

**CITY OF HAMILTON**

**COMMUNITY SERVICES DEPARTMENT**  
**Recreation Division**

<b>TO:</b> Chair and Members Emergency & Community Services Committee	<b>WARD(S) AFFECTED:</b> WARD 1
<b>COMMITTEE DATE:</b> September 8, 2010	
<b>SUBJECT/REPORT NO:</b> Dalewood Recreation Centre Renewal Feasibility Study (CS10075) (Ward 1)	
<b>SUBMITTED BY:</b> Joe-Anne Priel General Manager, Community Services Department	<b>PREPARED BY:</b> Chris Herstek 905-546-2424, Ext. 4617
<b>SIGNATURE:</b>	

**RECOMMENDATION:**

- (a) That the Dalewood Recreation Centre Renewal Feasibility Study, prepared by MHPM Project Leaders and Monteith Brown Planning Consultants (attached as Appendix A to Report CS10075), be received.
- (b) That staff be directed to submit the Dalewood Recreation Centre Renewal project for consideration within the 10-year Capital budget program.

**EXECUTIVE SUMMARY**

In 2008, the City of Hamilton completed a Use, Renovation, and Replacement Study for Recreation and Public-Use Facilities (Report ECS07068). The study provided the City with a long range sustainable strategy for managing the complement of indoor community use recreational infrastructure. The study examined the physical and financial requirements associated with the City owned capital assets. It also addressed the current activity, service needs, and how to best plan for future needs. One of the recommendations that came from the approved Use, Renovation, and Replacement Study (Report ECS07068) was to complete a feasibility study of the Dalewood Recreation Centre.

The report's recommended strategy was:

“Given the deteriorating condition of Dalewood Recreation Centre (built in 1965; shared with a school; and with a current Capital backlog of \$693,167), a replacement community centre should be developed. The new facility should consist of seniors' and youth space, an indoor pool, and programming and activity space. Consideration should be given to locating the facility at the existing site or another preferred site in the vicinity.”

The feasibility study:

- provides guidance for the design, construction, and operation of a new recreation facility;
- defines the market area and community needs;
- analyzes current and projected demographics;
- proposes a facility concept and forecasts usage;
- provides an estimate for the construction costs; and,
- provides planning parameters for land mass and best location.

### ***Alternatives for Consideration – Page 5***

## **FINANCIAL / STAFFING / LEGAL IMPLICATIONS**

### **Financial:**

The Dalewood Recreation Centre Renewal Feasibility Study recommends that an estimated budget of \$11,500,000 is required for the re-construction of the Dalewood Recreation Centre on the present site. It is estimated that an additional \$ 350,000.00 will be required for the demolition of the existing facility.

The Dalewood Recreation Centre project was scheduled within the 10-year capital plan to be designed and constructed in 2012-2013. Currently, the Recreation Division's budgeted discretionary capital forecast in 2012 and 2013 is projected to be \$9,040,000 and \$9,340,000 respectively. Due to funding commitments, there is limited capacity to fund this project within the existing capital budget therefore it is recommended that the project be funded over multiple years.

### **Staffing:**

There are no staffing implications associated with Report CS10075.

**Legal:**

Legal Services would be required, in the future, to complete a land lease with the Hamilton-Wentworth District School Board for the construction of the new facility on School Board lands.

**HISTORICAL BACKGROUND**

The existing Dalewood Recreation Centre is located at 1150 Main Street West, in lower West Hamilton. The building was constructed in 1965 as a complementary facility to the Dalewood Middle School. The building is an 11,600 square foot facility, which includes an indoor pool, general purpose room, small meeting room, change rooms, reception and administration space. The gymnasium is currently shared with the Hamilton-Wentworth District School Board (HWDSB) and is incorporated within the school.

The 2008 Use, Renovation, and Replacement Study for Recreation and Public-Use Facilities (Report ECS07068), recommended that a feasibility study be completed for the replacement of the recreation centre. In the 2009 Capital Budget submission for the Recreation Division, funds were allocated to complete the study.

In March 2009, the consulting team of MHPM Project Leaders and Monteith Brown Planning Consultants were retained by the City to complete the feasibility study. Due to the age and condition of the existing recreation centre, and the need for an accessible facility, the feasibility study focused on a replacement recreation centre rather than a complete renovation of the current facility.

The consultants completed a market analysis of the Westdale community complete with current and projected populations, demographic trends, emerging recreation and leisure activities, and benchmarked their findings against current operations. The market analysis indicates that the population of this community is aging. By the year 2031, the sixty and over population within the Dalewood area is anticipated to grow by nearly sixty percent. The Human Services Planning Initiative identified that Ward One's current population is comprised of 14.4% seniors above the age of sixty-five.

Under the Accessibility for Ontarians with Disabilities Act, municipalities are required to provide accessible facilities by 2025. Statistics Canada indicates that sixteen percent of Canadians have a disability and with the aging population of this community there will be a higher demand on the provision of accessible facilities. The City-wide household survey indicated that Hamilton's highest priorities for municipal spending to improve or develop indoor recreation facilities included youth space, indoor pools for leisure, seniors' space and multi-purpose activity rooms.

**POLICY IMPLICATIONS**

Accessibility for Ontarians with Disabilities Act

**RELEVANT CONSULTATION**

Councillor, Ward 1  
Hamilton-Wentworth District School Board (HWDSB)  
McMaster University  
Ainslie Wood-Westdale Community Association  
Members of the Public (Public Information Session held on June 23, 2009)  
Finance Division, Corporate Services Department

**ANALYSIS / RATIONALE FOR RECOMMENDATION**

The Dalewood Recreation Centre Renewal Feasibility Study has made the following recommendations for implementation to replace the current facility:

1. The condition of the existing Dalewood Recreation Centre, the constraints of the existing school, and the current needs of the community will require more than a major renovation to the facility. Some re-use of the existing structure may be possible, but the City should plan on the basis of demolition, and construction of a new facility.
2. The features that should be included in a new facility:
  - A double gym of approximately 5,500 square feet capable of being divided for more flexible programming (this would be provided by the school if joint development is possible)
  - A pool that can accommodate leisure activities and length swimming
  - A separate therapeutic pool tank
  - Change room facilities including family change rooms
  - Dedicated program and gathering space for older adults and seniors
  - 2 multi-purpose rooms – one with a sprung floor
  - Youth programming space
  - Office space
  - Lobby/meeting space

3. The timing and approach to the renewal of Dalewood Recreation Centre depends upon the repair or replacement of the existing Dalewood Middle School. The HWDSB has passed a resolution that a new school should be build to replace the Dalewood Middle School, and the Prince Philip School, once funding is made available from the Ministry of Education. The Ministry has not indicated to the HWDSB when a decision with regards to funding will be made. Once funding is received to rebuild the school, the HWDSB is expected to proceed quickly with the construction. The City of Hamilton should be prepared to proceed with the project as soon as possible including budgeting funds, starting early stage designs and obtaining public input.
4. The City and the HWDSB should become project partners with the intention to renew the Dalewood Recreation Centre, and the Dalewood Middle School, on the present site.
5. The City should budget an amount of \$11,500,000 for the re-construction of the Dalewood Recreation Centre including the programs described above. The School Board should be responsible for the gym, including costs of land and furnishings.
6. The City and the HWDSB should continue to coordinate plans through the Joint City of Hamilton and Hamilton Wentworth District School Board Liaison Committee. This plan will include a building on the existing site, a shared use develop agreement and a formal partnership for the Dalewood Recreation Centre and the Dalewood Middle School.

#### **ALTERNATIVES FOR CONSIDERATION:**

The City of Hamilton and the Hamilton Wentworth District School Board have met over the last few months to discuss options for the replacement of the Dalewood Recreation Centre. To date the school board have not decided upon the location of a replacement school. This decision will be made once funding is made available from the Ministry of Education. It is anticipated that the board will have direction on the future of the Dalewood Middle School in early 2011. The Feasibility Study considered two alternatives to the preferred option of rebuilding the recreation centre on the current site:

##### **Alternative 1:**

A recreation facility on the Dalewood site constructed by the City in association with another community partner. If the School Board decides not to rebuild on the existing site, the City could then acquire the property for construction of the recreation centre combined with other City uses such as seniors housing. To date preliminary discussions with City Housing Hamilton have taken place to discuss options with the

current site. This option would allow for the recreation centre to partner with one or more future City housing initiatives. This alternative will need additional funding to purchase the land from the school board.

**Financial:** In addition to the \$11,850,000 the land would have to be purchased at an estimate of \$ 2,000,000 (\$400,000/acre X 5 acres).

**Staffing:** There are no staffing implications associated with Alternative 1.

**Legal:** Legal Services would be required, to prepare any documents for the purchase of the land.

### **Alternative 2:**

A recreation facility built on an alternate site. If a joint development is not possible, and if the City is unable to acquire the Dalewood site, the recreation facility could be developed on an alternate site. Identified alternate sites include Coronation, and Alexander Parks, which are both City owned assets. This alternative will need additional funding to finance the costs associated with the gymnasium and parking lot - amenities that would be financed by the school board if the recreation centre were to be rebuilt on the current site.

**Financial:** The estimated cost to build a recreation centre at either Alexander Park or Coronation Park would be \$13,000,000.

**Staffing:** There are no staffing implications associated with Alternative 2.

**Legal:** There are no legal implications associated with Alternative 2.

## **CORPORATE STRATEGIC PLAN**

Focus Areas: 1. Skilled, Innovative and Respectful Organization, 2. Financial Sustainability, 3. Intergovernmental Relationships, 4. Growing Our Economy, 5. Social Development, 6. Environmental Stewardship, 7. Healthy Community

### ***Skilled, Innovative & Respectful Organization***

- ◆ More innovation, greater teamwork, better client focus

### ***Financial Sustainability***

- ◆ Effective and sustainable Growth Management
- ◆ Delivery of municipal services and management capital assets/liabilities in a sustainable, innovative and cost effective manner

***Growing Our Economy***

- ◆ An improved customer service

***Healthy Community***

- ◆ Adequate access to food, water, shelter and income, safety, work, recreation and support for all (Human Services)

<b>APPENDICES / SCHEDULES</b>
-------------------------------

Appendix A to Report CS10075 - Dalewood Recreation Centre Renewal Feasibility Study prepared by MHPM Project Leaders and Monteith Brown Planning Consultants



## The City of Hamilton Dalewood Recreation Centre Renewal Feasibility Study

November, 2009





# TABLE OF CONTENTS

<b>1.0 Recommendations</b>	<b>1</b>
<b>2.0 Background</b>	<b>2</b>
2.1. Trigger	2
2.2. Purpose	2
2.3. Evaluation Criteria	2
2.4. Relationship to Dalewood School	3
<b>3.0 About the Dalewood Recreation Centre</b>	<b>4</b>
3.1. Types and Sizes of Spaces	5
3.2. Existing Functionality	7
3.3. Existing Staffing	8
3.4. Building State	9
3.4.1 Building Condition	9
3.4.2 Building Capability	10
<b>4.0 Market Analysis</b>	<b>11</b>
4.1. Study Area	11
4.2. Demographics	11
4.2.1 Current Population	11
4.2.2 Projected Population	13
4.3. Trends	14
4.4. Community Consultation	17
4.4.1 Interviews	17
4.4.2 Public Information Session Feedback	18
4.5. Service Providers in the Study Area	21
4.5.1 Local Schools	21
4.5.2 Day Cares	21
4.5.3 McMaster University	22
4.5.4 Other Service Providers	24
4.5.5 Places of worship	25
<b>5.0 Program Assessment</b>	<b>26</b>
5.1. Aquatic Programs and Facilities	28
5.1.1 Facility & Participation Trends	28
5.1.2 Existing Facilities and Use	29
5.1.3 Demand Assessment	31
5.2. Gymnasium Programs and Facilities	34
5.2.1 Facility & Participation Trends	34
5.2.2 Existing Facilities & Usage	35
5.2.3 Demand Assessment	36
5.3. Multi-Use (Club) Programs and Facilities	37
5.3.1 Facility & Participation Trends	37
5.3.2 Existing Facilities & Usage	37
5.3.3 Demand Assessment	38
5.4. Older Adult & Seniors Programs and Facilities	40
5.4.1 Facility & Participation Trends	40
5.4.2 Existing Facilities & Usage	41
5.4.3 Demand Assessment	41
5.5. Other Spaces	42
<b>6.0 Proposed Facility Concept</b>	<b>44</b>
6.1. Summary of Recommended Space Requirements	44
6.2. Facility Design Considerations	45
<b>7.0 Site Review and Assessment</b>	<b>47</b>

7.1. Minimum Site Size .....	47
7.2. Potential Locations .....	48
7.2.1 Dalewood School Site .....	49
7.2.2 Coronation Park .....	50
7.2.3 Prince Philip School Site .....	50
7.2.4 Alexander Park.....	51
7.2.5 Iona Avenue Site .....	52
7.3. Site Evaluation .....	52
<b>8.0 Financial Impact.....</b>	<b>53</b>
8.1. Capital Cost Estimates .....	53
8.2. Operating Cost Projections .....	53
8.2.1 Current Operations.....	54
8.2.2 Scenario One: Financial Projections for a Redeveloped Stand-alone Centre.....	56
8.2.3 Scenario Two: Gymnasium as Part of Redeveloped Middle School .....	63
8.2.4 Comparative Analysis of Existing Operations with Scenario Two .....	63
<b>9.0 Implementation .....</b>	<b>66</b>
9.1. Project Timing .....	66
9.2. Options Determined by School Board Actions .....	66
9.3. Management & Partnership Options .....	67
9.4. Next Steps.....	68
<b>10.0 Study Process.....</b>	<b>69</b>

## 1.0 RECOMMENDATIONS

1. The condition of the existing Dalewood Recreation Centre, the constraints of the existing school and the current needs of the community will require more than a major renovation to the facility. Some re-use of the existing structure may be possible but the City should plan on the basis of the demolition and construction of a new facility.
2. The features that should be included in a new facility include:
  - A double gym of approximately 5,500 sq. ft. capable of being divided for more flexible programming (this would be provided by the school if joint development is possible);
  - A pool that can accommodate leisure activities and length swimming;
  - A separate therapeutic pool tank;
  - Change room facilities including family change rooms;
  - Dedicated program and gathering space for older adults and seniors;
  - 2 multi-purpose rooms – one with a sprung floor;
  - Office space;
  - Lobby/meeting space.
3. The timing and approach to the renewal of Dalewood Recreation Centre depends the School Board's decision and timing for the repair or replacement of the Dalewood Middle School, which in turn depends on Ministry of Education policy and funding. If funding is received to re-build the school, the HWDSB is expected to proceed quickly when. The City should be prepared to proceed with the project as soon as possible including budgeting funds, starting early stage designs and obtaining public input.
4. The City should ensure that the HWDSB is aware of the City's intentions to renew the Dalewood Recreation Centre on the present site.
5. The City should budget an amount of \$11,500,000 for the re-construction of the Dalewood Recreation Centre including the program described above but with the gym provided by the school, and also including costs of land, furnishings, escalation, soft costs and escalation to 2011.
6. The City of Hamilton and HWDSB should continue to coordinate plans through the Joint City of Hamilton and Hamilton - Wentworth District School Board Liaison Committee to build on the existing shared use and develop a formal partnership for the Dalewood Recreation Centre and the Dalewood Middle School
7. The City and CityHousing Hamilton should undertake a feasibility study to determine if seniors housing could be developed above the renewed recreation centre.

## 2.0 BACKGROUND

### 2.1. Trigger

In 2008 the City of Hamilton completed a Use, Renovation and Replacement Study for Hamilton Recreation and Public-Use Facilities (the Indoor Facility Study). The study provided the City of Hamilton with a long range sustainable strategy for managing Hamilton's portfolio of indoor community-use recreational infrastructure. The study not only examined the physical and financial requirements associated with the City's capital assets, but also the activity and service needs of the community and how these relate to meeting future expectations. One of the recommendations of the approved study was to complete a Feasibility study, securing land and replacement for the Dalewood Recreation Centre (Dalewood).

*“Given the deteriorating condition of Dalewood Recreation Centre (which was built 1965 and is shared with a school; \$693,167 backlog), a replacement community centre should be developed. The new facility should consist of seniors' and youth space, an indoor pool, and programming and activity space. Consideration should be given to locating the facility at the existing site or another preferred site in the vicinity.”*

### 2.2. Purpose

This report provides guidance for design, construction and operations of new or expanded recreation facilities to serve the Dalewood catchment area. The study defines the market area and community needs, analyzes current and projected demographics, proposes a facility concept and forecasts usage. Estimates of the potential financial impact both capital and operating are provided along with planning parameters such as total land size needed, best location and types and sizes of spaces required.

### 2.3. Evaluation Criteria

In evaluating the potential options for the Recreation Centre the following economic, social and environmental criteria will be considered:

- The life cycle cost – including the cost to repair, renovate, build, operate and acquire land if necessary;
- Timing – whether options can be achieved at the City's schedule or are dependent on other parties;
- Ability to achieve community expectations for facilities – the community expectations for facilities have been determined based on input from recreational staff, an analysis of how the existing facility is used, demographic trends and feedback at a public information session;
- Central location – City policies seek to promote walkable communities and minimize the dependency on cars. A central location allows more residents easier walking access. The catchment area is 4.2 km across its longest dimension – each site is evaluated for how far it is from the centre;
- Achieve a high profile for the City facilities;
- Ability to achieve a LEED rating – including potential for re-use of the existing building, potential for environmentally sustainable site location;

---

## 2.4. Relationship to Dalewood School

Dalewood is located on a site owned by the Hamilton Wentworth District School Board (HWDSB) and is integrated with the Dalewood Middle School building. The Ministry of Education assessment has identified that the school building is ‘prohibitive to repair’<sup>1</sup> but we understand that it is only marginally above the threshold. The HWDSB has passed a resolution that a new school should be built to replace the Dalewood Middle School and the Prince Philip School ( a JK-5 feeder school for the Dalewood Middle School) when funding for that construction is made available from the Ministry of Education.

*“Construct a new JK-8 school in the Dalewood Review Area to replace Prince Philip and Dalewood, contingent upon Ministry approved financing, particularly the approval of Prohibitive-to-Repair funding. Executive Council to undertake a community consultation to determine the new catchment areas, which includes studying the option of accommodating a French Immersion program into the new school. As part of the project, review potential for child care facilities and partnerships for a municipally run recreation centre.”*

The timing for the repair or replacement of the school cannot be determined because it is contingent on the availability of funding from the Province. The Province has given no indications that school replacement funds would be increased. And, conversations with representatives of the HWDSB suggested that there are a number of other schools that would have a higher priority for replacement suggesting that funding for this renewal is not imminent.

No decision has been made as to the location of the replacement school; such a decision will be made when funding is available. Possible options include: (1) rebuilding on the existing site; (2) sale of the school property through the school board’s property disposal protocols to allow construction of a school on a different site; or (3) re-evaluation of the prohibitive to repair designation and renewal of the existing school.

The local community group has expressed an interest in having the existing Dalewood Middle School repaired rather than replaced. This appears unlikely at this time - it is not supported by the Board’s resolution, the Prohibitive to Repair designation prevents significant upgrades and thus the school will continue to deteriorate. The HWDSB resolution indicates that it prefers schools to be developed in conjunction with a City recreation centre. Such an approach would be a great benefit to both the HWDSB and the City.

With the uncertain future of the Dalewood Middle School, this Study considers three scenarios:

- Recreation Centre on the Dalewood site attached to School: if the school rebuilds on site, the City rebuilds the recreation centre on site in partnership with the School Board;
- Recreation Centre on the Dalewood site attached to another City facility: if the school does not rebuild on site and the City acquires the site for the rebuilt recreation centre combined with other city uses like a seniors’ housing development; and,
- Recreation Centre on another site: if a joint development is not possible or if the City is unable to acquire the Dalewood site, then develop a recreation centre on a new site.

8.

---

<sup>1</sup> A school is ‘prohibitive to repair’ when the predicted repair cost is higher than the cost to construct a new school.

### 3.0 ABOUT THE DALEWOOD RECREATION CENTRE

The Dalewood Recreation Centre has served the community for almost 45 years with its offerings evolving over time in-step with changes in the community. Public facilities like Dalewood provide a core level of services to a broad range of local residents and to meet a wide variety of basic recreation and cultural needs, with a focus on social, health and wellness needs. They are also intended to serve as a “community hub”; a central meeting place or focal point where people of a variety of ages, abilities, socio-economic status and backgrounds can play, gather, and learn. To meet these objectives, recreation centres must provide an adequate range of facilities and programs in a building of an appropriate size and design. Many centres of the Dalewood era now need to be upgraded in both size and quality, often with the addition of spaces for particular groups (such as youth or seniors), fitness or multi-purpose rooms, and flexible areas that can be used for informal recreation.

Dalewood is located on Main Street West in the Westdale Village community and is surrounded by detached residential housing. Figure 3.0 shows the context.

*Figure 3.0 – Dalewood Recreation Centre and School Site*



### 3.1. Types and Sizes of Spaces

Dalewood was constructed in 1965 as a complementary facility to the Dalewood Middle School and has had some architectural upgrades performed in 1990 and 1995. The site is located at 1150 Main Street West, and consists of 5 acres (2 hectares) of land. The site is owned by the Hamilton Wentworth District School Board.

The Recreation Centre includes an indoor pool, general purpose room, small meeting room, change rooms, washrooms, reception, and administration space in a compact 11,600 sq. ft. structure that is integrated with the school. The effective size of the recreation centre is increased by the shared use of the school gym (6,300 sq. ft.). Several components, including support, circulation and activity space are generally small by modern standards. The single storey building also has an unfinished basement that houses mechanical pool equipment.



*Entrance to the Dalewood Recreation Centre (looking east from Dalewood Avenue)*



*Lobby/Reception*

#### **Indoor Pool**

The indoor pool is a traditional rectangular 25 metre tank with 5 lanes (with a total of 2,800 square feet of surface water space). A small office is used by Lifeguard Staff and for storage. There is also a small waiting room. The pool has a 1-metre springboard and ranges in depth from 0.9 metres to 3 metres deep. The entire pool area, excluding the change rooms, mechanical, office and storage space, is approximately 6,000 square feet. The pool has a maximum capacity of 148 people.



*5-lane, 25 metre indoor pool*

The pool is used for school, public, lap, and family swimming, as well as lessons and aquatics

classes. In addition, aquatic clubs use the pool on an occasional basis.

### **Gymnasium**

The divisible gym – which is part of the school building, but attached to the recreation centre – can be used as a single gym (70 by 90 feet), or two gyms (70 by 45 feet each) simultaneously. Adjoining the gym is office and storage space. The total interior gym space is approximately 6,300 square feet.

The gym is used by both the Dalewood Middle School and the Dalewood Recreation Centre. The school has access to the gym on weekdays until 6pm, followed by public access in the evenings and on weekends.

Aside from the school's physical education and athletic activities, the gym is used for registered and drop-in programs, sport rentals, and community uses. The gym is seldom used in the summertime due to lower demand and the lack of air conditioning. Change rooms serving both the gym and indoor pool (for both students and the public) are located across the hall and are a component of the recreation centre.

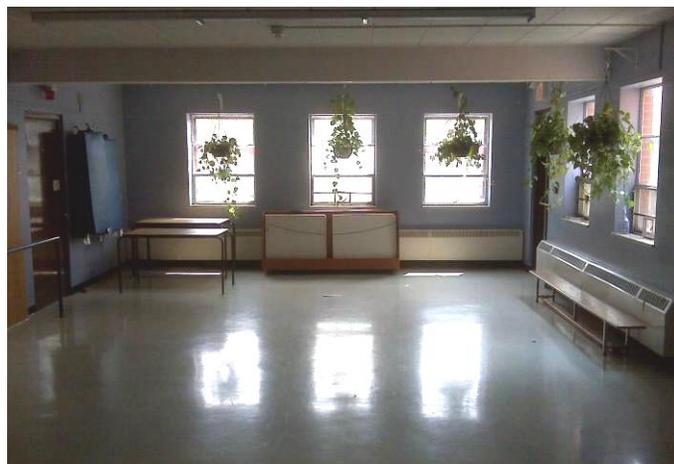
### **General Purpose Room**

The General Purpose Room is approximately 20 by 40 feet, or 800 square feet of space. The room contains one mirrored wall with a dance bar, concrete-base flooring, and a small adjoining kitchen.

The General Purpose room is used for rentals and for registered programs, as well as some school usage (e.g. lunchtime programming).



*Shared gym*



*General Purpose Room*

### **Small Meeting Room**

The small meeting room is a space used for small groups or activities. The size is approximately 15 by 20 feet, or 300 square feet.

The small meeting room is not well used and often serves as a waiting area for recreation centre users.



*Small Meeting Room*

### **Other Spaces**

The facility offers male and female change rooms and washrooms located between the pool and gym for use by both the school and recreation centre. The change rooms are of an older style without lockers and using a basket storage system that requires an attendant. Dalewood also provides a small outdoor fenced patio area and a small asphalt parking lot for users. The Dalewood Middle School site contains one unmarked soccer field that is used by students and the community. It is used very heavily in the summer for youth soccer where the field is divided for 3-4 simultaneous games/practices.

Dalewood is connected to the Dalewood Middle School via an open corridor which allows access between the two buildings; access is restricted outside of school hours through the use of a locked gate. The school shares use of the gym with the Recreation Centre, and also uses the pool and activity rooms throughout the year.

## **3.2. Existing Functionality**

Dalewood embodies design practices from the 1960s. Facility design and user expectations have changed considerably over time and Dalewood cannot be considered a modern facility by any stretch of the imagination. Some examples include accessibility issues, the lack of an appropriate lobby/gathering area, the use of shared change room facilities for school and recreation centre components, lack of family change rooms, a lack of activity space, inadequate HVAC systems, security concerns over access between the school and recreation centre, pool design (rectangular pool versus modern leisure pool and/or therapeutic pool), etc.

The Indoor Facility Strategy provided a high-level analysis of Dalewood. According to the Strategy, Dalewood has an average usage rate when compared with other City facilities. In 2006, this meant that Dalewood had 16,925 annual visits but had a capacity of 24,365, providing a 69% usage as compared to the City average of 70%. However, the facility had the third highest number of visits per square foot – Dalewood had the equivalent of 1.5 visits per square foot as compared to the City average of 0.9 visits per square foot, just behind Sir Allan MacNab Recreation Centre and Huntington Recreation Centre. This

indicates that the facility has an average use by residents, but in a smaller area than many other recreation facilities.

Dalewood and Westmount are the oldest community and recreation centres by age of construction or last major renovation (1965). The average year of construction for all of Hamilton's community recreation centres is 1975, and if major renovations can be considered comparable to new construction, this average rises to 1988.

Even if the building could be renovated with sufficient certainty around its long-term viability, the existing footprint and facilities would severely limit the ability of the City to adjust to changing program needs, potentially leading to declines in facility usage. Simply put, the existing facility design cannot keep up with changing community needs and decreasing returns (both financially and in terms of community contribution) would be likely under this scenario.

If the City wishes to continue to provide and/or operate a recreation centre in this community for the long-term, a complete rebuild or major renovations coupled with an expansion are the preferred options for consideration; retaining the status quo would just be a short-term option and not in the community's or City's best interest.

### 3.3. Existing Staffing

In 2009, the Dalewood Recreation Centre employed 10.3 FTE staff, many of whom work part-time. The staffing contingent includes coordinators, instructors, recreation and program leaders, receptionists, change room attendants (basket checkers), and a multitude of staff involved in the operation of the pool (e.g., lifeguards). Positions include:

#### **Administration:**

- Receptionist (3 staff part-time, daytime and evenings) – 1.15FTE

#### **Programming/Recreation:**

- Program Leader (approximately 6 staff part-time) – 0.48FTE
- Recreation Assistant for gym and club programs (2 staff part-time) – 0.48 FTE
- Skilled Instructor (approximately 4 staff part-time) – 1.14 FTE
- Waterfit Instructor (1 staff part-time) – 0.07 FTE
- Advanced Leadership Instructor (1 staff part-time) – 0.29 FTE

#### **Aquatic:**

- Aquatic Coordinator (1 staff full-time – currently vacant) – 1.00 FTE
- Lifeguard I (1 staff full-time) – 1.00 FTE
- Lifeguard II (1 staff part-time) – 0.72 FTE
- Lifeguard (approximately 16 staff part-time, each work 5-15 hours per week) – 1.75 FTE
- Duty Guard (part-time staff) – 0.48 FTE
- Change Room Attendant / Basket Checkers (approximately 6 staff part-time, each work 10-15 hours per week) – 1.74 FTE

In addition to the 10.3 FTE employed specifically for Dalewood, a Recreation Manager and a Recreation Coordinator are responsible for the Dalewood Recreation Centre and at least two other neighbouring facilities. The City also provides support for building maintenance. Janitorial services are contracted.

### 3.4. Building State

#### 3.4.1 Building Condition

A building condition audit conducted as part of this study<sup>2</sup> reveals that while the core structure is sound, the condition of many components is poor and remedial work is required to prevent further deterioration. It is estimated that an investment of over \$1,482,000<sup>3</sup> would be required over the next five years to prevent further deterioration of the building. Key investments include:

<b>Component</b>	<b>Construction Replacement Cost</b>	<b>Escalation</b>	<b>Soft Costs</b>	<b>Total Cost</b>
Fire and Life Safety	\$4,500	0	\$5,500	\$10,000
Roof repair and replacement	\$95,000	\$5,000	\$30,000	\$130,000
Masonry repairs and sealants	\$82,500	\$4,000	\$25,500	\$112,000
Exterior windows and doors	\$15,000	\$1,000	\$5,000	\$21,000
Electrical systems repairs	\$233,000	\$46,000	\$72,000	\$351,000
Mechanical systems repairs	\$372,000	\$63,000	\$113,000	\$548,000
Pavement replacement and site work	\$177,500	\$9,000	\$54,500	\$241,000
Interior Finishes	\$50,000	\$3,000	\$15,000	\$69,000
<b>Total</b>	<b>\$1,029,500</b>	<b>\$131,000</b>	<b>\$319,500</b>	<b>\$1,482,000</b>

The estimated costs of remedial work identified here is only for replacement of the existing components with the same standard except for windows which are to energy star rating and washroom fixtures which are upgraded to water-saving automated fixtures. Significantly greater cost would be incurred to upgrade

<sup>2</sup> This study is appended and includes an examination of the key systems including the roofing, exterior walls, exterior windows and doors, structural components, electrical systems, mechanical systems, life safety systems, exterior features and interior finishes.

<sup>3</sup> Estimates are based on recommendations by Trow Engineering and are intended to indicate the order of magnitude of remedial work only. Further analysis and investigation would be required to provide a more precise estimate. An allowance for 30% soft costs has been added.

the building to contemporary standards, for example by installing ceramic tile to the floors and walls of the change rooms.

Some small repairs, such as the fire and life safety items and some roofing repairs should be undertaken as soon as possible as these would be necessary even if the building is intended to be replaced.

These cost estimates do not include an assessment of the condition of Fittings, Furniture and Equipment (FF&E), telecom, security or accessibility improvements.

### 3.4.2 Building Capability

The design of the existing building would make it challenging to develop a contemporary recreation centre in conjunction with the existing school. The key constraint is the distance between the corridor shared with the school and the south property line of the site.<sup>4</sup> Within this dimension the existing recreation centre accommodates the change rooms and the pool. To meet contemporary standards increased space is needed for both. The change rooms need to be re-designed for accessibility and for modern practices such as privacy enclosures and family change rooms and lockers (as opposed to the existing basket system). Further, for the safety of the children in the school, it is good design practice to provide separate change rooms to serve the school and the recreation centre. And, the pool structure will require additional space to accommodate leisure functions and accessibility. It may be possible to fit some of the required functions between the corridor and the property line, or it may be possible to re-use the pool tank, but in either case, significant additional space is needed.

The potential for partial re-use of the existing structure will be dictated by the approach the HWDSB takes to re-construction of the school and how the design is developed. If the existing school shell is re-used then re-use of the recreation centre shell could be considered. The extent to which this is possible can be assessed as the design is developed and may be impeded by the stepped outline and varied roof heights. If the HWDSB constructs a new school it may be more difficult to re-use the existing shell, particularly if the school is rebuilt as a JK-8 school which will make the site design more challenging. To allow for either case, the City should plan for a complete reconstruction of the recreation centre.

---

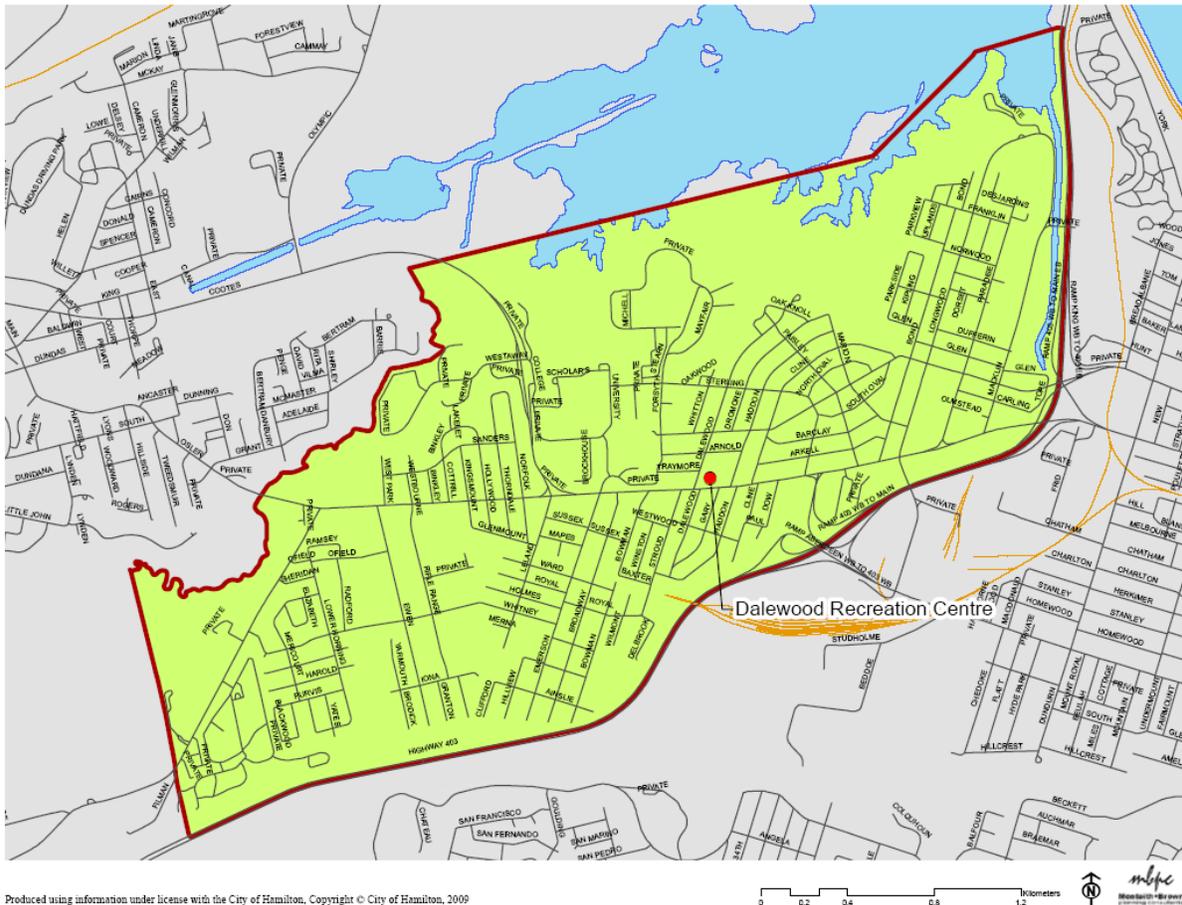
<sup>4</sup> When originally built the pool was set back from the property line (road allowance) by approximately 35 ft. Since then, the road allowance has been widened leaving a setback of approximately 5 ft based on City of Hamilton web-based mapping - there is no current survey available. The setback to the sidewalk was measured at approximately 10 ft.

## 4.0 MARKET ANALYSIS

### 4.1. Study Area

The study area as defined by the City of Hamilton is the portion of Ward 1 west and north of Highway 403, generally bounded by Dundas and Coote's Paradise to the north as shown in Figure 4.1 – Study Area.

Figure 4.1 – Study Area



Produced using information under license with the City of Hamilton, Copyright © City of Hamilton, 2009

### 4.2. Demographics

#### 4.2.1 Current Population

Part of the study area (Westdale) was developed as a “planned community” in the 1920s with the result being a self-sufficient, community-centred neighbourhood. As a planned community, many of the

buildings were developed within a limited timeframe, with 94% of the area’s housing stock constructed prior to 1986. 54% of the dwellings are owned, and 46% are rented. The significant number of rental units is a result of McMaster University being within the Study boundaries.

According to the 2006 Census, the study area accounts for approximately 3% of Hamilton’s population, with a total of 14,780 residents; this does not include post-secondary students that do not make the area their permanent residence. This marks a 9.8% decrease since the 2001 Census, suggesting that the population in the area may be aging and that household size may be declining; these trends are common among other established neighbourhoods in several parts of the City. An increase in conversion of family houses to rental units may also play a role. A breakdown of the study area population by age group (see Table 4.2.1) indicates a lower proportion of children and youth as compared to the entire City of Hamilton, but a larger proportion of younger adults in the 20-34 year age range. The Dalewood area is home to a higher proportion of older adults than the city-wide proportion. The number of seniors will be significantly greater as the aging trend continues, suggesting greater demand for recreational opportunities for this age group.

Age	Study Area Population (2006)		Total City Population (2006)	
	#	%	#	%
0 to 9 years	1,230	8.3%	56,350	11.2%
10 to 19 years	1,600	10.8%	68,430	13.6%
20 to 34 years	4,145	28.0%	95,335	18.9%
35 to 49 years	2,805	19.0%	116,830	23.2%
50 to 64 years	2,520	17.1%	92,215	18.3%
65 years and over	2,470	16.7%	75,395	14.9%
<b>Total population</b>	<b>14,780</b>	<b>100.0%</b>	<b>504,560</b>	<b>100.0%</b>

*Totals may not add due to rounding.*

Source: Statistics Canada, 2006 Census of Population (Study Area Census Tracts: 0043.00, 0044.00, 0045.00 and 00.4600).

Post-secondary students with permanent residence elsewhere are not included in Census data; therefore, the total number of people, and the 20-34 year-old cohort, residing in the study area would be considerably higher if the many off-campus McMaster students were counted.

A demographic trend noted in the study area is the smaller than average household size. The average number of persons per household in the study area is 2.2, as compared to the City-wide average of 2.6 persons per household. This is indicative of an aging community with fewer children living in-home (i.e., “empty-nesters”).

The Dalewood area is home to a larger proportion of immigrants than the City average: as of 2006, 31% of Dalewood residents were born in a country other than Canada, compared to Hamilton’s average of 25%. Similarly, the area also has a slightly higher percentage of foreign language speakers, with 16% of residents that speak a language other than English or French most often at home (the City-wide average

is 13%). This suggests that the area is more culturally diverse, which may have an impact on the demand for certain types of recreation activities.

Research indicates that a correlation exists between income and participation in recreational or cultural activities, whereby higher incomes are often associated with higher participation rates. The Dalewood area has a higher percentage of residents (19%) who are considered to be “low income” (after tax, in 2005) as compared to the Hamilton average of 14%. The lower than average income level suggests that residents may have a greater need for affordable program pricing.

#### 4.2.2 Projected Population

Age can be a significant factor in determining what kinds of community services are required – younger age groups tend to partake in more physically active forms of recreation while the propensity to participate in more passive activities tends to increase as a person ages. Interpolating from projections for the entire West Hamilton/Dundas area (as established in the City’s 2008 Indoor Facility Strategy), by 2031, it is estimated that the total Dalewood population could increase by 2,039 people, or 14%, if it receives a proportionate share of population growth in the area. The population of children and youth should remain stable during this time period. It is anticipated that the 50-59 population will decrease as the “Baby Boom” generation continues to age. Population forecasts indicate that area’s strongest growth will occur in the 60 plus population – an anticipated increase of nearly 60% by 2031.

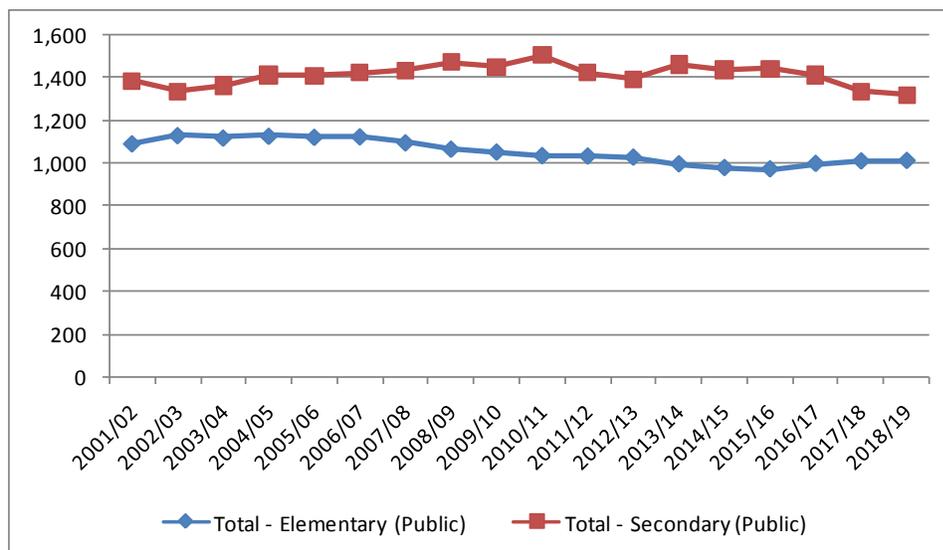
<b>Table 4.2.2 - Actual and Estimated Population for the Dalewood Study Area</b>				
<b>Dalewood Study Area</b>	<b>2006 (actual)</b>	<b>2031 (estimated)</b>	<b># Change (2006-2031)</b>	<b>% Change (2006-2031)</b>
0-9 years	1,230	1,423	193	16%
10-19 years	1,600	1,714	114	7%
20-49 years	6,950	7,034	84	1%
50-59 years	1,815	1,633	-182	-10%
60+ years	3,175	5,004	1,829	58%
<b>TOTAL</b>	<b>14,770</b>	<b>16,809</b>	<b>2,039</b>	<b>14%</b>

*Totals may not add due to rounding.*

Source: Statistics Canada, 2006 Census of Population; 2031 population projections based on the Dalewood area’s proportionate share of growth within the West Hamilton/Dundas area, as projected using 2007 GRIDS data from the City’s 2008 Use, Renovation and Replacement Study for Hamilton Recreation and Public Use Facilities.

As a large proportion of Recreation Centre users are children and youth, it is also important to examine the projected enrolment numbers in local schools. Consideration of past and anticipated enrolment numbers of four Dalewood area public elementary schools (including Dalewood Middle School, George R. Allen, Prince Phillip and Glenwood) and the Westdale Secondary School indicate a slight decline in enrolment figures over the next 10 years. While this data does not encompass the entire enrolment numbers for the area (excludes the separate board), the projected numbers provide an estimate of stable child and youth populations with little fluctuation.

**Figure 4.2.2 - Actual and Projected Enrolment Numbers for Dalewood Area Schools**



Source: Hamilton Wentworth District School Board, 2008

### 4.3. Trends

Effective planning for current and future residents in the Dalewood area requires the identification of existing and emerging trends which may potentially affect facility and program needs. Understanding trends pertaining to demographics, participation, and facility development can assist the City with anticipating shifts in the demand for recreation and leisure opportunities. The 2008 Indoor Facility Strategy included a random household survey of all Hamilton residents, including those in the Dalewood study area, which for the study’s purpose, was grouped within the West Hamilton/Dundas area; some of this data is referenced below.

KEY ISSUE	CONSIDERATIONS
<b>Aging Population</b>	<ul style="list-style-type: none"> <li>• Additional emphasis will need to be placed on meeting the needs of older adults</li> <li>• Recognize that demand for certain facilities may not ease to the degree as was once believed, due to greater adult participation</li> <li>• The “new” senior will be more active longer into their life cycle than previous seniors, therefore, increasing participants numbers can be for more active types of casual and organized sports</li> <li>• This demographic is undergoing significant growth. By 2031, the 60+ population in the Dalewood area is anticipated to grow by nearly 60%.</li> </ul>
<p><b>Opportunities to Consider:</b> The City will have to focus on the types of facilities and programs that are needed by older adults residing in the Dalewood area, while also considering the ability of this market to access opportunities (e.g. affordability, transportation, etc.).</p>	

KEY ISSUE	CONSIDERATIONS
<b>Household Income</b>	<ul style="list-style-type: none"> <li>• Median household incomes in the Dalewood area are comparable to, although slightly lower than, the provincial and City-wide average.</li> <li>• Making programs affordable is important in allowing a range of residents to access and participate in recreational activities by providing low cost or free opportunities for families and individuals.</li> </ul>
<p><b>Opportunities to Consider:</b> Determining how best to provide high quality facilities and services while also ensuring that lower income populations have sufficient access to programs and facilities which would otherwise be unaffordable.</p>	

KEY ISSUE	CONSIDERATIONS
<b>Physical Inactivity</b>	<ul style="list-style-type: none"> <li>• High levels of obesity (due in part to busy lifestyles and popularity of sedentary activities)</li> <li>• Especially prevalent amongst children and youth</li> <li>• 42% of household survey City-wide participants indicated that they do not participate in recreation activities as often as they would like, with “lack of time” being the major barrier.</li> </ul>
<p><b>Opportunities to Consider:</b> Providing additional opportunities and incentives to exercise or to adopt healthy living behaviours may help to address this issue</p>	

KEY ISSUE	CONSIDERATIONS
<b>Lack of Free Time</b>	<ul style="list-style-type: none"> <li>• Number one barrier to participation for both youth &amp; adults</li> <li>• 59% of household survey City-wide participants indicate that a lack of time is the primary barrier to their participation in recreation activities.</li> </ul>
<p><b>Opportunities to Consider:</b> Longer activity hours and flexibly scheduled recreation opportunities (including drop-in activities) may help to address time-related barriers</p>	

KEY ISSUE	CONSIDERATIONS
<b>Shift from Organized Sports to Self-Scheduled Activities</b>	<ul style="list-style-type: none"> <li>• Across the nation, stable to declining participation is being seen in many organized sports (with some exceptions, i.e. soccer)</li> <li>• Less than 30% of Canadians above the age of 15 participated regularly in one or more sports, a considerable decline from the early 1990s when the proportion was closer to one half</li> <li>• Soccer has become the sport of choice for children aged 5 to 14, followed by ice hockey, swimming and baseball</li> <li>• Emerging popularity of informal, drop-in, and self-scheduled activities, especially for the youth population</li> <li>• Rather than emphasizing traditional organized sports, priority may need to be</li> </ul>

	shifted towards activities that support a “drop-in” approach
<p><b>Opportunities to Consider:</b> Trends suggest a need to expand upon current opportunities available for casual, drop-in types of activities to respond to time pressures, while also remaining committed to sufficiently supporting organized activities. Also of importance is evaluating ways to consolidate a variety of activities/uses at a single location (i.e. multi-use facilities) in order to make recreation as convenient as possible for the working family or time-pressed individual.</p>	

KEY ISSUE	CONSIDERATIONS
<b>Aging Infrastructure</b>	<ul style="list-style-type: none"> <li>• With many being built with senior government dollars in the late 1960s and early 1970s, aging facilities are reaching the end of their expected life spans</li> <li>• The Dalewood Recreation Centre was built in 1965 and will soon be in need of redevelopment to meet the needs and expectations of residents.</li> </ul>
<p><b>Opportunities to Consider:</b> There is a need for municipal investment in a new multi-purpose facility for the Dalewood area that addresses its current deficiencies and looks ahead to meet future community needs.</p>	

KEY ISSUE	CONSIDERATIONS
<b>Need for Accessible Facilities</b>	<ul style="list-style-type: none"> <li>• Under the Accessibility for Ontarians with Disabilities Act, municipalities are required to provide accessible facilities by 2025. Regulations for built infrastructure have yet to be enacted.</li> <li>• Statistics Canada indicates that 16% of Canadians have a disability, and this percentage is likely on the rise.</li> <li>• Aging populations place higher demands on the provision of accessible facilities.</li> </ul>
<p><b>Opportunities to Consider:</b> Accessible opportunities are limited at the Dalewood Recreation Centre, with limited (manual chair lift) access to the pool. Any revitalization efforts will need to ensure that accessibility is a key consideration in the design and function of the facility.</p>	

KEY ISSUE	CONSIDERATIONS
<b>Quality and Distribution of Facilities</b>	<ul style="list-style-type: none"> <li>• Rationalizing and balancing the provision of services within a community in the best possible location.</li> <li>• According to the 2008 household survey, West Hamilton/Dundas residents value the quality of a facility more than the quantity of facilities.</li> <li>• In general, West Hamilton/Dundas residents expressed a preference for the replacement of older facilities with fewer – but larger – facilities.</li> </ul>
<p><b>Opportunities to Consider:</b> Examining the community needs to determine appropriate facilities and locations for recreational infrastructure in an established community to service residents.</p>	

KEY ISSUE	CONSIDERATIONS
<b>Facility</b>	<ul style="list-style-type: none"> <li>• The desire for multi-purpose facilities to serve cross-programming demands,</li> </ul>

<b>Priorities</b>	family recreation outings and rising expectations for quality service and value for money. <ul style="list-style-type: none"><li>• There is a need for flexible space (e.g. multi-purpose rooms, gyms with retractable walls) to provide a range of opportunities for the increased segmentation in demand due in part to the changes in community composition.</li><li>• The City-wide household survey indicated that Hamilton’s highest priorities for municipal spending to improve or develop indoor recreation facilities included youth centres/space, indoor pools for leisure, seniors’ centres/spaces, and multi-purpose/activity rooms.</li></ul>
<b>Opportunities to Consider:</b> The provision of recreation space that is multi-use, multi-purpose and multi-generational.	

## 4.4. Community Consultation

### 4.4.1 Interviews

In May 2009, key City of Hamilton staff, the local Councillor, a representative from McMaster University, and a representative from the AWWCA (Ainsley Woods Westdale Community Association) were invited to participate in information-sharing interviews, with the objective of exploring topics such as facility and programming needs, plausible locations, and other factors relating to the analysis of the Dalewood Recreation Centre. These interviews were integral to creating a deeper understanding of the City and community’s vision for the centre, as well as the opportunities and challenges relating to its implementation.

Those interviewed included Janine Gaunt (Area Supervisor), Grant Maloney (Senior Operator), Susan Nicholson (Lifeguard One), Kathy Prince (RPT), Coralee Secore (Recreation Manager), Brian McHattie (Councillor), Debbie Marinoff-Shupe (McMaster University), and John Wigle (AWWCA).

As the interviews were undertaken in confidence, the information derived from the interviews will only be provided in summary form. Nevertheless, this input has been integral to the needs assessment that follows and, where appropriate, specific information has been integrated into this report. Some key themes from their interviews are identified below.

- Programming/facilities for older adults is currently lacking
- Active programs for youth and children are needed
- Ability to accommodate a full range of recreational swimming interests is limited in the current design
- Lack of dedicated and family change rooms at present
- Lobby and space for casual socialization is limited
- Parking challenges (lot is small and shared with school)
- Safety issues with connectivity to school
- Accessibility for people with disabilities is a must in any new facility
- Lack of air conditioning in current facility
- Opportunities should be explored for enhancing Dalewood’s role as a “community hub”

- Potential for community partnerships should be investigated, with an emphasis on a joint complex with the school
- Dalewood’s current location is central and accessible
- The condition of the facility is poor and deteriorating; complete replacement is preferred
- The facility’s general condition and lack of space contribute to less than ideal levels of programming and usage

#### 4.4.2 Public Information Session Feedback

The Dalewood Recreation Centre Public Information Session was held at the Westdale Library on June 23<sup>rd</sup>, 2009. The purpose of the meeting was to present preliminary study findings and to gather community input and feedback. The session was attended by approximately 20 community members, including Councillor Brian McHattie, members of the AWWCA executive and the City of Hamilton. Meeting participants were provided with an optional questionnaire, which was also provided along with a power point version of the presentation on the City’s website following the meeting. 21 questionnaires and comments were completed by attendees of the presentation and community residents that were unable to attend. The results are as follows:

Participants were asked to state their level of agreement with the following statements:

Q. *The proposed activity and facility changes for the Dalewood Recreation Centre (Dalewood) meet the needs of your household.*

- 47% of respondents strongly agreed, 27% agreed, 27% were neutral, and 0% disagreed.

Q. *The new Dalewood should contain:*

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Total</b>
<b>Indoor Leisure Pool</b>	100%	-	-	-	-	100%
<b>Gymnasium</b>	94%	6%	-	-	-	100%
<b>Multi-Use Program Space</b>	81%	19%	-	-	-	100%
<b>Dedicated Space for Seniors</b>	63%	19%	-	13%	6%	100%
<b>Dedicated Space for Youth</b>	63%	19%	-	13%	6%	100%
<b>Warm-Water Therapeutic Pool</b>	47%	33%	6%	6%	6%	100%

Q. *Other facilities that were not identified tonight (specify):*

- Quiet study lounge
- Fitness room with free weights, machines
- Facility for showing movies
- Bike space/racks
- Indoor playground and climbing wall

- Outdoor basketball nets
- Affordable programming or free facility use
- Space with good acoustics and windows for yoga, musician rental, etc.

Q. *Dalewood should remain at its existing location, if at all possible.*

- 88% of questionnaire respondents strongly agreed, 6% were neutral, and 6% strongly disagreed that Dalewood should remain at its existing location.

Q. *Additional Comment (Verbal and Written Communication):*

#### **Location**

- Dalewood is in the right location – central to the community.
- While the alternative sites may work for some people individually, the Dalewood site is the best for the community as a whole.
- Location of Dalewood is key because it encourages a walkable neighbourhood – serves as a local destination.
- If the existing Dalewood site cannot be reused, should consider a larger facility with an arena, potentially at 100 Macklin St. Other suggested locations would decrease the facility's walkability.
- Encourage active transportation means to get to the recreation centre, safer bike routes, wider sidewalks and a buffer area between sidewalks and roads, more bike racks.
- The Coronation site would provide the best site because of increased parking and sharing pool and rink.
- Fully support the proposed renovation/reconstruction of Dalewood with the features on the existing site.
- The current location is ideal because it is walkable/bikeable in a central location.

#### **Pool**

- Prefer more than 2 lanes of length swimming (suggest 4 lanes), with a longer length.
- Pool – great to have a family-friendly facility that encourages fitness – should have a slide, ramp and diving board.
- Existing pool has only ladders – seniors and disabled will need ramps or better stairs.
- Need lockers instead of baskets in the change rooms. These could be for day use, or could even be rented monthly for frequent users.
- Pool is too cold. A warm water pool would be beneficial for children and seniors.
- Need for a family change room.

#### **Programming**

- Strong need for more youth-friendly facilities/programming.
- Consider new programming, such as cooking classes.

#### **Seniors Space**

- Happy that dedicated senior space/programming will be a priority. Current lack of local senior space – either downtown at the Y, or to Sackville. Very limited opportunities in west end for seniors. Some opportunities in churches, but not sure who is welcome.

- Currently a lack of interesting programming for active seniors. Should provide senior-friendly facility that is welcoming and provides a community focus.

### **Partnerships**

- Explore housing, especially for seniors, if School Board chooses to move Middle School elsewhere.
- If City is unable to partner with the School Board, strongly agree with partnership with housing and/or daycare facilities.
- Good partnership with senior facility.
- Integration with McMaster students would be beneficial for programming.
- Dalewood provides opportunities for University students to volunteer and be involved in the community.
- Potential partnerships with local daycares should be examined.

### **Other Facility Considerations**

- The lobby/social area should have a healthy snack bar with tables/highchairs to encourage socialization.
- Ensure that people with disabilities have access to all facilities.
- WiFi-friendly lounge space so that university/high school/elementary students can interact or have a good study space.
- Create access to indoor washrooms for soccer teams using the pitch.
- Should not provide separate areas for various ages because it is discriminatory and leads to a false sense of entitlement.
- Consider children's birthday party market – such as climbing wall, party room, and indoor playground.
- The gym should be large enough to accommodate basketball and indoor soccer.
- Projects should not increase local taxes.
- The Community deserves a much improved facility which should be a similar quality to those elsewhere in Hamilton.
- Dalewood is an important focal point in a community which often feels separated from the rest of Hamilton and overwhelmed by McMaster University.
- Improved pool and gym facilities will help to draw more people from a larger area.
- In order to increase the facility's size without limiting the parking or green space, should build upwards to 2-3 stories.
- Need for additional parking, especially when multiple programs are held (such as both swimming and soccer).
-

## 4.5. Service Providers in the Study Area

In addition to the Dalewood Recreation Centre, a number of recreation service providers exist in the Study Area. Providers include McMaster University, 13 schools (public and private), daycares, and a number of private facilities and providers. These facilities are documented below as many direct programming/activity opportunities or community rentals.

### 4.5.1 Local Schools

Canadian Martyrs Elementary School  
1355 Main St W, Hamilton, Ontario

Colin Macdonald Community School  
(Pre-school and Elementary ages 6-13)  
69 Sanders Blvd., Hamilton ON

Columbia International College  
1003 Main Street West, Hamilton, ON

Dalewood Middle School  
(Grades 6 to 8)  
1150 Main St. W., Hamilton ON

École Secondaire Georges P. Vanier  
100 MacKlin Street North, Hamilton, ON

Glenwood Special Day School  
150 Lower Homing Rd., Hamilton ON

George R. Allan School  
(Junior Kindergarten to Grade 5)  
900 King Street West, Hamilton ON

Hamilton Hebrew Academy  
(Jewish Day school – playschool to Grade 8)  
60 Dow Avenue, Hamilton, ON

Hamilton Learning Centre  
1603 Main Street West, Hamilton, ON

Kollel of Hamilton  
(Jewish Education Centre)  
235 Bowman Street, Hamilton, ON

Prince Philip School  
(Junior Kindergarten to Grade 5)  
125 Rifle Range Road, Hamilton ON

St Mary's Separate Secondary School  
200 Whitney Ave, Hamilton, ON

Westdale Secondary School  
700 Main Street West, Hamilton ON

### 4.5.2 Day Cares

McMaster Students Union Child Care Centre  
1145 King Street West, Hamilton, ON

McMaster Children's Centre  
1280 Main Street West, Hamilton, ON

Sunshine Daycare Centre  
1221 Wilson Street East, Hamilton, ON  
(just outside study area)

- 

### 4.5.3 McMaster University

McMaster University offers a wealth of recreation opportunities for students, with some access for the public. Facilities are primarily located in the David Braley Athletic Centre, with some support facilities in the Ivor Wynne Centre. Fitness and recreation facilities include:

- Back 10 Field (outdoor)
- Activity Centre
- Alumni Field (outdoor)
- Gyms
- Climbing Wall
- Indoor and Outdoor Track
- Multipurpose Studios
- The Pulse Fitness Centre
  - Cardio Gallery
  - Climbing Wall
  - Cycling Studio
  - Fitness Studio
  - Testing Room
- Squash Courts
- Sport Medicine and Rehabilitation Centre
- Swimming Pool (50m, 6 lanes)
- Instructional/Meeting Rooms

The new Sports Medicine and Rehabilitation Centre also offers an in-ground, salt-water hydrotherapy pool, complete with an underwater treadmill and video analysis system. This therapeutic pool, however, is primarily used by patients of the Centre and is not available to the public at large.

McMaster's indoor swimming pool is the only 50 metre tank in Hamilton. The 6-lane pool is primarily used for lap swimming with limited leisure swimming, and by the varsity swim teams and water polo teams. McMaster offers a variety of aquatic programming, including group swimming lessons for adults, private or semi-private swimming lessons for children, and leadership certification courses. The pool has been used for a number of large events over the years, and has a spectator gallery with seating for 700. The pool is 40 years old and will most likely require significant repairs to be usable in the long-term.

McMaster University is involved in the bid by the Greater Toronto Area/Greater Golden Horseshoe for the 2015 Pan American Games. A total of three cities have put forward bids for the Games: the GTA/GGH, Lima, and Bogota. As part of the bid, Hamilton has been assigned aquatics training which will involve the development of a new 50 metre competitive swimming pool at McMaster University. It is expected that the final decision for the host city of the 2015 Pan-Am Games will be made by November 2009.



*Existing 50m pool at McMaster University*

*Source: <http://www-athrec.mcmaster.ca/facilities/details/pool/index.htm>*

### **“The Pulse” Public Use Fitness Centre**

In 2006, McMaster University opened “The Pulse” Fitness Centre, offering a large range of fitness facilities for student and public use. The centre includes the following components:

- Cardio Equipment:
  - Over 4,000 square feet of cardio equipment
- Fitness/Aerobics Studio:
  - Over 2,000 square feet complete with wood floor and mirrors. Provides space for fitness classes (open to members only).
- Cycling Studio, Ab-Town, Circuit City
- Accessible Special Needs Equipment
- The Fitness Centre also offers a number of Group Fitness/Recreation Classes, including:
  - Step Classes, Kickboxing, Bootcamp, , Cardio Funk, Step & Slide, Total Athlete Conditioning, Core Blast, cardio blitz, skip blast, on the ball, strength challenge, skip & sculpt, and circuit.
  - Yoga/Pilates Classes: Power Yoga, Traditional Yoga, Fusion.
  - Aquafit Classes
  - Cycling Classes: Mac Cycle, Psycho Cycle, Extended Cycle

Students are granted membership as part of mandatory tuition and fees, while memberships are available to members of the staff, faculty, alumni, and community for a membership fee. Special rates exist for high school, retiree or corporate memberships, but in general community members can expect to pay approximately \$55 per month for access to McMaster’s facilities and fitness centre plus parking costs.

Despite the range of facilities and programming, the McMaster University facilities are not used as frequently by community residents as by McMaster students. Reasons for this may include facility capacity, a lack of comfort with the campus, a lack of knowledge of programs or facilities available to the public, or the higher cost associated with non-student memberships.

#### 4.5.4 Other Service Providers

##### **Fred Astaire Dance Studio**

1092 Main Street West, Hamilton, ON

##### **Dynamic Dancers**

1175 Wilson Street East, Hamilton, ON

##### **Phoenix Fitness**

1685 Main St. West, Hamilton, ON

The facility provides fully equipped fitness facilities, personal trainers, nutritional programming, and group fitness classes including Yoga, Pilates, Nia, Cardio, Spinning, Boxing, Bootcamp, etc. has served the Dundas, Ancaster and Hamilton communities for 23 years.

##### **Westdale Library Branch**

955 King Street West, Hamilton, ON

The library was opened in 1957 and renovated and expanded in 1998. In addition to providing library materials and public internet access, the branch offers programming for adults, children and youth.

The library also has a programming room capable of accommodating 50 people.

##### **Jewish Community Centre**

Goldblatt Family Building  
1030 Lower Lions Club Road, Ancaster ON  
(just outside study area)

The Jewish Community Centre (JCC) is located in Ancaster, just outside the study area. However, this centre provides a range of cultural and recreational services for a large population, many of whom will travel from outside the study area to attend.

The facilities include a Fitness Room, with a range of cardio machines and free weights. Programming at the JCC includes pick-up basketball, squash courts, indoor golf, ballroom dancing, cultural classes and events, sport programs for pre-school, children and youth, children's cooking classes, and youth programs.

##### **World Class Gymnastics Center**

95 Frid Street, Unit # 12, Hamilton, ON  
(just outside study area)

The Centre offers recreational, advanced recreational, pre-competitive, and competitive gymnastics programs to children aged 2 and older.

##### **Wentworth Arenas Inc**

Ice Hockey & Indoor Soccer Facility  
1249 Wilson St. East, Ancaster, ON  
(just outside study area)

This facility provides an indoor soccer facility with men's, women's and co-ed leagues, pick-up soccer and training space for lacrosse, baseball, etc. An arena provides for private hockey rentals and league play.

**Soccerworld Hamilton**

104 Frid Street, Hamilton, ON  
(just outside study area)

The facility is a 44,000 square foot air dome used for soccer, football, ultimate frisbee, lacrosse, baseball and indoor golf driving range.

#### 4.5.5 Places of worship

Places of worship are also an important facility resource in the Dalewood community. While it is important to determine whether there is sufficient space available in local places of worship, schools, and other facilities to meet community needs, it is not the only factor to consider. Research suggests that leisure or social programming at certain types of facilities, such as places of worship, can deter certain residents from participating. The most significant barrier to participation is that some participants may not feel welcome in certain schools or places of worship if their family does not belong to that institution. Other barriers include:

- Rental and lease costs that increase participant fees;
- Programs are 'bumped' when other (higher priority) activities occur;
- Moving programs from one facility to another year after year can create confusion; and
- Instructors must transport any equipment or supplies.

Renovation and expansion of the Dalewood Recreation Centre would provide an opportunity for local schools and places of worship to focus on outreach services and faith-based activities. Reduced reliance of neighbourhood facilities for structured programs will also provide community and cultural groups with more chances to access these facilities.

## 5.0 PROGRAM ASSESSMENT

In the analysis of the existing Dalewood Recreation Centre facility and programs, it is beneficial to establish a set of guiding principles. In determining the required components for the new Dalewood Recreation Centre and its ultimate design and program function, the following goals have been established in consultation with the City of Hamilton:

- a) To provide a modern facility that meets current and future community needs.
- b) To serve local community residents of all ages.
- c) To create versatile multi-use, multi-purpose, and multi-generational space.
- d) To reduce barriers to physical accessibility.
- e) To encourage flexibility for integration with community partners.
- f) To create a welcoming atmosphere in the Centre so that it can act as a community hub.

In identifying the additional space and service needs for Dalewood, it is necessary to have an understanding of the types of programs and services that are currently offered at the facility and to identify gaps in services and/or programs.

Registrant and utilization data for the years 2005, 2006, 2007 and 2008 has been used to demonstrate the range of programming currently offered and the popularity of certain types of programs. Current programs include:

<b>Table 5.0.1 - Aquatic Programs and User Groups</b>		
<b>Aquatic Drop-In Programs</b>	<b>Aquatic Registered Programs</b>	<b>Aquatic User Groups (regular and occasional rentals)</b>
<ul style="list-style-type: none"> <li>▪ Adult Swim</li> <li>▪ Public Swim</li> <li>▪ Family Swim</li> <li>▪ Waterfit</li> </ul>	<ul style="list-style-type: none"> <li>▪ Masters Swimming</li> <li>▪ Parent &amp; Tot classes</li> <li>▪ Beginner Classes</li> <li>▪ Swimmer Levels 1 through 9</li> <li>▪ Advanced Aquatics (Bronze Cross, Medallion, Star)</li> <li>▪ Private Lessons</li> <li>▪ NLS &amp; Standard First Aid</li> </ul>	<ul style="list-style-type: none"> <li>▪ Masters Swim Club (pool)</li> <li>▪ Dalewood Middle School (pool, GP room, gym)</li> <li>▪ High School Waterpolo (pool)</li> <li>▪ Hamilton Aquatic Club (pool)</li> <li>▪ Golden Horseshoe Aquatic Club (pool)</li> <li>▪ Steel City Sport Divers (pool and GP room)</li> <li>▪ Westdale School Special Needs (pool)</li> <li>▪ Westdale School Physical Education (pool)</li> <li>▪ G.R. Allan School (pool)</li> <li>▪ Prince Phillip School (pool)</li> <li>▪ Camp Kadimah (pool)</li> </ul>

<b>Table 5.0.2 - Gym &amp; Club Programs and User Groups</b>		
<b>Gym &amp; Club Drop-In Programs</b>	<b>Gym &amp; Club Registered Programs</b>	<b>Gym &amp; Club User Groups (regular and occasional rentals)</b>
<ul style="list-style-type: none"> <li>▪ Men's Basketball</li> <li>▪ Women's Basketball</li> <li>▪ Badminton</li> <li>▪ Fitness</li> <li>▪ Teen Gym</li> <li>▪ Open Gym</li> </ul>	<ul style="list-style-type: none"> <li>▪ After School Programs</li> <li>▪ Babysitting Course</li> <li>▪ Badminton</li> <li>▪ Baseball</li> <li>▪ Cooking</li> <li>▪ Crafts</li> <li>▪ Dance/Ballet</li> <li>▪ Dance/Hip Hop</li> <li>▪ Gymnastics</li> <li>▪ Kid's Night</li> <li>▪ P.A. Day Camp</li> <li>▪ Pilates</li> <li>▪ Pre-school Programs</li> <li>▪ Skipping</li> <li>▪ Soccer</li> <li>▪ Sports Mix</li> <li>▪ Volleyball (youth)</li> <li>▪ Recreation Workshops</li> <li>▪ Yoga</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dalewood Middle School (pool, GP room, gym)</li> <li>▪ Geritol Follies (GP room)</li> <li>▪ Steel City Sport Divers (pool and GP room)</li> <li>▪ West Hamilton Youth Soccer (GP room)</li> <li>▪ Hamilton Basketball Association (gym)</li> </ul>

An analysis of program registrations and trends pertinent to each facility type is contained in the following sub-sections. Areas where programming is currently non-existent or limited – but that could present opportunities in the future based on public input and an analysis of participation trends – include (but should not be limited to) the following:

- Active indoor programming for youth (e.g. swimming classes, indoor soccer);
- Adult and older adult programming;
- Wellness and active living for older adults;
- Leisure swimming programs;
- Introductory fitness programs;
- Activities for pre-schoolers and young children;
- Appropriate and discreet space to offer certain social and outreach services on an as-needed basis in the future; and
- Facility rentals for meetings, community events, etc.

These areas and more are explored further in the following sub-sections.

---

## 5.1. Aquatic Programs and Facilities

### 5.1.1 Facility & Participation Trends

The following list outlines trends relating to aquatic facilities and participation which may influence the renovation or development of pool facilities at the Dalewood Recreation Centre.

#### **Swimming: A Favoured Activity for People of All Ages**

Swimming has consistently been identified as a favoured recreation activity for people of all ages, ranking in the top 5 activities for adults according to the Canadian Institute for Fitness and Lifestyle Activity Monitor Series (2000) and as the number one activity for children, ages 5 to 17. In the City-wide household survey (2008), use of swimming pools was identified as the indoor recreation facility most frequently used by Hamilton households.

Swim Canada promotes swimming as a “cradle to the grave” sport and the trend data supports that Canadians of all ages are using aquatic facilities for a range of activities. Recreational swimming (non-structured, drop-in swimming) is the fastest growing segment of indoor pool usage. Ontario’s growth in aquatic disciplines (1% -2%) is lower than the Canadian average of almost 5% per year. One potential reason for this difference in participation is that Ontario’s growth is limited by a lack of pool facilities<sup>5</sup>.

Swimming lessons are the primary market for most indoor pools. In many cases, participation in swimming lessons is highest for children under 10 and decreases fairly dramatically at age 13. There is a small on-going demand for swimming lessons at all ages.

#### **The Evolution of Pool Design**

Most pools twenty years or older are 25-yard or 25-metre rectangular tanks (the Dalewood pool is the latter). Beginning in the late 1980s, municipalities began to develop the leisure pool, featuring zero depth access, waterslides, water toys and usually higher water temperatures. This type of pool is now commonplace in municipalities across the province. Pool design continues to evolve with the newest templates revolving around the multi-purpose pool concept, which can accommodate the traditional programs associated with a conventional rectangular tank pool (e.g., lessons, laps, deep-water aqua fitness, competitive swimming, etc.) with the entertainment/fun elements of a leisure pool. The most successful indoor aquatic centres include a variety of features that are designed to accommodate all ages and abilities, with an increasing emphasis on the needs of the aging population and those seeking active living opportunities.

Municipal pools generate their highest revenues from instructional programs; which can be accommodated in either lane or leisure pool designs. However, while more expensive to operate, leisure pools attract more recreational swimmers and generate more revenue than rectangular pools.

#### **Recreational Swimming Pools as Entertainment Facilities**

With the advent of the leisure pool has come a new class of aquatic user – those who come for entertainment, not just lessons, programs or fitness. Although indoor pool use traditionally peaks during

---

<sup>5</sup> Ontario Aquatic Facilities Needs Analysis and Strategy. Aquatic Federation of Canada, 2007.

the winter months (particularly post-Christmas), the emergence of the leisure pool concept has helped to increase the use of aquatic facilities year-round. The chief attribute of the leisure pool is the ability to accommodate a larger number of bathers than the rectangular pool. The leisure pool suits recreational swimming (particularly amongst children), learn to swim programs, and aquatic therapy, but has not been highly popular with competitive aquatic clubs.

### **Therapeutic Uses**

Separate therapeutic pools are becoming increasingly popular. These pools are provided in a range of shapes and sizes, they are commonly warm water pools (between 86 to 94 degrees Fahrenheit) with a water depth of approximately 4 to 6 feet. Individuals using the pool are able to use the hydrostatic pressure of the water as an exercise medium, while the depth allows users to become buoyant, lessening impact on the body. A ramp entry ensures easy accessibility for all people – but especially those most in need of a therapeutic pool. The therapeutic pool would not be for activities requiring medical supervision (as is the case for the facility at McMaster Sports Medicine Centre), but rather for self-administered therapy and community use, particularly older adults.

With the availability of facilities, there has been an increased demand for therapeutic pools and programs aimed at rehabilitation and low-impact exercise. This is expected to increase with the aging population in general and with the increasing rate of joint replacement surgeries and the long term therapy requirements they bring. Exercise programs such as aqua fitness and water aerobics are an increasingly significant component of aquatic participation and a therapeutic pool can be used for some of these activities.

### **Competitive Swimming**

Swim Ontario has indicated that enrolment in their organization has been relatively stable for several years, with approximately 10,000 swimmers under the age of 18 registered in 133 affiliated clubs across the Province. Participation in competitive swimming declines significantly at age 13. According to Swim Ontario, the major obstacle the sport faces is the lack of suitable facilities as the trend towards developing leisure pools has not been one that addresses the needs of competitive swimmers. A hybrid design or a traditional rectangular tank can be used for training. For competition a traditional rectangular tank is needed with at least 6 lanes (preferably 8 lanes), and while a 25-metre length pool is adequate, a 50-metre length pool is preferred. There are fewer than one dozen municipal 50-metre (Olympic) pools in Ontario, including one in Hamilton (at McMaster University).

Diving, Masters Swimming, Water Polo, and Synchronized Swimming are specialized competitive activities that have undergone modest growth in the past few years at a Province-wide level. These activities all have specific pool requirements, which is generally at least a 25-metre (or larger) rectangular pool. The City has several other facilities that can accommodate these activities, including the 50-m pool at nearby McMaster University.

### **5.1.2 Existing Facilities and Use**

The existing pool dates back to the mid-1960s and provides a design and function that no longer serves the area's residents adequately. Through the Indoor Facility Strategy consultation initiatives and Public

Information Session, it is clear that community residents have a strong interest in the provision of a modern swimming pool in the renovated or new Dalewood Recreation Centre.

Dalewood contains one of the City's 17 municipal indoor pools. It has an annual swim capacity (public / recreational swims) of 40,314. Between 2006 and 2008 Dalewood operated at 37% - 40 % of capacity which was below the City-wide average of 48%; only 3 other pools had fewer visits. Dalewood provides recreational swimming opportunities through adult lane swims, public swims, family swims and waterfit classes through drop-in passes. In the past three years, there has been an increase in the number of people participating in adult swims, with a corresponding decrease in public and family swims, most likely as a result of scheduling. Participation in waterfit programs has witnessed a 54% increase in the past three years.

<b>Table 5.1.2.1 - Drop-in Aquatic Attendance, Dalewood 2006-2008</b>				
<b>Program</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>Change (2006-2008)</b>
Adult Swim	4,498	6,438	6,258	1,760
Public Swim	7,781	6,617	5,698	-2,083
Family Swim	1,087	658	786	-301
Waterfit	1,739	2,412	2,679	940
<b>Total Drop-in Visits</b>	<b>15,105</b>	<b>16,125</b>	<b>15,421</b>	<b>316</b>

Source: Community Services Department, City of Hamilton, 2009

Over the past three years, Dalewood has operated at about 65% capacity for aquatic programs (swimming lessons)<sup>6</sup>. This is below the average of the City's other indoor pools (75%) but this average is skewed and only 5 pools attracted a greater number of total registrants. The Dalewood pool provides approximately 4% of Hamilton's total swimming lesson market. Like all pools in the City, there is additional capacity in the Dalewood pool for drop-in and/or registered program users.

<b>Table 5.1.2.2 - Registered Aquatic Program Attendance, Dalewood 2006-2008</b>				
<b>Aquatic Programs</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>Change (2006-2008)</b>
Masters Beginner	30	40	35	5
Master Jr Beginner	-	27	20	--
Parent & Tot 1,2,3	69	57	61	-8
Privates	167	105	124	-43
Splash A+,B+,C+	116	101	109	-7
Splash A,B,C	171	186	180	9
Super Splash	14	16	18	4

<sup>6</sup> In 2006 Dalewood shifted from the Red Cross programs to the Lifesaving "Learn to Swim" Program which may have caused some confusion for the public and may have caused a drop in registration from 2005 levels of 1,539.

<b>Table 5.1.2.2 - Registered Aquatic Program Attendance, Dalewood 2006-2008</b>				
<b>Aquatic Programs</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>Change (2006-2008)</b>
Whip-it-up!	20	7	34	14
Swimmer 1	83	83	83	0
Swimmer 2	110	135	123	13
Swimmer 3	126	140	133	7
Swimmer 4	121	123	108	-13
Swimmer 5	74	87	77	3
Swimmer 6	38	63	19	-19
Swimmer 7	10	22	27	17
Swimmer 8	2	2	-	--
Swimmer 8,9	21	22	48	27
Swimmer 9	7	-	-	--
Swimmer 7,8,9	5	-	-	--
<b>Total Regular Aquatic Programs:</b>	<b>1,184</b>	<b>1,216</b>	<b>1,199</b>	<b>15</b>

<b>Table 5.1.2.3 – Advanced Aquatic Program Attendance, Dalewood 2006-2008</b>				
<b>Advanced Aquatic Programs</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>Change (2006-2008)</b>
Aquatic Supervisory Training	11	16	-	--
Bronze Cross	7	-	-	--
Bronze Cross/Emergency First Aid	-	15	12	--
Bronze Medallion	-	12	-	--
Bronze Star	21	6	4	-17
Emergency First Aid	11	-	-	--
Masters Advanced	111	106	32	-79
NLS & Standard First Aid	18	22	15	-3
<b>Total Advanced Aquatic Programs:</b>	<b>179</b>	<b>177</b>	<b>63</b>	<b>-116</b>

<b>Total Aquatic Program Registration:</b>	<b>1,363</b>	<b>1,393</b>	<b>1,262</b>	<b>-105</b>
--	--------------	--------------	--------------	-------------

Source: Community Services Department, City of Hamilton, 2009

### 5.1.3 Demand Assessment

The Indoor Facility Strategy provided some guidance for indoor pools throughout Hamilton. The Strategy indicated that a top priority was the improvement of Hamilton's quality and condition of indoor pools, whether through redevelopment or new construction (or both). In order to improve the quality of the existing stock of indoor pools and meet the City's long-term targets, the Strategy recommended that several outdated indoor pools should be redeveloped, and a target be established of providing one municipal or non-profit indoor pool for every 30,000 residents. This is a City-wide target, and should not be stringently applied on a community-specific basis.

The Indoor Facility Strategy household survey (2008) revealed that Hamilton residents believed the improvement or development of indoor pools for leisure was required. 70% of survey participants stated that indoor pools should definitely be funded, and ranked it as the second highest priority indoor recreation facility (behind youth centres). Similar sentiments were echoed in the recent public information session, where a significant 100% of questionnaire respondents “strongly agreed” that an indoor leisure pool (accommodating length swimming, swim lessons, aquafit and recreational swimming) should be included in the new Dalewood Recreation Centre.

This feedback is consistent with physical activity participation profiles, which indicate that recreational swimming and lap training are two of the most popular physical activity endeavours pursued by Canadians.

Population and participation trends suggest that there will be moderate natural growth in recreational swimming, children’s swim lessons and related activities over the next twenty years in the Dalewood area as the population is forecasted to modestly increase over this time period. New populations will include additional children and youth, however, aging trends suggest that a large percentage the area’s population will be over 60 years old (30% of the population by 2031), most of whom will not swim as frequently as younger populations, but may be interested in alternative pool activities such as aquatic exercises.

Children and youth are the primary users of swimming pools. This age cohort generally participates in instructional programs and generally surpasses adult participation rates for recreation swims. Industry studies frequently indicate that youth engage in swimming activities three to five times more often per year than adults. Locally, it is estimated that the children and youth age cohort (0 to 19 years) represent approximately 19% of the area’s population. By 2031, the proportion of this population will remain the same, but increases in population numbers mean an additional 300 children and youth in the area

As of 2006, 14,780 individuals resided within Dalewood’s market area (although residents from outside the area are allowed to use the Dalewood pool and vice versa). Approximately 19% (2,830) of these residents are children and youth who are the most likely participants in aquatic instructional programs. In 2008, there was about one lesson registration for every two individuals under the age of 19 (a per capita rate of aquatic instruction registrations of 0.49). Given that the current lesson program is operating under-capacity and recognizing that the children and youth age cohorts will only modestly grow over the next several years, it would seem reasonable to expect that the prevailing lesson registration rate would remain relatively constant for the foreseeable future.

In 2008, the Recreation Centre accommodated about 15,400 recreational swimmers, representing a per capita swim rate of 1.04 pool visits per resident. The redeveloped Centre will include a new leisure concept pool with features that will enhance the enjoyment and “fun factor” experienced by pool patrons. Toys, play features, zero depth entry and other amenities will broaden the appeal of the pool and attract new users of all ages. Given the unique nature of this facility in the City, Dalewood could begin to draw patrons from outside its traditional market area. Additionally, the aquatic complex will provide a therapeutic pool that will be attractive to older adults and individuals requiring hydro therapy. In combination, these facility improvements and associated program opportunities would very likely escalate the per capita recreational swim ratio above current participation rates.

In projecting future attendance at the redeveloped Dalewood Recreation Centre, annual recreational swim attendance is estimated to be the equivalent of 1.3 pool visits per population, which represents a 25% increase over existing per capita swim ratios. Based upon the 2006 census data, the 1.3 visits per capita represent an annual recreational swim attendance of 19,214 persons; this includes both the leisure/lane pool and the therapeutic pool.

Trends also show a movement towards the usage of indoor pool facilities by older adults and seniors with an increasing interest in active living opportunities. Pools provide exercise opportunities with low impact on joints and fewer injuries as compared to other dry land activities. Aquatic facility use research suggests that the aging boomer generation will increase Masters Swim demands, and require more therapeutic and rehabilitative facilities<sup>7</sup>. The growing population of older adults and seniors in the Dalewood area will increase demand for these types of age-friendly facilities.

A therapeutic pool could be an ideal facility to be provided at Dalewood due to the community's current and anticipated number of older adults, providing a large demographic of potential therapy pool users. Feedback from the Public Information Session suggested that 80% of questionnaire respondents agreed or strongly agreed to the provision of an indoor warm-water therapeutic pool in the Dalewood Recreation Centre.

Trends, research and demographics indicate a continued demand for an indoor pool in the Dalewood area. The age and design of the existing pool suggests that there are opportunities available to enhance its function. The current rectangular tank shape primarily provides space for lane swimming, but limits use for leisure or by those with accessibility requirements, such as seniors or the disabled (there is no ramp, only a manual lift). There are three primary pool designs options that could be considered - the traditional rectangular lane pool, the leisure pool concept, and a hybrid of both lane and leisure pools.

The most cost-effective and applicable swimming pool design for Dalewood would incorporate both lane and leisure pool elements with a separate therapeutic tank. This type of design would be in the best interest of the community since it would provide a focus on the needs of older adults and seniors with therapeutic and lane swimming potential, but would also provide opportunities for children and youth to participate in swimming lessons and leisure swimming.

A combined lane/leisure pool concept would have the advantage of maintaining lane swimming, recreational swimming and swimming lessons for older children (6 years old plus). However, a leisure pool's zero-depth beach entry design creates a much more accessible environment, a design that is appealing to families with young children (2 years old plus) and beginner swimmers. Lane/leisure pools provide "something for everyone".

---

<sup>7</sup> Ontario Aquatic Facilities Needs Analysis and Strategy. Aquatic Federation of Canada, 2007.

### **Recommendation**

Replace the existing Dalewood Recreation Centre pool with a single tank combined lane/leisure pool (with two to three 25-metre lanes, beach entry, and water play features – to be considered at the design stage) and supporting therapeutic pool.

The aquatic facilities should match the expected demand based on population projections for the area that indicate that the older adult and senior demographic will increase much faster than other age groups. This means a focus on active living and therapeutic facilities, including a lane/leisure pool for use in aquatic exercise classes and length swimming, and a complementary therapeutic pool.

These facilities should also provide a suitable lesson and leisure facility, particularly for Dalewood's children and youth.

## **5.2. Gymnasium Programs and Facilities**

### **5.2.1 Facility & Participation Trends**

A gymnasium is a highly flexible space that tends to be used by a variety of ages. It can accommodate a variety of sports and activities, ranging from basketball to banquets and can provide a strong complement to the other recreation facilities in a multi-use, multi-generational facility. Gyms are largely a pre-requisite in any multi-use recreation centre (and school for that matter) as they are able to accommodate a wide range of activities such as adult and older adult fitness, self defence, sports, drop-in, dances, event rentals, day camps, etc. Other gym activities include volleyball, badminton, aerobics, yoga, pilates, tai chi, shuffleboard, gymnastics (if storage is available), pre-school programs, dance, floor hockey, off-season training, dryland training, etc. Gyms are also a valuable space for drop-in activities and sports, as is the case at the Dalewood Recreation Centre. And, gyms provide essential indoor recreation space during the winter months. Proper flooring, lighting, and acoustics are essential to accommodate a range of uses but must remain sensitive to the aesthetics desired for social events. The Province's "Community Use of Schools" program has helped to encourage increased public usage of school facilities and make rental rates more affordable for community groups after significant increases earlier this decade. Furthermore, the City of Hamilton and the Hamilton Wentworth District School Board have a long and successful history in developing and sharing joint facilities, creating a partnership that maximizes resources to the community's benefit.

Many community groups rely on school gyms to provide indoor recreational space. Indoor sports, such as indoor soccer and futsal are gaining in popularity as many outdoor soccer groups wish to initiate pre-season training and/or continue to train all season long.

## 5.2.2 Existing Facilities & Usage

The Dalewood Recreation Centre shares use of the gym with the adjoining Dalewood Middle School. The school has access to the gym on weekdays until 6:00pm at which point it is able to be used by the community. Outside of school hours, the gym is used for a variety of non-school activities, including teen gym, open gym, volleyball, badminton, basketball, etc. This facility is also used for both school and community events, such as graduation ceremonies, etc. The facility is also available for community use on Saturdays, but is presently closed along with the Recreation Centre on Sundays.

A lack of air conditioning throughout the entire building – along with reduced demand for indoor sports – discourages widespread use of the gym during the summer months; it is only used for children’s camps and occasional events.

The gym’s dividing wall allows a use of facility as either a large 70 by 90 foot gym, or as two smaller 70 by 45 foot gyms. This flexibility of space enables a greater number and variety of programming.

The gym is used for both drop-in and registered programming (school use of the gym is not evaluated here). Drop-in programs are a popular activity at Dalewood, with over 1,000 participants each year. The nature of the drop-in programs evolves as the staff explore options to best meet the need but the level of demand has been constant. Limited gym availability due to other programming or use by the school may reduce the number of drop-in programs able to be offered at Dalewood.

<b>Table 5.2.2.1 - Gymnasium Drop-in Attendance</b>			
<b>Program Name</b>	<b>2007</b>	<b>2008</b>	<b>Change (2007-2008)</b>
Men's drop-in Basketball	281	-	--
Women's drop-in Basketball	167	127	-40
Drop-in Badminton	354	-	--
Open Gym	424	1020	596
Drop-in Fitness	-	21	--
<b>Total</b>	<b>1,226</b>	<b>1,168</b>	<b>-58</b>

Source: Community Services Department, City of Hamilton, 2009

Registered programs witnessed an increase in numbers between 2005 and 2008. During this time period a number of programs were either added or dropped depending on registration number. Soccer appears to be the most popular registered program, with a significant increase in participation over the past 4 years. Similarly, since its introduction in 2007, registered badminton has also grown, potentially resulting from a player shift from drop-in to registered play. Gymnastics appears to have declined significantly, perhaps as more opportunities become available at local dedicated gymnastics clubs. Holiday programming uses both the gym and general purpose rooms, with slightly higher participation numbers in the past three years.

<b>Table 5.2.2.2 - Gymnasium Registered Programming, 2005-2008</b>					
<b>General Interest Programs</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>Change (2005-2008)</b>
Badminton	-	-	57	108	--
Baseball- Adult	8	6	9	9	1
Basketball	79	96	78	45	-34
Football	7	7	-	-	--
Gymnastics	51	89	85	9	-42
Kids Night	4	9	35	30	26
PA Day Camp	-	-	3	9	--
Seasonal Special	83	-	-	-	--
Skipping	3	-	14	23	20
Soccer	82	67	90	182	100
Sports Mix	12	46	-	-	--
Tennis	12	-	-	-	--
Volleyball Youth	-	-	-	31	--
<b>Total Registration:</b>	<b>341</b>	<b>320</b>	<b>371</b>	<b>446</b>	<b>105</b>

Source: Community Services Department, City of Hamilton, 2009

Note: Does not include holiday programming, many of which utilize the general purpose room, as well as the gym and pool.

### 5.2.3 Demand Assessment

The shared gym space allows both the school and recreation centre use of a large and flexible space. Schools and Recreation Centres are generally mutually beneficial users of gyms, since the time of day during which the facility is required differs among user groups. Schools primarily use gyms during the daytime for classes, and in the afternoon for intramurals or school sports. The majority of recreation centre gym users desire access to gyms during the evenings and on weekends.

Due to their multi-purpose nature, gyms provide a valuable facility capable of use for many activities and events. The Public Information Session survey respondents strongly supported having a gym at the new Dalewood Recreation Centre facility (94% “strongly agreed”, 6% “agreed”) that whether shared with the school or not.

As identified in the next sub-section, it is recommended that the new Dalewood provide a greater focus on older adult and senior programming. Some of these activities would benefit from the availability of a gym, particularly during the daytime. If the recreation centre is developed jointly with the school (resulting in a shared gym, similar to the present situation) daytime usage would be severely restricted. While it is reasonable to consider the development of a second gym (dedicated to Dalewood during all hours), this is not recommended at this point in time as the dedicated seniors’ space, pool, and proposed multi-purpose rooms (including the studio) should be sufficient to meet the large majority of daytime needs. With

regards to future projections, it is assumed that gymnasium-based program registration and drop-in attendance would remain relatively constant in relation to current usage rates and trendlines.

#### **Recommendation**

The Dalewood Recreation Centre requires a modern gym of approximately the same size as the existing gym to create an effective multi-use recreation centre.

The preferred approach is to develop the Recreation Centre together with a school that would provide (and own) the gym and allow the Recreation Centre to program the gym uses in the evening as part of an operating partnership that would also allow the school to use the pool.

If the Recreation Centre is unable to be built beside a school, a gym would need to be provided as part of the Recreation Centre.

### **5.3. Multi-Use (Club) Programs and Facilities**

#### **5.3.1 Facility & Participation Trends**

In the past two decades there has been a movement away from some scheduled activities and single-use facilities, towards drop-in programs and a variety of programs, activities and opportunities focused on healthy lifestyles and active living. Newer facilities may contain amenities such as studios for yoga, dance and tai chi, meeting places for educational or group activities, etc.

In order to provide maximum flexibility and diverse opportunities, a variety of amenities and services should be considered that support goals of physical activity, health, and well-being for all ages. The “active living” concept is largely defined through the programming that is offered (e.g., a mixture of social, recreational, and educational activities) and, for the most part, just requires studio and multi-purpose space. Such facilities are appropriate for residents of all ages and abilities, but are especially suited for youth, and for older adults and seniors looking for healthy lifestyle choices and activities.

#### **5.3.2 Existing Facilities & Usage**

The Dalewood Recreation Centre provides two multi-use spaces for programming and facility rentals. The General Purpose room is approximately 800 square feet, and contains mirrors and a dance bar, a kitchenette, and storage space. The small meeting room is approximately 300 square feet, and is located just off the facility’s entrance. Due to its size, the small meeting room is seldom used for programming and rentals, and primarily serves as an ad-hoc waiting room. The general purpose room is well-used for a multitude of programs and courses, with an emphasis on activities such as dance, yoga and pilates for both adults and youth.

<b>Table 5.3.2 - Registered Programs in the General Purpose Room, 2005-2008</b>					
<b>General Interest Programs</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>Change (2005-2008)</b>
After School Program	-	-	-	9	--
Babysitting Course	35	61	44	27	-8
Cooking	13	23	35	12	-1
Dance/Ballet	-	14	17	38	--
Dance/Creative Movement	-	19	26	26	--
Dance/Hip Hop	29	95	31	11	-18
Dance/Jazz	3	-	-	-	--
Leadership Development	9	1	-	-	--
Pilates- Youth	24	12	-	-	--
Pilates- Adult	-	26	16	44	--
Preschool Programs	32	0	-	-	--
Science	27	26	1	-	--
Workshops- Recreation	-	12	20	8	--
Yoga- Adult	-	21	53	67	--
Yoga- Youth	61	26	-	-	--
<b>Total General Interest:</b>	<b>233</b>	<b>336</b>	<b>243</b>	<b>242</b>	<b>9</b>
<b>Holiday Programs</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>Change (2005-2008)</b>
Christmas Programs	75	93	108	59	-16
Easter Programs	1	23	11	-	--
Halloween Programs	17	25	12	15	-2
March Break Programs	1	60	60	58	57
<b>Total Holiday Programs:</b>	<b>94</b>	<b>201</b>	<b>191</b>	<b>132</b>	<b>38</b>
<b>Total Registration:</b>	<b>327</b>	<b>537</b>	<b>434</b>	<b>374</b>	<b>47</b>

Source: Community Services Department, City of Hamilton, 2009

### 5.3.3 Demand Assessment

The Indoor Facility Strategy strongly encouraged the provision of multiple services, such as youth services, senior services, etc. within community centres as these spaces are easily incorporated in the facility design and can provide a great deal of community benefit at a generally low marginal cost associated with construction of the larger facility. These spaces should be flexible enough to allow a wide range of recreation and community uses to take place.

The community as a whole benefits from having multi-purpose rental space as it provides residents with flexible, well maintained and competitively priced full-service facilities (as compared to private facilities such as hotels, social clubs, etc.) for a variety of gatherings, celebrations and meetings. This space is

essential for the delivery of community programs directly by the Recreation Department and for other organizations including local senior's groups, youth groups, minor sports, cultural groups, schools, etc. Respondents to the questionnaire circulated at the Public Information Session "strongly agreed" (81%) or agreed (19%) that multi-use program space should be provided in the Dalewood Recreation Centre.

The City can expect a continued demand for safe and accessible facilities and programs for younger children and youth. The availability of leisure opportunities for youth is a critical component in providing a high quality of life for this age segment. Research has shown that youth who are involved in recreation and cultural activities are more likely to exhibit positive social behaviours, perform better in educational settings, and are generally physically healthier.

That being said, youth are traditionally a very challenging market for municipal recreation departments and community service providers to serve due to their range of needs (e.g., recreational, social support, leisure hang-out, etc.). Opportunities for organized sports for this age group are provided by community organizations, leaving municipal and non-profit agencies to cater more towards unstructured drop-in activities and other registered programs.

Dedicated space for youth was also supported with 81% "strongly agreed" or "agreed" and only 19% "disagreed" or "strongly disagreed".

Both the public and interviewees expressed an interest in the Centre having a larger meeting room and active studio space (with a wood sprung floor) that could be used for programming, multiple bookings, and rented out for gatherings and events. New programs and facility rentals that could utilize larger meeting spaces and a studio include:

- youth drop-in;
- community meetings;
- first aid classes;
- summer playground;
- babysitting course;
- dance classes;
- fitness programs;
- women's or men's support group;
- wellness programs;
- seniors programs;
- seminars and presentations; and,
- community rentals

Although most programs are currently operating under-capacity, physical limitations of the existing building may be inhibiting levels of participation. For example, the facility's single multi-purpose room can only accommodate one program at a time. Given that patrons prefer to participate in programs during prime time hours, the ability to provide simultaneous programs opportunities generally helps to improve levels of registration and overall facility traffic. By doubling the program rooms in the redeveloped facility, the Centre would have greater program scheduling flexibility which could improve program participation. Also, the new Centre will be air conditioned (the current facility is not air conditioned) which could help to

augment patronage during the summer months. Finally, the new studio will provide a much more pleasant environment for participants in group exercise, yoga, and wellness activities which will very likely result in a boost in the number of individuals registering for these programs. Therefore, improvements to the size and appeal of the program space plus program scheduling flexibility that allows for the provision of simultaneous programs would very likely increase the overall number of program registrants. For the purposes of this analysis, it is assumed that multi-purpose room program registration would remain relatively constant. Registrants in active programs who move to the studio will be replaced by new participants, and total registration in multi-purpose/studio programs will increase by 25% due to greater program flexibility and opportunities for simultaneous programming.

#### **Recommendation**

In order to offer community residents a range of opportunities for recreation, learning, and interaction, the City of Hamilton should provide flexible multi-use spaces at the Dalewood Recreation Centre, including one 800 sq. ft. studio space (with wood sprung floor and mirrors) for active pursuits, and one 1,200 sq. ft. multi-use space (with a kitchenette and a dividing wall) to maximize use and flexibility of the facility.

## **5.4. Older Adult & Seniors Programs and Facilities**

### **5.4.1 Facility & Participation Trends**

The Baby Boomer population is beginning to create a significant impact on the facilities and programs provided by municipal Parks and Recreation departments. As the largest demographic group, this population cohort will live longer and generally will have a higher disposable income than previous generations.

Traditionally, seniors have tended to participate in less physically rigorous activities, such as card playing, crafts, trips, socialization, etc. Although these pursuits will remain an important aspect of seniors' services, the aging baby boomers are fitter and more interested than previous generations in maintaining an active lifestyle. This is expected to translate into increased participation in active recreation pursuits, particularly those that are health and fitness related. Seniors have also shown a greater interest in personal skill development; activities that are more informal, casual and self-scheduled; higher expectations in terms of quality services and facilities; more arts and cultural activities and opportunities for life-long learning; and a greater emphasis on "active living".

In many new communities, new or upgraded Seniors facilities consist of access to fitness and wellness studios, aquatic facilities, arts and crafts areas, games room (e.g. snooker table, dart boards, etc.), reading and/or multimedia areas, computer labs, social lounges and other amenities.

Contrary to observations with past generations of seniors, the City may not be able to rely on seniors using facilities during daytime hours as much as in the past. For example, trends suggest that many retirees spend their days babysitting their grandchildren due to the cost and limited availability of licensed child care spaces. Although many older adults and seniors who are at retirement age may have a higher degree of disposable time, this may not translate into "free" time to be spent on leisure pursuits. The new

senior can be expected to generate demand for peak hours (e.g. evenings and weekends) just as the rest of the working population would, thus the provision of new and dedicated spaces is necessary.

Regardless, it will still be necessary to ensure that daytime programming is available for seniors, and as such. Both design and programming should strive to create as many opportunities for seniors as possible. For example, seniors are generally heavy daytime users of pool facilities, creating a demand for length swimming, waterfit classes and access to a therapeutic pool.

An additional consideration is income and affordability of facilities and programs. While some seniors will have higher disposable incomes, there will still be a generation of seniors who are surviving on very low incomes, especially widowed single women. Ability to pay needs to be considered as it will still be a deciding factor for whether or not seniors will participate. Seniors Centres provide an affordable option for many as they encourage socialization and physical activity – two key aspects to maintaining healthy lifestyles at any age.

#### **5.4.2 Existing Facilities & Usage**

There are currently no dedicated senior's facilities operated by the City of Hamilton in the Dalewood area, although some seniors do travel to senior's facilities in other Hamilton locations (such as the YMCA, Sackville, Ancaster, etc.), or attend senior's programming at local places of worship or retirement homes such as Shalom Village. The existing facilities do not meet the needs of a growing and changing older adult population and require expansion and modernization.

#### **5.4.3 Demand Assessment**

Given the growth projected for the older adult population in the Dalewood area, dedicated seniors space should be provided by the City in order to adequately serve the needs of this market. Hamilton's Indoor Facility Strategy recommended that wherever possible, new seniors' space should be integrated into community centres, with a minimum size of 3,000 square feet. It should be noted that it is considered best practice to provide older adult lounge facilities which provide for multiple uses and diversified programming opportunities. Co-locating senior centres with other facilities such as community centres and swimming pools is logical due to cross-programming opportunities and operational efficiencies. However, the provision of dedicated space for this purpose is necessary, because it creates "ownership" for seniors and encourages a level of comfort and familiarity that would otherwise not exist in a traditional recreation centre setting.

Demand for Seniors Centres ranked very high in the 2008 Indoor Facilities Strategy household survey, and was rated positively in the Feasibility Study's Public Information Session. 63% of the questionnaire's participants "strongly agreed" and 19% "agreed" that Dalewood should contain dedicated space for seniors.

The "new senior" will be likely to spend much of their leisure time at multi-use centres given the propensity to seek active living opportunities. These venues would consolidate numerous leisure opportunities such as therapeutic and swimming pools, fitness studios, older adult lounges, etc. and provide the "one-stop shopping" atmosphere that is generally preferred by the public. Through its design,

a new or renovated Dalewood should accommodate a wide range of senior-friendly spaces and activities that promote health and well-being, social interaction, and feelings of community amongst area seniors.

In 2006, there were 3,175 individuals over the age of 60 years residing in the market area. Over the next 25 years, it is expected that the number of older adults in the market area will climb by 58% to slightly more than 5,000 individuals. Therefore, it is reasonable to assume that the programs and services provided at the new Centre will remain in demand for years to come.

The Club 60 Senior Citizens Centre in Stoney Creek and the senior facility that operates out of the Dundas Lion's Memorial Community Centre are reasonable bellwethers to predict the number of seniors likely to access the programs at the new Dalewood Senior facility (these facilities can be used as both a drop-in centre and a venue for programs or even events). The Stoney Creek and Dundas Centres have between 300 and 350 members each. If the Dalewood facility was able to capture 10% of the 60+ population residing in its market area, the new facility would have a membership roster of approximately 320 individuals.

#### **Recommendation**

The focus on health, wellness, and active living by seniors and older adults should be reflected in the facilities offered by the City. It is recommended that the Dalewood Recreation Centre provide a dedicated seniors area with a social lounge, games/computer room(s), kitchenette and meeting space. Seniors should also have easy access to senior-friendly facilities such as community meeting rooms, a studio with a wood-sprung floor, aquatic facilities, and a gym (possibly shared with the school).

## **5.5. Other Spaces**

### **Change rooms**

Frequently mentioned in consultation initiatives, the current provision of change room space is not adequately meeting the needs of the Recreation Centre and school users. The existing facilities are older change room/washrooms that serve both the gym and swimming pool, and are shared between the school and recreation centre. There are no lockers available; instead, baskets are used for personal belongings (secured by staff – “basket checkers”). Additionally, there are no family change facilities available – a must in any modern facility.

New change room facilities should be more discreet, secure, flexible and accessible to a variety of users. It is recommended that separate men's, women's and family change rooms be provided, each containing lockers and washrooms. All change rooms should be completely accessible, as would be the rest of the new Recreation Centre.

In the event that a new gym is developed by the School Board, separate gym-specific change rooms should be provided to reduce the overlap and security concerns generated by community members and school children that are using the facilities at the same time.

### **Lounge, Lobby, and Entrance**

A theme from both the public information session and stakeholder interviews was the provision of a welcoming lobby and entrance area with sufficient seating for informal socialization and as a waiting area. The entryway sets the tone for a facility and should be a comfortable space for people to congregate and pass through. This could be achieved by designing for an open and highly visible reception desk (with office space behind), wider hallways, comfortable seating, and natural light in the corridors.

The safety aspect of an improved entrance is also of importance, given that the recreation centre has an open connection to the school that is only closed during evenings and weekends. The reception desk should be in a suitable location to observe the traffic through the recreation centre, and limit unauthorized access to the adjoining school corridors.

It was envisioned that the lounge/lobby area should provide comfortable seating that allows a location for parents to wait for children participating in programs and the promotion of the Dalewood Recreation Centre as a “community hub” where social interaction is encouraged. The lobby could also provide space for a public use computer or vending machines with healthy food options for facility users (appropriate supervision would be required; e.g. good sightlines to the reception desk).

There is no identified need for concession or snack bar.

### **Exterior**

Although outside the scope of this study, parking limitations were noted by several consulted individuals as being a weakness of the current Centre. Facility expansion and increases to its intensity of use have the potential to exacerbate the situation. During consultation, emphasis was placed on ensuring Dalewood continues to be a walkable facility, encouraging the use of active transportation instead of automobiles and increased parking requirements.

In addition, those consulted expressed a high level of support for improving the outdoor amenities at Dalewood. It was suggested that any future design should consider options to improve the amount of parking, the design of the parking lots, the provision of bike racks to promote active transportation, and improvements to the existing patio space. Options that would maintain the existing school soccer field may also be examined (note: the City is currently preparing an Outdoor Facility Study that will identify community-specific needs for sports fields and other park amenities). The location and size of the outdoor spaces will largely be dependent on the final facility design.

## 6.0 PROPOSED FACILITY CONCEPT

### 6.1. Summary of Recommended Space Requirements

In determining which facility components should be included in the Dalewood Recreation Centre, the following information was considered:

- the input received from the public and stakeholders;
- an understanding of the existing spaces at Dalewood and how they are used;
- a review of other community centres in Hamilton from the 2008 Indoor Facility Strategy (and broader direction from this study);
- the demographic profile and forecast of the study area;
- trends in leisure and social service programs and utilization;
- opportunities and barriers in accessing existing spaces/services in and around the community.

This Feasibility Study is intended to ensure that Dalewood is poised to meet both current needs, and anticipated future demand based on the growing population profile of the Dalewood community. The following components are recommended in a redeveloped Dalewood Recreation Centre:

The approximate sizes are net areas of the spaces itemized except for Other GFA which includes the gross-up factor. The size of spaces is subject to further refinement at the design stage.

<b>Component</b>	<b>Details/Assumptions</b>	<b>Approx. Size<sup>8</sup></b>
<b>Pool</b>	<ul style="list-style-type: none"> <li>• Single tank combination leisure/lane pool: 25m, 2-3 lane pool with leisure extension (approx. 2,800 square feet)</li> <li>• Separate 800 square foot therapeutic pool</li> <li>• Deck space, pool mechanical room, Lifeguard office, pool storage</li> </ul>	9,000 sq. ft.
<b>Change rooms/ Washrooms</b>	<ul style="list-style-type: none"> <li>• Provide separate male, female and family change rooms (accessible)</li> <li>• Does not include school-specific change rooms if developed in conjunction with a school.</li> </ul>	4,000 sq. ft.
<b>Gym</b>	<ul style="list-style-type: none"> <li>• Slightly smaller divisible gym (to be provided if not developed as part of a school with equivalent space)</li> </ul>	5,500 sq. ft.
<b>Multi-Purpose Rooms (2)</b>	<ul style="list-style-type: none"> <li>• Activity/Fitness Studio with wood sprung floor (no equipment) – i.e. yoga, tai chi, aerobics, flexibility trainings, group fitness classes</li> </ul>	800 sq. ft.
	<ul style="list-style-type: none"> <li>• Multi-purpose room - versatile space with removable partitions and kitchenette. Could be used by youth, local groups, meetings, club programs, etc.</li> </ul>	1,200 sq. ft.

<sup>8</sup> All figures approximate and subject to further refinement at the design stage

<b>Table 6.1.1 - Space Details and Requirements</b>		
<b>Component</b>	<b>Details/Assumptions</b>	<b>Approx. Size<sup>8</sup></b>
<b>Older Adults/ Seniors' Centre</b>	<ul style="list-style-type: none"> <li>• Possible features: lounge, activity space, tables, billiards, computer stations, etc.</li> <li>• Kitchenette</li> </ul>	3,000 sq. ft.
<b>Office &amp; Support Space</b>	<ul style="list-style-type: none"> <li>• Reception desk and support/administration space located together to provide operational efficiencies</li> </ul>	1,000 sq. ft.
<b>Other GFA: Common Areas, Circulation Space, Storage, etc.</b>	<ul style="list-style-type: none"> <li>• To include lobby and gathering space – with tables and chairs and lounge facility</li> <li>• Hallways</li> <li>• General Mechanical</li> <li>• Storage</li> </ul>	5,000 sq. ft. (calculated at 20% of other floor area)
<b>TOTAL</b>		<b>29,500 sq. ft.</b>

## 6.2. Facility Design Considerations

Additional facility considerations relating to the design of the new Dalewood Recreation Centre include the following, which should be accommodated where possible through future planning stages:

- The entrance of the Centre should promote a welcoming atmosphere, including warm lighting, more glass around the front doors, open and casual front desk, and a lounge/lobby area.
- The front door should be visible from the approaches to the building and the visibility of the entire exterior is important also for passive safety and security.
- The building should encourage opportunities for casual interaction, including space for parents waiting for children in programs.
- The “multi-purpose” spaces should be designed to ensure they accommodate the specific uses that will be defined in the next stage of design. Where possible, each “multi-purpose” space should have access to the main hallway of the Centre, as well as access to a sink for washing/clean-up.
- The layout needs to be sensitive to certain user groups’ anticipated use, for instance by providing opportunities for seniors’ activities and youth programs which do not cause conflict or discomfort for either group.
- The flooring for each “multi-purpose” space should be reflective of the type of activities envisioned for the space.

Also of note, the City of Hamilton has adopted a Corporate Energy Policy that establishes City-wide energy reduction targets. It makes good business sense to ensure that any infrastructure upgrades at the Dalewood Recreation Centre consider energy conservation and demand management at the forefront of the project as the incremental cost of energy efficient upgrades will not only pay for themselves over time, they will also deliver the majority, if not all of emission savings targeted under the City’s Corporate Energy Policy.

Hamilton is starting to explore LEED (Leadership in Energy and Environmental Design) certification for its own buildings but does not have a formal policy; a pilot program is currently underway. The City’s Corporate Energy Policy recognizes that, as compared to conventional buildings, a high performance green building can reduce energy consumption by 25% to 75%, reduce water use by 20% to 50%, and reduce environmental greenhouse gas emissions by as much as 60%. LEED certification provides a

framework for constructing green/ energy efficient buildings that is increasingly being accepted by public sector organizations. Given the planning horizon for this project we recommend planning for at least a LEED Silver standard.

## 7.0 SITE REVIEW AND ASSESSMENT

### 7.1. Minimum Site Size

For new elementary school development, the Hamilton Wentworth District School Board targets parcels that are 3.2 hectares (8 acres) in size, although they have built on smaller sites. The existing Dalewood site (containing both the Middle School and Recreation Centre) is 2 hectares (5 acres) in size. Given the site's size constraints, redevelopment could intensify the site considerably, requiring multi-storey construction (the existing school is two storeys). It is clear that if the Dalewood school is re-built on the current site or is retained as is, the site will be constrained for development of a recreation centre.

This analysis of site size requirements is based on an approximate blocking of site areas. The gross footprint of the recreation centre assumes a one-storey construction. The area required for parking assumes a simple and efficient layout based on City of Hamilton zoning standards. The landscape area calculation recognizes that the study area is an older residential development and thus provides less site landscaping than might be appropriate for a suburban school/recreation centre. The landscape area assumes that landscape yards of approximately 20 ft. (6.0 m) will be provided between the building and the street and a landscape buffer of 10 ft. (3.0 m) will be provided between the parking areas and the street. The actual area required will be determined based on detailed design.

The minimum site size is evaluated in two scenarios: as a facility integrated with a school building and as a stand-alone facility. Where the facility is integrated with the school there is no need to provide a gym, or parking as these facilities are provided by the school. The requirement for landscape space will be less because the structure is not free-standing. The site size requirements for each scenario are summarized below.

	<b>Integrated with School</b>	<b>Stand alone Facility</b>
Pool Area and Change Rooms, Crafts, General Purpose, Office, Ancillary – excluding gym	24,000 sq. ft. (0.55 ac)	24,000 sq. ft. (0.55 ac)
Gym	0	5,500 sq. ft. (0.13 ac)
Parking <sup>9</sup>	0	58 spaces 18,000 sq. ft. (0.41ac)
Landscape Areas and Walkways	10,000 sq. ft. (0.23 ac)	23,000 sq. ft. (0.53 ac)
<b>Total</b>	<b>0.78 acres</b>	<b>1.62 acres</b>

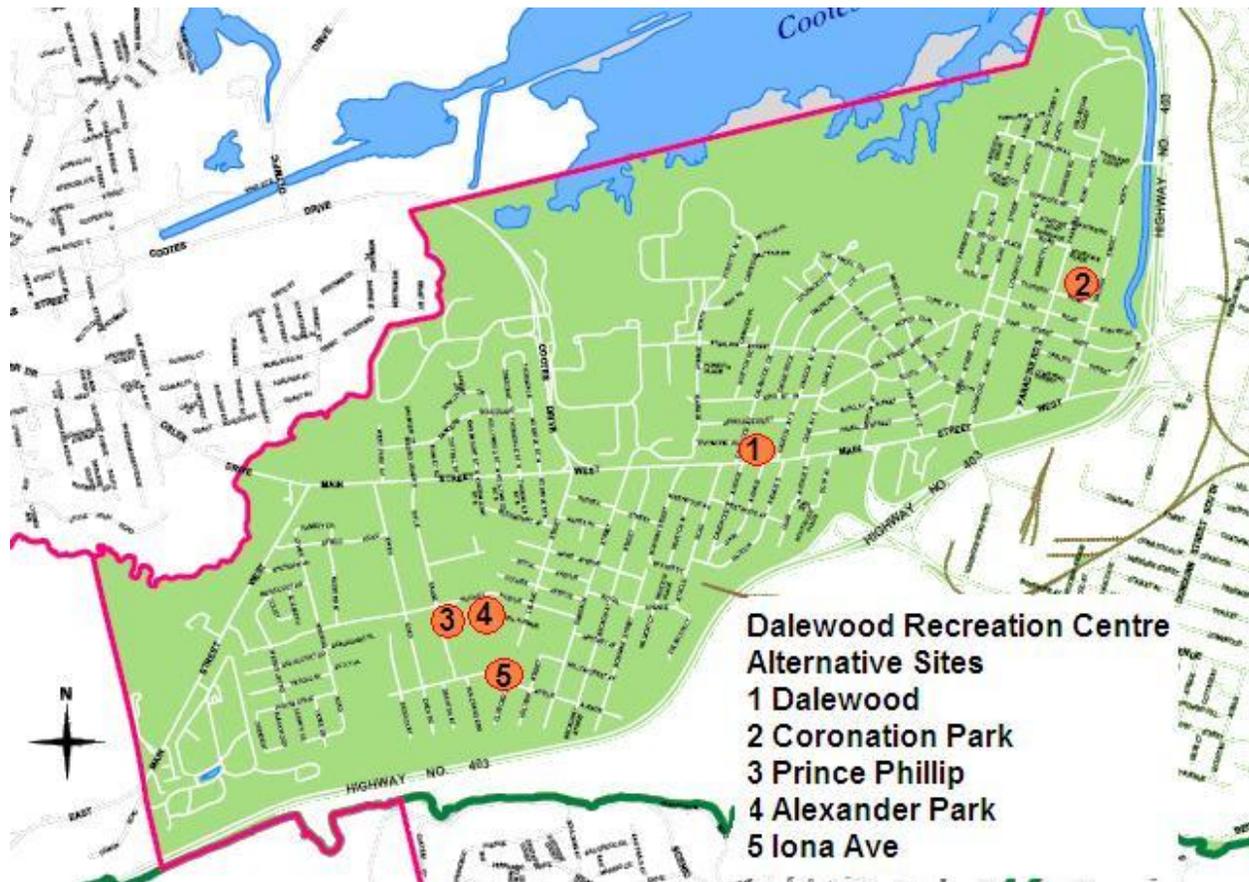
<sup>9</sup> The zoning bylaw does not have any requirement for recreation centre parking. The zoning bylaw standards require 25 parking spaces for the existing Dalewood school, 51 parking spaces are provided and these are occasionally insufficient for the demand. Based on a review of the City's contemporary recreation centres which provide approximately 1 parking space per 300 sq. ft., it is recommended that in any new development at least 58 parking spaces should be provided.

If the recreation centre is developed with a school, it is assumed that the school parking would be used by and would be sufficient for the recreation centre.

## 7.2. Potential Locations

The Dalewood Recreation Centre is located on land leased from the HWDSB and is integrated with the school building. The future of the school and the site is uncertain and thus it is appropriate to consider potential alternative sites. The following alternative locations have been identified in consultation with City staff and through a review of potential parcels of sufficient size, giving priority to City owned lands or school board lands where potential integration may be possible. There are currently no suitable vacant privately held lands in the catchment area. The potential to acquire non-vacant privately held lands was not explored because it is impossible to predict what sites might be offered for sale at the time the City is ready to proceed.

The potential sites are shown on the map and described in more detail below.



## 7.2.1 Dalewood School Site

This is the current site of the Dalewood Recreation Centre. The HWDSB has adopted a resolution to re-build the school when funding is available but has not determined whether to re-build on this site or elsewhere.

<b>Table 7.2.1 – Dalewood Site Analysis</b>		
<b>Criteria</b>	<b>Comments</b>	<b>+/-</b>
<b>Zoning</b>	C/S1361 which permits (among others) a detached housing, a school and a recreation centre. Height is restricted to 11.0m. A retirement home is permitted for a maximum of 6 residents.	<b>+</b>
<b>Secondary Plan Designation</b>	<p>Major Institutional (school portion) and Park (recreation centre). In the case of school closure, subject to availability of funding, preference is to be given to retention of the land for park or open space. Adaptive re-use of the building is encouraged with preferred uses as community centres, educational uses, day cares, adult day cares, seniors' centres, seniors' apartments, seniors care facilities, and places of worship. Residential uses are considered appropriate. At the densities permitted by the existing zoning, approximately 50 units could be achieved.</p> <p>The adjacent lands along Main Street are designated Mixed Use. If the Official Plan were amended to a Mixed Use designation might be possible along the Main Street frontage (2.0 acres / 0.8 ha). This designation could allow residential, commercial and institutional uses alone or in combination in buildings to a maximum height of 3 storeys and densities of 12- 20 units /acre (30-49 units/ha) which translates into about 24 – 40 units on the south half of the site assuming only residential uses.</p>	<b>+</b>
<b>Site Size</b>	<p>5 acres - the site has sufficient area.</p> <p>If developed in conjunction with a school there would be sufficient space for the recreation centre and a grade 6-8 school with a height of two stories. To accommodate a JK-8 school (to also replace Prince Philip) it may be necessary to have a 3 storey school.</p> <p>If developed as a stand-alone recreation centre, there would be approximately 3.4 acres available for other uses. Based on the current zoning a development of 29 detached houses could be accommodated. Alternative combinations of seniors housing and open space could be achieved.</p>	<b>+</b>
<b>Ownership</b>	School Board – City has tenth priority for right to acquire the site (behind other educational institutions, but ahead of the private sector)	<b>-</b>
<b>Integration</b>	Potential integration with the school if the HWDSB chooses to build on this site and thus share use of the school gym. Potential integration with a seniors' housing development or open space.	<b>+</b>
<b>Central Location</b>	200 m from the centre of the catchment area.	<b>+</b>
<b>Site Profile</b>	High – adjacent to Main Street, a major arterial road	<b>+</b>
<b>Bus Route Access</b>	Adjacent to two bus routes	<b>+</b>
<b>Other Considerations</b>	Rebuilding the recreation centre on this site would likely leave the area without a recreation centre during construction.	<b>-</b>
	The community as a strong desire to have the recreation centre on this site.	<b>+</b>

## 7.2.2 Coronation Park

This site is located at the eastern edge of the catchment area. It is currently home to an arena and an outdoor swimming pool, both of which are to be considered for re-purposing for other public uses over the longer-term (according to the City's 2008 Indoor Facility Study).

<b>Criteria</b>	<b>Comments</b>	<b>+/-</b>
<b>Zoning</b>	C/S1364 which permits (among others) a detached housing, a school and a recreation centre. Height is restricted to 11.0m. A retirement home is permitted for a maximum of 6 residents.	<b>+</b>
<b>Secondary Plan Designation</b>	Park. The policies require the existing park use to be continued.	<b>+</b>
<b>Site Size</b>	5.75 acres – The site has sufficient area.  There is sufficient site area for a recreation centre and the current arena and outdoor pool. There may be an impact on non-structured play areas. There may be an impact on potential future uses.	<b>+</b>
<b>Ownership</b>	City	<b>+</b>
<b>Integration</b>	Potential integration with existing arena and outdoor pool, should they remain	<b>+</b>
<b>Central Location</b>	1.6 km from the centre of the catchment area. This site is close to the east boundary of the catchment area.	<b>-</b>
<b>Site Profile</b>	Low – not visible from major roads	<b>-</b>
<b>Bus Route Access</b>	Adjacent to one bus route	<b>0</b>
<b>Other Considerations</b>	The long-term future of the existing arena and outdoor pool are undetermined, but consideration for their re-purposing has been recommended. The sloping site leaves about 4 acres as buildable and may constrain facility design.	<b>-</b>

## 7.2.3 Prince Philip School Site

This site is currently occupied by the Prince Philip School which is a JK – 5 school. The HWDSB has adopted a resolution to re-build the school when funding is available but has not determined whether to re-build on this site or elsewhere.

<b>Criteria</b>	<b>Comments</b>	<b>+/-</b>
<b>Zoning</b>	C/S1335 and C/S1335a which permits (among others) a detached housing, a school and a recreation centre. Height is restricted to 11.0m. A retirement home is permitted for a maximum of 6 residents.	<b>+</b>
<b>Secondary Plan Designation</b>	Major Institutional. In the case of school closure, subject to available of funding, preference is to be given to retention of the land for park or open space. Adaptive re-use of the building is encouraged with preferred uses as community centres, educational uses, day cares, adult day cares, seniors' centres, seniors' apartments, seniors care facilities, and places of worship. Residential uses are considered appropriate.	<b>+</b>

<b>Table 7.2.3 – Prince Philip Site Analysis</b>		
<b>Criteria</b>	<b>Comments</b>	<b>+/-</b>
<b>Site Size</b>	5.4 acres – The site has sufficient area.  If the HWDSB develops the site for a JK-8 school it may be difficult to fit in the recreation centre given the zoning height limit.  If the HWDSB declares the site surplus, it is larger than needed for the community centre. The balance could be sold for re-development as low density residential.	-
<b>Ownership</b>	School Board – City has tenth priority for right to acquire the site (behind other educational institutions, but ahead of the private sector)	+
<b>Integration</b>	Potential for integration with a school if re-built on this site and potential for integration with park uses in Alexander park	+
<b>Central Location</b>	1.2 km from the centre of the catchment area.	-
<b>Site Profile</b>	Low – not visible from major roads	-
<b>Bus Route Access</b>	Adjacent to two bus routes	+

#### 7.2.4 Alexander Park

This site is currently used for four baseball diamonds and a playground. The park is adjacent to Prince Phillip School.

<b>Table 7.2.4 – Alexander Park Site Analysis</b>		
<b>Criteria</b>	<b>Comments</b>	<b>+/-</b>
<b>Zoning</b>	C/S1335 and C/S1335a which permits (among others) a detached housing, a school and a recreation centre. Height is restricted to 11.0m. A retirement home is permitted for a maximum of 6 residents.	+
<b>Secondary Plan Designation</b>	Park. The policies require the existing park use to be continued.	+
<b>Site Size</b>	10.4 acres – The site has sufficient area but would require relocation and possibly elimination of some playing fields.	-
<b>Ownership</b>	City	+
<b>Integration</b>	Integration with park facilities. Potential integration if the City uses the Prince Phillip site as the location for the replacement schools. Having the facility close to St Mary's High School may create a demand for a larger pool.	+
<b>Central Location</b>	1.1 km from the centre of the catchment area	-
<b>Site Profile</b>	Low – not visible from major roads	-
<b>Bus Route Access</b>	Adjacent to two bus routes	+

### 7.2.5 Iona Avenue Site

This is an undeveloped City-owned property currently used only for a walkway from Clifford Street and Ainsley Avenue to Alexander Park.

<b>Table 7.2.5 – Iona Avenue Site Analysis</b>		
<b>Criteria</b>	<b>Comments</b>	<b>+/-</b>
<b>Zoning</b>	C/S1335 and C/S1335a which permits (among others) a detached housing, a school and a recreation centre. Height is restricted to 11.0m. A retirement home is permitted for a maximum of 6 residents.	<b>+</b>
<b>Secondary Plan Designation</b>	Utility – but a recreation centre would be permitted under the Urban General Use provisions.	<b>+</b>
<b>Site Size</b>	0.74 acres – It would be challenging to fit the building on this site and parking would need to be accommodated in the hydro right-of-way.	<b>-</b>
<b>Ownership</b>	City	<b>+</b>
<b>Integration</b>	Minimal opportunity for integration with the use of Alexander park as it is separated from the park by a hydro right-of-way	<b>-</b>
<b>Central Location</b>	1.3 km from the centre of the catchment area.	<b>-</b>
<b>Site Profile</b>	Low – not visible from major roads	<b>-</b>
<b>Bus Route Access</b>	Not adjacent to bus routes	<b>-</b>
<b>Other Considerations</b>	Access to the site is awkward. There is a high potential for disruption to adjacent residences.	<b>-</b>

### 7.3. Site Evaluation

Based on a review of the sites and the positive and negative ratings for each criterion, the sites are recommended in the following priority order:

1. Dalewood School Site – developed in conjunction with a school
2. Dalewood School Site – developed in conjunction with other City uses
3. Prince Philip School Site – developed in conjunction with a school
4. Alexander Park Site
5. Coronation Park

The Iona Avenue site is not recommended because it cannot accommodate the required facility.

If the Dalewood site is not available at the time the City is ready to proceed, consideration should be given to any privately held sites that are on the market using the same criteria. The cost of acquiring a privately held site should be comparable to acquiring a school site because the HWDSB must sell its surplus lands at market rates.

## 8.0 FINANCIAL IMPACT

### 8.1. Capital Cost Estimates

Site (Option)	Projected Costs (\$,000)					
	Land <sup>10</sup>	Building <sup>11</sup>	Escalation <sup>12</sup>	Equipment	Soft Costs	Total
Dalewood (with school) <sup>13</sup>	190	7,800	810	200	2,600	11,600
Dalewood (without school) <sup>14</sup>	600	9,400	970	300	3,140	14,000
Prince Phillip School (with school)	300	7,200	700	200	2,400	10,500
Alexander Park	100	8,900	900	300	2,900	13,100
Coronation Park	0	8,900	900	300	2,900	13,000

Given that the Dalewood location is preferred, development on the Prince Philip site would only be considered if the HWDSB sells the Dalewood site to build on the Prince Philip site, and a public agency with higher priority than the City chooses to acquire the Dalewood site.

### 8.2. Operating Cost Projections

The Centre's deteriorating physical condition has led to a decision to replace the facility. This study identified local community leisure and recreation requirements suggesting that the new Centre should include a leisure concept pool with a therapeutic component, multi-purpose rooms (including an exercise studio), gymnasium, change rooms, common areas, and support amenities. Additionally, in view of the demographic makeup of Dalewood's market area, the redeveloped facility should include dedicated seniors' space. The projections are based on a use profile assuming that the new building is in the same location. Other locations may not attract as many users and could affect these projections.

As well as identifying the required community facilities, this Study is to provide guidance regarding the operating and financial implications of the redeveloped complex. Given the uncertainties related to the future of the Dalewood Middle School, the business plan considers two scenarios:

- (1) a redeveloped Recreation Centre operating on a stand-alone basis; and

<sup>10</sup> Land costs assume a land cost of \$375,000 per acre. Land cost of \$0 is assumed where the recreation centre is developed on passive-use parkland. Land cost for Alexander Park assumes costs to re-configure the park to avoid losing facilities as the park is fully developed.

<sup>11</sup> Building cost is estimated at \$300 per square foot based on an assessment of comparable projects built in 2009. The cost for the Dalewood options assumes a cost of \$50 per square foot for demolition and remediation.

<sup>12</sup> Escalation allowance assumes 5% per year for two years assuming construction begins in 2011.

<sup>13</sup> The Dalewood land cost with a school assumes acquisition of a site area of 0.505 acres being 0.78 acres for the Recreation Centre less the 0.27 acres of existing lands.

<sup>14</sup> The Dalewood site without the school assumes a site area of 1.62 acres and that the balance of the site could be sold at the same value for which it was purchased.

- (2) a redeveloped Centre situated adjacent to a redeveloped school (with a joint use agreement for the gymnasium).

The following sections provide background information, financial analysis and the revenue and cost projections for the redeveloped Dalewood Recreation Centre.

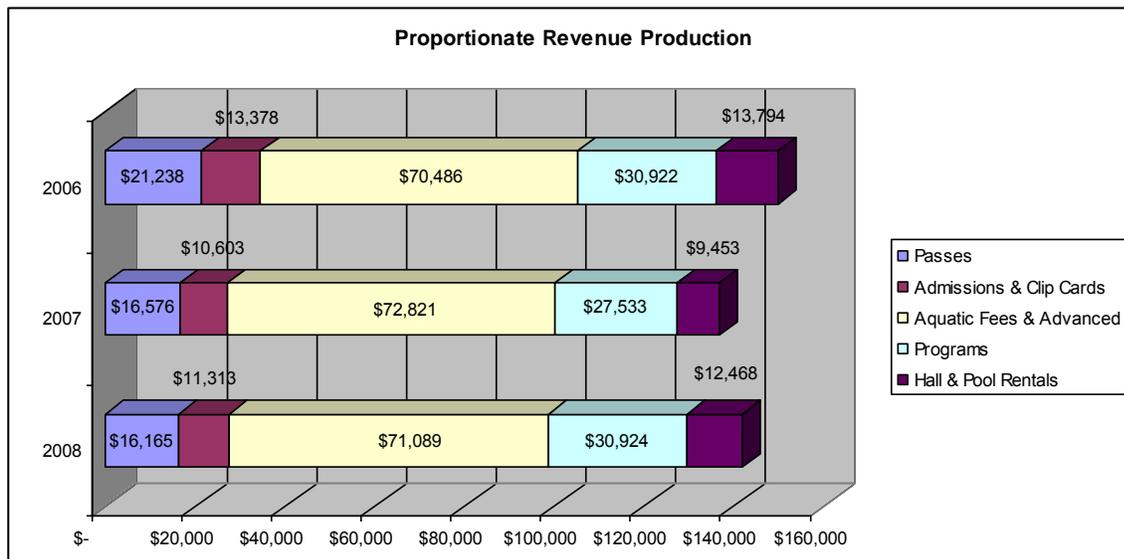
### 8.2.1 Current Operations

The redeveloped facility will serve the same catchment area and population that currently utilizes the Dalewood Recreation Centre. Therefore, it is likely that the demand for programs and services will remain relatively consistent with existing conditions. As such, it is assumed that the new facility would generally provide a similar program inventory and mix of services as is presently offered at the Recreation Centre, although there will opportunities for expanded and new programming to be introduced (particularly in relation to the seniors centre component and multi-use / studio rooms).

To provide a context for the projected financial implications of the redeveloped Centre, Dalewood’s current operating metrics were examined and analyzed.

In 2008, the Recreation Centre generated about \$142,000 in gross operating income, with aquatic lesson fees and the advanced aquatic instruction producing half of the facility’s total revenue. General interest programs represented the second largest revenue producer (22%). Based upon the sale of passes, clip cards and over-the-counter admission fees, casual facility use and drop-in patronage has declined over the past three years. The following chart illustrates the historic proportionate revenue production of each program and service area.

**Proportionate Revenue Production 2006 – 2008, Dalewood Recreation Centre**



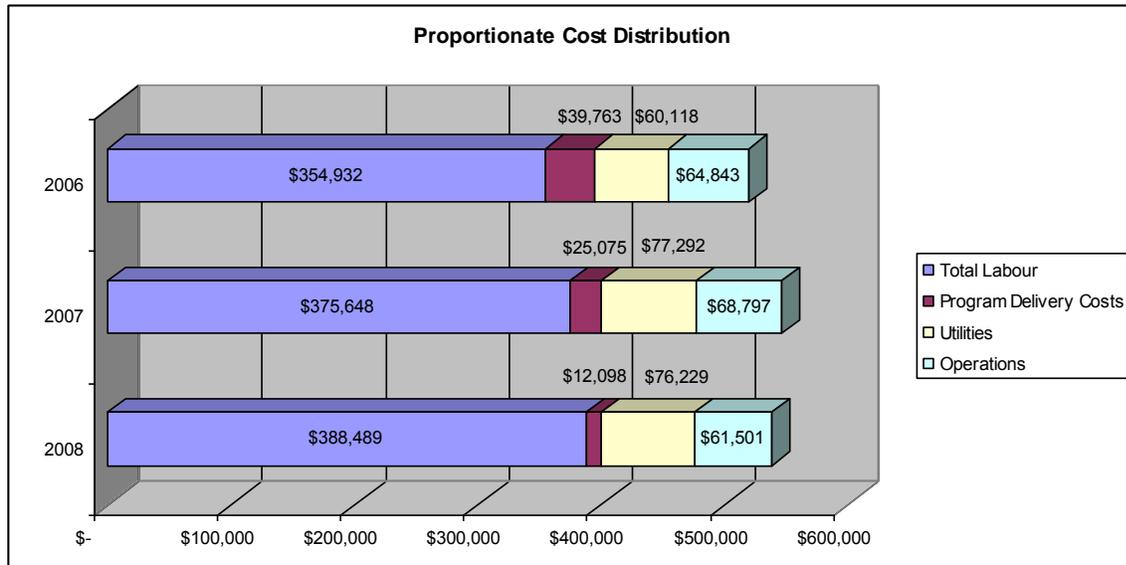
Source: City of Hamilton, 2009

At 72% of the total facility cost, labour is by far the most significant expense item associated with the operating of the existing Centre. Utilities represent about 14% of the cost of operations while supplies, program delivery costs, and general operations consume the balance of the facility budget.

Labour costs have climbed on average 3% per year since 2006. However, over the same time frame, there has been a dramatic increase in utility expense, which has grown by 28%. This increase is significant especially given that the Recreation Centre’s budget does not carry the utility costs for the gymnasium – the school currently assumes the gymnasium expenses.

The following chart provides a snapshot of the Centre’s proportionate operating costs since 2006.

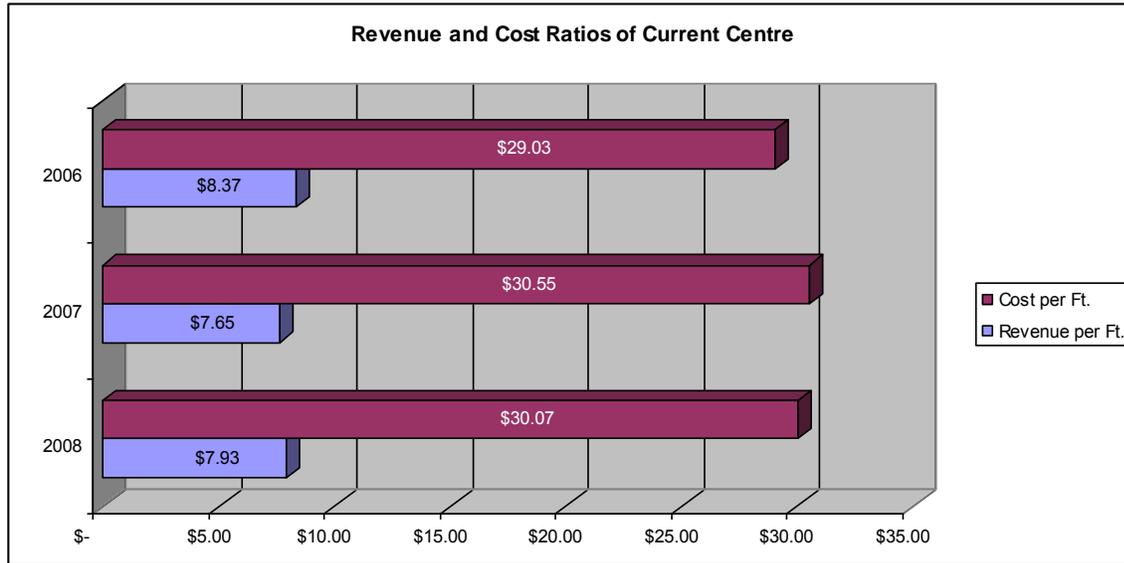
**Proportionate Cost Distribution 2006 – 2008, Dalewood Recreation Centre**



Source: City of Hamilton, 2009

Over the past three years, Dalewood’s cost recovery ratio ranged between 25% and 29%. In other words, the Centre generates about \$1.00 for every \$4.00 spent to operate the facilities and deliver programs and services. The following chart illustrates the relative revenue and cost ratios per square foot of facility space (including the gymnasium) for the past three years of operations.

### Per Square Foot Revenue and Cost Ratios 2006 - 2008, Dalewood Recreation Centre



### 8.2.2 Scenario One: Financial Projections for a Redeveloped Stand-alone Centre

In preparing the financial forecasts for the new centre, the operations of the expanded Dalewood Recreation Centre have been divided into five business units:

1. General Facility Operations: includes receptionists and caretakers that serve the facility at large, utilities for common spaces, and supply costs associated with the general building.
2. Aquatic Centre: includes revenue and costs associated with water-based activities and programs available in the new leisure and therapeutic pools.
3. Programs: includes revenue and costs associated with general interest programs including new types of group exercise classes that would be conducted in the studio. Programs would be offered in the multi-purpose room, studio, and gymnasium. A second scenario is provided demonstrating the financial impact if the gymnasium were to be shared with a redeveloped school.
4. Senior Centre: includes revenue and costs associated with providing programs in the new Senior Centre.
5. Multi-purpose Space and Meeting Rooms: includes revenue and costs associated with rentals of the multi-purpose space for banquets and meetings.

The Centre's current operating performance has been used as the basis for estimating revenue and costs associated with each business unit. Where necessary, certain estimate assumptions have been "normalized" based on industry standards or site specific related considerations. For example, City staff have indicate that the Dalewood Middle School owns its own boilers which provide heat for the domestic hot water, pool heating and perimeter radiant heating for the recreation centre and for all of the

gymnasium. The Recreation Centre is separately metered for water, electricity and for natural gas to the make-up air units and, therefore, the utility costs covered in the Recreation Centre's budget account for only part of the actual costs incurred by the Centre. However, our analysis indicates that the per square foot utility cost ratios for the Centre appear to be somewhat less than in other comparable recreation facilities. Therefore, while we have utilized the current Centre's budget as the basis for the projections, we have identified where its performance would appear to be different than industry norms.

Year One cost and revenue estimates are expressed in 2009 dollars. To provide a five year financial projection, revenues have been escalated by 3% per year (in accordance with typical municipal pricing philosophies) and expenses have been increased by 3% per year to account for inflation.

The following sections provide details of each of these business units.

### **General Facility Operations**

Including the gymnasium, the existing Dalewood Recreation Centre is 17,900 square feet. The redeveloped Centre would be 29,500 square feet which represents a 64% increase to the building's current footprint.

General operations personnel include receptionists that monitor patron access to the facility and caretakers that maintain and clean the facility. Given that the redeveloped Centre's operating profile will remain relatively similar to the current situation, it is anticipated that reception desk coverage and caretaking staff levels will mirror the existing personnel deployment approaches.

General building operating costs relate to expenses to administer, maintain, clean and repair the facility. Costs such as materials, chemicals and supplies, insurance, operating equipment, building, plumbing and electrical repairs, HVAC repairs and maintenance, snow removal, the current cleaning contract, etc. are included in this account. Dalewood's 2008 cost for general building operations was \$3.42 per square foot. In view of the fact that the existing building is aging and in poor physical condition, it is likely that costs to operate a new building would be relatively less than current expenditures. However, while the operating cost per square foot may be less, the new building would be larger, which would proportionally increase the general operations budget.

The following assumptions have been employed to project the costs related to general facility operations:

- The reception desk would be staffed during all hours of operation. Occasionally, during peak traffic periods, the desk would be staffed by two receptionists. Cost projections contemplate 131 weekly hours of part-time coverage (3.4 FTE's) at a receptionist wage rate of \$14.00 per hour. This is an increase in service from the existing centre to provide full coverage (currently reception duties are covered by other staff) and to provide for additional hours of operation (15h per day for 7 days per week).
- Labour costs include a standard staff benefit allowance of 23%.
- Utility costs are estimated at \$4.50 per square foot of common area space (including the change rooms, lobby and common areas, and offices – 9,900sf).<sup>15</sup>

---

<sup>15</sup> The cost of utilities of \$4.50 per square foot is typical of contemporary recreation centres. The current utility costs are unreliable as a portion is covered by the school.

- General building operating costs (which are exclusive of utilities, payroll and program delivery expenses) are estimated at \$2.55 per square foot, which reflects a 25% reduction from current levels. This reduction takes into account increased building efficiencies that would be inherent in a newly constructed Centre, as well as the elimination of inordinate repair costs that are currently required to maintain the deteriorating facility and old equipment. The estimated per square foot operating cost would, however, provide for sufficient funds to cover general repairs and maintenance associated with the new Centre.

The following table provides the first and fifth year financial projection of the general facility operations based upon the preceding assumptions.

<b>Expenses</b>	<b>Year 1</b>	<b>Year 5</b>
Labour and Benefits	\$ 117,527	\$ 132,277
Utilities	\$ 44,550	\$ 50,141
Operations	\$ 74,970	\$ 84,379
<b>Total Expenses</b>	<b>\$ 237,047</b>	<b>\$ 266,798</b>

### **Aquatic Centre**

The recommended pool is a hybrid-leisure concept that will appeal to a broad target audience. Consequently, it is anticipated that the pool would be utilized for a combination of instructional, lane swimming, recreational swimming, and family swims. There will also be an independent warm-water tank providing therapeutic applications for all age groups.

The following assumptions have been employed to project the financial performance of the new aquatic centre:

- Approximately 49% of the children and youth population in Dalewood’s market area (which represents 1,387 persons based on 2006 Census data) would annually register for swimming lessons, similar to existing usage levels.
- Lesson revenue is based on an average registrant fee of \$50 per session which is a blended rate of the various lesson fees charged for different types of aquatic instruction.
- Annual recreational swim attendance would be the equivalent of 1.3 pool visits per population, which represents a 25% increase over existing per capita swim ratios. Based upon the 2006 census data, the 1.3 visits per capita represent an annual recreational swim attendance of 19,214 persons; this includes both the leisure/lane pool and the therapeutic pool.
- Recreational swim revenue estimates are based on generating an average of \$1.65 per pool visit. While this revenue level is less than daily admission fees to the pool, aquatic patrons that gain access to the pool through yearly passes, discounted clip cards, etc. result in an overall reduction in actual revenue generated per pool visitor. In 2008, the Centre accommodated 16,589 drop in visitors who paid \$27,478 in admission fees using passes, clip cards or over the counter sales – which represents a revenue yield ratio of \$1.65 per visit.
- Pool rental income has been increased by about 10% over 2008 performance to take into account the elevated appeal of the new facility.
- The pool would be the responsibility of a full-time Aquatic Coordinator who would work with a staff complement of guards and instructors (part-time personnel).

- Part-time labour costs are based upon the appropriate guard coverage during hours of recreational swims (3.0 FTE's) and the number instructors that are necessary to conduct the lesson programs (1.25 FTE's).
- Labour costs include a standard staff benefit allowance of 23%.
- Utility costs are based upon \$12.00 per square foot of pool space (9,000sf). This cost projection is based upon a more modern aquatic facility design/system, rather than Dalewood's existing utility expenditures (which are approximately \$7.00 per square foot as a result of the utility systems being shared with the school)
- Other pool costs are based upon the Centre's current operating profile.

The following table provides the first and fifth year financial projection of the new pools based upon the preceding assumptions.

<b>Table 8.2.2b – Projections for Aquatic Operations</b>		
	<b>Year 1</b>	<b>Year 5</b>
<b>Revenue</b>		
Recreational Swims	\$ 31,703	\$ 35,682
Lessons	\$ 69,335	\$ 78,037
Pool Rentals	\$ 9,000	\$ 10,130
<b>Total Revenue</b>	<b>\$ 110,038</b>	<b>\$ 123,849</b>
<b>Expenses</b>		
Labour and Benefits	\$ 242,403	\$ 272,827
Utilities	\$ 108,000	\$ 121,555
Operations	\$ 25,000	\$ 28,138
<b>Total Expenses</b>	<b>\$ 375,403</b>	<b>\$ 422,520</b>
<b>Net Revenue/(Cost)</b>	<b>(\$ 265,365)</b>	<b>(\$ 298,671)</b>

## Programs

The Recreation Centre currently offers a wide range of programs targeting the interests of residents from within Dalewood's market area. In 2008, the Centre accommodated almost 1,000 registered program participants that engaged in physically active endeavours in the gymnasium (578) and general interest programming in the multi-purpose room (374). About 200 of the multi-purpose room participants were registered in types of active programs that would be offered in the new studio.

The following assumptions have been employed to predict the operating and financial performance of the program unit operating in the redeveloped Centre:

- 600 registrants would participate in traditional program types offered in the gymnasium - no significant change.
- 465 registrants would participate in traditional and new program types offered in the multi-purpose room(s) – a 25% increase.
- 250 registrants would engage in program activities offered in the studio – a 20% increase.
- The gym would accommodate an average of 1,200 drop-in participants that would participate in unorganized activities, similar to existing usage levels.
- Drop in fees for gym participation would be \$1.65 per visit based on the same rationale describing the recreation swim revenue yield.

- Program registrant fees would be \$35.00 per session which represents a blended rate for all types of current and anticipated registered programs.
- The group exercise class schedule would include an average of two to four classes per day of varying types of programs such as aerobics, yoga, etc.
- Part-time labour costs have been calculated using the number of hours required to provide a full complement of programs (2.5 FTE's) at a part-time wage cost of \$9.50 per hour.
- Labour costs include a standard staff benefit allowance of 23%.
- Utility costs are based an average of \$4.50 per square foot of gymnasium and a studio space (6,300sf). No multi-purpose space utility costs have been attributed to this business unit because the associated costs are included in the multi-purpose and meeting room rental budget.

The following table provides the first and fifth year financial projection of the gym and club programs based upon the preceding assumptions.

<b>Table 8.2.2c – Projections for Program Operations</b>		
	<b>Year 1</b>	<b>Year 5</b>
<u>Revenue</u>		
Drop in Fees	\$ 1,980	\$ 2,229
Gym Programs	\$ 21,000	\$ 23,636
General Interest Programs	\$ 15,750	\$ 17,727
Studio Programs	\$ 8,750	\$ 9,848
<b>Total Revenue</b>	<b>\$ 47,480</b>	<b>\$ 53,439</b>
<u>Expenses</u>		
Labour and Benefits	\$ 58,425	\$ 65,758
Utilities	\$ 28,350	\$ 31,908
Operations	\$ 20,000	\$ 22,510
<b>Total Expenses</b>	<b>\$ 106,775</b>	<b>\$ 120,176</b>
<b>Net Revenue/(Cost)</b>	<b>(\$ 59,295)</b>	<b>(\$ 66,737)</b>

### Senior Centre

A new Senior Centre is recommended for the redeveloped Recreation Centre. In accordance with the City's prevailing policies related to senior services, it is anticipated that older adults accessing programs at the Centre would not be expected to pay the full cost of program delivery. A 50% cost recovery ratio has been used to project the program portion of the Senior Centre revenue estimates.

The following assumptions have been employed to predict the operating and financial performance of the Senior Centre at the expanded Recreation Centre:

- The Centre would accommodate 320 members who would pay a modest annual membership fee of \$25.00 (this would also allow access to other municipal seniors centres in the City).
- Program fees would be established based upon a 50% recovery of staff and supply costs associated with the delivery of each program.
- The Centre would be the responsibility of a full-time Seniors Coordinator (58,900/yr).
- Seniors programs would be provided by part-time programmers (0.52 FTEs) at a part-time wage cost of \$9.50 per hour.
- Labour costs include a standard staff benefit allowance of 23%.

- Utility costs are based an average of \$4.50 per square foot of Senior Centre space (3,000sf).
- The cost of program supplies is estimated at \$10,000 per year.

The following table provides the first and fifth year financial projection of the new Senior Centre based upon the preceding assumptions.

<b>Table 8.2.2d – Projections for Program Operations</b>		
	<b>Year 1</b>	<b>Year 5</b>
<b>Revenue</b>		
Membership Fees	\$ 8,000	\$ 9,004
Program Revenue	\$ 9,940	\$ 11,188
<b>Total Revenue</b>	<b>\$ 17,940</b>	<b>\$ 20,192</b>
<b>Expenses</b>		
Labour and Benefits	\$ 84,722	\$ 95,356
Utilities	\$ 13,500	\$ 15,194
Supplies	\$ 10,000	\$ 11,255
<b>Total Expenses</b>	<b>\$ 108,222</b>	<b>\$ 121,805</b>
<b>Net Revenue/(Cost)</b>	<b>(\$ 90,282)</b>	<b>(\$ 101,614)</b>

### **Multi-purpose and Meeting Room Rentals**

Beyond its ability to accommodate general interest and activity-based programs, the multi-purpose room will be designed so that it could house a wide range of other uses. In its entirety, the room could act as a large gathering space capable of hosting banquets, parties, etc. (as could the gymnasium and spaces within the senior centre). On other occasions, portable dividing walls would allow the room to be converted into comfortable meeting spaces. It is anticipated that the room will be quite popular because of its modern design and reasonable rental rates.

The following assumptions have been employed to predict the financial implications of room rentals at the expanded Recreation Centre:

- Revenue generated by banquet rentals and other large gatherings would be similar to existing performance.
- Meeting rentals would be in 3 hour blocks at a rate of \$25.00 per meeting.
- 25% of the available meeting blocks would be rented.
- Utility costs are based on an average of \$4.50 per square foot of multi-purpose space (1,200sf).
- Labour costs to maintain the space are included in the general facility budget.

The following table provides the first and fifth year financial projection of the multi-purpose and meeting room rentals based upon the preceding assumptions.

<b>Table 8.2.2e – Projections for Multi-Purpose Operations</b>		
	<b>Year 1</b>	<b>Year 5</b>
<u>Revenue</u>		
Rent from Meetings	\$ 11,250	\$ 12,662
Rent from Banquets	\$ 5,000	\$ 5,628
<b>Total Revenue</b>	<b>\$ 16,250</b>	<b>\$ 18,290</b>
<u>Expenses</u>		
Utilities	\$ 5,400	\$ 6,078
Supplies	\$ 2,000	\$ 2,251
<b>Total Expenses</b>	<b>\$ 7,400</b>	<b>\$ 8,329</b>
<b>Net Revenue/(Cost)</b>	<b>\$ 8,850</b>	<b>\$ 9,961</b>

### Consolidated Financial Projections – Scenario One

The combined operations of all facility components and programs in the redeveloped Dalewood Recreation Centre would produce first-year operating subsidy requirements of about \$643,193. Based upon the operating and pricing assumptions described in previous sections, the net cost would climb to approximately \$723,859 by the fifth year of operation.

It is noteworthy that the financial projections do not include allocations for capital building repair or replacement. Furthermore, it should be noted that municipal decisions associated with adjustments to pricing, policies, programs, schedules, staffing levels etc. could either positively or negatively influence the facility's operating performance.

The following table illustrates the financial performance of the facility in the first and fifth year of its operations.

<b>Table 8.2.2f – Consolidated Operations Projections</b>		
	<b>Year 1</b>	<b>Year 5</b>
<u>Revenue</u>		
Aquatic Centre	\$ 110,038	\$ 123,849
Programs	\$ 47,480	\$ 53,439
Senior Centre	\$ 17,940	\$ 20,192
Multi-purpose and Meeting Room Rentals	\$ 16,250	\$ 18,290
<b>Total Revenue</b>	<b>\$ 191,708</b>	<b>\$ 215,769</b>
<u>Expenses</u>		
General Facility Operations	\$ 237,047	\$ 266,798
Aquatic Centre	\$ 375,403	\$ 422,520
Programs	\$ 106,775	\$ 120,176
Senior Centre	\$ 108,222	\$ 121,805
Multi-purpose and Meeting Room Rentals	\$ 7,400	\$ 8,329
<b>Total Expenses</b>	<b>\$ 834,847</b>	<b>\$ 939,628</b>
<b>Net Revenue/(Cost)</b>	<b>(\$ 643,139)</b>	<b>(\$ 723,859)</b>

### 8.2.3 Scenario Two: Gymnasium as Part of Redeveloped Middle School

Should the redevelopment of the Dalewood Middle School proceed, the City and the School Board could establish a joint use agreement for the gymnasium. If the arrangement were to be similar to the current arrangement, the School would have exclusive use of the gym during school hours (8:00 AM to 6:00 PM) on weekdays. Recreation Centre programs would only be scheduled in the gym outside of school hours. The Board would assume the utility costs for the gym and the related common areas in exchange for student access to the swimming pool during school hours. The School Board would be responsible for covering any additional staff costs (lifeguards, etc.) that would result from school pool use.

The gymnasium and associated common areas are a total of approximately 7,000 square feet. For the purposes of the financial projections, utility costs for this space have been estimated at \$4.50 per square foot. Additionally, the general building operating cost allowance has been estimated at \$2.55 per square foot. Therefore, if a joint use agreement was established with the School Board, the City's Year One cost would be reduced by \$7.05 per square foot of space assumed by the school which would be equivalent to \$49,350 in operating cost savings.

Virtually all of the Recreation Centre's dry land and aquatic programs occur during weekday evenings or on weekends (excluding noon-hour adult swims). Given that student use of the gymnasium and pool would be restricted to weekday daytime hours, the historical shared use arrangement should not negatively impact Recreation Centre traffic, program participation or revenue potential. The following table presents a summary of the revenue, expense, and net operating performance of the Recreation Centre assuming that the gymnasium was to be developed in partnership with the School Board.

<b>Table 8.2.3 – Projections for Program Operations</b>		
	<b>Year 1</b>	<b>Year 5</b>
Total Revenue	\$ 191,708	\$ 215,769
Total Expenses	\$ 785,497	\$ 884,084
<b>Net Revenue/(Cost) – School Gym</b>	<b>(\$ 593,789)</b>	<b>(\$ 668,315)</b>
<b>Net Revenue/(Cost) – Stand Alone Facility</b>	<b>(\$ 643,139)</b>	<b>(\$ 723,859)</b>
<b><i>Decrease (Increase) in Net Costs as Compared to Stand-alone Scenario</i></b>	<b>\$ 49,350</b>	<b>\$ 55,554</b>

### 8.2.4 Comparative Analysis of Existing Operations with Scenario Two

The following analysis has been prepared to illustrate the financial implications of the redeveloped facility compared to the existing Centre's operating performance. The analysis utilizes the projections for Scenario Two to provide an "apples to apples" comparison to the existing situation.

In 2008, the Dalewood Recreation Centre required an operating subsidy of \$396,358. The projections for the redeveloped Centre partnered with the school suggest that the new facility's subsidy requirement

would be \$593,789 in its first year of operation, which is expected to escalate to a required subsidy of \$668,315 by the fifth year of operation.. The increased costs are driven by higher service levels for:

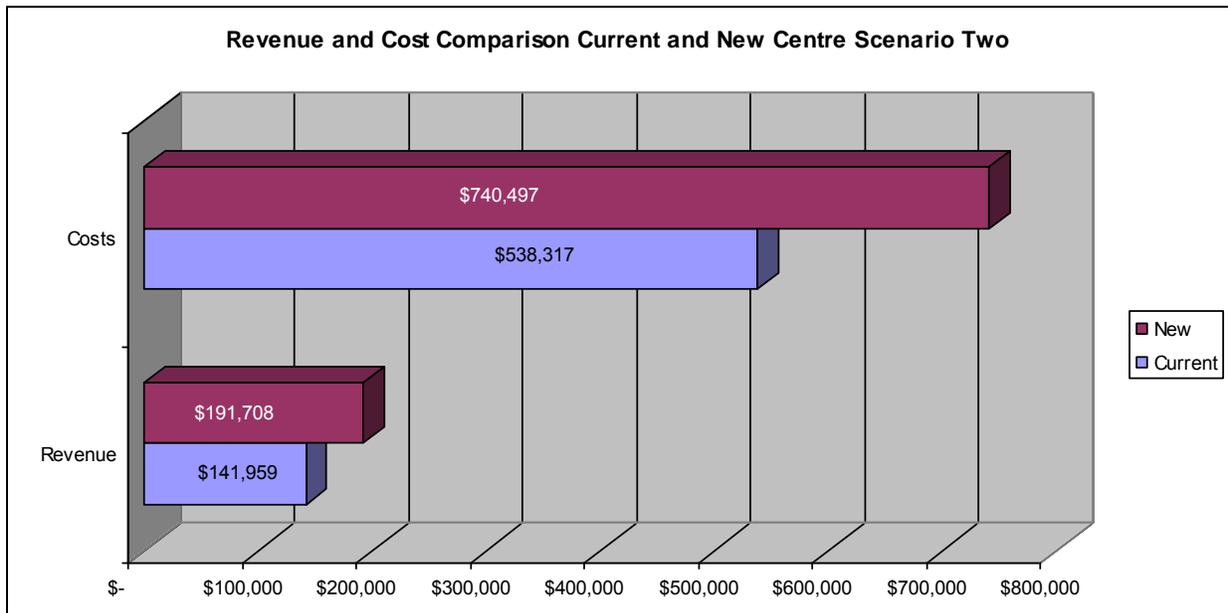
- longer operating hours;
- full service reception (rather than shared staffing of reception);
- increased life-guard costs for enhanced pool facilities;
- New staffing costs for seniors programs.
- 

In addition, this analysis assumes the recreation centre will take on the full cost of utilities for a larger, but more energy efficient building, where currently water heating costs are covered by the school.

The new business opportunities in the redeveloped Recreation Centre (group exercise classes, room rental, Senior Centre) would generate about \$50,000 more revenue than the Centre produced in 2008. However, costs to operate a bigger building and the staff expense to deliver more programs will drive up the operating costs by about \$250,000.

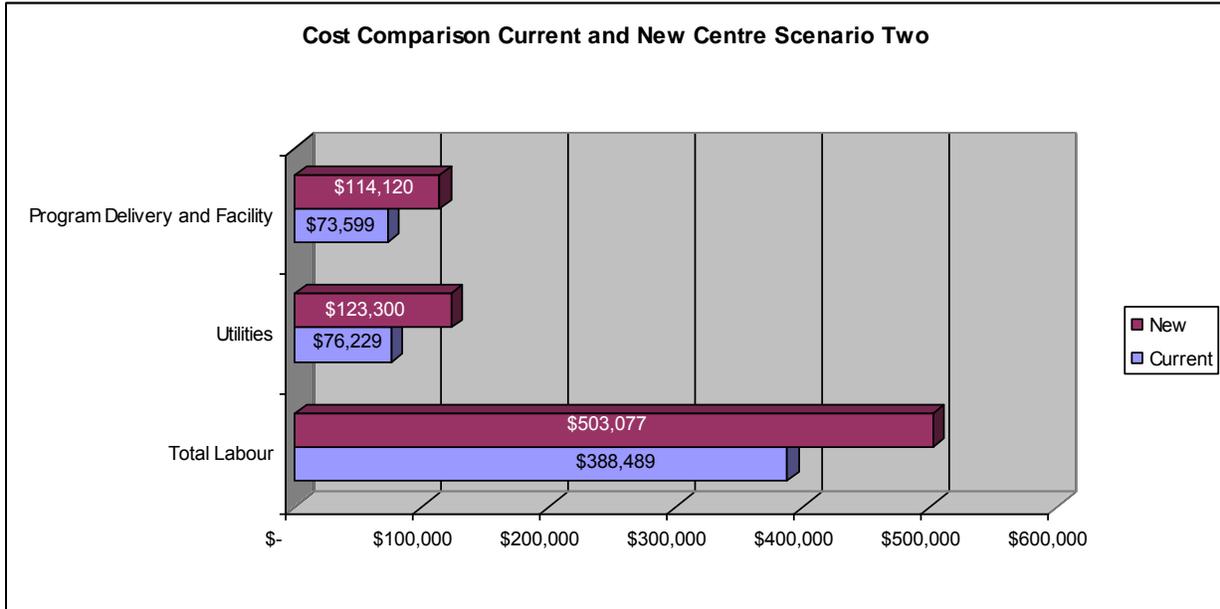
The following chart illustrates the comparative revenue and costs of the existing and new Recreation Centres, assuming a joint recreation centre / school facility.

#### Revenue and Cost Comparison, Current v. Proposed Dalewood Recreation Centre (Scenario Two)



It is anticipated that utility costs to operate the new facility would rise by over 121% compared to the Centre's current performance, largely due to the separation of boilers and HVAC from the attached school. Furthermore, this increase not only relates to operating a facility with a larger footprint including the cost to maintain a more sizable aquatic centre that involves a therapeutic pool. In combination, these factors would significantly affect natural gas, hydro, and water/sewer charges.

**Cost Comparison, Current v. Proposed Dalewood Recreation Centre (Scenario Two)**



The larger building footprint – coupled with materials and supplies to support a more significant inventory of programs – would cause the program delivery and facility costs to rise by approximately 55%. Additionally, part time labour to provide more programs as well as the addition of a Seniors Coordinator causes labour costs to climb by 30%.

## 9.0 IMPLEMENTATION

### 9.1. Project Timing

The preferred site is the current Dalewood Middle School site and the preferred configuration is to renew the Recreation Centre in conjunction with a school. The Ministry of Education has identified the Dalewood Middle School as Prohibitive to Repair and has placed it on a list of potential new schools to be funded. The HWDSB has recommended that a new school be constructed to replace the Dalewood Middle School (and the nearby Prince Philip) contingent on funding from the Province. The timing for such funding is unknown.

It is not practical to proceed with a renewal of the Recreation Centre before the HWDSB determines how the Dalewood Middle School will be replaced. However, the City should be prepared to proceed when HWDSB receives funding as the Board is expected to move quickly as soon as funding is confirmed.

### 9.2. Options Determined by School Board Actions

The City's direction depends on the HWDSB selection of one of four options for the future of the Dalewood Middle School.

<b>HWDSB Decision</b>	<b>Recommended City Actions: Demolish and rebuild the recreation centre and:</b>
1. Renovate, extend or rebuild the school in a different configuration on the same site	A. design the building in conjunction with the school and share use of the school's gym and parking.
2. Remove the school from the PTR list and maintain the existing school	B. design the building around the existing corridor and gym and share use of the school's gym and parking lot.
3. Renovate or extend the existing school leaving the west end in the same configuration.	or C. design the building to include a new gym, increasing flexibility of design and share use of the school's parking lot - arrangements for the gym to be determined.
4. Re-build the school on a different site and dispose of the Dalewood Site	D. design the building to include a new gym and parking - develop the balance of the site in conjunction with partners.

Each of the potential actions by the City has a different impact. City Actions A and B are the most economical and represent the solution priced in this study. Options C and D would be somewhat more expensive as the City would construct of the gym.

Except for Option C, all of the options require the City to wait for a decision by the School Board before the City can determine its approach. If the Board decision is timely this is a good approach. However, if the Board is unable to either decide to retain the school or obtain funding for a replacement, Option C should be considered as it would allow the City to proceed with its renovation. A new recreation centre including a gym could be designed to function well whether connected to the existing school, connected to a new school, or as a stand-alone recreation center if the school is later moved elsewhere.

### 9.3. Management & Partnership Options

There is a potential for joint development with the HWDSB on the Dalewood site and the HWDSB has indicated its strong interest in this approach through its resolution. The City and HWDSB have a long tradition of joint development and operations across the City and the typical model would be effective here. The existing informal relationship on the Dalewood site has worked well for many years but ,because it relies on un-written practices, it is likely to present challenges and require re-negotiation for any change in the existing situation. The City should seek to formalize this partnership to achieve greater certainty for both parties.

**Recommendation:**

**The City of Hamilton and HWDSB should continue to coordinate plans through the Joint City of Hamilton and Hamilton - Wentworth District School Board Liaison Committee to build on the existing shared use and develop a formal partnership for the Dalewood Recreation Centre and the Dalewood Middle School.**

CityHousing Hamilton has expressed a high degree of interest in providing seniors housing in the Westdale area and is willing to explore creative ways of implementing housing. The HWDSB has indicated that it would be difficult to achieve a multi-use building with seniors housing on top of a school. The HWDSB seeks to minimize the disruption to students that is caused when a school is re-built on the same site by rapidly re-building the school. The complexity of a mixed use building could cause delays that would force students to be re-located for an additional year and thus the HWDSB appears cautious about such a development. The complexities might be addressed if the design could be completed before funding is available, but typically funding for design and construction is granted at the same time.

An alternative approach may be to construct seniors housing above the recreation centre only. With a footprint of 22,400 square feet (29,400sf including the gym) it may be possible to achieve up to 30 units of seniors housing on two floors above the recreation centre.<sup>16</sup> There would likely be increased costs for construction of the recreation centre to provide a lobby for the residences and underground parking would likely be required. There may be further challenges in that the shape of a recreation centre floor plate may not be ideal for housing, and there are challenges with building above a pool. Assuming that CityHousing

<sup>16</sup> This assumes a footprint of 16,500 sq ft; a net useable area of 80% and an average unit size of 850 sq ft.

Hamilton accepts the cost premium for such a development it may be possible to integrate the school, the recreation centre and senior's housing.

If the HWDSB does not re-build the Dalewood Middle School on the existing site, and if the City is able to acquire the site, there is a potential for joint development on the Dalewood site with CityHousing Hamilton, particularly for a seniors housing development. Such a development could take a variety of forms from townhouses to low-rise apartments of up to 70 units.

**Recommendation:**

**The City and CityHousing Hamilton should undertake a feasibility study to determine if seniors housing could be developed above the renewed recreation centre.**

At the public meeting it was suggested that Shalom Village might be interested in a partnerships for development of seniors housing but this has not been explored in depth given the strong interest by CityHousing Hamilton and the priority given to City initiatives. If CityHousing Hamilton is not able to participate when the City is ready to start the next stage, an RFP for other partners should be issued.

Opportunities to work with groups for increased use of the new facility were also suggested by the community including the McMaster Student Day Care (located at King and Haddon) and Shalom Village. These can be pursued at any time and have not been considered as key to this study.

## 9.4. Next Steps

Base on the recommendations included in this report, the next steps should be:

1. The City should ensure that the HWDSB is aware of the City's intentions to renew the Dalewood Recreation Centre on the present site.
2. The City should budget an amount of \$11,500,000 for the re-construction of the Dalewood Recreation Centre including the program described above but with the gym provided by the school, and also including costs of land, furnishings, escalation, soft costs and escalation to 2011.
3. The City of Hamilton and HWDSB should continue to coordinate plans through the Joint City of Hamilton and Hamilton - Wentworth District School Board Liaison Committee to build on the existing shared use and develop a formal partnership for the Dalewood Recreation Centre and the Dalewood Middle School
4. The City and CityHousing Hamilton should undertake a feasibility study to determine if seniors housing could be developed above the renewed recreation centre.

## 10.0 STUDY PROCESS

This study was undertaken by interviewing key stakeholders involved in the management of the existing Dalewood Recreation Centre to gain their understanding of their clientele and to project what programs might be developed if other facilities were available. These observations were confirmed through analysis of the facility use statistics over the past four years and benchmarked against the use statistics of other City recreation centres. The demographics of the catchment area were reviewed to project trends in future demand for recreation facilities.

To understand the potential for integration with other uses, discussions were held with key staff from the Hamilton Wentworth District School Board, CityHousing Hamilton, Ainsley Woods Westdale Community Association, and McMaster University.

The preliminary findings were presented at a Public Information Session which was advertised through the Hamilton Spectator, the Dundas Star, Councillor McHattie's web site and his e-mail distribution list. Approximately 20 people attended and were offered the opportunity to provide written feedback.

### **Stakeholders**

The following people provided information that was used in this study:

- Councillor Brian McHattie
- Recreation Manager - Seniors and Youth Programming in the area.
- Area Supervisor for Dalewood
- Recreation Coordinator
- Aquatics Coordinator
- Senior Operator, Dalewood
- Keith Extance – Director of Housing, CityHousing Hamilton
- Manager, Real Estate Division
- Supervisor, Accommodation and Planning, Hamilton Wentworth District School Board
- Manager, Capital Projects, Facilities Management, Hamilton Wentworth District School Board
- Director of Recreation, McMaster University
- John Wigle – Ainsley Woods Westdale Community Association