

## Summary of Recommendations

All recommendations from the 2022 City of Hamilton Recreation Master Plan are shown in the following table. For additional detail, please see the full Master Plan and applicable background reports.

### Proposed Timing

- Short-term: 2023 to 2031
- Medium-term: 2032 to 2041
- Longer-term: 2042 to 2051
- Ongoing: Guidelines and practices to be followed on a continual basis

Subject Area	Recommendations	Timing
Community Recreation Centres	<p><b>1. Prepare a CRC Renewal and Redevelopment Strategy in the short-term to guide major reinvestment in existing facilities.</b> Key components include site specific needs and opportunities audits to determine the potential to renew and/or expand aging CRCs on-site or nearby. Many of these facilities may be co-located with schools and/or are constrained, such as Ryerson, Sir Winston Churchill, Dominic Agostino Riverdale, Hill Park, Sir Allan MacNab, Dalewood, and Central Recreation Centres and others. Criteria to assess need and priority are advanced in this Master Plan.</p>	Short-term
	<p><b>2. Establish new growth-related CRCs (7) in:</b></p> <ul style="list-style-type: none"> <li>- Waterdown (short-term) – pool, gym, program space, etc. (Harry Howell Arena)</li> <li>- Binbrook (short-term) – gym, program space (Glanbrook Arena)</li> <li>- Fruitland-Winona (short-term) – gym, program space to replace temporary CC (secondary plan site)</li> <li>- South Mountain (medium-term) – pool, gym, program space, etc. (site required)</li> <li>- Saltfleet (medium-term) – pool, gym, program space (Saltfleet Arena site - repurpose)</li> <li>- Growth-related needs in Lower Hamilton (medium to longer-term) – vertical CRCs; specific components to be evaluated (Eastwood Arena and 2 sites tbd)</li> </ul>	Short-term to Longer-term
Indoor Pools	<p><b>3. Modernize indoor pools as part of CRC renewal projects, where feasible.</b> Undertake a feasibility study in the short-term to consider options for renewing or replacing Dundas Community Pool.</p>	Short-term and Ongoing
	<p><b>4. Develop indoor pools as part of the following growth-related CRCs:</b></p> <ul style="list-style-type: none"> <li>- Waterdown (short-term) – Harry Howell Arena</li> <li>- South Mountain (medium-term) – site required</li> <li>- Saltfleet (medium-term) – replace H.G. Brewster Pool through redevelopment of Saltfleet Arena site</li> <li>- Growth-related needs in Lower Hamilton (medium to longer-term) – 2 sites tbd</li> </ul>	Short-term to Longer-term

Subject Area	Recommendations	Timing
Outdoor Pools	<p><b>5. Redevelop existing outdoor pools:</b></p> <ul style="list-style-type: none"> <li>- Victoria Park (short-term)</li> <li>- Chedoke Pool (medium-term)</li> <li>- Ancaster (longer-term)</li> </ul>	Short-term to Longer-term
	<p><b>6. Develop new outdoor pools to address growth-related needs in the following areas as opportunities allow:</b></p> <ul style="list-style-type: none"> <li>- Hamilton Mountain (medium-term)</li> <li>- Lower Hamilton (longer-term)</li> </ul>	Medium-term to Longer-term
Gymnasiums	<p><b>7. Develop gymnasiums as part of all new and expanded CRCs, where feasible.</b> Notable gymnasium additions to existing CRCs in the short-term include:</p> <ul style="list-style-type: none"> <li>- Norman Pinky Lewis RC</li> <li>- Stoney Creek RC</li> </ul> <p>See CRC recommendations for more detail.</p>	Short-term and Ongoing
Seniors Recreation Spaces	<p><b>8. Expand existing seniors' recreation centres (e.g., Sackville Hill Seniors Centre, Ancaster Seniors Activity Centre) to meet growing program needs.</b></p>	Short-term
	<p><b>9. Consider enhanced seniors' programming space at the following locations:</b></p> <ul style="list-style-type: none"> <li>- Alexander Park Community Hub project (short-term) – in partnership with local club if warranted/supported at this location</li> <li>- Proposed Fruitland-Winona CRC (short-term) – replacement for Winona Senior Citizen Centre</li> <li>- Proposed South Mountain CRC (medium-term)</li> <li>- Proposed Saltfleet CRC (medium-term)</li> <li>- Work with community partners to address potential needs in Hamilton Mountain and Upper Stoney Creek (longer-term)</li> </ul>	Short-term to Longer-term
Arenas	<p><b>10. Renew the following arenas:</b></p> <ul style="list-style-type: none"> <li>- Dave Andreychuk Mountain Arena (short-term)</li> <li>- Chedoke Twin Pad Arena (short-term)</li> <li>- others to be determined on a case-by-case basis over the medium and longer-terms, with consideration of adding other needed recreational spaces and ability to use year-round</li> </ul>	Short-term and Ongoing

Subject Area	Recommendations	Timing
Arenas (continued)	<p><b>11. Decommission the following arenas in the short-term to align supply with demand and realize cost efficiencies:</b></p> <ul style="list-style-type: none"> <li>- Stoney Creek Arena – remove arena from service (add gym to Stoney Creek RC)</li> <li>- Saltfleet Arena – remove arena from service (redevelop as a CRC without ice pads); note: prior to retiring Stoney Creek and Saltfleet Arenas, ensure suitable community access to ice time within Lower Stoney Creek</li> <li>- Eastwood Arena – remove arena from service (replace one ice pad as part of broader CRC development in the medium to longer-term)</li> <li>- conversion of other single pad arenas (to floor-based activities, etc.) may be considered in the medium- to longer-term, where appropriate</li> </ul>	Short-term and Ongoing
	<p><b>12. Develop additional arenas to address growth-related needs (3 additional ice pads, for a total of 28) in the medium to longer-term. Specific strategies will depend on closure or repurposing of selected single pad arenas and may include:</b></p> <ul style="list-style-type: none"> <li>- Purchase of ice from non-municipal providers</li> <li>- Expansion to existing arena and CRC facilities</li> <li>- Development of new ice pads (possibly as part of future CRCs), with consideration given to Lower Hamilton, Lower Stoney Creek, and/or Upper Stoney Creek</li> </ul>	Medium-term to Longer-term
Community Halls	<p><b>13. Evaluate needs for multi-use and multi-partnered community hubs in growing rural settlement areas, such as Mount Hope (short-term).</b></p>	Short-term and Ongoing
	<p><b>14. Prior to undertaking significant investment in existing community halls, assess local needs, capacity within area facilities, and potential long-term usage.</b> The assessment should be used to guide options, including sale, decommissioning, third-party-lease, and/or reinvestment.</p>	Ongoing
Other Recreation Facilities	<p><b>15. Municipal provision of non-core indoor recreation facilities is not recommended, but could be considered in partnership with local community-based clubs.</b> A standardized partnership framework should be used to evaluate and respond to such requests.</p>	Ongoing

Subject Area	Recommendations	Timing
Soccer and Multi-use Fields	<p><b>16. Provide access to up to 31 additional soccer and multi-use fields (ULE) by 2051, with most of these fields coming on-line in the medium- to longer-term. A variety of strategies will be used to address these needs:</b></p> <ul style="list-style-type: none"> <li>- In the short-term, a priority should be placed on opportunities for reserving lands for sports fields through secondary plans and development proposals; parkland securement approaches will be guided by the City’s Parks Master Plan.</li> <li>- New field development should focus on higher quality fields (e.g., artificial turf, Class A, Class B).</li> <li>- An audit of existing field sites is required to determine upgrade potential and a field improvement program is recommended to increase the capacity of existing assets. This may include upgrades to turf surface/quality, lighting and support amenities that will result in more artificial turf, Class A, and Class B fields.</li> <li>- Options for offsetting a portion of upgrade costs through a capital surcharge on user fees should be evaluated.</li> <li>- A capital reserve should be established to facilitate artificial turf replacement.</li> <li>- The City will regularly seek to collaborate with school boards and other land-owners to improve community access to quality fields at affordable rates.</li> <li>- Collect both youth and adult registration levels to help track supply and demand over time.</li> </ul>	Short-term to Longer-term
Football Fields	<p><b>17. Consider opportunities to accommodate football and other field sports when designing new artificial turf fields.</b> There is no set target for football field provision; needs will be assessed on a case-by-case-basis with consideration of the availability of school fields.</p>	Ongoing

Subject Area	Recommendations	Timing
Baseball Diamonds	<p><b>18. Provide access to approximately 32 additional ball diamonds (ULE) by 2051, with a focus on diamond enhancements in the short-term. A variety of strategies will be used to address these needs:</b></p> <ul style="list-style-type: none"> <li>- An audit of existing field sites is required to determine upgrade potential and a diamond improvement program is recommended to increase the capacity of existing assets. This may include adding lights, expanding fields, and improving amenities that will result in more Class A and B diamonds.</li> <li>- A priority should be placed on developing new diamonds in community-level parks and reserving lands for sports fields through secondary plans and development proposals; parkland securement approaches will be guided by the City's Parks Master Plan.</li> <li>- New diamond development should focus on higher quality Class A and B diamonds.</li> <li>- Options for offsetting a portion of upgrade costs through a capital surcharge on user fees should be evaluated.</li> <li>- The City will regularly seek to collaborate with rural sub-committees to improve community access to quality diamonds.</li> <li>- Collect both youth and adult registration levels to help track supply and demand over time.</li> </ul>	Short-term to Longer-term
Cricket Fields	<p><b>19. Develop up to 3 new cricket fields by 2051. This can be achieved by:</b></p> <ul style="list-style-type: none"> <li>- Designing new fields into new and redeveloped park sites. These may be designed as cricket/soccer field overlays.</li> <li>- Making use of under-utilized park sites and other City lands.</li> <li>- Ensuring that fields are properly designed and maintained (about 150 to 185 metres in diameter, with artificial turf fields and grass fields that are cut shorter) to accommodate adult play. User groups should be consulted as part of field design.</li> </ul>	Short-term to Longer-term
Playgrounds	<p><b>20. Continue to address growth-related needs and gaps in playground distribution (based on a 500- to 800-metre catchment) through installations in existing parks, new park development, or other means as necessary.</b> The relocation or removal of playground equipment may be explored on a case-by-case basis, in consultation with the public and with consideration to pre-established criteria (see Section 8.4).</p>	Ongoing
	<p><b>21. Review the adequacy of the City's annual budget for playground replacement on municipal lands, including annual inflationary factors.</b> Budgets must give proper consideration to accessibility requirements (including rubber surfacing within selected City-wide and Community Parks), associated landscaping, site furniture and supporting amenities.</p>	Short-term
	<p><b>22. Investigate external funding sources and partnership opportunities to supplement municipal funding for the development and replacement of Hamilton's playgrounds.</b></p>	Short-term

Subject Area	Recommendations	Timing
Outdoor Fitness Stations	<p><b>23. Provide up to five additional outdoor fitness station locations by 2051.</b> A priority should be placed on improving the current distribution, with a focus on areas of lower- to medium-income, including Lower Stoney Creek, West Hamilton/Dundas, and under-served parts of Lower Hamilton.</p>	Short-term to Longer-term
	<p><b>24. Develop planning guidelines to guide the siting of future outdoor fitness locations, including both equipment-based locations and open space exercise zones.</b> These guidelines should give consideration to appropriate park types, support amenities, and other site characteristics that would support strong usage levels.</p>	Short-term
Tennis Courts	<p><b>25. Develop approximately 23 additional outdoor tennis courts by 2051.</b> Public courts will be required in areas of growth (including South Mountain, Binbook and Fruitland-Winona; and Lower Hamilton in the longer-term) and may be designed as multi-use courts. New club courts may be considered through expansion to existing sites or new club formation, supported by verified membership levels and waiting lists.</p>	Short-term to Longer-term
	<p><b>26. Initiate a tennis court rehabilitation program.</b> This work should be informed by public consultation and an implementation strategy for court renewal and development.</p>	Short-term
	<p><b>27. Review the adequacy of budget amounts for court rehabilitation and investigate external funding sources and partnership opportunities to supplement municipal funding.</b> This applies to all outdoor courts, including tennis, pickleball, basketball, and multi-use courts.</p>	Short-term
	<p><b>28. Review the suitability of developing public tennis courts within Neighbourhood Parks, particularly within the Urban Growth Centre.</b> This review should be extended to other park amenities and park types and be reflected in the Zoning By-law and related policies.</p>	Short-term
Pickleball Courts	<p><b>29. Monitor community demand for pickleball and address needs for outdoor courts through various strategies.</b> This includes:</p> <ul style="list-style-type: none"> <li>- Providing “dedicated” courts to address organized play. The City will work with pickleball organizations to monitor and assess the need for additional dedicated court complexes over time. Standards for court construction should be reviewed, including an appropriate setback from residential areas.</li> <li>- Providing “overlay” courts to address casual play. Through new construction and court rehabilitation projects, the City will consider the relining of public tennis courts to allow for shared use. This will typically be on sites with one to two courts. Priority should be given to improving the geographic distribution of public pickleball courts.</li> </ul>	Short-term to Longer-term

Subject Area	Recommendations	Timing
Basketball and Multi-use Courts	<p><b>30. Improve the distribution of basketball and multi-use courts by adding new courts in gap and growth areas. Approximately 24.5 additional courts (full court equivalents) are required by 2051.</b> Where appropriate, new courts should be designed as multi-use courts. Short-term priorities for court development include:</p> <ul style="list-style-type: none"> <li>- West Hamilton/Dundas (all areas);</li> <li>- Upper Stoney Creek (northern portion);</li> <li>- Ancaster (west of Highway 403);</li> <li>- Lower Hamilton (Gage Park area); and</li> <li>- Hamilton Mountain (northern portion).</li> </ul>	Short-term to Longer-term
	<p><b>31. Update the City's design standards and usage policies for multi-use courts to reflect contemporary trends and allow for greater flexibility in use and programming.</b></p>	Short-term
	<p><b>32. Initiate a basketball and multi-use court rehabilitation program.</b> This work should be informed by public consultation and an implementation strategy for court renewal and development.</p>	Short-term
Beach Volleyball Courts	<p><b>33. To support City and community programming, identify one site to support a 3-court sand volleyball complex.</b> This may be established as a pilot project and made permanent subject to successful use. Design and maintenance standards should be developed to support the provision of these park amenities.</p>	Short-term
Bocce Courts	<p><b>34. No new bocce courts and/or dedicated bocce buildings are recommended.</b> Continued communication is required between the City and user groups to ensure the safe and reasonable use of support buildings. Existing outdoor bocce courts will be evaluated for removal should clubs fold.</p>	Ongoing
Lawn Bowling Greens	<p><b>35. No new lawn bowling greens are recommended.</b> Existing facilities will be evaluated for removal should clubs fold.</p>	Ongoing
	<p><b>36. Agreements between the City and lawn bowling clubs should be reviewed to ensure an appropriate and sustainable allocation of operational and financial responsibilities.</b></p>	Short-term

Subject Area	Recommendations	Timing
Spray Pads	<p><b>37. Install spray pads in gap and growth areas, with consideration of recommended service radii (1km for neighbourhood spray pads and 1.5km for community spray pads) and the identification of appropriate locations.</b></p> <p>New spray pads in the short-term include those in current capital plans, such as:</p> <ul style="list-style-type: none"> <li>- Broughton Park East or alternative site (HM)</li> <li>- Mountain Drive Park (HM)</li> <li>- Brightside Park (LH)</li> <li>- Woodland Park (LH)</li> <li>- Smokey Hollow Park (FLA)</li> </ul> <p>New spray pads in the medium-term should continue to address existing and growth-related gaps in distribution. Appropriate sites should be selected in:</p> <ul style="list-style-type: none"> <li>- Lower Stoney Creek – 2 (one north of QEW and one in the Saltfleet area)</li> <li>- Upper Stoney Creek (Rymal Road area)</li> </ul>	Short-term to Medium-term
	<p><b>38. Evaluate the need to replace or remove existing Neighbourhood Spray Pads when they reach end of life.</b> The evaluation should apply the criteria advanced in this Master Plan (see Section 8.4), including the recommended service radii.</p>	Ongoing
Wading Pools	<p><b>39. Existing wading pools will be evaluated for repurposing or removal as they reach end of life; evaluation criteria have been identified in the Master Plan (Section 8.4).</b></p>	Ongoing
Skateboard Parks	<p><b>40. Develop two additional City-level or Community Skate Parks in the short- to medium-term to address gaps in distribution.</b> Confirm locations within:</p> <ul style="list-style-type: none"> <li>- Ancaster (possibly Ancaster Community Centre) – City Skate Park</li> <li>- Lower Stoney Creek (possibly Fruitland-Winona) – Community Skate Park</li> </ul>	Short-term to Medium-term
	<p><b>41. Develop up to two additional Neighbourhood-level skate parks in the medium- to longer-term to address localized needs.</b> Confirm locations within:</p> <ul style="list-style-type: none"> <li>- Hamilton Mountain (site tbd);</li> <li>- Lower Hamilton (possibly Powell Park); and/or</li> <li>- Lower Stoney Creek (possibly Sir Wilfrid Laurier)</li> </ul>	Medium-term to Longer-term
	<p><b>42. Consider the inclusion of Skate Dots (one or more benches, ledge walls or rails) within new and redeveloped parks and trails.</b></p>	Ongoing
	<p><b>43. Establish a skate park renewal program that addresses aging infrastructure, including the replacement of modular parks with poured-in-place concrete parks at the end of lifecycle.</b></p>	Short-term
Bike Parks and Pump Tracks	<p><b>44. Expand and convert the dirt bike park in Gage Park to asphalt to decrease maintenance, extend the season, and broaden its userbase.</b></p>	Short-term

Subject Area	Recommendations	Timing
Bike Parks and Pump Tracks (continued)	45. Provide two to three new bicycle pump tracks by 2051. These should be distributed across the city and associated with new and redeveloped skate parks (which can accommodate multi-wheeled users such as scooters, skateboards and BMX bikes). Selection of bike park locations requires a site-specific analysis using the criteria established to guide the Gage Park pilot project.	Short-term to Longer-term
	46. Work with other City Divisions to explore options for expanding mountain biking opportunities within City parks (as identified in the Recreational Trails Master Plan).	Short-term
Leash Free Dog Areas	47. Continue to work toward the goal of establishing a minimum of one leash free dog area per ward, with a primary focus on resolving gaps in Lower Stoney Creek, Hamilton Mountain, and parts of Lower Hamilton.	Short-term to Longer-term
	48. Update the Leash Free Parks Policy to address the dynamics of providing, designing and maintaining leash free dog areas in higher density neighbourhoods. This updated approach should recognize the shared responsibility of the development community and the City in responding to the needs of pet owners and their pets.	Short-term
Outdoor Ice Rinks and Skating Trails	49. Encourage partnerships and community funding for the development of two artificial (refrigerated) outdoor ice rinks in additional locations across the City. Possible locations include (but may not be limited to) Confederation Park and Olympic Park on Hamilton Mountain.	Ongoing
	50. Explore synthetic ice and other technologies that can enhance the efficiency and viability of current and future outdoor ice rinks.	Short-term
	51. Continue to sustain the volunteer-led neighbourhood rink program that supports natural ice rinks in suitable park locations across Hamilton. Where appropriate, water service should be considered as a primary amenity in new and redeveloped parks to support future rink provision. Additional marketing and support activities should also be provided to volunteers to bolster the success of the program.	Ongoing
Community Gardens	52. Support the establishment of community gardens on appropriate municipal lands and as an option in new and redeveloped parks (in accordance with the Community Gardens Policy). An equitable distribution across Hamilton is desired (recognizing that the City is one of many landowners), with more sites in denser, higher needs areas.	Ongoing
Golf Courses	53. An updated Golf Strategy is required to create and guide a long-term vision for the City's municipal golf courses and related services. The Strategy should include community engagement, and consider items such as (but not limited to) highest and best use, infrastructure needs, complementary year-round programming, public access, environmental management, financial objectives, and more.	Short-term
Outdoor Running Tracks	54. No additional outdoor running tracks are recommended, though more looped hard-surface walking paths should be established within the parks system. Neighbourhood and community-level tracks in deteriorating condition should be evaluated and considered for removal if they become unsafe.	Ongoing

Subject Area	Recommendations	Timing
Outdoor Running Tracks (continued)	55. Continue to maintain Mohawk Sports Park which, along with several school sites, meets community-wide needs for competition-level track and field sites.	Ongoing
Support Buildings in Parks	56. Prepare a strategy and decision-making framework to guide the renewal, development and disposition of clubhouses and fieldhouses. Give consideration to building usage and conditions, responsibilities, community access, etc.	Short-term
Washroom Buildings in Parks	57. Provide permanent, accessible washroom facilities within Community and City-wide Parks and at selected trailheads, where required. Consideration should be given to high use sites that may support year-round facilities (pending direction from the winter washroom pilot program). Washrooms will not generally be provided within Neighbourhood Parks.	Ongoing
Service Provision	58. Identify satisfaction levels in the Recreation Division once service recovery is closer to pre-pandemic levels.	Short-term
	59. Place primary focus on getting participants back into sport, increasing volunteerism, and educating Hamiltonians on the importance and benefits of recreational participation for people of all ages and backgrounds.	Short-term
	60. Develop tools for staff to engage underserved populations at the neighbourhood level and address barriers to participation.	Short-term
	61. Develop a Volunteer Plan in concert with community stakeholders to address the apparent decline in volunteers. This plan may include (but should not be limited to) identifying skill gaps, communication, use of technology, training, promotion, and recognition.	Short-term
Hiring and Staffing	62. Coordinate with allied partners to attract, retain and incentivize staff in the public recreation sector, including understanding current skill gaps and barriers to applying. Work with Human Resources to address through streamlined, localized, and non-traditional recruitment and hiring practices.	Short-term
Diversity and Inclusion	63. Host a forum every other year with community partners of underserved residents to discuss diversity, equity, and inclusion in Hamilton's recreation and sport sector. The purpose of these forums will be to discuss advancements, gaps, collective impact, and future actions in ensuring that all underserved residents can lead active and healthy lifestyles by reducing barriers to participation.	Short-term
	64. Enhance access to recreation by working with other social service providers to allow for a single application for all City benefits and subsidy programs.	Short-term

Subject Area	Recommendations	Timing
Performance Measurement	<p><b>65. Develop a simple set of service delivery targets and respective performance measures.</b> Key steps include:</p> <ul style="list-style-type: none"> <li>a) engage all levels of Recreation Division staff in defining the targets and measures, recognizing that priorities may differ between recreation planning areas and operational units;</li> <li>b) develop a data collection methodology and a dashboard that would be shared and accessible to reflect the work within the operational units;</li> <li>c) collect baseline data in year one and refine targets to ensure that they are achievable and embrace continuous improvement;</li> <li>d) host an annual forum with staff to share successes and ways of meeting or exceeding service delivery targets; and</li> <li>e) share achievements through communications vehicles and recognition.</li> </ul>	Short-term
Pricing	<p><b>66. Develop a Recreation Services Pricing Policy.</b> The policy will provide guidance to staff and transparency to the public in the setting of fair-minded rates and fees for the provision of recreation services in Hamilton. A diverse and skills-based steering committee may be engaged to assist in the development and testing of the principles that will help to define the value of recreation services.</p>	Short-term
Partnerships	<p><b>67. Adopt a Standardized Partnership Framework that sets out a fair, equitable and transparent process for creating future relationships with outside entities.</b> The framework should:</p> <ul style="list-style-type: none"> <li>a) build on the results of the opportunities assessment and provide a structure for continuous partnership evaluation in the future;</li> <li>b) include goals and objectives statements to frame realistic expectations for the relationship;</li> <li>c) include an evaluation process specific to unsolicited proposals; and</li> <li>d) include a process for monitoring and evaluating the relationship.</li> </ul>	Short-term
	<p><b>68. Regularly review agreements with third-party operators that have dedicated access to facilities to ensure an appropriate and sustainable distribution of operational and financial responsibilities.</b> Examples include tennis and pickleball court complexes, lawn bowling greens, bocce courts, select seniors' centres, community halls, etc.</p>	Ongoing
Sport Development	<p><b>69. Develop a Community Sport Plan.</b> The plan will define the sport delivery model in Hamilton, focus on increasing participation of Hamilton's underserved populations, and measure the effectiveness of the sport delivery system.</p>	Short-term
	<p><b>70. Develop a Sport Tourism and Hosting Strategy.</b> At minimum, the strategy – prepared in partnership between Sport Tourism and the Recreation Division – would assess event hosting requirements, the capacity of facilities to host events, possible facility upgrades and high-level costs, and the economic impact potential.</p>	Short-term

Subject Area	Recommendations	Timing
Funding the Plan	71. Use this Master Plan as a resource in developing the City’s annual and multi-year budget documents, secondary plans, and related studies.	Ongoing
	72. Maximize available funding sources through effective financial processes and practices.	Ongoing
Addressing our Funding Gap	73. Continue to increase spending on facility rehabilitation and replacement to address the growing backlog of deferred maintenance and focus on necessary upgrades. A sustainable funding model will create more resilient infrastructure and avoid higher capital costs in the future. Considerations include: <ul style="list-style-type: none"> <li>a) Calculating annual funding amounts for ongoing repair and replacement projects as 2% of facility replacement values.</li> <li>b) Establishing a capital renewal policy that considers bolstering block funds to provide high priority and sufficient funding for ongoing facility renewal and lifecycle requirements.</li> <li>c) Considering the establishment of a separate funding stream to address new, non-growth-related facility development.</li> <li>d) Considering alternative funding and cost-sharing approaches to achieve capital and operating cost recovery targets, such as (but not limited to) surcharges, fundraising, grants, sponsorships and naming rights, and various forms of collaboration to provide the best value to residents.</li> </ul>	Short-term and Ongoing
	74. Coordinate facility upgrades and renewal projects to minimize disruptions while maximizing outcomes (e.g., combine multiple work items).	Ongoing
	75. Assess operating budget implications and partnership options prior to approving major capital projects.	Ongoing
	76. Maintain facilities in a safe, clean and attractive condition. Develop a process to measure unplanned closures and their impacts.	Ongoing
	77. Consider repurposing aging facilities that are no longer needed to maintain service levels.	Ongoing
Plan Evaluation and Monitoring	78. Implement a system for the regular monitoring of the Master Plan. Opportunities to link the Master Plan to other corporate strategies and initiatives should also be sought.	Short-term
	79. Reassess the direction, priorities, and accomplishments of the Master Plan at approximately ten-year intervals to inform planning and funding strategies.	Medium-term
Implementation	80. Prepare an Implementation Strategy for this Recreation Master Plan to inform long-term capital budgets. This Strategy will assess financial implications and use the tools in this Master Plan to establish a prioritized listing of capital projects over the next ten years (including both major renovations and new facilities).	Short-term

Subject Area	Recommendations	Timing
Implementation (continued)	81. Ensure that planning for major capital projects includes meaningful community engagement, feasibility studies that validate building program and service requirements (informed by demographic and socio-economic data, local needs, recreation trends and preferences, etc.), and consideration of potential partnerships.	Ongoing
	82. Develop a communications plan following approval of the Master Plan to create awareness about its key messages and recommendations amongst residents and stakeholders. Implement a system for the regular reporting of the Master Plan, including an annual update to the community (e.g., report card).	Short-term
	83. Develop evidence-based facility assessment tools and guidelines to improve database management and business intelligence.	Short-term
	84. Regularly review design standards for new and renovated recreation facilities.	Ongoing
	85. Maintain an up-to-date facility and park inventory to support future planning efforts and track Master Plan progress.	Ongoing