



**CITY OF HAMILTON**  
**HEALTHY AND SAFE COMMUNITIES DEPARTMENT**  
**Recreation Division**

<b>TO:</b>	Chair and Members Emergency & Community Services Committee
<b>COMMITTEE DATE:</b>	July 7, 2022
<b>SUBJECT/REPORT NO:</b>	Recreation Master Plan – Facility Provision Decision Making Framework (HSC22014(a)) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
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<b>SUBMITTED BY:</b>	Chris Herstek Director, Recreation Division Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

## RECOMMENDATION

That the Facility Provision Decision-Making Framework as detailed in Appendix “A” to Report HSC22014(a), be approved as an evidence-based decision framework to guide the identification and prioritization of capital projects within the Recreation Master Plan.

## EXECUTIVE SUMMARY

The Recreation Master Plan will evaluate a wide range of service and facility types, including outdoor recreation amenities, indoor recreation facilities, and recreation programs and services to help identify needs and priorities across the City of Hamilton in the next 30 years. The principal goal of the Master Plan is to ensure that the City's recreation portfolio is responsive to the current and future needs of the community in a responsible, equitable and cost-effective manner.

In late 2020, Monteith Brown was awarded the contract to complete the Recreation Master Plan and the project is now nearing completion. There were Public Information Centres (PICs) in early June 2022 to reaffirm major themes and inputs and the final report will be presented to Committee in August 2022.

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OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

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Following the establishment and approval of the guiding principles, an evidence-based decision-making framework based on demonstrated needs and projected future requirements was developed to guide the identification and prioritization of capital projects within the Recreation Master Plan. The framework uses provision targets (population-based and/or service-based) that allow for long-term predictability. For most facilities the framework has four steps:

- Step 1 – Opportunity Scan
- Step 2 – Provision Targets (Needs)
- Step 3 – Prioritization
- Step 4 – Implementation

**Alternatives for Consideration – Not Applicable**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: N/A

Staffing: N/A

Legal: N/A

**HISTORICAL BACKGROUND**

Recreation services and facilities are integral to the quality of life for all Hamiltonians. For over ten years, major recreation infrastructure development in the City of Hamilton has been successfully guided by the Use, Renovation and Replacement Study for Hamilton Recreation and Public-Use Facilities (Indoor Study) (Report ECS07068(d)) (2008 and updated in 2016) and Outdoor Recreation Facilities and Sports Field Provision Plan (Report CS11064(a)) (2011 and updated in 2017). The City of Hamilton and the needs of its residents are constantly changing. Regular updates to these studies with current data and the latest research to guide the City forward is required to ensure relevance.

In late 2020, Monteith Brown was awarded the contract to complete a Recreation Master Plan. The purpose of the Recreation Master Plan was to combine the two previous studies into one comprehensive document with updated information. Since then, staff have been working with the consultant team gathering information.

On March 24, 2022, staff brought forward the Recreation Master Plan Guiding Principles (Report HSC22014) to committee as the foundation for recommendations made in the Recreation Master Plan, and inform future decisions related to its implementation.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A

## **RELEVANT CONSULTATION**

To better understand needs and priorities, the City sought feedback on participation levels, the current provision of facilities, and facility gaps and needs through two surveys. A Community Survey was available over a period of four weeks in August and September 2021 with 2,095 responses and a Stakeholder Questionnaire was available between September 17 and November 3, 2021 and was completed by 123 organizations representing about 63,600 people.

A series of meetings occurred in April and May 2022 discussing indoor and outdoor facility assessments were held with internal staff. Staff from the following divisions participated in these meetings:

- Healthy and Safe Communities – Recreation
- Public Works – Energy, Fleet and Facilities Management
- Public Works – Environmental Services

In June 2022, three virtual Public Information Centres were held as an update on survey results received. These sessions also provided an opportunity to provide real-time feedback and make an impact on what the future of recreation looks like in Hamilton.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

The Recreation Master Plan will evaluate a wide range of service and facility types, including outdoor recreation amenities, indoor recreation facilities, and recreation programs and services to help identify needs and priorities across the City of Hamilton in the next 30 years.

The focus is on park and community recreation facilities and amenities owned and/or operated by or in partnership with the City of Hamilton. This includes places and spaces that facilitate both structured and unstructured recreational experiences for the benefit of individuals and communities. The City is working on several other Master Plans that cover some out of scope items such as the development and enhancement of parkland (Parks Master Plan), trails, mountain biking and Wild Waterworks. The project teams have connected and discussed overarching themes and best practices.

A series of guiding principles has been developed to inform recommendations made in the Recreation Master Plan, as well as future decisions related to its implementation. These principles reflect City of Hamilton values and express fundamentally how the City

will approach investment and set priorities in recreation facilities and services over the next 30 years.

The Recreation Master Plan identifies facility requirements based on demonstrated needs. Creating a sustainable and equitable network of recreation facilities for all residents is complex. Needs can be relative and may vary according to the facility types and the communities they serve. Setting priorities is essential as it ensures that residents who would benefit the most are well served.

An evidence-based decision framework is used to enable the identification and prioritization of projects advanced in this Master Plan. The framework relies on a standards-based gap and provision analysis that prioritizes areas of higher need. This model considers a range of factors and is aligned with the Master Plan's guiding principles, particularly those that support equitable provision and access.

The framework is not intended to be rigid; its application is more contextual than prescriptive, allowing for different approaches within stable and growing communities, including those that are urban, suburban or rural in nature. Regular vetting of capital projects and priorities is required to ensure that they remain appropriate. Timing may also be influenced by the project's status, population growth, and alignment with other civic initiatives or partnerships. Projects in advanced stages of planning, such as those that have initiated their design process, will proceed as planned.

The facility needs assessment process relies on the identification and application of provision targets that are typically population-based and/or distance-based. In this way, the model prioritizes equity and access across all areas of Hamilton. Once the need for a facility is identified, a process is undertaken to identify its priority and general timing targets.

## **ALTERNATIVES FOR CONSIDERATION**

None

## **ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

### **Community Engagement and Participation**

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community

### **Healthy and Safe Communities**

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

**Built Environment and Infrastructure**

Hamilton is supported by state-of-the-art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report HSC22014(a): Facility Provision Decision-Making Framework  
Summary