

Section 6

# Implementation Strategy

This Section summarizes the Recreation Facility and Programming Master Plan's recommendations into an overarching implementation strategy that will guide planning and management of St. Catharines' recreation system over the next ten years.





## 6.1 Assessing the Need for Other Facilities and Programs

Through community consultations and a review of facilities and programs typically provided by the City of St. Catharines and other communities, the Master Plan assessed the need for a variety of recreation services. For facilities or programs that do not currently have sufficient demand to warrant a specific recommendation in the Master Plan, the City must be prepared to respond to future requests.

Such demands may arise for existing activities/facilities or for those that evolve according to future trends and preferences. When requests are brought forward for investment in non-traditional, emerging and/or non-core municipal services, the City should evaluate the need for these pursuits contingent upon the level of community requests and sound business planning. This should involve an examination into (but not be limited to):

- local/regional/provincial trends pertaining to usage and popularity of the activity/facility;
- examples of delivery models in other municipalities;
- local demand for the activity/facility;
- the ability of existing municipal facilities to accommodate the new service;
- whether the request can be addressed in partnership with a community-based provider;
- the feasibility for the City to reasonably and cost-effectively provide the service/facility as a core level of service;
- the willingness and ability of the requesting organization to provide the service if provided with appropriate municipal supports.

### Recommendations

#79. Requests for services and facilities falling beyond the spectrum of the City's core service delivery mandate should be investigated on their individual merits after considering at minimum the City's role and ability to cost-effectively deliver a needed service, its ability to jointly deliver the service through partnership, and if it has the resources available to deliver the service.

## 6.2 Site Selection Criteria for Major Recreation Facilities

In evaluating and selecting preferred sites for new and/or redeveloped recreation facilities, the City should use the minimum site selection criteria presented in Table 6.

**Table 6: Possible Site Selection Criteria for New and Expanded Recreation Facilities**

Criteria	Considerations
<b>Location and Access</b>	<ul style="list-style-type: none"> <li>• The site is within reasonable proximity to existing and future residential areas.</li> <li>• The site is located along an arterial or collector road, is in the vicinity of a sidewalk or walkway with lighting during the evening, and has barrier-free access.</li> <li>• The site is reasonably serviced by public transit</li> </ul>
<b>Focal Point Potential</b>	<ul style="list-style-type: none"> <li>• The site is located at or has the potential to be a community focal point and the site is at a highly visible location.</li> </ul>
<b>Site Development Potential</b>	<ul style="list-style-type: none"> <li>• The site area and shape are sufficient for the proposed use and provide a reasonable level of flexibility in design.</li> <li>• The site is able to accommodate enough on-site and/or nearby parking for both patrons and staff.</li> </ul>
<b>Community Compatibility</b>	<ul style="list-style-type: none"> <li>• The facility would be compatible (in terms of building design, scale, landscaping, setbacks, etc.) with the surrounding area/buildings.</li> </ul>
<b>Known Constraints</b>	<ul style="list-style-type: none"> <li>• The site is not unduly impacted by a geographic barrier (e.g. watercourse, rail line), is not restricted by easement/man-made obstructions, does not require site decommissioning (e.g. brownfield), and is relatively flat.</li> <li>• Suitable infrastructure exists (e.g. sewers, water, etc.) on or adjacent to the site.</li> <li>• The site does not require the demolition of an existing and needed building or elimination of necessary parkland, parking or other vital land use.</li> </ul>

Criteria	Considerations
<b>Planning Approval Status</b>	<ul style="list-style-type: none"> <li>The site complies with Environmental Assessment Act and Official Plan policies, and has acceptable Zoning By-Law regulations or there is planning support for amending the planning documents.</li> </ul>
<b>Availability of Site</b>	<ul style="list-style-type: none"> <li>The site is owned by the City (preferable), the site is currently for sale, and/or the site presents a viable partnership opportunity.</li> </ul>
<b>Expansion Potential</b>	<ul style="list-style-type: none"> <li>The site possesses long-term expansion potential.</li> </ul>
<b>Amenity Opportunity</b>	<ul style="list-style-type: none"> <li>The site has the ability to enhance and/or support other facilities or parkland, accommodate potential partners, and generate increased usage due to proximity to other locations.</li> <li>The site offers the potential for economies of scale in construction and/or operation due to the co-location of other municipal and/or community services.</li> </ul>
<b>Enhanced Design Potential</b>	<ul style="list-style-type: none"> <li>The site has the ability to incorporate outdoor parkland/features and architecturally integrate with surrounding buildings.</li> </ul>

### 6.3 Costing and Pricing Programs and Services

Developing a Rates and Fees By-Law and posting user fees for public information is a provincial legislative requirement as one of many ways of ensuring transparency in municipal governance. User and rental fees in a parks, recreation and culture setting are often seen as a way of recovering a portion of the costs of offering programs and services. There is no doubt that the provision of many services are subsidized by the tax payer within municipalities; the cost to operate buildings and public spaces cannot possibly be fully recovered through user fees. The benefits of participating in recreation experiences to individuals, families and the community are seen as a good investment. Municipalities continually seek ways and means of reducing costs through operational efficiencies and obtaining alternate forms of revenue (sponsorships, grants, advertising etc.). Even the most successful municipalities that are competent at reducing the bottom line costs of parks, recreation and culture still experience an operating loss that is subsidized through the tax base.

The question is typically asked as to how to defend certain prices and fees for the multitude of programs and services offered through parks, recreation and culture. Many municipalities base their fees on fee comparisons with other similar sized and surrounding municipalities and service providers, a determination as to what the market will bear and what certain age groups are able to pay such as youth and older adults. Further there is a growing need to offer a range of services that include no fee, low fee and fee based opportunities in order to include all residents and especially those from low income backgrounds. There is a growing number of municipal organizations that are producing defensible pricing schedules based on what the program or rental actually costs. Once a unit cost (an hour of ice, cost to maintain a hectare of parkland, cost for a learn to swim program etc.) is known, a level of subsidy can be determined based on the value of the service to the community. This approach of costing services is highly recommended as Council who are accountable to the public for this information can determine what is fair and equitable based on defensible criteria and approved principles.

### **Costing of Programs and Services**

Activity Based Costing is a method of determining what processes are used to develop and offer a program and their respective costs. For example the cost of offering swimming lessons includes:

- Staff costs to design and manage the operation
- Promotion of the opportunity through the Leisure Guide and other communications vehicles
- The cost of registering residents in a program
- The cost of instructors and on deck staff
- The cost of materials and supplies to offer the program
- An allocation of the operational cost to provide the space

Once costs are fairly understood and allocated (software programs are available) there is a determination of unit costs. The importance of understanding the costs of the various processes in producing a service or program is that it allows staff to isolate costs and look for ways to reduce costs within elements of the process. Knowing unit costs prompts staff to look to efficiencies versus increasing pricing as a way to recover a portion of the cost of programs and services. It prompts greater innovation and creativity. An example of this is the recent analysis of the leisure guide production and subsequent elimination of the cost of the design, printing and distribution through an external provider.

### **Pricing of Programs and Services**

Setting fees for services is often based on what the market will bear and not based on actual costs and the value of the program or service to the community. It should not be lost that there needs to be a full range of parks, recreation and culture opportunities that are accessible



to all residents regardless of income and that is not to say that all service fees should be set at the lowest possible level. Rates and fees should be set by their value and the Subsidy (F.A.I.R) Policy is designed to encourage persons from low income backgrounds to participate in any program that they choose. The mandate of the Parks, Recreation and Culture Services Department is to maximize participation in order to garner the benefits that these services will benefit individuals, families and the community as a whole and there are many approaches that need to be taken to engage underrepresented populations.

The Town of Oakville has a full pricing policy based on the true costs of services where pricing is based on the respective value of the program or service. The policy was developed using a multi-disciplinary team of representatives from the Finance Department and Recreation and Culture. The development of the policy sought out community engagement to assist in developing guiding principles and a fair and equitable approach over time. The City of Windsor also developed a policy that based pricing on the value that the program or service brings to the community. The process to determine costs and allocate indirect costs can be a lengthy process, but once an equation is determined; updates can be easily adjusted. Other communities such as Burlington consider what the market can bear and a pricing comparison with other like municipalities. The most comprehensive and successful policies utilize a combination of true costing, market penetration, what the market can bear and a comparison to surrounding and similar sized municipalities.

Most pricing policies include guiding principles and respective categorization of services based on their program type and/or the level of cost recovery associated with the program type.

### **Recommended Pricing Policy Guiding Principles**

- a) Pricing will be based on the true costs to provide the service (direct costs and indirect costs)
- b) An equitable and reasonable portion of the costs of programs and services will be recovered through user fees and rental rates based on the program's benefit to the community
- c) Staff will seek out ways to reduce the cost of providing the service and to obtain sponsorships and partnerships to augment revenue streams.
- d) The pricing of programs and services will attempt to recover all direct costs at a minimum (staffing, supplies, etc.). Further recovery of indirect costs will be pursued over time as is reasonable.
- e) Programs and services available to all residents all the time will and require little supervision shall be offered at no fee such as the use of trails and parks, playgrounds, splash pads, public tennis courts, sports courts etc. because of the public good that they bring to the community in terms of pride and cohesion.
- f) Categorization of service types will be based on their value to the general population.

Programs and services are then categorized under different classifications to denote the program type – No Cost /Low Cost, General and Specialized. Cost Recovery targets are then applied to each of the programs and services within the classification. The following is a list of some examples of programs and services that fall under each classification.

<b>Program &amp; Service Classifications</b>	<b>Description of Classification</b>	<b>Examples of Programs and Services within each Classification</b>
No Cost / Low Cost	<ul style="list-style-type: none"> <li>- Open to all residents</li> <li>- Provides opportunities for significant attendance</li> <li>- Casual and drop-in opportunities</li> <li>-Provides opportunities for specific populations such as youth and persons with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>Trails</li> <li>Public Tennis</li> <li>Public Swim</li> <li>Public Skate</li> <li>Special Events</li> </ul>
General	<ul style="list-style-type: none"> <li>- Open to all residents</li> <li>- Provides a continuum of learning</li> <li>- Provides qualified instruction</li> <li>- Registration is required</li> <li>- Limited number of participants</li> </ul>	<ul style="list-style-type: none"> <li>Learn to Swim</li> <li>Learn to Skate</li> <li>Aquatic Leadership Training</li> <li>Arts and culture lessons and clinics</li> <li>Rentals for ice, pools etc.</li> </ul>
Specialized	<ul style="list-style-type: none"> <li>- Exclusive use of a facility</li> <li>- Participation is exclusive</li> </ul>	<ul style="list-style-type: none"> <li>Private swim lessons</li> <li>Rentals for private parties and events</li> <li>Commercial events</li> </ul>

### Developing Pricing Based on True Costs of Programs and Services

The purpose of a Pricing Policy is to determine a fair and equitable way to recover some of the costs of providing service without reducing participation. As completed in many municipalities (e.g. Windsor, Oakville, London, etc.), the development of a pricing policy requires community input on the purpose, principles and subsequently the testing of the pricing once cost recovery percentages have been applied. The task of costing services can take time to sort out what percentage of an administrative process (registration, promotion etc.) should be applied to a program type (aquatics, fitness, general programs, camps etc.). The advantage is that the setting of fees becomes a formula based approach and allows departments to provide 3 year fee schedules (based on anticipated costs) to allow volunteer community groups



to build longer term budgets and fundraising efforts. As part of the price determination process, the City should also explore potential new revenue streams such as user fee surcharges allocated to various facilities (e.g. to fund capital asset rehabilitation or replacement), commitment to reserve fund contributions, etc.

### **Recommendation**

#80. Develop a Pricing Policy to establish program and service pricing based on true costs, the benefit of the various programs and services to the community, and considering what the market will bear.

## **6.4 The Importance of Annual Monitoring, Reporting and Prioritization**

### **Monitoring and Reporting**

Ongoing trend tracking and monitoring is an essential step to ensure the Master Plan's recommendations remain relevant in the context of future circumstances. The City of St. Catharines undertakes long-term growth planning for the community as a whole. The directions of this Master Plan are driven in part by the historical and projected population growth trends for the community. Implications of historical growth patterns and socio-demographic characteristics are fairly easily contemplated, however, future demographic variables may be different than envisioned in the present day. As a result, ongoing monitoring of community demographics and growth patterns in relation to the assessments contained in this Plan is crucial.

The Parks, Recreation and Culture Services Department collects a great deal of information regarding the performance of its recreation facilities and programs. For example, CLASS software provides City Staff with a range of statistics which can be used to scrutinize performance and efficiencies over time. Building on the capabilities of this software and monitoring new information (e.g., trends and participation, changing utilization patterns, etc.) will be of great assistance to the City as it manages its recreation facility and service delivery system.

The City's information tracking system is completed by staff with some data gathered annually from stakeholder groups. Moving forward, continued engagement with community and stakeholder groups is considered to be an essential part of the planning and management of facilities. User groups should continue to be consulted to determine the trends, needs and capacity affecting them, recognizing that the long-term sustainability of community-based organizations to deliver services is critical to the local recreational system. As an example, the City should continue to collect registration information from major users of municipal sport facilities to assist in facility planning to assist in decision-making beyond facility allocation and booking processes.



Through continued professional development and appropriate allocation of staff time to research, Parks, Recreation and Culture Services Department staff should have the opportunity to remain apprised of emerging trends and best practices in their respective fields. The tracking of trends external to St. Catharines (e.g. throughout the Greater Golden Horseshoe, as well as provincially and nationally) can provide Staff with ideas to anticipate local implications or bring efficiencies into their day-to-day operations.

By having the best information possible, the City is putting itself in a position to make informed decisions with respect to the planning and management of its recreation system. Relating this information back to the Master Plan on a regular basis is also critical. It is essential to prepare an annual implementation plan to track priorities that have been completed, ongoing, or deferred (e.g., matching the Master Plan's Implementation Strategy against the City's capital and operating budget). These implementation plans allow the Master Plan to remain a "living" document and its recommendations to be reconfirmed based on monitoring participation trends, facility utilization and program fill rates in relation to past levels. Performance measures (as advanced in the Program & Service Delivery section) are also good indicators to track progress and benchmark success.

It is strongly recommended that an update to the RFPMP be undertaken every five years in order to ensure that recommendations contained herein remain relevant based on future demographic and market characteristics, as well as providing a basis for the City to update its critical plans such as long-range capital plans.

### Decision-Making and Determining Priorities

The City, as with all municipalities in Ontario, has limited resources and cannot complete everything that the community desires. Although the City of St. Catharines may be challenged in providing the appropriate financial resources to meet the Master Plan's recommendations, there is an obligation to make every reasonable effort to implement these strategies through appropriate and acceptable means. Readjusting resource allocations is critical in a climate where base funding is not increasing substantially and resources need to be maximized in order to garner the greatest gain to the community. Full implementation of Master Plan requires the use of grants, alternative funding sources, development charges (which the City no longer collects), and the establishment of various partnerships and collaborations with community organizations, schools, agencies, and other partners. Accordingly, City Staff will need to remain apprised of ongoing capital and operating costs associated with implementing the Master Plan's recommendations and should continue to explore the most appropriate and alternate funding sources where possible. It is also appropriate to expect that the community build its own internal capacity to offer services that are delivered through City parks and facilities.

Priority/timing of recommendations has been determined based on an assessment of need, as identified throughout the RFPMP process (including community consultation, trend and demographic analysis, assessments of facilities, programs, and services, etc.) and is based



upon ideal circumstances. Budget pressures, changes in participation rates or demographics, availability of resources, and other factors may impact the City's implementation of the proposed recommendations.

The following matrix will assist staff in determining priorities as they develop long range and annual plans to reflect budget and resourcing implications. Staff will apply the criteria to each project, recommendation or initiative and determine its priority rating. It is important to put forward an annual balance of initiatives reflecting the supporting criteria for mandatory, critical and enhancement based projects in order to continually improve services and the facility and amenity stock. Significant weighting must be placed on mandatory projects.

Priority	Defined As:
<b>#1. Mandatory</b>	<ol style="list-style-type: none"> <li>1. There is a prior legally binding commitment.</li> <li>2. There is a mandated requirement through legislation and health and safety.</li> <li>3. The project will prevent and/or reduce future risk to patrons, staff and/or the municipality.</li> <li>4. The initiative cannot be avoided, prolonged or stopped.</li> </ol>
<b>#2. Critical</b>	<ol style="list-style-type: none"> <li>1. Aligned with a strategic priority defined in the strategic and/or master plans.</li> <li>2. Maintains equipment and facilities in a state of good repair and/or avoids a service disruption.</li> <li>3. Maintains current and relevant service levels.</li> <li>4. There is alternate funding available to implement the project and/or provide ongoing funding.</li> <li>5. Provides service equity throughout the municipality and better includes under-represented populations (low income, diverse backgrounds, persons with disabilities etc.)</li> <li>6. Ongoing operating and maintenance costs are financially sustainable without impacting existing service levels.</li> <li>7. Can be implemented quickly, have a positive impact in a short timeframe and has little to no budget and resourcing implications (Quick win).</li> </ol>
<b>#3. Service Enhancement</b>	<ol style="list-style-type: none"> <li>1. Improves service delivery as a priority identified by residents and industry best practises.</li> <li>2. Creates efficiencies by increasing revenues and/or decreasing expenditures so that funds can be utilized for other service enhancements.</li> <li>3. Increases participation by the general public or specific segments of the population.</li> <li>4. Better engages the community in the delivery of service.</li> </ol>

## Recommendations

- #81. Develop annual implementation plans that are prioritized utilizing the Plan's decision making matrix; support the implementation plan with ongoing monitoring and performance measurement and report progress annually.
- #82. Create a 25 year capital plan specific to recreational infrastructure to align with City-wide principles surrounding fiscal sustainability.
- #83. Update the Recreation Facility and Programming Master Plan after five years in order to ensure that its assessments and recommendations are reflective of future market circumstances (e.g. population levels, utilization and operating profiles, demographic profile, recreation preferences, etc.).

## 6.5 Implementation Strategy

Recommendations contained within the RFPMP have been organized into two broad categories. **'Strategic'** recommendations are those that articulate a recommended level of service or targeted number of facilities. **'Tactical'** recommendations are those that require investigation of an opportunity or the development of a policy.

Priority is generally synonymous with timing – the higher the priority, the sooner the recommendation should be implemented. All recommendations are important and, if properly implemented, will benefit community services within St. Catharines. The priority of recommendations is organized into three categories:

- **Short-term** (S) = High Priority (1-3 years) – 2015 to 2018
- **Medium-term** (M) = Medium Priority (4-6 years) – 2019 to 2021
- **Longer-term** (L) = Lower Priority (7-10 years) – 2022 to 2026

The RFPMP recognizes the need for phased implementation for certain action plans as they are based upon what is needed and not necessarily what is financially achievable at the present time. As such, the timing proposed for some action plans may not align with funding capacities as time goes by. As part of the annual budget process, the Master Plan will be reviewed to identify areas where the availability of resources may affect the timing of implementation (also see Section 6.4 for other variables that may influence priority/timing).

Recreation Facility Recommendations	Type	Timing		
		S	M	L
<b>Arenas</b>				
#1. The ice needs assessment has indicated that the supply of current ice pads exceeds the current demands required to serve user groups and the community beyond the next ten years. However, prior to considering a further reduction in the supply of arena ice pads, however, it is recommended that the City maintain its current supply (with Haig continuing to be decommissioned and includes the independently operated Merritton Arena and the Meridian Centre). A two phased approach is recommended to confirm ice pad demand with the first phase taking place over the next three years while the City undertakes the following actions:	Strategic	•		
a) Develop strategies aimed at increasing prime, shoulder and weekend hour utilizations through differentiated pricing strategies, alternative scheduling and allocation approaches, encouraging 'spot' bookings, etc.	Tactical	•		
b) Future assessments of operating and utilization performance should include prime time hours as defined by the Ice Allocation Policy for its tracking and reporting purposes (i.e. the 10pm and 11pm time slots for weekday and 9pm to 11pm for weekend rentals, as well as the 7am to 8am weekend time slots). This is consistent with industry norms and will allow for better comparisons with other arena performance in other municipalities.	Tactical	•		
c) Renegotiate the Merritton Centennial Arena agreement to require that City policies be fully implemented thereby ensuring a consistent and equitable approach across the City-owned arena supply in St. Catharines, including implementation of the Ice Allocation policy. As part of this, the agreement should provide the City full access to utilization, registration information and relevant financial information to allow for the City to integrate into its performance measurement exercises.	Tactical	•		

Recreation Facility Recommendations	Type	Timing		
		S	M	L
d) Revise the existing Ice Allocation Policy to: i) differentiate the priority of ice allocation of residents versus non-resident and commercial versus community; ii) differentiate with a higher priority given to the allocation of ice for community use versus commercial use; and iii) utilize the 'actual' amount of ice utilized by groups in the preceding year as a starting point for allocation rather than what was initially allocated (to recognize hours turned back after the allocation process from the previous year).	Tactical	•		
e) Review the arena budgeting practices to ensure alignment with best practices and provide greater understandability to the general public.	Tactical	•		
f) Monitor the planning exercise being undertaken by Ridley College for its campus, to determine potential impacts, if any, on the availability of the existing ice pad on community use.	Tactical	•		
g) Continue to decommission Haig Bowl for ice purposes (noting that dry floor uses would continue as long as sustainable to do so) subject to an arena facility provision strategy based upon the findings of the first phase recommendations.	Strategic	•		
#2. That City Staff review ice pad performance within three years, to re-evaluate ice needs following the consideration of the actions associated with the first phase recommendations (Recommendation #1). This will involve an updated assessment of user group registrations, utilization during prime and shoulder periods, program fill rates, capital/operating cost requirements, demographics of the community, etc. to confirm longer-term ice needs. It is expected that this process will determine the City's required supply of ice pads to meet community needs in the long-term.	Tactical		•	
	a) Should surplus ice be determined at this time resulting in further reductions to the supply of ice pads (i.e. over and above the current number of operational ice pads), it is recommended that the City adjust the arena supply after examining a wide range of options guided by geographic location, level of utilization, building condition, financial performance and partnership opportunities at a minimum.	Strategic		•

Recreation Facility Recommendations	Type	Timing		
		S	M	L
<p>b) Should the City determine an over-supply of ice pad exists but decides to continue to retain 8 ice pads (plus the Meridian Centre), the rationale for doing so would be on the basis that over-supplying arena facilities is a means to further recreational objectives, including:</p> <ul style="list-style-type: none"> <li>i. provision of surplus rental and programming capacity;</li> <li>ii. maximizing the convenience of playing ice sports by increasing availability of prime times, particularly to adult users;</li> <li>iii. maintaining strong geographic coverage, particularly south of the Q.E.W.;</li> <li>iv. accommodate a portion of regional ice demand;</li> <li>v. the City accepts the ongoing financial costs associated with required capital investments in the aging arena infrastructure, along with annual operating deficit of an over-supply; and</li> <li>vi. winter ice sports are deemed to be a higher community need than other possible activities or facilities that are required, but would be otherwise unfunded or underfunded, given finite budgetary resources in the Parks, Recreation and Culture Services portfolio (e.g. spaces for general purpose activities, youth and/or older adult programming, wellness and active living programs, etc.).</li> </ul>	Strategic		•	
<p>#3. Regardless of the number of pads the City should choose to retain, initiate potential partnership discussions with an educational institution, area municipality, or other suitable partner to construct a new arena complex to replace aging arena infrastructure in St. Catharines with the number of ice pads determined based upon the three year review noted in Recommendation #2. At a minimum, any such agreement should generally align with partnership principles found in Section 5.5 of this Master Plan, ensure sufficient community access for local residents at a competitive rate, require equitable financial contributions to capital and operating requirements relative to the degree of access obtained, and be strategically located within reasonable access to local residents.</p>	Tactical	•		

Recreation Facility Recommendations	Type	Timing		
		S	M	L
<b>Indoor Aquatics Centres</b>				
#4. Identify and engage potential partners that currently provide, or have an interest in providing indoor aquatics opportunities to determine how the City's residents and user groups may gain improved access to meet demands that cannot be met with the City's existing facility.	Tactical	•		
<b>Indoor Artificial Turf Fields</b>				
#5. Municipal entry into the indoor artificial turf market should only be pursued on the basis that a qualified partner(s) can be secured to contribute towards the capital and/or operating commitments and that such investment is first rationalized through a comprehensive business planning exercise.	Tactical			•
<b>Gymnasiums</b>				
#6. Subject to confirmation of site conditions and constraints, construct a gymnasium at the St. Catharines Kiwanis Aquatics Centre/Dr. Huq Family Library Branch along with any supporting spaces rationalized through the supporting business plan such as a wellness studio and/or additional multi-purpose program rooms. The design phase should engage stakeholders such as, but not limited to, the St. Catharines Public Library, older adult associations and other potential gymnasium users.	Strategic		•	
#7. Continue to maximize programming opportunities at the Port Weller Community Centre.	Strategic	ongoing		
#8. Engage in additional shared-use or reciprocal agreements to access existing and new gymnasiums operated by the District School Board of Niagara, Niagara Catholic District School Board and/or any other appropriate partnering agency in order to meet future gymnasium demands.	Tactical	ongoing		

Recreation Facility Recommendations	Type	Timing		
		S	M	L
<b>Fitness Space</b>				
#9. Integrate an active living studio as part of the City's recreation portfolio. This space should be flexibly designed to accommodate a range of activities, programs and interests, contain mirrored walls, have a wood-sprung floor and ceilings of sufficient height, and provide adequate storage.	Strategic		•	
<b>Community Centres</b>				
#10. Include at least one multi-purpose program room, preferably assigning program priority to youth and older adults, as part of the proposal to add a gymnasium to the St. Catharines Kiwanis Aquatics Centre/Dr. Huq Family Library Branch.	Strategic		•	
#11. Undertake a comprehensive review of community centre operations and options. Notable focus should be placed upon the Russell Avenue Community Centre and the Port Weller Community Centre.	Tactical	•		
<b>Older Adult Centres</b>				
#12. Through feasibility study and business planning process, evaluate the merits of integrating a multi-purpose room that assigns programming priority, in whole or in part, to older adult activities through the proposed expansion of the St. Catharines Kiwanis Aquatics Centre/Dr. Huq Family Library Branch or alternatively examine other municipal properties.	Strategic		•	
<b>Youth Space</b>				
#13. Through a feasibility study and business planning process, evaluate the merits of integrating a multi-purpose room that assigns programming priority, in whole or in part, to youth and activities through the proposed expansion of the St. Catharines Kiwanis Aquatics Centre/Dr. Huq Family Library Branch or alternatively examine other municipal properties.	Strategic		•	



Recreation Facility Recommendations	Type	Timing		
		S	M	L
<b>Rectangular Sports Fields</b>				
#14. Undertake an evaluation of Type B and Type C rectangular fields to determine the feasibility of installing field lighting, irrigation and/or drainage systems as a means to increase the playable capacity.	Tactical	•	•	
#15. Prepare a Sports Field Allocation Policy to effectively manage scheduling and booking practices in a manner that maximizes the utilization of all Class A, B, and C sports fields and ensure operational sustainability within the sports field supply. As part of this process, sports field user groups should be required to submit annual registration data to the City to aid in allocation and trend tracking efforts. In addition, the City should maintain dialogue with institutions such as Brock University, Ridley College and local schools to ensure that the rectangular fields they provide that are utilized by St. Catharines' sports groups are incorporated into the assessment of supply/demand for future fields.	Tactical	•		
#16. If rationalized through successful implementation of the proposed Sports Field Allocation Policy and ongoing monitoring of field utilization rates, explore opportunities to increase the number of fields through partnership agreements with local school boards and/or other sports field providers. If these agreements are not feasible, develop up to 25 additional unlit field equivalents, strategically co-located to the greatest degree possible. Local sports field users should be consulted prior to construction to facilitate standards of play required through the Ontario Soccer Association's Long Term Player Development model.	Tactical	•		
<b>Ball Diamonds</b>				
#17. Redesign at least one softball diamond to a size and specification that is capable of accommodating hardball programming among older youth and adult players.	Strategic	•		
#18. Explore opportunities to repurpose lower quality, underutilized or informal ball diamonds to other needed uses.	Tactical	ongoing		