the next few years, with a longer-term view towards 2041. These sites offer the widest range of programming and have the greatest impact on communities, and are also the costliest facilities for the City to built, operate, and maintain. A defensible decision-making framework was developed and applied to establish priorities and create an ordered list of projects that will be submitted to Council for consideration in future capital budgets.

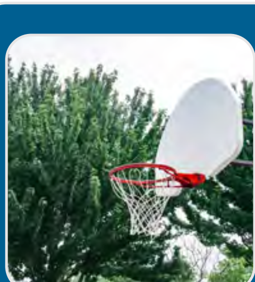
This Implementation Strategy seeks to increase the City's capacity to align the investment in recreation facilities and services with need and demand across the city. It will serve as a valuable guide for all stakeholders involved.

Figure 1: RMP Implementation Strategy Scope

Recreation Facilities:

Prioritization of growth-related and renewal project, plus making the case for sustainable funding:

- Community Recreation Centres (pools, gyms, seniors, etc.)
- Arenas
- Outdoor Pools



Parks Facilities:

Strategies for maintaining and enhancing amenities, plus making the case for sustainable funding:

- Sports Fields (sport strategy)
- Sport Courts
- Park Amenities (spray pads, skate parks, etc.)

It is important to note that there may be other community recreation facilities supported by the City that are not in the scope of this Strategy, such as newer facilities and partnered services. These services are important to the overall recreation system, but are either captured in other municipal studies or may be addressed in future plans.

This Implementation Strategy will be a critical tool to enhancing and expanding recreation opportunities within our communities. Its development was guided by a work plan and report structure centred around the following components:

1. **Overview** – A summary of the scope of work and goals of the RMP and Implementation Strategy.
2. **Current State** – Identification of key strategies, directions, policies, and inputs that may impact the development of this Implementation Strategy.
3. **Revitalizing and Growing our Recreation Facilities**– An evidence-based assessment that determines priorities for new and replacement community recreation centres, and site-specific recreation facility renewal, relocations, and maintenance projects.
4. **Optimizing our Park Facilities –** Planning frameworks and tools to address high priority recreation and sport needs (non-site-specific) as part of the planning process for investment in outdoor spaces.
5. **Financial and Sustainability Review** – Consideration of appropriate funding levels for addressing facility priorities and options for sustaining facilities through the implementation phase.

To help differentiate between the 2022 Recreation Master Plan and this 2025 RMP Implementation Strategy, the following table identifies the key outcomes of the two projects.

Table 1: Key Outcomes

Recreation Master Plan	Implementation Strategy
• Public and stakeholder Input • Challenges and opportunities • Demographic and usage trends • Provision levels and planning targets • **Gaps and growth-related needs in ten-year time periods to 2051** • Provision model • Strategic directions and recommendations	• Prioritization criteria for capital projects • **Proposed sequencing and timing for recreation projects (next ten to fifteen years)** • Park facility optimization strategies • Site, design, and operational considerations • Funding and sustainability considerations

Note: Community consultation, architectural design, site-specific engineering assessments, feasibility analysis, and detailed financial/cost estimation are excluded from the scope of work.

This Implementation Strategy has been prepared by Monteith Brown Planning Consultants Ltd. under the guidance of the City of Hamilton Recreation Division and in collaboration with other departments including Public Works, Planning and Economic Development, and Corporate Services.

1.3 Driving Factors Behind the Strategy

Through the Recreation Master Plan and related planning initiatives, it is evident that there are several factors that are driving the need for this Implementation Strategy. Listed in no particular order, below are just some of the may findings from the RMP that may relate to how the City approaches the plan's implementation.

a) **Population Growth:** Hamilton's population is forecasted to 820,000 persons by 2051, an increase of 40% (236,000 persons) since 2021. New recreation facilities will be required to address growth-related demands in developing areas (outer edges) of the city and in areas with increasing population density (e.g., downtown, key nodes and corridors). Greater pressure will also be placed on existing assets to meet the demands of a larger and more diverse population.

b) **Rising Urban Densities:** The City's planning policies support higher population densities in strategic growth areas. Higher residential densities often mean less private space (e.g., living space, backyards, etc.), making it more critical that public spaces be accessible, well designed, and capable of accommodating more intense use.

c) **Evolving Needs in Established Communities:** Hamilton's mature neighbourhoods also require equitable access to quality recreation services. Addressing the needs of established areas sometimes requires a different approach due to land scarcity and funding challenges. The Strategy must also take into account the different needs and preferences of residents across the entire City of Hamilton.

d) **Population Diversity:** Recreational facilities and services must also evolve to address the unique needs of a more diverse population, including residents of all ages, newcomers to Canada, and equity-serving residents such as lower-income households (which are disproportionately represented within areas around the downtown). Accessible and affordable spaces are critical to ensuring that everyone can participate fully.

e) **Aging Infrastructure:** Many of Hamilton's community recreation facilities were built decades ago and require considerable reinvestment. There is support for the City's facilities to be continually enhanced to ensure facilities meet a basic level of service (e.g., barrier-free accessibility, minimum specifications for facilities and spaces, etc.) and that consideration be given to their ability to adapt to changing interests and activity preferences in recreation provision. The City must go beyond lifecycle renewal and consider strategic investments in facility revitalization, expansion, repurposing, and consolidation. These decisions will need to occur with maximum clarity, structure, and rationale.

f) **Flexible Multi-use Spaces**: Modern recreation facilities are designed to provide a convenient "one-stop-shop" experience that offer something for everyone, often co-located with other services that enhance convenience and efficiencies. High quality, multi-use facilities encourage physical literacy and social activity. Multi-purpose, flexible, and adaptable community recreation facilities that serve as community hubs will be the City's preferred model moving forward.

g) **Emerging Activities:** Socio-demographic and leisure trends are leading to demand for a wider variety of interests, including individualized and informal pursuits. Pickleball and outdoor activities are just some of the options that residents are looking for within the City's facilities and parks. Flexible and inclusive spaces are needed to address current priorities and those to come. Monitoring of trends in sports and activities allows the City to look toward a balanced range of amenities when and where they are needed.

h) **Proactive Partnerships:** There is support for the City to explore partnership opportunities in the planning, development, and operation of community recreation facilities. Partnerships can offer a number of benefits such as the sharing of costs and responsibilities, as well as economies of scale and shared expertise. The RMP outlines many ways that the City can partner to advance its strategic priorities. Volunteers, non-profit organizations, service providers, developers, and the community will all be key partners in the implementation of this Strategy.

i) **Limited Resources and Competing Priorities:** The City's financial resources are limited and are being stretched by growing needs for both infrastructure renewal and development. All projects recommended in the RMP were identified through a comprehensive needs assessment and can be supported on their own merits, but limited financial resources require that capital projects be prioritized in order to provide the greatest degree of public benefit.

1.4 Guiding Principles

This Strategy is guided by a core set of principles and is driven by amenity priorities and recommendations identified in the RMP that provide insight as to what types of facilities should be planned and designed to address current and future demands. These principles reflect City of Hamilton values and express fundamentally how the City will approach investment and set priorities in recreation facilities and services over the long-term.

The following guiding principles were approved by Council[1] as the foundation for the Recreation Master Plan's recommendations and to inform future decisions related to its implementation.

1. **Equity and Inclusion:** The provision of responsive recreation services is based on the needs of residents and serves all age groups and all areas of Hamilton. Distribution of services and public spaces is equitable and respects gender, identity, age, ability, ethnicity, race, income, and interests at a minimum.
2. **A Spectrum of Recreation Service Choices**: There is a wide range of affordable and accessible opportunities for active, creative, sport, and general interest recreational experiences that support residents in achieving their goals and aspirations.
3. **High Quality Facilities**: Our recreation system offers high quality, accessible, and sustainable facilities and services that enhance the health and wellbeing of residents, while helping to achieve other municipal priorities.
4. **Partnerships and Collective Impact**: All relevant community partners are engaged in addressing community issues where recreation and sport can be of added value – we are stronger together.
5. **Financial Sustainability**: We demonstrate leadership and accountability through responsible fiscal management and the pursuit of creative funding approaches that support our core services.

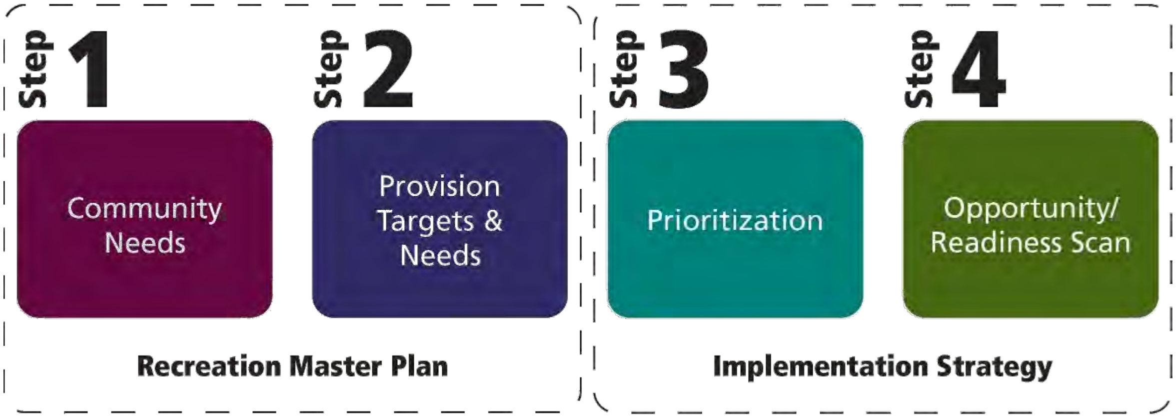
In determining facility needs, the RMP used an evidence-based approach aimed at identifying population-based and/or distribution-based provision targets. The approach allows for prioritization of RMP-identified projects that:

- **Reinvest in existing recreation facilities** through replacement, repurposing, consolidation, and renewal when facilities reach their end of life or are under-used
- **Address recreation facility gaps** where there is a lack of facilities or large waitlists
- **Respond to future recreation facility needs** based on forecasted population growth

[1] Report to Emergency & Community Services Committee. Recreation Master Plan Guiding Principles (HSC22014) (City Wide). March 24, 2022.

This model – captured in the four steps outlined below – considered a range of factors aligned with the guiding principles, particularly those that support equitable provision and access.

Figure 2: Facility Provision Decision-Making Model

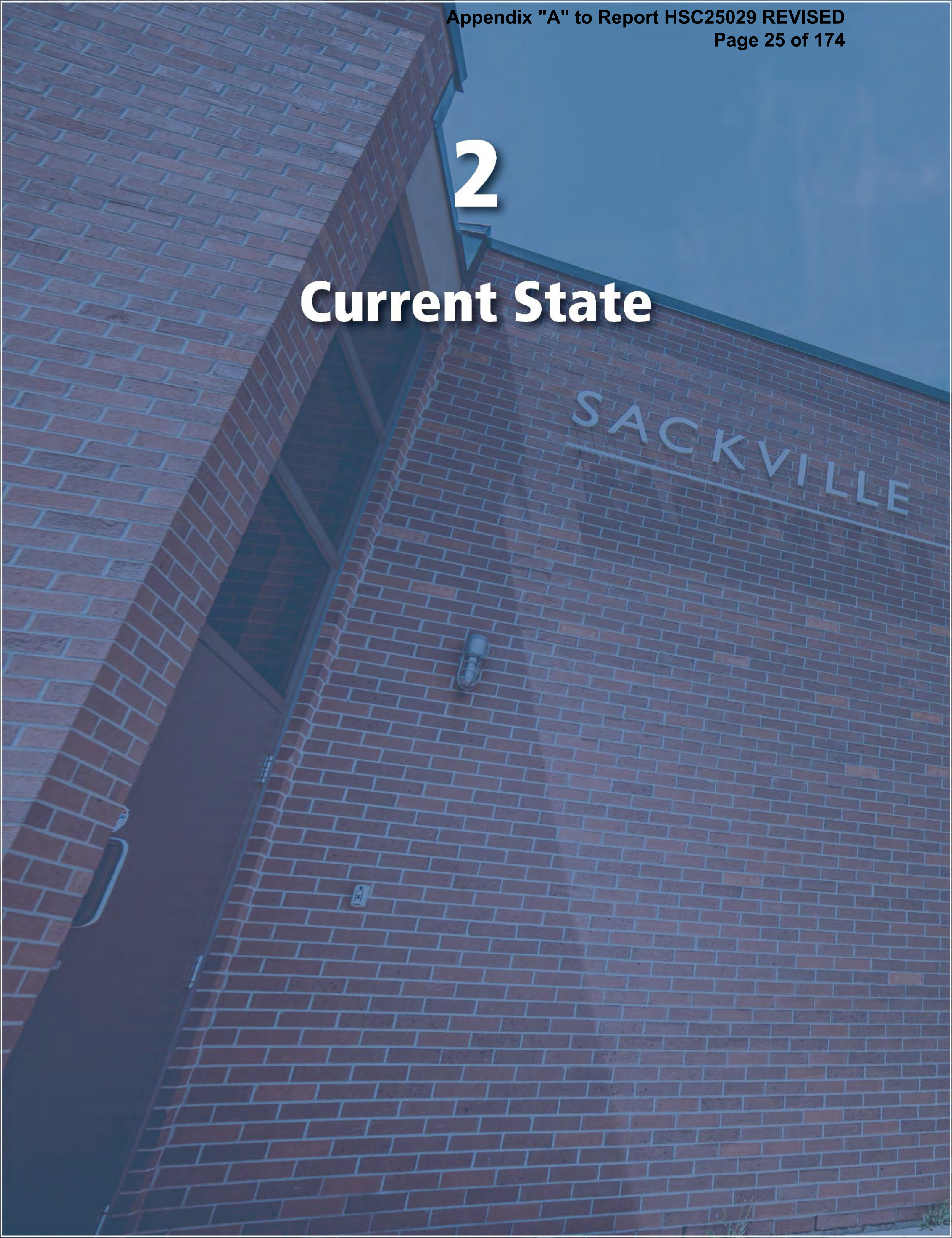


The RMP delivered on the first two steps within this model – Community Needs and Provision Targets/Needs – assigning major capital projects (mostly growth-related) into three broad time periods extending to 2051.

Through this Implementation Strategy, these growth-related needs and other major capital revitalization projects are then assigned a priority through a more in-depth examination of a range of factors (Step 3). In Step 4, strategies are examined to determine the preferred approach for delivering on needs, followed by a fluid implementation stage led by the City.

2

Current State



This section summarizes key variables that have influenced this Implementation Strategy, such as the 2022 Recreation Master Plan, growth in the City of Hamilton, and the findings from related plans, strategies, and community input.

2.1 Recreation Service Delivery Model

There are several divisions and departments involved in the provision and management of recreation and parks facilities in the City of Hamilton. This is led by the Healthy and Safe Communities Department (which is responsible for recreation operations, programming, allocation, rental, etc.) and the Public Works Department (which maintains these facilities as well as City parks).

The City delivers a wide range of recreation programs and services through an extensive network of City-owned facilities as well as non-municipal sites used under agreement (e.g., schools, etc.). Direct programming occurs through registered and casual/drop-in opportunities. Some spaces are also available for sport and community organization rental or are programmed by aligned partners.

At this time, the City owns and manages the following recreation facilities, which are a primary focus of this Strategy:

- 19 community recreation centres (CRCs);
- 19 indoor pools;
- 10 outdoor pools;
- 16 gymnasiums, some of which are shared with schools;
- 12 seniors' recreation spaces, including stand-alone centres and dedicated space within CRCs; and
- 25 indoor ice pads at 20 arenas, including two pads at the Mohawk 4 Ice Centre but excluding First Ontario Centre (premier event venue, operated by third-party).

As noted, these City of Hamilton facilities are supplemented by other providers such as non-profit organizations (e.g., YMCAs, YWCAs, Boys and Girls Club, etc.), schools and post-secondary institutions, private sector operators, and more.

2.2 Recreation Master Plan Overview

The City of Hamilton Recreation Master Plan was approved by City Council in August 2022. The RMP contains 85 recommendations addressing long-term needs and strategies for recreation facilities, park facilities, and recreation service delivery.

The RMP measured and quantified the level of demand for various facility types using an evidence-based approach. This approach considered inputs such as public and stakeholder input, trends and utilization levels, geographic distribution and accessibility, condition and design of facilities, regional benchmarking, and more.

Figure 3: Key Building Blocks

Population-based provision targets were applied to most facility types to derive recommendations indicating the general number of new facilities required to address gaps and/or future growth, as well as an indication of broad geographic areas that could be considered for these new facilities. For some facility types, the recommendations were less about new facilities, but ways that existing assets could be optimized.

Based on detailed analysis, the RMP made several recommendations relating to the development and revitalization of major capital facilities across Hamilton, to be completed over the 30-year planning horizon (to 2051). Below is a summary of major recreation facility projects that will be examined in more detail within the following sections of this Implementation Strategy:

1. **Development of growth-related facilities, including:**
    a. new community recreation centres (CRC):
        - Waterdown CRC (Harry Howell Arena site)
        - Binbrook CRC (Glanbrook Arena site)
        - Winona CC (originally referred to as "Saltfleet", this project is now proposed as a replacement of the Winona Community Centre)
        - South Mountain CRC (site required)

- Lower Hamilton CRC (Eastwood Arena site; 2 additional CRCs are recommended in the longer-term)

b. adding gymnasiums to Norman Pinky Lewis Recreation Centre and Stoney Creek Recreation Centre

c. expanding Sackville Hill Seniors Recreation Centre and Ancaster Seniors Achievement Centre

d. provision of 3 additional indoor ice pads, with consideration of partnerships:

- Fruitland/Winona Recreation Complex (secondary plan Community Park site; this project may include replacement ice pads, etc.)

e. developing 2 new outdoor pools (Hamilton Mountain, Lower Hamilton)

2. Investing in the strategic renewal and revitalization of key facilities, including:

a. renewal of several CRCs, with a focus on older assets (to be assessed further through the Implementation Strategy)

b. renewal of Dave Andreychuk Mountain Arena and Chedoke Twin Pad Arena (note: the latter recently underwent capital renewal and is excluded from this Strategy)

c. repurposing/relocation of Stoney Creek Arena, Saltfleet Arena, and Eastwood Arena and replacement/consolidation as part of overall facility provision strategies

d. renewal or replacement of Dundas Community Pool

e. relocation/replacement of H.G. Brewster Pool through redevelopment of an existing site (now proposed at the Winona Community Centre location)

f. redeveloping Victoria Park, Chedoke, and Ancaster outdoor pools

g. other necessary projects based on lifecycle and condition assessments

3. Improvements to the inventory of outdoor recreation amenities within parks, such as (but not limited to):

a. prioritizing development and revitalization of city-wide and community serving amenities

b. expanding the inventory of full-size lit sports fields through improvements and new development, with consideration of artificial turf

c. completing the outdoor court sport strategy to guide the development and redevelopment of tennis, pickleball, basketball, and multi-use courts

d. addressing emerging needs, where appropriate

e. renewing aging park amenities, such as playgrounds, sport courts, spray pads, and support buildings (where supported by demonstrated demand)

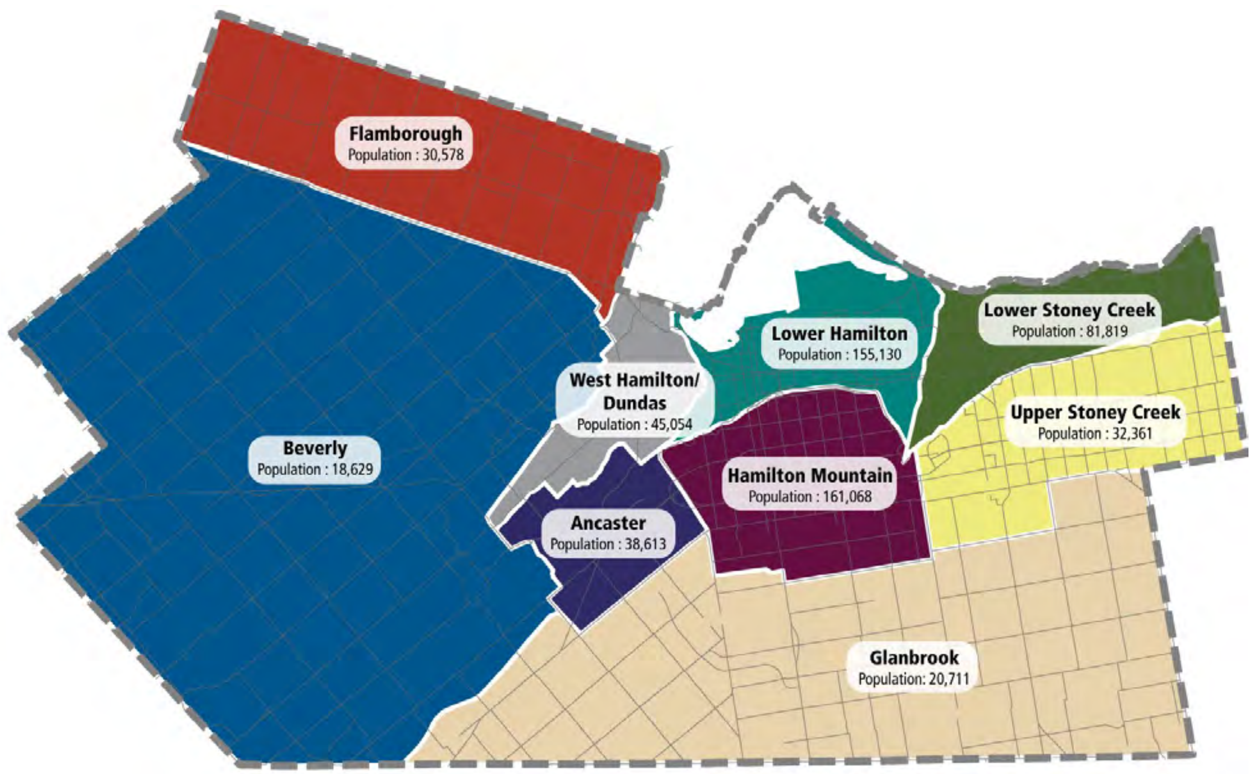
f. developing a Community Sport Plan to identify strategic improvements to key sites that will maximize participation

For additional details, please refer to the City’s Recreation Master Plan (2022).

2.3 Growth in the City of Hamilton

To support the community-level analyses, the RMP divided the city into nine Recreation Planning Areas (shown below). Much of the city's population currently resides within Hamilton Mountain and Lower Hamilton, followed by Lower Stoney Creek. The more rural communities of Glanbrook, Beverly, and Flamborough have the smallest populations.

Figure 4: Recreation Planning Areas and 2021 Population Figures



Population Source: City of Hamilton (GRIDS 2), 2022

Hamilton is projected to grow by 236,000 persons over the next 30 years, from a population of 584,000 in 2021 to 820,000 persons in 2051.

Table 2: City of Hamilton Historical and Forecasted Population

Year	Population*
2021	584,000
2031	652,000
2041	733,000
2051	820,000

* Figures include Census undercount

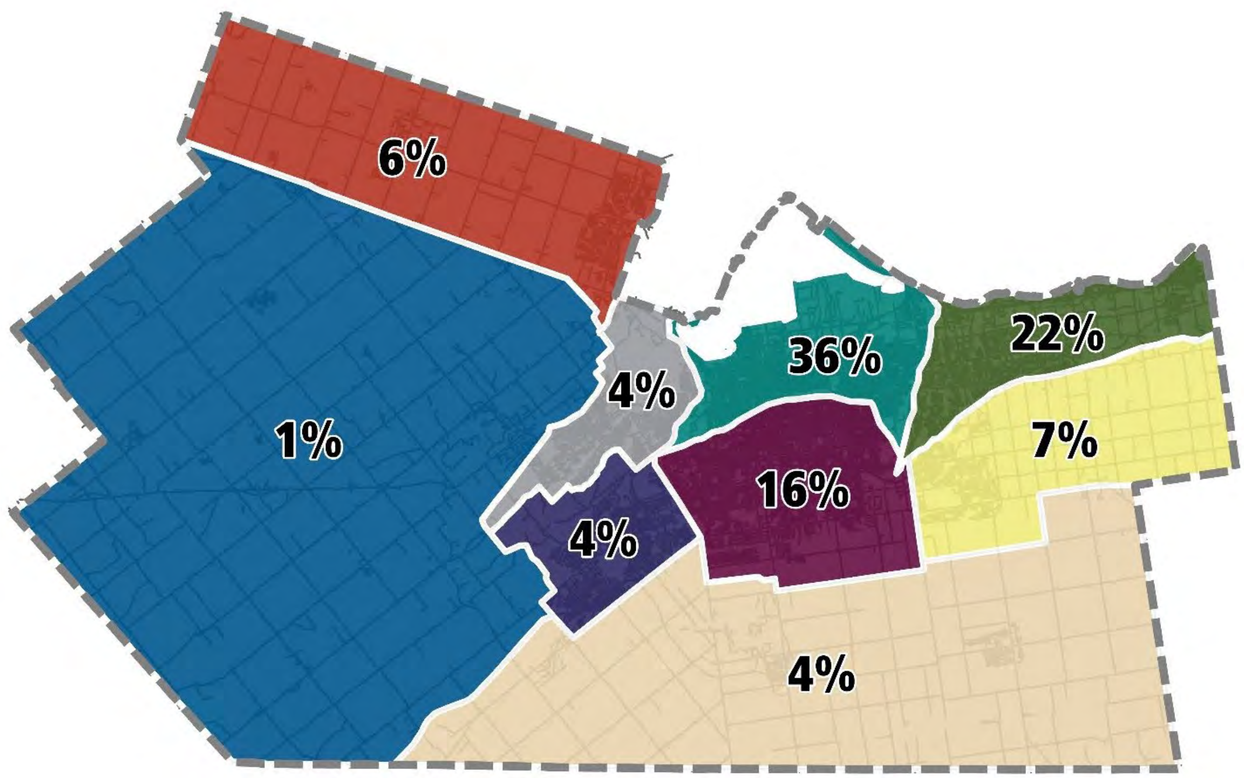
Source: City of Hamilton. OPA 167.

While Hamilton's population is expected to continue to increase, this growth will not be evenly spread out across the city, but be experienced largely within the existing urban area through intensification and development of existing designated greenfield lands, as well as a limited amount of infill development within rural Hamilton.

GRIDS 2 identifies where intensification and redevelopment will be planned to occur and forms the basis for the City's master planning projects. Recently, the Province reversed modifications made to Hamilton's Official Plans, largely reinstating the City's policies relative to growth management[2].

The City's primary strategic growth areas include the Downtown Urban Growth Centre, urban nodes and corridors (typically structured around the public transportation system, including Major Transit Station Areas) and residential intensification within existing neighbourhoods. **By 2051, more than one-half (58%) of new residents are anticipated to be housed in Lower Hamilton and Lower Stoney Creek.** A more detailed map showing population growth allocations by traffic zone to 2051 can be found in **Appendix A**.

'No Urban Boundary' Expansion Forecast – Allocation of City-wide Population Growth to 2051



Source: City of Hamilton, 2024. 'No Urban Boundary Expansion' growth scenario.

[2] This 'no urban boundary expansion' growth model was endorsed by City Council in November 2021, which established an intensification target of 80% within the built up area and 20% of growth occurring within designated greenfield areas within the urban boundary. To accommodate the City's forecasted population growth within the existing urban area, future housing supply will need to shift from ground-related housing forms to higher density housing forms such as apartment units, largely aligned around major planned transit infrastructure.

2.4 Asset Management Planning

The City's approach to asset management is to build an effective, transparent, data-driven system that connects asset investment to strategic goals and service level outcomes. Good asset management planning allows municipalities to stretch capital and operating dollars by helping to make well-informed, evidence-based decisions. It is about making the right infrastructure investments in the right places, at the right time to meet required levels of service in the most cost-effective manner for present and future customers.

The City has recently completed a series of asset management reports that identify the requirements for the sustainable delivery of services through the management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the 2025-2054 planning period.

Across all asset classes, Hamilton's total city-wide funding gap (anticipated needs minus budget) for both core and non-core assets is $5.2 billion over 10 years. Recreation facilities, parks, and trails account for approximately 10% of this amount. Hamilton's challenge is to determine how it will manage the funding gap over the long term to ensure that the City can continue to deliver its services sustainably today and across future generations.

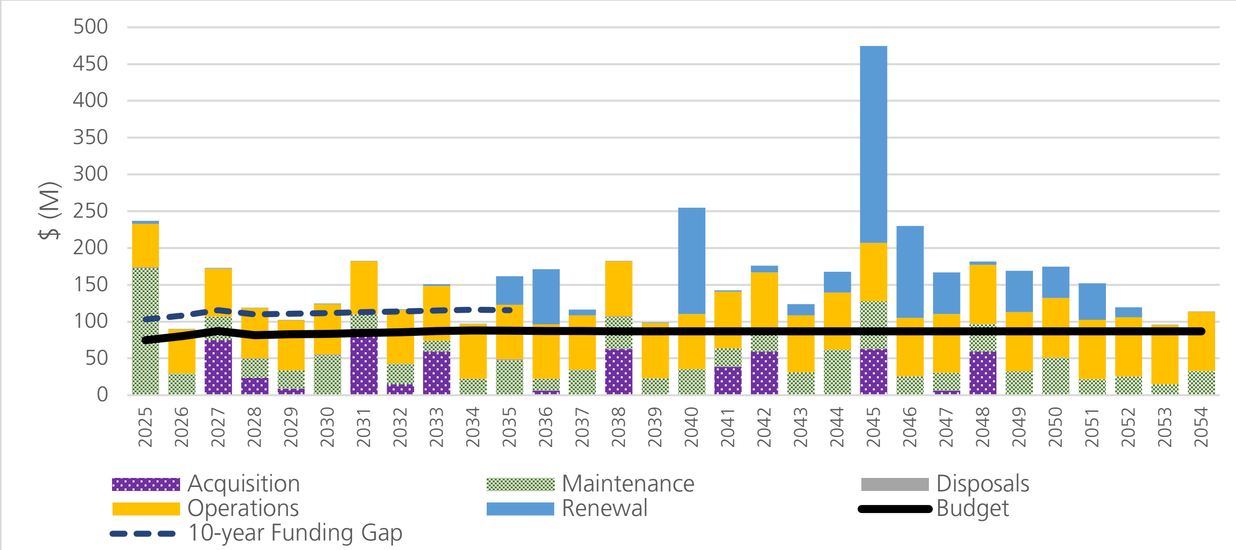
Recreation Asset Management Plan (2024) and Proposed Levels of Service (2025)

The 2025 report identifies 126 facilities (e.g., community centres, arenas, pools, halls, etc.) and 3 golf courses within the City's Recreation Division portfolio. The total replacement value of these assets is $2.98 billion. The average age of these facilities is 41 years, with 32% of the average service life remaining as of 2024 (most recreation facilities have an estimated service life of 50-75 years). Condition for facilities is determined based on the results of a Building Condition Assessment and the average asset condition for specific facility types is as follows:

- Arenas (20 facilities) – Fair
- Recreation Centres and Indoor Pools (25 facilities) – Good
- Outdoor Pools and Wading Pools (16 facilities) – Good
- Seniors Centres and Clubhouses (24 facilities) – Poor
- Community Halls (19 facilities) – Fair

The reports note that a backlog of maintenance work has accumulated on recreation facilities, requiring remediation. These unresolved projects pose a risk to the reputation of the Recreation Division as facilities continue to deteriorate over time, potentially causing a decline in service levels. Funding of $283 million (2025 report) over the next 10 years was projected to be required to address the funding gap. It is noted that this amount includes some facilities and projects that are beyond the scope of this RMP Implementation Strategy.

Figure 5: 30-Year Lifecycle Management Plan - Recreation



Source: City of Hamilton, Proposed Levels of Service for Recreation (2025)

The figure above indicates that there is underfunding over the 10-year planning period to address lifecycle needs.

The following service challenges were among those noted in the 2024 plan:

- The primary challenge faced by Recreation is insufficient funding to maintain its current stock of physical assets. This challenge is twofold, as the division possesses a large volume of high-cost facility assets, many of which require expensive and complex mechanical equipment to control specific interior environments (e.g., high humidity, large temperature gradients), imposing elevated levels of deterioration on building components and exacerbating operational and maintenance costs. This scenario has led to an increasingly large backlog of non-growth-related projects which require addressing and contribute to unforeseen facility shutdowns.
- Additionally, with a portfolio of facilities with substantial electrical and mechanical demands, significant financial and technological hurdles are anticipated in addressing the array of climate change targets set for the future. Given the large size and specific nature of the mechanical systems involved, retrofitting these facilities will necessitate a substantial amount of capital funding. Moreover, specific challenges exist regarding the feasibility of the electrical grid's ability to provide the capacity to meet the demand of electrified mechanical systems when updating equipment to reach Net-Zero targets.
- Furthermore, it has been expressed that there is a desire for greater accessibility and barrier-free spaces in Recreation’s portfolio of facilities. While the existing stock of buildings is code-compliant, there is an increased desire for modern design standards, such as barrier free accessibility and universal change rooms. Incorporating these updates into existing facilities is a challenge both in terms of design for implementation and the overall capital costs required.
- Finally, there exist challenges in the implementation of these projects with respect to project management scheduling. The Recreation division faces the challenge of maintaining continuity of service, coordinating provisional programming, and ensuring equitable geographic access to

services throughout these projects while implementing the aforementioned updates to the existing building portfolio.

Looking ahead, key drivers of demand for the Recreation Division (2024 AMP) include:

- Population Growth: Hamilton's forecasted increase in population will significantly increase the demand for the volume of services provided by Recreation over the next ten years and beyond.
- Reputation – Facility Conditions: A backlog of maintenance work has accumulated on Recreation Facilities, requiring remediation. These unresolved projects pose a risk to the reputation of the Recreation Division as facilities continue to deteriorate over time and service levels decline.

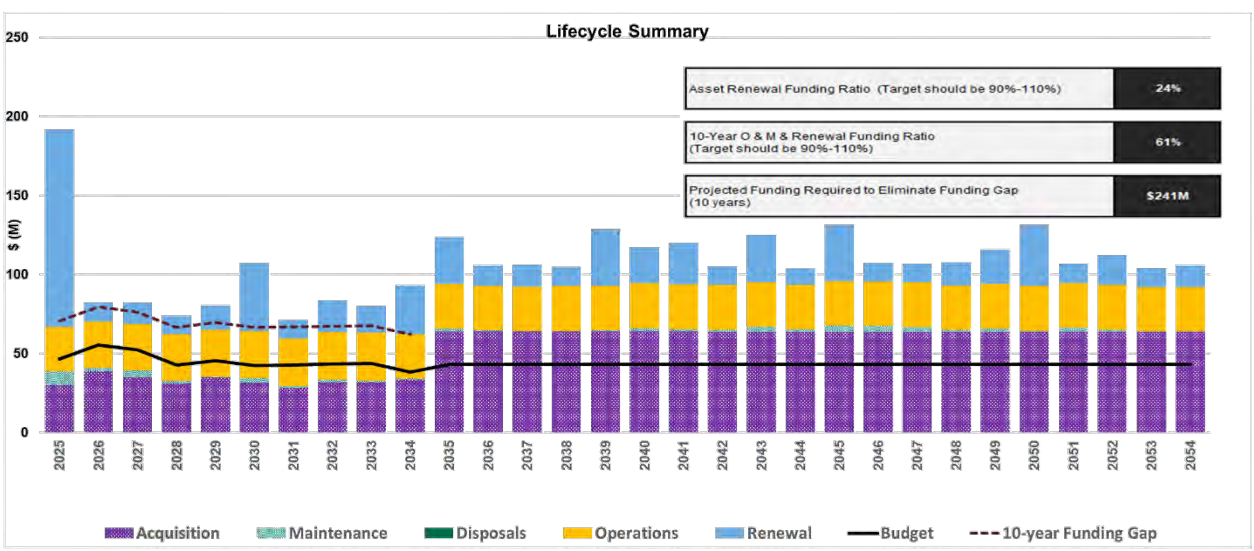
Parks and Recreational Trails Asset Management Plan (2024) and Proposed Levels of Service (2025)

The 2025 report identifies nearly 1,035 outdoor recreation assets (e.g., sports fields, sport courts, play structures, spray pads, etc.) within the City's Parks Division's portfolio. The total replacement value of these assets and other related assets (e.g., park infrastructure, park facilities, trails and waterfront, and fleet and equipment) is $756.5 million. The average asset condition is "fair", although premier sports fields were among those assets identified as critical.

The 2024 report notes that the largest contributor to the funding gap is unfunded renewals and the renewal backlog. In particular, the backlog is expected to continue to grow as assets deteriorate faster than they can be renewed and exceed their estimated service life. Major backlog items include play structures, facilities, sport lighting, sports fields and ball diamonds, and sports courts.

As illustrated in the following chart, the funding gap over the next 10-year planning period is $241 million, which does not include unfunded capital acquisitions, but does include operating impacts of anticipated acquisitions.

Figure 6: 30-Year Lifecycle Management Plan – Parks



Source: City of Hamilton, Proposed Levels of Service for Parks (2025)

The following service challenges were among those noted in the 2024 plan:

- Growing population/development and frequent acquisition of new parkland and assets through the planning and neighbourhood development process increase the quantity and volume of assets to manage. Growth in assets is not always matched by growth in resources to maintain newly acquired or assumed infrastructure. Provincial changes to Development Charges legislation have resulted in additional funding pressures to parkland development.
- Current planning legislation only allows for parkland dedication allowances that support the development of Neighbourhood parkland. Any Community or City-Wide class parkland needs are required to be purchased through other City funding strategies.
- Increasing population density through residential growth is occurring in areas where vacant land is sparse and land acquisition is challenging. Residents living in higher-density areas have less private outdoor space and rely on municipal parks, trails, and open spaces. Parks in these areas experience higher use and faster deterioration of assets. Land acquisition is more difficult and costly in already built-up areas and some of the land that does become available in these areas requires difficult and costly environmental remediation;
- Existing assets are aging while existing funding for maintenance and renewal is limited and not sufficient to complete all desired planned maintenance activities or replace assets at the optimal time. Asset data and records are limited and stored in a variety of formats and locations. Assets are diverse and maintenance procedures are not standardized and documented for all assets. Some asset categories are particularly unique and present unique challenges including the escarpment stairs and Wild Waterworks.
- As some assets including sports fields and diamonds deteriorate to poor condition due to limited maintenance and renewal funding, residents gravitate towards the remaining assets in better condition. This leads to higher-than-ideal utilization in some fields with limited recovery time, causing premature deterioration and increasing maintenance costs.
- User expectations are continually rising with the desire for a large and diverse range of services. There is a desire for higher quantity and quality of assets, more variety of assets, and replacement with better than like-for-like assets. Changing demands and the desire for higher service levels have led to requests for outdoor park use and recreation opportunities during winter. Expanded projects and increased services often require more significant front-end staffing to deliver projects, and necessitate higher acquisition, maintenance and renewal costs that can be challenging to fund.
- The outdoor nature of parks assets and recreational trails as well as their locations within and close to bodies of water, slopes and other hazard lands make them vulnerable to many of the impacts of climate change. Staff have already begun to observe climate change impacting the management of many assets through all stages of the lifecycle.

Looking ahead, key drivers of demand for the Parks Division include:

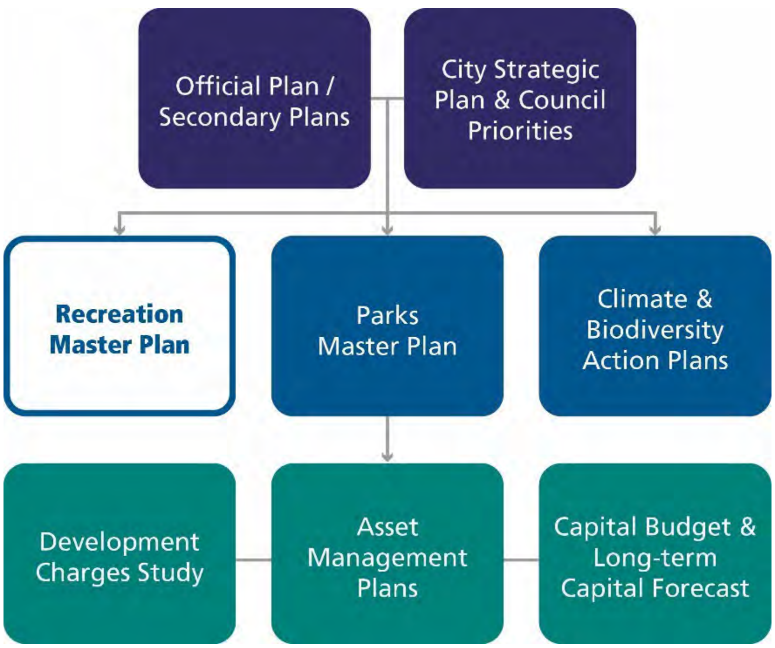
- Population Growth and intensification of development: Hamilton's population will continue to grow and Hamilton Parks will continue to see growth in demand for parkland and outdoor recreation opportunities. New developments will increase the number of Parks assets through parkland dedication.

- Consumer Preferences: Customers frequently ask for better than like-for like replacement of assets or expansion of services. Recently desire has increased for year-round access to parks, trails and amenities.

2.5 Alignment with Plans and Strategies

This Strategy has been informed by a review of strategic documents that ensures alignment with the City's goals and objectives.

Figure 7: Relevant Plans and Strategies



Summaries of these reports can be found in **Appendix B**.

2.6 Community Input

The City of Hamilton has engaged the community through several recent projects seeking feedback on satisfaction levels and needs relative to recreation and parks services and infrastructure. Key findings with relevance to this RMP Implementation Strategy are noted below.

New Community Recreation Centre Design & Development (2025)

The City conducted a survey in 2025 (receiving over 2,100 responses) to learn more about community priorities for proposed new CRCs in Waterdown, Glanbrook, and Winona. Notably, 62% of respondents indicated that their household was unable to participate in recreation activities as often as they would like in the past two years. The primary **barriers** identified included a lack of desired facilities or programs (44% of all respondents), followed by the program not being offered at a convenient time (31%) and the program being full (28%). These findings indicate a high level of demand for new facility development in these communities.

This survey also found that 84% agreed that the **development of new recreation facilities** was important to their household, with 77% agreeing that **upgrades to existing recreation facilities** should be made a priority. Conversely, only 24% felt that recreation and parks facilities are distributed evenly across the city. These findings suggest that there is strong support for investment in both new and existing CRCs (including indoor pools, gymnasiums, indoor tracks, multi-use activity rooms, etc.) in areas prioritized by the Recreation Master Plan.

And lastly, when considering potential enhancements to existing CRCs, support was greatest for improving multi-use activity rooms, washrooms and change rooms (both gendered and universal), storage areas for strollers and mobility devices, and child wall mounted safety seats in change rooms.

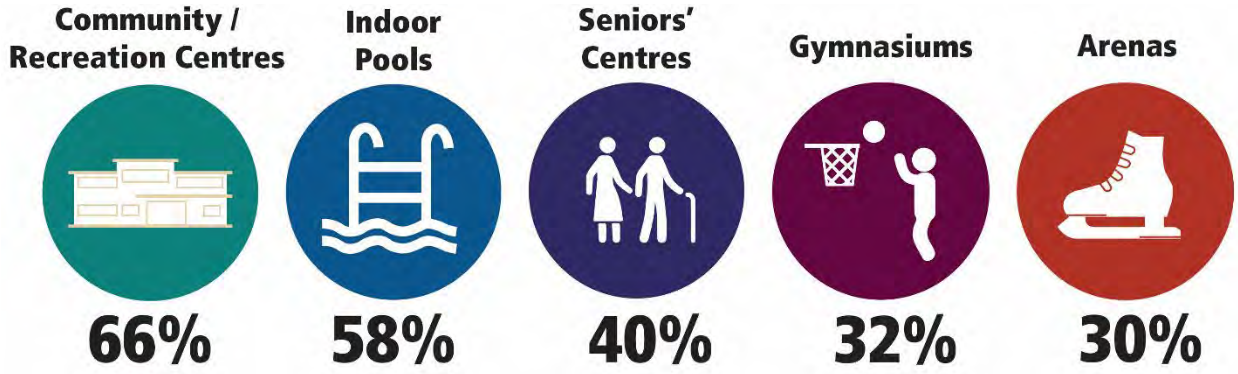
Recreation Master Plan (2022)

The following themes emerged from the public consultation undertaken for the Recreation Master Plan:

1. Recreation and parks are essential services.
2. **Residents support continued investment in park amenities and community recreation centres.**
3. Participation profiles and needs differ across the city.
4. Convenience plays a large role in influencing participation levels.
5. **Residents generally prefer upgrading existing recreation and parks facilities before building new.**
6. **Accessible locations and barrier-free spaces are important to Hamiltonians.**
7. Before the pandemic started, City of Hamilton parks and recreation amenities were well used.
8. The COVID-19 pandemic has had a dramatic impact on the recreation sector, but Hamiltonians are ready to re-engage and participate more than before.
9. Community organizations generally find City facilities to be affordable and conveniently located, but the opinions of the general population are mixed.
10. Participation is greatest for activities and sports that support unstructured play.
11. Demand is growing for many sports.
12. The City leads the way in providing recreation services and facilities, but other providers help to fill the gaps.
13. Adult sports and activities are becoming more prominent.
14. Support amenities are not always meeting expectations.
15. Several sports are seeking opportunities for year-round training.
16. There are requests for facilities that can support competitive programs and tournaments.
17. Many groups are concerned about a lack of volunteers.

Facility types that respondents indicated should be high priorities for the City to improve or develop are shown below.

Figure 8: Percentage indicating that Facility Types are a High Priority for Investment (new or improved facilities)



Asset Management Plan (2024)

Public input on **recreation assets** collected through the 2024 Asset Management Plan indicates that:

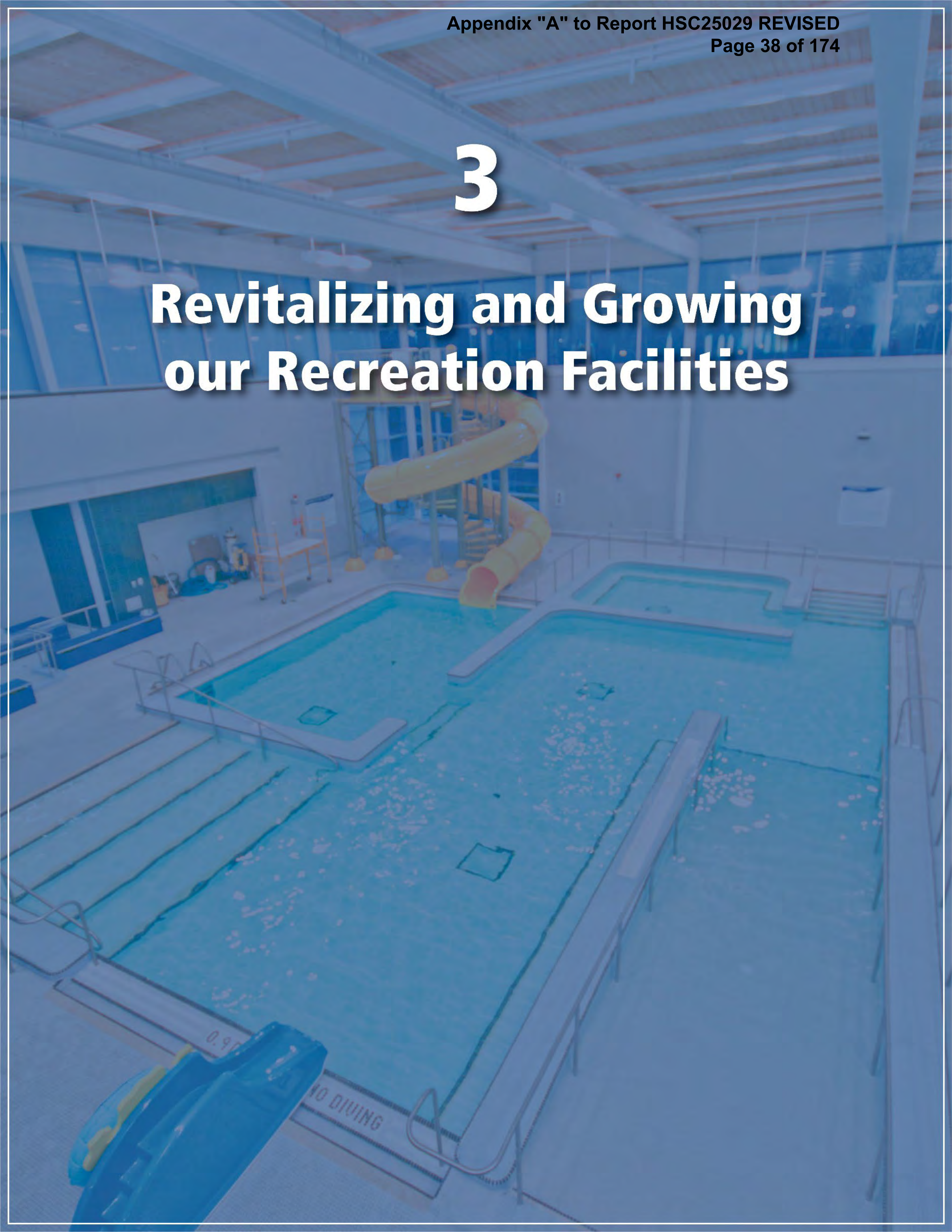
- Customers feel Recreation has good performance overall in the last 24 months in all service areas and that Recreation meets needs overall.
- Customers are satisfied with their ability to access Recreation sites and services.
- Potential service upgrades to Community Recreation Centres (CRC) and indoor pools are more important than potential upgrades to outdoor pools, arenas, and community halls.
- Drop-in and registered swimming programs and drop-in and registered gym and club programs are important service areas.
- Customers agree that Recreation buildings should be accessible by public transport, AODA compliant, clean, comfortable, easy to enter, energy efficient, safe, and inclusive spaces.

Public input on **parks assets** collected through the 2024 Asset Management Plan indicates that:

- Customers felt that Hamilton Parks performance was good in providing services in the last 24 months and that parks services meet needs overall.
- Customers are satisfied and agree/strongly agree that Parks services are accessible to the public.
- Playground equipment, sports fields, diamonds and courts, spray pads, and other park amenities are important services, but they prefer to maintain rates and service levels and upgrade existing facilities before building new ones.
- It is important that parks spaces and buildings be: safe and inclusive, comfortable, easy to locate, accessible by public transit, and energy efficient.

3

Revitalizing and Growing our Recreation Facilities



This section contains an assessment and prioritization of major recreation facility projects identified within Hamilton's 2022 Recreation Master Plan for the period ending in 2041. Also identified are key facility provision and design guidelines that should be considered when planning major capital works.

3.1 Overview of Recreation Capital Projects

There are two streams of major recreation facility projects assessed through this Implementation Strategy:

1. **Growth and/or gap related – NEW FACILITIES:**
   - new CRCs (e.g., Waterdown, Fruitland-Winona, etc.), arenas, and outdoor pools
   - expansions and additions like Norman Pinky Lewis Recreation Centre (gymnasium) and Sackville Hill Seniors Recreation Centre (expansion)
2. **Revitalization – EXISTING FACILITIES:**
   - renewal of older CRCs, selected multi-pad arenas, stand-alone pools, and outdoor pools
   - repurposing/consolidating selected outdated single pad arenas to alternative uses and replacing these spaces elsewhere when needed

In terms of recreation facilities, a total of 20 existing municipal facilities and 11 new projects are included in the study scope as they were identified as potential short- to medium-term priorities within RMP and/or are included within the City's long-term capital budget.

Table 3: Recreation Facilities Evaluated within this Implementation Strategy

Facility Type	Existing Facilities Assessed within the RMP Implementation Strategy	New Facilities Assessed within the RMP Implementation Strategy
Community Recreation Centres	11	7 (including 2 expansions)
Indoor Pool Facilities (stand-alone)	3 (including 1 relocation)	0
Arenas (stand-alone)	4 (including possible repurposing and relocations)	1
Seniors Recreation Centres	0	2 (expansions)
Outdoor Pools	2	1
Total	**20**	**11**

The following table identifies the major recreation capital projects recommended within the 2022 RMP for the period ending in 2041, but excluding those facilities that have undergone significant capital renewal in recent years. Added to this list are the remaining community recreation centres and stand-alone indoor pool sites that have been assessed through this Implementation Strategy.

Table 4: Recreation Facilities Assessed (listed according to facility type)

Facility Type	Project Type	Facility Name
CRC	Revitalization	Ancaster Rotary Centre
CRC	Revitalization	Central Memorial Recreation Centre
CRC	Revitalization	Dalewood Recreation Centre*
CRC	Revitalization	Dominic Agostino Riverdale Recreation Centre*
CRC	Revitalization	Dundas Lions Memorial Community Centre
CRC	Revitalization	Hill Park Recreation Centre*
CRC	Revitalization	Kanétskare Recreation Centre*
CRC	Revitalization	BGC Hamilton-Halton Kiwanis Club
CRC	Revitalization	Norman Pinky Lewis Recreation Centre**
CRC	Revitalization	Sir Allan MacNab Recreation Centre*
CRC	Revitalization	Sir Winston Churchill Recreation Centre*
CRC	New	Binbrook CRC (Glanbrook Arena site)
CRC	New	Lower Hamilton CRC (Eastwood Arena site)
CRC	New	South Mountain CRC (site tbd)
CRC	New	Waterdown CRC (Harry Howell Arena site)
CRC	New/Replacement	Winona Community Centre (Winona CC site)
Gymnasium	Expansion	Norman Pinky Lewis Recreation Centre*
Gymnasium	Expansion	Stoney Creek Recreation Centre
Arena	Revitalization	Dave Andreychuk Mountain Arena
Arena	Repurpose	Eastwood Arena
Arena	Relocation	Saltfleet Arena
Arena	Relocation	Stoney Creek Arena
Arena	New	Fruitland/Winona Recreation Complex (Community Park site)
Indoor Pool	Revitalization	Ancaster Aquatic Centre*
Indoor Pool	Revitalization	Dundas Community Pool
Indoor Pool	Relocation	H.G. Brewster Pool*
Outdoor Pool	Revitalization	Victoria Park Outdoor Pool
Outdoor Pool	Revitalization	Chedoke Outdoor Pool*
Outdoor Pool	New	New Hamilton Mountain Outdoor Pool (site tbd)
Seniors' Centre	Expansion	Ancaster Seniors Achievement Centre
Seniors' Centre	Expansion	Sackville Hill Seniors Recreation Centre

*joint land ownership or agreement with school board – shared building
**adjacent to school site – separate buildings

A list of City facilities excluded from this analysis is contained in **Appendix D**.

Note: Community halls are excluded from the scope of this study, but may be assessed separately utilizing the prioritization framework identified in this Implementation Strategy to guide future investment options.

Defining "Revitalization"

- Revitalization projects exist along a spectrum from "targeted renewal" to "outright replacement".
- Goes beyond typical repair and replacement (R&R) of lifecycle items identified through asset management processes.
- May include facility upgrades, barrier-free accessibility, expansion, conversion, coordinated renewals (potentially requiring shutdowns), and/or partial or full facility replacement.
- More likely to focus on facilities with more components at end of life or end of utility.
- **Example 1:** An arena was built in 1967, has significant shortcomings, and is too old to feasibility renovate. But it is on a large site within proximity to a growing residential area. Rather than fix-up the existing structure, it could be torn down and a new facility that meets emerging needs built in its place to serve Hamilton for 40-50 more years.
- **Example 2:** An older community recreation centre is undersized and lacks many characteristics of a contemporary facility (e.g., barrier-free spaces, large/well-lit gymnasium, proper safety and circulation, etc.). The facility's building systems (HVAC, etc.) are nearing the end of their serviceable life. It is located in a higher needs area and is the only CRC in the community. The facility should be closed to undertake a comprehensive renewal project to address repairs, upgrades, and possibly a modest expansion (typically 9-months to 3-years, scope dependent). This project will extend the facility's life by another 20+ years.

3.2 Prioritization Framework – Recreation Facilities

This Implementation Strategy examines the RMP's major recreation facility recommendations and identifies priorities to 2041. This is achieved through an in-depth examination of quantitative and qualitative factors that represent the overall interests of the City and its residents. This exercise is intended to become part of a long-range planning framework that can be used to inform investment decisions over time involving both new and revitalized facilities.

Benefits of a Defensible Decision-Making Framework

Prioritizing capital investments involves a detailed and thoughtful process that must account for community needs, local demand factors, technical requirements, strategic goals, resource limitations, and various other factors. While some aspects are immediate and require attention in the moment, others should be planned for, assessed, and prioritized to inform long-term plans.

Building upon the principles and foundation established through the RMP – and informed by practices applied by other communities (a jurisdiction scan is contained in **Appendix C**) – a fact-based prioritization framework has been created to evaluate and prioritize investment decisions for major recreation facilities. Its intent is to provide guidance for future capital investments in facilities, and identify whether and where renewal, replacement, or relocation may be appropriate. The multi-variate approach allows for depth of analysis, lending both transparency and rigour to the decision-making process. Projects are ranked relative to each other, with scoring that explains why investment in certain facilities is made over others.

Within this Implementation Strategy and beyond, the structured framework allows decision-makers to evaluate and rank multiple attributes based on their relative importance. Specific weights and measures have been applied to each attribute, ultimately leading to a prioritized ranking. City staff have been involved in the preliminary selection and definition of evaluation attributes, as well as the scoring of some of the more subjective criteria.

The prioritization framework for recreation projects achieves several notable goals. Specifically, it:

- targets investment to where it is needed most and will have the maximum impact;
- considers both tax-supported and growth-funded projects;
- is dynamic, objective, and equity-centred;
- ensures that decisions are well supported by considering many different variables;
- leverages available and updated data (e.g., asset management, population, usage, etc.);
- draws from the experience of city staff and considers public input;
- allows for investment across the entirety of the city;
- can be replicated and applied to emerging projects; and
- positions the city to be "grant-ready" when outside funding opportunities arise.

Prioritization Criteria

Criteria have been identified to enable the City to rigorously and objectively examine and prioritize potential capital projects. While the City uses a similar approach through its asset management process, the criteria are largely focused on the condition and functionality of physical infrastructure components and do not fully consider aspects of public benefit and need. A broader range of criteria will reduce the subjectivity in making key capital decisions while maximizing public benefit.

The following list of criteria, measures, and associated weighting has been developed to guide the prioritization process for major recreation projects recommended in the RMP. For each project, scores (0 to 2) are assigned for each criterion. Since some criteria are more important or reliable than others (based on Council/community priorities, available data, etc.), each score is applied to the criterion's weight, producing a score.

The criteria are initially divided into two indices: "Infrastructure" which identifies those facilities most at risk of failing; and "Equity" which identifies those projects that may have the greatest social impact. To inform decision-making regarding the City's investment in major community recreation facilities over time, a priority ranking is derived for each index.

Figure 9: Prioritization Indices

Infrastructure Index - "Greatest Asset Risk"

A. Asset Condition & Design* (6 criteria)
B. Financial & Site Viability (3 criteria)

*For renewal projects only

Equity Index - "Greatest Social Impact"

C. Population & Social Impact (5 criteria)
D. Usage Levels & Public Support (3 criteria)

The combined ranking (which includes both infrastructure and equity criteria) is used to determine the overall level of investment priority recommended through this study.

A. Asset Condition & Design

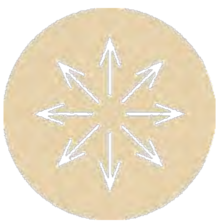
The facility is approaching or exceeding the end of its functional life, has limitations that impede programming, and needs significant investment. ***RENEWAL PROJECTS ONLY***

Facility Age

Condition

Accessibility

Experience



Environmental Features

Asset Risk

B. Financial & Site Viability

The project has a high likelihood of being realized, is not unduly impacted by site-specific challenges or cost factors and has strong alignment with other corporate objectives.

Logistical Viability

Capital Cost

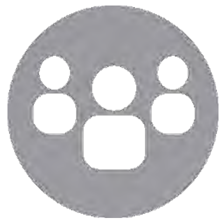
Value-added Opportunities

C. Population & Social Impact

There is substantial local demand for the facility based on the current and forecasted population, geographic distribution, and equity and inclusion factors.

Geographic Need

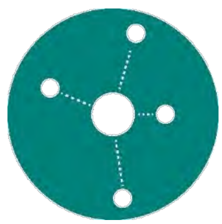
Population Need



Socio-economic Position

Priority Age Group

Other Providers



D. Usage Levels & Public Support

The facility has high levels of use (or nearby facilities are at capacity) – particularly for equity-deserving populations – and broad support within the community.

Program Demand

Service to Equity-Deserving Populations

Public Support

A degree of flexibility is necessary in applying these rankings referred to above. For example, projects that advance necessary safety improvements and support critical systems will take priority over discretionary projects. Readiness also comes into play as projects with defined sites and funding sources may proceed more quickly than projects without these necessary pre-conditions. Inserting facilities into existing parks (where appropriate) may expedite implementation if funding is available. In other instances, new land will be needed to accommodate the facilities; thus, appropriate phasing that aligns with the growth and development process is essential.

The criteria, weights, scores, and opportunity scans are more fully described in **Appendix D**.

3.3 Recreation Investment Next Steps and Roadmap

Hamilton's network of recreation facilities consists of community recreation centres, arenas, seniors centres, and indoor pools operating within single-use buildings or attached to schools. In some cases, consolidation of these amenities – specifically indoor pools and gymnasiums – is recommended in the RMP, particularly through attrition and new opportunities to develop multi-use CRCs that can offer economies of scale and enhanced convenience. Additionally, several new facilities are recommended to serve anticipated population growth, guided by the RMP's provision targets.

Through the prioritization framework and opportunity scan, key recreation capital projects have been ranked to determine their priority, providing the City with guidance on where best to invest its finite resources. These project types include:

- **New Facilities (growth-related):**
  - **Develop:** Adding a brand new facility to the portfolio within a growth or previously unserved area without replacing an existing facility.
  - **Expand:** Expanding a facility's physical building footprint to address service level provision for new growth-related program space.
- **Existing Facilities:**
  - **Revitalize:** Conducting a major renovation of an existing facility that goes beyond planned review by undertaking barrier-free upgrades, improving service levels, and adapting the facility to modern standards and identified needs. In some cases, this may involve expanding the building footprint.
  - **Relocate:** Moving an existing facility from one location to another, typically to leverage a co-location opportunity (e.g., public library, childcare, housing, municipal service centres, etc.).

The next step in developing the roadmap is completing the opportunity scan and assigning a potential timeframe for investment, divided into distinct timing horizons of three to five years each that align with the RMP. The timeframes for project initiation (initial construction) are as follows:

Short-term A: 2025-2027
Short-term B: 2028-2031
Medium-term A: 2032-2036
Medium-term B: 2037-2041

Capital cost estimates have also been assigned to each project on an order of magnitude basis. These estimates are high-level and preliminary and are subject to change as projects become more defined. They are identified in current year dollars.

$ = Less than $15 million
$$ = $15 to $30 million
$$$ = $30 to $45 million
$$$$ = $45 to $60 million
$$$$$ = More than $60 million

Table 5: Final Prioritization for Revitalized and Relocated Recreation Facilities (mixed facility types)

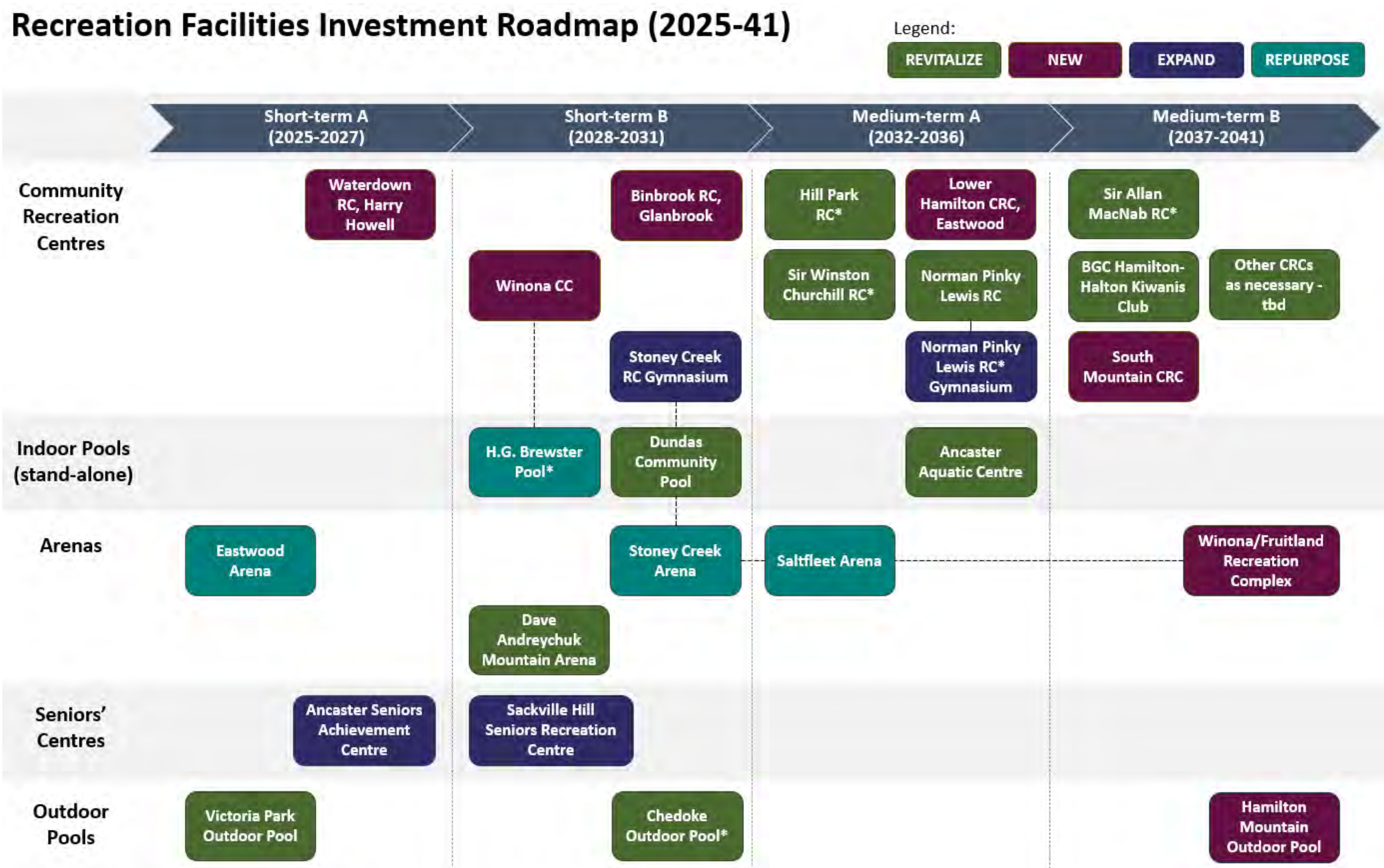
Adjusted Rank	Project	Priority Score	Facility Type	Project Type	Capital Cost Range
1	**Victoria Park Outdoor Pool**	117	Outdoor Pool	Revitalize	$
2	**Eastwood Arena (repurpose)**	89	Arena	Repurpose	n/a
3	**H.G. Brewster Pool (relocate)***	87	Indoor Pool	Relocate	n/a
4	**Dave Andreychuk Mountain Arena**	101	Arena	Revitalize	$
5	**Chedoke Outdoor Pool***	107	Outdoor Pool	Revitalize	$
6	**Dundas Community Pool**	100	Indoor Pool	Revitalize	$
7	**Stoney Creek Arena (repurpose /relocate)**	89	Arena	Relocate	n/a
8	**Saltfleet Arena (repurpose /relocate)**	106	Arena	Relocate	n/a
9	**Hill Park Recreation Centre***	96	CRC	Revitalize	$
10	**Sir Winston Churchill Recreation Centre***	96	CRC	Revitalize	$
11	**Ancaster Aquatic Centre***	90	Indoor Pool	Revitalize	$
12	**Norman Pinky Lewis Recreation Centre****	88	CRC	Revitalize	$
13	**Sir Allan MacNab Recreation Centre***	88	CRC	Revitalize	$
14	**BGC Hamilton-Halton Kiwanis Club**	80	CRC	Revitalize	$
15	**Central Memorial Recreation Centre**	80	CRC	Revitalize	$
16	**Dundas Lions Memorial Community Centre**	79	CRC	Revitalize	$
17	**Kanétskare Recreation Centre***	78	CRC	Revitalize	$
18	**Ancaster Rotary Centre**	76	CRC	Revitalize	$
19	**Dominic Agostino Riverdale Recreation Centre***	74	CRC	Revitalize	$
20	**Dalewood Recreation Centre***	70	CRC	Revitalize	$

Note: excludes facilities that recently underwent capital renewal projects (e.g., Bennetto Recreation Centre, Huntington Park Recreation Centre, Sir Wilfrid Laurier Recreation Centre, Chedoke Twin Pad Arena).
*joint land ownership or agreement with school board – shared building
**adjacent to school site – separate buildings

Table 6: Final Prioritization for New and Expanded Growth-Related Recreation Facilities (mixed facility types)

Adjusted Rank	Project	Priority Score	Facility Type	Project Type	Capital Cost Range
1	**New Waterdown CRC (Harry Howell site)**	70	CRC	Develop	$$$
2	**Expand Ancaster Seniors Achievement Centre**	54	Seniors Centre	Expand	$$
3	**New Winona Community Centre (Winona CC site)**	68	CRC	Develop	$$
4	**Expand Sackville Hill Seniors Recreation Centre**	73	Seniors Centre	Expand	$
5	**Gymnasium Expansion (Stoney Creek Recreation Centre)**	59	Gymnasium	Expand	$
6	**New Binbrook CRC (Glanbrook Arena site)**	58	CRC	Develop	$$$
7	**Gymnasium Expansion (Norman Pinky Lewis Recreation Centre)**	60	Gymnasium	Expand	$
8	**New Lower Hamilton CRC (Eastwood Arena site)**	53	CRC	Develop	$$$$$
9	**New South Mountain CRC (site tbd)**	55	CRC	Develop	$$$$$
10	**New Hamilton Mountain Outdoor Pool (site tbd)**	49	Outdoor Pool	Develop	$
11	**New Fruitland/Winona Recreation Complex (Community Park site near Jones and Barton)**	40	Arena	Develop	$$$$$

Figure 10:



Note: Projects to be initiated during identified timeframes, subject to site selection, funding, realization of growth, approval, etc.
* joint land ownership or agreement with school board

Figure 11:

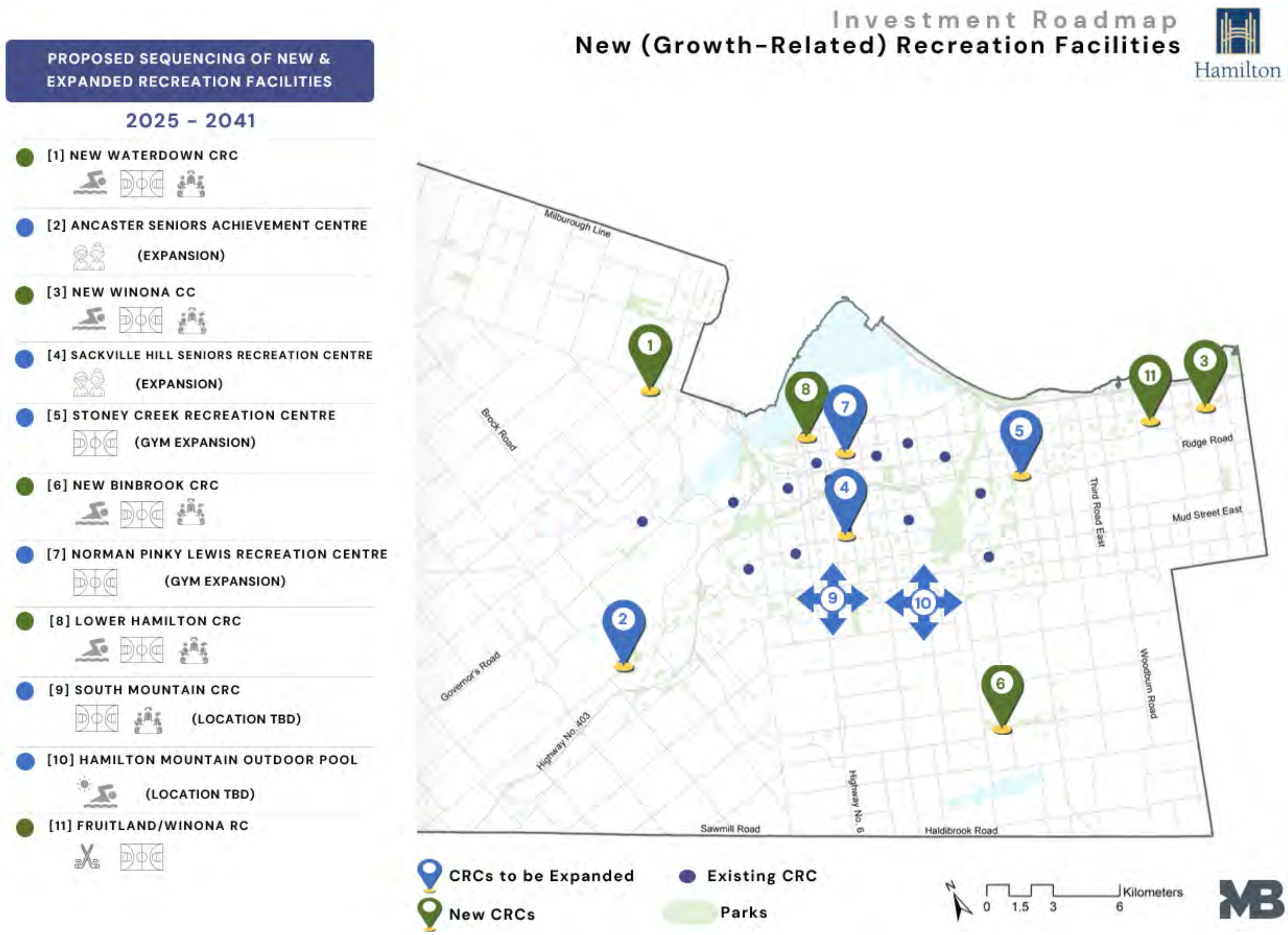

Investment Roadmap
New (Growth-Related) Recreation Facilities
Hamilton
PROPOSED SEQUENCING OF NEW & EXPANDED RECREATION FACILITIES
2025 - 2041
[1] NEW WATERDOWN CRC
[2] ANCASTER SENIORS ACHIEVEMENT CENTRE
(EXPANSION)
[3] NEW WINONA CC
[4] SACKVILLE HILL SENIORS RECREATION CENTRE
(EXPANSION)
[5] STONEY CREEK RECREATION CENTRE
(GYM EXPANSION)
[6] NEW BINBROOK CRC
[7] NORMAN PINKY LEWIS RECREATION CENTRE
(GYM EXPANSION)
[8] LOWER HAMILTON CRC
[9] SOUTH MOUNTAIN CRC
(LOCATION TBD)
[10] HAMILTON MOUNTAIN OUTDOOR POOL
(LOCATION TBD)
[11] FRUITLAND/WINONA RC
1
2
3
4
5
6
7
8
9
10
11
Milburough Line
Brock Road
Governor's Road
Highway No. 403
Sawmill Road
Highway No. 6
Haldibrook Road
Third Road East
Woodburn Road
Ridge Road
Mud Street East
CRCs to be Expanded
New CRCs
Existing CRC
Parks
N
0
1.5
3
6
Kilometers

Figure 12:


Investment Roadmap
Existing Recreation Facilities - Renewal
Hamilton
PROPOSED SEQUENCING OF REVITALIZED & RELOCATED RECREATION FACILITIES
2025 - 2041
[1] VICTORIA PARK OUTDOOR POOL
REVITALIZE
[2] EASTWOOD ARENA
REPURPOSE
[3] H.G. BREWSTER POOL*
RELOCATE
[4] DAVE ANDREYCHUK MOUNTAIN ARENA
REVITALIZE
[5] CHEDOKE OUTDOOR POOL*
REVITALIZE
[6] DUNDAS COMMUNITY POOL
REVITALIZE
[7] STONEY CREEK ARENA
REPURPOSE
RELOCATE
[8] SALTFLEET ARENA
REPURPOSE
RELOCATE
[9] HILL PARK RECREATION CENTRE*
REVITALIZE
[10] SIR WINSTON CHURCHILL RECREATION CENTRE*
REVITALIZE
[11] ANCASTER AQUATIC CENTRE*
REVITALIZE
[12] NORMAN PINKY LEWIS RECREATION CENTRE
REVITALIZE
[13] SIR ALLAN MACNAB RECREATION CENTRE
REVITALIZE
[14] BGC HAMILTON-HALTON KIWANIS CLUB
REVITALIZE
*joint land ownership or agreement with school board - shared building
Milburough Line
Brock Road
Governor's Road
Highway No. 403
Sawmill Road
Highway No. 6
Haldibrook Road
Third Road East
Woodburn Road
Ridge Road
Mud Street East
Pools
Recreation Centres
Arenas
Parks
N
0
1.5
3
6
Kilometers

Capital renewal projects that are currently identified as being beyond the short- and medium-terms (post-2041) are not identified on the investment roadmap. These facilities should continue to be evaluated against the RMP to identify future upgrades and opportunities. These include:

- Central Memorial Recreation Centre
- Dundas Lions Memorial Community Centre
- Kanétskare Recreation Centre
- Ancaster Rotary Centre
- Dominic Agostino Riverdale Recreation Centre
- Dalewood Recreation Centre
- Facilities that recently underwent capital renewal projects (e.g., Bennetto Recreation Centre, Huntington Park Recreation Centre, Sir Wilfrid Laurier Recreation Centre, Chedoke Twin Pad Arena)

The investment roadmap provides next steps for asset renewal, replacement, construction, and relocation through an evidence-based account of facility investment priorities based on the selected attributes, available data, and opportunity scan. This roadmap should be used as the basis for advancing projects for capital funding considerations on an annual basis. If required, the provided metrics and background information should help to inform and guide any necessary re-prioritization of projects.

While projects within each time horizon reflect relative priority, beyond the current approved projects it is recognized that these rankings include projects that are currently unfunded. It is recommended that the City to advance specific revitalization projects a “named capital projects” within the long-term capital forecast and that business cases be developed for each major project prior to proceeding (including community engagement and identification of design specifications, partnership potential, funding sources, etc.). The capital planning guidelines within this strategy are also meant to be flexible and adaptable to opportunities that arise.

Furthermore, the investment roadmap should be re-examined from time to time with the goal of investing in all facilities identified in the RMP and as new information (e.g., demographics, growth, usage, condition, etc.) becomes available over time. As such, these timeframes may shift as opportunities or other factors emerge. Longer-term projects (2041+) identified in the RMP are not assessed as part of this Implementation Strategy.

It is clear that sustained reinvestment will be required and, in particular, that key decisions will need to be made regarding facilities approaching end of life. **Consolidating services within new facilities allows the City to relocate older assets in poor condition and use the savings generated by eliminated deferred maintenance to offset capital costs for new construction.** Further investigation is recommended in general, and especially for facilities being considered for relocation.

Lastly, should the City undertake further analysis around capital priorities, enhancements to the extent and quality of the City’s qualitative data that underpins this analysis may be beneficial. For example, while asset management data helps to illustrate the condition of a facility and its component parts in relation to lifespan, a measure of structural condition and functionality that goes beyond FCIs would allow for a richer analysis that captures on-the-ground realities and longer-term perspectives. Usage and waitlist data that accurately captures current and latent demand would also help to tell the story about localized needs.

Next Steps – Recreation Facilities

1. Embed the recommended recreation facility development and revitalization priorities within the City's **budget and policy documents** (e.g., capital data sheets, Development Charges, asset management plan, etc.). All capital projects should be reviewed with a climate change lens to identify the timing and costs of reaching targets for 2030 and 2050.

2. Initiate **feasibility studies** for the following projects identified in the short-term (2025-2031) to reaffirm building programs, evaluate sites, establish order of magnitude costs (including climate action/net zero costs), and undertake partnership scans:

   a. Eastwood Arena – repurposing
   b. Dundas Community Pool – revitalization
   c. Dave Andreychuk Mountain Arena – revitalization

3. Prioritize the initiation of the following **capital recreation projects** in the short-term (2025-2031):

   a. Victoria Outdoor Pool – revitalization/replacement
   b. Waterdown Recreation Centre – new construction
   c. Ancaster Seniors Achievement Centre – expansion
   d. Winona Community Centre – new construction
   e. Sackville Hill Seniors Recreation Centre – expansion
   f. Dave Andreychuk Mountain Arena – revitalization
   g. Binbrook Recreation Centre – new construction/expansion
   h. Stoney Creek Recreation Centre – gymnasium expansion
   i. Dundas Community Pool – revitalization
   j. Chedoke Outdoor Pool – revitalization/replacement
   k. As appropriate, any priorities for which feasibility studies have been completed

4. Identify **alternative programming considerations** for the following single-use facilities in the short-term (2025-2031):

   a. Eastwood Arena (2025 – review alternative site options and needs)
   b. Stoney Creek Arena (coordinate with expansion of Stoney Creek Recreation Centre)
   c. Saltfleet Arena (upon replacement at Fruitland/Winona Recreation Complex)
   d. H.G. Brewster Pool (upon replacement at the new Winona Community Centre)

5. Prior to reinvesting in any CRCs or pools that are on **lands owned by school boards**, the City should undertake an evaluation to determine if long-term community needs are best met onsite or in the vicinity on lands owned and controlled by the City. Opportunities for **co-located municipal services** and aligned municipal initiatives should be encouraged. While partnerships with schools may still be considered moving forward, the preferred model is one where the City has full autonomy over the building, space, operations, and programming in order to effectively and efficiently meet the evolving needs of a diverse population.

6. Apply the results of the **prioritization framework and scoring criteria** to City recreation facilities that were not assessed as part of this Implementation Strategy (e.g., Huntington Park Recreation Centre, Westmount Recreation Centre, Valley Park Community Centre, etc.) to plan for and coordinate future capital improvements and upgrades for these sites.

7. Undertake an assessment of **community halls** utilizing the prioritization framework (modified to suit) identified in this Implementation Strategy. This evaluation will be used to guide options, including sale, repurposing, third-party-lease, and/or reinvestment in selected community hall sites.

3.4 Recreation Facility Provision Guidelines

Community/Recreation Centres

Community recreation centres (CRCs) are the foundation of Hamilton's recreation system, providing reliable, accessible, and diverse spaces for people to gather, learn, participate, and play. To ensure that CRCs continue to meet community needs, it is essential that existing facilities be revitalized to offer attractive, safe, accessible, functional, and engaging spaces, and that and new centres be developed to serve emerging needs and growth areas.

Community Recreation Centres Help Hamilton Achieve Many Goals

The benefits of CRCS are wide ranging[3]:

- Foster individual and family health and wellness across all ages, interests, and ability levels.
- Create a sense of place and connect residents to their neighbourhood, community, and city.
- Help create social connections and interactions.
- Level the recreation, culture, and leisure "playing field" by providing affordable, accessible, and inclusive programs and activities for individuals regardless of their financial situation and socio-economic situations.
- Provide highly adaptable and multi-functional spaces that help build resiliency and ensure we are prepared for hard to predict events and societal needs (e.g., weather emergencies as a result of climate change, natural disasters, pandemics, etc.).
- Make communities safer by reducing crime and harmful behaviours through the provision of productive, safe, and skill building activities and services for at-risk cohorts in our city.
- Make neighbourhoods and the city more attractive and appealing for current and prospective residents.
- Provide an environment and physical infrastructure that enables a meaningful commitment to Reconciliation and decolonization.

[3] City of Vancouver. Community Centre Strategy. 2022. https://vancouver.ca/parks-recreation-culture/community-centre-strategy.aspx

The assessment of CRC needs is based on population and distribution-based targets established in the RMP. The development of net new community recreation facilities will primarily be focused within Hamilton's strategic growth areas to address the needs of a growing population. This includes growth near the outer edges of the city as well as areas within and near the downtown where population densities will increase substantially. While those living in established areas may have reasonable access to recreation opportunities at present, there will be instances where the anticipated growth in demand will require revitalization and/or expansion of existing facilities and the development of new partnerships to enhance service.

CRCs are intended to serve concentrated populations in the range of 27,500 persons, generally living within a 2.5 km radius. They are planned at the community level, meaning that they are intended to serve multiple neighbourhoods.

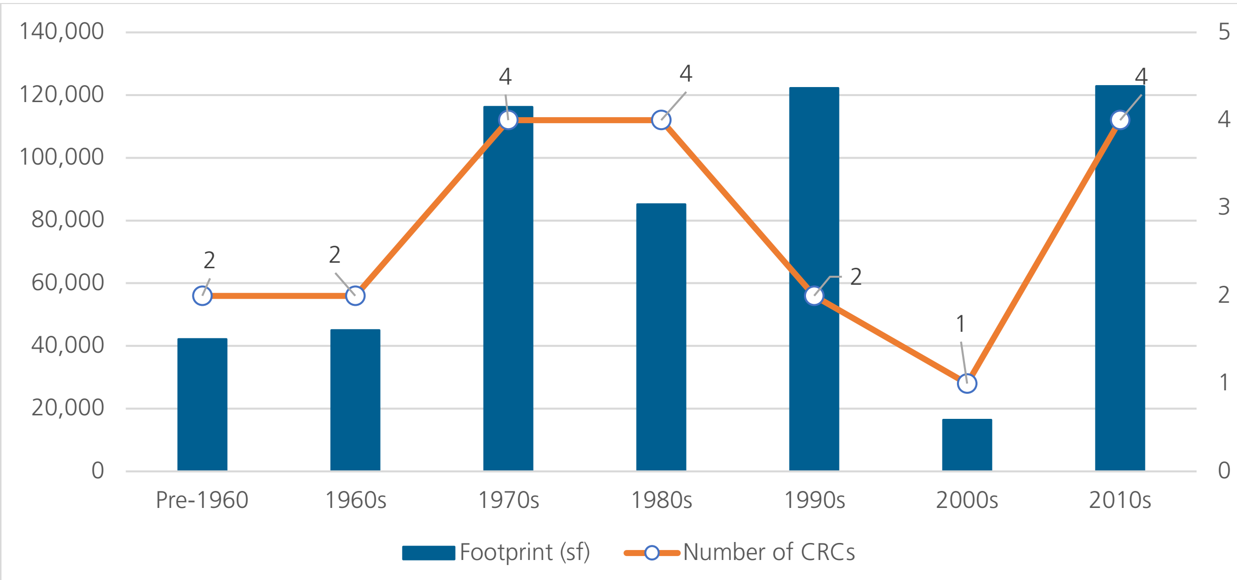
As noted in the RMP, there is considerable variety amongst Hamilton's CRCs – some are City-owned/City-operated, some are school-owned/City-operated, and others are City-owned/partner-operated. Most offer some degree of aquatic, gymnasium, and community recreation programming for persons of all ages. Some are associated with arenas, larger auditorium spaces, and dedicated seniors' space. Collectively, these facilities combine with more localized service options (such as community halls, schools, service clubs, cultural centres, private business, etc.) to create an extensive network of community-based facilities that offer a broad range of opportunities to residents and communities.

Beyond projects already underway, defining what, where, and when the next new facilities should be located is the subject of this RMP Implementation Strategy. Answers to these questions will help City Council and staff make informed decisions and share important information with the community and potential partners to support ongoing planning.

Revitalization of Existing CRCs

Of the 23 CRCs within Hamilton's public recreation system, 19 are operated by the City. The average age of these facilities is 42 years (built 1983), the point at which major renewal or reconstruction is given strong consideration. While the expected lifecycle for these facilities typically ranges between 40 and 50 years, but can be extended through regular maintenance and reinvestment. The need to renew – and in some cases replace – community recreation centres is becoming more apparent than it ever has been before. The following chart illustrates the composition of the CRC portfolio by construction year.

Figure 13: City of Hamilton CRC Portfolio Age



The size of an average Hamilton CRC is 30,800 square feet, which is at the low end of the preferred range established in the 2022 RMP (generally 25,000 to 65,000 sf). Many locations lack the spaces and technical specifications required in modern facilities. Examples include full-size gymnasiums, walking tracks, barrier-free spaces, and specialized and multi-use rooms for community programming. Furthermore, community facility design principles have changed substantially since many CRCs were built; for example, there is now a greater focus on natural light, inclusive design and universal accessibility, non-programmed spaces, energy-efficient systems, public realm and connection to outdoor space, etc.

Time and again, Hamiltonians have prioritized investing in existing facilities (renewal, upgrades, expansions) over building new facilities. Exceptions would be gaps in service or where existing facilities cannot feasibility be able to meet current needs. Through the RMP, a CRC Renewal and Redevelopment Strategy was recommended to guide major reinvestment in existing facilities. This Implementation Strategy will serve this purpose, identifying community recreation centres that should be high priorities for renewal and revitalization.

As noted earlier, facility revitalization may take many forms and should be guided by further study. Many of the City's existing facilities can benefit from tailored retrofit/renovation projects that an extended their lifespan and modernize public amenities and service delivery. These initiatives represent valuable use of public funds and good governance.

Capital projects should go beyond typical asset management repair and replacement activities through consideration of upgrades, expansions, and/or complete redevelopment. Barrier-free accessibility, energy efficient and resilient building systems, and contemporary facility spaces and designs will help to extend facility lifespans and respond to current and future user requirements.

Scoping of each project and estimation of likely costs will inform timing of implementation and may also encourage the solicitation of partners. Increasingly, the ability to accommodate affordable/social housing on community-owned sites (often through facility redevelopment that allows for multi-storey construction) is being considered by municipalities that have a mandate and the means to coordinate these initiatives.

Rationalizing Centres Co-located with Schools

Many of the City's older CRCs are co-located with public elementary and secondary schools, making large-scale renewal more challenging as the City has less control over building systems and capital projects. In certain cases, schools have closed or reconstituted (e.g., Norman Pinky Lewis and Hill Park Recreation Centres), creating opportunities for modernization and/or expansion. Many of these older, shared centres are located in Lower Hamilton and are increasingly in need of reinvestment.

As noted in the RMP, the City has been gradually moving away from shared CRC/school buildings, while ensuring that the public has convenient access to community facilities – Westmount and Bernie Morelli CRCs are recent examples. As demand for programming broadens, the limitations of the shared CRC/school model become more glaring. Due to the shared use partnership, some spaces are not available to support daytime programming (such as pickleball within gymnasiums) and not all users feel welcome in a shared centre. Further, the funding and mandate that schools once had to support capital infrastructure and programming has changed, along with the operational benefits of these shared facilities. While partnerships with schools may still be considered moving forward, the preferred model is one where the City has full autonomy over the space, operations, and programming.

The Challenges with Shared Recreation/School Facilities

Integrating community recreation centres with schools can offer great benefits, such as maximizing space utilization, generating economies of scale, fostering community engagement, and enhancing student learning experiences.

However, ensuring that these arrangements remain financially and operationally viable over time requires careful long-term planning. While these benefits may have been apparent decades ago when Hamilton and area school boards built many shared facilities, changing trends in funding, usage, and community use are leading to increased conflicts and challenges in operating and planning for the renewal of these spaces.

Some emerging challenges relative to shared recreation/school facilities include:

- **Aging infrastructure and Unequal Investment:** School boards are grappling with significant challenges related to aging infrastructure. It is estimated that 37% of Ontario's schools are not in a state of good repair[4]. With the threat of schools being declared prohibitive to repair, municipal investment in shared sites comes with both opportunity and risk.
- **Funding Constraints:** The Ontario government provides core education funding to school boards and rising costs have resulted in less being left over for recreational amenities. Funding for extracurricular activities and athletics publicly funded schools has also faced notable challenges in recent years, impacting activities such as swim programs.
- **Constrained Footprints and Intertwined Building Systems:** Most of Hamilton's shared recreation/school facilities were built decades ago and are on sites that are fully built-out, restricting expansion potential. Furthermore, many share critical building systems (e.g., HVAC, etc.) and determining who funds ongoing maintenance and renovation projects can be complex.
- **Limitations on Community Access:** Shared spaces are not typically available during core school hours and often during the summer, keeping them off-limits to the community. Many community members are also less likely to visit during the period immediately after school dismissal as this is a busy time when students are also looking to access gyms and pools.
- **Increased Community Demand:** Lifestyle and recreation trends are leading to increased demand from the community during in-school hours, which can create conflicts during the times when all user groups are looking to access space.
- **Security and Access Control:** Schools require strict security measures, while CRCs are often more open to the public, creating challenges in controlling access and ensuring safety. Managing liability issues can also be more complicated on shared sites.

Prior to reinvesting in any CRCs or pools that are on lands owned by the school board, the City should undertake an evaluation to determine if long-term community needs are best met onsite or in the vicinity on lands owned and controlled by the City. While partnerships with schools may still be

[4] Financial Accountability Office of Ontario. December 17, 2024. fao-on.org/en/communication/mr-school-boards-capital/

considered moving forward, the preferred model is one where the City has full autonomy over the space, operations, and programming.

Development of New CRCs

New facilities also have a role to play in overall asset management, whether as replacements to existing buildings or to meet the demands of a growing community. Beyond improving services and capacity, they also offer relief to the City's overall Capital Budget needs as new buildings typically incur few capital costs during their first 10-20 years of operation. The new Bernie Morelli Recreation Centre completed in 2018 and Westmount Recreation Centre (2016) are just two examples, replacing aging assets and positioning the City to be ready for the future.

The RMP recommended the development of 7 new CRCs by 2051 to meet Hamilton's forecasted population growth. RMP guidelines indicate that new CRCs should generally contain indoor pools, gymnasiums, seniors' spaces, libraries, multi-use program spaces, and/or other components.

Table 7: Description of Proposed New CRCs (in priority order)

General Area	CRC Type	Timing / Status	Components / Location
1) **Waterdown CRC (Harry Howell site)**	Class B (horizontal)	Short-term Currently forecasted for 2025+	- major components include indoor pool, gymnasium, multi-purpose space, etc. - Harry Howell Arena among sites being evaluated (would make this a Class A CRC)
2) **Winona Community Centre (Winona CC site)**	Class B (horizontal)	Short-term Currently forecasted for 2025+	- replace temporary community centre with larger facility - major components include indoor pool (H.G. Brewster replacement), gymnasium, and multi-purpose space - originally referred to as "Saltfleet"
3) **Binbrook CRC (Glanbrook Arena site)**	Class B (horizontal)	Short-term Currently forecasted for 2028+	- major components include gymnasium, multi-purpose space, pool, etc. - consider addition to Glanbrook Arena (servicing limitations to be evaluated)
4) **Lower Hamilton CRC (potentially at Eastwood Arena)**	Class B/C (vertical)	Medium-term Not currently in capital forecast	- components to be determined through future study - potential for repurposing Eastwood Arena – site evaluation to be completed

General Area	CRC Type	Timing / Status	Components / Location
5) South Mountain CRC (site tbd)	Class A/B (horizontal)	Medium-term Not currently in capital forecast	- major components include indoor pool, gymnasium, multi-purpose space, etc. - land not yet secured; location to be determined – evaluate opportunities along Rymal Road and Twenty Road corridors, being mindful of Les Chater YMCA

The City's ability to grow depends on responding in a timely and coordinated way to the demand for new or additional services. The aforementioned projects will proceed as funding and land resources allow, and be guided by further study. Scoping of each project and estimation of likely costs will also inform timing of implementation and may also encourage the solicitation of partners (where applicable).

CRC Design Guidelines

The location, size, form, and components of new and redeveloped CRCs will be context specific, as informed by the following guidelines. This is not intended to be a complete list and there is flexibility to deviate from these suggestions with support from more detailed planning and design processes.

1. **Size:** Generally 25,000 to 65,000 square feet (or more if combined with arenas).

2. **Catchment:** Generally serving a population of 20,000 to 30,000+ residents within a 1.25 km to 2.5 km radius.

3. **Components:** New and expanded CRCs will be multi-use, serving multiple purposes and age groups through a series of active and casual spaces. CRCs will contain a minimum of 2 or more of the following: indoor pool, gymnasium, seniors' space, and library. CRCs will also contain multi-use program space and common areas. Programs will be locally-driven and may vary considerably from other nearby centres.

4. **CRC Types:** The City classifies its CRCs as: Class A (Major Multiuse); Class B (Minor Multi-use); and Class C (Shared Centre). The RMP defines two types for new CRCs, being "Vertical CRCs" (those serving Downtown Urban Growth Centre, Priority Transit Corridors and Major Transit Station Areas) and "Horizontal CRCs" (those serving other neighbourhoods).

   Vertical CRCs will be located in areas of higher density and – because land costs will be greater – they will generally have a smaller footprint and be spread across multiple storeys, possibly within mixed-use building. To help keep costs down and to leverage synergies, partnerships with schools, libraries, non-profit providers, residential complexes, and others are more likely to be pursued – these projects can be much more complex and may take longer to realize. This form of construction should be pursued in areas such as Lower Hamilton and other strategic growth areas.

Horizontal CRCs will be most viable in lower density areas (e.g., greenfield areas) where land is more widely available. These facilities will generally be bigger and have a larger catchment area. This form of construction should be pursued in areas such as Flamborough (Waterdown), Glanbrook (Binbrook), Lower Stoney Creek (Fruitland-Winona) and the southern portion of Hamilton Mountain. In these areas, options should be examined for developing municipally-owned and operated Class A or B CRCs, which can serve as a "one-stop shop" for families and area residents.

Table 8: Planning Guidelines for New Vertical and Horizontal Community Recreation Centres (2022 RMP)

Description	Vertical CRCs	Horizontal CRCs
Location / Urban Structure	• Downtown Urban Growth Centre, Priority Transit Corridors and Major Transit Station Areas	• Neighbourhoods (outside those identified for vertical CRCs)
CRC Type and Size	• Class B or C • generally 25,000 to 40,000 sf	• Class A, B or C • generally 25,000 to 65,000 sf (or more if combined with arenas)
Building Type / Co-location Opportunities	• more vertical (or stacked) – may be part of a multi-storey mixed-use building (in the podium, with ground level access and accessible second floor) • may be a new build or a repurposed facility/site • lease arrangements may be considered	• more horizontal – commonly co-located with a community park and outdoor space • may be a new build or a repurposed facility/site • more likely to be a stand-alone building
Catchment and Travel	• generally serving a population of 20,000 residents • 1.25 km (15-minute walk) • users are more likely to travel by foot, bike, or public transit	• generally serving a population of 30,000+ residents • 2.5 km • users are more likely to travel by private vehicle (but transit access is required)
Partnership Potential	• may be operated by City or non-profit provider if public access is guaranteed • project may be delivered and/or partially funded by developer • may be co-located with schools or other civic uses	• likely to be operated by City, but potential for non-profit operator may be considered • not typically co-located with schools (unless community hub model)

Description	Vertical CRCs	Horizontal CRCs
Core Program Components	• 2 or more of the following: indoor pool, gymnasium (25ft ceiling), seniors' space, library • multi-use program space and common areas • programs will be locally-driven and may vary considerably from other nearby centres • minimal off-street parking is required	• 3 or more of the following: indoor pool, gymnasium, seniors' space, library, arena (note Class C centres may have fewer components) • multi-use program space and common areas • centres will provide a "one-stop shop" experience for residents of all ages • substantial off-street parking is required
Potential Locations	• Lower Hamilton, 3+ (tbd)	• Flamborough (Waterdown) • Glanbrook (Binbrook) • Lower Stoney Creek (Fruitland-Winona) • Hamilton Mountain (South Mountain)

5. **Partnerships:** Operating and capital partnerships will be considered on a project-specific basis. CRCs may be operated by City or non-profit provider if public access is guaranteed. Vertical CRCs may be delivered and/or partially funded by developers; freehold opportunities will be prioritized over leasing arrangements, except in temporary/interim use situations. Community hubs and vertical CRCs may be co-located with schools or other civic uses and/or aligned services (e.g., cultural spaces, municipal services, transit hubs, public housing, child care, health care, etc.).

6. **Provision and Design Guidelines:**

    a. Located in areas of high need (gaps, growth, socio-economic needs, etc.).

    b. Visible and accessible sites that are compatible with surrounding uses.

    c. Highly functional and flexible program spaces that reflect local needs and can be used year-round.

    d. Safe and welcoming spaces, including large public space lobbies, natural light, universal/gender-neutral washrooms and change rooms, etc.

    e. Barrier-free and fully accessible spaces.

    f. Street-level access is a requirement; the number of storeys should be minimized (1-2 storeys are preferred, including the ground floor).

    g. Co-located with other civic uses, park spaces, and/or aligned services, where possible.

    h. Convenient access to public transit systems and active transportation networks, as well as on-site parking (wherever possible) and at-grade facility loading and delivery access.

    i. Materials, systems, and designs that reduce energy use and greenhouse gas emissions, withstand extreme weather events, and improve sustainability.

Indoor Pools

The location, size, form, and components of new and redeveloped indoor pools will be context specific, as informed by the following guidelines.

1. **Size:** Indoor pools will form part of CRCs; new stand-alone pool facilities are not recommended. Pool sizes will be dependent on the capital program and will vary according to pool type. Primary tanks (community and competition pools) will be a minimum of 25 metres long, with 5+ lanes. Secondary tanks (teaching, leisure, and/or therapy pools) may be smaller and have shallower depths.

2. **Catchment:** Generally serving a population of 30,000 residents within a 2.0 to 2.5 km radius.

3. **Pool Types:** The City classifies its indoor pools as: Class A (Olympic), Class B (Competitive), and Class C (Community).

4. **Provision and Design Guidelines:**
    a. New and redeveloped aquatic centres should include multiple tanks with different water temperatures that can support a range of programming, sufficient deck and viewing space, universal change rooms, and barrier-free accessibility, wherever possible.
    b. Common configurations consist of an accessible (ramped-entry) 25-metre, 5 to 6 lane fitness pool and an accessible leisure pool (with warmer water, beach entry/teaching steps, etc.) with a variety of depths for teaching and water play. Different pool designs may be considered on a case-by-case basis, supported by detailed analysis.
    c. Viewing areas near the shallow or leisure basin end of the natatorium allow for benches and loose furniture.
    d. Features such as springboards, climbing walls, tarzan ropes, slides and other play / splash features may be considered with deeper water areas.
    e. Convertibility from open transparency to privacy is a program requirement in the pool enclosure, viewing area, and change rooms.
    f. 50-metre pools are not currently a service level that is supported by the City, but may be considered further if supported by external funding, sport tourism, and regional (or beyond) markets.

Outdoor Pools

The location, size, form, and components of new and redeveloped outdoor pools will be context specific, as informed by the following guidelines.

1. **Size:** Outdoor pool sizes will be dependent on the capital program and will vary according to pool type.

2. **Catchment:** Generally serving a population of 10,000 youth (aged 5 to 19 years) within a 2 km radius.

3. **Pool Types:** Hamilton's outdoor pools generally consist of rectangular tanks (with lanes) and leisure tanks (free form). These are seasonal facilities that are generally provided within park settings and can be associated with adjacent recreation buildings that offer support spaces.

4. **Provision and Design Guidelines:**
    a. Located in areas of high need (gaps, growth, socio-economic needs, etc.). This includes higher-density communities that have significant child/youth populations, but below average access to aquatic opportunities (e.g., fewer indoor pool and backyard pool options). Sites should be accessible by pedestrians and cyclists within the surrounding areas.
    b. Focus on recreational swimming and aqua fitness opportunities during the summer months. Pools should offer both leisure and lane features and be barrier-free. Single basin designs with larger shallow ends and variable depths are most operationally efficient and capable of supporting all users.
    c. Give consideration to zero-depth entry and/or teaching steps, spray features, diving boards, extended deck space with shade options on-deck or in close proximity. Heated pools are preferred to support an extended season.
    d. Supported by an adjacent bathhouse with change rooms (with consideration of gender-inclusive designs), washrooms, staff space, storage, and mechanical.

Gymnasiums

The location, size, form, and components of new and redeveloped gymnasium will be context specific, as informed by the following guidelines.

1. **Size:** Gymnasiums will form part of CRCs; new stand-alone gymnasium facilities are not recommended. Gymnasium sizes will be dependent on the capital program and will vary by type. Where possible, new gymnasiums should be Class A (Premium/Double, 6000+ square feet), with a minimum 25 foot height.

2. **Catchment:** Gymnasiums are a core component of all new and redeveloped CRCs.

3. **Gymnasium Types:** The City classifies its gymnasiums by size: A (Premium/Double, 6000+sf); B (3,500-6,000sf); C (3,000-3,499sf); and school gyms

4. **Provision and Design Guidelines:**
    a. Double gymnasiums (6000+ square feet, with a minimum 25 foot height) should be the minimum standard for new and expanded CRCs, with smaller gymnasiums (3,500 to 6,000 square feet) considered within community hubs.
    b. Designed for maximum flexibility in order to accommodate a high occupancy for events and activities.
    c. Dimensions, equipment, and floor material (e.g., sport court, sprung wood, etc.) should be selected with an understanding of the sports anticipated.
    d. Where desired, walking tracks can be paired with gymnasium, encircling the space at an upper level and incorporating natural light.
    e. Designs should also accommodate ancillary spaces (e.g., viewing areas, change rooms, storage, etc.). Change rooms for gymnasiums are smaller than for aquatics, but can still apply the gender-inclusive / universal concept.

Seniors Centres

The location, size, form, and components of new and redeveloped seniors centres will be context specific, as informed by the following guidelines.

1. **Size:** New dedicated (exclusive use) facilities for older adults and seniors are discouraged, although existing facilities may be expanded. The size of these and/or shared use spaces within CRCs will be dependent on the capital program and programming needs.

2. **Catchment:** New exclusive use seniors recreation centres are discouraged. Shared use spaces are assessed using a catchment radius of 2 km and are provided as part of CRCs.

3. **Facility Types:** The City classifies its seniors recreation spaces as: Class A (Exclusive Use Spaces) and Class B (Shared Use / Clubs).

4. **Provision and Design Guidelines:**
    a. A mixed model of space provision will continue to be supported, with programming (and dedicated space, where appropriate) within CRCs complementing the offerings at exclusive use seniors recreation centres. New exclusive use seniors recreation centres are discouraged.
    b. An integrated spaces and inclusive programming model should direct the design of shared use spaces within CRCs. Area-specific needs should be considered as part of the planning of any new CRC, including those for older adults and seniors.
    c. Multi-purpose rooms will be included with each CRC and will be designed, programmed, and optimized for use throughout the day and week, often involving a wide range of uses and users (including older adults and seniors).

Arenas

Investigating opportunities for the strategic relocation of aging and redundant arenas is an important consideration given the cost of maintaining the existing portfolio. The average age of the City's arena facilities is now over 40 years. Older arenas do not operate or functionally serve their users as efficiently or effectively as newer facilities, particularly with respect to energy efficiency, required capital maintenance, accessibility, comfort, sport tourism opportunities, etc. There is currently a surplus of arena ice pads and some arena facilities are recommended for relocation or conversion to other uses, including Eastwood, Stoney Creek, and Saltfleet Arenas.

The location, size, form, and components of new and redeveloped arenas will be context specific, as informed by the following guidelines.

1. **Size:** New arena provision will take the form of multi-pad facilities (with rinks of regulation size), with consideration to supporting year-round recreational amenities where required (e.g., walking tracks, gymnasiums, multi-purpose rooms, etc.).

2. **Catchment:** Generally serving a population of 28,750 residents (per pad) within a 2.0 to 2.5 km radius.

3. **Arena Types:** The City classifies its arenas as: Class A (Quad Pad); Class B (Twin Pad); Class C (Major Single Pad, capable of hosting junior/senior hockey club); Class D (Minor Single Pad).

4. **Provision and Design Guidelines:**
    a. Future arena development will be in the form of multi-pad facilities (two or four pads per arena – Class A and B) to respond to user needs, support tournaments, and offer efficiencies in operation. New ice pads should be regulation size.
    b. Designs should emphasize broad community use and the ability to use facilities year-round for a variety of ice and non-ice activities.

c. Co-located with other recreation spaces (e.g., CRCs, walking tracks, gymnasiums and dryland training space, multi-purpose rooms, etc.), other civic uses, park spaces, and/or aligned services, where possible.

d. Minimum of six change rooms per ice pad.

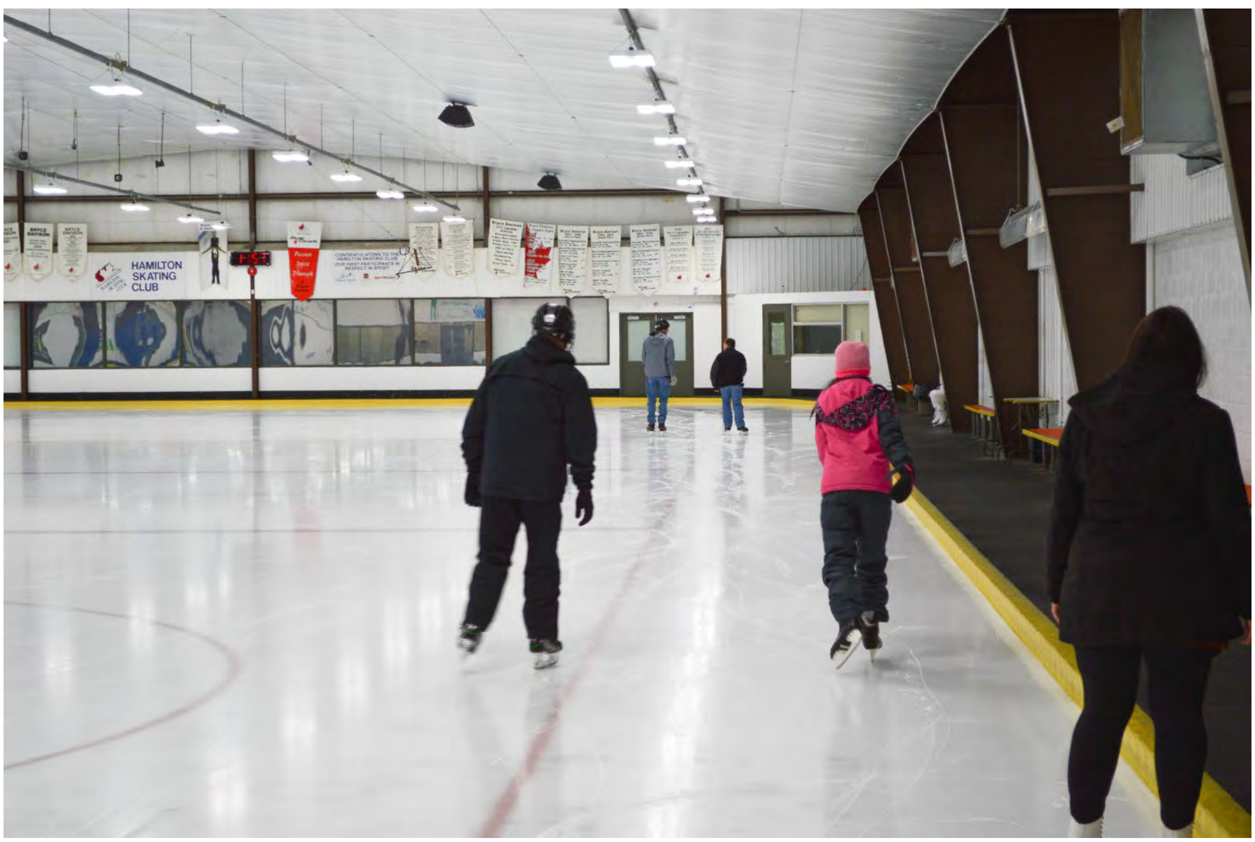
e. Seating in the arena space for about 200 persons/pad (although this may vary depending on the intended user groups and programming), plus warm viewing areas.

f. Safe and welcoming spaces, including large public space lobbies, natural light, universal/gender-neutral washrooms and change rooms, etc.

g. Convenient access to public transit systems and active transportation networks, as well as sufficient on-site parking.

h. Materials, systems, and designs that reduce energy use and greenhouse gas emissions, withstand extreme weather events, and improve sustainability.

i. Opportunities to convert selected single pad arenas will be considered in order to make the best use of our assets and transform them into facilities that can serve other purposes.



4

Optimizing our Park Facilities

This section examines on approaches that will maintain and enhance needed parks and outdoor recreation facilities, building upon Hamilton's 2022 Recreation Master Plan and 2023 Parks Master Plan. A focus is placed on making the case for investment (existing and new assets) and providing strategic guidance through a narrative that highlights key outcomes.

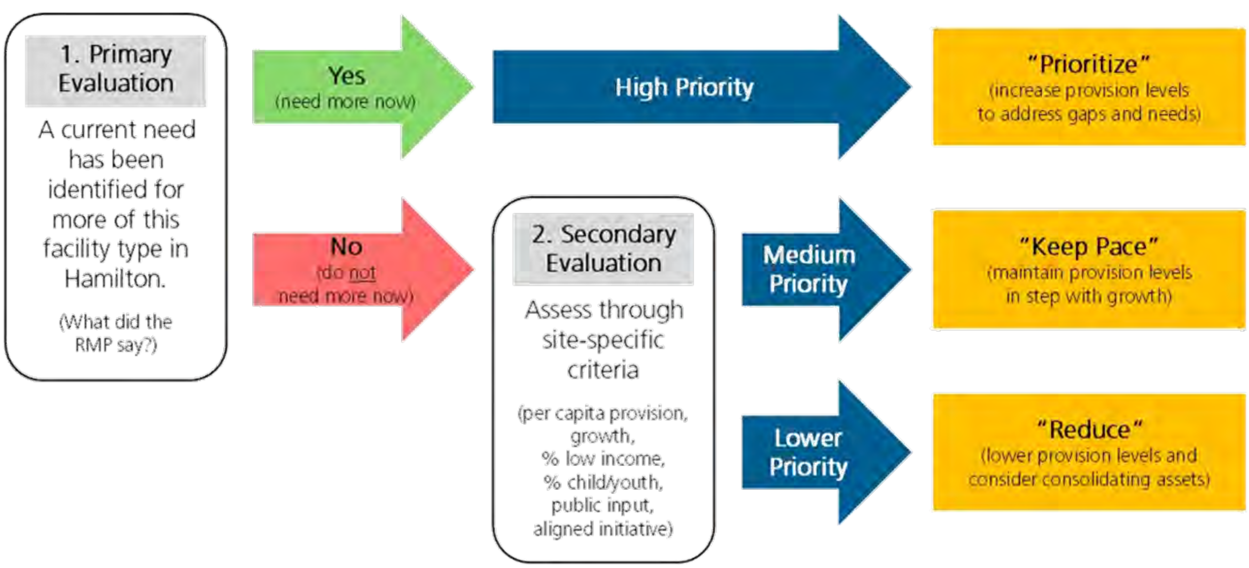
It is noted that the Parks Division is responsible for a wide range of park assets that extend well beyond the scope of the RMP (e.g., washrooms and support buildings, trails, bridges, lighting, stormwater infrastructure, shoreline protection, etc.). These assets are <u>not</u> considered herein.

Furthermore, nothing in this Implementation Strategy should restrict the City from moving forward with scheduled park-specific planning and renewal projects as site selection and facility fit exercises for park amenities are critical to the provision of new and updated recreation assets.

4.1 Prioritization Framework – Recreation Facilities

A streamlined prioritization tool has been developed for the City of Hamilton to apply when assessing outdoor recreation and parks-related capital projects and maintenance initiatives. This tool is intended to be applied flexibly to allow opportunity for local and site-specific decision-making. The approach relies on a similar but abbreviated list of indicators as the recreation facility prioritization, ensuring that the most relevant demand factors are considered.

Figure 14: Evaluating Priorities for Park-based Facilities



Primary Evaluation

Facility types that pass the primary evaluation should generally be considered a high priority.

1) **A current need has been identified for more of this facility type in the city.** This finding should be informed by the City's Recreation Master Plan and the recommended population-based and distance-based targets. See the table on the following page for a list of higher priority facility types.

Through this RMP Implementation Strategy, the first stage of work (Primary Evaluation) has been completed and is summarized in the following table. Site-specific analysis is required for the Secondary Evaluation and this work will be completed by the City on a project by project basis.

Table 9: Prioritization for Park Facility Types (short- to medium-term)

"Prioritize" (increase provision levels to address gaps and needs)	**"Keep Pace"** (maintain provision levels in step with growth)	**"Reduce"** (lower provision levels and consider consolidating assets)
• artificial turf and lit fields • basketball and multi-use courts • beach volleyball courts • cricket fields • leash free dog areas • skateboard parks	• ball diamonds • bike parks • community gardens • outdoor fitness stations • outdoor ice rinks, skating trails (artificial) • outdoor running tracks • pickleball courts • playgrounds • soccer, football and multi-use fields (unlit, grass) • spray pads (community) • tennis courts • washrooms in parks	• bocce courts • clubhouses and fieldhouses • lawn bowling greens • outdoor ice rinks (natural) • spray pads (neighbourhood) • wading pools

Secondary Evaluation (site-specific criteria)

The number of "yes" answers will generally elevate a project's priority (e.g., medium priority could be 4-6 criteria and lower priority could be 1-3 criteria). If desired, weighting may be established for the secondary criteria.

a) Does the study area's **current per capita level of facility provision** fall short of the provision targets recommended in the RMP or is there an emerging **gap in service**?

b) Is the study area's **population projected to grow** to a point facility provision will be supported by the recommended RMP provision target?

c) Is the study area or part of the study area a **high needs area** (socio-economic dataset)?

d) For facilities where children and youth are the target market, does the study area have an above average **child and youth population**?

e) Was positive **public/user feedback** expressed for this project or investment in this facility type through a relevant public consultation process?

f) Is there an **active or planned civic initiative** (e.g., park renewal project, adjacent community recreation centre redevelopment, partnered project, time-sensitive opportunity, etc.) that could advance the timing and/or provision of the proposed facility?

Note: For most facilities in parks, the recommended catchment areas of 1 to 2-kilometres (residential areas). "Study areas" should be established for all recommended facilities to assist with the assessment of priorities. **Appendix A** contains growth and socio-demographic mapping to assist with evaluation.

There are many other factors that may impact timing of provision, such as a desire to coordinate with broader civic or partnered projects, availability of a suitable site location (e.g., land availability), availability of funding, etc. The prioritization method outlined above allows for the use of readily available information to prioritize park facility projects based on the degree of need, as informed by the RMP. Active monitoring of factors that may influence timing of facility provision is recommended.

4.2 Park Facilities Next Steps

Based on established directions and input from City staff, the following objectives have been established for park facilities through this RMP Implementation Strategy:

Prioritize projects that have broad impact.

Prioritizing development and revitalization of amenities with the broadest impact, including increasing access to opportunities within underserviced areas, allowing more residents to be more active, more often.

Renew aging park amenities that remain in demand.

Renewing aging park amenities that remain in demand, such as playgrounds, sport courts, spray pads (community-level), skate parks, and selected support buildings.

Respond to emerging needs through collaboration.

Responding to emerging needs, where supported by demonstrated demand and with consideration of partnerships and new forms of delivery.

Strive to achieve parkland targets.

Securing additional land for parks that can accommodate new and expanded amenities through implementation of the Parks Master Plan and related initiatives.

Create and apply decision-making frameworks.

Highlighting key tools (e.g., partnership framework, Community Sport Plan, etc.) to assist the City in making strategic improvements to support the local sport sector (e.g., full-size lit sports fields, artificial turf, etc.).

Key steps for supporting these objectives are identified below. Examples from other Canadian municipalities of how these types of actions have been carried out and benefited the community are provided in **Appendix E**. The provision targets and guidelines in the Recreation Master Plan and this Implementation Strategy should be used as screening tools to support more detailed feasibility review of growth-related and renewal projects.

Next Steps – Park Facilities

8. Prepare a **Community Sport Plan** in cooperation with tourism interests and sports organizations to consider key objectives and strategic investment opportunities.

9. Initiate a **Sports Park improvement initiative**, with a focus on expanding the supply of lit artificial turf fields to maximize field usage, improve year-round access, and support both community-based and competitive sport development (including sports-related tourism capacity). Recommended projects include:

   a. **Heritage Green Sports Park:** Development of a new multi-use artificial turf field designed for baseball, lacrosse, football, and soccer and a fieldhouse equipped with storage and accessible washroom facilities.
   b. **Mohawk Sports Park:** To be confirmed through the Mohawk Sports Park Master Plan, give consideration to: (i) developing a cricket pitch through optimization of underutilized spaces; (ii) upgrading the existing rugby fieldhouse; (iii) lighting of all fields and diamonds; (vi) pathway improvements; and (v) accessibility enhancements.

10. Continue to advance the **Neighbourhood Park improvement initiative** to support localized projects. This may include upgrading aging infrastructure and introducing new amenities that will add capacity to Hamilton's parks system in response to growth and emerging needs. This initiative would go beyond typical repair and replacement projects by prioritizing new and upgraded amenities that achieve broader health, social, and economic objectives within the parks system. Public engagement will be an important contributor to these projects. Priorities for improvement may include:

    a. upgrading older neighbourhood parks in underserved communities and gap areas, including those near LRT corridors, growth areas, and equity-deserving communities;
    b. prioritizing amenities that are free/low cost to use and that support equity and inclusion, such as (but not limited to) pathways, sport courts (basketball, etc.), skateboard parks, spray pads, leash free dog areas, community gardens, etc.;
    c. replacing older playgrounds in a timely manner, including those with more limited play value;
    d. addressing state of good repair and safety requirements, including support amenities such as seating, shade structures, etc.
    e. investing in climate-ready infrastructure, modern technologies, and sustainable materials;
    f. retiring redundant, antiquated amenities (e.g., unused support buildings, unused exclusive-use features, etc.); and
    g. other priorities identified through ongoing community engagement.

Next Steps – Park Facilities (continued)

11. Establish a **Sport Field Upgrade Plan** to identify site-specific options for enhancing the capacity and long-term viability of rectangular fields (soccer and multi-use), ball diamonds, and cricket fields across the city. This includes but will not be limited to considerations of lighting, artificial turf, field sizing, partnerships, and new field development. The exercise should include a review of booking data, localized needs, input from user groups, and more. Implementation may require the establishment of a dedicated reserve, partially funded by user surcharges.

12. Update the design standards in the **Park and Open Space Development Guide** to account for the provision and design guidelines contained in this Implementation Strategy.

13. Continue to implement the **Parks Master Plan**. This includes but is not limited to recommendations for land-banking, an approach that is needed to support the RMP's recommendations for growth-related park facilities, especially sports fields. This process involves identifying opportunities to acquire lands in advance of significant development pressure and continuing to capitalize on the City's right of first refusal to acquire excess school sites.

14. Formalize a **Partnership Guideline** for responding to unsolicited proposals for new park facilities, park facility upgrades, or service partnerships.

4.3 Park Facility Provision Guidelines

This section identifies tangible short- to medium-term actions that the City can take to operationalize and implement the statement of needs identified for each park facility type in the 2022 Recreation Master Plan. Reference should be made to the RMP for a more detailed account of needs and recommendations.

Additionally, key facility provision and design guidelines that should be considered when planning outdoor recreation facility project are provided below. This is not intended to be a complete list and there is flexibility to deviate from these suggestions with support from more detailed planning and design processes. For example, accessibility regulations and building code requirements not identified herein must also be adhered to. These guidelines are intended to supplement, but not replace, the design standards contained in the City's Park and Open Space Development Guide.

Suitability of Park Facilities by Park Classification

The City of Hamilton's park classifications consist of: City-wide Parks; Community Parks; Neighbourhood Parks; and Parkettes. Definitions of these park types and general direction on permitted uses can be found in Hamilton's Official Plans. The Official Plans state that:

- **City-Wide Parks** are often associated with major recreation, education or leisure activities and may have natural, historic, or unique features.
- **Community Parks** have more intensive recreational facilities such as sports fields, and recreational and community centres.
- **Neighbourhood Parks** contain a mixture of passive areas, sports facilities, informal and formal play areas, and may include natural areas.
- **Parkettes** have no or limited recreational facilities.

There are also two categories of open space in the Urban Hamilton Official Plan (General Open Space and Natural Open Space) and two categories of open space in the Urban Hamilton Official Plan (Open Space and Conservation/Hazard Land).

With reference to the City's Park and Open Space Development Guide, below is a matrix of facility types that may be suitable within Hamilton's various park types. This is intended to be a guide for park development and redevelopment, and also to help the public understand what types of facilities may be suitable within each park type. Not all facilities will be included within each park type, and a degree of flexibility is required to account for site-specific circumstances. Additional direction on the suitability of park amenities (e.g., benches, fencing, sun shelters, etc.) is contained in the City's Park and Open Space Development Guide.

Table 10: Recommended Park Facilities by Park Type

Park Facilities	City-wide	Community	Neighbourhood	Parkette
Ball Diamonds – Lit/Senior Fields	●	●		
Ball Diamonds – Unlit/Junior Fields	○	●	●	
Basketball and Multi-use Courts	●	●	●	○
Beach Volleyball Courts	●	●		
Bike Parks and Pump Tracks	●	●		
Bocce Courts	no new facilities recommended			
Clubhouses and Fieldhouses	●	●		
Community Gardens	○	●	○	○
Cricket Fields	●	○		
Golf Courses	no new facilities recommended			
Lawn Bowling Greens	no new facilities recommended			
Leash Free Dog Areas	○	○	○	
Outdoor Fitness Equipment	●	●	●	○
Outdoor Ice Rinks – Natural	○	●	○	
Outdoor Ice Rinks – Refrigerated	●	●		
Outdoor Running Tracks	●	●		
Park Washrooms	●	●	○	○
Pickleball Courts	●	●	○	
Playgrounds	●	●	●	○
Skateboard Parks – Dots	○	●	●	
Skateboard Parks – Parks	●	●		
Soccer/Football Fields – Lit/Senior Fields	●	●		
Soccer/Football Fields – Unlit/Junior Fields	○	●	●	
Spray Pads – Community	●	●		
Spray Pads – Neighbourhood			●	
Tennis Courts	●	●	○	
Wading Pools	no new facilities recommended			

● = Permitted
○ = Conditional

Note: This table identifies potentially suitable facility types by park classification and is intended to be used as a guideline only. Site-specific analysis is required to inform park planning and design.

Soccer, Football, and Multi-use Fields

Table 11: Soccer, Football, and Multi-use Fields – Proposed Actions and Provision Guidelines

Soccer, Football, and Multi-use Fields	
Summary of RMP Recommendations	**RMP #16.** Provide access to up to 31 additional soccer and multi-use fields (ULE) by 2051, with most of these fields coming on-line in the medium- to longer-term. A variety of strategies will be used to address these needs (see RMP). **RMP #17.** Consider opportunities to accommodate football and other field sports when designing new artificial turf fields.
Overall Priority	**Prioritize (High Priority) – Artificial Turf and Lit Fields** **Keep Pace (Medium Priority) – Unlit Grass Fields** • The current per capita level of provision will generally be maintained; however, additional artificial turf and lit fields are desired to address gaps and growth. • Improvements may be made to existing assets to improve quality, playability, and capacity (subject to funding). • More assets may be considered to serve growth, especially in the medium- to longer-term.
Implementing Actions	1. Identify and evaluate candidate sites for adding **artificial turf fields** (e.g., Heritage Green Sports Park, etc.) and/or converting lower class grass fields to artificial turf. 2. Identify and evaluate candidate sites for **upgrading grass fields**, such as installation of lighting and support amenities that will support greater usage and optimize the level of play. 3. Prepare a business case to evaluate the institution of a **capital surcharge** on user fees to support field upgrades. 4. Identify **community park lands for future sport field development**, focusing on expanding the supply of higher quality fields (e.g., artificial turf, Class A, Class B). 5. Identify **school board lands** that can be leveraged for improved community access to quality fields at affordable rates, particularly in areas of residential intensification. 6. Collect youth and adult **registration data** to help track field demand.

Soccer, Football, and Multi-use Fields	

Provision and Design Guidelines	• **Focus for future provision:** Maintaining and upgrading existing Class A and B fields. Building new artificial turf (multi-use) and Class A fields with lights.
	• **Geographic Areas of Highest Need:** Lower Hamilton
	• **Preferred park type:** City-wide and Community Parks (lighted fields); unlit fields (especially mini and intermediate) may be provided in appropriate Neighborhood Parks.
	• **General dimensions/area:** Field dimensions will vary depending on the desired program; consideration should be given to Canada Soccer Grassroots Standards[5]:
	  o Artificial turf fields: generally 64m x 110m with 15m buffers on all sides, approximately 1.3 ha per field.
	  o Senior fields: generally 60m x 100m + 10m buffer on sides and 12m on ends, approximately 1.0 ha per field.
	• **Other considerations:**
	  o all sports field sites should provide suitable parking to support use
	  o sites should accommodate multiple fields (2 or more) wherever possible
	  o fieldhouses/washrooms, player benches, spectator seating, irrigation, and subdrainage are recommended for Class A and artificial turf fields
	  o valued-added enhancements (e.g., scoreboard, storage, etc.) would require third-party contribution and must be aligned with a Community Sport Plan
	  o artificial turf fields require fencing and restricted access to discourage non-permitted use
	  o artificial turf fields should be designed with different lines and movable goals/posts to accommodate up to three sports on each field (e.g., soccer, football, rugby, field hockey, lacrosse, etc.)
	  o fields should be oriented north-south to minimize the effects of the setting sun
	  o field grading should be centre-crowned and sloping to sides

[5] Canada Soccer Grassroots Standards. https://canadasoccer.com/play-landing/canada-soccer-grassroots-standards/

Baseball Diamonds

Table 12: Baseball Diamonds – Proposed Actions and Provision Guidelines

Baseball Diamonds	
Summary of RMP Recommendations	**RMP #18.** Provide access to approximately 32 additional ball diamonds (ULE) by 2051, with a focus on diamond enhancements in the short-term. A variety of strategies will be used to address these needs (see RMP).
Overall Priority	**Keep Pace (Medium Priority)** • The current per capita level of provision will generally be maintained. • Improvements may be made to existing assets to improve quality, playability, and capacity (subject to funding). • More assets may be considered to serve growth, especially in the medium- to longer-term.

<table>
<tr><th colspan="2">Baseball Diamonds</th></tr>
<tr><td>Implementing Actions</td><td>1. Identify and evaluate candidate sites for upgrading ball diamonds, such as installation of lighting and support amenities that will support greater usage and optimize the level of play.
2. Evaluate the potential and feasibility of developing an artificial turf diamond for baseball and potentially other uses.
3. Prepare a business case to evaluate the institution of a capital surcharge on user fees to support diamond upgrades.
4. Identify community park lands for future sport field development, focusing on expanding the supply of higher quality fields (e.g., Class A, Class B).
5. Collect youth and adult registration data to help track diamond demand.</td></tr>
<tr><td>Provision and Design Guidelines</td><td>• Focus for future provision: Maintaining and upgrading existing Class A and B diamonds. Building new Class A fields with lights.
• Geographic Areas of Highest Need: Lower Stoney Creek, Lower Hamilton
• Preferred park type: City-wide and Community Parks (lighted diamonds); unlit fields (Class C) may be provided in appropriate Neighborhood Parks.
• General dimensions/area: Field dimensions will vary depending on the desired program; consideration should be given to Baseball Canada standards:
o Senior Hardball Diamond: approximately 1.5 ha per field, plus buffers.
o Senior Softball Diamond: approximately 0.7 ha per field, plus buffers.
o Junior Softball Diamond: approximately 0.5 ha per field, plus buffers.
• Other considerations:
o all sports field sites should provide suitable parking to support use
o sites should accommodate multiple diamonds (2 or more) wherever possible
o fieldhouses/washrooms, player benches, spectator seating, and subdrainage are recommended for Class A fields
o valued-added enhancements (e.g., scoreboard, storage, etc.) would require third-party contribution and must be aligned with a Community Sport Plan
o diamonds should face northeast wherever possible (sun screens may be required for others)</td></tr>
</table>

Cricket Fields

Table 13: Cricket Fields – Proposed Actions and Provision Guidelines

Cricket Fields	
Summary of RMP Recommendations	**RMP #19.** Develop up to 3 new cricket fields by 2051. A variety of strategies will be used to address these needs (see RMP).
Overall Priority	**Prioritize (High Priority)** • The current per capita level of provision will generally be enhanced. • More assets will be provided to address current needs and to serve growth, especially in the short-term. • Improvements may be made to existing assets to improve quality, playability, and capacity (subject to funding).
Implementing Actions	1. Establish a **classification system** for cricket field types and service levels, recognizing that different size fields can support different levels of play. 2. Identity parklands that are not being used (including lower use sports fields) and seek to **repurpose under-utilized lands** for cricket use. At the same time, identify **lands for future cricket field development**. 3. Improve **staff knowledge** of cricket (e.g., maintenance requirements, game play, etc.) to improve understanding around sport-specific customer service. 4. Collect **youth and adult registration data** to help track field demand.
Provision and Design Guidelines	• **Focus for future provision:** Unencumbered regulation-size cricket fields (for games) and conversion of under-utilized ball diamonds (for practice, one-way cricket). • **Geographic Areas of Highest Need:** Any viable site may be considered. • **Preferred park type:** City-wide and Community Parks. • **General dimensions/area:** Field dimensions will vary depending on the desired program and level of play; senior fields may be approximately 2.5 ha each, plus buffers. • **Other considerations:** o all sports field sites should provide suitable parking to support use o fieldhouses/washrooms, player benches, spectator seating, irrigation, and subdrainage are recommended for Class A fields o typically require shorter grass and accelerated cutting schedules

Playgrounds

Table 14: Playgrounds – Proposed Actions and Provision Guidelines

Playgrounds	
Summary of RMP Recommendations	**RMP #20.** Continue to address growth-related needs and gaps in playground distribution (based on a 500- to 800-metre catchment[6]) through installations in existing parks, new park development, or other means as necessary. **RMP #21.** Review the adequacy of the City's annual budget for playground replacement on municipal lands, including annual inflationary factors. **RMP #22.** Investigate external funding sources and partnership opportunities to supplement municipal funding for the development and replacement of Hamilton's playgrounds.
Overall Priority	**Keep Pace (Medium Priority)** • The current per capita level of provision will generally be maintained. • Improvements may be made to existing assets to improve quality, playability, and capacity (subject to funding). • More assets may be considered to serve growth, especially in the medium- to longer-term.
Implementing Actions	1. Regular playground replacement is necessary to provide safe, engaging, and accessible opportunities for play. **Sustainable funding for playground replacement** must be made a priority within annual budgets. Pursuit of outside funding for grants, donations, etc. may be considered, but must be accompanied by appropriate staffing resources.

[6] Note: The City's policy has since been revised to 500-metres for neighbourhood parks.

<table>
<tr><th colspan="2">Playgrounds</th></tr>
<tr><td>Provision and Design Guidelines</td><td>
Focus for future provision: Playgrounds in growth and gap areas.
Geographic Areas of Highest Need: Lower Hamilton, Lower Stoney Creek, and Upper Stoney Creek.
Preferred park type: City-wide, Community, and Neighbourhood Parks; may also be considered in appropriate Parkettes.
General dimensions/area: Variable; approximately 0.05 ha per installation, plus buffers.
Other considerations:

minimum standard is engineered wood fibre surfacing; poured-in-place rubber may be used in City-wide and Community Parks or other higher intensity sites
Playgrounds are designed to meet or exceed the requirements of:

CZA Z614:20 – Children’s playground equipment and surfacing
Annex H of Z615:20 – Children’s Playspaces and Equipment that are Accessible to Persons with Disabilities
O.Reg. 191/11 – Integrated Accessibility Standards

where possible, locate in proximity to community facilities to benefit from supporting infrastructure (e.g., washrooms, etc.)
good visibility within the site to encourage use and enhance safety
opportunities to integrate shade should be considered
local communities may be consulted in the design of amenities

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</table>

Outdoor Fitness Stations

Table 15: Outdoor Fitness Stations – Proposed Actions and Provision Guidelines

<table>
<tr><th colspan="2">Outdoor Fitness Stations</th></tr>
<tr><td>Summary of RMP Recommendations</td><td>RMP #23. Provide up to five additional outdoor fitness station locations by 2051 (see RMP).
RMP #24. Develop planning guidelines to guide the siting of future outdoor fitness locations, including both equipment-based locations and open space exercise zones.</td></tr>
<tr><td>Overall Priority</td><td>Keep Pace (Medium Priority)
The current per capita level of provision will generally be maintained.
Improvements may be made to existing assets to improve quality, playability, and capacity (subject to funding).
More assets may be considered to serve growth, especially in the medium- to longer-term.
</td></tr>
<tr><td>Implementing Actions</td><td>1. Develop planning guidelines to guide the siting of future outdoor fitness locations, including both equipment-based locations and open space exercise zones.</td></tr>
</table>

Outdoor Fitness Stations	
Provision and Design Guidelines	• **Focus for future provision:** Installations in areas of lower to medium-incomes. • **Geographic Areas of Highest Need:** Lower Stoney Creek, West Hamilton/Dundas, and Lower Hamilton. • **Preferred park type:** City-wide, Community, and Neighbourhood Parks; may also be considered in appropriate Parkettes. • **General dimensions/area:** Variable; approximately 0.03 ha per installation, plus buffers. • **Other considerations:** o equipment with moving parts not recommended o safety surfacing

Tennis Courts

Table 16: Tennis Courts – Proposed Actions and Provision Guidelines

Tennis Courts	
Summary of RMP Recommendations	**RMP #25.** Develop approximately 23 additional outdoor tennis courts by 2051 (see RMP). **RMP #26.** Initiate a tennis court rehabilitation program. **RMP #27.** Review the adequacy of budget amounts for court rehabilitation and investigate external funding sources and partnership opportunities to supplement municipal funding. **RMP #28.** Review the suitability of developing public tennis courts within Neighbourhood Parks, particularly within the Urban Growth Centre.
Overall Priority	**Keep Pace (Medium Priority)** • The current per capita level of provision will generally be maintained. • Improvements may be made to existing assets to improve quality, playability, and capacity (subject to funding). • More assets may be considered to serve growth, especially in the medium- to longer-term.
Implementing Actions	1. Prioritize the **renewal of sport courts** through a well resourced and structured rehabilitation program that enhances their overall condition and state of good repair. Additional budget tools and resources will be required.

Tennis Courts	
Provision and Design Guidelines	• **Focus for future provision:** Dedicated courts in areas of growth. • **Geographic Areas of Highest Need:** Glanbrook, Hamilton Mountain, and localized gaps (e.g., Binbrook, Fruitland-Winona, etc.). • **Preferred park type:** City-wide and Community Parks; it was a recommendation of the RMP to consider permitting courts in appropriate Neighbourhood Parks within Hamilton's Urban Growth Centre. • **General dimensions/area:** Variable; approximately 0.06 ha per court, plus buffers. • **Other considerations:** o minimum surface type is penetration asphalt, with acrylic considered in appropriate settings o courts oriented as close to north-south as possible o should be located in proximity to community facilities to benefit from supporting infrastructure (e.g., washrooms, etc.), where applicable o consideration will be given to both public and club use; any club use must be supported by agreements addressing cost-sharing, maintenance, public access, etc. o a minimum of 2 courts per site, with up to 6 courts being considered though club partnerships o lights may be installed for club courts and those in appropriate park types o inclusion of hitting walls to be assessed on case by case basis o shared-use facilities may be considered on a case-by-case basis, but will generally be discouraged o priorities for renewal should give consideration to the findings of the Hard Surface Court review; renewal projects in some locations may require re-construction due to site conditions

Pickleball Courts

Table 17: Pickleball Courts – Proposed Actions and Provision Guidelines

Pickleball Courts	
Summary of RMP Recommendations	**RMP #29.** Monitor community demand for pickleball and address needs for outdoor courts through various strategies.
Overall Priority	**Keep Pace (Medium Priority)** • The current per capita level of provision will generally be maintained. • Improvements may be made to existing assets to improve quality, playability, and capacity (subject to funding). • More assets may be considered to serve growth, especially in the medium- to longer-term.

<table>
<tr><th colspan="2">Pickleball Courts</th></tr>
<tr><td>Implementing Actions</td><td>1. Prioritize the renewal of sport courts through a well resourced and structured rehabilitation program that enhances their overall condition and state of good repair. Additional budget tools and resources will be required.</td></tr>
<tr><td>Provision and Design Guidelines</td><td>

Focus for future provision: Dedicated courts in areas of growth.
Geographic Areas of Highest Need: Lower Hamilton, and Upper Stoney Creek.
Preferred park type: City-wide and Community Parks; it was a recommendation of the RMP to consider permitting courts in appropriate Neighbourhood Parks within Hamilton’s Urban Growth Centre.
General dimensions/area: Variable; approximately 0.03 ha per court, plus buffers.
Other considerations:

locations must consider potential for noise impacts on adjacent properties; a setback of 100 metres from residential lot lines is recommended
minimum surface type is penetration asphalt, with acrylic considered in appropriate settings
courts oriented as close to north-south as possible
wind screens may be required on a site-specific basis
should be located in proximity to community facilities to benefit from supporting infrastructure (e.g., washrooms, etc.), where applicable
enclosed fencing preferred, including low fencing between courts
consideration will be given to both public and club use; any club use must be supported by agreements addressing cost-sharing, maintenance, public access, etc.
a minimum of 2 courts per site, with up to 12 courts being considered though club partnerships
lights may be installed for club courts and those in appropriate park types
include benches (one per court)
provide signage re: rules and regulations, including rotation of players
shared-use (overlay) facilities may be considered on a case-by-case basis, but will generally be discouraged in favour of dedicated courts
priorities for renewal should give consideration to the findings of the Hard Surface Court review; renewal projects in some locations may require re-construction due to site conditions

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</table>

Basketball and Multi-use Courts

Table 18: Basketball and Multi-use Courts – Proposed Actions and Provision Guidelines

Basketball and Multi-use Courts	
Summary of RMP Recommendations	**RMP #30.** Improve the distribution of basketball and multi-use courts by adding new courts in gap and growth areas. Approximately 24.5 additional courts (full court equivalents) are required by 2051 (see RMP). **RMP #31.** Update the City's design standards and usage policies for multi-use courts to reflect contemporary trends and allow for greater flexibility in use and programming. **RMP #32.** Initiate a basketball and multi-use court rehabilitation program.
Overall Priority	**Prioritize (High Priority)** • The current per capita level of provision will generally be enhanced. • More assets will be provided to address current needs and to serve growth, especially in the short-term. • Improvements may be made to existing assets to improve quality, playability, and capacity (subject to funding).
Implementing Actions	1. Modernize **design standards** and policies to support emerging trends and flexible use of multi-use courts. 2. Prioritize the **renewal of sport courts** through a well resourced and structured rehabilitation program that enhances their overall condition and state of good repair. Additional budget tools and resources will be required.
Provision and Design Guidelines	• **Focus for future provision:** Full-size courts (5v5) in areas of growth. Due to potential conflicts, designs accommodating multiple activities will generally be avoided in high-use settings. • **Geographic Areas of Highest Need:** West Hamilton/Dundas, Upper Stoney Creek, and localized gaps: Ancaster (west of Highway 403), Lower Hamilton (Gage Park area), and Hamilton Mountain (northern portion). • **Preferred park type:** City-wide, Community, and Neighbourhood Parks; may also be considered in appropriate Parkettes. • **General dimensions/area:** Variable; approximately 0.03 to 0.06 ha per court, plus buffers. • **Other considerations:** o oriented as close to north-south as possible o minimum 30-metre setback from property lines o smaller installations may be necessary in denser areas with space restrictions o priorities for renewal should give consideration to the findings of the Hard Surface Court review; renewal projects in some locations may require re-construction due to site conditions

Beach Volleyball Courts

Table 19: Beach Volleyball Courts – Proposed Actions and Provision Guidelines

Beach Volleyball Courts	
Summary of RMP Recommendations	**RMP #33.** To support City and community programming, identify one site to support a 3-court sand volleyball complex.
Overall Priority	**Prioritize (High Priority)** • The current per capita level of provision will generally be enhanced. • More assets will be provided to address current needs and to serve growth, especially in the short-term. • Improvements may be made to existing assets to improve quality, playability, and capacity (subject to funding).
Implementing Actions	1. Identify a location for a **3-court complex** and undertake a review of programming opportunities (City or third-party).

Provision and Design Guidelines	• **Focus for future provision:** One 3-court sand volleyball complex at a location to be determined.
	• **Geographic Areas of Highest Need:** Not specified.
	• **Preferred park type:** City-wide and Community Parks.
	• **General dimensions/area:** Variable; approximately 0.05 ha per court, plus buffers.
	• **Other considerations:**
	  o oriented as close to north-south as possible
	  o flat, well-drained site required with nearby access to storage
	  o specifications will depend on anticipated level of play
	  o developed with consideration of local demand, site suitability (e.g., space, support amenities, parking, etc.), and increased operational practices due to sand surfacing

Bocce Courts

Table 20: Bocce Courts – Proposed Actions and Provision Guidelines

Bocce Courts	
Summary of RMP Recommendations	**RMP #34.** No new bocce courts and/or dedicated bocce buildings are recommended.
Overall Priority	**Reduce (Low Priority)** • The current per capita level of provision will generally be reduced. • This will occur through attrition and conversion to higher-priority assets. • Improvements may be made to existing assets where supported by community needs (subject to funding).
Implementing Actions	1. Continue to explore **conversion options** for under-utilized bocce courts in response to demonstrated needs for other in-demand recreation amenities (see Section 8.4 of 2022 RMP for criteria).
Provision and Design Guidelines	No new bocce courts are anticipated at this time.

Lawn Bowling Greens

Table 21: Lawn Bowling Greens– Proposed Actions and Provision Guidelines

Lawn Bowling Greens	
Summary of RMP Recommendations	**RMP #35.** No new lawn bowling greens are recommended. Existing facilities will be evaluated for removal should clubs fold. **RMP #36.** Agreements between the City and lawn bowling clubs should be reviewed to ensure an appropriate and sustainable allocation of operational and financial responsibilities.
Overall Priority	**Reduce (Low Priority)** • The current per capita level of provision will generally be reduced. • This will occur through attrition and conversion to higher-priority assets. • Improvements may be made to existing assets where supported by community needs (subject to funding).
Implementing Actions	1. Continue to explore **conversion options** for under-utilized lawn bowling greens in response to demonstrated needs for other in-demand recreation amenities (see Section 8.4 of 2022 RMP for criteria).
Provision and Design Guidelines	No new lawn bowling greens are anticipated at this time.

Spray Pads

Table 22: Spray Pads – Proposed Actions and Provision Guidelines

Spray Pads	
Summary of RMP Recommendations	**RMP #37.** Install spray pads in gap and growth areas, with consideration of recommended service radii (1km for neighbourhood spray pads and 1.5km for community spray pads) and the identification of appropriate locations (see RMP). **RMP #38.** Evaluate the need to replace or remove existing Neighbourhood Spray Pads when they reach end of life.
Overall Priority	**Keep Pace (Medium Priority) – Community Spray Pads** **Reduce (Low Priority) – Neighbourhood Spray Pads** • The current per capita level of provision will generally be maintained, although existing neighbourhood-level spray pads may be removed from service at the end of life if they are within proximity of other outdoor aquatic facilities. • As new community-level spray pads are developed within under-served areas (sometimes replacing wading pools), older assets may be phased out in areas that have above-average access. • Site-specific analysis is required prior to major capital renewal.
Implementing Actions	1. Complete **shade and accessibility audits** for all spray pad sites. Identify priority sites in need of amenity upgrades (e.g., accessible paths, seating, shade, etc.). 2. Assess **lifecycle needs** for spray pads and integrate into asset management program. 3. Evaluate potential sites within **spray pad gap areas** identified in the RMP. Establish a capital program to address gaps in service. 4. Evaluate existing neighbourhood-level spray pads for **potential removal** upon end of life (see Section 8.4 of 2022 RMP for criteria).

<table>
<tr><th colspan="2">Spray Pads</th></tr>
<tr><td>Provision and Design Guidelines</td><td>

Focus for future provision: Community-level spray pads.
Geographic Areas of Highest Need: Flamborough, Upper Stoney Creek, Ancaster, and localized gaps: Broughton Park East or alternative site (HM), Mountain Drive Park (HM), Brightside Park (LH), Lower Stoney Creek – 2 (one north of QEW and one in the Saltfleet area), Upper Stoney Creek (Rymal Road area).
Preferred park type: City-wide, Community, and Neighbourhood Parks.
General dimensions/area: Variable; approximately 0.02 ha per installation.
Other considerations:

should be located in proximity to community facilities to benefit from supporting infrastructure (e.g., parking, bike racks, trail and transit access, washrooms, playgrounds, etc.), where applicable
nearby shade and seating required
no standing water; features must drain freely to an inlet structure (storm sewer system or grey-water recycling system where applicable)
activated by timer with manual activation and shut-off capabilities
non-slip pavement of concrete or rubberized surface
water supply to be potable water only; custom-designed water recycling plants may be considered for large installations with review and instruction from the City
mechanical systems are to be housed in an above grade utility building close to the amenity whenever feasible
impacts on the surrounding neighbourhood and other park uses must be considered

</td></tr>
</table>

Wading Pools

Table 23: Wading Pools – Proposed Actions and Provision Guidelines

<table>
<tr><th colspan="2">Wading Pools</th></tr>
<tr><td>Summary of RMP Recommendations</td><td>RMP #39. Existing wading pools will be evaluated for repurposing or removal as they reach end of life; evaluation criteria have been identified in the Master Plan (See RMP).</td></tr>
<tr><td>Overall Priority</td><td>Reduce (Low Priority)

The current per capita level of provision will generally be reduced.
This will occur through attrition and conversion to higher-priority assets.
Improvements may be made to existing assets where supported by community needs (subject to funding).
</td></tr>
<tr><td>Implementing Actions</td><td>1. Continue to explore conversion options for under-utilized wading pools in response to demonstrated needs for other in-demand recreation amenities (see Section 8.4 of 2022 RMP for criteria).</td></tr>
</table>

Wading Pools	
Provision and Design Guidelines	No new wading pools are anticipated at this time.

Skateboard Parks

Table 24: Skateboard Parks – Proposed Actions and Provision Guidelines

Skateboard Parks	
Summary of RMP Recommendations	**RMP #40.** Develop two additional City-level or Community Skate Parks in the short- to medium-term to address gaps in distribution (see RMP). **RMP #41.** Develop up to two additional Neighbourhood-level skate parks in the medium- to longer-term to address localized needs (see RMP). **RMP #42.** Consider the inclusion of Skate Dots (one or more benches, ledge walls or rails) within new and redeveloped parks and trails. **RMP #43.** Establish a skate park renewal program that addresses aging infrastructure, including the replacement of modular parks with poured-in-place concrete parks at the end of lifecycle.
Overall Priority	**Prioritize (High Priority)** • The current per capita level of provision will generally be enhanced. • More assets will be provided to address current needs and to serve growth, especially in the short-term. • Improvements may be made to existing assets to improve quality, playability, and capacity (subject to funding).
Implementing Actions	1. Prioritize the **renewal of skateboard parks** through a well resourced and structured rehabilitation program that enhances their overall condition and state of good repair.

Skateboard Parks	
Provision and Design Guidelines	• **Focus for future provision:** Improving the geographic distribution of city-wide and community-level skate parks. • **Geographic Areas of Highest Need:** Lower Stoney Creek, Ancaster, Hamilton Mountain, and Lower Hamilton. • **Preferred park type:** City-wide and Community Parks (skate parks) and Community and Neighbourhood Parks (skate dots). • **General dimensions/area:** Variable depending on type; may range from approximately 0.02 ha (dot) to 0.25 ha (citywide), plus buffers. • **Other considerations:** o requires careful site selection – an evaluation process is recommended o should be located in proximity to community facilities to benefit from supporting infrastructure (e.g., washrooms, etc.), where applicable o good visibility within the site to encourage use and enhance safety o appropriate separation distances from those features to be used predominantly by young children o skate parks should be designed independently of each other, allowing for each site to have its own unique experience o users should be consulted in the design of amenities o modular/pre-fabricated skate parks are not recommended o refer to the City's Skateboard Park Study for additional planning, design, and construction standards

Bike Parks and Pump Tracks

Table 25: Bike Parks and Pump Tracks – Proposed Actions and Provision Guidelines

Bike Parks and Pump Tracks	
Summary of RMP Recommendations	**RMP #44.** Expand and convert the dirt bike park in Gage Park to asphalt to decrease maintenance, extend the season, and broaden its userbase. **RMP #45.** Provide two to three new bicycle pump tracks by 2051. **RMP #46.** Work with other City Divisions to explore options for expanding mountain biking opportunities within City parks (as identified in the Recreational Trails Master Plan).
Overall Priority	**Keep Pace (Medium Priority)** • The current per capita level of provision will generally be maintained. • Improvements may be made to existing assets to improve quality, playability, and capacity (subject to funding). • More assets may be considered to serve growth, especially in the medium- to longer-term.
Implementing Actions	1. Consider needs and opportunities for biking through the next update to the City's **Integrated Active Transportation Master Plan**.

Bike Parks and Pump Tracks	
Provision and Design Guidelines	• **Focus for future provision:** Improving the geographic distribution of bike parks. • **Geographic Areas of Highest Need:** Any viable site may be considered. • **Preferred park type:** City-wide and Community Parks. • **General dimensions/area:** Variable. • **Other considerations:** o requires careful site selection – an evaluation process is recommended o good visibility within the site to encourage use and enhance safety o appropriate separation distances from those features to be used predominantly by young children o typically designed as circuit style (looped) layout o current standard is dirt surface, but consideration should be given to asphalt or hybrid tracks in destination parks o may require water service for maintenance o users should be consulted in the design of amenities

Leash Free Dog Areas

Table 26: Leash Free Dog Areas – Proposed Actions and Provision Guidelines

Leash Free Dog Areas	
Summary of RMP Recommendations	**RMP #47.** Continue to work toward the goal of establishing a minimum of one leash free dog area per ward, with a primary focus on resolving gaps in Lower Stoney Creek, Hamilton Mountain, and parts of Lower Hamilton. **RMP #48.** Update the Leash Free Parks Policy to address the dynamics of providing, designing and maintaining leash free dog areas in higher density neighbourhoods.
Overall Priority	**Prioritize (High Priority)** • The current per capita level of provision will generally be enhanced. • More assets will be provided to address current needs and to serve growth, especially in the short-term. • Improvements may be made to existing assets to improve quality, playability, and capacity (subject to funding).
Implementing Actions	1. Update the **Leash Free Parks Policy (2003)** to consider emerging design requests (e.g., lighting, etc.) and how these amenities are best delivered within high density areas (e.g., localized features; private amenity spaces, etc.).

Leash Free Dog Areas	
Provision and Design Guidelines	• **Focus for future provision:** Improving the geographic distribution of dog parks. • **Geographic Areas of Highest Need:** Lower Stoney Creek, Glanbrook, Beverly, and Hamilton Mountain. • **Preferred park type:** City-wide and Community Parks; may also be considered within appropriate Neighbourhood Parks, Open Space lands, or lands with utility infrastructure. • **General dimensions/area:** Variable; minimum target of 0.4 ha (free running areas) and 0.8 ha (dog parks). • **Other considerations:** o Reference should be made to the Leash Free Parks Program Policy[7] for information on site selection, development requirements, signage, and more; this policy applies to both free running areas and dog parks

Outdoor Ice Rinks and Skating Trails

Table 27: Outdoor Ice Rinks and Skating Trails – Proposed Actions and Provision Guidelines

Outdoor Ice Rinks and Skating Trails	
Summary of RMP Recommendations	**RMP #49.** Encourage partnerships and community funding for the development of two artificial (refrigerated) outdoor ice rinks in additional locations across the City (see RMP). **RMP #50.** Explore synthetic ice and other technologies that can enhance the efficiency and viability of current and future outdoor ice rinks. **RMP #51.** Continue to sustain the volunteer-led neighbourhood rink program that supports natural ice rinks in suitable park locations across Hamilton.
Overall Priority	**Keep Pace (Medium Priority) – Artificial Surfaces** **Reduce (Low Priority) – Natural Rinks** • The current per capita level of provision for artificial rinks and trails will generally be maintained. • The current per capita level of provision of natural ice rinks will generally be reduced through attrition and conversion to higher-priority assets. • Improvements may be made to existing assets to improve quality, playability, and capacity (subject to funding, volunteer support, etc.). • More artificial ice rinks and trails may be considered to serve growth, especially in the medium- to longer-term.
Implementing Actions	1. Collect **data on annual usage and viable skating days** to inform long-term planning and impact of volatile weather and climate uncertainty on skating rink provision and design.

[7] City of Hamilton Leash Free Parks Policy: www.hamilton.ca/home-neighbourhood/animals-pets/dogs/dog-parks-and-free-running-areas

Outdoor Ice Rinks and Skating Trails	

Provision and Design Guidelines	• **Focus for future provision:** Refrigerated (artificial) outdoor rinks and trails.
	• **Geographic Areas of Highest Need:** Hamilton Mountain, Lower Stoney Creek, and Upper Stoney Creek.
	• **Preferred park type:** City-wide and Community Parks (artificial rinks); Neighbourhood Parks and other appropriate sites (natural rinks).
	• **General dimensions/area:** Variable; approximately 0.1 ha per rink.
	• **Other considerations:**
	  o artificial rinks require refrigeration equipment, concrete deck, equipment building, skate change/warming area, etc.
	  o natural rinks require water connection and storage/lighting building; maintained by local community group
	  o where possible, new skating rinks and trails should be designed for use during the warmer months (e.g., ball hockey, basketball, tennis, pickleball, volleyball, soccer/futsal, lacrosse, events, splash pads, etc.)

Community Gardens

Table 28: Community Gardens – Proposed Actions and Provision Guidelines

Community Gardens	
Summary of RMP Recommendations	**RMP #52.** Support the establishment of community gardens on appropriate municipal lands and as an option in new and redeveloped parks (in accordance with the Community Gardens Policy).
Overall Priority	**Keep Pace (Medium Priority)** • The current per capita level of provision will generally be maintained. • Improvements may be made to existing assets to improve quality, playability, and capacity (subject to funding). • More assets may be considered to serve growth, especially in the medium- to longer-term.
Implementing Actions	1. Evaluate the potential for including **community gardens in new and redeveloped parks**, with a goal of improving accessibility across the city. Continue to work with key community partners in the provision of community gardens.

Community Gardens	
Provision and Design Guidelines	• **Focus for future provision:** Improving the geographic distribution of community gardens, especially in proximity to denser, higher needs areas. • **Geographic Areas of Highest Need:** Hamilton Mountain and Ancaster. • **Preferred park type:** Community Parks; may be considered within City-wide and Neighbourhood Parks, as well as appropriate Open Space lands. • **General dimensions/area:** Variable; approximately 0.1 ha per location. • **Other considerations:** o water connection, compost bin, tool shed, fencing, and access to nearby parking required o benches and picnic tables recommended o raised garden beds improve accessibility and some should be provided at each plot-based site o seek sites in proximity to areas of intensification, but not always within these dense communities due to conflicting demands for park space; this may include agreements on non-municipal sites, partnerships, etc.

Outdoor Running Tracks

Table 29: Outdoor Running Tracks – Proposed Actions and Provision Guidelines

Outdoor Running Tracks	
Summary of RMP Recommendations	**RMP #54.** No additional outdoor running tracks are recommended, though more looped hard-surface walking paths should be established within the parks system. **RMP #55.** Continue to maintain Mohawk Sports Park which, along with several school sites, meets community-wide needs for competition-level track and field sites (Ray Lewis Track and Field Centre).
Overall Priority	**Keep Pace (Medium Priority)** • The current per capita level of provision will generally be maintained. • Improvements may be made to existing assets to improve quality, playability, and capacity (subject to funding).
Implementing Actions	1. Consider the needs for competition-level (all-season) running tracks more fully through a **Community Sport Plan**. 2. Evaluate the potential for including **walking loops/tracks** in new and redeveloped parks and community recreation centres.

Outdoor Running Tracks	

Provision and Design Guidelines	• **Focus for future provision:** Partnering with schools to address future needs.
	• **Geographic Areas of Highest Need:** Any viable site may be considered.
	• **Preferred park type:** City-wide and Community Parks.
	• **General dimensions/area:** 400 metre, 8+ lane track is regulation to accommodate competitions; approximately 1.7 ha per track, plus buffers.
	• **Other considerations:**
	  o level of use will influence design choices; for example:
	    o competition-level tracks (restricted access) are 400-metres in length, have a minimum of 8 lanes, require an all-season rubberized surface, lighting, and offer a broader suite of other track and field features, including support amenities
	    o casual-use tracks may still be 400-metres in length (typically encircling a playing field), but will generally be of lower design quality, such as asphalt or chip and dust surfacing and fewer supporting amenities

Clubhouses and Fieldhouses

Table 30: Clubhouses and Fieldhouses – Proposed Actions and Provision Guidelines

Clubhouses and Fieldhouses	
Summary of RMP Recommendations	**RMP #56.** Prepare a strategy and decision-making framework to guide the renewal, development and disposition of clubhouses and fieldhouses.
Overall Priority	**Reduce (Low Priority)** • The current per capita level of provision will generally be reduced, except in cases where new field/park development requires support buildings. • This will occur through attrition and conversion to higher-priority assets. • Improvements may be made to existing assets where supported by community needs (subject to funding).
Implementing Actions	1. A **strategy** is needed to prioritize investment (e.g., renewal, AODA, etc.) in clubhouses, fieldhouses, and support buildings. Buildings that are in an advanced state of disrepair and that are not critical to park functions may be **removed** from service at end of life (see Section 8.4 of 2022 RMP for additional criteria).
Provision and Design Guidelines	• **Focus for future provision:** Accessible buildings in high leverage locations. • **Geographic Areas of Highest Need:** Not applicable. • **Preferred park type:** City-wide and Community Parks. • **General dimensions/area:** Variable. • **Other considerations:** o designs will vary depending on building type and use (e.g., storage, concessions, offices, meeting rooms, washrooms, utilities, etc.)

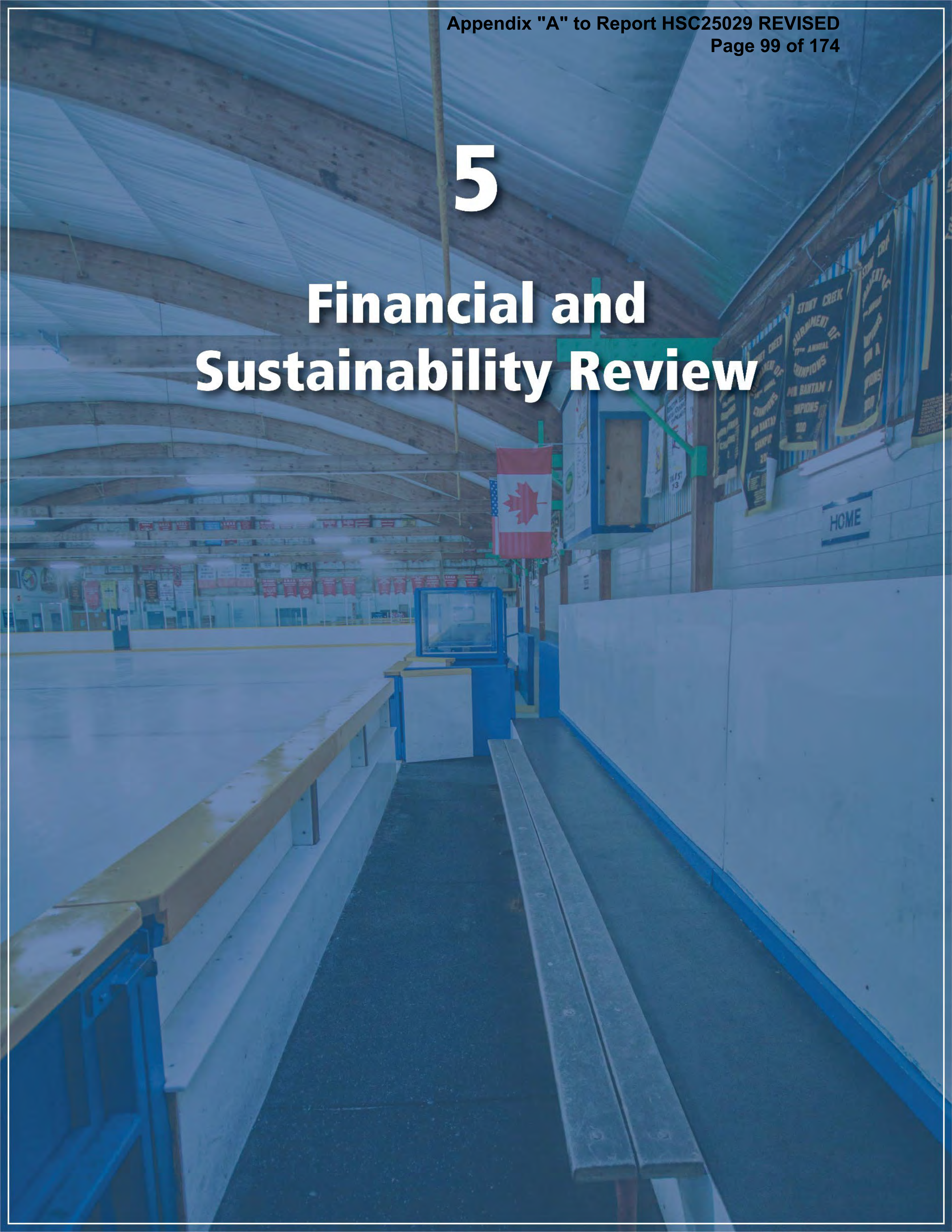
Washrooms in Parks

Table 31: Washrooms in Parks – Proposed Actions and Provision Guidelines

Washroom Buildings in Parks	
Summary of RMP Recommendations	**RMP #57.** Provide permanent, accessible washroom facilities within Community and City-wide Parks and at selected trailheads, where required.
Overall Priority	**Keep Pace (Medium Priority)** • The current per capita level of provision will generally be maintained. • Improvements may be made to existing assets to improve quality, playability, and capacity (subject to funding). • More assets may be considered to serve growth, especially in the medium- to longer-term.
Implementing Actions	1. Continue to support the City's **winter operations program** for park washrooms.
Provision and Design Guidelines	• **Focus for future provision:** Accessible buildings in high leverage locations. • **Geographic Areas of Highest Need:** Not applicable. • **Preferred park type:** City-wide and Community Parks, but may be in other parks and open space types to support broader civic objectives. • **General dimensions/area:** Variable. • **Other considerations:** o typically located in busiest parks/locations to support associated activity spaces and events; visible locations will help to deter vandalism o may include either permanent or portable structures o ease of maintenance and cleaning must be considered in design o use of resilient fixtures and robust design standards recommended; locations for winter use will require additional design features

5

Financial and Sustainability Review



This section reviews the key financial and sustainability considerations of this Implementation Strategy through the identification of current funding levels, emerging challenges, and the City's overall approach to capital planning and partnership development.

5.1 Funding Sources

The City invests both capital and operating funds into its facilities. Capital funding is used to develop new facilities and to expand, enhance, or repair existing facilities. Operating funding is used to support the staffing, programming, and day-to-day operations of facilities. This Implementation Strategy focuses on capital projects and their potential capital funding implications.

The following capital funding sources are used by the City for constructing new and/or renewed recreation and park assets, among other needs. The City aims to maximize funds from external sources prior to utilizing internal sources.

- Capital Block Funding / Discretionary Funds – Primarily intended to fund lifecycle repair and replacement costs across all types of recreation and parks facilities. Decisions regarding the allocation of this maintenance block funding are made by staff in the respective divisions. All program block allocations are increased annually at the rate of inflation.
  - Recreation Facilities – Used primarily for projects related to recreation facilities and golf courses.
  - Park Development and Park Operations – Used primarily for the rehabilitation and replacement of parks, trails, park amenities, open space, cemeteries, and related assets.
- Development Charges (DC) – DCs are fees collected from developers at the time a building permit is issued. Intended to cover 100% of eligible growth-related infrastructure, including most recreation and parks facilities. Facility repair and replacement projects, as well as land associated with parks are not eligible. Revenues change from year-to-year depending on development activity. A series of exemptions have been recently introduced (e.g., affordable housing, etc.).
- Community Benefits Charges (CBC) – Can be used to fund capital costs of municipal services that are not being funded under DC or parkland dedication by-laws, such as public realm improvements, cultural initiatives, etc. The charge replaces the prior Section 37 policies and can be imposed on eligible high-density developments or redevelopments. The City prepared a Community Benefits Charge Strategy and adopted the implementing By-law in 2022. Parks and recreation services are not currently defined as eligible projects under the CBC By-law, but could be considered through future updates if they are in excess of those items eligible under the Development Charges Act and Planning Act Sections 42 and 51.1.
- Planning Act Sections 42 and 51 – The Ontario Planning Act allows for the conveyance of payment-in-lieu of parkland. These funds may be used by the municipality for parkland acquisition and/or improvements to parklands, including equipment and fixtures. The City of

Hamilton's traditional practice has been to use the funds in its parkland dedication reserve primarily for parkland acquisition, rather than park improvements.

- Taxation and Municipal Reserves – Requests are made from time to time to fund special projects from sources beyond those listed above, including taxation, former area-rated funds and other capital reserves. Fund allocation is at the discretion of City Council.
- Government Grants and External Contributions – Funding from Federal/Provincial governments (e.g., Community Sport and Recreation Infrastructure Fund, one-time grants, etc.) and external contributions (e.g., donations, etc.) account for a small portion of the capital budget. Some of these sources are unpredictable and variable.
- Operating Budgets – Occasionally used for small scale projects, typically related to the repair of assets (most notably within the Recreation Division). Some funds may be derived from user fees, including facility rental surcharges.

The City's 2025-2034 Capital Forecast allocates an average of **$49.6 million in annualized spending** for both recreation and parks asset development and renewal over the next ten years (including block funding and development charges, excluding funding for cemeteries). Approximately 48% of this total amount is allocated to the rehabilitation/replacement of existing assets and 52% is allocated to the development of new assets. The capital forecast is fluid and funding amounts and sources are confirmed on an annual basis. Five year (2025-2029) anticipated investment levels are also shown in the table below.

Table 32: Projected Annual Capital Budget Amounts, Facility Development and Renewal (2025-2034)

		Average Annual Budget (net funding, adjusted for inflation)	
Capital Funding Source	**Current Block Funding (2025)**	**Next 5-years (2025-2029)**	**Next 10-years (2025-2034)**
Recreation Facilities Block Funding	$8.2 M	$10.4 M	$13.2 M
Park Development Block Funding	$5.8 M	$7.3 M	$9.2 M
Park Operations Block Funding*	$1.9 M	$1.4 M	$1.5 M
Subtotal: Asset Renewal	**$15.9 M**	**$19.1 M**	**$23.9 M**
Recreation Development Charge Revenues	$14.3 M	$15.2 M	$16.9 M
Parks Development Charge Revenues	$7.5 M	$8.0 M	$8.8 M
Subtotal: Asset Development	**$21.8 M**	**$23.2 M**	**$25.7 M**
Total	**$37.7 M**	**$42.3 M**	**$49.6 M**

Source: City of Hamilton.
Notes: The capital forecast is fluid and funding amounts and sources are confirmed on an annual basis. Excludes funding from program-specific reserves. A small percentage of each capital block is allocated to staffing resources and HST recoverable.
* Approximately one-third of the Park Operations Block is allocated towards cemeteries; this amount has been removed from the figures shown in this table.

Full implementation of the RMP Implementation Strategy will require additional funding and new approaches. This may include enhancements to block funding, partnerships with other City agencies and outside interests, grants, sponsorships, or other non-traditional funding approaches. Priority setting, trade-offs, cost-sharing partnerships, innovative delivery models, and continued community engagement will be necessary to ensure that funding is optimized and targeted to those areas that will offer the greatest public impact. Flexibility will also be required given the general uncertainty associated with the timing and location of population growth, potential partnership opportunities, site-specific conditions, and funding sources and amounts.

It is expected that the City will make decisions on individual projects and funding sources annually through the budget process, with business case support where required. Additional work may be needed to create a sustainable funding model that includes consideration of growth and non-growth-related funding sources, including government transfers, donors, etc. Implementation timelines may vary depending on factors such as growth, project alignment, funding, partnerships, etc.

5.2 Financial Sustainability Challenges

Hamilton, like most Canadian municipalities, has been facing challenges with its long-term financial sustainability for many years. Many of these challenges are systemic and long-standing, while others have emerged in recent years in response to a range of economic, social, and political factors. Higher operational and capital costs, aging infrastructure, rising expectations and complexity of projects, and the COVID-19 pandemic are just a few of the factors that are putting pressure on local budgets and impacting the timely renewal of existing assets and delivery of new facilities.

Insufficient funding levels will challenge the City's ability to maintain service levels and – in the worst case scenario – have the potential to lead to facility closures.

The following table identifies several challenges that are impacting the funding of parks and recreation capital projects, as well as possible responses that may be considered further by Hamilton to mitigate or address these challenges. This is not an exhaustive list, nor are the possible actions intended to be taken as recommendations, but rather considerations for further review.

Table 33: Key Financial Sustainability Challenges and Possible Mitigation Measures

Financial Sustainability Challenges	Possible Mitigation Measures for Further Consideration
Aging infrastructure and growing capital backlog	• Prioritize repair and replacement of critical systems through continued implementation of Asset Management Plan, guided by improved data and metrics • Seek grants and outside funding sources to bolster funding levels that will help address the backlog of deferred projects • Measure impact of unplanned closures to make the case for funding • Invest in long-term maintenance and renewal plans that can prevent costly retrofits • Review how the City distinguishes operating from capital projects for maintenance, repair, and improvements • Enhance the health of the capital replacement reserve by indexing it to capital replacement values/needs • Repurpose under-performing assets from the active inventory, and reallocate existing funding to other parks and recreation assets

Financial Sustainability Challenges	Possible Mitigation Measures for Further Consideration
AODA accessibility requirements	• Advance high priority accessibility improvements at existing facilities • Regularly undertake audits to determine possible risks and potential responses • Review design standards to ensure compliance and cost efficient solutions • Seek grants and outside funding sources to bolster funding levels
Rising costs and stagnant funding levels	• Establish dedicated funding for named projects, such as major facility revitalizations with high impact • Consider new or expanded sources of funding (surcharges, sponsorships, partnerships, etc.); maintain an updated list of "shovel-ready" projects • Include more robust costing (e.g., Class A, including total project costs) within feasibility studies to offer enhanced accuracy • Expand and enhance existing facilities instead of building new, where feasible • Consider lower cost forms of project delivery and construction, without sacrificing quality or longevity • Secure unserviced or unimproved land well in advance of construction (i.e., land banking), as recommended in the Parks Master Plan
Spending rate and capacity challenges	• Review staffing levels to ensure sufficient capacity and training to deliver on planned projects; consider external services where internal capacity cannot be secured • Bundle state of good repair projects to maximize impacts and economies of scale • Explore new building and project management options to accelerate the pace of projects • Review procurement processes to ensure they are aligned with overall goals • Regularly conduct readiness audits

Financial Sustainability Challenges	Possible Mitigation Measures for Further Consideration
Changing legislation (Development Charges, parkland dedication, etc.)	• Link capital projects to growth funding through the budget • Optimize existing park sites; e.g., enhance capacity of sports fields and courts through lighting, turf, etc. • Implement recommendations from the Parks Master Plan relative to parkland provision and acquisition • Consider land-based partnerships and long-term land leases, where appropriate • Establish guidelines for POPs, strata parks, etc. • Regularly review the Community Benefit Charges Strategy and consider eligibility of funding for future parks and recreation projects
Changing community needs (emerging requests, etc.)	• Consult with the public early on and at key points in the process • Focus on key community priorities and ensure that funding is applied to publicly vetted priorities • Promote that the City is open to partnership proposals (with a focus on priority projects), subject to protocols and a partnership framework • Ensure that facility designs promote adaptability to changing trends • Complete a Community Sport Plan to determine strategic priorities relative to sport tourism
Climate change impacts	• Continued implementation of Climate Action Strategy and related mitigation strategies (net zero, 50% energy reduction, etc.) • Incorporate Net Zero updates into project feasibility to ensure readiness for grants
Urbanization and pace of growth	• Expand list of factors considered in capital prioritization (e.g., equity lens on investment); prioritize service gaps • Regularly update the Recreation and Parks Master Plans to ensure that needs are aligned with growth forecasts • Work with community agencies and the development community to co-locate recreation spaces with other facilities in strategic growth areas (e.g., community hubs, podium developments, etc.) • Leverage existing City properties for redevelopment (e.g., mixed use projects)

5.3 Capital Renewal Scenarios

This Implementation Strategy readies the City to undertake major enhancements or expansions to existing facilities to ensure that they remain safe, welcoming, and responsive to the community for decades to come. Direction is also provided for the development of new community recreation facilities that are largely driven by growth and/or other strategic priorities. Taken together, this Strategy considers the overall funding levels needed to support the City's priority capital projects.

Regular facility renewal projects are not a direct focus of this Strategy as it is assumed that they will be addressed on an as-needed basis through existing practices. While this Implementation Strategy identifies the sequencing of several high-profile capital projects, it does not look at the entirety of the parks and recreation capital project portfolio and, therefore, does not identify the total cost of future capital works across these service areas.

Rising Capital Costs

Facility development (and repair) costs have always been subject to inflation, but rose rapidly during and since the pandemic period. According to the 2025 Canadian Cost Guide, "while some savings have been realized, the 2025 cost landscape remains largely uncertain, shaped by both domestic economic forces, with carrying impacts on construction costs across the country, and global market shifts."[8] Ongoing geopolitical tensions and shifting trade policies mean that continued uncertainty surrounding the cost of major construction projects can be expected for the near term. Further, the City's goal of achieving zero emissions by 2050 – which are not currently included in capital budget forecasts – also places upward pressure on design and construction costs.

Given past outcomes, the rising cost of infrastructure development that is outpacing inflation, and other challenges facing municipal finances, **it is anticipated that City-directed funding sources will not be sufficient on their own to address the total capital requirements for new and renewed facilities.** This means that the City's capital budget is not providing sufficient funding for most needs relative to recreation facility development and redevelopment. There will be a need to enhance funding sources and actively pursue government grants and other outside funding sources and partnerships.

Allocating appropriate funding to capital projects ensures that service levels can keep pace with growth and that existing facilities will remain safe and responsive to community needs.

Order of magnitude cost estimates for the development of new indoor and outdoor recreation facilities are contained in **Appendix F** and may serve as a guide for the City as it implements this strategy. The City's Development Charges Study and budget documents (as updated) should continue to be relied upon to reflect the appropriate funding sources and timing of capital projects, as informed by this and other relevant studies.

[8] Altus Group. Canadian Costing Guide. 2025.

Growing Maintenance and Revitalization Requirements

High quality, accessible recreation and community spaces are essential to the wellbeing of individuals and communities. However, across the nation, access to sufficient capital to construct facilities, coupled with the physical deterioration of sport and recreation infrastructure, is keeping many Canadians from achieving the health and social benefits derived from recreational pursuits.

Fiscal policy in most Canadian communities relies heavily on funding from growth (such as development charges) and point-in-time inter-governmental transfers (such as grants). For example, many recreation facilities in Hamilton and across Ontario and Canada were built as centennial-era projects in the late 1960s or through the lottery-funded grant programs of the 1970s, including many single pad arenas and indoor pools attached to schools. With many of these facilities approaching (or beyond) the end of their lifecycles, senior governments instituted a series of capital grant programs aimed at facility repair and development within the past decade or so. More recently, funding streams related to pandemic recovery and economic revitalization have been launched. While these programs have helped communities such as Hamilton deal with pressing capital needs, the funded projects represent only a small proportion of overall needs.

The Canadian Infrastructure Report Card (2016)[9] identifies that the physical condition of sport and recreation facilities is deteriorating across the nation due to insufficient funding. Hamilton's State of the Infrastructure Report found that the City's reinvestment was also below the minimum funding level.

Maintaining an adequate capital management reserve is integral to ensuring that Hamilton can sustain its current levels of service over the long term. The City has partially addressed this through the block funding mechanism, which is a special levy within the capital budget that goes towards capital maintenance projects. The intent is to use the funding to for the upkeep and improvement of high priority assets.

Reinvestment rates have been examined to inform the discussion around funding levels. Hamilton's 10-year recreation block funding average amounts to approximately 0.4% of the total replacement value of these assets, while the parks blocks account for 1.4% of the total replacement value. These figures may change as asset replacement values are updated over time.

Table 34: Value of Assets and Current Funding Levels for Maintenance and Renewal

Asset Replacement Value and Funding Levels	Recreation	Parks
Asset Replacement Value (as of 2025) – portfolio total	$2,980 M	$756 M
Current 10-year (Block) Funding Level – Annualized	$13.2 M/yr	$10.7 M/yr
Current 10-year Annual Reinvestment Rate	0.4%	1.4%

Source: City of Hamilton, 2025.

[9] Informing the Future: The 2016 Canadian Infrastructure Report Card, supported by the Canadian Construction Association; Canadian Public Works Association; Canadian Society for Civil Engineering; and the Federation of Canadian Municipalities, Page 11.

These percentages are lower than the expressed long-term capital need and below recommended industry guidelines (which are in the range of 1.7 to 2.5%[10]). Increasing reinvestment rates will help to slow the deterioration of infrastructure and assist the City in achieving its service levels. Given the range of projects that draw from this fund, it will not be sufficient on its own to address the major revitalization of recreation facilities as recommended in the RMP.

Future capital funding that is aligned with Hamilton's capital renewal needs must be made a priority. The 2022 Recreation Master Plan recommended an annual funding amount of 2% of replacement value, while the 2025 Asset Management Plan (AMP) also provided estimates of the funding gap. The advanced age of the City's network of recreation facilities, increasing project costs, and need for upgrades to address factors such as barrier-free accessibility, energy efficiency, low carbon targets, etc., are placing upward pressure on these amounts.

The current funding levels within the maintenance block will not be sufficient to address the major revitalization of recreation facilities over the long-term. **Dedicated budgets and funding sources for major revitalization priorities – supported by accelerated funding – will be required.**

Without adequate reserves, the City faces critical decisions regarding service levels in order to ensure continuous, reliable service to residents. As maintenance budgets lag, facilities become tired, out-of-date, or worse – unsafe – making it increasingly difficult to offer quality experiences. Increasingly, less favorable options such as increasing taxes, deferring capital projects, or reducing the quality or scope of services provided may need to be considered if dedicated funding levels do not keep pace. **Without adequate funding for named projects (and protection of the maintenance block), the backlog will continue to grow significantly over time.** Sustainable funding and a disciplined reinvestment strategy are required to evolve from a reactive model of facilities-related maintenance activities to a more proactive and planned approach.

[10] Informing the Future: The 2016 Canadian Infrastructure Report Card, supported by the Canadian Construction Association; Canadian Public Works Association; Canadian Society for Civil Engineering; and the Federation of Canadian Municipalities.

Reinvestment Scenarios

It is vital that the City’s block funding be indexed to increase in step with an expanding portfolio of facilities and rising needs associated with aging infrastructure. Three funding scenarios have been developed, each depicting a potential range of municipal capital spending on recreation and parks maintenance and renewal. The scenarios differ in terms spending levels and the extent to which facilities are maintained, renewed, and upgraded.

Figure 15: Asset Reinvestment Scenarios (Maintenance and Renewal)

SCENARIO 1 (Reactive) Status Quo	**SCENARIO 2 (Responsive)** Address the Backlog	**SCENARIO 3 (Proactive)** Maintenance Sustainability
•Maintain current block funding levels •Continue to adjust amounts annually for inflation	•Increase current block funding levels and/or seek additional funding sources •Link to current "maintenance backlog" identified in the Asset Management Plan	•Increase current block funding levels and/or seek additional funding sources •Link to 10-year maintenance and renewal "funding gap" identified in the Asset Management Plan

Common assumptions between the three scenarios:

- growth-related outdoor recreation facility development will continue to occur as Development Charge funding becomes available; thus, growth-related capital funding levels are excluded from these scenarios;
- special requests may still come forward to Council on a case-by-case basis for renewal and projects requiring additional funding; and
- assets that are redundant, beyond reasonable repair, and/or under-utilized would be rationalized as necessary; prior to any facility being removed from the municipal inventory, more detailed study is recommended, including opportunities for public and stakeholder input.

The details relating to each scenario are discussed on the following page. It is noted that these figures may be impacted by regular updates to asset management data. Further, any delay or phasing in of the recommended financial scenarios may result in higher figures in future years.

Table 35: Description of Asset Reinvestment Scenarios

Description	Scenario 1: Status Quo	Scenario 2: Address the Backlog and Current Year Needs	Scenario 3: Maintenance Sustainability
Approach	**"Reactive"**	**"Responsive"**	**"Proactive"**
Funding Levels	- maintain current funding levels and practices, plus annual inflationary adjustments	- increase funding to address the backlog and year one needs related to deferred maintenance items identified in the AMP over a set period of time	- increase funding to address the current (2025) backlog of deferred maintenance items and year 1-10 lifecycle needs identified in the AMP
Potential Service Impact	- likely long-term negative impact on service levels and unfunded costs - would result in the deterioration of facilities and increased potential for unplanned closures	- potential impact on service levels, acknowledging that upcoming projects will be deferred - would generally allow for the current condition of facilities to be improved (while replacing components "like for like")	- service levels will align with community expectations and needs identified in the RMP - would allow for both proactive facility renewal and potential for strategic upgrades
Potential Benefits	- most cost efficient scenario - can generally be supported by existing staff complement	- many existing facilities will be renewed, protecting further deterioration of these important community assets - keeps most of Hamilton's existing recreation and park facilities and amenities open and safe	- more proactive renewal of existing assets - existing facilities will remain - greater potential for facility upgrades (e.g., barrier-free access, modernization, net zero goals, etc.), improving facility quality and operational efficiencies
Potential Risks	- not sustainable over the long-term - does not address resident expectations - would result in the deterioration of facilities - increased potential for unplanned and outright facility closures - does not allow for facility modernization or upgrades	- does not address new/ emerging and currently identified future lifecycle needs - would not allow the City to address the full "funding gap" identified in the AMP - does not allow for facility upgrades (e.g., barrier-free access, energy upgrades, modernization, etc.) - some potential for unplanned facility closures - additional staff and resources needed for project delivery	- most costly scenario - higher potential to draw funding away from other civic priorities - additional staff and resources needed for project delivery

Table 36: Funding Requirements for Maintenance and Renewal – Capital Reinvestment Scenarios

Capital Reinvestment Scenarios		Recreation	Parks
Scenario 1: Status Quo	**Additional Annual Funding Required to Maintain Status Quo**	**$0**	**$0**
Scenario 2a: Address the Backlog by 2035, and Defer all Other Needs (10 years)	Current Backlog and Current Year Needs (2025)	$176.7 M	$133.5 M
	Annualized over 10 years	$17.7 m	$13.4 m
	Current Block Funding – Annualized over 10 years	$13.2 M/yr	$10.7 M/yr
	Additional Annual Funding Required to Address the Backlog and Current Year Needs by 2035	**$4.5 M/yr**	**$2.7 M/yr**
Scenario 2b: Address the Backlog by 2030, and Defer all Other Needs (5 years)	Current Backlog and Current Year Needs (2025)	$176.7 M	$133.5 M
	Annualized over 5 years	$35.3 M	$26.7 M
	Current Block Funding – Annualized over 5 years	$10.4 M/yr	$8.7 M/yr
	Additional Annual Funding Required to Address the Backlog and Current Year Needs by 2030	**$24.9 M/yr**	**$18.0 M/yr**
Scenario 3: Maintenance Sustainability by 2035 (10 years)	Current Backlog and 10-year Lifecycle Needs	$432.8 M	$324.6 M
	Annualized over 10 years	$43.3 M/yr	$32.5 M/yr
	Current Block Funding – Annualized over 10 years	$13.2 M/yr	$10.7 M/yr
	Additional Annual Funding Required to Achieve Maintenance Sustainability by 2035	**$30.1 M/yr**	**$21.8 M/yr**

Notes/Sources:
Asset Replacement Values (as of 2025) are $2,980 M for Recreation and $756 M for Parks.
Scenario 1: Source of “Funding Level” is City of Hamilton, Block Funding amounts (2025-2034), adjusted for inflation. The Park Operations Block has been discounted by 33% to removed funding allocated towards cemeteries.
Scenarios 2 and 3: Source of “Backlog/Current Year Needs” and “Lifecycle Needs” is City of Hamilton Asset Management Plan (2025), maintenance and renewal costs. Costs are not adjusted for inflation.

Continuing to fund maintenance and renewal at the current block funding levels (Scenario 1) is not sustainable and will result in continued deterioration of assets and higher probabilities of unplanned closures. Scenario 3 is the preferred approach as it is the most responsive to community needs and long-term sustainability; however, Scenario 2b would allow for the City to maintain service levels and achieve minimum standards.

Annual funding levels within the range between Scenarios 2 and 3 would result in meaningful investment in recreation and parks facilities and allow for partial to full implementation of this plan. It is recommended that the City prepare more detailed financial scenarios to assist in implementing an enhanced level of block funding as outlined above.

5.4 Risk Assessment and Mitigation Strategies

The Recreation Master Plan identified requirements for major facilities to the year 2051, enabling the City of Hamilton to integrate key projects into their long-term planning and signaling to the community their intention to address their highest priority needs. As the city grows to a population of 820,000 by 2051, there are many potential pathways to implementation.

Conventional facility development and delivery involves the City securing land and constructing assets in step with growth, guided by secondary plans and district plans. While there will still be opportunities like this in Hamilton, the landscape is also shifting due to intensification and infill growth that requires more creative approaches. Funding mechanisms and levels are also in flux as a result of recent changes to municipal finance policy and a desire to support more affordable housing options. Phasing and flexibility will be key tools for the City in managing growth.

The RMP provides a series of principles and recommendations intended to assist Hamilton in achieving the highest priority community needs over time. This Implementation Strategy places these recommendations into an appropriate sequence and established tools to increase the City's success rate of implementing the plan and to reduce uncertainty about how the RMP will be achieved. Nevertheless, implementation is not without risk.

Discussed below are several overarching risks associated with major future infrastructure projects identified in this plan – these may apply generally or specifically to various projects, depending on the exact circumstances. These rinks include:

- Land or space for facilities is not secured.
- Insufficient funding to support growth-related capital needs.
- Insufficient funding and/or staffing resources to maintain existing facilities in a state of good repair.
- Construction cost escalations beyond the rate of inflation.
- Community needs and priorities change.
- Population growth is greater than forecasted.
- Population growth is less than forecasted.

Understanding these risks and identifying mitigation strategies is important in order to manage risk and position Hamilton for success. Most risks speak specifically to threats that may impact service levels in Hamilton over time as the city grows. Initiatives such as the City's asset management planning may also identify risk ratings and strategies, which should be considered as part of the policy landscape. Several responses and strategies will be needed to ensure that Hamilton is able to keep pace with the rising infrastructure needs associated with building livable communities.

<table>
<tr><th colspan="2">Risk #1: Land or space for facilities is not secured</th></tr>
<tr><th>Potential Impacts</th><th>Mitigation Strategies</th></tr>
<tr><td>• New communities will be under-served and residents will have to travel longer distances to access community spaces
• Service levels will be reduced over time as recommended facilities will be deferred
• Potential overuse of existing facilities and parks</td><td>• Align secondary plans with this RMP Implementation Strategy to identify land needs in advance of development
• Aggressively pursue other options of acquiring land, such as donations, land swaps, purchase (land bank), and/or expropriation (measure of last resort)
• Implement vertical solutions and include community facilities in mixed-use developments (leveraging developer contributions) within high density areas
• Consider temporary-use options, such as leasing or interim uses on under-utilized lands or reuse of vacant buildings
• Foster service and facility-based partnerships (co-location) that allow Hamilton to maintain service levels
• Focus capital spending on City-controlled lands and assets (parks, facility expansion)
• Maximize available land through the design of multi-use parks/facilities with reduced or stacked parking solutions</td></tr>
</table>

<table>
<tr><th colspan="2">Risk #2: Insufficient funding and/or staffing resources to support growth-related capital needs</th></tr>
<tr><th>Potential Impacts</th><th>Mitigation Strategies</th></tr>
<tr><td>• New communities will be under-served, creating gaps in accessibility and equity
• Service levels will be reduced over time as recommended facilities will be deferred
• Potential overuse of existing facilities and parks, leading to greater wear and tear
• A lack of community infrastructure will impact Hamilton’s competitiveness and put it at risk of meeting housing targets</td><td>• Maximize review growth-related funding tools
• Reallocate available funding to highest priorities identified in the RMP Implementation Strategy, where possible
• Maximize funding from alternative sources, including grants, financing, surcharges, taxation, etc.
• Use creative revenue generation, such as naming rights and sponsorships, public-private partnerships, mixed use developments, etc.
• Prioritize multi-use facilities that enhance capacity and value for money
• Undertake facility development in phases that are aligned with funding capabilities
• Incrementally increase staffing levels through indexing and regular reviews</td></tr>
</table>

Risk #3: Insufficient funding to maintain existing facilities in a state of good repair	
Potential Impacts	**Mitigation Strategies**
• Facility renewal backlog will grow • Increased chance of service interruptions and asset failure; may lead to overuse of other facilities and greater wear and tear • Service quality will suffer, resulting in decreased customer satisfaction • Unable to address climate sustainability goals and achieve efficiencies in operations • Reputational risk, potentially impacting Hamilton's competitiveness	• Continue to enhance asset management planning and target investment to critical building systems to address the highest-risk assets • Maximize funding from alternative sources, including grants, financing, taxation, partnerships, etc. • Bundle capital renewal projects to achieve economies of scale • Use cost-effective technologies and resilient materials with longer lifespans to mitigate long-term costs (lifecycle costing) • Build public support for reinvestment through tax funding • Target grants specific to project needs (e.g., barrier-free accessibility, climate resiliency, energy efficiency, etc.)

Risk #4: Construction cost escalations beyond the rate of inflation	
Potential Impacts	**Mitigation Strategies**
• Added complexity to budgeting and forecasting • Capital projects are delayed and/or scaled back • Facility development does not occur in-step with growth or capital renewal needs	• Closely monitor trends and regularly assess impacts through market-based costing • Seek opportunities to streamline and simplify facility designs and the use of conventional construction methods • Introduce budget controls, such as integrated project delivery and guaranteed maximum price contracts • Engage local organizations to share capital upgrade costs.

Risk #5: Community needs and priorities change	
Potential Impacts	**Mitigation Strategies**
• The capital program in the RMP will be less relevant and new facility needs will be at risk of being under-resourced • Facilities may be over-used (leading to crowded programs and spaces, and lower satisfaction) or under-used (leading to reduced revenues)	• Undertake regular updates to the RMP • Conduct regular engagement (e.g., polling, community meetings, etc.) between RMP cycles to gather/collect input and priorities from residents and stakeholders • Utilize data-driven decision-making (e.g., activity trends, demographics, etc.) and track resident interactions (e.g., maintenance requests, new capital project suggestions, etc.) to inform planning • Adjust space allocation approaches and program capacities • Consider repurposing of low-demand spaces to high-demand uses • Prioritize investment in spaces that will have the greatest social impact to the broadest number of residents, both now and in the future

Risk #6: Population growth is greater than forecasted*	
Potential Impacts	**Mitigation Strategies**
• Increased funding from growth-related sources and tax levy • Gaps in equitable access to services will continue and/or worsen • Increased public pressure to keep pace with growth	• Continually monitor growth forecasts to identify areas of accelerated growth • Accelerate the facility and park development program • Update the RMP and related planning studies to recalibrate for the future • Prioritize multi-use facilities and year-round spaces that enhance capacity and value for money • Adjust space allocation approaches and program capacities • Extend hours and other strategies to optimize facility use • Seek partnerships and/or alternative service delivery to increase service capacity until capital projects come online

* If and when there are significant changes to population forecasts, the RMP should be reviewed to determine the extent of the implications; regular monitoring of population and development activity is a requirement.

Risk #7: Population growth is less than forecasted	
Potential Impacts	**Mitigation Strategies**
• Reduced funding from growth-related sources and tax levy • There may be more available capacity within existing facilities, slowing demand	• Delay the facility and park development program • Update the RMP and related planning studies to recalibrate for the future • Rationalize provision and service levels to align with population needs

* If and when there are significant changes to population forecasts, the RMP should be reviewed to determine the extent of the implications; regular monitoring of population and development activity is a requirement.

5.5 Capital Planning Approach

Approved in 2022, the Recreation Master Plan is built on community needs and informed by a detailed needs assessment that considers demographics and growth, trends and participation levels, and community input from across the city. The Plan's provision targets will enable the City to regularly assess geographic gaps, growth-related needs, and opportunities to optimize facilities across the entirety of Hamilton.

This Implementation Strategy prioritizes the RMP's capital projects to 2041 in order to inform the capital budget and planning processes. This includes an evidence-based decision framework that can be used to evaluate emerging opportunities. This Strategy should be used to support revitalization projects, state of good repair projects, partnership and co-location opportunities, new facility development, City strategies and master plans, secondary plans, and related studies.

Decisions on specific projects and funding will be guided through future study and will be made through the annual capital budget process. Approval of this Implementation Strategy does not bind the City to the specific steps, projects, and/or sequencing identified herein. Updating priorities is an exercise that should be revisited each year prior to the City's budget development exercise.

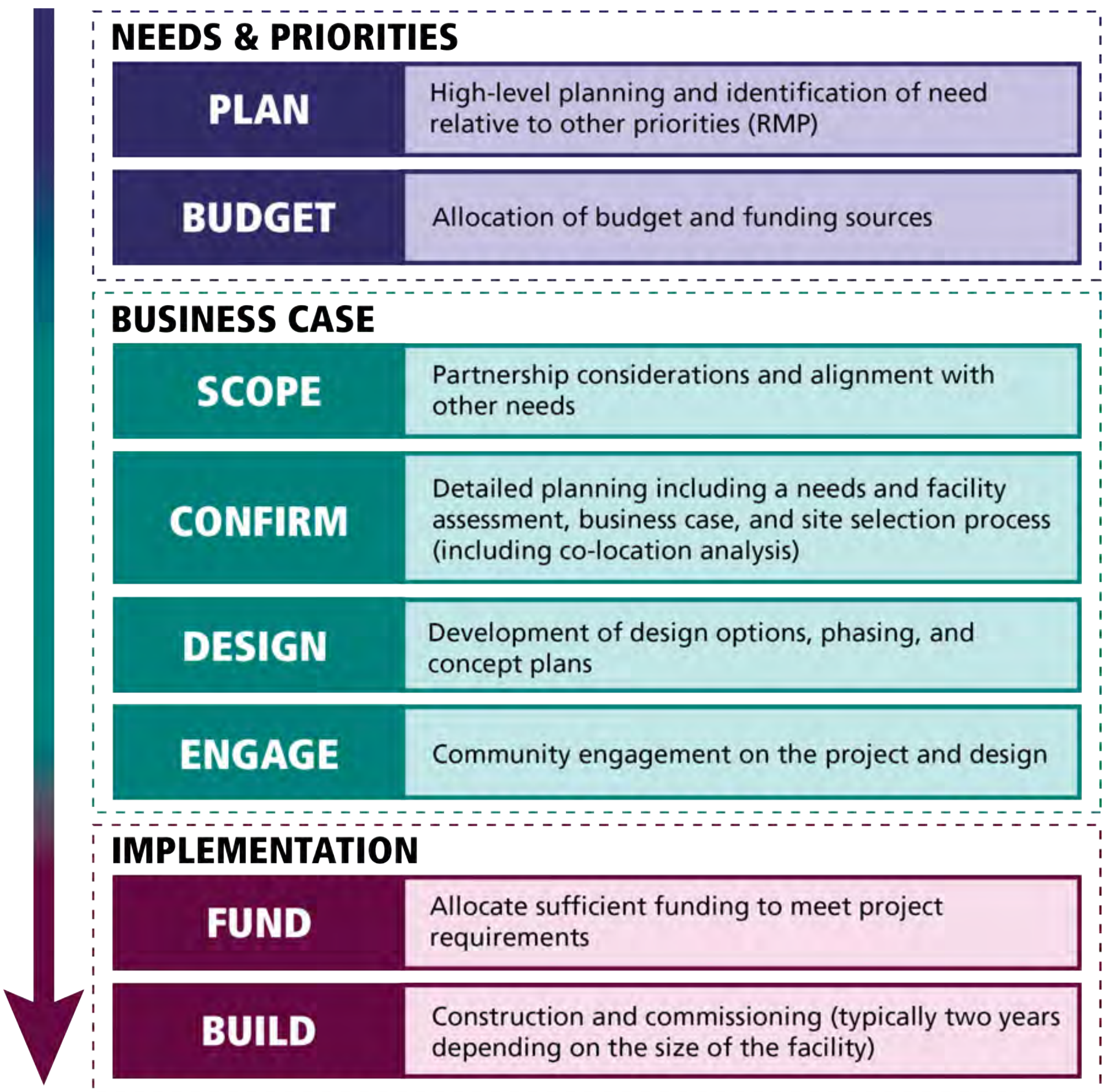
Effective implementation means that the City will employ various project planning and management techniques to ensure that capital works are delivered on time, on budget, and to municipal standards. The Strategy's 20+ year timeframe reflects the time needed to plan and execute major capital projects, a **multi-year process** that typically involves identifying funding, engaging residents, securing land, developing partnerships, and meeting regulatory requirements, as well as facility design and construction.

It is important to recognize that planning and execution of capital development and revitalization projects can take several years, with projects only proceeding when funding has been confirmed. Regular vetting of capital priorities (including growth-related and lifecycle needs) is required to ensure that the directions remain appropriate. Typically, funding approvals are provided at multiple project stages, such as initial project approval (long-term capital forecast), business case development (public engagement, design, engineering, etc.), tendering and procurement, and/or construction.

Preparation of a **business case** is a vital step and can represent a significant portion of the project timeline. Also referred to as feasibility studies, business cases should be prepared for major capital projects (especially major capital investments), containing an analysis of operating costs which will aid the City in its asset management and planning. They also consider different building scenarios such as location, size, program, and partnerships and involve consultation with the public to validate the proposed program. These studies should be completed at least two years before the capital project is forecasted to begin (or at least five years in advance for major capital projects). Section 8.4 of the RMP contains a detailed list of items to be considered through the feasibility study process. Once these reports are in place, more detailed design, engineering, tendering and construction processes can begin. A business case template for the City's consideration is contained in **Appendix G**.

Below is a typical facility development process that might be considered when planning major municipal recreation facilities.

Figure 16: Facility Development/Redevelopment Process



5.6 Working with Others

Partnerships

Partners have long played a role in the provision and operation of recreation facilities in Hamilton. One such example is the City's joint use agreement with local school boards that helps to facilitate public access to school gymnasiums, classrooms, and sports fields outside of school hours. Another illustration is the Mohawk 4-Ice Centre, which is a municipal capital facility that is operated by a third-party under an agreement that governs community access.

The potential for partnerships is an integral part of any business case as they have the ability to leverage limited public resources in the planning and construction of infrastructure, such as through provision of funding or land. Not all partnerships involve capital contributions – some can also expand the City's reach and capacity in terms of programming and activation of the spaces. Co-location opportunities are often viewed positively by the public and have the potential to offer improved convenience, operational efficiencies, and shared risks.

However, not all partnerships are created equal and the City is encouraged to establish a formal process to provide guidance on future opportunities. The 2022 RMP recommended that the City adopt a Standardized Partnership Framework that sets out a fair, equitable, and transparent process for creating future relationships with outside entities. Reference should be made to the RMP technical background reports for more information on this topic, including logic models that may be adapted by the City to evaluate potential partnerships.

Unsolicited Proposals

The City frequently receives requests from the community and other interests to enhance their access to amenities within the recreation and parks system, such as upgrades to assets like sports fields. These requests can vary widely and may address improvements to existing spaces or the development of brand new assets. Typically, these requests require site-specific investigations that extend beyond the scope of this Implementation Strategy.

For major capital requests that extend beyond the City's core mandate (such as those that are commonly delivered by other providers), the RMP outlines a process for addressing unsolicited proposals, including the requirement for a proponent-led business plan. At a minimum, consistency with the RMP's guiding principles should be required. Further, the need for and viability of the project should be tested by City staff to confirm that it addresses a gap, would not have negative impacts on other programming, and would not displace funding that has been allocated to other priority projects. Consideration should also be given to how the proposal may impact community access, sport development and tourism, and long-term sustainability.

As noted, a standardized review framework is particularly helpful in dealing with unsolicited proposals. The following review framework was included in the 2022 RMP supporting documents and demonstrates one way the City can assess unsolicited proposals from outside entities on an interim basis until a more detailed locally-driven framework is established.

Table 37: Unsolicited Proposal Logic Model (2022 Recreation Master Plan)

Question	Response	Outcome
Does the proposal comply with municipal values, public-service philosophies, and community focus?	Yes ▼ No ▶	Reject the proposal.
Does the proposed project meet a demonstrated need and provide community benefit consistent with municipal priorities?	Yes ▼ No ▶	Reject the proposal.
Does the proposed project meet minimum requirements of providing a business case, risk assessment plan, value assessment, municipal financial and risk obligations, proponent's qualifications, etc.?	Yes ▼ No ▶	Reject the proposal.
Does the proposed project or concept meet the proprietary test?	Yes ▼ No ▶	Initiate the City's typical Request for Proposal process or reject the project.
Does the additional detailed information requested by the Review Committee meet the test of reasonableness and does the project seem viable?	Yes ▼ No ▶	Reject the proposal.
Recommend the project for further consideration and apply the partnership formulation model described in the RMP.		

5.7 Monitoring Performance and Success

Going forward, implementing this strategy will require an accurate understanding of community needs, trends, and City's resources. Hamilton must continue to invest in systems and procedures that collect, validate, and apply data to support not only day-to-day operations, but also to inform strategies and advocate for what is needed.

More specifically, evidence-based assessment tools and guidelines – such as improved database management (asset inventories, interactive GIS platforms, permitting and registration data, prime and non-prime usage levels, etc.) and business intelligence (e.g., user profiles, community surveys, quality of service checks, etc.) – are required to support the projects and priorities of the RMP and this Implementation Strategy. It is critical that the City regularly monitor and report progress on the plan and its directions.

Factors that may be used to measure success and advancement of priorities include (in no particular order):

- public input and community feedback
- increased participation levels and utilization
- improvements to service and provision levels
- response to emerging trends and needs (e.g., waitlists)
- ability to address asset management priorities
- partnerships with of alternate providers
- efficiencies in the cost to deliver facilities and services
- improved social outcomes and support to other civic goals

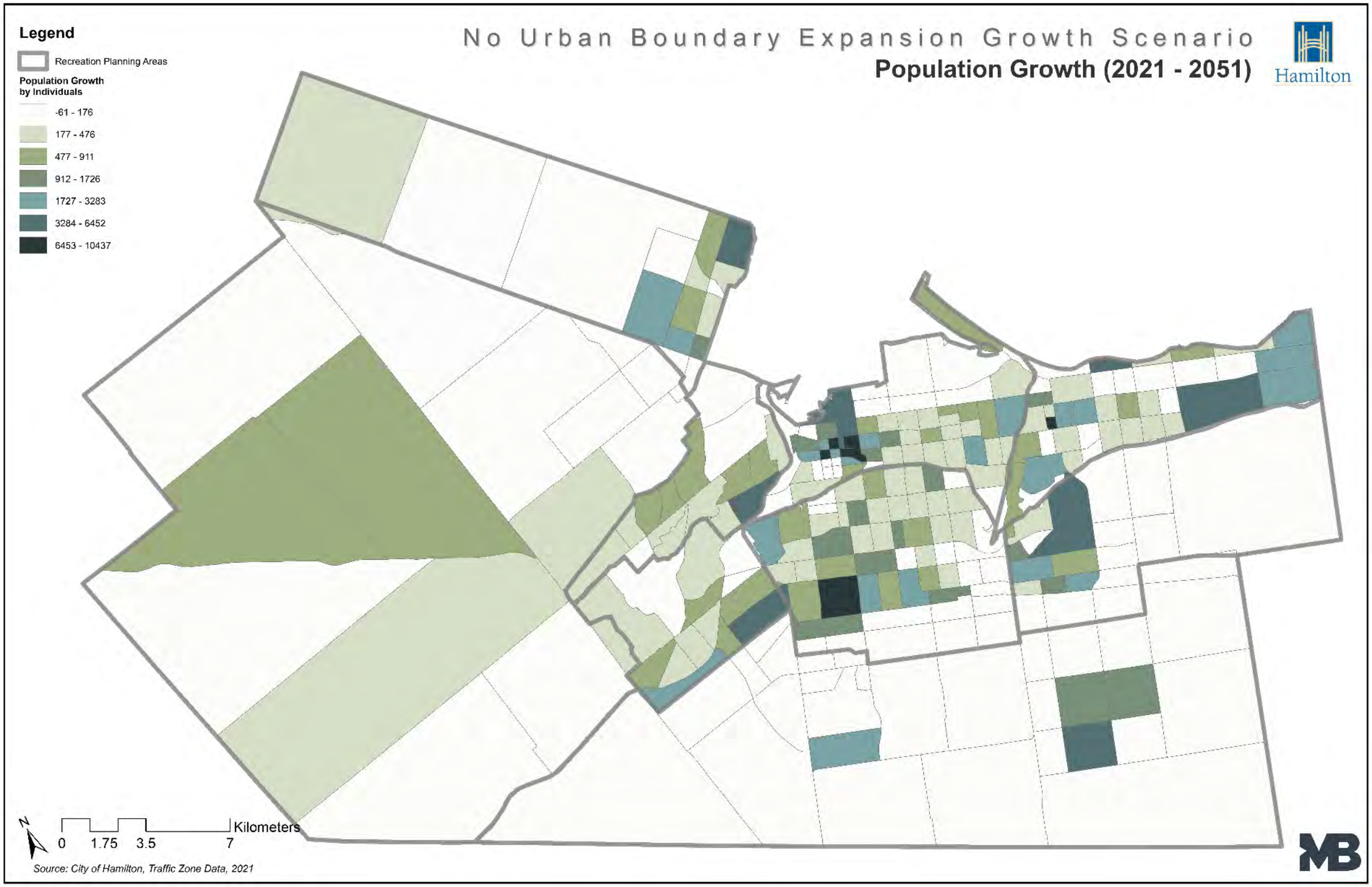
Regular tracking of progress will enable the City to compare performance to pre-established targets. Metrics may be created to highlight where elements of the strategy are achieving success, as well as where potential improvements are necessary.

Steps for completing an annual review of the Recreation Master Plan are identified in the RMP's Phase 3 Report. A comprehensive update to the RMP is recommended within ten years (no later than 2032).

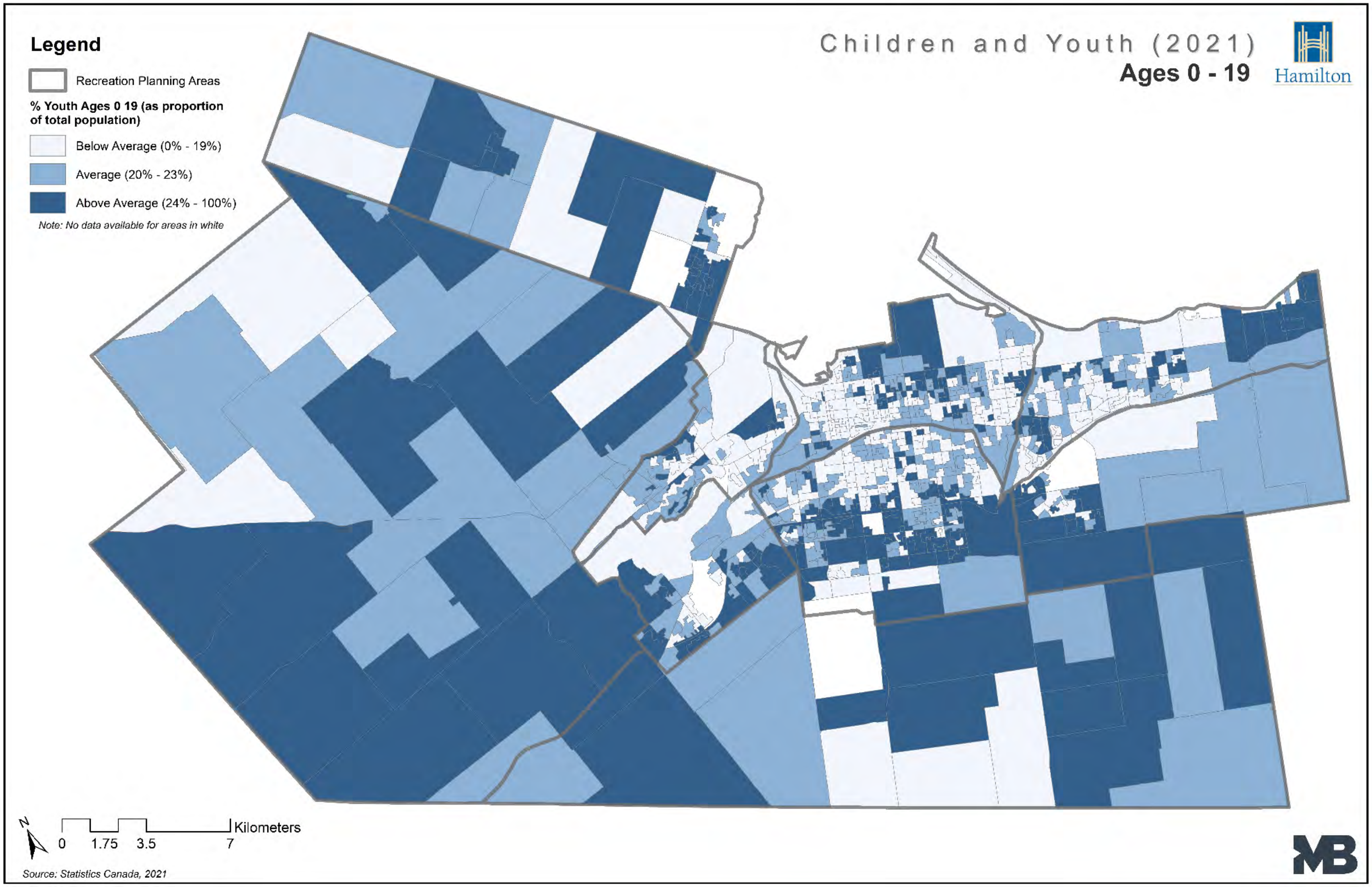
Appendices

Appendix A: Demographic and Recreation Facility Mapping

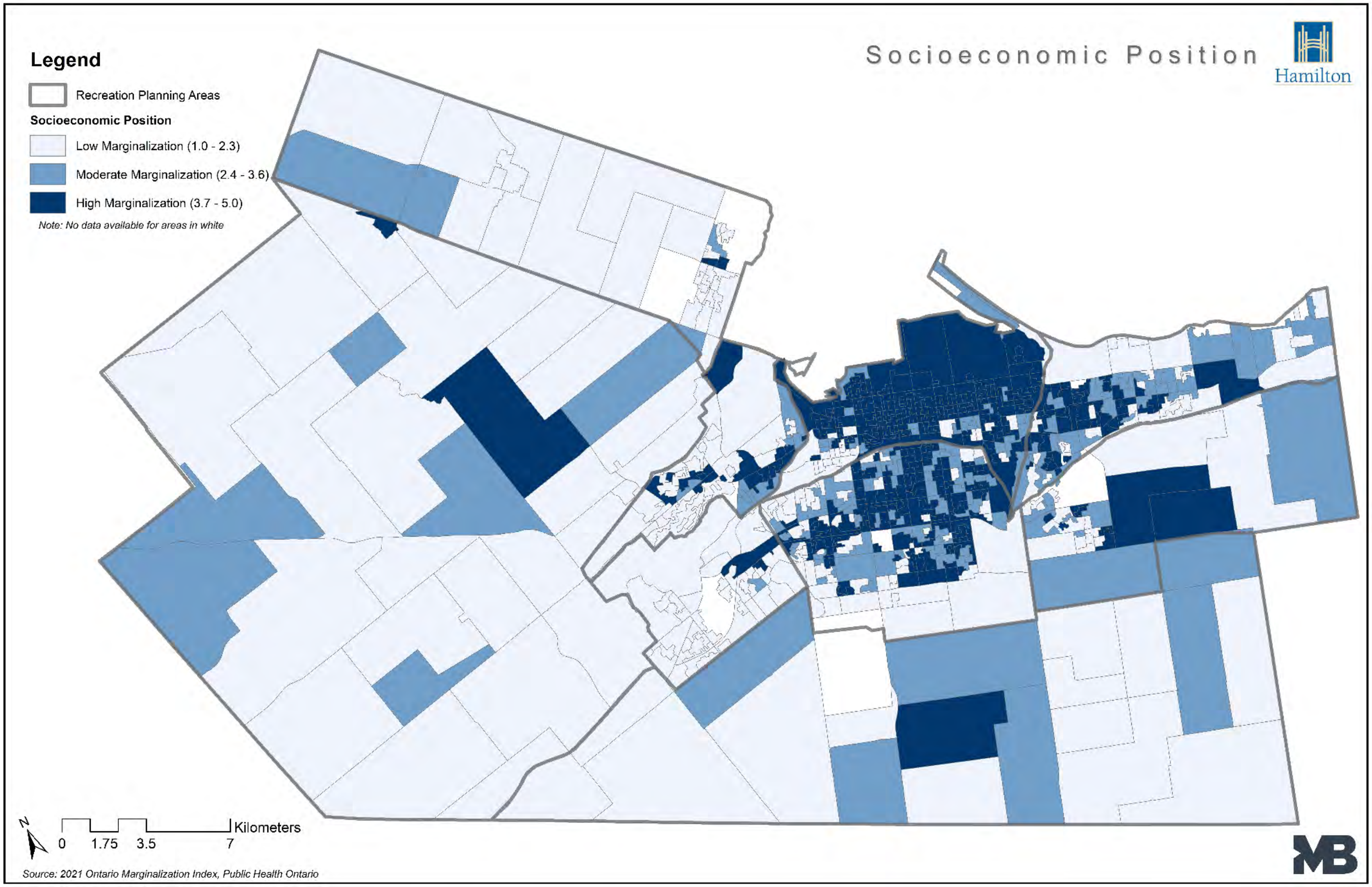
1. Forecasted Population Growth (2021 – 2051)



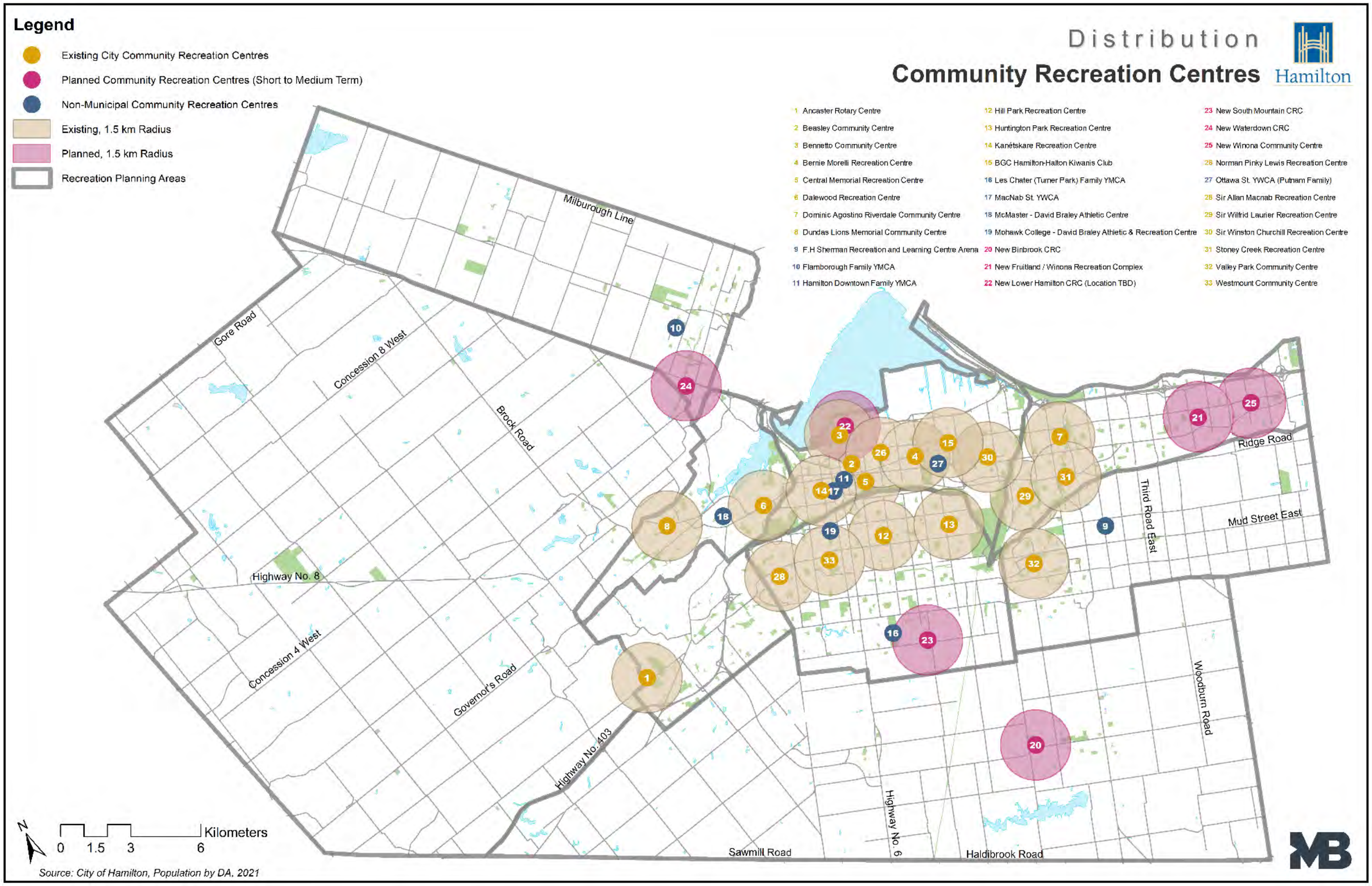
2. Child and Youth Population, proportional to total population (2021)



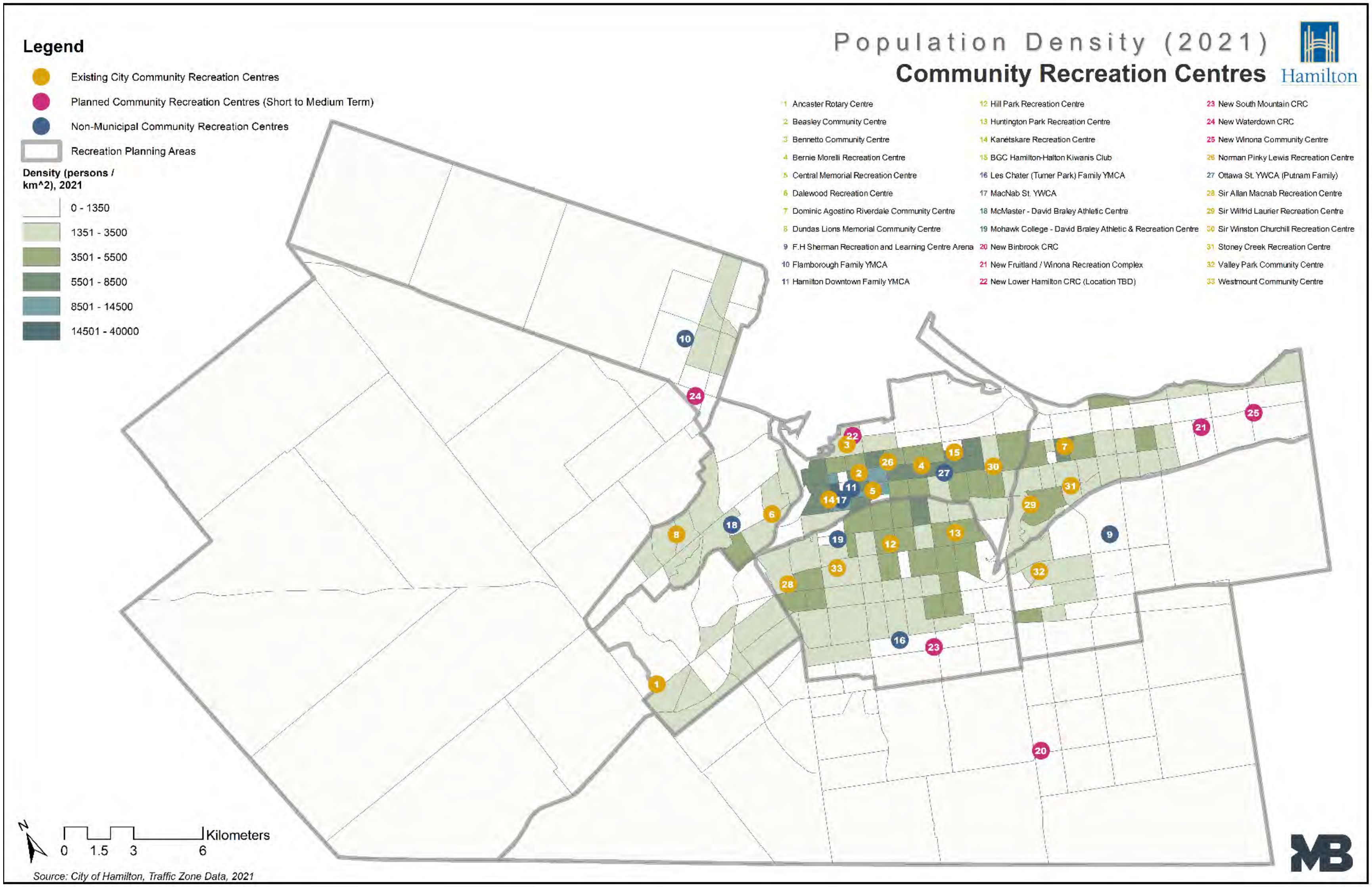
3. Low-Income Measure, After Tax, proportional to total population (2021)



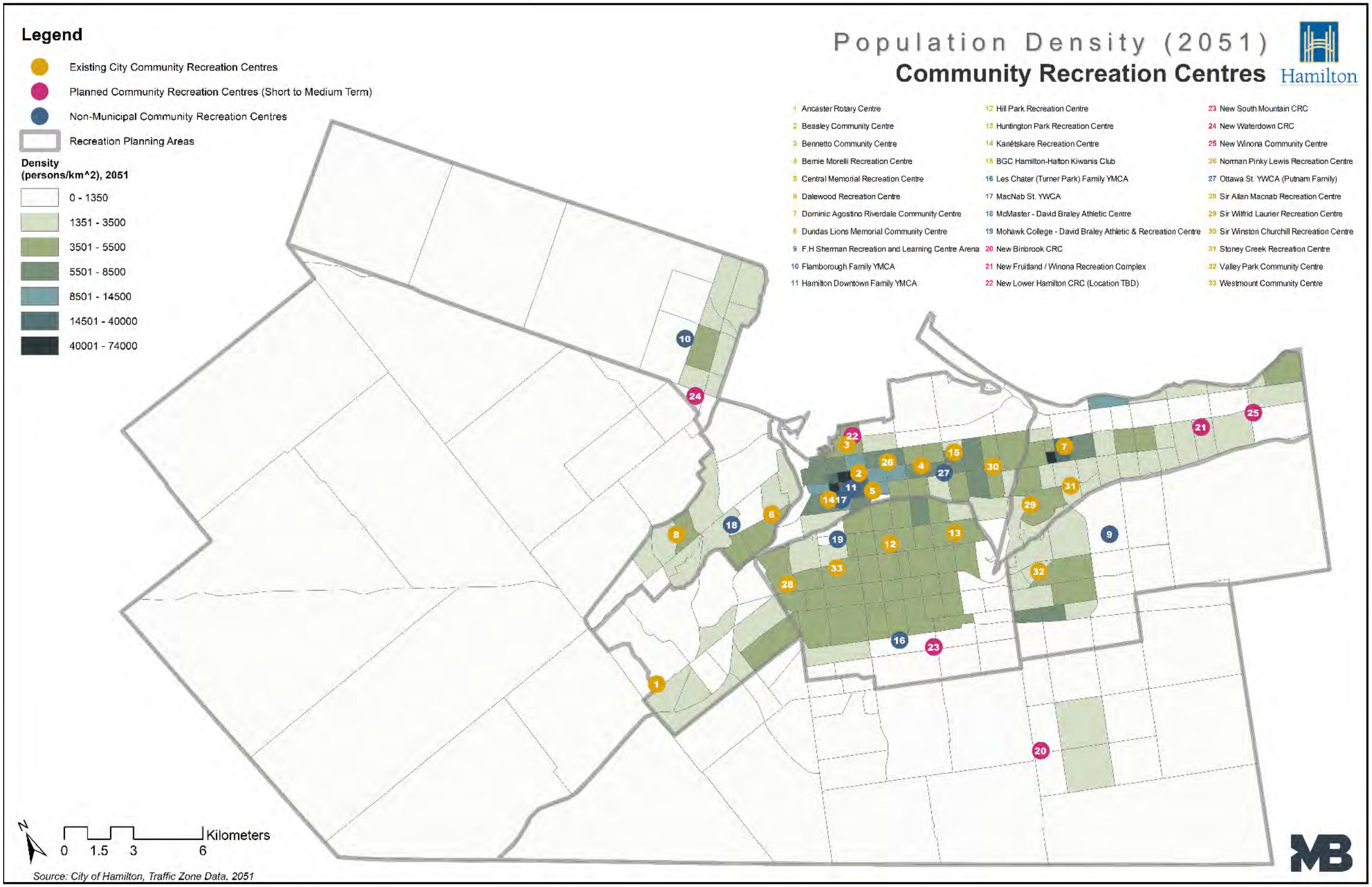
4a. Community Recreation Centres – Distribution



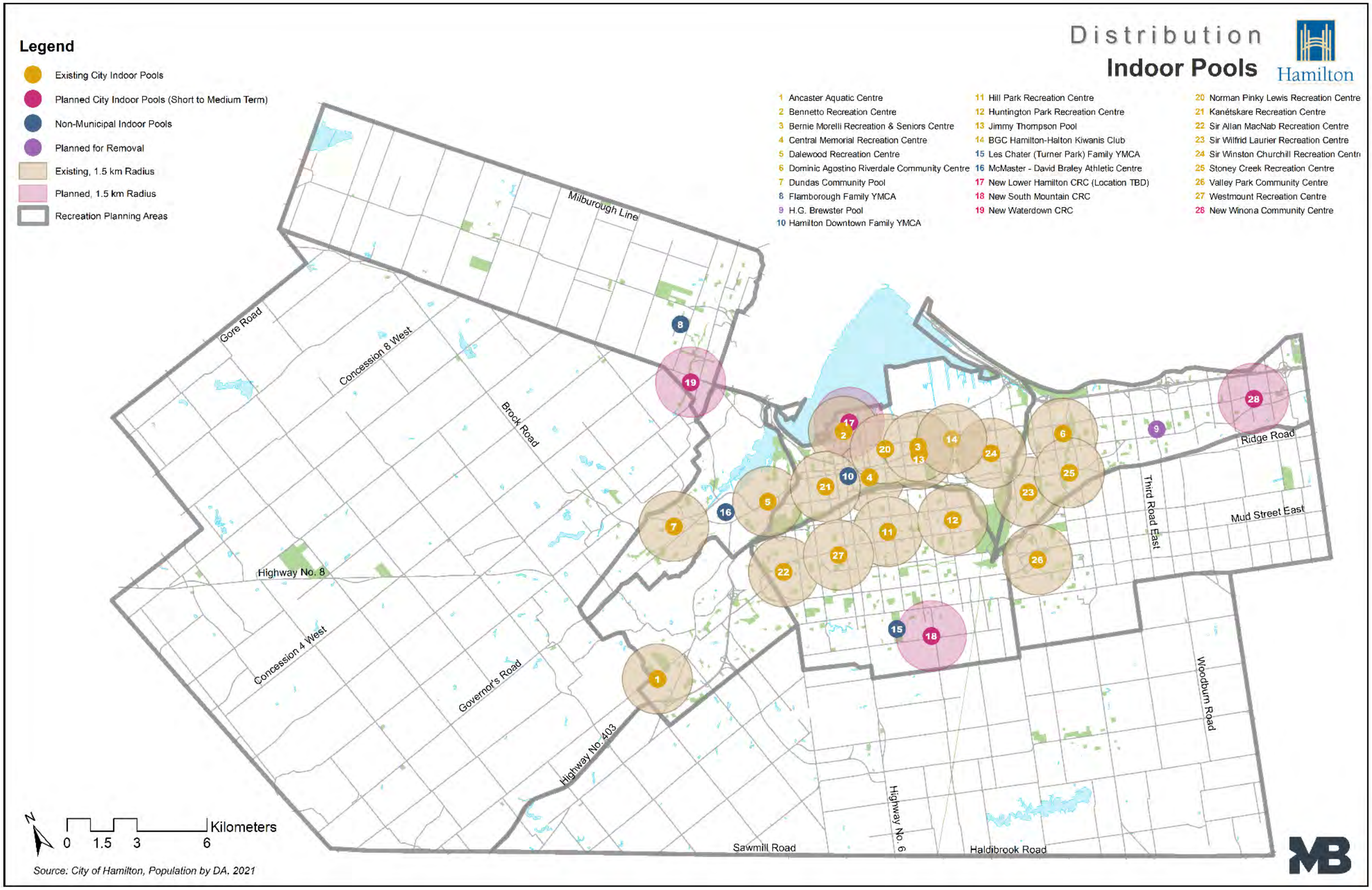
4b. Community Recreation Centres – Current Population Density (2021)



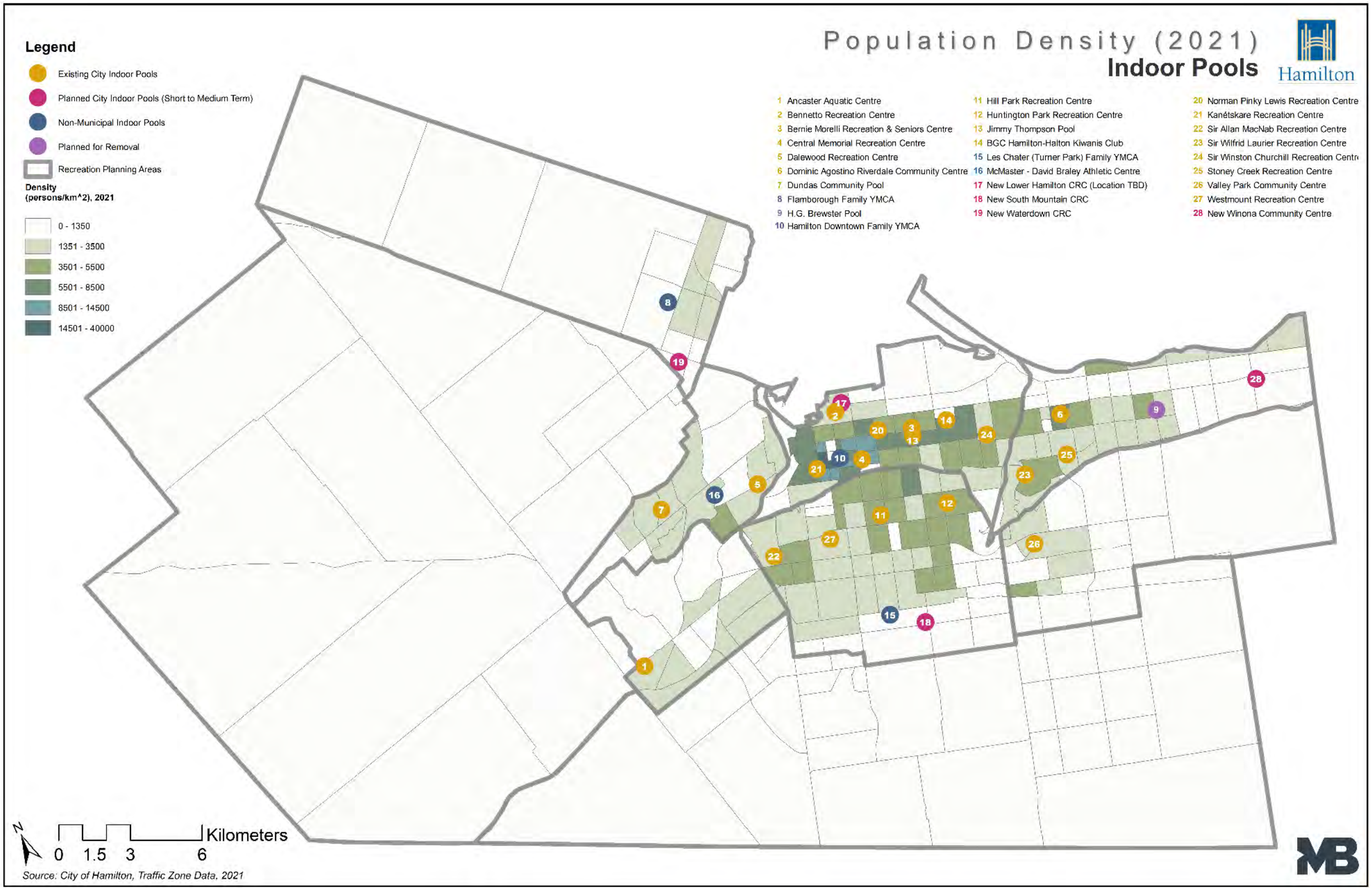
4c. Community Recreation Centres – Forecasted Population Density (2051)



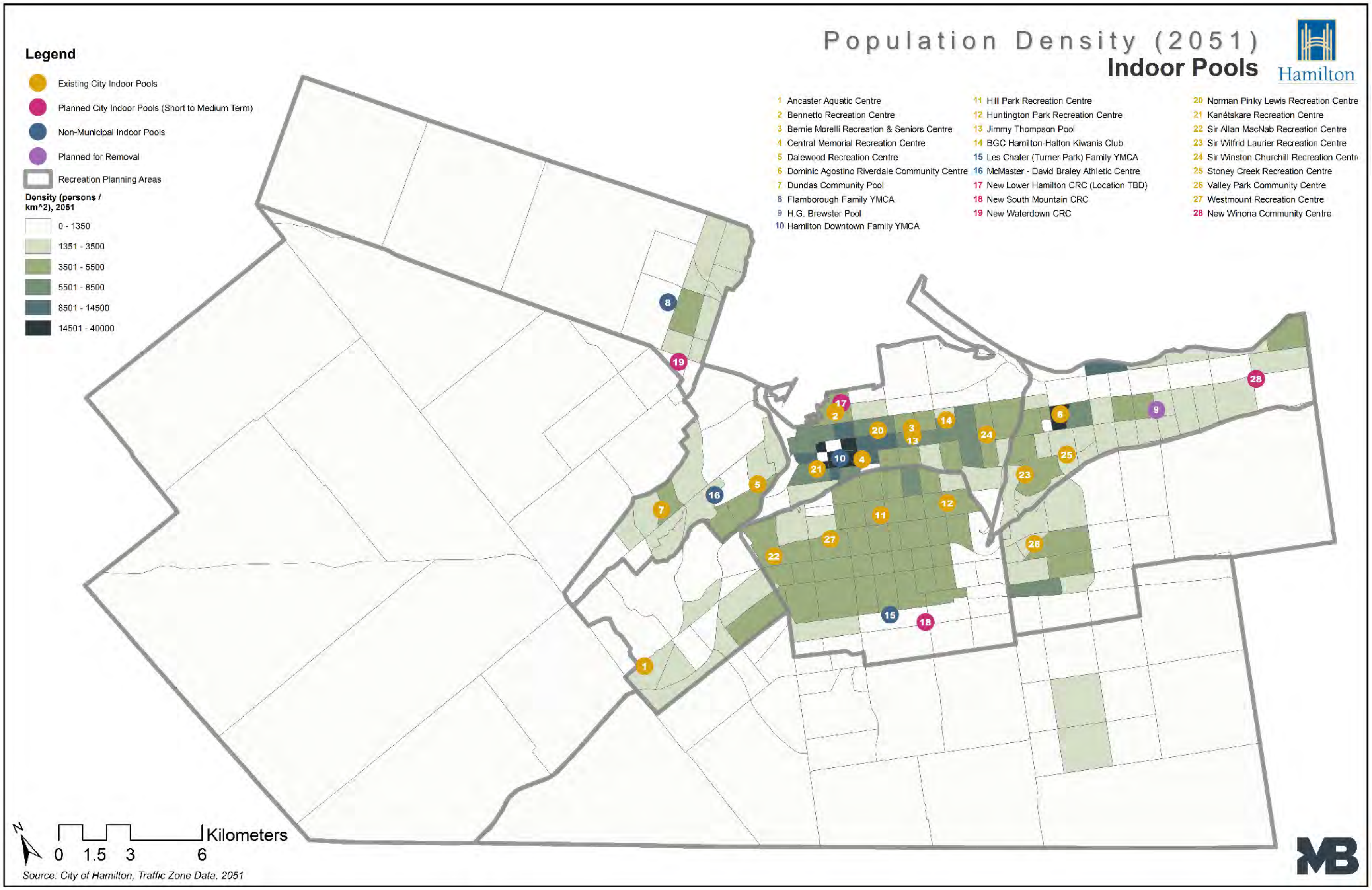
5a. Indoor Pools – Distribution



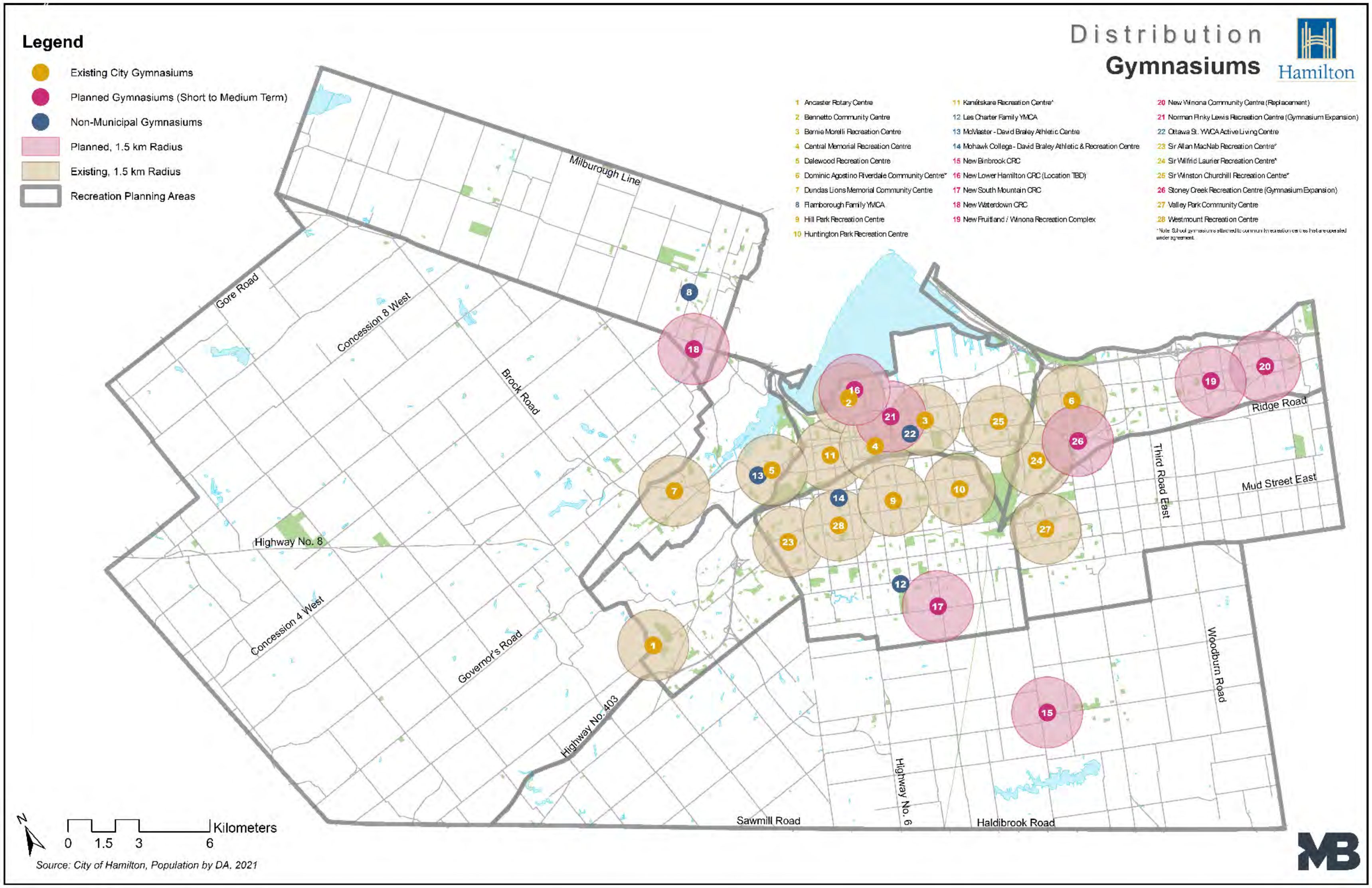
5b. Indoor Pools – Population Density (2021)



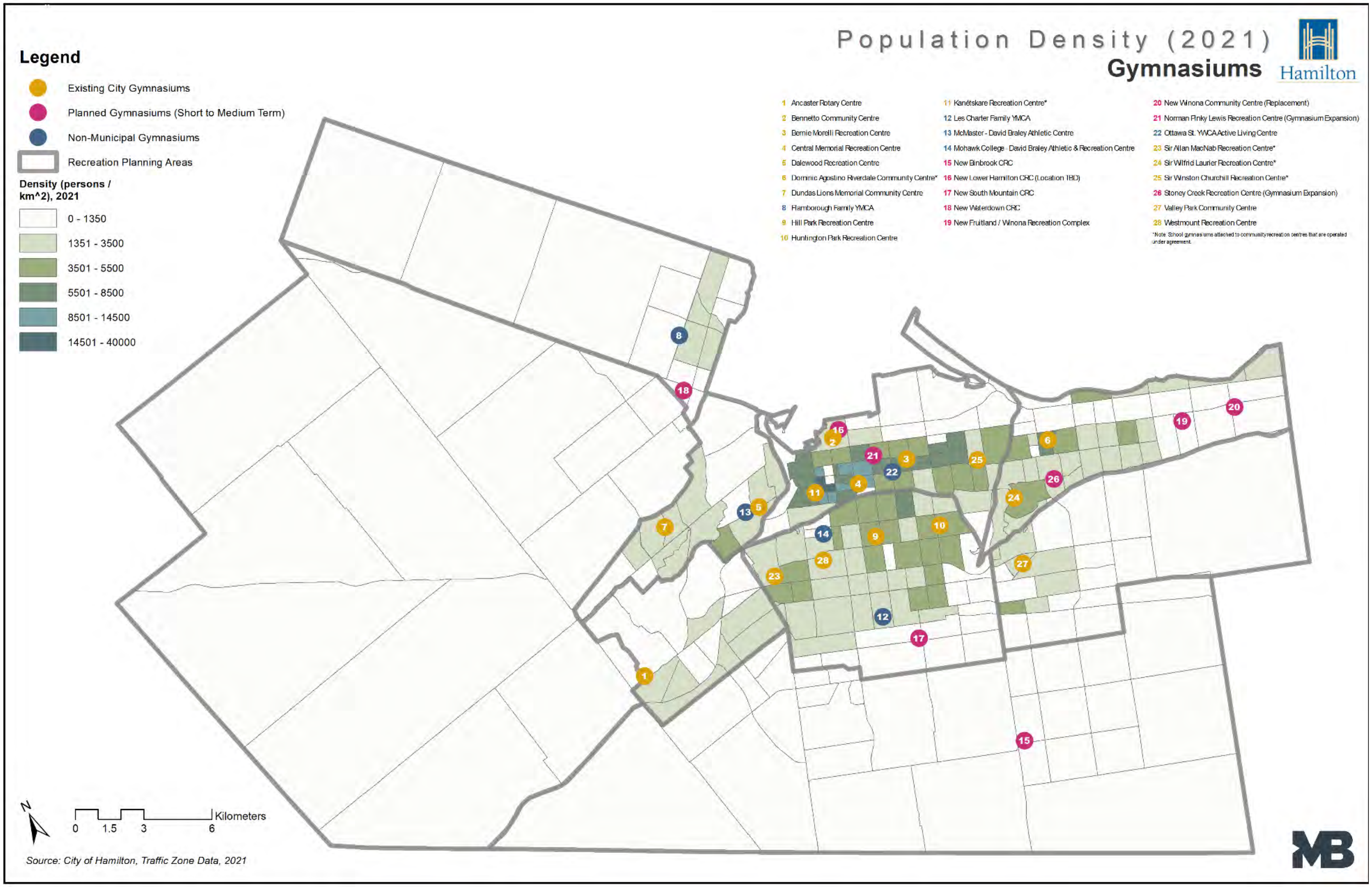
5c. Indoor Pools – Forecasted Population Density (2051)



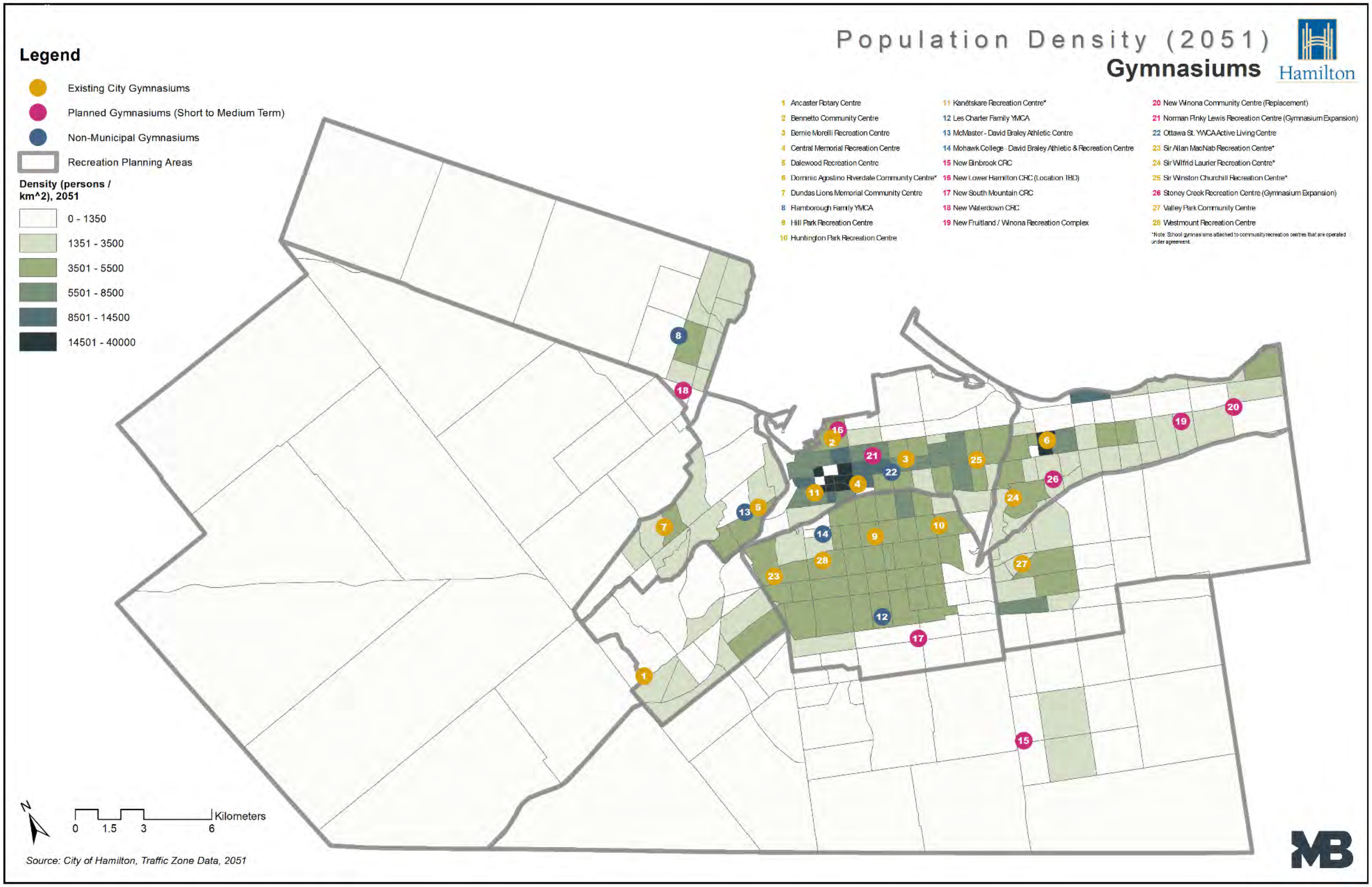
6a. Gymnasiums – Distribution



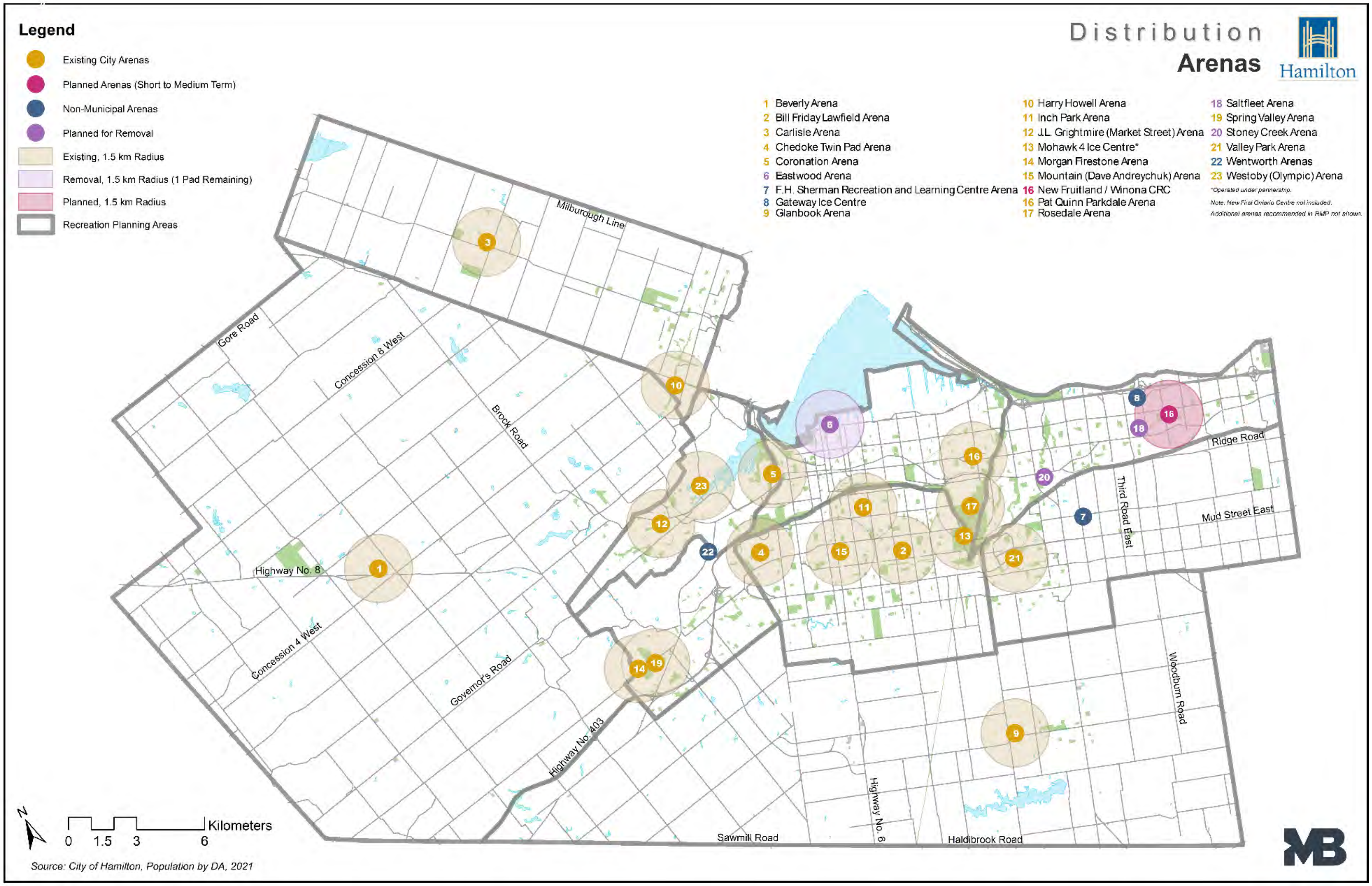
6b. Gymnasiums – Population Density (2021)



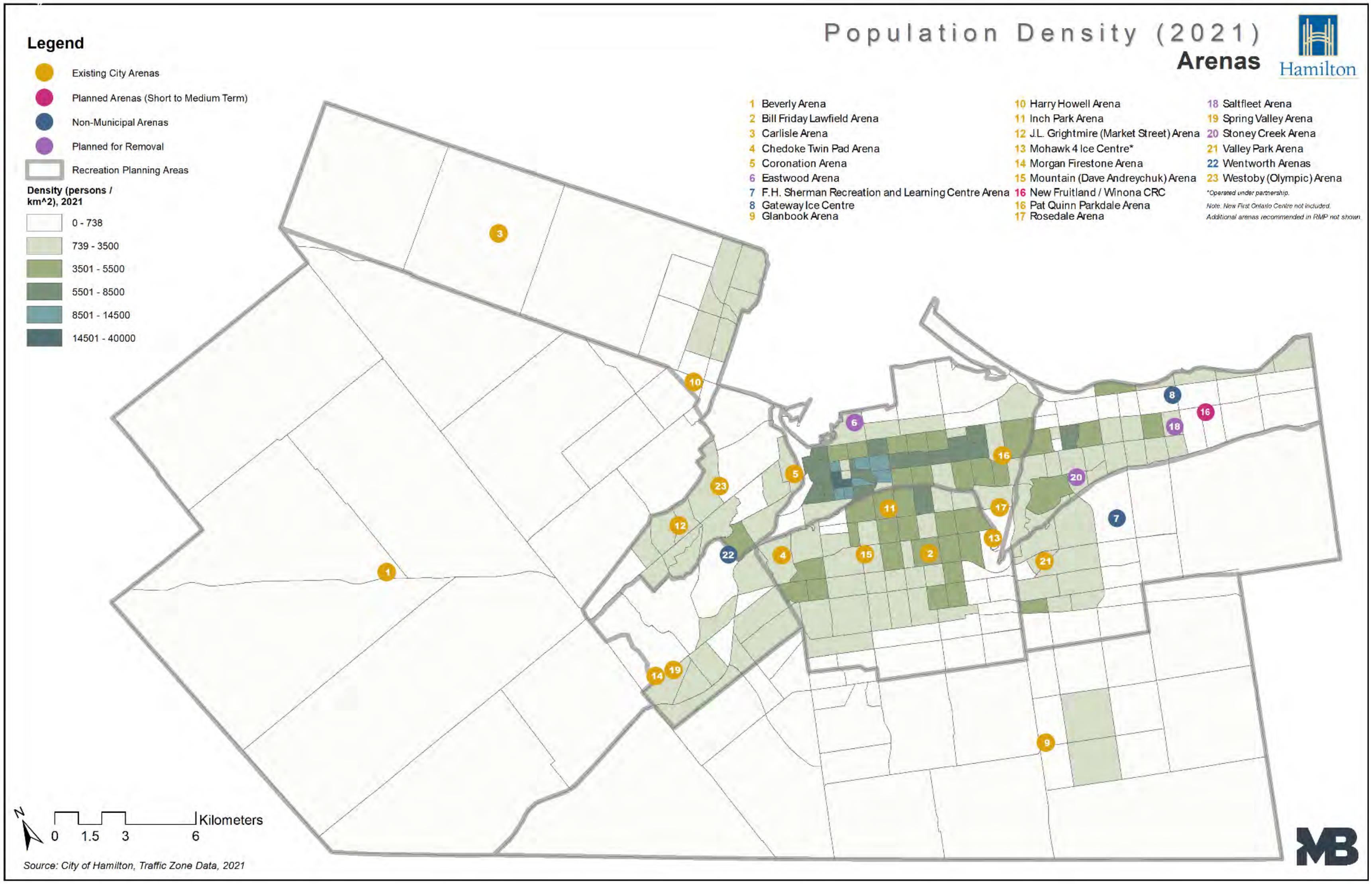
6c. Gymnasiums – Forecasted Population Density (2051)



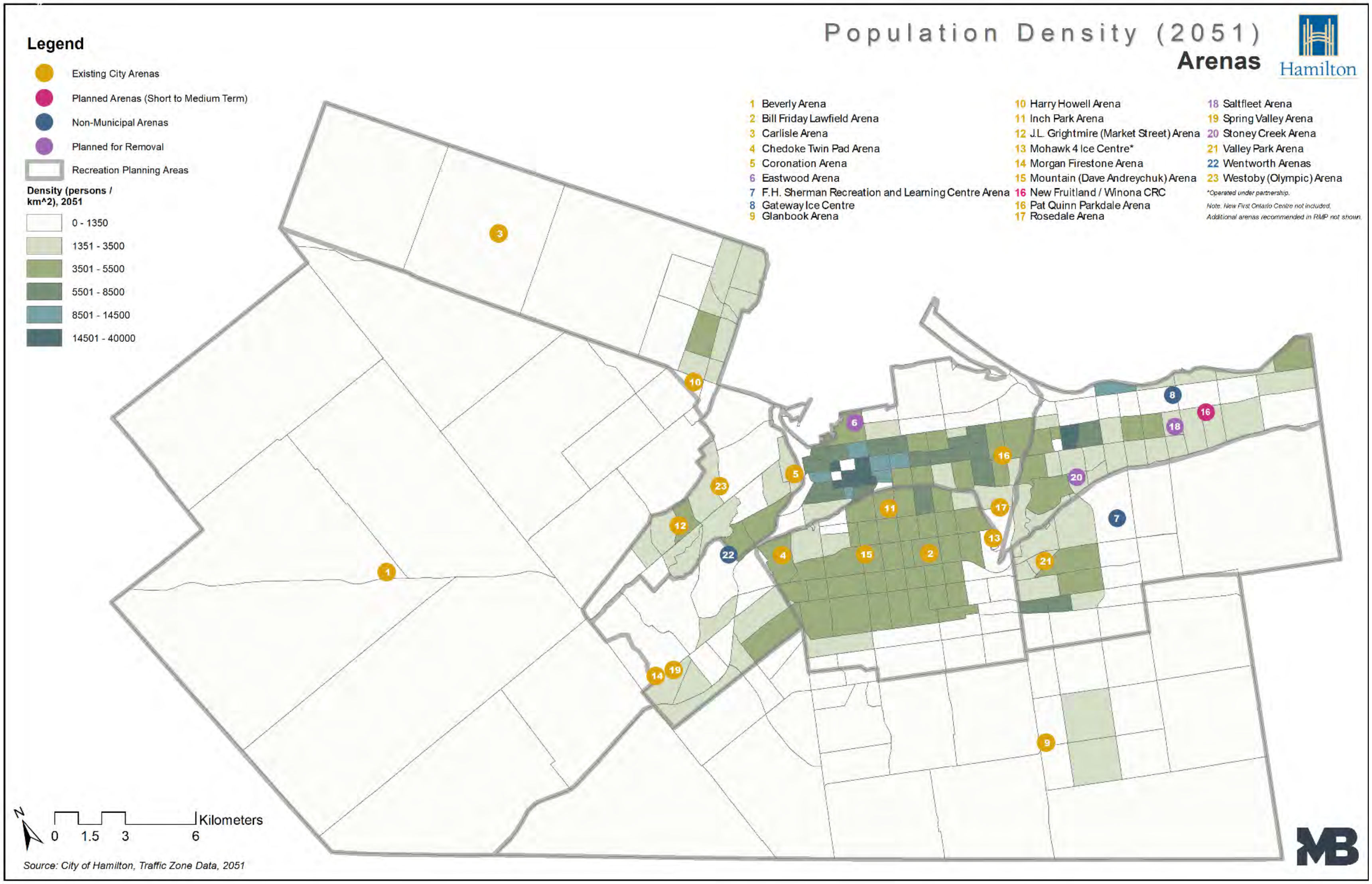
7a. Arenas – Distribution



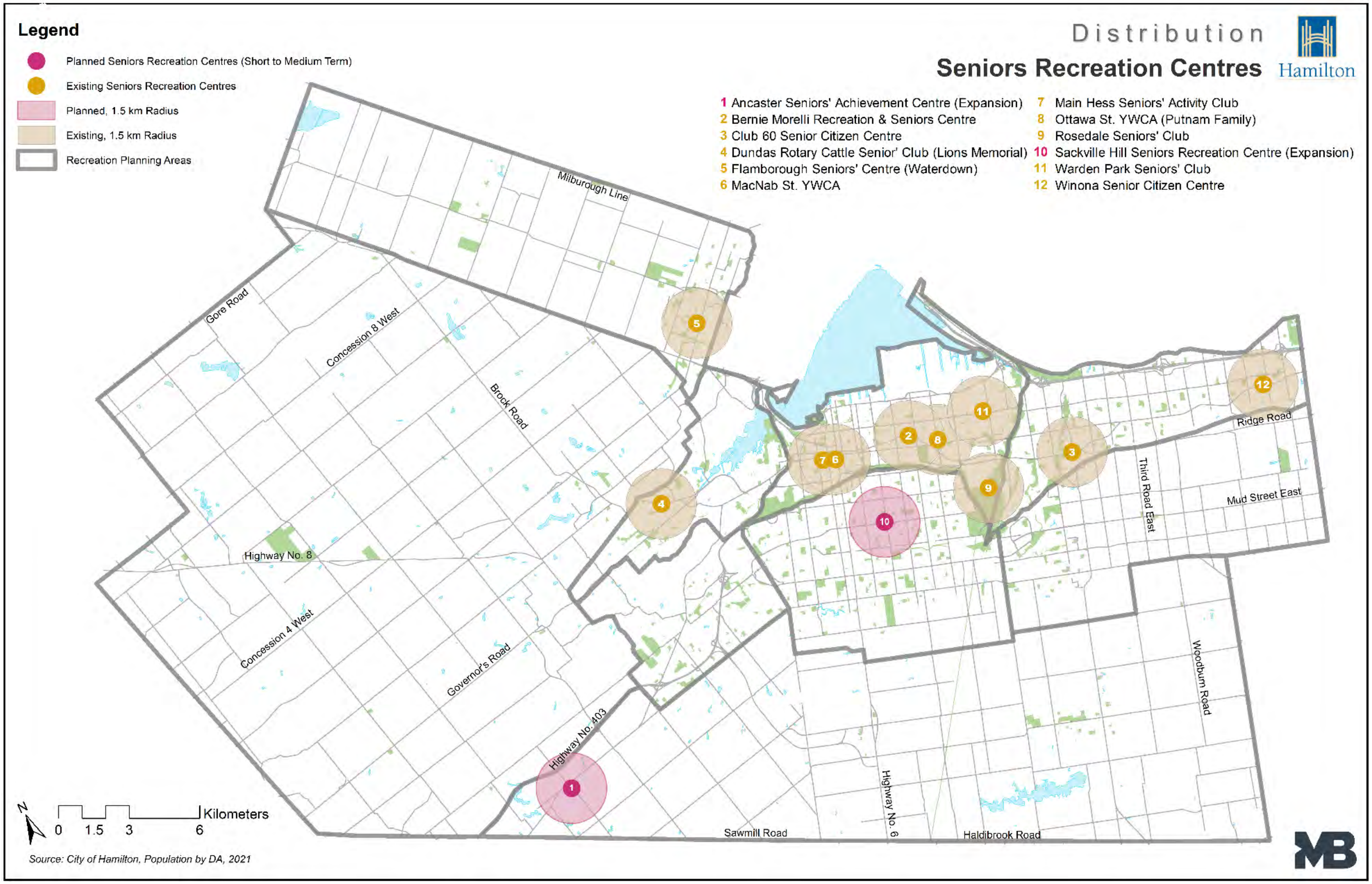
7b. Arenas – Population Density (2021)



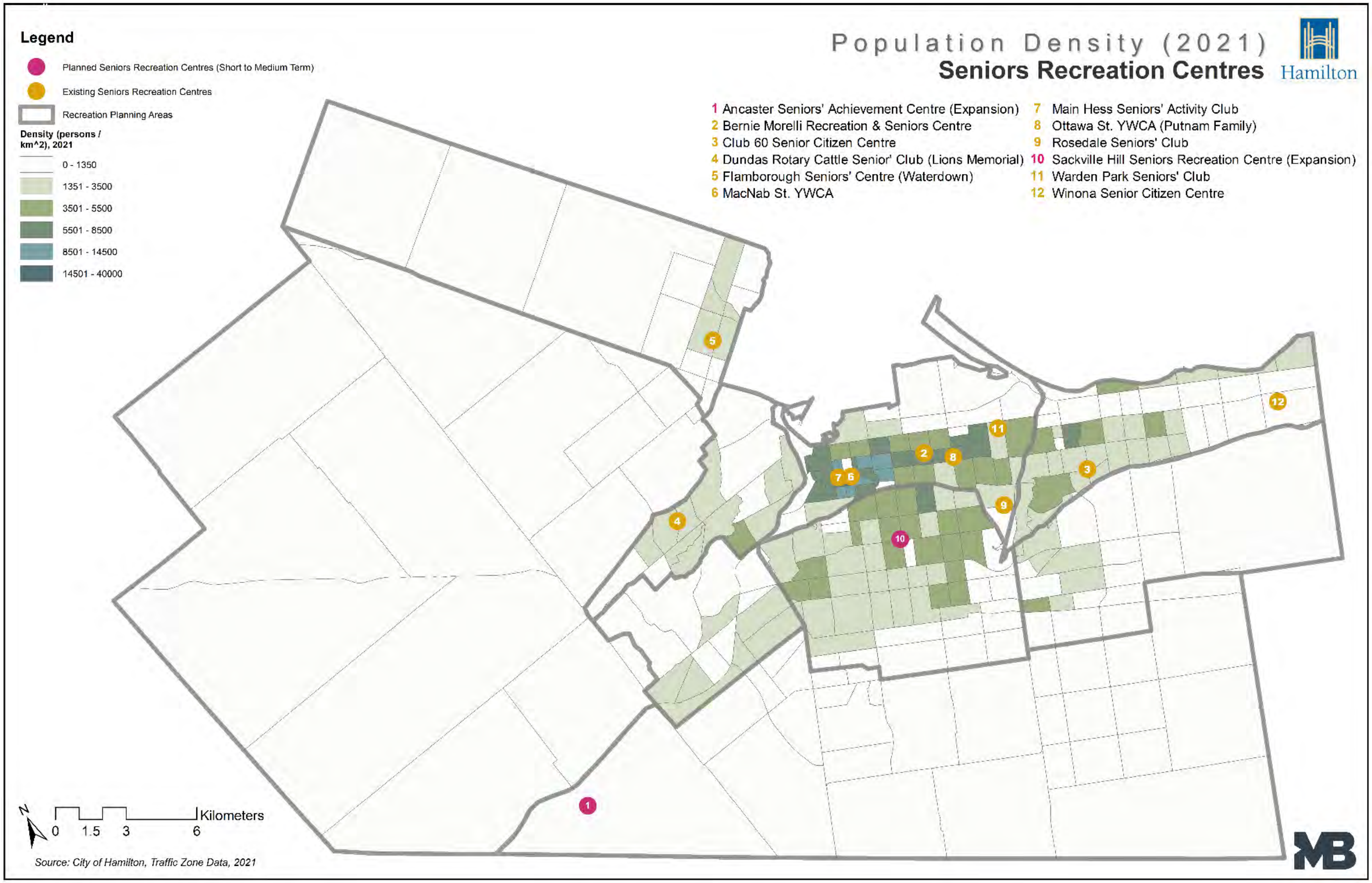
7c. Arenas – Forecasted Population Density (2051)



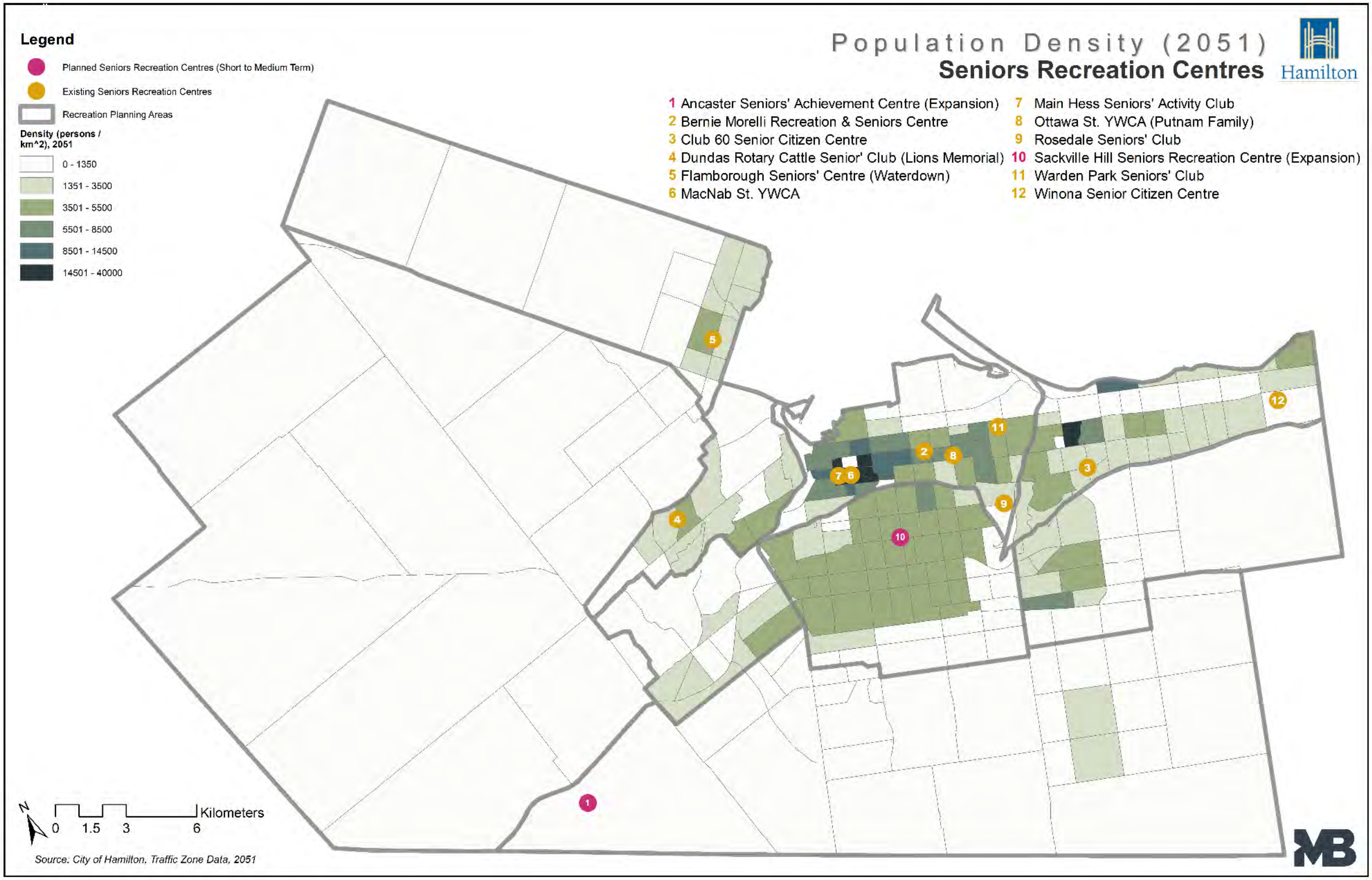
8a. Seniors Recreation Centres – Distribution



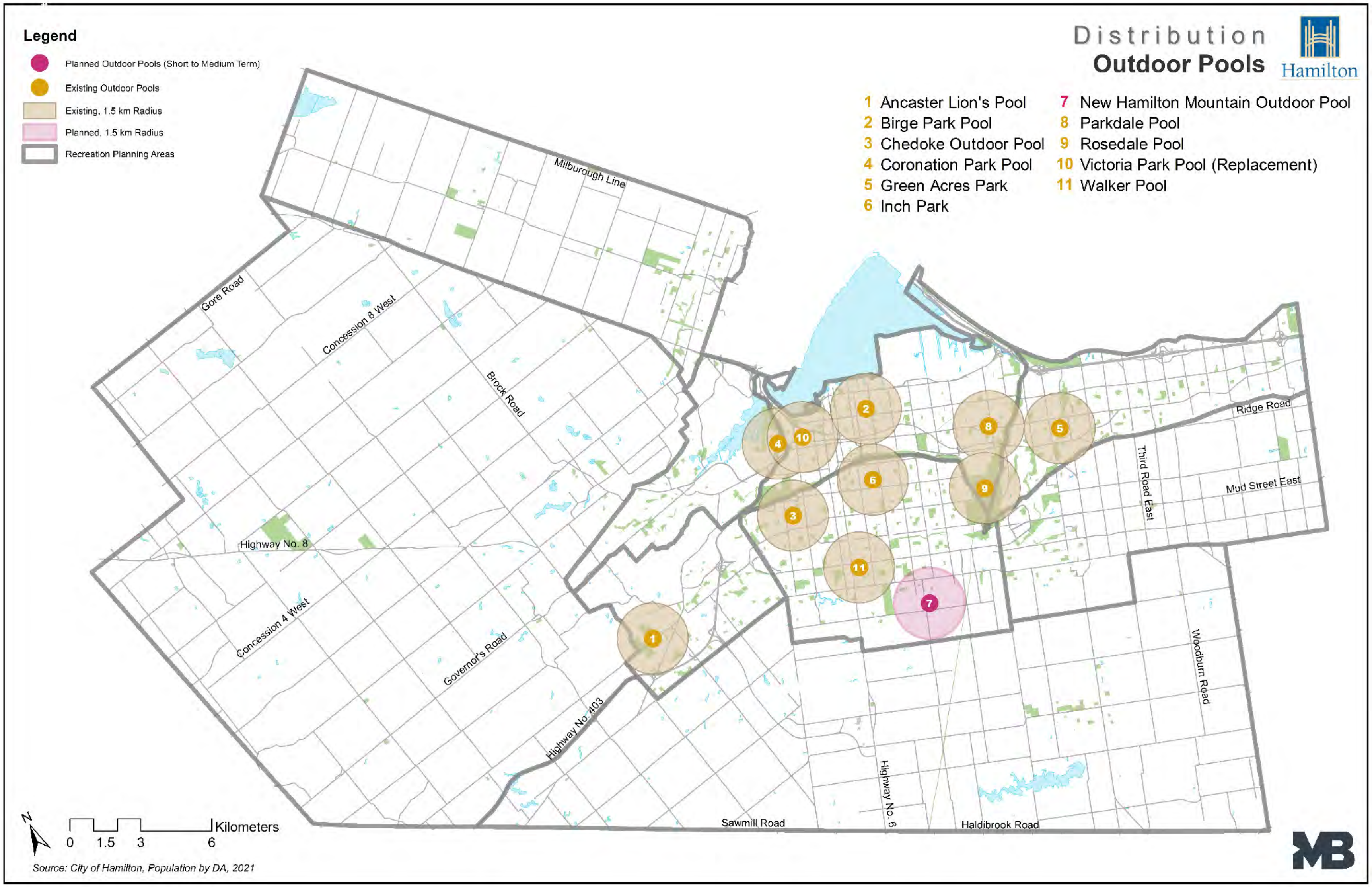
8b. Seniors Recreation Centres – Population Density (2021)



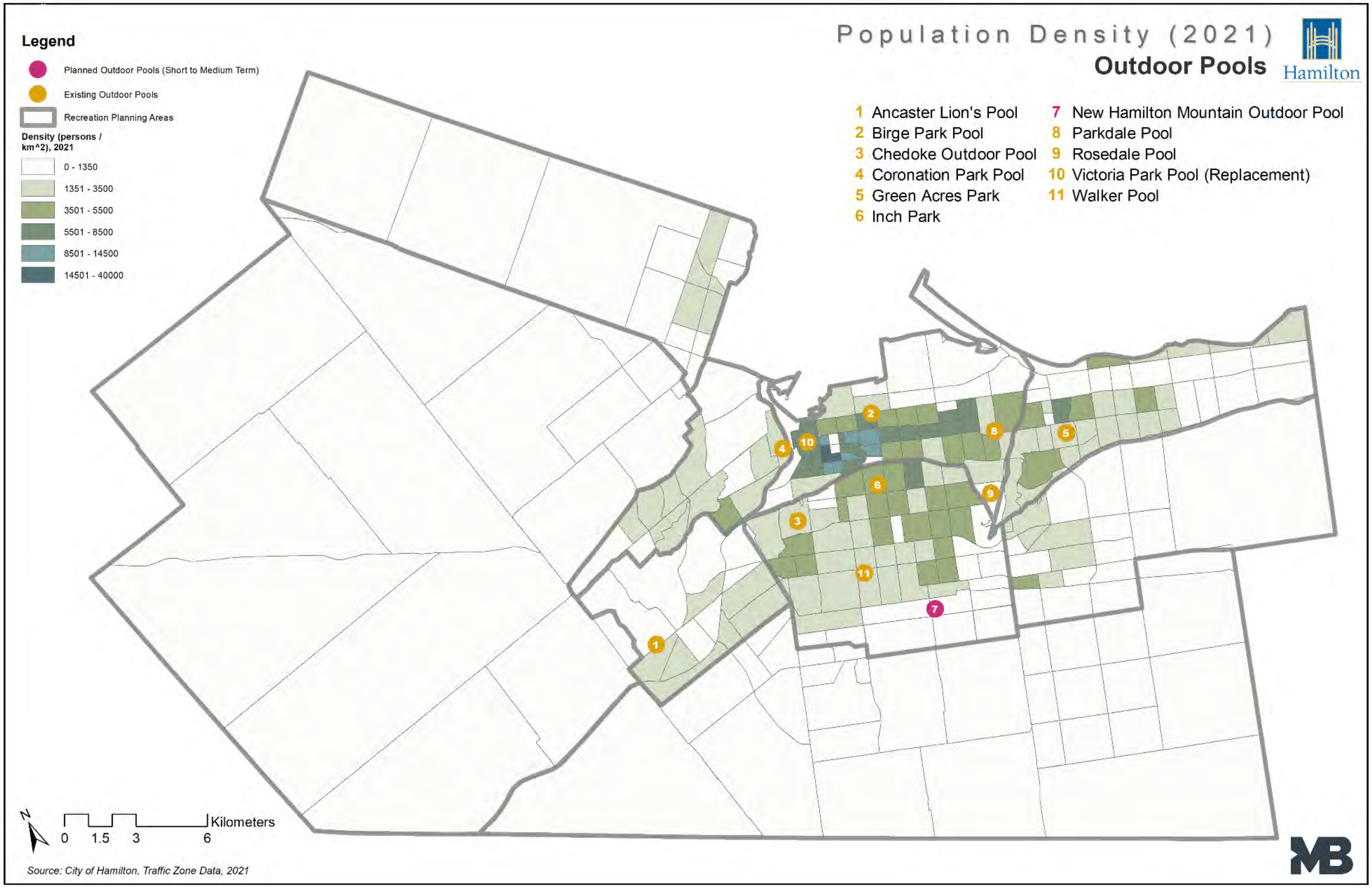
8c. Seniors Recreation Centres – Forecasted Population Density (2051)



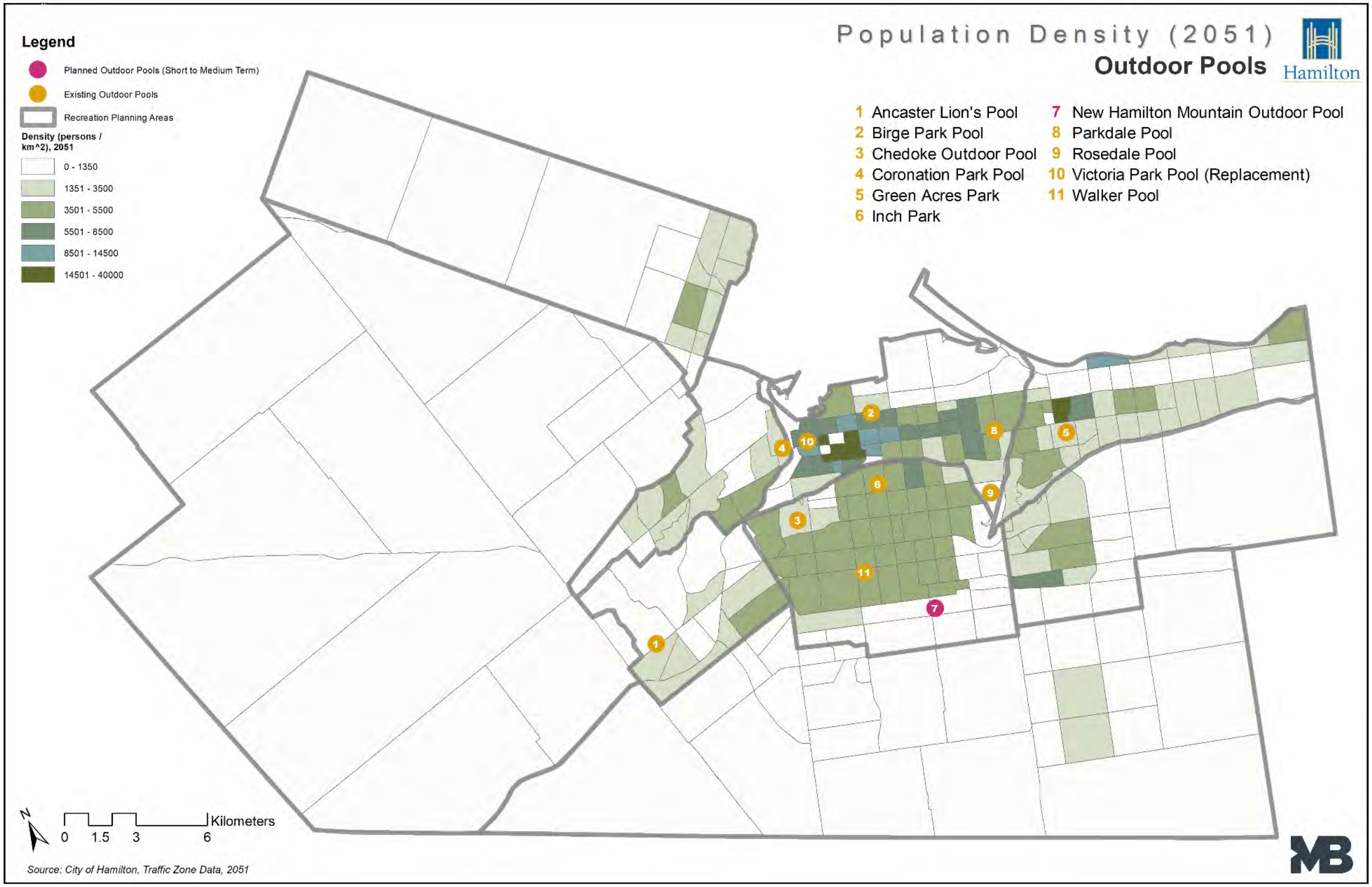
9a. Outdoor Pools – Distribution



9b. Outdoor Pools – Population Density (2021)



9c. Outdoor Pools – Forecasted Population Density (2051)



Appendix B: Alignment with Plans and Strategies

This Strategy has been informed by a review of strategic documents that ensures alignment with the City's goals and objectives.

Official Plan / Secondary Plans

The Rural Hamilton Official Plan (RHOP) was adopted in 2006 and approved in 2012 and the Urban Hamilton Official Plan (UHOP) was adopted in 2009 and approved in 2013. In 2023, the Official Plan Adjustments Act was enacted, which reverses many provincial modifications made in 2022. The effect of this legislation includes reversing decisions concerning population and job growth to the year 2051, as well as restoring the no urban boundary expansion growth strategy. Both Official Plans are currently in the process of being updated to reflect the Official Plan Adjustments Act, 2023. These Official Plans align with Our Future Hamilton 25-Year Community Strategy, and the City's Strategic Plan to achieve Hamilton residents' vision through the various goals and policies outlined.

Both the RHOP and UHOP provide direction and guidance on the management of Hamilton communities, land use change, boundaries, and physical development over the following 30 years. Projected growth will significantly alter the look, feel, and culture of Hamilton; however the guidance that is provided by the Official Plans can aid the City in achieving growth sustainably.

Hamilton's Urban and Rural Official Plan policies influence parks and recreation/community facilities in many ways, such as:

- Built Form policies require significant multi-residential developments to include indoor and outdoor amenity space.
- Community Services and Facilities policies encourage improved and expanded facilities in neighbourhoods that are poorly served, development of facilities in response to growth and provision of shared use and multi-service facilities.
- Public Realm policies support high quality and energy efficient design and construction, universal physical access to public spaces and buildings, and the provision of appropriate space to meet recreational needs.
- Urban Design policies direct how the community/recreation facilities, and parks should look aesthetically after development or retrofits are completed.
- Parks and Open Spaces policies require the addition of parks and amenities, particularly in growth areas, restrict development, and protect natural areas.

Council Priorities (2023)

In 2023, Hamilton City Council approved its priorities for the Council term (2022-2026). The priorities, which underpin the City's vision of being the best place to raise a child and age successfully, were chosen as critical areas in which to focus additional time, resources, and discretionary budget.

There are nine outcomes across the three priorities, along with measures of success. Priorities and outcomes with relevance to this RMPIS are noted below:

- Sustainable Economic & Ecological Development:
  - Reduce the burden on residential tax payers
  - Accelerate our response to climate change
  - Protect green spaces and waterways
- Responsiveness & Transparency:
  - Get more people involved in decision making and problem solving

Capital Budget (2024) & Long-term Capital Forecast

The City's 2024 Budget and Financial Plan seeks to balance the need for continuity of services, as well as increased level of service in priority investment areas, with affordability, recognizing the current rate of inflation and economic environment that residents and businesses in the community are facing. Key challenges and priority investment areas include: Affordable housing and homelessness; Advancing the City's climate action goals; Transportation; Public health and safety; and Responding to Provincial legislative changes.

In 2024, the gross capital budget (from all funding sources) for Recreation Facilities was $13.4 million, while $21.2 million was allocated to Parks and Forestry; these budgets include capital items that are beyond the scope of this RMP Implementation Strategy.

Over the years, the focus of past Tax Capital Budgets has been on the rehabilitation of the City's existing asset base. The City also establishes discretionary **block funding** to address state-of-good-repair maintenance projects through its capital budget. These monies help to fund lifecycle repair and replacement costs across all types of recreation and parks facilities. For 2024, the relevant block funding levels were $7.1 million for Recreation Facilities (increasing to $9.0 million in 2033) and $4.7 million for Park Development (increasing to $6.3 million in 2033). These allocations are increased annually at the rate of inflation.

The budget and forecast contain several notable recreation and parks capital projects in various stages of planning and delivery, identified in the following table.

Table 38: *Major Recreation Facility Projects identified in the 2024-2033 Capital Budget and Forecast*

Project	Years	Funding
Ancaster Senior Achievement Centre Gym Expansion	2024/25	$18.0M
Waterdown Pool and Recreation Centre	2024/25	$30.1M
Winona Community Centre (expansion of existing)	2024/25	$18.0M
Huntington Park Recreation Centre Retrofit Phase 2	2025/26	$0.9M
Sackville Hill Senior Expansion & Lifecycle Renewal	2026	$14.3M
Norman Pinky Lewis Rec Gym Expansion	2026/27	$9.2M
Kanétskare Recreation Centre Refurbishing	2027/28	$2.5M
Bennetto Recreation Centre Retrofit	2028	$6.4M
Sir Winston Churchill Recreation Centre - Expansion & Renovation	2028	$6.4M
Binbrook/Glanbrook Recreation Centre	2028	$38.3M
Mt. Hope New Recreation Facility	2028/29	$4.5M
Fruitland/Winona Recreation Complex	not stated	$36.9M

Note: Excludes retrofits to facilities.

Parks Master Plan

In 2023, the City completed a Parks Master Plan which assessed the supply, access and classification of Hamilton's parks system. The purpose of this document is to guide the future of the City's parks and open spaces and management decisions, and to prioritize the acquisition of new parkland. Hamilton's current provision target is 2.1 hectares per 1000 residents, and the City has four classes of parks which breakdown this provision target further. The following are the guiding principles that established the foundation for the recommendations of the master plan:

- Equity
- Adaptability
- Community Wellbeing
- Connectivity
- Resource Resiliency
- Collaboration
- Preservation

As a result of the Parks Master Plan, 18 short-term actions (<5 years), 10 medium-term actions (5-10 years), and 2 long-term actions (>10 years) were developed. Relevant actions include "identifying parkland priorities that can be achieved in conjunction with the recommendations set out in the City's Recreation Master Plan".

Community Energy and Emissions Plan / Climate Change Impact Adaptation Plan

The City of Hamilton declared a climate emergency in 2019. The Community Energy and Emissions Plan (ReCharge Hamilton) provides the City with a strategy to respond to the climate emergency. This plan aims to make Hamilton a net-zero carbon emissions City by 2050. Its purpose is to increase resilience while improving prosperity for all. ReCharge Hamilton focuses on 5 Low-carbon Transformations, including both timelines and targets:

1. Innovating our industry
2. Transforming our buildings
3. Changing how we move
4. Revolutionizing renewables
5. Growing green

While most of the discussion relates to energy matters, there is an emphasis on building transformations and actions that support the retrofitting of existing buildings to be more efficient. The report also discusses new buildings within the City and actions to improve their GHG profile while being developed. These actions would consider both residential and commercial buildings which would include recreational facilities within the City of Hamilton.

The Climate Change Impact Adaptation Plan guides the City in preparing for the impacts of climate change. 27 supporting actions were developed, sorted into four themes and eleven objectives. The resilient themes contained in this document include:

- Built environment
- People and health
- Natural environment, water and agriculture
- Energy and economy

Relevant objectives discussed in this report include incorporating climate change into future land use, development, and construction. Low impact development features and green infrastructure should be considered for the development of all new buildings and facilities.

Biodiversity Action Plan (2024)

The Biodiversity Action Plan is a city-wide, multi-stakeholder strategy that aims to protect Hamilton's future generations by enhancing and protecting the natural environment and associated biodiversity. The plan builds upon the policies of the Urban and Rural Official Plans with respect to the Natural Heritage System, and will guide future work plans across the organization. It also includes a set of proposed actions that can be undertaken by partner organizations to protect, restore, connect, and explore biodiversity in Hamilton.

The Biodiversity Action Plan is to be considered when initiating City projects and studies, looking for opportunities for mitigation of key threats to local biodiversity. The plan includes several actions for the City's Parks and Cemeteries Division to lead, including items focused on protecting the natural environment and stewardship initiatives. For example, Action 4.17 speaks to installing pollinator gardens as pilot projects, while Action 4.18 encourages the creation of naturalized areas in selected parks. Action 6.6 seeks to assess opportunities to reduce water consumption (in parks, facilities, etc.) and Action 7.1 recommends the development of an Open Space Management Plan to guide City of Hamilton natural open space stewardship.

Development Charges Study (2024)

The City of Hamilton approved a new Development Charges (DC) By-law on May 8, 2024. Development charges outline the fees for land development projects which help to pay for growth-related infrastructure.

The DC Background Study (2023) and Addendum (2024) identifies current parks and recreation service levels in order to establish a basis for future charges. The City is eligible to collect $232.96 million from DCs for growth-related recreation facility requirements between 2023-2032. In total, the DC-eligible amount for parks and recreation services (indoor and outdoor recreation, trails, equipment, etc.) is $310.23 million.

Based on the projected growth over the forecast period, the City has identified future growth capital needs totalling $468.26 million, including $259.29 million for recreation facility space. Informed by the Recreation Master Plan and other capital planning reports, notable recreation centre projects include:

- Winona Recreation Centre Expansion (2024-2027)
- Domenic Agostino Riverdale Community Centre Expansion (2024-2038)
- Waterdown Community Centre & Pool (2025-2027)
- Mt. Hope New Recreation Centre (2025-2028)
- Sackville Hill Senior Centre Expansion (2026-2028)
- Ancaster Senior Achievement Centre Expansion (2027-2029)
- Fruitland/Winona New Recreation Centre (2028-2031)
- Binbrook (Glanbrook) Community Centre (2028-2031)
- Stoney Creek Recreation Centre Gymnasium Expansion (2029-2031)
- Norman Pinky Lewis Recreation Centre Gymnasium Expansion (2029-2032)
- Elfrida Community Centre (2041)

Appendix C: Jurisdictional Review – Decision-Making Frameworks

In developing this Strategy, a review on how similar government entities prioritize facility investment decisions was undertaken to assist in the development of key criteria and weights. This review provides valuable insights into how other municipalities assess similar questions, including what attributes they consider, and which processes they follow. The following reports were reviewed:

1. City of Hamilton Parks Master Plan (2023)
2. City of Vancouver Community Centre Strategy (2022)
3. City of Toronto Facilities Master Plan Implementation Strategy (2019)
4. City of Vaughan Parks Redevelopment Strategy (2018)
5. City of Edmonton Community Recreation Facility Plan (2018)
6. City of Toronto Library Facilities Master Plan (2018)

These reports shared the following commonalities in their approach to evaluating and prioritizing facility investment decisions:

- The initiatives were undertaken in part due to aging infrastructure, rising needs, growing shortfalls in funding, and a need to maximize investment through high impact projects (new, revitalized, expanded, and/or relocated facilities).
- Equity and access were key principles embedded within each report.
- A multi-variable analysis was completed across dozens of assets, often within the same class of facilities (e.g., community centres, etc.).
- A ranking exercise was undertaken using a weights and measures approach that allowed each variable to be measured against its overall level of importance.
- Evaluation of capital renewal projects was typically kept separate from the prioritization of growth-related projects.
- Common types of evaluation criteria include:
    - Population
    - Location
    - Socio-demographics
    - Asset attributes
    - Usage
    - Opportunity
    - Cost
    - Public input and support

Appendix D: Evaluation and Scoring for Recreation Facility Prioritization

Report Exclusions

Excluded from the analysis in this Implementation Strategy are the following facilities. These venues have undergone significant capital renewal in recent years, are privately-operated, and/or were not identified as a facility requiring capital revitalization in the near term.

Exclusions include:

- Community Recreation Centres
  - Beasley Community Centre
  - Bennetto Recreation Centre
  - Bernie Morelli Recreation Centre
  - Flamborough Family YMCA
  - Hamilton Downtown Family YMCA
  - Huntington Park Recreation Centre
  - Sir Wilfrid Laurier Recreation Centre
  - Stoney Creek Recreation Centre
  - Turner Park Community Ctr (Library & YMCA)
  - Valley Park Community Centre
  - Westmount Recreation Centre
- Community Halls
- Indoor Pools (stand-alone)
  - Jimmy Thompson Pool
- Arenas
  - Beverly Arena
  - Carlisle Arena
  - Chedoke Twin Pad Arena
  - Coronation Arena
  - Glanbrook Arena & Auditorium
  - Harry Howell Arena
  - Inch Park Arena
  - J.L. Grightmire Arena (Market St.)
  - Lawfield Arena (Bill Friday)
  - Mohawk 4 Ice Centre
  - Morgan Firestone Arena
  - Olympic (Westoby) Arena
  - Pat Quinn Parkdale Arena
  - Rosedale Arena
  - Spring Valley Arena
  - Valley Park Arena
- Seniors Centres
  - Club 60 Senior Citizen Centre
  - Dundas Senior Citizen’s Club
  - Flamborough Seniors Centre
  - MacNab St. YWCA
  - Main Hess Activity Club
  - Ottawa St. YWCA
  - Rosedale Seniors Club
  - Warden Park Seniors Club
  - Winona Senior Citizen Centre
- Outdoor Pools
  - Ancaster Lions Outdoor Pool
  - Birge Outdoor Pool
  - Coronation Outdoor Pool
  - Green Acres Outdoor Pool
  - Inch Outdoor Pool
  - Parkdale Outdoor Pool
  - Rosedale Outdoor Pool
  - Walker Outdoor Pool

Criteria, Weights, and Scores

Criteria have been identified to enable the City to rigorously and objectively examine and prioritize potential capital projects. While the City uses a similar approach through its asset management process, the criteria are largely focused on the condition and functionality of physical infrastructure components and do not fully consider aspects of public benefit and need. A broader range of criteria will reduce the subjectivity in making key capital decisions while maximizing public benefit.

The following list of criteria, measures, and associated weighting has been developed to guide the prioritization process for major recreation projects recommended in the RMP. For each project, scores (0 to 2) are assigned for each criterion. Since some criteria are more important or reliable than others (based on Council/community priorities, available data, etc.), each score is applied to the criterion's weight, producing a score.

The criteria are initially divided into two indices: "Infrastructure" which identifies those facilities most at risk of failing; and "Equity" which identifies those projects that may have the greatest social impact. To inform decision-making regarding the City's investment in major community recreation facilities over time, a priority ranking is derived for each index.

Figure 17: Prioritization Indices

Infrastructure Index

A. Asset Condition & Design* (6 criteria)
B. Financial & Site Viability (3 criteria)

*For renewal projects only

Equity Index

C. Population & Social Impact (5 criteria)
D. Usage Levels & Public Support (3 criteria)

Subsequently, both indices are added together to derive a total overall score. The criteria are designed to generate a maximum score out of 100 points for each new capital project and 150 points for each revitalization project (as the latter have more criteria to measure against). Projects are then ranked in comparison to each other. **This combined ranking (which includes both infrastructure and equity criteria) is used to determine the overall level of investment priority recommended through this study.** Because existing and new facilities have different baseline criteria, they were scored separately.

Prioritization Framework Criteria – Infrastructure Index

Infrastructure Index

A. Asset Condition & Design

The facility is approaching or exceeding the end of its functional life, has limitations that impede programming, and needs significant investment. ***RENEWAL PROJECTS ONLY***

A1

Facility Age

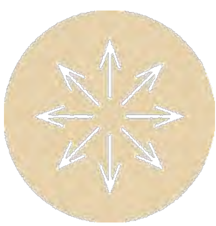
Rationale: Older facilities are in greater need of upgrading, renewal, or redevelopment.

Criteria: The facility is 40+ years old (and ideally without a substantial renovation in 30+ years).

Measure: Age of building (provided by City, using 2024 as the baseline)

Scoring: 0 (less than 30 years old), 1 (30 to 40 years old), 2 (more than 40 years old)

Weight: 10 points out of 150 (renewal projects only)

Infrastructure Index	
A2 **Condition** 	<u>Rationale</u>: Facilities with high levels of deferred maintenance and upcoming capital needs are in greater need of renewal or redevelopment. <u>Criteria</u>: The facility has a Facility Condition Index (FCI) in the fair to poor range. <u>Measure</u>: FCI data (using 2024 as the baseline) <u>Scoring</u>: 0 (good FCI), 1 (fair FCI), 2 (poor or critical FCI) <u>Weight</u>: 12 points out of 150 (renewal projects only)
A3 **Accessibility** 	<u>Rationale</u>: Facilities that are less accessible to persons with disabilities are in greater need of renewal or redevelopment. <u>Criteria</u>: The facility has average to poor barrier-free accessibility. <u>Measure</u>: Accessibility data (using 2024 as the baseline) <u>Scoring</u>: 0 (high), 1 (moderate), 2 (low) <u>Weight</u>: 10 points out of 150 (renewal projects only)
A4 **Experience** 	<u>Rationale</u>: Facilities with challenging designs or quality of space are in greater need of renewal or redevelopment. <u>Criteria</u>: The overall user experience is negatively affected by shortcomings in the facility's design, functionality, and/or quality of space. <u>Measure</u>: Qualitative analysis (assessed by City staff) <u>Scoring</u>: 0 (good), 1 (average), 2 (poor) <u>Weight</u>: 10 points out of 150 (renewal projects only)

Infrastructure Index	
A5 **Environmental Features** 	<u>Rationale</u>: Facilities that lack contemporary environmental features are in greater need of renewal or redevelopment. <u>Criteria</u>: The facility lacks contemporary environmental features (energy efficiency, contribution toward climate goals, resiliency factors). <u>Measure</u>: Qualitative analysis (assessed by City staff) <u>Scoring</u>: 0 (good), 1 (average), 2 (poor) <u>Weight</u>: 6 points out of 150 (renewal projects only)
A6 **Asset Risk** 	<u>Rationale</u>: Facilities with critical systems that are in poor condition have a greater likelihood of unplanned closures and impacts on levels of service. <u>Criteria</u>: The facility has critical components with a high consequence of failure that would negatively impact system capacity and levels of service. <u>Measure</u>: Qualitative analysis (staff assessment of how urgently a replacement to critical components is expected based on current condition and expected end of life) <u>Scoring</u>: 0 (low priority – 10+ years), 1 (intermediate priority – 4 to 10 years), 2 (imminent priority – 0 to 3 years) <u>Weight</u>: 12 points out of 150 (renewal projects only)

Infrastructure Index

B. Financial & Site Viability

The project has a high likelihood of being realized, is not unduly impacted by site-specific challenges or cost factors and has strong alignment with other corporate objectives.

B1

Logistical Viability

Rationale: Projects that are logistically viable and ready (or can be made ready) have a higher chance of being implemented.

Criteria: The project is logistically viable, including environmental constraints, land availability, compatibility with adjacent uses, and temporary closure.

Measure: Qualitative analysis (assessed by City staff)

Scoring: 0 (challenges likely), 1 (uncertain), 2 (opportunities likely)

Weight: 12 points out of 90/150 (new/renewal projects)

B2

Capital Cost

Rationale: Lower cost projects have a higher chance of being implemented.

Criteria: The project is financially viable and represents an efficient use of resources (including considerations of cost avoidance).

Measure: New facilities: order of magnitude cost estimates (estimated)
Existing facilities: lifecycle costs (2024-2038).

Scoring: 0 (high cost), 1 (moderate cost), 2 (low cost)

Weight: 8 points out of 90/150 (new/renewal projects)

Infrastructure Index

B3

Value-added Opportunities

Rationale: Projects that also help the City achieve other objectives have a higher chance of being implemented.

Criteria: The project has the potential to leverage value-added opportunities (e.g., operational efficiencies, partnerships, funding, alignment with other civic initiatives, sport tourism, economic impact, social housing, multi-departmental investments, etc.).

Measure: Qualitative analysis (assessed by City staff)

Scoring: 0 (low to no alignment), 1 (some alignment), 2 (strong alignment)

Weight: 6 points out of 90/150 (new/renewal projects)

Prioritization Framework Criteria – Equity Index

Equity Index

C. Population & Social Impact

There is substantial local demand for the facility based on the current and forecasted population, geographic distribution, and equity and inclusion factors.

C1

Geographic Need

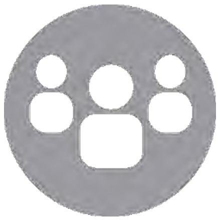
Rationale: Facilities that are conveniently located within the community are better used and are able to serve more needs.

Criteria: The facility is in a geographic gap area (or would be if existing facility was repurposed).

Measure: Other municipal facilities within 1.5km (note: custom distance used for outer communities)

Scoring: 0 (area served by 2 or more facilities), 1 (area served by 1 other facility), 2 (area not served by other facilities)

Weight: 12 points out of 90/150 (new/renewal projects)

Equity Index	
C2 **Population Need** 	<u>Rationale</u>: Targeted investment in existing and growing areas is needed to address local needs. <u>Criteria</u>: The area is projected to have a sufficient population to support the facility. <u>Measure</u>: 2051 population forecasts within 1.5km of facility/site (no urban boundary expansion growth scenario) <u>Scoring</u>: 0 (low – less than 10,000 persons), 1 (medium – 10,000 to 19,900 people), 2 (more than 20,000 people) <u>Weight</u>: 12 points out of 90/150 (new/renewal projects)
C3 **Socio-economic Position** 	<u>Rationale</u>: Households in lower socio-economic positions have a greater need for affordable services and are less able to travel beyond their neighbourhood to access these services. <u>Criteria</u>: The facility serves one or more geographic areas with a high degree of material resource deprivation (i.e., relating to housing, food, clothing, and education) <u>Measure</u>: Public Health Ontario's Marginalization Index ("Material Resources" measure, dissemination level analysis)[11] <u>Scoring</u>: 0 (quintile score of 2.3 or less), 1 (quintile score of 2.4 to 3.6), 2 (quintile score of 3.7 or more), most marginalized <u>Weight</u>: 10 points out of 90/150 (new/renewal projects)

[11] www.publichealthontario.ca/en/Data-and-Analysis/Health-Equity/Ontario-Marginalization-Index

Equity Index

C4

Priority Age Group

Rationale: While recreation facilities provide essential spaces for people of all ages, some facilities have usage profiles that are oriented more towards specific ages.

Criteria: For community centres, outdoor pools, and arenas, there are a high percentage of children/youth in the area (ages 0-19). For seniors centres, there are a high percentage of older adults/seniors in the area (ages 60+).

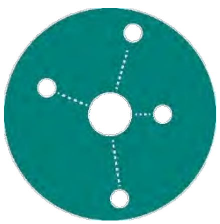
Measure: 2021 Census data (dissemination level analysis)

Scoring: For community centres, outdoor pools, and arenas, 0 (below average, <20%), 1 (average, 20% to 23%), 2 (above average, >23%). For seniors centres: 0 (below average, <23%), 1 (average, 23% to 27%), 2 (above average, >27%)

Weight: 8 points out of 90/150 (new/renewal projects)

C5

Other Providers



Rationale: Areas lacking other (non-municipal) service providers are in greater need of municipal investment.

Criteria: There are a lack of other suitable providers in the vicinity.

Measure: Scan of Hamilton facilities and other providers (internet search and known sources), such as YMCAs and private arenas

Scoring: 0 (two or more alternate providers), 1 (one alternate providers), 2 (no alternate providers)

Weight: 6 points out of 90/150 (new/renewal projects)

Equity Index

D. Usage Levels & Public Support

The facility has high levels of use (or nearby facilities are at capacity) – particularly for equity-deserving populations – and broad support within the community.

D1

Program Demand

Rationale: Facilities that are fully programmed and well used are an indicator of latent demand in the area, suggesting a need for additional space or investment.

Criteria: There is sustained demand for existing and/or expanded programs.

Measure: Change in visits/hours of use data for facility (or nearest facility) between 2017 and 2023 (provided by City)

Scoring: 0 (decreasing visits), 1 (steady visits), 2 (increasing visits)

Weight: 4 points out of 90/150 (new/renewal projects)

D2

Service to Equity-Deserving Populations

Rationale: Facilities that are used by equity-deserving populations (e.g., low-income, girls/women, preschool/teens, etc.) are serving a vital community need.

Criteria: The facility is used for programming or rentals specifically targeted to equity-deserving populations.

Measure: Annual facility-specific drop-in, registered, and rental hours for equity-deserving groups

Scoring: 0 (no service), 1 (1 to 1,999 hours of annual service), 2 (2,000+ hours of annual service)

Weight: 4 points out of 90/150 (new/renewal projects)

Equity Index	
D3 **Public Support** 	Rationale: Projects that respond to a key priority that has broad community support should be elevated. Criteria: There is community support for development, revitalization, or replacement. Measure: 2022 RMP survey (assessed by consultants) Scoring: 0 (low support), 1 (moderate support), 2 (high support) Weight: 8 points out of 90/150 (new/renewal projects)

Flexibility and Opportunity/Readiness Scans

A degree of flexibility is necessary in applying these rankings referred to above. For example, projects that advance necessary safety improvements and support critical systems will take priority over discretionary projects. Readiness also comes into play as projects with defined sites and funding sources may proceed more quickly than projects without these necessary pre-conditions. Inserting facilities into existing parks (where appropriate) may expedite implementation if funding is available. In other instances, new land will be needed to accommodate the facilities; thus, appropriate phasing that aligns with the growth and development process is essential.

Opportunity and Readiness Scan for Hamilton's Recreation Facilities

Prior to finalizing the priority order of projects, it is important to note that some projects are linked and must be considered as a coordinated set. Successful implementation requires that the City's planning processes be aligned with the priorities emerging from this Implementation Strategy.

Examples include:

- **Approved Capital Projects:** Hamilton is currently advancing plans to revitalize existing facilities and build new facilities to address growth-related needs. These projects have been supported by the Recreation Master Plan, community input, asset management plans, etc. These projects will remain in the queue for implementation and will be unaffected by the decision-making framework within this strategy. These projects include (but may not be limited to):
  - Ancaster Senior Achievement Centre expansion
  - New Waterdown CRC
  - New/replacement Winona Community Centre
  - Sackville Hill Seniors Recreation Centre expansion
  - New Glanbrook CRC
- **H.G. Brewster Pool (relocation/replacement) and New Winona Community Centre (new build):** The Winona Community Centre is proposed to include a new aquatic complex that will replace H.G. Brewster Pool and serve future growth in the area.

- **Stoney Creek Recreation Centre (gymnasium expansion) and Stoney Creek Arena (repurpose):** The addition of a gymnasium to the Stoney Creek Recreation Centre requires the use of the land that the Stoney Creek Arena is situated on to make room for parking, staging, etc.
- **Norman Pinky Lewis Recreation Centre (gymnasium expansion and CRC revitalization):** There may be efficiencies to revitalize this CRC at the same time that the proposed gymnasium expansion occurs.
- **Selected Arenas (repurposing/replacement) and Fruitland/Winona Recreation Complex (new build):** Up to three single pad arenas (Eastwood, Stoney Creek, and Saltfleet) are proposed to be repurposed to other uses and replaced with a new twin pad facility (Fruitland/Winona Recreation Complex). As timing of these projects is subject to demand, one or more facilities may be retired in advance of new construction. The Eastwood Arena site is also to be assessed as a site for a future CRC.
- **Facilities attached to schools (revitalization):** Hamilton operates several CRCs and indoor pools that are co-located with and attached to schools. Any major revitalization project will require a readiness scan and coordination with the school board. Investment decisions should give consideration to the long-term future of the school and alternative options to optimize public access and secure municipal investments, among other relevant factors.
- **General Readiness:** Planning has yet to be initiated for several projects identified as high priorities based on the decision-making framework, such as selected CRC revitalization projects. These projects will be identified for later in the short-term or medium-term to enable more detailed study and capital planning. Accommodating construction on existing sites may also require additional advanced planning regarding stage and temporary closures.

To achieve alignment with the Recreation Master Plan, account for necessary project coordination, and maximize community benefits, the rankings for the aforementioned facilities have been adjusted based on the above-noted opportunity scan.

Additional investigation and considerations may still be required to validate the results of the scoring exercise and opportunity/readiness scan. For example, facilities and services operate at different scales, serving unique catchment areas and priority populations. Context is also important, but challenging to account for, such as comparing the development of new facilities and renewal of existing ones in different areas of the city.

Prior to investment, each project requires a **business case** that will more closely examine capital improvements, internal constraints, site suitability, potential for partnerships, as well as within the context of the overall capital program. Furthermore, the City should update the opportunity scan every year though the annual budget process that allows for the consideration of factors that may elevate the timing of a project. Capital data sheets should be updated as required and reporting tools developed to communicate priorities to the community.

This approach should be refreshed every few years as new data becomes available and/or other potential priorities emerge. For instance, the prioritization framework can guide the evaluation of projects that emerge in the future (including those that are not captured within this Implementation Strategy), allowing staff to bring forth options for Council's consideration as part of overall strategic planning processes.

Note: In the table below, the "initial rank" illustrates the results of the prioritization framework, while the "adjusted rank" represents the modified prioritization based on the opportunity scan that considers factors such as approved capital projects, coordination of proposed projects, alignment with community needs, opportunities for alternative programming and repurposing, and overall readiness for the City and its partners.

Revitalization Rankings (all Facility Types)

Adjusted Rank	Existing Facility	Facility Type	Initial Rank	Infrastructure Score	Equity Score	Total Score
1	**Victoria Park Outdoor Pool**	Outdoor Pool	1	75	42	117
2	**Eastwood Arena (repurpose)**	Arena	9 (tie)	67	22	89
3	**H.G. Brewster Pool (relocate)***	Indoor Pool	13	61	26	87
4	**Dave Andreychuk Mountain Arena**	Arena	4	59	42	101
5	**Chedoke Outdoor Pool***	Outdoor Pool	2	58	49	107
6	**Dundas Community Pool**	Indoor Pool	5	61	39	100
7	**Stoney Creek Arena (repurpose /relocate)**	Arena	9 (tie)	62	27	89
8	**Saltfleet Arena (repurpose /relocate)**	Arena	3	74	32	106
9	**Hill Park Recreation Centre***	CRC	6	47	50	96
10	**Sir Winston Churchill Recreation Centre***	CRC	7	46	50	96
11	**Ancaster Aquatic Centre***	Indoor Pool	8	54	36	90
12	**Norman Pinky Lewis Recreation Centre****	CRC	9 (tie)	51	38	88
13	**Sir Allan MacNab Recreation Centre***	CRC	12	45	43	88
14	**BGC Hamilton-Halton Kiwanis Club**	CRC	14	54	32	80
15	**Central Memorial Recreation Centre**	CRC	15	46	34	80

Adjusted Rank	Existing Facility	Facility Type	Initial Rank	Infrastructure Score	Equity Score	Total Score
16	**Dundas Lions Memorial Community Centre**	CRC	16	38	41	79
17	**Kanétskare Recreation Centre***	CRC	17	49	29	78
18	**Ancaster Rotary Centre**	CRC	18	42	34	76
19	**Dominic Agostino Riverdale Recreation Centre***	CRC	19	20	54	74
20	**Dalewood Recreation Centre***	CRC	20	38	32	70

*joint land ownership or agreement with school board – shared building

**adjacent to school site – separate buildings

New Facility Rankings (all Facility Types)

Adjusted Rank	New Facility	Facility Type	Initial Rank	Infrastructure Score	Equity Score	Total Score
1	**New Waterdown CRC (Harry Howell site)**	CRC	2	22	48	70
2	**Expand Ancaster Seniors Achievement Centre**	Seniors Centre	8	22	32	54
3	**New Winona Community Centre (Winona CC site)**	CRC	3	18	50	68
4	**Expand Sackville Hill Seniors Recreation Centre**	Seniors Centre	1	22	51	73
5	**Gymnasium Expansion (Stoney Creek Recreation Centre)**	Gymnasium	5	17	42	59
6	**New Binbrook CRC (Glanbrook Arena site)**	CRC	6	16	42	58
7	**Gymnasium Expansion (Norman Pinky Lewis Recreation Centre)**	Gymnasium	4	26	34	60
8	**New Lower Hamilton CRC (Eastwood Arena site)**	CRC	9	18	35	53
9	**New South Mountain CRC (site tbd)**	CRC	7	6	49	55
10	**New Hamilton Mountain Outdoor Pool (site tbd)**	Outdoor Pool	10	14	35	49
11	**New Fruitland/Winona Recreation Complex (Community Park site near Jones and Barton)**	Arena	11	15	25	40

Appendix E: Park Facilities – Strategy Examples

Below are a series of case studies that illustrate the approach taken by other Canadian municipalities in developing and implementing several key strategies and initiatives similar to those identified in this Implementation Strategy for the City of Hamilton.

Example: Community Sport Plan

Many municipalities across Ontario and Canada have taken an interest in sport tourism as a way to boost local economic growth, connect communities, attract people and groups, and inspire physical activity and wellbeing. Sport tourism plans are broad techniques and plans for the City to promote sport tourism, whereas the pursuit of sport field upgrades such as investing in artificial turf fields are specific techniques to provide the facilities and infrastructure that can host larger sporting events.

Sport Tourism Strategy Framework 2021 – City of Kingston

The City of Kingston regards itself as a desirable city for sport tourism because it offers a variety of high-quality sports facilities to host National, Provincial, and local events. The City's Sport Tourism Strategy Framework provides a comprehensive plan to align itself with the structural, financial, operational, and marketing approaches that need to occur to continually foster interest in the City as a destination for sporting events. Additionally, the City has a Sport Facility Guide that serves as a brochure-type document for interested sport organizations to refer to when considering the City as a location for events. This document showcases each relevant facility including amenities, seating and hosting capacity, and past sport events that have been hosted at each facility.

Example: Partnership Guideline

Unsolicited Proposal Program – City of Kelowna BC

Kelowna's Unsolicited Proposal Program invites individuals and organizations to submit innovative ideas that address community challenges and align with the city's priorities. The program emphasizes transparency and public benefit, ensuring proposals are evaluated fairly. Key aspects include:

- Submission Process: Proponents complete an online intake form detailing their proposal and its alignment with city objectives.
- Evaluation Criteria: Proposals are assessed based on uniqueness, alignment with city priorities, value for money, feasibility, and the need addressed.
- Transparency Measures: To maintain fairness, all communications must go through the Partnership Office, and attempts to influence the process through other channels may lead to discontinuation of the proposal's consideration.

This program enables the city to consider innovative solutions from the community while maintaining a structured and transparent evaluation process.

Example: Park Redevelopment Strategies

Neighbourhood Parks Improvement Fund –City of London

The City of London designates a general fund to support neighbourhood parks. In its 2024-2027 budget, London allocated $4 million to enhance 23 parks across the City. Some of the amenities that this budget will directly support includes the addition of new tennis and pickleball courts, playground equipment and swings, cricket batting cages, shade structures, outdoor fitness equipment and even upgraded basketball courts. In the first year of the fund (2024), two parks have already been addressed with basketball courts added to neighbourhood parks.

The City of London is unique in this approach to offering municipal funds to support neighbourhood parks, allowing them to prioritize smaller parks or minor park projects and improvements. This is aligned with London's Neighbourhood Decision Making (NDM) program that allows residents to be involved in shaping their communities by submitting, voting on, and implementing projects to enhance their neighbourhoods.

Parks Redevelopment Strategy – City of Vaughan

The City of Vaughan's Parks Redevelopment Strategy (2018) outlines a framework that prioritizes available park funds. This Strategy included two streams of analyses that recognize the differences between certain park types, functions, features and service areas, with a focus on: a) District and Neighbourhood Parks with the Greatest Needs; and b) Parks in Intensification Areas. Parks were prioritized are based on the age of the park, infrastructure condition, community need, and whether or not there is greater demand placed on the park.

The City received over $2 million from the Federal Economic Development Agency for Southern Ontario to supplement municipally-funded wholesale park redevelopment projects. The first location to be funded was Glen Shields Park, which was upgraded to include a newly constructed playground area, improvements to the existing playground area, a new splashpad, new outdoor fitness equipment and multi-purpose court to play basketball and ball hockey, an improved acrylic-surface tennis court, upgraded accessible walkways with LED lighting and new furnishings (such as seating, bike racks, benches and picnic tables).

Playground Program – City of Mississauga

The City of Mississauga's strategy for upgrading parks and playgrounds requires the ongoing monitoring of existing playground conditions. Playgrounds are ranked and prioritized based on its structural condition and is given a life span of approximately 20 to 25 years before life cycle replacement might be required. To fund these upgrades, the City was awarded more than $5 million from the Government of Canada in 2017 to undertake the redevelopment of 54 projects including playgrounds, trails, or other projects. Many of these projects will improve the accessibility of the amenities.

Playground Revitalization Project (2022) – City of Greater Sudbury

In 2018, the City of Greater Sudbury, in partnership with the United Way Centraide North East Ontario, approved of a $2.3 million Playground Revitalization Project to upgrade 58 playgrounds. These playgrounds were selected for revitalization following the City's review of parks inventory and conditions, which ranked the parks based on a rating of poor, satisfactory, or good. Parks that were considered in poor condition were identified for revitalization in the upcoming years, which remains ongoing due to the delays presented by the COVID-19 pandemic. For funding sources, the City relies on United Way to match their contributions for the project and aims to pay off the remaining debts over a period of 25 years, using funds set aside from the Healthy Community Initiative fund, Leisure Services Capital budget, and the FedNor Canada Community Revitalization Fund to cover the repayments.

Example: Sports Field Upgrade Plan

Sport Field Strategy – City of Vancouver

The Sport Field Strategy crated by the City of Vancouver outlines the major capital initiatives to be completed over a ten-year horizon. The Strategy outlines five 'Big Moves' or future actions based on data collected and feedback from the community which includes:

- Renew existing synthetic turf fields
- Convert select All-weather (gravel) fields to synthetic turf fields
- Create hub sites
- Establish dedicated ball diamond and rectangular field parks
- Establish sport-specific priority fields

The plan included a roadmap identifying priority investments over the nest 15+ years. Priorities were identified through set of site selection criteria including:

1. **Pre-development Condition:** Identifies whether upgrades to the site is supported by the existing conditions, or if upgrades will present potential complexities or risks (i.e. site topography, geotechnical condition, and impact to environment).
2. **Existing Complementary Infrastructure:** Identifies any existing infrastructure or amenities at the site (i.e. fieldhouses, washrooms, changerooms, etc.).
3. **Impacts on Existing Uses and Programs:** Identifies potential impacts of project upgrades on users, functions, and programs, including the extent to which these disruptions may occur.
4. **Transportation Access:** Identify level of access by different modes of transportation (i.e. proximity to transit routes, parking, etc.).
5. **Utilization Context:** Identify current utilization levels of fields to ensure that any projects or upgrades do not displace current users and groups without offering suitable alternatives or without causing broader negative consequences on the overall field system (e.g. significant increase in operating costs, strains on a single site due to increased usage).
6. **Supported by Policy and Planning:** Ensure that there are synergies with current City strategies, plans, and policies, particularly those sites explicitly approved by City Council neighbourhood plans or large site developments.

7. **Geographic Distribution and Gaps:** Balance the spatial distribution of investment.
8. **Equity Gaps and Considerations:** Consider which project locations are best suited to serve areas that are represented by equity denied groups (i.e. there may be a preference to upgrade certain sites to be a multi-use space rather than solely an artificial turf field to be used by a greater population of the community).

Sport Field Investments – City of Vaughan

The City of Vaughan offers different turf fields to achieve their strategy to be a destination city for interests such as sports tourism (Vaughan Destination Master Plan). A new, artificial turf field at the Vaughan Grove Sports Park that meets FIFA standards, includes new fencing and goal backstops, spectator seating, shelters, and more. Not only can the field accommodate a large group of fans, but the high-quality standard of the field allows for greater opportunities to host sport competitions and games. Alternatively in Vaughan, the Ontario Soccer Centre offers an outdoor turf fields and a vast, indoor facility to host soccer games and tournaments, with the capacity to host nearly 80 soccer teams and seat 1,200 spectators. The Ontario Soccer Centre hosts events such as the 2016 Canada Soccer National Championships U-18 Cup where over a thousand players competed.

Example: Parkland Acquisition (land banking)

Cooksville Parkland Long Term Acquisition – City of Mississauga

The 2019 Future Directions Master Plan established parkland targets for the City of Mississauga, recommending 12% of lands within the Downtown Growth Area be dedicated for parklands. As an urbanizing and expanding city, much of these growth areas were identified as having a lack of parkland, and with the expected 50,000 residents predicted to move to the Downtown Growth Area by 2041, a need for parkland to be secured was seen as a necessary step. The City of Mississauga began identifying strategic lands that may protect and enhance natural areas and support connectivity and existing parkland features and benefits. As a strategy to secure land, the City underwent confidential negotiations with interested property owners, some of whom lived on the property. 31 properties were identified spanning 25 acres in total, and these properties were in areas facing urban population growth and would require additional parkland. To fund the acquisitions, funds were sourced from the Cash-in-lieu Parkland Reserve. In 2022, the City reported that of the 31 sites, 17 properties (approximately 19 acres) have been purchased so far, and demolitions (taking down homes) are underway.

101-Acre Outdoor Sports Park – City of Markham

To provide large parkland blocks in pace with population growth, the City of Markham proactively initiated a project in 2012 to acquire lands for future use as a community-wide sports complex. The “101-acre Sports Park” was purchased for the purpose of addressing a need that was identified through the City’s Integrated Leisure Master Plan. The land was zoned for agricultural purposes and was unserviced land outside of the future urban expansion area.

As of writing, the land remains in municipal ownership and has not been developed. The strategy of land banking and planning ahead for large-scale needs will be continued at the discretion of City Council.

Appendix F: Recreation Facility/Amenity Values

Order of magnitude cost estimates for the development of new indoor recreation facilities are listed below. These costs are not site-specific and not adjusted for inflation; land costs are excluded. These figure should be examined more closely through feasibility studies as projects advance.

Order of Magnitude Capital Cost Estimates for New Indoor Recreation Facilities

Facility Type	Size (SF)	Cost per SF	Total Cost
Class A Community Recreation Centre (indoor pool, gymnasium, multi-use space, etc.)	90,000	$1,000	$90.0 million
Class B Community Recreation Centre (indoor pool, gymnasium, multi-use space, etc.)	60,000	$1,000	$60.0 million
Class C Community Recreation Centre (gymnasium, multi-use space, etc.)	30,000	$1,000	$30.0 million
Gymnasium/Seniors Centre Expansion	10,000	$1,000	$10.0 million
Twin Pad Arena	60,000	$600	$36.0 million
Outdoor Pool and Support Building	n/a	n/a	$7.5 million

Costing Source: Altus Group. Canadian Costing Guide. 2025. Mid-range construction costs for the GTA market have been used. Notes: 30% has been added to account for soft costs (e.g., design and legal fees, FFE, site development allowance, etc.). Costs exclude path to net zero costs and land acquisition. All costs are estimated to be in current year (2025) dollars.

Order of magnitude cost estimates for the development of new outdoor recreation facilities are listed below, sourced from the 2023 City of Hamilton Development Charges Background Study. These may be considered high level estimates only as they are not escalated for inflation and are not site-specific. Costs may vary widely depending on facility specifications and site conditions. Land and general parkland development costs are not included in these figures.

Order of Magnitude Capital Cost Estimates for New Outdoor Recreation Facilities

Facility Type	Amenity	Value per Item
Soccer Fields	Soccer Class A+ (Lit) - Artificial Turf	$4,000,000
	Soccer Class A+ (Lit)	$860,200
	Soccer Class A Lit	$398,000
	Soccer Class B Lit	$329,000
	Soccer Class B Unlit	$277,300
	Soccer Class C Unlit	$117,500
	Soccer Class D Unlit	$85,200
Football Fields	Lit Football Fields	$220,900
	Unlit Football Fields	$106,500
	Australian Football Field	$106,500

Facility Type	Amenity	Value per Item
Ball Diamonds	Hardball Lit (premier diamond)	$506,000
	Hardball Lit	$285,100
	Hardball Unlit	$123,800
	Softball Lit	$285,100
	Softball Unlit	$123,800
	Tball	$51,700
	Batting Cages	$27,900
Cricket Fields	Cricket Pitch - Class A (natural turf, irrigated, unlit)	$936,900
	Cricket Pitch	$123,800
	Cricket Practice Pitch	$62,700
Tennis Courts	Tennis Club Lit	$108,100
	Tennis Public Lit	$108,100
	Tennis Public Unlit	$70,500
Pickleball Courts	Pickleball Courts	$4,200
Basketball Courts	Basketball Full-court	$72,100
	Basketball Half-court	$36,000
	Multi-Purpose Court	$89,300
Volleyball Courts	Volleyball Courts	$20,300
Outdoor Rinks	Outdoor Ice Rink - Naturally Cooled	$136,600
	Outdoor Ice Rink - Artificially Cooled	$1,265,500
	Bob Mackenzie Ball Hockey Court (Roxborough ave)	$206,800
Spray Pads & Wading Pools	Spray Pads - Community/City Wide	$459,900
	Spray Pads - Neighbourhood/Parkette	$348,400
	Wading Pools	$226,900
Skate Parks	Skateboard Parks	$1,212,500
Bike Parks	Pump Track (BMX/Bike Track) - Gage Park	$155,800
Bocce Courts	Lit Bocce Courts	$20,300
	Regulation Bocce Courts Lit (min. 2 lanes)	$175,500
	Unlit Bocce Courts	$11,000
Lawn Bowling	Lawn Bowling Greens	$15,600
Playgrounds	Play Structure - Neighbourhood/Parkette Parks	$146,300
	Play Structure - Community/City-wide Parks	$283,500
	Play Structure - Other Parks (School, Historical, Open Space)	$119,000
	Play Equipment – Community Parks/City-wide Parks	$34,400
	Play Equipment - Neighbourhood/Parkette Parks	$25,100

Facility Type	Amenity	Value per Item
	Play Equipment - Other Parks (School, Historical, Open Space)	$15,600
	Natural Playground	$174,200
	Accessible Swing Seats	$3,100
	Swing Sets, 4 seats	$54,600
	Swing Sets, 6 seats	$71,100
	Swing Sets, 8 seats	$87,500
	Exercise Stations (per fitness station)	$12,800
Leash Free Areas	Leash Free Dog Areas - Fenced	$115,000
	Leash Free Dog Areas - Unfenced	$4,500
Running Tracks	Running Tracks	$109,700

Source: Source: City of Hamilton Development Charges Background Study, December 21, 2023. Watson & Associates Economists Ltd. Pages B-44 to B-48.

Notes:

Costs may vary widely depending on facility specifications and site conditions.

Costs exclude general park development, which may range from approximately $165,000 to $360,000 per hectare.

All costs are estimated to be in current year (2023) dollars.

Appendix G: Business Case Template

Business cases, sometimes referred to as feasibility studies, should be prepared for all major capital projects (including developments and redevelopments) in order to start the project-specific planning process and identify key success factors, challenges, opportunities, and high-level costs. The City of Hamilton's 2022 Recreation Master Plan identifies the following objectives for business cases:

1) **Validate Facility and Service Requirements**: This will be informed by the findings of the Master Plan, demographic and socio-economic data, local needs (including requests for new amenities), recreation trends and preferences, facility condition assessments, etc.
2) **Identify an Appropriate Site for Facility Development**: This may include a site selection process that identifies locations within the existing parks system; in some cases, new land will be needed to accommodate the facilities.
3) **Initiate Conceptual Design**: Conceptual designs are created to inform the detailed design and construction process.
4) **Confirm the Project Budget and Funding Sources:** This is an iterative process that will be guided by the facility program, site, design, and other related factors. Both capital and operating cost impacts should be considered. As the project nears the detailed design and construction phase, these estimates will become more detailed and precise. Secure funding will be required to advance any and all projects.
5) **Evaluate Partnership Considerations**: This includes consideration of co-location opportunities and service-related partnerships with internal and external agencies, where applicable; the Master Plan provides a series of tools to evaluate various forms of partnerships.
6) **Undertake Public and Stakeholder Consultation**: The community will be engaged through a variety of means to provide meaningful input on facility and program needs. Sometimes this engagement occurs at the detailed design stage.
7) **Establish Timing and Consider Coordinated Initiatives**: This includes consideration of related park and facility upgrades and renewal projects, including combining logical work orders.

In order to advance these objectives and to bring consistency to the City's capital planning approach, a business case template for the City's consideration is identified below.

A. Executive Summary

The Executive Summary will provide a clear understanding of the reasons for the project and its outcome by outlining the "Why, What, When, Who, and How" of the project. Aim for a maximum of 2 pages, summarizing key content from the body of the report (thus it is written last).

Key topics:

- Project Overview
- Strategic Alignment
- Current Situation
- Key Objectives
- Estimated Capital and Operating Costs
- Funding Sources
- Timeline

B. Project Description

This section will provide an orientation to the subject of the business case. Specifically, it will provide a description of the demonstrated business need or opportunity that the project will address and identify key project particulars (including what is in and out of scope). Preliminary concept plans should be included at this stage to inform the analysis and financial plan.

Key topics:

- Problem, Opportunity, and Current Situation
- Location
- Proposed Facility Components and Preliminary Design
- Design Considerations (AODA, CEEP, etc.)
- Project Timeline and Lead Departments

C. Vision, Goals & Objectives

This section will provide an understanding of how the project aligns with overall corporate objectives and priorities, and how it may impact other initiatives. Further, it will outline the key objectives for the project in clear and measurable terms.

Key topics:

- Strategic Alignment (with Corporate Strategic Plan, Recreation Master Plan, etc.)
- Vision Statement for the project
- Project Objectives and Outcomes

D. Community Needs & Market Analysis

This section will include research on what is happening within the community that directly relates to the scope of the project. It will examined demographics, trends, assessment of facilities and alternative providers, and other demand factors intended that may be relevant to the proposed project.

Key topics:

- Demographic Profile: Analysis of population growth, age distribution, cultural diversity, etc. in the targeted area.
- Current Facilities Assessment: Review of existing recreational amenities, identifying gaps and areas for improvement. For redevelopment or expansion projects, this will include an assessment of the condition and functionality of the existing facility.
- Market Demand: Evidence of local demand for recreational programs and spaces.

E. Public Engagement & Communications

This section will identify the ways in which the public and key populations and stakeholders have been engaged through this process, and how their input has been taken into account. Input may also be derived from related studies and initiatives.

Key topics:

- Communications Approach
- Public Engagement: Outreach to community likely to use the facility (tactics to be defined, but may consider online surveys, pop-up engagements, written submissions, design charrettes, etc.).
- Stakeholder Engagement: Engagement with potential partners, youth, seniors, and local service providers. (tactics to be defined, but may consider online surveys, workshops, written submissions, design charrettes, etc.).
- Summary of Community Input and Impact: Social, economic, environmental benefits.

F. Operations, Governance & Partnerships

This section will establish key parameters around operations, governance, and staffing levels, which will be used in the next section to inform the financial plan.

Key topics Key topics:

- Management Structure
- Staffing Plan
- Programming Strategy
- Partnership Opportunities

G. Financial Plan

This section will include an analysis of the initial (capital) and ongoing (operating) expenditures associated with the project. Potential financial performance may draw from comparable facilities/operations in the city, modified to suit the particulars of the project and market characteristics. A public sector comparator should be established for any public-private partnership projects. Consideration should be given to when the costs will be incurred (adjusted for inflation), as well as possible funding sources.

Key topics:

- Capital Budget (Class B to D): Including land acquisition (where applicable), design and engineering, construction, contingency, etc.
- Operating Budget: Costs may include staffing, maintenance and utilities, program delivery, capital reserve contribution (if applicable), etc. Revenues may include memberships and program fees, facility rentals, concessions and partnerships, etc.
- Funding Sources: May include municipal contributions (by source), Provincial/Federal grants, private partnerships/sponsorships, etc.

H. Risk Assessment & Implementation

This section will identify potential risks related to the project, along with mitigation strategies for each risk. A risk is a factor or event that may jeopardize the project from achieving the anticipated benefits or increase the cost of the project. Next steps in advancing the business case will also be identified, along with indicators that can be used to evaluate its success.

Key topics:

- Potential Risks (including probability and impact)
- Mitigation Strategies
- Evaluation and Performance Indicators
- Next Steps