



**City of Hamilton**  
**EMERGENCY & COMMUNITY SERVICES COMMITTEE**  
**AGENDA**

**Meeting #:** ECS 26-003  
**Date:** May 7, 2026  
**Time:** 1:30 p.m.  
**Location:** Council Chambers  
Hamilton City Hall  
71 Main Street West

Jessica Versace, Legislative Coordinator (905) 546-2424 ext. 3993

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1. **CALL TO ORDER**
2. **CEREMONIAL ACTIVITIES**
3. **APPROVAL OF AGENDA**  
(Added Items, if applicable, will be noted with \*)
4. **DECLARATIONS OF INTEREST**
5. **APPROVAL OF MINUTES OF PREVIOUS MEETING**
  - 5.1 March 26, 2026
6. **DELEGATIONS**
  - 6.1 Paul Armstrong, President, Mohawk College and Marc Ayotte, Head of College, Hillfield Strathallan College respecting the Development of a High-Performance Artificial Turf Facility (In-Person)
  - 6.2 Ruth Moon Lopez respecting Youth-Centered Media Literacy Programs (In-Person)  
*WITHDRAWN*

- 6.3 Sebastian Levesque respecting Racism and Hate in Marginalized Communities (In-Person)

**7. ITEMS FOR INFORMATION**

**8. ITEMS FOR CONSIDERATION**

- 8.1 CCR SAC 26-001

Improved Enforcement of Snow Removal By-law to Assist Seniors and Persons with Disabilities

- 8.2 HSC26013

Transition of the LGBTQ Advisory Committee to 2SLGBTQIA+ Community Liaison Group (City Wide)

- 8.3 HSC26014

Transition of the Committee Against Racism to Anti-Racism Community Liaison Group (City Wide)

- 8.4 HSC26035

Canada-Wide Early Learning and Child Care - 2026 Space and Funding Allocation Update (City Wide)

**9. MOTIONS**

- 9.1 Hate and Violence Prevention (City Wide)

- 9.2 Operating and Maintenance Agreement for Bernie Arbour Stadium with Spear Sports Group Inc. (Majority owner Hamilton Cardinals Baseball Club) (Ward 6)

**10. NOTICES OF MOTION**

**11. PRIVATE AND CONFIDENTIAL**

**12. ADJOURNMENT**



## **EMERGENCY AND COMMUNITY SERVICES COMMITTEE MINUTES ECS 26-002**

1:30 p.m.  
March 26, 2026  
Council Chambers (Hybrid)  
Hamilton City Hall  
71 Main Street West

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**Present:** Councillors B. Clark (Chair)  
T. Hwang (Vice-Chair) (Virtual), C. Kroetsch,  
N. Nann (Virtual), and M. Wilson (Virtual)

**Absent with**

**Regrets:** T. Jackson (City Business), A. Wilson (Personal)

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**1. CALL TO ORDER**

Chair Clark called the meeting to order at 1:30 p.m.

**2. CEREMONIAL ACTIVITIES**

There were no Ceremonial Activities.

**3. APPROVAL OF THE AGENDA**

**(Nann/Hwang)**

That the agenda for the March 26, 2026, meeting of the Emergency and Community Services Committee BE APPROVED, as presented.

**CARRIED**

**4. DECLARATIONS OF INTEREST**

There we no Declarations of Interest.

**5. APPROVAL OF MINUTES OF PREVIOUS MEETING**

**5.1 February 5, 2026**

**(Hwang/Kroetsch)**

That the Minutes of the February 5, 2026, meeting of the Emergency and Community Services Committee, BE ADOPTED, as presented.

**CARRIED**

Please refer to the April 1, 2026, Council Minutes for disposition of these matters.

## 6. DELEGATIONS

### 6.1 Kojo Dampthey, McMaster University respecting Report HSC26005, Hate and Violence Prevention Response Update (City Wide) (Item 8.1) (In-Person)

- (i) Kojo Dampthey, McMaster University, addressed the Committee respecting Report HSC26005, Hate and Violence Response Update (City Wide) (Item 8.1), with the aid of a PowerPoint Presentation.
- (ii) **(Kroetsch/Hwang)**  
That the delegation from Kojo Dampthey, McMaster University, respecting Report HSC26005, Hate and Violence Prevention Response Update (City Wide), BE RECEIVED.

**CARRIED**

## 7. ITEMS FOR INFORMATION

There were no Items for Information.

## 8. ITEMS FOR CONSIDERATION

### 8.1 HSC26005 Hate and Violence Prevention Response Update (City Wide) (Outstanding Business List Item)

#### **(Nann/Kroetsch)**

That Report HSC26005, dated March 26, 2026, respecting Hate and Violence Prevention Response Update (City Wide), BE RECEIVED, and the following recommendations BE APPROVED:

- (a) That the Hate and Violence Prevention and Response Update BE APPROVED and aligned with the 2025–2029 Community Safety and Well-Being (CSWB) Plan;
- (b) That Healthy & Safe Communities Department staff BE DIRECTED to lead internal coordination of the City's hate and violence prevention and response efforts, including development of a clear communications approach outlining the City's role, available supports for residents, prevention investments for targeted communities, and access to reporting mechanisms;
- (c) That the allocation of \$50,000 in 2026 to support public education, awareness and prevention initiatives addressing hate in Hamilton, with funding directed toward communities most impacted by hate, including Black, Jewish, Muslim and 2SLGBTQIA+ communities be funded first from the Early Years System Reserve (#112218) and if necessary, from a reserve provided by the General Manager of Finance and Corporate Services;

**Please refer to the April 1, 2026, Council Minutes for disposition of these matters.**

- (d) That Healthy & Safe Communities Department staff BE DIRECTED to work with Human Resources and other relevant stakeholders to assess needs, explore options, and determine recommended next steps for trauma-informed and bystander response training, informed by existing IDEA training and workplace policies and report back to Emergency and Community Services Committee by Q1 2027 with recommendations on this item;
- (e) That Healthy & Safe Communities Department staff BE DIRECTED to integrate hate-related indicators into the CSWB data dashboard and report progress through regular Community Safety and Well-Being updates; and
- (f) That the General Manager, Healthy and Safe Communities Department, or their delegate, BE AUTHORIZED and DIRECTED to negotiate, enter into, and execute, on behalf of the City, all documents, contracts and agreements including any amendments, extensions, ancillary or associated documents related to the City's Hate and Violence Prevention and Response, including but not limited to the recommendations contained within this report, provided that any associated costs are within budget, and are in a form satisfactory to the City Solicitor

**Result: MOTION, CARRIED by a vote of 5 to 0, as follows:**

Yes	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Tammy Hwang
Absent	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 9	Councillor Brad Clark
Absent	-	Ward 13	Councillor Alex Wilson

**8.2 HSC26009  
Aquatics Equipment and Supplies Single Source (City Wide)**

**(Nann/Kroetsch)**

That Report HSC26009, dated March 26, 2026, respecting Aquatics Equipment and Supplies Single Source (City Wide), BE RECEIVED, and the following recommendations be approved:

- (a) That Council APPROVE the single source procurement, pursuant to Procurement Policy #11 – Non-competitive Procurements, for aquatic supplies for up to 18 months and that the General Manager, Healthy and Safe Communities Department be authorized to negotiate, enter into, and execute a Contract and any ancillary documents required to give effect thereto with Aquam Aquatic Specialist Inc. in a form satisfactory to the City Solicitor; and

**Please refer to the April 1, 2026, Council Minutes for disposition of these matters.**

- (b) That the General Manager, Healthy and Safe Communities, or their designate, BE AUTHORIZED to amend any contracts executed and any ancillary documents as required if the vendor identified in this Report undergoes a name change, in a form satisfactory to the City Solicitor.

**Result: MOTION, CARRIED by a vote of 5 to 0, as follows:**

Yes	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Tammy Hwang
Absent	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 9	Councillor Brad Clark
Absent	-	Ward 13	Councillor Alex Wilson

**8.3 HSC26017**

**Seniors Advisory Committee's Transition to a Community Liaison Group (City Wide)**

**(Kroetsch/Hwang)**

That Report HSC26017, dated March 26, 2026, respecting Seniors Advisory Committee's Transition to a Community Liaison Group, BE RECEIVED, and the following recommendations BE APPROVED:

- (a) That the recommendation, as requested by the Seniors Advisory Committee and recommended by City staff, that the transition to the Seniors Community Group to take effect January 1, 2027, BE APPROVED; and
- (b) That Long-Term Care Division staff BE DIRECTED to bring an Information Report outlining the Terms of Reference for the Seniors Community Liaison Group to the Emergency & Community Services Committee in November 2026.

**Result: MOTION, CARRIED by a vote of 5 to 0, as follows:**

Yes	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Tammy Hwang
Absent	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 9	Councillor Brad Clark
Absent	-	Ward 13	Councillor Alex Wilson

**9. MOTIONS**

There were no Motions.

Please refer to the April 1, 2026, Council Minutes for disposition of these matters.

## 10. NOTICE OF MOTIONS

Councillor Kroetsch introduced the following Notice of Motion:

### 10.1 Hate and Violence Prevention (City Wide)

THEREFORE, BE IT RESOLVED:

- (a) That Healthy & Safe Communities staff BE DIRECTED to engage with internal and external partners to investigate a 24/7 hate incident response model for the community including the role of the Hamilton Anti-Racism Resource Centre, Hamilton Police Services and the role for city staff along with recommendations including resourcing and funding implications and report back to Emergency & Community Services Committee in Q1 2027;
- (b) That Healthy & Safe Communities staff BE DIRECTED to track and report annually on hate incidents that occur on City property and the response outcome; and
- (c) That Healthy & Safe Communities staff BE DIRECTED to work with Human Resources staff to identify recommendations for policies, procedures, and training for Council, including trauma-informed and bystander response training, and report back to Emergency & Community Services Committee by Q1 2027.

## 11. PRIVATE AND CONFIDENTIAL

There were no Private and Confidential.

## 12. ADJOURNMENT

There being no further business, the Emergency and Community Services Committee meeting was adjourned, at 3:30 p.m.

Respectfully submitted,

Jessica Versace  
Legislative Coordinator  
Office of the City Clerk

Councillor B. Clark, Chair  
Emergency and Community  
Services Committee

**Committee Requested**

Committee  
Emergency & Community Services Committee

Will you be delegating in-person or virtually?  
In-person

Will you be delegating via a pre-recorded video?  
No

**Requestor Information**

Requestor Information  
Paul Armstrong (President, Mohawk College) and Marc Ayotte (Head of College, Hillfield Strathallan College)(Mohawk College & Hillfield Strathallan College  
135 Fennell Avenue West  
Hamilton, Ontario. L9C 0E5  
[paul.armstrong@mohawkcollege.ca](mailto:paul.armstrong@mohawkcollege.ca)  
905-575-2222

Preferred Pronoun  
he/him

Reason(s) for delegation request  
Mohawk College and Hillfield Strathallan College request the opportunity to present to the City of Hamilton’s Emergency and Community Services Committee regarding a potential partnership with the City to develop a new, high-performance artificial turf facility that supports postsecondary athletics, and year-round community recreation in Hamilton.

We would be pleased to present this concept at the Emergency and Community Services Committee's April 16, 2025 meeting, and outline how a partnership could be structured to deliver shared value for the City of Hamilton, Mohawk College, Hillfield Strathallan College, and the surrounding community.

Will you be requesting funds from the City?  
Yes

Will you be submitting a formal presentation?

Yes



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# Presentation to the City of Hamilton Emergency and Community Services Committee

May 7, 2026

Paul Armstrong, President, Mohawk College  
Marc Ayotte, Head of College, Hillfield Strathallan College

# PARTNERING TO CREATE A SHARED ARTIFICIAL TURF FIELD FACILITY

## Executive Summary

Mohawk College and Hillfield Strathallan College share a grass athletic field located on our adjacent campuses.

Through an \$8M capital investment by the City of Hamilton and a \$6M contribution of land by Mohawk College and Hillfield Strathallan College, this field can be transformed into a high-performance artificial turf facility that supports postsecondary athletics, and year-round community recreation.

This proposal aligns with the City's Recreation Master Plan, responds to the demonstrated need for additional turf facilities across Hamilton, alleviates pressure on City-owned fields and supports local sport organizations.

The partnership would include a rental model, managed through an existing relationship between HSC and Nustadia, generating revenue to support ongoing operations and maintenance of the field, and offset some of the project's future repair and replacement costs.

# COMMUNITY BENEFITS

## Key objectives:

- Aligns with the City's Recreation Master Plan and commitment to wellness, inclusivity, and equitable recreation access
- Cost-effective model that maximizes field usage and reduces long-term operational pressures
- Creation of a central community hub for sport and recreation
- Shared-use facility supporting postsecondary, secondary school, and community athletics
- Supports future population growth and recreation demand
- Encourages community participation in physical activity

# COMMUNITY BENEFITS

## Value and Usability:

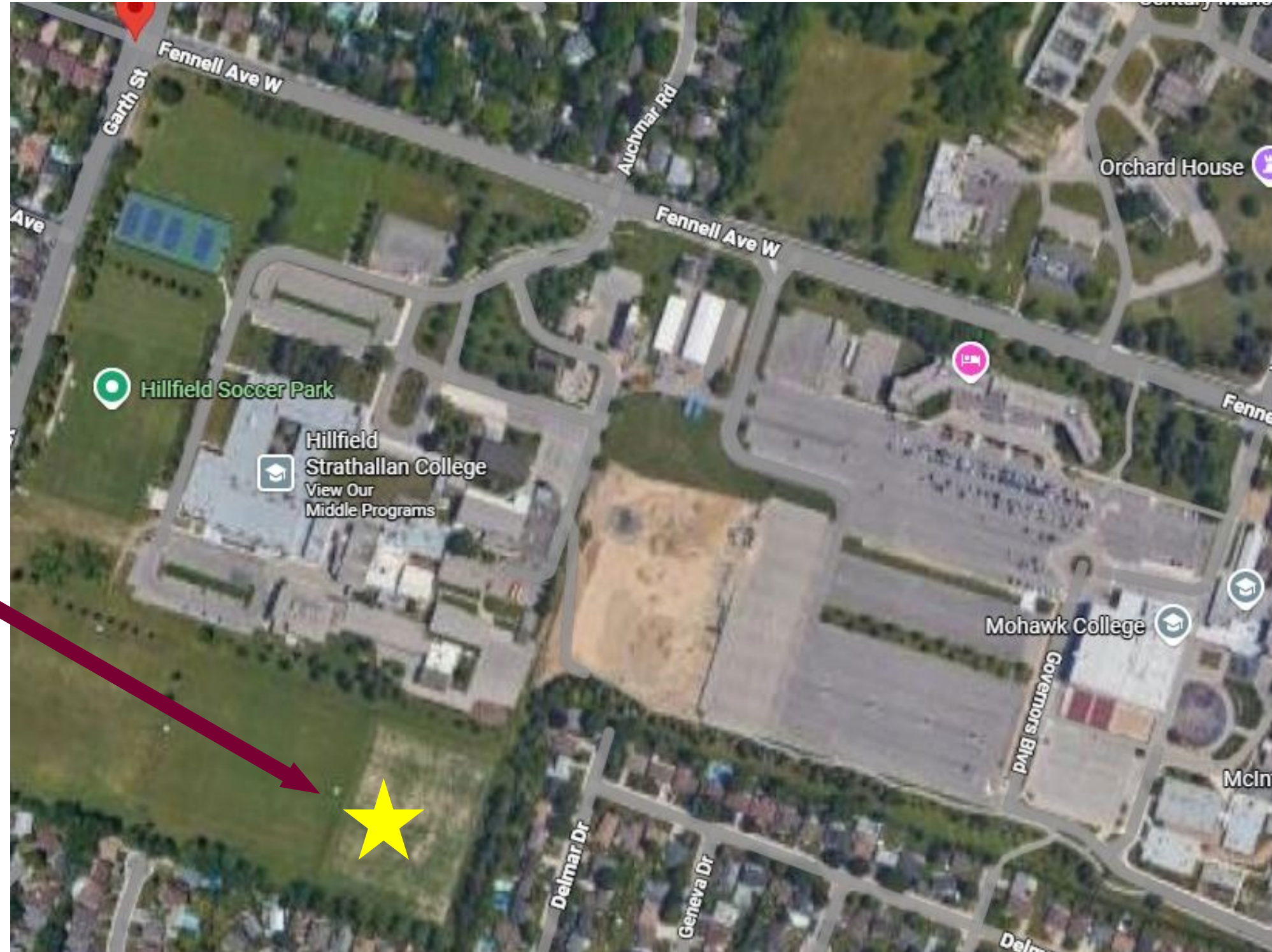
- Extends the outdoor sports season into early spring and late fall
- Reduces maintenance requirements compared to natural grass
- Supports multiple sports and recreation activities on a single surface
- Addresses a gap in accessible outdoor greenspace for both varsity and community use

**A  
Community  
Partnership**

<b>Stakeholder</b>	<b>Role</b>	<b>Value and Contributions</b>
<b>MOHAWK COLLEGE</b>	Co-partner; evening and weekend user	Site operational expertise Varsity and student athletics access Existing athletic infrastructure
<b>HILLFIELD STRATHALLAN COLLEGE (HSC)</b>	Co-partner; daytime user with dedicated youth athletics focus	Youth programming and development Private education expertise Community engagement
<b>CITY OF HAMILTON</b>	Funding & oversight partner; public access for evening, weekend and summer users	Funding Regulatory Support Alignment with RMP priorities Recreation networks
<b>LOCAL SPORTS CLUBS</b>	Users and renters	Utilization Athlete pathways Sport tourism
<b>COMMUNITY RESIDENTS</b>	Primary beneficiaries and end-users	Equitable access Health and wellness benefits Inclusivity Social connection

# AERIAL VIEW

**Turf Field Location**



# TURF FIELD CONCEPT PLAN



## LEGEND

- ① Artificial Turf Field (100m x 65m FOP)  
Primary field markings to align with FIFA  
Secondary field markings for lacrosse, football, rugby
- ② Warm Up Turf Area (72m x 8m)
- ③ Service Building (21m x 9m)  
2x team changing rooms / locker rooms & officials room  
Unisex washroom facilities for player and public access  
Mechanical & storage room
- ④ Bleacher (min. 500 people)  
Accessible bleachers with VIP capability  
Press box or small hosting facility (optional)
- ⑤ Game / Player Facilities  
Team benches  
Press box / filming platform  
Practice turf space
- ⑥ 2.5m wide pedestrian pathway
- ⑦ 6.0m wide combined pedestrian, emergency vehicle, & maintenance vehicle access
- ⑧ Tie into parking lot & existing pathways
- ⑨ Plaza with seating
- ⑩ Storage Garage (10m x 8.5m)  
Double access door onto field

- Site Boundary
- ↗ Grading Slope
- Grass Swale

# ARTIFICIAL TURF FIELD PROPOSED DESIGN

## Recommended design features:

- A full-size artificial turf field with FIFA-compliant markings for soccer and multi-sport use
- An accessible amenity building with team change rooms
- Hosting/media space, and
- Washrooms, a public plaza, LED sports lighting, bleacher seating for 800, and integrated servicing for 500+ visitors

All elements prioritize year-round durability, sustainability (e.g., low-maintenance turf), and barrier-free access, supporting varsity athletics, youth programs, tournaments, and public recreation.

The design includes provisions for future dome anchoring compatibility, supporting long-term flexibility without immediate additional expense.



# PARTNER ALLOCATIONS & REVENUE MODEL

## Assumptions:

Based on the 2026-2027 calendar

- Seasonal Field Closure (weather)  
November 16 to March 15
- Total Usage Period: 35 weeks  
March 16 to November 15

## Daily Allocation:

- 8:00 a.m. - 11:00 p.m., Monday to Sunday  
(15 hrs/day)
- 105 hrs/week available
- 3,675 hrs available over 35 weeks



**TOTAL MOHAWK  
ALLOCATION**

**904 hours**



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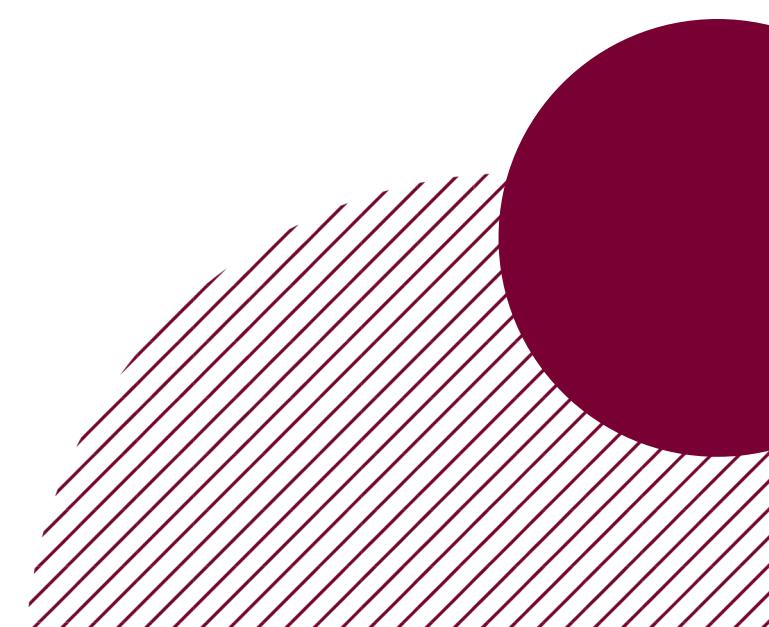
**TOTAL HILLFIELD  
ALLOCATION**

**1170 hours**



**TOTAL AVAILABLE  
CITY/COMMUNITY  
RENTAL HOURS**

**1601 hours**

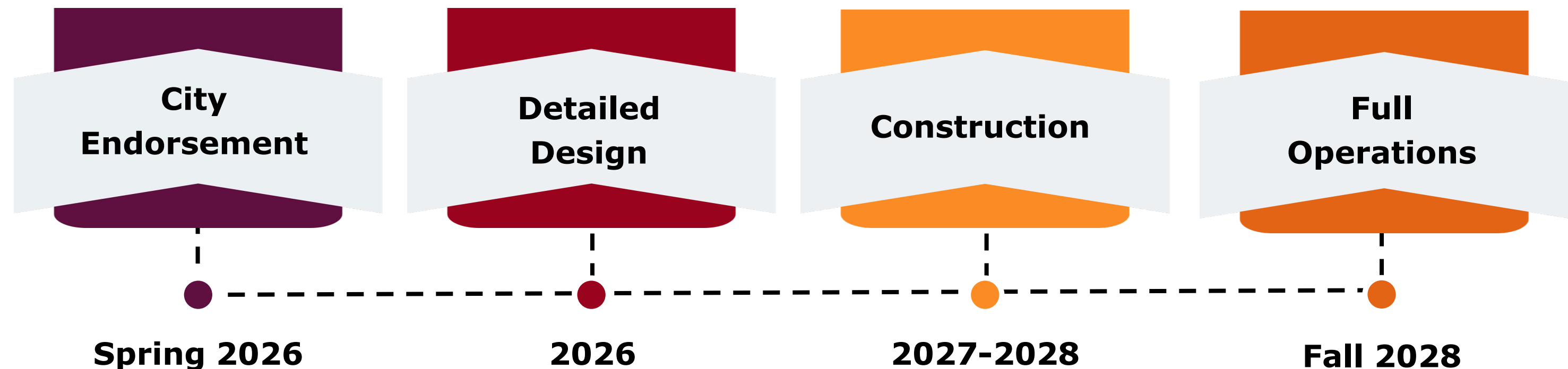


# COST ANALYSIS & TIMELINE TARGET

**Estimated at \$7.92M  
(with 15%  
contingency), the  
project is phased:**

- Part A (\$4.92 million) delivers the core field, bleachers, press box, lighting, and servicing;
- Part B (\$2.76 million) adds the amenity building (Recommended).

## Timeline Target:



# COST ANALYSIS



## Pre-Design Scoping Estimate - Summary

Feb-26


	<i>Total Project</i>		<i>Part A - Turf</i>		<i>Part B - Building</i>	
1.0 Site Works	\$	515,800	\$	273,770	\$	242,030
2.0 Parking	\$	50,000	\$	50,000	\$	-
3.0 Field	\$	2,589,781	\$	2,535,756	\$	54,025
4.0 Power, Lighting and Scoreboard	\$	565,000	\$	565,000	\$	-
5.0 Building	\$	1,865,000	\$	52,500	\$	1,812,500
6.0 Fan Experience	\$	295,000	\$	295,000	\$	-
7.0 Misc and Equipment	\$	250,000	\$	250,000	\$	-
<b>Total Construction</b>	<b>\$</b>	<b>6,130,581</b>	<b>\$</b>	<b>4,022,026</b>	<b>\$</b>	<b>2,108,555</b>
8.0 Design, Permitting and Fees						
Part A - Turf	\$	257,000	\$	257,000	\$	-
Part B - Building	\$	295,678	\$	-	\$	295,678
<b>Total Fees</b>	<b>\$</b>	<b>552,678</b>	<b>\$</b>	<b>257,000</b>	<b>\$</b>	<b>295,678</b>
<i>Fees as a percentage of project</i>		9.02%		6.39%		14.02%
<b>Subtotal Cost</b>	<b>\$</b>	<b>6,683,259</b>	<b>\$</b>	<b>4,279,026</b>	<b>\$</b>	<b>2,404,233</b>
15% contingency	\$	1,002,489	\$	641,854	\$	360,635
<b>Total Budget Cost</b>	<b>\$</b>	<b>7,685,747</b>	<b>\$</b>	<b>4,920,880</b>	<b>\$</b>	<b>2,764,868</b>
<i>2027 Construction Escalation (3%)</i>	\$	230,572	\$	147,626	\$	82,946
<b>2027 Budget Cost</b>	<b>\$</b>	<b>7,916,320</b>	<b>\$</b>	<b>5,068,506</b>	<b>\$</b>	<b>2,847,814</b>
9.0 Allowance for EW Alignment with 8 Lane BSS-300 Track					\$	2,200,000

Land Value of  
Turf Field:  
Approx. **\$6M**

# THE IMPORTANCE OF CITY OF HAMILTON PARTICIPATION

Together, we see this proposal as an opportunity to deliver lasting community benefit through a shared, innovative approach to recreation infrastructure that aligns with the City's goals related to community well-being, recreation access, and efficient use of infrastructure.

## An investment by the City of Hamilton will:




Activate land that currently has limited usability for the broader community.



Address the city-wide shortage for turf facilities.



Deliver a multi-use athletic facility to Hamilton residents.



Ensure the land is used in the most effective and beneficial way for all partners.

This field, if supported by re-investing rental income, would exist in perpetuity.

# Questions



Hillfield Strathallan College  
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January 19, 2026

Marnie Cluckie  
City Manager, City of Hamilton  
71 Main Street West  
Hamilton, ON L8P 4Y5

Dear Marnie:

On behalf of Mohawk College and Hillfield Strathallan College, we are writing to request the opportunity to present to the City of Hamilton's Emergency and Community Services Committee regarding a potential partnership to develop a new, high-quality community recreation asset in Hamilton.

Our two institutions share a grass athletic field located on our adjacent campuses. Through a collaborative investment by the City of Hamilton, Mohawk College and Hillfield Strathallan College, this field could be transformed into a high-performance artificial turf facility that supports postsecondary athletics, and year-round community recreation. The proposed facility would increase access to much-needed turf capacity, support local sport organizations, and alleviate pressure on City-owned fields.

This proposal aligns with the City's Recreation Master Plan and responds to the demonstrated need for additional turf facilities across Hamilton. The partnership would include a rental model, generating revenue to support ongoing operations and offset some of the project's initial capital costs.

From our perspective, this initiative supports several key objectives:

- Creation of a centrally located community hub for sport and recreation;
- A shared-use facility serving postsecondary athletics, secondary school athletics, and the broader community; and
- A cost-effective approach that maximizes field usage, while reducing long-term operational pressures.

Converting the field to artificial turf would significantly increase its value and usability by:

- Extending the outdoor sports season into early spring and late fall;
- Reducing maintenance requirements compared to natural grass;
- Supporting multiple sports and recreation activities on a single surface; and
- Addressing a gap in accessible outdoor greenspace for both varsity and community use.



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City participation is critical to unlocking this opportunity. An investment by the City will:

- Activate land that currently has limited usability for the broader community;
- Address the city-wide shortage for turf facilities;
- Deliver a multi-use athletic facility to Hamilton residents; and
- Ensure the land is used in the most effective and beneficial way for all partners.

Together, we see this proposal as an opportunity to deliver lasting community benefit through a shared, innovative approach to recreation infrastructure that aligns with the City's goals related to community well-being, recreation access, and efficient use of infrastructure.

We respectfully request the opportunity to present this concept to the Emergency and Community Services Committee and to explore how a partnership could be structured to deliver shared value for the City of Hamilton, Mohawk College, Hillfield Strathallan College, and the surrounding community. We would be pleased to provide supporting material, including the proposed contribution of each partner, in advance of our participation in a future Committee meeting.

Thank you for your time and consideration. We would welcome the opportunity to discuss this further and are available at the Committee's convenience.

Sincerely,

A handwritten signature in black ink, appearing to read "Paul Armstrong".

Paul Armstrong  
President, Mohawk College

A handwritten signature in black ink, appearing to read "Marc Ayotte".

Marc Ayotte  
Head of College, Hillfield Strathallan College

cc: Councillor Rob Cooper  
Mayor Andrea Horwath



Hillfield Strathallen College  
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REPORT

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# Artificial Turf Field – Feasibility Study

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MOHAWK COLLEGE AND HILLFIELD STRATHALLEN COLLEGE

PREPARED BY:

**NAK**   
design strategies

MARCH 2026

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	The Sports Hub vision is grounded in a straightforward premise: that well-designed shared infrastructure can serve students, athletes, and the broader Hamilton community simultaneously and sustainably. This feasibility study partnership evaluates the redevelopment of the shared HSC–MC site at into a multi-use Sports Hub, and explores a+ partnership with and the City of Hamilton. The study encompasses facility design, costing projections, infrastructure requirements, risk assessment, and alignment with both institutional priorities and the City of Hamilton’s Recreation Master Plan (RMP). .....	4
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# 1 Executive Summary

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Hillfield Strathallan College (HSC) and Mohawk College (MC) are embarking on a transformative partnership sports field evolution, guided by the City of Hamilton's 2022 Recreation Master Plan (RMP) and a shared commitment to fostering physical activity, community well-being, and sustainable growth. This Artificial Turf Field Feasibility Study presents a planning-level evaluation of redeveloping the shared HSC-MC site into a vibrant Sports Hub that enhances wellness, inclusivity, and community connections, while addressing projected population growth to 820,000 by 2051.

To align with City, institutional, and operational priorities, Athletics and Recreation Directors from HSC and MC conducted joint consultations with faculty, administrative partners, and City stakeholders. These sessions pinpointed critical needs, opportunities, and objectives, informing a grounded approach that integrates the RMP's emphasis on multi-use fields, partnerships, and equity-driven investments.

The recommended design features a full-size artificial turf field with FIFA-compliant markings for soccer and multi-sport use, an accessible amenity building with team change rooms, hosting/media space, and washrooms, a public plaza, LED sports lighting, bleacher seating for 800, and integrated servicing for 500+ visitors. All elements prioritize year-round durability, sustainability (e.g., low-maintenance turf with carbon-capturing infill), and barrier-free access, supporting varsity athletics, youth programs, tournaments, and public recreation.

Estimated at \$7.92 million (with 15% contingency), the project is phased: Part A (\$4.92 million) delivers the core field, bleachers, press box, lighting, and servicing; Part B (\$2.76 million) adds the amenity building. An optional running track could add ~\$2.2 million. Timeline targets City endorsement in Spring 2026, detailed design in 2026, construction in 2027–2028, and full operations by Fall 2028 (field ready by Fall 2027). This initiative is projected to serve over 5,000 users annually, boost local sport tourism by 20%, and exemplify innovative shared infrastructure.

Overall, this study charts a consultation-informed path to convert an existing sod field into an accessible, multi-functional, environmentally conscious hub that promotes health, participation, and Hamilton's recreational future. By leveraging the three-way partnership, the Sports Hub positions itself as a high-priority project under the RMP's Prioritization Framework, delivering enduring value for students, athletes, and the community.

## 1.1 The 5 Next Steps

The Sports Hub project is poised for momentum following this feasibility study. The following sequenced actions outline a clear path forward, building on the three-way partnership between Mohawk College, Hillfield-Strathallan College (HSC), and the City of Hamilton to secure approvals, refine the design, and advance to construction.

**Step 1: Internal Approvals at Mohawk College and HSC (Q1–Q2 2026):** Present the feasibility study to respective senior leadership, governing boards, and key internal stakeholders (e.g., Athletics, Facilities, Finance, and Sustainability teams) for formal endorsement. This includes confirming institutional priorities, resource commitments, and alignment with strategic plans. Secure any required internal funding resolutions or board resolutions to enable partnership progression.

**Step 2: Confirmation of City Involvement (Spring 2026):** Deliver a formal presentation to the City of Hamilton's Emergency and Community Services Committee in April 2026, seeking endorsement of the project as a high-priority recreation investment under the Recreation Master Plan (RMP). This step aims to confirm the City's financial and operational partnership, including funding contributions, public access commitments (evenings/weekends), and integration into city-wide recreation networks. Approval here will trigger formal partnership agreements and unlock municipal support for permitting and implementation.

**Step 3: Detailed Design and Engineering (Q2–Q4 2026):** Upon positive internal and City endorsements, engage consultants for comprehensive detailed design, including:

- Refined site plans, engineering drawings, and specifications for the turf field, amenity building, lighting, servicing, and plaza.
- Geotechnical, environmental, and stormwater assessments to address any site-specific risks.

- Stakeholder workshops to finalize functional requirements (e.g., change room layouts, media/hosting features) and ensure accessibility, sustainability, and operational efficiency.
- Updated cost estimates and value engineering to maintain budget alignment.

**Step 4: Tendering and Procurement (Q4 2026–Q1 2027):** Issue tenders for construction contracts, prioritizing qualified contractors experienced in artificial turf installations, LED sports lighting, and institutional-grade buildings. Select vendors through competitive processes compliant with City procurement policies and college standards. Finalize contracts, secure permits, and prepare for site mobilization.

**Step 5: Construction and Commissioning (2027–2028):** Target groundbreaking in Spring 2027 for Part A (core field, lighting, servicing), with completion by Fall 2027 for initial use. Part B (amenity building) follows as funding allows, aiming for full operations by Fall 2028. Ongoing monitoring during construction will ensure minimal disruption to campus activities, with phased commissioning and user training.

These steps position the Sports Hub as a flagship collaboration under the RMP, advancing Hamilton's goals for growth-related fields, partnerships, and equitable access. Regular progress updates and steering committee meetings will maintain alignment across partners, ensuring timely resolution of any emerging issues.

## 2 Study Purpose and Strategy

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### 2.1 The Vision

The Sports Hub vision is grounded in a straightforward premise: that well-designed shared infrastructure can serve students, athletes, and the broader Hamilton community simultaneously and sustainably. This feasibility study partnership evaluates the redevelopment of the shared HSC–MC site into a multi-use Sports Hub, and explores a+ partnership with and the City of Hamilton. The study encompasses facility design, costing projections, infrastructure requirements, risk assessment, and alignment with both institutional priorities and the City of Hamilton's Recreation Master Plan (RMP).

### 2.2 The Facility Metrics and Overall Alignment to Need

The proposed Sports Hub consists of a full-size artificial turf field, an accessible amenity building, and bleacher seating for up to 800 spectators. Every proposed element is meticulously aligned with the City of Hamilton's Recreation Master Plan (RMP), which prioritizes high-impact investments in multi-use facilities to support long-term development objectives amid a projected population surge to 820,000 by 2051. The Sports Hub is envisioned as a high-quality, high-performance outdoor sports facility that supports athlete development while enabling inclusive, community-based recreation. The project will provide a welcoming and accessible space that reflects the diverse interests, identities, and abilities of Hamilton residents, accommodating a wide range of recreational and competitive programming for both the City and post-secondary institutions.

### 2.3 Alignment to City of Hamilton Strategy

The City of Hamilton's Recreation Master Plan identifies a need for up to 31 additional unlit field equivalents (ULEs) by 2051 to meet projected population growth. The Sports Hub directly supports this target by providing a durable, multi-use, all-season field at a strategically located campus site. The project advances the City's commitments to wellness, inclusivity, and equitable access to recreation.

The facility will be designed as a fully barrier-free environment, enabling meaningful participation for users of all abilities. Programming opportunities will support inclusive access for equity-deserving communities, including Black, Indigenous, and People of Colour (BIPOC) and LGBTQ+ communities, as well as individuals with accessibility needs. In alignment with the Hamilton Recreation Master Plan, which positions recreation as a cornerstone of community well-being, the Sports Hub directly advances the City's objective of "achieving a recreation portfolio that is responsive to current and future needs in a responsible, equitable, and cost-effective manner."

### 2.4 Sustainability and Environment

Environmental sustainability and climate resilience are central to the project vision. The proposed artificial turf system incorporates high-performance materials and the potential use of Wollastonite infill - a naturally occurring calcium silicate mineral that captures and permanently stores atmospheric carbon dioxide through a process called enhanced rock weathering. When pulverized into the turf's infill layer, Wollastonite absorbs CO<sub>2</sub> as rainwater passes through, locking it into stable minerals. Queen's University installed North America's first Wollastonite-infilled turf field at Nixon Field in 2025, with the surface projected to sequester the equivalent of approximately 12 acres of forest over its 10-year lifespan. The Sports Hub proposes to explore this same approach, supporting Hamilton's Climate Action Strategy by reducing greenhouse gas emissions, minimizing water consumption, and eliminating reliance on fertilizers and chemical treatments.

This approach supports the City of Hamilton's Climate Action Strategy by reducing greenhouse gas emissions, minimizing water consumption, and limiting reliance on fertilizers and chemical treatments. The Sports Hub also represents the strategic renewal of aging recreational infrastructure into a flexible, multi-functional facility capable of adapting to evolving user needs. The site presents opportunities for collaboration with municipal sport organizations and community partners, strengthening shared objectives related to inclusivity, accessibility, and health and wellness. By aligning facility design and programming with the Hamilton Recreation

Master Plan, the Sports Hub has the potential to serve as a model community asset, delivering inclusive, sustainable, and adaptable recreation infrastructure that meets both current demands and future growth.

## 2.5 Balancing Priorities

The proposed program is designed to balance financial prudence, environmental stewardship, and operational efficiency, offering a coordinated framework that supports participation, strengthens partnerships, and advances the City's long-term recreational goals. Rooted in principles of fiscal sustainability, equity and inclusion, and operational durability, the study ensures full compliance with relevant design standards and codes. As a planning-stage review, it intentionally focuses on high-level insights without delving into detailed construction documentation, procurement materials, or exhaustive financial proformas. The preliminary estimate serves as a starting point, to be refined through evolving market conditions, advanced design development, and thorough site investigations.

Recognizing that capital funding availability, regulatory hurdles, and municipal processes will shape future phases, this framework provides a strong, evidence-based foundation for advancing the Sports Hub into detailed design. By astutely identifying potential constraints and opportunities, the study equips decision-makers with a compelling basis to advance this project toward funding approval, ultimately delivering a high-quality, inclusive, and future-ready recreation facility that inspires generations.

## 2.6 Implementation Requires Alignment to Guiding Principles

The successful implementation of the Sports Hub depends on strong alignment with the City's priorities and principles, ensuring the project addresses immediate recreation needs while advancing long-term commitments to community well-being, equity, sustainability, and collaborative partnerships.

Principle	Alignment Strategy
EQUITY AND INCLUSION	The Sports Hub is designed as an accessible and inclusive recreation facility that promotes active, healthy, and connected lifestyles for residents and the broader community. By responding to identified service and facility gaps, the project addresses growth-related recreation needs and provides equitable access to year-round, affordable, and flexible programming for users of all ages, abilities, and interests.
SPECTRUM OF RECREATION SERVICE CHOICES	The facility will accommodate a broad range of organized and self-directed activities through flexible, multi-purpose amenities optimized for year-round use. By supporting both structured and unstructured recreation, the Sports Hub encourages physical activity, skill development, creativity, and social interaction, while ensuring efficient utilization and operational effectiveness to maximize community benefit.
HIGH QUALITY FACILITIES AND SERVICES	The Sports Hub is designed as a high-quality, accessible, and sustainable facility that fosters health, well-being, and a sense of belonging for all users. The development incorporates infrastructure upgrades to enhance accessibility, resilience to extreme weather, energy efficiency, and reduced greenhouse gas emissions, ensuring the facility meets or exceeds contemporary environmental and operational standards.
PARTNERSHIPS AND COLLECTIVE IMPACT	The Sports Hub will be developed in collaboration with the City and community stakeholders, leveraging co-location and shared-space opportunities to enhance program delivery and operational efficiencies. The facility is intended to strengthen individual and community well-being while supporting social, economic, and environmental outcomes through coordinated recreation and sport programming.
FINANCIAL SUSTAINABILITY	The project prioritizes long-term financial sustainability through responsible management and innovative funding approaches for both construction and ongoing operations. The Sports Hub aligns with City priorities and objectives, maximizing participation, facility utilization, and user satisfaction while ensuring the facility remains a resilient and valuable community asset.

## 3 Background and Need

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### 3.1 Summary of Recreation Master Plan Implementation Strategy: Alignment with Proposed Artificial Turf Field at Mohawk College

The City of Hamilton's Recreation Master Plan Implementation Strategy (RMP), prepared by Monteith Brown Planning Consultants and released August 2025, provides a comprehensive roadmap for enhancing recreation facilities and services through 2051. The plan emphasizes equitable access, community health, and sustainable growth amid a projected population increase from 583,000 in 2021 to 820,000 by 2051. It identifies priorities for indoor and outdoor facilities, guided by principles such as inclusivity, resilience, and maximizing public benefit through partnerships. Key "Big Moves" include renewing aging infrastructure, addressing growth-related needs, fostering collaborations, and optimizing multi-use spaces to support diverse activities like sports and leisure.

A core focus is on outdoor park facilities, particularly soccer and multi-use fields, which are essential for field sports including soccer, football, rugby, lacrosse, and ultimate frisbee. The RMP notes declining participation in some organized sports but sustained demand for high-quality, accessible fields. Hamilton currently has 190 soccer and multi-use fields (equivalent to 204 unlit field equivalents, or ULEs), with three-quarters classified as lower-quality Class C fields. To meet future needs, the plan sets a target of one ULE per 100 registered participants, requiring up to 31 additional ULEs by 2051 (mostly in the medium- to long-term, 2032–2051). Strategies include developing new fields in growth areas, upgrading existing ones, and converting grass fields to artificial turf to boost capacity by 200–300% through extended seasonal use and durability.

The RMP explicitly prioritizes artificial turf fields as a high-impact solution. Recommendation 16 calls for expanding access through new developments, upgrades, and artificial turf conversions, with an emphasis on multi-field sites and strategic locations to address geographic gaps and under-utilized lands. It recommends focusing on higher-quality fields (e.g., Class A/B or artificial turf) and establishing a capital reserve for turf replacement. Over the longer term, the plan urges expanding the network of artificial turf fields to support athlete development in sports like soccer and football (Recommendation 17), ensuring designs accommodate multiple sports. Recent examples include the artificial turf field at Heritage Green Sports Park, and the plan encourages similar investments city-wide, including collaborations with school boards and other landowners to maximize access.

Partnerships are a cornerstone of the RMP, with Recommendation 67 advocating a standardized Partnership Framework to evaluate and pursue equitable collaborations that enhance public benefit, operational efficiency, and funding. The plan highlights opportunities with educational institutions, community groups, and non-municipal providers to co-locate facilities and share costs, particularly for non-core assets like sports fields. This aligns with broader goals of financial viability, sport tourism, and inclusive service delivery, as outlined in Sections 7.6 and 8.

### 3.2 Alignment with the Proposed Artificial Turf Field at Mohawk College

The proposed artificial turf field at Mohawk College's Fennell Campus (West Hamilton Mountain) directly supports the RMP's recommendations by addressing growth-related field shortages, enhancing capacity, and leveraging partnerships. Located in a growing urban area with projected population increases on Hamilton Mountain (e.g., near South Mountain development nodes), the field would fill geographic gaps in high-quality field provision, where demand for multi-use spaces remains strong despite overall soccer declines. By serving Mohawk College students, Hillfield-Strathallan College (a private school), and the public, it exemplifies the RMP's call for multi-user designs that accommodate diverse sports and promote year-round access—key benefits of artificial turf, as noted in the plan's capacity enhancement strategies.

### 3.2.1 RMP Priorities

This project aligns with RMP priorities for:

- **Growth and Capacity Building:** It contributes to the 31 ULE target by providing a durable, all-weather field equivalent to multiple grass fields, supporting athlete development and tournament hosting (e.g., soccer, football).
- **Partnerships and Efficiency:** As a collaboration among the City, a post-secondary institution, and a private school, it embodies the standardized framework, reducing municipal costs while increasing public access. The RMP encourages school partnerships (e.g., with boards for field sharing) and value-added opportunities like economic impact from events.
- **Equity and Inclusion:** Situated in an area with moderate to high socio-economic needs (per the plan's Marginalization Index), it promotes access for equity-deserving groups, aligning with the Equity Index criteria for population impact and service to underserved populations.

### 3.2.2 Why This is a High-Priority Project

Using the RMP's Prioritization Framework (Appendix B), this new facility scores highly across Infrastructure and Equity Indices (max 100 points for new projects). Under Infrastructure, it excels in Logistical Viability (e.g., existing campus site minimizes environmental constraints), Capital Cost efficiency (shared funding avoids full municipal burden), and Value-Added Opportunities (partnerships, sport tourism potential). In the Equity Index, it addresses Geographic Need (Mountain area gaps), Population Need (serving 20,000+ in a 1.5km radius by 2051), Socio-Economic Position (targeting marginalized quintiles), and Public Support (community survey data shows demand for improved fields). Program Demand and service to equity groups further boost its ranking, as the field would support increasing participation in field sports post-pandemic.

The RMP warns of a growing infrastructure backlog and funding gap, urging immediate action on high-impact projects like artificial turf to prevent service declines. This initiative is short- to medium-term priority material, unlocking potential through partnerships while advancing the plan's vision of resilient, inclusive recreation. Implementation would require detailed feasibility, but it positions Hamilton as a leader in sustainable sports infrastructure.

### 3.2.3 Mohawk and Hillfield Strathallen as High Value Partners

Partnerships are encouraged when they provide public benefits that outweigh risks and make efficient use of funds. Key conditions for considering relationships with outside groups include:

- The City lacks capacity or budget for direct program delivery or facility management.
- An established provider/partner is already working with the City.
- The partnership fills or augments service gaps in communities (e.g., in lieu of City services).
- There is a need to build capacity to engage communities.
- The potential partner is a preferred/specialist for program delivery.

The plan notes that municipal involvement in non-core facilities (e.g., indoor turf, specialized sports centers) is not recommended as a solo City effort but could be pursued through partnerships with community-based clubs (Section 5.8, page 52). It references the Phase 3 Report (separate document) for frameworks on partnership policies and logic models.

### 3.3 Stakeholders

Great partnerships thrive when every participant brings unique strengths to the table, creating something far greater than any one entity could achieve alone. In the case of the proposed Artificial Turf Field at Mohawk College's Fennell Campus, success hinges on a dynamic three-way collaboration among **Mohawk College**, **Hillfield Strathallan College (HSC)**, and the **City of Hamilton**. Each partner plays an indispensable role, contributing expertise, resources, access, and vision to deliver a high-impact, shared community asset that advances athlete development, public recreation, equity, and long-term sustainability.

This collaborative model exemplifies the spirit of the Hamilton Recreation Master Plan (RMP), which repeatedly emphasizes partnerships as essential for addressing facility gaps, maximizing public benefit, and leveraging diverse strengths without overburdening any single organization. By combining institutional priorities with municipal goals and community access, the project transforms a constrained site into a vibrant, multi-user hub—ensuring year-round usability, inclusive programming, and measurable outcomes for thousands of residents, students, and athletes.

The table below outlines the key stakeholders, their primary roles, and the distinct value each brings to the partnership:

Stakeholder	Role	Value and Contributions
MOHAWK COLLEGE	Co-partner and primary afternoon user for varsity and student athletics	Provides the Fennell Campus site, operational expertise in post-secondary recreation, priority access for varsity teams (e.g., soccer, rugby), and alignment with student wellness/recruitment goals. Mohawk's existing athletic infrastructure (e.g., David Braley Athletic & Recreation Centre) and sustainability focus enhance project feasibility and innovation.
HILLFIELD STRATHALLAN COLLEGE (HSC)	Co-partner and primary daytime user with dedicated youth athletics focus	Brings expertise in private school education and youth development, offering daytime priority for student programs that promote holistic growth, teamwork, and character building. HSC's shared campus adjacency enables seamless integration and extends the facility's reach to younger users while supporting community engagement.
CITY OF HAMILTON	Financial and operational partner, ensuring public access evenings and weekends	Delivers municipal funding, regulatory support, and public programming oversight, aligning the project with RMP priorities (e.g., growth-related field needs, equity, and partnerships). The City maximizes community benefit through inclusive access, tournament hosting, and integration into broader recreation networks.
LOCAL SPORTS CLUBS (E.G., SOCCER, RUGBY ASSOCIATIONS)	Program users and potential renters	Contribute demand insights, event hosting capabilities, and athlete pathways, boosting utilization, sport tourism, and economic impact while ensuring the field meets competition standards.
COMMUNITY RESIDENTS	Primary beneficiaries and end-users	Gain equitable, accessible recreation opportunities that promote health, social connection, and inclusivity—directly supporting the RMP's equity and wellness objectives.

This stakeholder ecosystem ensures balanced governance, shared risk, and amplified impact. Mohawk and HSC provide educational and programmatic depth during peak daytime hours, while the City's involvement guarantees broad public access and alignment with city-wide goals. Together, the partners create a resilient model that not only addresses immediate field shortages but sets a precedent for future collaborations in Hamilton's evolving recreation landscape.

## 4 Case Studies

To inform this project, we examined successful artificial turf developments in similar educational and community contexts.

### 4.1 Sheridan College

Sheridan College's Trafalgar Road Campus in Oakville features a FIFA 1-certified artificial turf field installed in 2011 by Gateman-Milloy Inc. The field uses FieldTurf XM60 synthetic turf, designed for multi-sport use including soccer and football. The project included comprehensive infrastructure: storm sewers, electrical servicing, LED sports lighting, chain-link fencing, and asphalt pathways for accessibility.

This initiative stemmed from a need to enhance varsity athletics, led by Athletic Director Jim Flack. It has supported Sheridan's Bruins teams, hosting OCAA events and community programs. Key outcomes include extended seasonal play (year-round usability), reduced maintenance costs (no watering or mowing), and increased capacity for 500+ users per event. Partnerships with local contractors ensured cost efficiency, with total investment around \$1-2M (adjusted for inflation). This model demonstrates how post-secondary institutions can integrate turf fields into campus life, boosting student engagement and community ties—directly applicable to Mohawk's varsity needs.



Figure 1: Sheridan College - Trafalgar Athletic Centre <https://www.sheridancollege.ca/about/campus-locations/trafalgar/athletic-centre>

## 4.2 Conestoga College

Conestoga College partnered with the City of Cambridge to develop the Fountain Street Soccer Complex, opened in June 2024. This \$10M+ facility features seven fields: four natural turf and three synthetic turf, including one dual-sport field for soccer and rugby. Conestoga contributed nearly \$2M for enhancements like field conversions, benches, audience seating, and a digital scoreboard.

The 6,500 sq ft service building includes washrooms, changerooms, and a physiotherapy room, supporting varsity teams (Condors soccer and rugby) and public use. The complex will host the 2026 Canadian Collegiate Athletic Association (CCAA) Women's Soccer National Championship, highlighting its tournament capabilities. Benefits include shared costs (city-college split), year-round access for 1,000+ users annually, and economic boosts from events. Lessons for our project: Strong municipal partnerships reduce financial risks while maximizing public benefit, aligning with Hamilton's RMP emphasis on collaborations.



Figure 2: Conestoga College – Cambridge Soccer Complex <https://blog.sportsystemscanada.com/blog/bringing-soccer-to-a-whole-new-level-at-the-cambridge-soccer-centre>

### 4.3 Sherwood Secondary School

Sherwood Secondary School in Hamilton underwent a \$3M renovation in 2024, including a new multi-purpose synthetic turf field, track, and 200-capacity aluminum bleachers. The project replaced an old grass field with a durable aggregate base and synthetic surface suitable for soccer, football, and track events.

As part of broader high school upgrades by the Hamilton-Wentworth District School Board, it addresses local field shortages on Hamilton Mountain. Outcomes include improved safety (shock-absorbing turf), extended play hours with lighting, and community access for clubs. The field supports student athletics and public rentals, fostering inclusivity. This local example underscores the feasibility of turf conversions in educational settings, with quick ROI through reduced maintenance and increased usage—mirroring our proposed shared model.



Figure 3: Sherwood Secondary School – Saints Home Field <https://blog.sportssystemscanada.com/blog/new-track-field-and-bleachers-for-sherwood-secondary-school>

### 4.4 Lessons Learned

From these cases, key insights include:

- **Partnerships Drive Success:** Collaborations (e.g., Conestoga-City) share costs and enhance access, reducing municipal burden while amplifying impact.
- **Multi-Use Design:** FIFA-certified turf supports diverse sports, maximizing ROI (Sheridan, Sherwood).
- **Infrastructure Integration:** Include lighting, seating, and buildings for year-round viability and event hosting.
- **Community Benefits:** Projects boost wellness, tourism, and equity, with measurable outcomes like 20-30% usage increases.
- **Sustainability Focus:** Low-maintenance turf minimizes environmental impact, aligning with institutional values.

Taken together, these three case studies, two collegiate facilities and one secondary school in Hamilton itself, provide compelling evidence that the Sports Hub model is both proven and replicable. Sheridan demonstrates that a large-scale, city-partnered turf facility at a post-secondary institution can sustain high-volume use and generate meaningful economic activity. Conestoga confirms that a shared cost model between a college and municipality is operationally viable and positions the facility for national-level competition. And Sherwood Secondary School, a local Hamilton Mountain example, shows that even a \$3M turf conversion can

Secondary School, a local Hamilton Mountain example, shows that even a \$3M turf conversion can meaningfully expand community access, reduce maintenance costs, and improve safety outcomes — at a site and scale directly comparable to the proposed Sports Hub.

The proposed Mohawk–HSC–City partnership incorporates all of the success factors present across these precedents: a multi-institution ownership structure, multi-sport design, phased construction, and integration of lighting and supporting amenities. The key risk that felled or delayed comparable projects - inadequate stakeholder alignment and underdefined governance - is directly addressed in this study's recommended five next steps and proposed partnership framework.

## 5 Facility Design and Criteria

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The development is designed to meet diverse recreational demands while ensuring durability, accessibility, and sustainability.

### 5.1 Multisport Field

The multisport field is envisioned as the central feature of the development, designed to support a wide range of recreational activities while adhering to high standards of durability, safety, accessibility, and sustainability. The proposed FIFA preferred pitch artificial turf field (105m x 68m) will accommodate soccer, lacrosse, and other outdoor sports programming, providing flexible, year-round use. A sub-surface drainage system will ensure all-weather playability, minimizing disruptions due to precipitation. Rugby can be added too, with the inclusion of an elayer, and ideally a slight increase to both the length and width to accommodate world rugby preferred safety zones and end-zones.

The turf system will be selected based on rigorous performance criteria and informed by leading precedent facilities. Recyclable components will be prioritized, and the use of Wollastonite infill, a mineral-based material that contributes to carbon sequestration, may be considered to enhance environmental performance. The overall design will balance user safety, long-term resilience, and alignment with the City's sustainability objectives.

Final design details will consider the specific needs of different user groups, recognizing that certain sports may require enhanced impact absorption. For example, rugby may necessitate the inclusion of a poured-in-place elastomer layer or roll-down shock pads to meet relevant safety and performance standards. These requirements will be integrated into the detailed design phase to ensure compliance with sport governing body guidelines and to provide a safe, high-quality playing experience.

### 5.1.1 Key Sustainability Benefits of Artificial Turf Systems:

Modern artificial turf systems, such as those by FieldTurf, offer substantial sustainability advantages compared to natural grass fields, supporting long-term environmental and operational objectives. The proposed turf system materials and design strategies that reduce resource consumption, minimize environmental impact, and enhance year-round usability.

Feature	Benefit and Description
<b>EXTENDED PLAYING SEASONS AND RELIABLE PROGRAMMING</b>	Artificial turf maintains playability in diverse weather conditions, including immediately following rainfall, thereby extending the outdoor recreation season by several months. This reliability reduces dependency on indoor facilities and contributes to a smaller overall construction footprint. Whereas natural grass fields can support only 20–25 hours of programming per week, artificial turf accommodates near-continuous use, significantly increasing capacity and reducing the need for additional land area or duplicate facilities.
<b>REDUCED WATER CONSUMPTION</b>	Artificial turf eliminates the need for routine irrigation, significantly reducing potable water demand. Water is required only for occasional cleaning or surface cooling during extreme heat events.
<b>LOWER OPERATIONAL INPUTS</b>	Turf systems reduce or eliminate the need for mowing, seeding, fertilization, herbicide application, and other maintenance activities typically associated with natural grass fields. As a result, Chemical inputs, equipment operation, and associated greenhouse gas emissions are substantially reduced. Over the facility's lifespan, these operational efficiencies generate both environmental and financial savings.
<b>CARBON CAPTURE AND SEQUESTRATION</b>	Wollastonite—a naturally occurring mineral currently in use at Queen's University in Kingston—may be incorporated as an infill material within the proposed turf system. Wollastonite actively captures and stores atmospheric carbon dioxide through mineral carbonation. This approach embeds carbon-sequestering technology within a high-use recreation surface, offering both environmental and functional benefits.
<b>RECYCLABILITY AND CIRCULAR ECONOMY</b>	Contemporary FieldTurf products are designed to support end-of-life material recovery. Components of the turf system can be separated and recycled for use in new turf products or repurposed in other construction applications, reducing landfill waste.

### 5.1.2 Artificial Turf Considerations

Selection of an appropriate artificial turf system is critical to ensuring that the proposal delivers a durable, safe, and high-performing surface capable of supporting Hamilton’s diverse recreational and athletic programming. The design team will evaluate turf products through a comprehensive set of performance, safety, sustainability, and lifecycle criteria during the detailed design phase. This process will include a comparative assessment of fiber composition, infill types, shock pad options, and sub-base systems to identify solutions that optimize safety, longevity, and playability.

The following considerations will guide the selection of the preferred turf system:

Category	Key Considerations
FIBRE / YARN	<p><b>Fiber Type:</b>  <i>Monofilament</i> fibers offer enhanced durability and more natural ball roll.  <i>Slit-film</i> fibers are typically softer and more cost-effective.</p> <p><b>Pile Height:</b> Longer fibers provide softer surfaces and higher shock absorption; shorter piles support faster play.</p> <p><b>Yarn Density:</b> Influences durability, playability, and turf aesthetics.</p> <p><b>UV Resistance &amp; Colour Stability:</b> Ensures long-term performance in outdoor conditions.</p>
FILL / INFILL	<p><b>Material Options:</b> Crumb rubber, sand, organic products (e.g., cork, coconut), hybrid mixes, or mineral-based materials such as Wollastonite.</p> <p><b>Depth and Distribution:</b> Essential for maintaining proper shock absorption and ball behavior.</p> <p><b>Impact on Traction &amp; Surface Hardness:</b> Directly affects safety and injury prevention.</p> <p><b>Maintenance Requirements:</b> Replenishment frequency, grooming, and lifecycle considerations.</p>
FOAM / SHOCKPAD	<p><b>Thickness and Density:</b> Directly influence energy absorption and injury risk reduction for players.</p> <p><b>Compatibility with Drainage System:</b> Ensures consistent water flow and surface stability.</p> <p><b>System Types:</b> Options include poured-in-place elastomer layers, roll-down mats, and panelized systems.</p> <p><b>Sport-Specific Requirements:</b> Some sports (e.g., rugby) mandate specific shock attenuation criteria. Poured in place elastomer layers are the preferred method of shock absorption.</p>
FOUNDATION / SUB-BASE	<p><b>Preferred Materials:</b> Granular sub-base systems offer cost advantages over asphalt</p> <p><b>Curbing and Edge Restraints:</b> Provide long-term stability and protect system integrity.</p> <p><b>Lifecycle Expectation:</b> A properly designed base should last for <i>at least</i> three complete turf replacements.</p>
PERFORMANCE & SAFETY	<p><b>Shock Absorption:</b> Must meet ASTM, FIFA, World Rugby, and other relevant standards.</p> <p><b>Certifications:</b> Delivery of a field capable of FIFA Quality Programme standards is recommended</p> <p><b>Ball Roll &amp; Traction:</b> Critical to ensuring consistent play across multiple sport types.</p> <p><b>Surface Hardness &amp; Injury Mitigation:</b> Influences concussion risk and joint impact.</p>
DURABILITY / LIFESPAN	<p><b>Resistance to Wear:</b> Essential for multi-sport, high-intensity programming.</p> <p><b>Climate and UV Performance:</b> Protects against degradation due to freeze-thaw cycles and UV</p> <p><b>Warranty Considerations:</b> Preference for non-pro-rated warranties exceeding 8 years.</p> <p><b>Typical Lifespan:</b> Most high-quality systems last 8–12 years under intensive use.</p>
MAINTENANCE	<p><b>Grooming Frequency:</b> Required to maintain infill level, fiber integrity, and drainage.</p> <p><b>Cleaning Requirements:</b> Includes debris removal, disinfection protocols, and infill management.</p> <p><b>Repairability:</b> Ease of seam repair or localized patching.</p>
CERTIFICATION & COMPLIANCE	<p><b>Applicable Standards:</b> CCAA, FIFA, World Rugby, CSA, USport, and municipal or stakeholder-specific requirements.</p> <p><b>Regulatory Coordination:</b> Ensures alignment with campus, municipal, or sport governing body standards.</p>
ENVIRONMENTAL & SUSTAINABILITY	<p><b>Recyclability:</b> System should support end-of-life material separation and reprocessing.</p> <p><b>Heat Retention Mitigation:</b> Options such as FieldTurf CoolPlay product reduce surface temperatures.</p> <p><b>Material Safety:</b> Infill and fiber materials must be safe for users and the surrounding environment.</p>
AESTHETICS & USE	<p><b>Natural Appearance &amp; Colour Uniformity:</b> Enhances user experience and campus integration.</p> <p><b>Multi-Sport Line Marking:</b> Flexibility for varied sport programming.</p> <p><b>Spectator and Player Comfort:</b> Surface quality contributes to overall experience.</p>
SPECIAL CONSIDERATIONS	<p><b>Integration with Lighting &amp; Drainage:</b> Ensures cohesive performance with supporting infrastructure.</p> <p><b>Connectivity to Adjacent Amenities:</b> Aligns with plaza, building, and servicing design.</p>

## 5.2 Amenity Building

The Amenity Building serves as the essential operational and hospitality core of the proposed Sports Hub, designed to support varsity athletics, tournament hosting, and community programming with efficiency, inclusivity, and professionalism. Its primary purpose is to facilitate back-to-back games and events by providing dedicated changing, washroom, shower, and officials' spaces that accommodate simultaneous men's and women's activities, minimizing downtime and enhancing user experience. The building prioritizes sport-specific needs while incorporating modest hosting and media capabilities to elevate tournament appeal and revenue potential.

### 5.2.1 Key Features

Key features include:

**Player and Officials Support:** Four team change rooms (two per gender) equipped with private changing areas, two lockable showers per room, benches, hooks, and secure storage to handle doubleheaders and multi-team events. A separate officials' change room accommodates up to six officials, including one private shower and changing area for impartiality and comfort.

**Accessibility and Inclusivity:** Fully barrier-free universal washrooms (minimum two) and all-gender washrooms (four) meeting or exceeding Ontario Building Code and AODA standards, ensuring equitable access for all users, including those with disabilities.

**Hosting and Media Area:** A modestly appointed space for up to 30 people, featuring comfortable seating for approximately 20, integrated viewing windows or screens overlooking the field, and connectivity for live streaming, scoring, and announcements. This area doubles as a remote hub for Mohawk College and Hillfield-Strathallan College activities, supporting coaching meetings, team briefings, and stakeholder coordination.

**Catering Kitchen:** A compact, functional catering kitchen equipped with commercial-grade power outlets, refrigeration (under-counter fridge and freezer), double sink for food prep and cleaning, ample counter space for preparation, storage cabinets, and shelving for supplies. Designed for light catering of tournaments (e.g., boxed meals, snacks, beverages) and events, it connects directly to an adjacent outdoor viewing patio for seamless service during games, enhancing spectator and participant experience without requiring full commercial restaurant infrastructure.

**Additional Amenities:** A lobby hub with water station, vending machines, AED, notice boards, and LCD information screen; caretaker/utility/mechanical rooms with exterior access; and secure storage (24 m<sup>2</sup>) for equipment, maintenance supplies, and event materials.

The building emphasizes durability through low-maintenance, high-quality materials (e.g., resilient flooring, durable wall finishes) suited to heavy athletic use and weather exposure. It will integrate into a secure perimeter fencing system during detailed design, enabling controlled access, revenue capture via ticketing/gating for events, and enhanced security for ticketed tournaments or private bookings. Full barrier-free circulation, energy-efficient systems, and architectural alignment with campus aesthetics ensure long-term sustainability and campus integration.

A preliminary design massing study promotes efficient circulation, seamless connections to the adjacent outdoor plaza and public viewing areas, and compatibility with the overall site layout. Detailed design phases will refine the functional program through stakeholder workshops (Mohawk College, HSC, City of Hamilton) to optimize layouts, confirm adjacencies, and incorporate feedback for maximum usability.

### 5.2.2 Preliminary Building Functional Requirements

The table below is a preliminary assessment of space required for the facility. The estimated size is 325 to 450m<sup>2</sup>. Final determination to be determined during detailed design and finalized functional study.

Room #	Space or Room	Min Qty	Min Area	Notes
101	Vestibule	1	As required	
102	Lobby hub and Hallways	1	15m <sup>2</sup>	Include: Water station x1; vending x2; AED x1; notice/message board x1; LCD TV information screen x1
103	Hosting/Media Area	1	As required for ~30 pers occupancy	Include catering kitchen with power, refrigeration, sinks, storage and prep space. Connect to outdoor patio. View to field. Seating for ~20.
104-105	Universal washroom	2	To Code	Consistent with all design standards and precedent
106-109	All gender washroom	4	To Code	Consistent with all design standards and precedent
110	Caretaker closet	1	4.5m <sup>2</sup>	Hot and cold water supply; basin and drain; durable wall finish; shelving and racking for supply storage
111	Utility room/Mechanical Room	1	As required.	Include exterior access. Consider co-location with dome utility room during detailed design. Size will increase.
112	Storage	1	24 m <sup>2</sup>	Include shelving and racking as required. Durable wall finish.
113-116	Player change rooms	4	As required	4 change rooms. Include 2 showers with lockable stalls, private changing area.
117	Officials Change Room	1	As required	Accommodate 6 officials, 1 shower, private changing area.

### 5.3 Building Options

The evaluation of building options for the Amenity Building carefully weighed two primary approaches—modular/prefabricated construction and permanent masonry construction—against key project priorities: constructability, cost-effectiveness, long-term alignment with institutional and municipal goals, durability for heavy athletic use, full accessibility, and integration with the Mohawk College and Hillfield-Strathallan College campuses.

#### 5.3.1 Modular Building Option

Modular or prefabricated buildings, assembled off-site in controlled factory environments and delivered for quick on-site installation, offer compelling short-term advantages. These structures can typically be erected in weeks rather than months, minimizing disruption to campus activities and allowing faster commissioning of the facility. Initial capital costs are generally lower due to streamlined manufacturing, reduced on-site labor, and predictable timelines that avoid weather delays. This approach provides high flexibility, as the building can be relocated, reconfigured, or repurposed if needs evolve—making it suitable for interim solutions during broader campus developments or as a testbed for community programming. In Canadian contexts, modular options have proven effective for temporary or expandable recreation spaces, such as athletic support facilities at schools or community centers, where speed and adaptability are paramount.

However, modular construction comes with notable trade-offs for a project intended as a long-term community and institutional asset. Raised plumbing and foundation systems can limit seamless barrier-free accessibility, potentially requiring additional modifications to meet full AODA standards. Finishes tend to be more basic and functional, with moderate durability that may necessitate earlier replacement after approximately 10 years of intensive use (e.g., frequent team turnovers, tournaments, and public events). Aesthetic integration with the campuses' established architectural character is often limited, and opportunities for advanced sustainable features—like energy-efficient systems or resilient, low-maintenance materials—are constrained compared to site-built alternatives.

### **5.3.2 Site-Built Permanent Building**

In contrast, a site-built or 'stick-frame' building, constructed on-site with traditional materials such as brick, concrete block, or reinforced masonry, emerges as the preferred option for this Sports Hub. Designed from the ground up for longevity, it delivers a 50+ year lifespan with superior structural integrity and minimal ongoing maintenance—critical for withstanding the rigors of varsity practices, back-to-back tournament days, and year-round public access. Full barrier-free accessibility is inherent, with seamless circulation, level thresholds, and integrated universal design that avoids the compromises of raised systems. Architecturally, it harmonizes with Mohawk and HSC campus identities, using durable, high-quality finishes that enhance the facility's sense of permanence and pride for users.

This approach also unlocks greater opportunities for sustainability, incorporating energy-efficient HVAC, resilient materials resistant to extreme weather, and low-maintenance exteriors that reduce operational costs over decades. While upfront costs are higher due to site-specific construction and longer timelines, the investment yields exceptional long-term value: lower lifecycle expenses, enhanced user experience, and stronger alignment with the City of Hamilton's Recreation Master Plan (RMP) priorities. The RMP's Prioritization Framework emphasizes maximizing public benefit through durable, equitable, and cost-effective assets that address growth needs responsibly - criteria where permanent construction excels, particularly under the Infrastructure Index (asset condition, accessibility, experience) and Equity Index (population impact, usage potential). Examples from Canadian recreation and educational settings, including permanent modular or site-built support buildings at colleges and municipal sports complexes, consistently favor durable, integrated designs for high-usage facilities to ensure resilience and community legacy.

### **5.3.3 Preferred Solution Requires Final Determination**

Ultimately, the permanent option best supports the project's vision of a resilient, inclusive, and future-ready hub that serves Mohawk varsity teams, HSC youth programs, and the broader Hamilton community for generations. It positions the Amenity Building not as a temporary addition but as a foundational element of the Sports Hub, delivering superior durability, accessibility, aesthetic fit, and operational efficiency while advancing the City's strategic goals for sustainable, high-impact recreation infrastructure. Detailed design will refine these considerations, incorporating stakeholder input to confirm the optimal path forward.

## 6 Parking, Infrastructure and Servicing

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The Sports Hub's supporting infrastructure is engineered to deliver a resilient, fully functional, and sustainable facility that meets the operational demands of Mohawk, HSC, and the City of Hamilton. This integrated approach prioritizes universal accessibility, long-term reliability, environmental responsibility, and seamless compatibility with future expansions or enhancements. All systems are planned in alignment with relevant standards, including the Ontario Building Code (OBC), Accessibility for Ontarians with Disabilities Act (AODA) Design of Public Spaces Standards, City of Hamilton guidelines, and best practices for artificial turf sports fields.

The infrastructure encompasses site access and parking, grading and drainage, sanitary and water systems, power and shallow utilities, lighting, and security/communications. Together, these elements create a cohesive framework that supports high-volume use - varsity practices, tournaments, and public community programming - while minimizing environmental impact and operational costs.

### 6.1 Site Access and Parking

Site access and parking are designed to ensure safe, efficient, and inclusive movement for all users, while preserving existing campus operations. The strategy maintains the full capacity of the northeast parking lot, which continues to serve regulatory, emergency, maintenance vehicles, and general users. An accessible corridor from this lot provides direct, barrier-free entry without disrupting pedestrian flows or adjacent infrastructure.

Pedestrian priority is central to the design. Primary pathways connect from the northeast parking area and northern campus access points to the turf field, amenity building, spectator seating, storage, and public gathering spaces. These routes feature intuitive, legible layouts with smooth transitions, appropriate widths, slopes, and surfaces compliant with AODA requirements for exterior paths of travel (e.g., minimum clear widths, detectable warnings, and tactile paving where needed). This promotes safety, reduces conflicts between vehicles and pedestrians, and accommodates varying traffic volumes—from daily student/athlete use to event-day surges.

The overall access and parking framework balances operational efficiency with an exceptional user experience, reinforcing the Sports Hub as a welcoming, inclusive destination. Detailed site plans in Appendix A illustrate these connections and adjacencies.

### 6.2 Grading and Drainage

Grading and drainage strategies integrate the new facility harmoniously with the existing site topography, ensuring compliance with functional, environmental, and regulatory requirements (including City of Hamilton stormwater guidelines and sustainable practices).

#### 6.2.1 Grading Strategy

Site grading supports the artificial turf field, plaza, and amenity building while achieving:

- A stable, level base for the turf system to maintain play quality and support potential future enhancements.
- Smooth transitions between activity zones, pedestrian routes, and adjacent campus areas.
- Positive slopes directing surface water toward designated management features, preventing ponding and erosion.

#### 6.2.2 Drainage and Stormwater Management

The artificial turf field includes a high-performance sub-surface drainage system with perforated pipes and permeable base layers for rapid infiltration and lateral conveyance, ensuring playability during and after rainfall. To enhance sustainability and align with low-impact development principles:

- Naturalized features such as vegetated swales or bioswales slow, filter, and infiltrate runoff,

- improving water quality and reducing downstream impacts.
- Concrete spillways and connections to existing manholes handle overflow during intense storms.
- Native plantings in swales promote infiltration, habitat restoration, and reduced irrigation needs, supporting biodiversity and climate resilience.

This approach minimizes impervious surfaces, mitigates urban heat island effects, and contributes to broader stormwater goals.

### 6.3 Sanitary and Water Systems

Sanitary and potable water servicing provides reliable, efficient support for the amenity building and field operations, fully compliant with the Ontario Building Code (OBC) and municipal standards.

- **Sanitary Servicing** Connections to existing municipal sanitary sewers (or campus systems) ensure adequate capacity for washrooms, showers, and utility needs in the amenity building. Design includes provisions for high-usage events, with grease interceptors if catering demands require them.
- **Potable Water Supply** A dedicated potable water line supplies drinking fountains, washrooms, showers, and potential irrigation/hose bibs. Systems incorporate backflow prevention, metering, and energy-efficient fixtures to promote conservation. Water-efficient features (e.g., low-flow devices) align with sustainability objectives and reduce operational costs.

Detailed engineering during subsequent phases will confirm sizing, pressures, and integration with campus infrastructure. It is understood that servicing may come from either Mohawk or HSC.

### 6.4 Power and Shallow Underground Utilities

Electrical and low-voltage systems deliver safe, resilient, and future-ready power, adhering to the Ontario Electrical Code, Alectra Utilities standards, and Mohawk College requirements.

- **Electrical Distribution** Adequate capacity supports amenity building operations, field lighting, and auxiliary systems, with provisions for load growth.
- **Information Technology (IT), Security, and Communications** Shallow utilities include:
  - Empty conduits for IT networking, CCTV, audio-visual systems, and access controls.
  - Pathways for future door monitoring, wireless/cellular integration, and building automation system (BAS) connections to the campus network.
- **Emergency Power and Resilience** Design incorporates generator connection points, emergency lighting/wiring per code, and alignment with campus protocols for continuity during outages.
- **Energy Efficiency and Sustainability** Selections prioritize reduced consumption through LED technologies, smart controls, monitoring, and compatibility with future renewables (e.g., solar integration).

### 6.5 Lighting

The lighting strategy ensures safe, high-quality illumination while minimizing energy use, light trespass, and environmental impact through advanced LED systems, smart controls, and dark-sky principles.

- **Field Lighting** LED sports lighting illuminates the turf field to IES RP-6 recommended levels for recreational/multi-use play (typically 20–50 foot-candles average, with uniformity ratios of 2:1 or better). Key features include:
  - Compliance with Illuminating Engineering Society (IES) standards for consistency and visibility.
  - Optimized pole placement and directional optics to minimize glare, upward spill, and skyglow.
  - Energy-efficient drivers and low-maintenance components for reliability.
  - Musco is a preferred supplier for sports field lighting
- **Pathway and Plaza Lighting** Architectural LED fixtures provide appropriate levels for safe circulation, with photocells, timers, and occupancy sensors for efficiency. Fixtures match campus standards for

durability and aesthetics.

- **Amenity Building Lighting** High-efficiency interior LEDs with dimming and occupancy sensors in washrooms, corridors, and storage; exterior security lighting integrates with campus monitoring. All meet emergency and accessibility requirements.

Power calculations during detailed design will account for Day 1 and future loads.

## 6.6 Security and Communications

Because the Sports Hub straddles the campus boundary of two institutions, integration of Mohawk College's and HSC's respective security and communications systems is a key coordination requirement. During detailed design, both institutions' IT and Facilities teams will undertake a joint technical review to assess existing system capabilities, identify integration points, and agree on a unified approach to access control, CCTV, emergency communications, and network connectivity. A memorandum of understanding (MOU) covering ongoing operational responsibilities - including monitoring, maintenance, and incident response - will be developed as part of the formal partnership agreements in Step 2 (Spring 2026).

- **Security Infrastructure** A layered approach includes perimeter fencing integration, CCTV coverage of key areas (field, parking, building entrances), access controls, and lighting to support Crime Prevention Through Environmental Design (CPTED) principles.
- **Information Technology (IT) and Communications** Conduits and pathways enable robust IT, Wi-Fi, scoring/streaming, and public address systems, with integration to campus networks.
- **Coordination with Campus Services** All elements align with both HSC and Mohawk College protocols for monitoring, emergency response, and maintenance, ensuring seamless operations across partners.

This comprehensive infrastructure supports the Sports Hub as a durable, accessible, and sustainable asset, ready for detailed design refinement with stakeholder input.

## 7 Costing and Schedule

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The costing framework for the Sports Hub provides a preliminary, planning-level assessment of capital requirements for Phase 1 implementation, with provisions for potential future expansions. Estimates draw from current industry benchmarks (2025–2026 Canadian data), comparable institutional and municipal projects in Ontario, and site-specific information. While conceptual, these figures establish a foundation for budgeting, funding strategies, and refinement during detailed design and tendering.

Total estimated capital cost for the project is approximately \$7.92 million, inclusive of a 15% contingency to buffer against market volatility, regulatory changes, site conditions, or inflation. This is further broken down to:

- Part A: Turf Field, Bleachers and Press Box at \$4.92 million
- Part B: Auxiliary Building and Servicing at \$2.76 million

Combined, this delivers a fully functional, high-quality facility by 2027/2028, including the full-size artificial turf field, amenity building, public plaza, LED sports lighting, infrastructure/servicing, and associated elements. An optional running track addition is estimated at ~\$2.2 million, based on recent Ontario/Canadian benchmarks for polyurethane/rubberized surfaces, and adjusted for integration and scale.

Part A prioritizes essential components aligned with the City of Hamilton Recreation Master Plan (RMP) priorities for multi-use, all-season fields and partnerships. Costing assumes construction start in 2027, incorporating ~3% inflation from current benchmarks, lifecycle planning (e.g., turf replacement every 8–12 years), and sustainable features (e.g., energy-efficient LED lighting, low-maintenance turf). The permanent amenity building (~\$1,200,000, excluding taxes) offers superior long-term value and durability; a modular alternative could enable phased delivery if funding constraints arise, though it is not recommended for this high-usage, community-focused project.

A detailed cost table in the Appendix will distinguish Part A from Part B. Contingency (15%) provides flexibility for unforeseen items like geotechnical adjustments or enhanced accessibility features. These contingent geotechnical risk items are however, included in the overall estimate as well as covered further in contingency.

### 7.1 Costing Summary

The pre-design costing for the Sports Hub is grounded in a set of carefully considered assumptions that ensure the estimates are realistic, transparent, and aligned with project realities. These assumptions draw from conceptual design details, industry benchmarks for similar Ontario recreation and institutional projects, and historical data from comparable turf field developments.

General assumptions include: estimates are conceptual and based on pre-design information and past project experience, with actual costs subject to refinement during detailed design, geotechnical investigations, and market conditions; figures incorporate approximately 5% inflation to account for potential construction in 2026–2027; and costs are rounded to reflect their order-of-magnitude nature rather than precise quotes.

For the artificial turf field—the project's major investment—the costing assumes a high-performance, year-round durable system with sub-base preparation, advanced drainage, premium turf materials, and LED sports lighting. The design includes provisions for future dome anchoring compatibility, supporting long-term flexibility without immediate additional expense.

The amenity building considers two options: a modular/prefabricated structure offering lower upfront capital cost and shorter lifespan, versus a permanent stick-built (site-built) construction with higher initial investment but extended durability, reduced lifecycle maintenance, and better integration with campus aesthetics and accessibility standards. The preferred permanent option aligns with the project's emphasis on longevity and public benefit.

Site servicing assumes efficient extensions from nearby utility corridors for electrical transformers, sanitary/storm connections, and IT/security conduits, minimizing trenching and disruption. Environmental mitigation incorporates naturalized plantings, stormwater features (e.g., bioswales), and compliance with relevant guidelines, including allowances from the 2023 Draft Environmental Impact Study.

Lighting and ancillary facilities (e.g., multi-surface courts if included) assume durable LED systems for extended evening use, plus fencing, surfacing, and equipment to support safe, high-quality operations.

## MOHAWK and HILLFIELD STRATHALLEN SPORT HUB

### Pre-Design Scoping Estimate - Summary

Feb-26

	<b>Total Project</b>		<b>Part A - Turf</b>		<b>Part B - Building</b>	
1.0 Site Works	\$	515,800	\$	273,770	\$	242,030
2.0 Parking	\$	50,000	\$	50,000	\$	-
3.0 Field	\$	2,589,781	\$	2,535,756	\$	54,025
4.0 Power, Lighting and Scoreboard	\$	565,000	\$	565,000	\$	-
5.0 Building	\$	1,865,000	\$	52,500	\$	1,812,500
6.0 Fan Experience	\$	295,000	\$	295,000	\$	-
7.0 Misc and Equipment	\$	250,000	\$	250,000	\$	-
<b>Total Construction</b>	<b>\$</b>	<b>6,130,581</b>	<b>\$</b>	<b>4,022,026</b>	<b>\$</b>	<b>2,108,555</b>
8.0 Design, Permitting and Fees						
Part A - Turf	\$	257,000	\$	257,000	\$	-
Part B - Building	\$	295,678	\$	-	\$	295,678
<b>Total Fees</b>	<b>\$</b>	<b>552,678</b>	<b>\$</b>	<b>257,000</b>	<b>\$</b>	<b>295,678</b>
<i>Fees as a percentage of project</i>		9.02%		6.39%		14.02%
<b>Subtotal Cost</b>	<b>\$</b>	<b>6,683,259</b>	<b>\$</b>	<b>4,279,026</b>	<b>\$</b>	<b>2,404,233</b>
15% contingency	\$	1,002,489	\$	641,854	\$	360,635
<b>Total Budget Cost</b>	<b>\$</b>	<b>7,685,747</b>	<b>\$</b>	<b>4,920,880</b>	<b>\$</b>	<b>2,764,868</b>
<i>2027 Construction Escalation (3%)</i>	\$	230,572	\$	147,626	\$	82,946
<b>2027 Budget Cost</b>	<b>\$</b>	<b>7,916,320</b>	<b>\$</b>	<b>5,068,506</b>	<b>\$</b>	<b>2,847,814</b>
9.0 Allowance for E/W Alignment with 8 Lane BSS-300 Track					\$	2,200,000

Figure 1: Summary of Estimated Costs

## 7.2 Assumptions

The pre-design costing for the Sports Hub is grounded in a set of carefully considered assumptions that ensure the estimates are realistic, transparent, and aligned with project realities. These assumptions draw from conceptual design details, industry benchmarks for similar Ontario recreation and institutional projects, and historical data from comparable turf field developments.

General assumptions include:

- Estimates are conceptual and based on pre-design information and past project experience, with actual costs subject to refinement during detailed design, geotechnical investigations, and market conditions
- Figures incorporate approximately 5% inflation to account for potential construction in 2026–2027
- Costs are rounded to reflect their order-of-magnitude nature rather than precise quotes.

### 7.3 Implementation Timeline

- Feasibility Approval & City Endorsement: Spring 2026 (including April 2026 presentation to Emergency and Community Services Committee).
- Detailed Design & Permitting: 2026.
- Tendering & Procurement: Winter 2026/2027.
- Construction: Spring 2027–Summer 2028.
- Operational Launch: Fall 2028 (targeting full use by 2028) \*\* Field can be ready for Fall 2027\*\*

Future expansions (e.g., addition of a track track) would add approximately 12 weeks to the overall construction program if included with Part A.

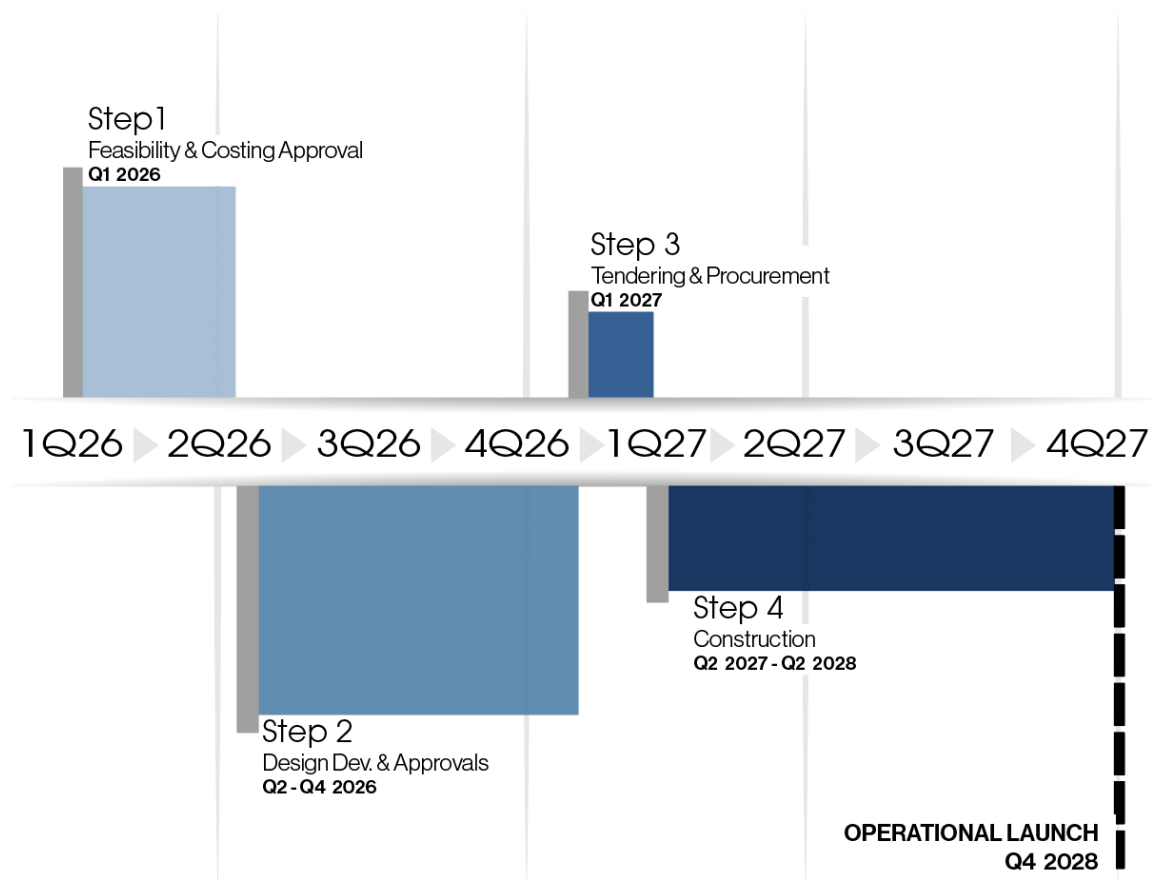


Figure 2: Graphic Representation of Schedule

## 8 Contingency Planning and Risk Assessment

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Major capital projects like the Sports Hub inevitably involve uncertainties—from market fluctuations and regulatory hurdles to site-specific challenges and evolving funding landscapes. This combined section outlines key contingencies and risks, along with targeted mitigation strategies, to ensure the project remains resilient, on-track, and aligned with the partnership's shared goals of delivering a high-impact, inclusive recreation asset.

### 8.1 Financial Contingencies and Risks

Cost escalation remains a primary concern, driven by inflation, supply chain issues, material/labor volatility, or unforeseen site conditions. The \$7.92 million Phase 1 (Part A) estimate includes a 15% contingency to absorb these variables, with ongoing updates planned at milestones (detailed design, tendering, contract award) to reflect real-time market conditions. Lifecycle costs—such as turf resurfacing every 8–12 years—are factored into long-term planning for sustainable operations. If budgets tighten, value engineering or sub-phasing (e.g., prioritizing the turf field and lighting) provides flexibility without compromising core functionality.

### 8.2 Phasing Contingencies

The project is structured as Part A (core turf field, lighting, and servicing) for immediate activation, with Part B (amenity building expansions and enhancements) as a future phase. This modular approach allows sub-phasing if funding is constrained, maintaining momentum and year-round recreational value. Part A delivers substantial benefits independently, ensuring community access even if Part B advances later, while avoiding redundant work or cost duplication.

### 8.3 Regulatory, Environmental, and Permitting Contingencies

Approvals from the City of Hamilton, conservation authorities, and campus stakeholders may require additional studies, modifications, or mitigation (e.g., enhanced stormwater features or ecological buffers). Budget allowances and early engagement (pre-submission consultations) build in adaptability. Geotechnical uncertainties near valley lands could add 5–10% to costs or extend timelines by 3–6 months; early investigations during detailed design, combined with contingency reserves, mitigate this effectively.

### 8.4 Operational and Stakeholder Risks

High demand could strain initial capacity; flexible programming (extended hours, portable amenities, deepened City partnerships) offers responsive solutions. Construction near active campus zones risks disruption; scheduling during low-impact periods (e.g., summer), clear signage, and stakeholder coordination minimize impacts. Community or environmental concerns may arise; transparent engagement—through town halls, sustainability messaging, and a dedicated consultation plan—builds support and addresses issues proactively.

By integrating these contingencies into the financial model, schedule, and stakeholder strategy, the project team can confidently navigate uncertainties. This forward-thinking approach safeguards the Sports Hub's viability, maximizes partnership value, and advances the stakeholder priorities for equitable, resilient, and high-priority recreation infrastructure.

## 9 Section 9 – Conclusion and Recommendation

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This feasibility study demonstrates that the proposed Sports Hub at the joint Mohawk – Hillfield Strathallen College is a sound, well-justified investment in Hamilton's recreational future. The case for proceeding rests on four pillars that this study has examined in depth.

**Need is established.** The City of Hamilton's 2022 Recreation Master Plan identifies a shortage of up to 31 unlit field equivalents by 2051, concentrated in growing urban areas including Hamilton Mountain. The proposed site directly addresses this gap. Demand from Mohawk College's student population, HSC's athletic programs, and the wider community is documented and sustained.

**The design is appropriate and well-precedented.** The recommended program - a FIFA-compliant artificial turf field, LED sports lighting, bleacher seating for 800, and a phased amenity building — reflects current best practice for multi-use institutional facilities. The case studies at Sheridan College, Conestoga College, and Hamilton's own Sherwood Secondary School confirm this model's viability at comparable scale and within similar partnership structures.

**The partnership structure is a strategic advantage.** The three-way collaboration between Mohawk College, HSC, and the City of Hamilton is not a complicating factor - it is a core strength. It distributes financial risk, broadens the user base, and positions the Sports Hub as a model for the RMP's Partnership Framework. This structure has a direct analogue at Conestoga College's Cambridge Soccer Complex, which hosts CCAA-level competition within a functioning city-college shared model.

**The project is deliverable within a clear timeline.** With City endorsement targeted for Spring 2026, detailed design proceeding through 2026, and construction planned for 2027–2028, the Sports Hub can realistically be operational for the Fall 2027 season (Part A field) and fully commissioned by Fall 2028 (Part B amenity building). The 15% cost contingency built into the \$7.92 million estimate provides reasonable buffer for a project at this stage of design development.

The study team recommends that Mohawk College, Hillfield Strathallen College, and the City of Hamilton proceed to the next step - formal internal approvals - with a target of presenting to the City's Emergency and Community Services Committee in April 2026. The five next steps outlined in Section 1.1 provide a clear and achievable path to groundbreaking. The Sports Hub is a high-priority, high-impact investment that is ready to move forward.

## 10 Appendix A - Site Plan

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## LEGEND

- ① Artificial Turf Field (100m x 65m FOP)  
Primary field markings to align with FIFA  
Possible secondary field markings for lacrosse & football
- ② Warm Up Turf Area (72m x 8m)
- ③ Service Building (30m x 13m)  
Building to include 4x team change rooms, officials room, hosting/media area, storage and utility rooms, 6x washrooms (universal and all gender)
- ④ Bleacher (min. 500 people)  
Accessible bleachers with VIP capability  
Press box and filming area
- ⑤ Game / Player Facilities  
Team benches  
Practice turf space
- ⑥ 2.5m wide pedestrian pathway
- ⑦ 6.0m wide combined pedestrian, emergency vehicle, & maintenance vehicle access
- ⑧ Tie into parking lot & existing pathways
- ⑨ Plaza with seating
- ⑩ Storage Garage (10m x 8.5m)  
Double access door onto field

- - Site Boundary
- % Grading Slope
- - - Grass Swale

## 11 Appendix B - Cost Analysis

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**MOHAWK and HILLFIELD STRATHALLEN SPORT HUB**

## Pre-Design Scoping Estimate - Summary

Feb-26



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<b>Total Fees</b>	<b>\$</b>	<b>552,678</b>	<b>\$</b>	<b>257,000</b>	<b>\$</b>	<b>295,678</b>
<i>Fees as a percentage of project</i>		9.02%		6.39%		14.02%
<b>Subtotal Cost</b>	<b>\$</b>	<b>6,683,259</b>	<b>\$</b>	<b>4,279,026</b>	<b>\$</b>	<b>2,404,233</b>
15% contingency	\$	1,002,489	\$	641,854	\$	360,635
<b>Total Budget Cost</b>	<b>\$</b>	<b>7,685,747</b>	<b>\$</b>	<b>4,920,880</b>	<b>\$</b>	<b>2,764,868</b>
<i>2027 Construction Escalation (3%)</i>	\$	230,572	\$	147,626	\$	82,946
<b>2027 Budget Cost</b>	<b>\$</b>	<b>7,916,320</b>	<b>\$</b>	<b>5,068,506</b>	<b>\$</b>	<b>2,847,814</b>
9.0 Allowance for E/W Alignment with 8 Lane BSS-300 Track					\$	2,200,000

**MOHAWK and HILLFIELD STRATHALLEN SPORT HUB**

## Pre-Design Scoping Estimate - Detailed Costing Model

Feb-26



<b>1.0 Site Works</b>	<b>Total Project</b>	<b>Part A - Turf</b>	<b>Part B - Building</b>
Misc general conditions and mobilization	\$ 75,000	\$ 30,000	\$ 45,000
Bonding (1% assumed if required)			
Misc demolition	\$ 10,000		\$ 10,000
Irrigation revisions	\$ 100,000	\$ 90,000	\$ 10,000
Site and Landscape rehabilitation	\$ 55,800	\$ 36,270	\$ 19,530
Hard surfacing	\$ 175,000	\$ 17,500	\$ 157,500
Pathways	\$ 100,000	\$ 100,000	
<b>2.0 Parking</b>			
Parking			
Parking lighting	\$ 50,000	\$ 50,000	
<b>3.0 Field</b>			
Earthworks - assumes waste berm on-site	\$ 290,450	\$ 261,405	\$ 29,045
Earthworks - additional contingency	\$ 145,225	\$ 145,225	
Drainage Pipes and Outfall	\$ 249,800	\$ 224,820	\$ 24,980
Base Gravels	\$ 603,243	\$ 603,243	
Geotextile layer	\$ 44,640	\$ 44,640	
Curb	\$ 107,800	\$ 107,800	
Turf and Grooming Equipment	\$ 1,009,623	\$ 1,009,623	
Turf - Logo Allowance	\$ 30,000	\$ 30,000	
Shockpad (elayer - not included)	\$ -	\$ -	
Field fencing and ball stop	\$ 49,000	\$ 49,000	
Goals, Foundations (excl rugby)	\$ 60,000	\$ 60,000	
<b>4.0 Power, Lighting and Scoreboard</b>			
Scoreboard, foundations and Electrical	\$ 140,000	\$ 140,000	
Lighting	\$ 375,000	\$ 375,000	
Power	\$ 50,000	\$ 50,000	
<b>5.0 Building</b>			
Ancillary building	\$ 1,200,000		\$ 1,200,000
Storage Garage - unconditioned	\$ 175,000		\$ 175,000
Asphalt Apron/Fire Access	\$ 75,000		\$ 75,000
Site lighting	\$ 150,000	\$ 52,500	\$ 97,500
Fire requirements allowance	\$ 25,000		\$ 25,000
Power	\$ 50,000		\$ 50,000
Telco and LV	\$ 35,000		\$ 35,000
Water/Sewer	\$ 90,000		\$ 90,000
Gas and mechanical	\$ 65,000		\$ 65,000
<b>6.0 Fan Experience</b>			
Aluminum bleacher seating for 800 (10 row)	\$ 275,000	\$ 275,000	
Misc seating	\$ 20,000	\$ 20,000	
<b>7.0 Misc and Equipment</b>			
Press box	\$ 250,000	\$ 250,000	
	<b>\$ 6,130,581</b>	<b>\$ 4,022,026</b>	<b>\$ 2,108,555</b>

<b>8.0 Design, Permitting and Fees</b>	<b>Total Project</b>	<b>Part A - Turf</b>	<b>Part B - Building</b>
<b>Part A</b>			
Design, PM and CA	\$ 240,000	\$ 240,000	
Permitting	\$ 5,000	\$ 5,000	
Provisional Items	\$ -	\$ -	
Disbursements	\$ 12,000	\$ 12,000	
<b>Part B</b>			
Design, PM and CA	\$ 253,027		\$ 253,027
Permitting	\$ 30,000		\$ 30,000
Provisional Items	\$ -		\$ -
Disbursements	\$ 12,651		\$ 12,651
<b>Total Fees</b>	<b>\$ 552,678</b>	<b>\$ 257,000</b>	<b>\$ 295,678</b>
<i>Fees as a percentage of project</i>	9.02%	6.39%	14.02%
<b>Subtotal Cost</b>	<b>\$ 6,683,259</b>	<b>\$ 4,279,026</b>	<b>\$ 2,404,233</b>
15% contingency	\$ 1,002,489	\$ 641,854	\$ 360,635
<b>Total Budget Cost</b>	<b>\$ 7,685,747</b>	<b>\$ 4,920,880</b>	<b>\$ 2,764,868</b>
<i>2027 Construction Escalation (3%)</i>	\$ 230,572	\$ 147,626	\$ 82,946
<b>2027 Budget Cost</b>	<b>\$ 7,916,320</b>	<b>\$ 5,068,506</b>	<b>\$ 2,847,814</b>

#### **9.0 Allowance for E/W Alignment with 8 Lane BSS-300 Track**

Allowance for Track Add-on		\$ 2,200,000
		<b>\$ 2,200,000</b>

From: City of Hamilton <[hello@hamilton.ca](mailto:hello@hamilton.ca)>

Sent: April 21, 2026 11:32 PM

To: [clerk@hamilton.ca](mailto:clerk@hamilton.ca)

Subject: Webform submission from: Request to Speak to a Committee of Council

External Email: Use caution with links and attachments.

Submitted on Tue, 04/21/2026 - 23:31

Reference number 103626

Submitted on

Committee Requested

Committee

Emergency & Community Services Committee

Will you be delegating in-person or virtually?

In-person

Will you be delegating via a pre-recorded video?

No

Requestor Information

Requestor Information

Sebastian Levesque

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Preferred Pronoun

he/him

Reason(s) for delegation request

White nationalist activity in our community has become out of control. Hatred has no place within our community, and our municipal government needs to do more to combat this issue. As a student, I've spent the last few years learning about how much damage institutionalized racism has done to marginalized communities, and these groups actively

operating within our communities only stand to continue this damage. I'd like to raise this issue to the city council and use the knowledge and insights I've gained through my higher education to inform those governing our community why this issue urgently needs to be addressed.

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

No



## City of Hamilton

# Citizen Committee Report

**To:** Chair and Members  
Emergency & Community Services Committee

**From:** Penelope Petrie, Chair, Seniors Advisory Committee

**Date:** May 7, 2026

**Report No:** **CCR SAC 26-001**

**Subject/Title:** Improved Enforcement of Snow Removal By-law to Assist Seniors and Persons with Disabilities

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## Recommendations

WHEREAS, the City of Hamilton's mission is "to provide high quality, cost-conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner." Ensuring safe and accessible sidewalks during winter months aligns with this mission, particularly for seniors and individuals with disabilities;

WHEREAS, research conducted by David Broom (summary attached hereto as Appendix A), the City of Hamilton is home to 104,290 seniors aged 65 and older and approximately 155,850 people aged 15 and over identify as living with disabilities;

WHEREAS, currently, snow removal on City sidewalks is inconsistent. Some areas are well-maintained, while others are neglected, creating significant challenges and safety concerns for seniors and persons with disabilities;

CCR SAC 26-001 Improved Enforcement of Snow Removal By-law to Assist Seniors  
and Persons with Disabilities

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WHEREAS, the City of Hamilton's Snow Removal By-law 03-296 requires that "every occupant or owner shall, within 24 hours of the cessation of a Winter Storm Event, or within 24 hours of the cessation of a series of Consecutive winter storm events, remove and clear all snow and ice from sidewalks abutting the highways in front of, or along side, or at the rear of any occupied or unoccupied lot, or vacant lot";

WHEREAS, seniors and persons with disabilities depend on clear pathways for safe mobility, and inconsistent snow removal undermines their safety and independence, which may lead to psychological and physical isolation;

WHEREAS, research conducted by David Broom (attached hereto as Appendix B), indicates that enforcement of the Snow Removal By-law in Hamilton from 2018 through early 2026 is characterized by a consistently high volume of winter complaints;

WHEREAS, expansion of City-led sidewalk clearing during the 2021–2022 winter reduced reliance on private property owners for major routes;

WHEREAS, the 2026 municipal budget has already been adopted, so requesting additional funding for comprehensive sidewalk snow clearing is not feasible;

WHEREAS, the City of Hamilton by-law enforcement officers rely solely on complaints against properties where snow removal has clearly not occurred to enforce Snow Removal By-law;

WHEREAS, a more proactive approach to enforcement of the Snow Removal By-law would ensure that sidewalks are cleared after major snowfall events, particularly in high-traffic corridors, areas with recurring complaints, and locations serving vulnerable populations that have not been cleared in accordance with the By-law;

WHEREAS, when the Snow Removal By-law is enforced, the responsible property owner or occupant can be fined, a work crew can be dispatched to clear the snow, and all associated costs of snow removal can be applied to the property tax role;

CCR SAC 26-001 Improved Enforcement of Snow Removal By-law to Assist Seniors  
and Persons with Disabilities

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WHEREAS, the City offers a \$450 Snow Clearing Subsidy for low-income seniors and residents with disabilities to hire help with snow removal, but demand after storms makes meeting the 24-hour by-law requirement difficult;

WHEREAS, the City effectively clears roadways, but large mounds of snow are often left at intersections and crosswalks. These accumulations hinder seniors and persons with disabilities, who may have to use the road to find a cleared driveway, increasing their risk; and

WHEREAS, significant gaps exist in year-by-year data on complaints, inspections, fines, and contractor recoveries. Publishing annual summary statistics would improve transparency, support evidence-based policy decisions, and allow residents and Council to better assess enforcement effectiveness.

THEREFORE, BE IT RESOLVED:

- (a) That the Seniors Advisory Committee requests that Council direct staff to conduct a feasibility study for report back to the Planning Committee by July 31, 2026, with recommendations on improving enforcement of the Snow Removal By-law respecting sidewalks, with consideration of the following:
  - (i) implementation of a program of active, continuous monitoring and prompt removal of snow at crosswalks and intersections, ensuring safe passage for all residents;
  - (ii) proactive inspection and assessment of sidewalks by by-law enforcement officers following a major snowfall event, particularly in high traffic corridors, areas with recurring complaints, and locations serving vulnerable populations that have not been cleared in compliance with the Snow Removal By-law, resulting in immediate fines being laid and work crews being dispatched to clear the snow at the owner's expense;
  - (iii) further expansion of City-led sidewalk clearing, particularly in areas with high pedestrian volumes, seniors, or accessibility needs;

CCR SAC 26-001 Improved Enforcement of Snow Removal By-law to Assist Seniors  
and Persons with Disabilities

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- (iv) increased public education efforts through seasonal reminders, clear online guidance, and targeted communications during major snow events;
- (v) implementation of a registry program for participants in the City's Snow Clearing Subsidy Program, accessible to by-law enforcement officers;
- (vi) exemption for residents who are eligible for the Snow Clearing Subsidy through extension of the 24-hour compliance period to 72 hours;
- (vii) implementation of a centralized tracking system that records enforcement outcomes from complaint to resolution;
- (viii) provision of real-time updates on complaint status, enforcement actions taken, or reasons for delays, to enhance transparency and reinforce public confidence in the by-law enforcement process; and
- (ix) publication of annual summary statistics to improve transparency, support evidence-based policy decisions, and allow residents and Council to better assess enforcement effectiveness.

## Background

The Seniors Advisory Committee (SAC) acts as a credible communication vehicle on issues affecting the quality of life of seniors in the City of Hamilton, providing a forum to identify concerns, explore solutions, and support implementation of improvements.

This recommendation aligns directly with SAC's mandate by addressing winter sidewalk accessibility, a significant and ongoing quality-of-life and safety issue for seniors and persons with disabilities. Through research and analysis, the Committee has identified potential inconsistencies in snow removal and enforcement that limit mobility, independence, and community participation.

CCR SAC 26-001 Improved Enforcement of Snow Removal By-law to Assist Seniors  
and Persons with Disabilities

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## **Analysis/Rationale**

Safe and accessible sidewalks are critical to the mobility, independence, and well-being of seniors and persons with disabilities. Winter conditions magnify existing barriers, particularly when snow and ice remain uncleared for extended periods.

Hamilton has a rapidly aging population, and a prevalence of mobility-related disabilities. While the City has made notable investments in roadway maintenance and has expanded City-led sidewalk clearing on select routes, many sidewalks remain the responsibility of individual property owners, resulting in inconsistent outcomes.

The Snow Removal By-law provides a strong regulatory framework; however, the complaint-based enforcement model limits its effectiveness. Complaint volumes remain high each winter, and the same locations often recur as problem areas. At the same time, many seniors and residents with disabilities are reluctant or unable to file complaints, leaving non-compliance unaddressed.

The Seniors Advisory Committee recognizes the fiscal constraints facing the City and does not propose immediate, large-scale service expansion requiring new operating funding. Instead, this report emphasizes practical, data-driven, and equity-focused improvements to enforcement and coordination within existing resources.

Proactive inspections following major storm events would shift enforcement from reactive to preventative, reducing the duration and severity of accessibility barriers. Targeting known problem locations and high-use corridors maximizes impact while minimizing cost. Improved tracking and reporting would allow Council and residents to evaluate outcomes and identify trends, supporting continuous improvement.

Additional measures—such as better integration of the Snow Clearing Subsidy Program into enforcement practices, clear public communication, and limited compliance flexibility for registered vulnerable residents—acknowledge the realities faced by seniors and people with disabilities while maintaining by-law integrity.

CCR SAC 26-001 Improved Enforcement of Snow Removal By-law to Assist Seniors  
and Persons with Disabilities

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The July 31, 2026, report-back deadline was selected to ensure that any recommended improvements to the enforcement of the Snow Removal By-law can proceed through Council and administrative approvals in time to inform planning and operational readiness for the 2026–2027 winter season. The timeline also considers potential disruptions to Council meeting schedules associated with the 2026 municipal election. To support a comprehensive and practical feasibility assessment, the recommendation requests collaboration between Planning and Economic Development - Municipal Law Enforcement staff, Public Works staff and Healthy & Safe Communities staff, recognizing that effective snow removal enforcement requires coordination across departments responsible for by-law administration, sidewalk operations, and winter maintenance.

Collectively, these actions would significantly enhance winter sidewalk accessibility, reduce injury risk, and support Hamilton’s commitments to age-friendly planning, accessibility, and inclusion.

## **Appendices Attached**

Appendix A: Demographic Profile of Seniors and People with Disabilities in Hamilton

Appendix B: Snow-Clearing Bylaw Enforcement in Hamilton (2018–2026): Trends, Enforcement Actions, and Key Findings

## Demographic Profile of Seniors and People with Disabilities in Hamilton

According to the 2021 Census, the City of Hamilton is home to **104,290 seniors aged 65 and older**. This group represents approximately 18.3% of the City's total population. The number of older adults, defined as those aged 55 and over, has surpassed 167,000, highlighting a rapidly growing demographic in the region.

### Key Demographic Data for Hamilton Seniors (65+)

- **Total Seniors (65+):** 104,290
- **Percentage of Population:** 18.3%
- **Older Adults (55+):** Approximately 167,170
- **Future Growth:** The senior population is expected to double over the next two decades.
- **Gender Split:** Women make up a higher percentage of the older population, with this trend being most pronounced among those aged 85 and older.

To address the evolving needs of this demographic, the City of Hamilton has implemented an Age-Friendly Hamilton plan.

### Disability in Hamilton

In 2022, **approximately 155,850 people** aged 15 and over were identified as living with disabilities in the Hamilton area. This represents a significant proportion of the population facing a range of challenges, including developmental, physical, and sensory disabilities. Many of these individuals rely on specialized community support services.

### Key Details Regarding Disability in Hamilton

- **Total Population (15+):** The study covered a total population of 575,750.

## Improved Snow Clearing to Assist Seniors and Persons with Disabilities Motion

- **Percentage with Disabilities:** Approximately 27% of those surveyed in the region identified as having a disability.
- **Context:** These figures are based on Statistics Canada data and refer specifically to residents aged 15 and over.
- **Support Services:** Organizations such as Community Living Hamilton provide support to about 1,400 individuals with developmental disabilities.

*Note: The data provided refers specifically to the Census Metropolitan Area (CMA) or defined survey area for 2022.*

## Mobility and Disability: Further Insights

Estimates from 2022 suggest there are between **190,150 and 225,450 people aged 15 and over with disabilities** living in Hamilton. While specific data for mobility disabilities within the City is not isolated, it is noted that mobility challenges are among the most common in Ontario—affecting 41.7% of those with disabilities.

- **Total Disability Population (Hamilton):** Statistics Canada data from 2022 indicates that 225,450 people aged 15+ in Hamilton reported having a disability, with another data set citing 190,150.
- **Context on Mobility Disabilities (Ontario):** According to the 2022 survey for Ontario, the most common types of disabilities are pain-related (61.9%), flexibility (42.8%), and mobility (41.7%).
- **Prevalence:** Hamilton is recognized as having a high disability rate, sometimes noted as the highest among the Greater Toronto and Hamilton Area (GTHA).
- **Age Factor:** Mobility disabilities are most prevalent among seniors, with 63% of seniors with disabilities reporting mobility challenges.

In summary, a substantial portion of the 190,000+ people with disabilities in Hamilton experience mobility-related issues, underscoring the importance of accessible support and resources for this segment of the population.

# **Snow-Clearing Bylaw Enforcement in Hamilton (2018–2026): Trends, Enforcement Actions, and Key Findings**

## **Overview**

The enforcement of the Snow Removal By-law in Hamilton from 2018 through early 2026 is characterized by a consistently high volume of winter complaints. Each winter season, hundreds to thousands of complaints are received, resulting in orders to comply, fines, and, in some cases, the City hiring contractors to clear properties at the owners' expense. While warnings were issued, enforcement was lacking.

## **Year-by-Year Enforcement Data**

There is very limited and inconsistent information regarding the exact, year-by-year charges laid for failing to clear sidewalks in Hamilton between 2021 and 2026.

Enforcement is primarily reactive and often relies on warnings while very few result in charges. However, specific figures from recent seasons illustrate the scope of municipal action:

**Jan 1 – March 15, 2019:** This was a record snowfall year with 161 cm. The city received 2,786 complaints, issued 1,240 orders to comply, and sent 77 properties to contractors for clearing. Reports indicate that 62 fines were issued to property owners.

**January 2022:** A major storm resulted in 285 complaints and, 14 orders to comply and 2 charged inspection fees. No information on violations recorded.

**2026 Season:** As of early February 2026, more than 280 complaints were received. There is no data for non-compliance or charges.

## **Contractor Clearing and Property Tax Charges**

The exact cumulative number of property owners who had snow-clearing costs added to their property tax bills from 2020 to 2025 is not available.

## Key Findings on Enforcement Practices

**Complaint-Driven:** The city operates a reactive, complaint-based model of enforcement, particularly for residential areas. Municipal law enforcement responds to complaints rather than proactively clearing all sidewalks.

**"Rarely Happens":** Although the bylaw empowers the city to clear snow and charge costs to property tax bills, there is insufficient information compared to the total number of complaints.

**Service Level Enhancement:** During the 2021/2022 winter, the City of Hamilton expanded its sidewalk snow-clearing program, reducing the reliance on private property owners for clearing major routes.

## Conclusion

Although hundreds of complaints are made annually regarding uncleared sidewalks in Hamilton, the city relies on a complaint basis which results in some compliance with little enforcement.



## City of Hamilton Report for Consideration

<b>To:</b>	Chair and Members Emergency and Community Services Committee
<b>Date:</b>	May 7, 2026
<b>Report No:</b>	HSC26013
<b>Subject/Title:</b>	Transition of the LGBTQ Advisory Committee to 2SLGBTQIA+ Community Liaison Group
<b>Ward(s) Affected:</b>	City Wide

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### Recommendations

That the transition of the LGBTQ Advisory Committee to the 2SLGBTQIA+ Community Liaison Group **BE APPROVED**.

### Key Facts

- CM23025(b) approved by Council on March 5, 2025, directed Children's and Community Services staff report back to the Emergency and Community Services Committee on the creation of a Community Liaison Group (CLG) to replace the LGBTQ Advisory Committee.
- Direction included that this group be resident-led, staff facilitated and have a clear ability to make their voice heard by Council.

- 
- Engagement was conducted in the form of interviews and group discussions identifying themes and specific community needs to help tailor the Community Liaison Group recommendation.
  - This report responds to that direction with a tailored solution, based on research, best practice, and community engagement to serve Hamilton's 2SLGBTQIA+ population.

## Financial Considerations

Not Applicable.

## Background

In 2023, a motion was brought forward to review the City's Volunteer Advisory Committees, followed by direction to pause and undertake a broader review of these entities, including the LGBTQ Advisory Committee. As part of this review, engagement was conducted by the Hamilton Social Planning and Research Council (SPRC) with former members, identifying several need-for-change arguments that became the basis of the Community Liaison Group transition recommendation in CM23025(b).

Beginning in 2024, City staff undertook an extensive review of Hamilton's Community Safety and Well-Being (CSWB) Plan, reaffirming community engagement and diversity, equity, inclusion, and accessibility as core guiding principles. Aligning the Community Liaison Group's community-driven perspectives with the Community Safety and Well-Being framework strengthens the plan's responsiveness, ensures lived-experience voices continue to inform priorities, and enhances the City's ability to advance shared outcomes.

Community Liaison Groups are an engagement model designed for ongoing feedback according to the needs of a priority community. Safety and belonging are common concerns among member of the 2SLGBTQIA+ population, and there has been a rising rate of hate crimes, especially targeting this community. Hearing the voice of the 2SLGBTQIA+ community and promoting ongoing engagement remains a critical priority.

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## **Analysis**

The recommendations in this report reflect feedback from community on the preferred way forward to eliminate barriers experienced by 2SLGBTQIA+ communities by giving voice to the perspectives of 2SLGBTQIA+ individuals and inform City policies and its related efforts.

## **Community Engagement**

Staff spoke with groups of community members and conducted one-on-one interviews to generate feedback for the proposed Community Liaison Group. The flexibility of the new model received a positive response, as community members found the former model was bureaucratic and had some limitations to meaningful engagement.

Community members also identified that there's a degree of vulnerability in being livestreamed or recorded for the public during meetings. This poses a risk, especially for 2SLGBTQIA+ individuals, in the current culture and climate – moving away from this requirement of Voluntary Advisory Committees was also seen as a positive aspect of the Community Liaison Group model.

While community members generally were supportive of the new Community Liaison Group model, there were some concerns expressed including the time delay establishing the group, the extended pause of the former Volunteer Advisory Committee, and general concerns that the 2SLGBTQIA+ community is not a focus area for the City. These concerns speak to the need to establish greater trust with the City, and with decision makers. Individuals offering this feedback did express hope for the new model, especially as it pertains to getting support from City staff in appropriate departments.

## **Recruitment**

The new 2SLGBTQIA+ Community Liaison Group will begin recruitment once approved, with support from the Children's and Community Services Division and will integrate principles of inclusion, diversity, equity, and accessibility (IDEA) into the initial selection strategy. The intention is to cast a wide net, working with community partners to bring in

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a variety of reflective and representative members for an initial group. Once the initial group is formed, the Community Liaison Group will strike a working group to help manage ongoing and dynamic recruitment.

Moving away from specific terms tied to Council is another advantage of the Community Liaison Group format identified by engagement with community members. Flexibility was considered a strength, both in format and recruitment method.

The proposed approach of initial staff-supported recruitment, followed by member-led recruitment, is recommended to address this. Community feedback about this approach was positive, citing access and familiarity with the process as barriers to the previous Volunteer Advisory Committee model.

### **Transparency and Engagement with Council**

The new 2SLGBTQIA+ Community Liaison Group will hold an annual engagement event, open to the general public as well as members of Council, where they'll share feedback about the work throughout the year. Community members consulted felt it was as important to have an opportunity for Councillors to come to them as it was to go to Council.

The 2SLGBTQIA+ Community Liaison Group will also be empowered to produce Community Consultation Reports (CCR) and/or delegate to any committee of Council.

### **Alignment with the Community Safety and Well-Being Plan**

The revised Community Safety and Well-Being (CSWB) Plan for 2025–2029 is guided by several principles, including community engagement and diversity, equity, inclusion, and accessibility. Moving the Community Liaison Group into Children's and Community Services division creates an opportunity to align this community-based engagement model with the Community Safety and Well-Being Plan.

Implementing the Community Safety and Well-Being Plan requires ongoing input from residents, and the Community Liaison Groups offer another structured way for community members to participate. Feedback from the Community Liaison Groups can

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help shape future actions under the Community Safety and Well-Being Plan and strengthen the connection between community priorities and City initiatives.

Aligning the Community Liaison Group with the Community Safety and Well-Being Plan also supports the principle of system collaboration. Integrating existing City strategies with the Community Safety and Well-Being Plan promotes a more coordinated and strategic approach to community safety and well-being.

## Alternatives

Not Applicable.

## Relationship to Council Strategic Priorities

### 3. Responsiveness & Transparency

- 3.1. Prioritize customer service and proactive communication.
- 3.2. Get more people involved in decision making and problem solving.
- 3.3. Build a high performing public service.

## Previous Reports Submitted

[CM23025\(b\) Volunteer Advisory Committee Review \(February 26, 2025\)](#)

## Consultation

Internal and External Partners consulted on the project include:

- City Departments and Divisions:
  - Healthy and Safe Communities: Children's and Community Services
  - City Managers Office: Communications and Engagement
  - Corporate Services: Office of the City Clerk
- External Partners:
  - Sex Workers Action Program (SWAP) Hamilton
  - Hamilton Community Legal Clinic

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## Appendices and Schedules Attached

Not Applicable.

**Prepared by:**

Rachelle Ihekwoaba, Manager, Community Strategies, Healthy and Safe Communities Department, Children's and Community Services Division

Mohammad Al Khateb, Senior Project Manager, Community Safety and Well-Being, Healthy and Safe Communities Department, Children's and Community Services Division

**Submitted and recommended by:**

Jessica Chase, Director, Healthy and Safe Communities Department, Children's and Community Services



## City of Hamilton Report for Consideration

**To:** Mayor and Members  
 Emergency and Community Services Committee  
**Date:** May 7, 2026  
**Report No:** HSC26014  
**Subject/Title:** Transition of the Committee Against Racism to Anti-Racism Community Liaison Group  
**Ward(s) Affected:** (City Wide)

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### Recommendations

That the transition of the Committee Against Racism to an Anti-Racism Community Liaison Group **BE APPROVED**.

### Key Facts

- Report CM23025(b), approved by Council on March 5, 2025, directed Children’s and Community Services staff to report back to the Emergency and Community Services Committee on the creation of a Community Liaison Group (CLG) to replace the Committee Against Racism.
- Direction included that this group be resident-led, staff facilitated and have a clear ability to make their voice heard by Council.
- Engagement was conducted in the form of interviews identifying themes and specific community needs to help tailor the Community Liaison Group recommendation.
- This report responds to that direction with a tailored solution, based on research, best practice, and community engagement to address issues of racism, both specific and systemic.

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## Financial Considerations

Not Applicable.

## Background

In 2023, a motion was brought forward to review the City's Volunteer Advisory Committees, followed by direction to pause and undertake a broader review of these entities, including the Committee Against Racism (CAR). As part of this review, engagement was conducted by the Hamilton Social Planning and Research Council (SPRC) with former committee members. This engagement identified several areas requiring change, which formed the basis of the recommendation to transition to a Community Liaison Group (CLG) model, as outlined in CM23025(b).

Beginning in 2024, City staff conducted an extensive review of the City's Community Safety and Well-Being (CSWB) Plan. This review identified community engagement and diversity, equity, inclusion, and accessibility as core guiding principles. This work presents an opportunity to strengthen both the Community Safety and Well-Being Plan and the City's broader civic engagement approach by more intentionally integrating Community Liaison Groups into this framework.

Community Liaison Groups are an engagement model designed to support ongoing, responsive feedback based on the needs of priority communities. The City continues to support the Hamilton Anti-Racism Resource Centre (HARRC) and its important work in the community. Given the rising rates of hate crimes and hate incidents – particularly those motivated by racism – additional tools are required to more effectively address persistent and systemic inequities. In this context, maintaining a focused Anti-Racism Community Liaison Group remains an area of urgent relevance.

## Analysis

As part of this work, City staff met with community partners, including the Hamilton Anti-Racism Resource Centre (HARRC) and the Hamilton Anti-Hate Coalition, to identify approaches that build on existing community efforts rather than creating new or

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duplicative processes. Through these discussions, HARRC expressed interest in serving as the champion for the Anti-Racism Community Liaison Group, with ongoing support from City staff.

HARRC is well positioned to support the next phase of this work due to its strong leadership in anti-racism initiatives and relationships across the community. Locating the Anti-Racism Community Liaison Group within HARRC supports a community-led approach while maintaining clear connections to broader, city-wide anti-racism efforts. This approach is consistent with the City's goal of modernizing civic engagement by supporting models that meaningfully inform City decision-making and policy development.

This collaborative model allows HARRC and City staff to work closely together, making efficient use of existing community knowledge, relationships, and expertise. It also helps avoid duplication and improves coordination across related initiatives. Through regular engagement with community partners, the model creates clearer and more consistent pathways for community voices to shape City priorities and actions.

City staff will provide backbone support to the Community Liaison Group by ensuring alignment with City processes, coordinating across divisions, and supporting reporting to Council through established channels. Overall, this approach balances community leadership with ongoing City support to sustain engagement and support informed action for the initial one-year trial period.

### **Community Engagement**

Staff conducted one-on-one interviews and engaged directly with community partners, including HARRC and the Hamilton Anti-Hate Coalition, to explore approaches that build on existing community efforts and to gather feedback on the proposed Community Liaison Group. The flexibility of the model was met with positive feedback, as was the shift toward a less bureaucratic approach. Community members also noted the vulnerability associated with being livestreamed or recorded for public viewing, which was identified as a particular risk for racialized individuals given the current social and cultural climate. Moving away from this requirement, which is common to Advisory

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Committees, was therefore viewed as a positive and protective feature of the Community Liaison Group model.

### **Recruitment**

Recruitment for the Anti-Racism Community Liaison Group will be led by the Hamilton Anti-Racism Resource Centre, with support from City staff to ensure alignment with City processes and principles of inclusion, diversity, equity, and accessibility.

Recruitment will remain open and adaptive to support broad and diverse participation from residents and community partners with lived and professional experience related to racism and systemic inequities.

### **Transparency and Engagement with Council**

Community Consultation Reports and/or delegations emerging from the Community Liaison Group can be brought forward to the appropriate committee of Council to share key themes, community perspectives, and recommendations related to racism, discrimination, and community safety.

### **One Year Trial Period**

The Anti-Racism Community Liaison Group will be implemented on an initial one-year trial period. This approach recognizes that the Community Liaison Group model is an evolving approach and allows for assessment of its effectiveness, community engagement, and overall structure.

At the conclusion of the one-year period, staff will report back to Council in Q2 2027 with findings and recommendations to inform future direction.

### **Alignment with the Community Safety and Well-Being Plan**

The revised Community Safety and Well-Being Plan for 2025-2029 is grounded in guiding principles, two of which are community engagement and diversity, equity, inclusion, and accessibility. The transition of the Community Liaison Group to this department presents an opportunity to align this form of community engagement with the principles and implementation of the plan.

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The ongoing process of revision for the Community Safety and Well-Being Plan requires significant community engagement, and the Community Liaison Groups represent another avenue for public participation. Feedback from the Community Liaison Group will then inform and drive additional action items for the Community Safety and Well-Being Plan, creating a channel for engagement and change. Community Liaison Groups also present a way to action key insights of the Community Safety and Well-Being, creating a two-way opportunity for relationship building and issue deployment.

Bringing this Community Liaison Group in alignment with the Community Safety and Well-Being also supports the principle of system collaboration, another guiding principle of the Community Safety and Well-Being revision. Aligning existing City strategies with the Community Safety and Well-Being ensures a more cohesive and strategic approach.

## **Alternatives**

Not Applicable.

## **Relationship to Council Strategic Priorities**

### **3. Responsiveness & Transparency**

- 3.1. Prioritize customer service and proactive communication.
- 3.2. Get more people involved in decision making and problem solving.
- 3.3. Build a high performing public service.

## **Previous Reports Submitted**

[CM23025\(b\) Volunteer Advisory Committee Review \(February 26, 2025\)](#)

## **Consultation**

Internal and External Partners consulted on the project include:

- Internal Departments and Divisions:
  - Healthy and Safe Communities: Children's and Community Services
  - City Manager's Office: Communications and Engagement

- 
- Corporate Services: Office of the City Clerk
  - External Partners:
    - Hamilton Anti Racism Resource Centre
    - Hamilton Anti-Hate Coalition

## Appendices and Schedules Attached

Not applicable.

**Prepared by:**

Rachelle Ihekwoaba, Manager, Community Strategies, Healthy and Safe Communities Department, Children's and Community Services Division

Mohammad Al Khateb, Senior Project Manager, Community Safety and Well-Being, Healthy and Safe Communities Department, Children's and Community Services Division

**Submitted and recommended by:**

Jessica Chase, Director, Healthy and Safe Communities Department, Children's and Community Services



## City of Hamilton Report for Consideration

**To:** Chair and Members  
Emergency & Community Services Committee

**Date:** May 7, 2026

**Report No:** HSC26035

**Subject/Title:** Canada-Wide Early Learning and Child Care – 2026 Space and Funding Allocation Update

**Ward(s) Affected:** City Wide

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### Recommendations

- a) That the Ministry of Education funding for the City of Hamilton in the amount of \$2,899,359 to support the additional allocation of 333 Canada-wide Early Learning and Child Care (CWELCC) space targets by the December 31, 2026 deadline **BE ACCEPTED**.
  
- b) That the General Manager, Healthy and Safe Communities Department, or designate, **BE AUTHORIZED and DIRECTED** to negotiate, enter into, and execute, on behalf of the City, all documents, contracts and agreements including any amendments, extensions, ancillary or associated documents associated with this funding from the Ministry of Education, in a form satisfactory to the City Solicitor.

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## Key Facts

- On March 19, 2026, the Ministry of Education allocated additional Canada-Wide Early Learning and Child Care (CWELCC) space targets and funding to the City of Hamilton (see Appendix “A”).
- The City of Hamilton received 333 additional Canada-Wide Early Learning and Child Care spaces and \$2,899,359 in Canada-Wide Early Learning and Child Care funding. All space targets and funding must be allocated, with the new spaces fully operational, by the December 31, 2026 Ministry deadline.
- To meet the December 31, 2026 Ministry deadline, it is critical that spaces and funding are prioritized for eligible centres who are best positioned to being fully open and operational in 2026.
- The demand for accessible, affordable, high quality child care in Hamilton continues to exceed available spaces, and the City of Hamilton remains committed to increasing access in alignment with our access and inclusion goals.
- By the end of 2026, 1,743 new licensed child care spaces for children ages 0 to 5 years will have been created in Hamilton since 2022. These spaces will support the City in reaching the final Ministry target of 14,159 child care spaces.

## Financial Considerations

The City of Hamilton received a total of \$2,899,359 in additional funding from the Ministry of Education to be allocated by December 31, 2026 as follows:

- \$2,034,202 for operating dollars;
- \$23,722 for administration costs; and
- \$841,435 in Early Learning and Child Care (ELCC) Infrastructure funding.

Early Learning and Child Care funding is specific to community-based, centre-based, not-for-profit, licensed spaces and supports additional infrastructure costs, including planning and design stage expenditures and the purchase of land or buildings.

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There are no impacts to staffing or any additional municipal funding required as a result of these changes.

## **Background**

On March 28, 2022, the Province of Ontario signed the Canada-Wide Early Learning and Child Care (CWELCC) agreement with the federal government. The goal of this initiative is to ensure more families across Ontario have access to safe, affordable and high-quality child care.

Throughout 2022-2025, the City of Hamilton managed all growth for licensees looking to open a new child care centre in Canada-Wide Early Learning and Child Care, or opt in with an existing centre, through the City's Directed Growth Application process. This process was directed by the Canada-Wide Early Learning and Child Care space targets set by the Ministry of Education.

On October 9, 2025, City staff provided a Council Communication Update to advise that Hamilton had approved all of the Ministry allocated Canada-Wide Early Learning and Child Care child care spaces and funding until the end of 2026.

In November 2025, the provincial and federal governments negotiated a one-year extension of the Canada-Ontario Canada-Wide Early Learning and Child Care agreement. The extension secured \$695M in additional funding to maintain the current system through the end of 2026, allowing the provincial and federal governments to work on a longer-term agreement. The Early Learning and Child Care (ELCC) Infrastructure Fund agreement was also extended until December 2026 (previously slated to end on March 31, 2026), securing \$66.8M in federal funding for 2026.

In December 2025, the Ministry of Education required all municipalities to complete a series of Canada-Wide Early Learning and Child Care reports outlining how space targets had been met.

On March 19, 2026, the Ministry of Education advised that following a second Ministry recalibration exercise, space and funding allocations were revised based on the December 2025 reporting. The City of Hamilton received 333 additional Canada-Wide Early Learning and Child Care spaces as a result of this recalibration exercise. To support the additional space targets, Hamilton also received a total of \$2,899,359 in additional funding.

The new spaces and funding are a positive step forward for Hamilton, but timelines remain the same. All Canada-Wide Early Learning and Child Care space targets and funding must be allocated, with the new spaces fully operational, by the December 31, 2026 Ministry deadline. There is no information about Canada-Wide Early Learning and Child Care beyond 2026.

Since 2022, Hamilton families have benefited from the following Canada-Wide Early Learning and Child Care outcomes:

- Reduced fees for child care spaces to \$22 per day for children ages 0 to 5 years, generating an average annual savings of \$10,640 per child.
- Increased systemwide access to full-time child care spaces, from 30 per cent to 36 per cent. We remain committed to reaching the Ministry's target access rate of 37 per cent.
- 1,743 new licensed child care spaces for children ages 0 to 5 years will have been created by the end of 2026. These spaces will support the City in reaching the final Ministry target of 14,159 child care spaces.

## **Analysis**

The priority remains maximizing affordable, accessible, equitable and high-quality child care spaces for families in Hamilton. To meet the December 31, 2026 Ministry deadline, it is critical that spaces and funding are prioritized for eligible centres who are best positioned to being fully open and operational in 2026.

As City staff plan for next steps, key considerations include timeline feasibility, wards with lower access rates to child care, and aligning with the Ministry of Education's auspice ratios (i.e. balancing child care centres operating not-for-profit and for profit).

First consideration will be given to operators who are already open and operating, and/or who have previously applied through the City's Directed Growth Application process but due to limited spaces, could not be approved.

While there is no additional information about Canada-Wide Early Learning and Child Care spaces and funding beyond 2026, the City will continue to advocate for additional funding and spaces to support continued growth for families in our community.

## **Alternatives**

Not Applicable

## **Relationship to Council Strategic Priorities**

### **Sustainable Economic & Ecological Development**

Affordable, high quality child care is an economic driver supporting families to work or attend school. Access to affordable, high-quality child care has been shown to increase labour market participation, especially for women.

**Safe & Thriving Neighbourhoods** – Providing affordable, accessible, high- quality child care in neighbourhoods where families live creates a sense of community where children can thrive developmentally and successfully transition to school.

## **Previous Reports Submitted**

[HSC24025\(b\) - Canada-Wide Early Learning and Child Care – 2025 and 2026 Child Care Space Allocation update and 2025 Funding Changes \(May 22 2025\)](#)

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## Consultation

- Manager, Business Supports, Children’s and Community Services, Healthy & Safe Communities
- Manager, Finance and Administration, Finance, Corporate Services
- Business Administrator, Finance, Corporate Services
- Solicitor, Legal Services, Corporate Services

## Appendices and Schedules Attached

Appendix A                      Updates to 2026 Ontario Child Care and Early Years Funding

**Prepared by:**                      Antonella Giancarlo, Manager, Early Years System,  
Children’s and Community Services Division, Healthy and  
Safe Communities Department

**Submitted and  
Recommended by:**              Jessica Chase, Director, Children’s and Community Services  
Division, Healthy and Safe Communities Department

Ministry of Education  
Early Years and Child Care Division

Ministère de l'Éducation  
Division de la petite enfance et de la  
garde d'enfants



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Toronto ON M7A 0B8

315, rue Front Ouest, 11<sup>e</sup> étage  
Toronto ON M7A 0B8

2026: EYCC02

**TO:** Consolidated Municipal Service Managers (CMSMs) and  
District Social Services Administration Boards (DSSABs)

**FROM:** Holly Moran, Assistant Deputy Minister  
Early Years and Child Care Division

**DATE:** March 19, 2026

**SUBJECT:** **Updates to 2026 Ontario Child Care and Early Years Funding (2026 Space  
Targets and ELCC Infrastructure Fund)**

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Thank you for your ongoing leadership and commitment as we continue to invest and make strides in our work together to deliver affordable, accessible, inclusive and high-quality child care to Ontario's families.

Further to the memo communication of November 25, 2025, regarding the ministry's request for status on Canada-wide Early Learning and Child Care (CWELCC) enrolment and space commitments, including reporting on the Infrastructure Fund, I am writing with additional updates to support municipal planning for 2026 and beyond, including:

- Results of a 2026 CWELCC space target recalibration exercise;
- Information on the Early Learning and Child Care (ELCC) Infrastructure Fund;
- Updated 2026 Child Care Allocations; and
- Updated guidance on Direct Engagement to Report on Compliance.

As you are aware, in November 2025, Ontario successfully negotiated a one-year extension of the Canada-Ontario CWELCC agreement. This extension secured \$695M in additional funding and flexibility to maintain the current system through the end of 2026, giving Ontario time to work with the federal government on a longer-term agreement. The ELCC Infrastructure Fund agreement was also extended until December 2026, securing \$66.8M in funding for 2026.

While these one-year extensions do not address all the funding pressures the CWELCC system faces here in Ontario, they ensure continuity for the coming year, stability for families and clarity for the child care sector in the near term.

Notably, the extensions maintain the objective of creating 86,000 net new CWELCC spaces by December 31, 2026, a firm deadline under the CWELCC agreement with the federal government.

A detailed review of CMSMs'/DSSABs' reported information on growth capacity indicates that adjustments are required to ensure Ontario is well-positioned to meet this target.

### **Space Target Recalibration**

In late December 2025, CMSMs/DSSABs provided the Ministry with updated information on their space creation plans and commitments. Analysis of this data indicates that many CMSMs/DSSABs are experiencing pressures and challenges that will affect Ontario's ability to meet its overall space target, requiring further adjustments to some CMSMs'/DSSABs' space targets.

To position Ontario to successfully meet its CWELCC space target, while balancing the need for clarity and efficiency, this most recent recalibration was guided by two overarching objectives:

- supporting the highest likelihoods of creating new licensed spaces by December 31, 2026, to reach space targets, including where spaces have been committed by CMSMs/DSSABs; and,
- minimizing the number of downward adjustments to space targets across CMSMs/DSSABs.

As a result, 22 CMSMs/DSSABs will see increased space targets, offset by a decreased space target for the City of Toronto to better reflect its achievements and current, more achievable planning for 2026. While no changes are listed to the auspice ratio targets, where auspice is the sole constraint against meeting overall space targets, CMSMs/DSSABs should contact the Ministry to determine if any flexibility exists in relation to overall province-wide targets (see 'Next Steps' section).

Total space targets have been adjusted and are shown in Appendix A. For clarity, these targets represent the *total* licensed CWELCC spaces that should exist in your regions once growth is complete on December 31, 2026. Corresponding funding allocations have also been updated accordingly, as shown in Appendix B.

CMSMs/DSSABs are expected to take expedited and proactive action to achieve their space targets and to ensure timely progress toward Ontario's system-wide goal of 86,000 net new licensed CWELCC spaces by December 31, 2026. CMSMs/DSSABs may need to consider realigning plans where spaces are at risk of not being licensed in 2026. To that end, CMSMs/DSSABs are encouraged to work with counterparts to ensure zoning, site planning, public health and other such approvals required for licensing are timely.

### **Early Learning and Child Care Infrastructure Fund (ELCC Infrastructure Fund)**

The 2026 ELCC Infrastructure Fund allocations were determined by prioritizing funding for projects that are in progress and within SSM space targets to maximize the likelihood that the spaces will be created by December 2026. This approach will best support the meeting of space targets while continuing to create new, licensed child care spaces in priority neighbourhoods that need them most.

ELCC Infrastructure Funding continues to follow Chapter 5 of the Ontario Child Care and Early Years Funding Guidelines ([link](#)). 2026 ELCC Infrastructure Fund funding must be spent by December 31, 2026, and the spaces supported by the funding must be created by December 31, 2026.

### Updated 2026 Child Care Allocations

The 2026 Cost-Based Funding Allocations for affected CMSMs/DSSABs have been updated to ensure funding is aligned with recalibrated space targets. ELCC Infrastructure Fund allocations for 2026 have also been included.

Please see Appendix B for the revised 2026 Cost-Based Funding and the new 2026 ELCC Infrastructure Fund Allocations.

### Direct Engagement to Report on Compliance

As set out in Chapter 2, Division 2, Part 3.2 ([link](#)) of the Ontario Child Care and Early Years Funding Guidelines, CMSMs/DSSABs are required to undergo a Direct Engagement to Report on Compliance for a sample of licensees receiving CWELCC funding.

It has been brought to our attention that some CMSMs/DSSABs may be experiencing challenges with engaging auditors to conduct the CSAE 3531 Direct Engagement to Report on Compliance.

For 2025 and future Direct Engagement to Report on Compliance required under this section, CSAE 3530 will be accepted where CSAE 3531 is not offered by the auditor, following reasonable efforts made to obtain a CSAE 3531 engagement.

### Next Steps

The Ministry will continue to regularly monitor progress through the year to ensure CMSMs/DSSABs remain on track with the December 31, 2026, target and may make further adjustments as necessary. In addition, CMSMs/DSSABs should continue to proactively engage the Ministry appropriately through the Early Years Support Request form\* ([link](#)):

- If there are any critical challenges related to the space targets outlined in Appendix A, as a result of existing and verifiable commitments/contractual obligations of CMSMs/DSSABs only, the **Ministry must be notified by April 2, 2026**. Given the potential impacts of further changes, the Ministry may request supporting evidence of such commitments.
- Similarly, CMSMs/DSSABs should inform the Ministry as soon as possible where risks to achieving space targets arise.
- CMSMs/DSSABs may also contact the Ministry in instances where auspice ratio targets are the sole constraint against meeting overall space targets to determine if any flexibility exists.

*\*Note: For recalibration, questions can be streamed under 'CWELCC' and 'Funding Allocations and Space Data Inquiries'*

*Transfer Payment Agreement Amendment*

To ensure alignment with this update, Transfer Payment Agreements for 2026 will be amended and shared with affected CMSMs/DSSABs. These amendments will reflect the latest changes outlined in this memo. Since this is a recalibration, some CMSMs/DSSABs will see adjusted cash flows to align with their reduced allocations. Amended agreements and the corresponding payments based on these updates are expected to follow in the coming months.

We want to reiterate our sincerest appreciation for your continued partnership as we work towards strengthening child care and early years programs and services in Ontario.

Sincerely,

*Original signed by:*



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Holly Moran  
Assistant Deputy Minister  
Early Years and Child Care Division

cc: Matthew DesRosiers, Director, Funding Branch  
Whitney Wilson, Director, Early Years Branch  
Karen Puhlmann, Director, Child Care Branch

Appendix A: Revised CWELCC Space Targets

EFIS ID	CMSM/DSSAB	Total CWELCC Space Target for Children Aged 0 to 5 years old
	<b>ONTARIO</b>	<b>375,111</b>
200	City of Brantford	3,888
201	City of Cornwall	2,001
202	City of Greater Sudbury	4,373
203	City of Hamilton	14,159
204	City of Kawartha Lakes	1,563
205	City of Kingston	3,238
206	City of London	12,709
207	City of Ottawa	32,833
208	City of Peterborough	3,438
209	City of St. Thomas	1,890
210	City of Stratford	1,732
211	City of Toronto	68,949
212	City of Windsor	10,302
213	County of Bruce	1,736
214	County of Dufferin	1,927
215	County of Grey	1,931
216	County of Hastings	3,096
217	County of Huron	1,269
218	County of Lambton	3,309
219	County of Lanark	1,730
220	County of Lennox & Addington	1,224
221	County of Northumberland	1,480
222	County of Oxford	1,932
223	County of Renfrew	1,904
224	County of Simcoe	12,929
225	County of Wellington	4,769
226	District Municipality of Muskoka	1,068
227	Municipality of Chatham-Kent	2,653
228	Norfolk County	1,706
229	Regional Municipality of Durham	19,327
230	Regional Municipality of Halton	19,377
231	Regional Municipality of Niagara	11,868
232	Regional Municipality of Peel	40,428
233	Regional Municipality of Waterloo	20,689
234	Regional Municipality of York	39,483
235	United Counties of Leeds & Grenville	2,251
236	United Counties of Prescott and Russell	2,965
300	Algoma District Services Administration Board	846
301	District of Cochrane Social Services Administration Board	1,834
302	District of Nipissing Social Services Administration Board	2,340
303	District of Parry Sound Social Services Administration Board	681
304	District of Sault Ste Marie Social Services Administration Board	1,596
305	District of Timiskaming Social Services Administration Board	584
306	Kenora District Services Board	2,039
307	Manitoulin-Sudbury District Services Board	663
308	Rainy River District Social Services Administration Board	470
309	District of Thunder Bay Social Services Administration Board	1,932

**Appendix "A" to Report HSC26035**  
**Page 6 of 7**

**Appendix B: 2026 Total Child Care Allocations (Revised March 2026)**

EFIS ID	CMSM/DSSAB	Revised	New	Unchanged <sup>1</sup>	Unchanged	Unchanged	Unchanged	Unchanged	Unchanged	Unchanged	Unchanged	Revised	Revised
		Total Cost-Based Allocation	ELCC Infrastructure Fund	Local Priorities Allocation <sup>2</sup>	Innovation Fund	ECE Promotional Fund	EarlyON	Indigenous-Led	Administration Allocation	Total 2026 Allocations			
200	Corporation of the City of Brantford	37,310,616	-	6,072,987	142,010	24,978	2,291,970	815,000	749,129	47,406,690			
201	City of Cornwall	20,046,332	-	5,321,815	126,304	12,073	1,861,747	-	584,563	27,952,834			
202	City of Greater Sudbury	54,760,929	-	10,271,613	163,373	15,423	3,734,937	117,260	1,085,791	70,149,326			
203	The City of Hamilton	163,388,857	841,435	32,707,815	288,336	94,342	6,661,549	1,627,615	3,270,129	208,880,078			
204	Corporation of the City of Kawartha Lakes	17,235,659	4,006,832	3,389,621	117,724	9,064	1,247,504	-	418,772	26,425,176			
205	Corporation of the City of Kingston	36,267,523	1,717,929	6,261,258	145,671	25,443	3,202,733	-	733,987	48,354,544			
206	Corporation of the City of London	147,185,726	2,580,399	23,672,527	245,245	57,737	4,377,880	644,851	2,488,919	181,253,284			
207	City of Ottawa	365,996,766	-	55,826,291	600,311	211,106	11,172,976	2,806,780	6,230,564	442,844,794			
208	Corporation of the City of Peterborough	39,966,370	-	6,186,393	148,875	29,414	1,444,766	-	722,514	48,498,332			
209	Corporation of the City of St. Thomas	23,064,918	950,621	4,307,931	119,156	15,268	1,268,386	-	501,579	30,227,859			
210	Corporation of the City of Stratford	19,670,369	44,075	2,861,277	115,154	10,584	1,032,855	-	400,690	24,135,004			
211	City of Toronto	1,171,100,716	9,246,318	202,444,795	1,157,516	215,697	30,730,906	4,783,607	19,163,228	1,438,842,783			
212	Corporation of the City of Windsor	129,814,553	3,203,896	21,536,438	221,494	76,691	4,032,065	398,000	2,189,931	161,473,068			
213	Corporation of the County of Bruce	21,894,391	906,996	2,825,644	120,275	7,792	1,053,326	57,755	395,115	27,261,294			
214	Corporation of the County of Dufferin	21,589,464	-	2,495,065	122,220	10,057	889,496	-	374,457	25,480,759			
215	Corporation of the County of Grey	22,703,599	-	3,876,240	128,806	13,531	1,197,915	72,221	481,565	28,473,877			
216	Corporation of the County of Hastings	34,243,738	-	5,982,549	136,774	19,177	1,637,250	324,625	699,233	43,043,346			
217	Corporation of the County of Huron	16,558,941	1,903,245	2,450,819	112,621	13,562	950,278	-	334,611	22,324,077			
218	Corporation of the County of Lambton	36,684,976	-	8,015,575	134,114	18,091	2,576,897	340,880	806,281	48,576,814			
219	County of Lanark	21,698,180	3,850,493	2,926,548	122,138	15,858	1,051,908	-	406,872	30,071,997			
220	County of Lennox & Addington	11,223,819	-	2,573,601	112,557	11,763	954,328	307,509	338,318	15,521,895			
221	County of Northumberland	17,392,338	-	3,065,169	118,634	8,754	970,536	167,818	388,237	22,111,486			
222	County of Oxford	19,418,534	-	4,063,090	118,830	20,542	1,224,911	63,000	494,457	25,403,364			
223	County of Renfrew	25,394,311	1,101,879	4,081,313	125,839	11,515	1,532,203	212,095	482,811	32,941,966			
224	County of Simcoe	148,866,664	650,810	18,471,337	234,601	84,260	4,362,990	643,574	2,238,875	175,553,111			
225	County of Wellington	82,222,670	2,408,073	9,253,164	164,617	23,644	2,286,072	-	1,018,794	97,377,034			
226	District Municipality of Muskoka	13,732,962	324,977	2,388,339	111,437	9,095	949,463	-	326,288	17,842,561			

**Appendix "A" to Report HSC26035  
Page 7 of 7**

EFIS ID	CMSM/DSSAB	Revised	Total Cost-Based Allocation	New	ELCC Infrastructure Fund	Local Priorities Allocation <sup>2</sup>	Unchanged	Innovation Fund	Unchanged	ECE Promotional Fund	Unchanged	EarlyON	Unchanged	Indigenous-Led	Unchanged	Administration Allocation	Revised	Total 2026 Allocations
227	Corporation of the Municipality of Chatham-Kent	31,891,474	3,918,875	7,886,377	131,510	19,084	1,489,826	151,786	723,188	46,212,120								
228	The Corporation of Norfolk County	17,814,209	-	4,180,330	123,698	12,662	1,214,853	833,000	470,795	24,649,547								
229	Regional Municipality of Durham	227,829,460	215,367	29,319,742	386,236	75,636	5,142,894	259,485	3,337,751	266,566,571								
230	Regional Municipality of Halton	234,781,911	-	24,691,407	356,666	93,008	4,777,031	-	2,996,849	267,696,872								
231	Regional Municipality of Niagara	142,686,013	2,258,930	20,228,225	205,830	83,267	4,594,838	267,091	2,230,174	172,554,368								
232	Regional Municipality of Peel	582,772,647	5,359,251	79,435,974	496,171	231,704	13,662,542	239,356	8,146,641	690,344,286								
233	Regional Municipality of Waterloo	204,597,130	6,210,589	24,969,978	310,291	141,990	4,748,059	300,000	3,198,233	244,476,270								
234	Regional Municipality of York	505,915,932	2,601,606	61,851,295	618,650	145,930	10,655,054	-	6,912,758	588,701,225								
235	United Counties of Leeds & Grenville	26,544,546	1,121,762	3,896,817	128,763	10,181	1,149,920	-	492,646	33,344,635								
236	United Counties of Prescott & Russell	25,550,899	-	4,273,240	127,187	23,365	2,102,453	-	585,044	32,662,188								
300	Algoma District Services Administration Board	12,451,991	2,260,511	2,588,852	110,009	10,150	1,287,747	-	317,484	19,026,744								
301	District of Cochrane Social Services Administration Board	24,214,680	-	5,526,002	120,423	20,573	2,343,230	137,060	564,014	32,925,982								
302	District of Nipissing Social Services Administration Board	27,286,839	-	5,507,116	127,230	5,000	2,368,196	1,078,561	606,754	36,979,696								
303	District of Parry Sound Social Services Administration Board	9,007,478	525,897	2,778,744	107,524	9,374	1,278,509	295,364	323,459	14,326,349								
304	District of Sault Ste Marie Social Services Administration Board	24,595,351	-	3,972,435	121,444	12,290	1,792,712	1,905,646	453,343	32,853,221								
305	District of Timiskaming Social Services Administration Board	10,150,462	-	3,606,351	114,377	5,496	1,205,392	422,118	357,386	15,861,582								
306	Kenora District Services Board	36,539,139	7,062,130	3,995,691	113,168	7,358	1,807,605	3,235,809	474,231	53,235,131								
307	Manitoulin-Sudbury District Social Services Administration Board	13,055,211	1,502,562	3,607,147	111,174	6,396	1,693,172	320,650	353,693	20,650,005								
308	Rainy River District Social Services Administration Board	11,447,567	-	1,981,431	107,079	7,172	1,245,382	989,784	242,799	16,021,214								
309	District of Thunder Bay Social Services Administration Board	38,686,245	-	7,262,820	127,938	13,903	2,663,522	1,177,410	720,143	50,651,981								
<b>PROVINCIAL TOTAL</b>		<b>4,927,253,105</b>	<b>66,775,458</b>	<b>754,889,188</b>	<b>9,500,000</b>	<b>2,000,000</b>	<b>161,920,784</b>	<b>24,995,710</b>	<b>80,833,095</b>	<b>6,028,167,340</b>								

<sup>1</sup> Decrease in Small Water Works Allocation for County of Bruce per request

<sup>2</sup> Includes Professional Learning

# CITY OF HAMILTON

## MOTION

Emergency and Community Services Committee: May 7, 2026

**MOVED BY COUNCILLOR C. KROETSCH.....**

**SECONDED BY COUNCILLOR N. NANN.....**

### **Hate and Violence Prevention (City Wide)**

WHEREAS the work of addressing hate and violence in our communities is a collective responsibility that involves the City of Hamilton and its external partners;

WHEREAS a coordinated approach is necessary in order to fill the gaps that continue to present risks to the communities most impacted by hate and violence in Hamilton;

WHEREAS the concept of “hate” in and of itself is not inclusive or clear enough to communicate the challenges faced by the City in addressing prevention and response; and

WHEREAS members of Council, some of whom are disproportionately impacted by hate and violence, are not considered to have the same status as City of Hamilton employees so require a separate program to be developed to address their unique needs.

THEREFORE, BE IT RESOLVED:

- (a) That Healthy & Safe Communities staff BE DIRECTED to engage with internal and external partners, including the Hamilton Anti-Racism Resource Centre, to investigate a 24/7 hate incident response model for the community including agreed upon language and terminology to describe incidents of hate and violence and define the role for:
  - (i) the Hamilton Anti-Racism Resource Centre and other external partners;
  - (ii) the Hamilton Police Service; and
  - (iii) City staff.
- (b) That Healthy & Safe Communities staff BE DIRECTED to provide recommendations including resourcing, funding implications, and coordination requirements and report back to Emergency & Community Services Committee in Q1 2027;
- (c) That Healthy & Safe Communities staff BE DIRECTED to track and report

annually on hate incidents that occur on City property and the response outcome;  
and,

- (d) That Healthy & Safe Communities staff BE DIRECTED to work with Human Resources staff to identify recommendations for policies, procedures, and training for Council, including trauma-informed and bystander response training, and report back to Emergency & Community Services Committee by Q1 2027.

# CITY OF HAMILTON

## MOTION

**Emergency and Community Services Committee: May 7, 2026**

**MOVED BY COUNCILLOR T. JACKSON .....**

**SECONDED BY COUNCILLOR .....**

**Operating and Maintenance Agreement for Bernie Arbour Stadium with Spear Sports Group Inc. (Majority owner Hamilton Cardinals Baseball Club) (Ward 6):**

WHEREAS, Bernie Arbour Stadium is a City-owned outdoor baseball facility within the Mohawk Sports Park Complex located in Ward 6, and is one of Hamilton’s premier recreational sports assets with significant historical and community value;

WHEREAS, The Recreation Master Plan (2022) recommends assessing operating budget implications and partnership options prior to approving major capital projects as an alternative approach to address the funding gap;

WHEREAS, Bernie Arbour Stadium has served as the home of the Hamilton Cardinals of the Intercounty Baseball League (IBL) since its construction in 1970, providing recreational, amateur, and semi-professional baseball opportunities to Hamilton residents;

WHEREAS, the Hamilton Cardinals IBL team has new ownership with a renewed vision for investment in the facility and long-term community engagement;

WHEREAS, the new ownership group has expressed a commitment to undertaking ongoing maintenance of the field starting in the 2027 season, investing in upgrades to the stadium infrastructure and amenities, providing community access, and improving the overall fan and community experience;

WHEREAS, precedent has been established in other municipalities where the operation of major baseball facilities has successfully transitioned from municipal staff to established baseball organizations;

WHEREAS, the current operating agreement between the City of Hamilton and the Hamilton Cardinals organization is set to expire, and a new agreement is required to enable long-term planning, operations, and capital investment;

WHEREAS, the Recreation Master Plan (2022) recommends the regular review of agreements with third party operators that have dedicated access to facilities to ensure an appropriate and sustainable distribution of operational and financial responsibilities;

WHEREAS, the reduced maintenance responsibilities realized by the City through this agreement will allow for a reduction in seasonal maintenance staff and a commensurate reduction in the operating budget of the Public Works Department;

WHEREAS, it is in the City's interest to provide certainty for both the team and the facility through a renewed and extended agreement that aligns with community benefit and stewardship of City assets;

WHEREAS, the sale of advertising within Bernie Arbour Stadium provides a viable revenue source to support the maintenance and sustainability of the stadium;

THEREFORE, BE IT RESOLVED:

- (a) That the City of Hamilton enter into an Operating and Maintenance Agreement with Spear Sports Group, Inc. (majority owner of the Hamilton Cardinals Professional Baseball Club) for Bernie Arbour Stadium for a ten-year term, with two optional extension terms of five years each;
- (b) That the Operating and Maintenance Agreement include provisions for routine maintenance of the field and mutually agreed upon facility upgrades and capital investment commitments by the Spear Sports Group, Inc.;
- (c) That the City of Hamilton include the sale of advertising rights within Bernie Arbour Stadium as part of the Operating and Maintenance Agreement to offset a portion of the cost associated with the annual maintenance, operations and capital improvement of the facility;
- (d) That the Operating and Maintenance Agreement include provisions that the Spear Sports Group, Inc. commit to providing meaningful and consistent community access to the facility for the purposes of supporting high level amateur sport; and,
- (e) That the General Manager, Healthy and Safe Communities Department, be authorized and directed to execute an Operating and Maintenance Agreement with the Spear Sports Group, Inc. (majority owner of the Hamilton Cardinals IBL Team), together with any ancillary documents to allow the ongoing use of City property in a form satisfactory to the City Solicitor.