



2014 future directions

Master Plan for Recreation
Final Report – May 2014

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2014 Future Directions for Recreation

FINAL REPORT

May 13, 2014

Prepared for:

Community Services Department, City of Mississauga



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Executive Summary

Recreation provides a number of individual and public benefits through physical and social activity. Recreational activities span active and passive pursuits ranging from participation in sports, self-directed exercise, leisurely walking, or simply socializing with others. Through its services and community spaces, the City of Mississauga facilitates participation in a wide array of recreational activities while community partners round out the spectrum of choices for residents to partake in.

The 2014 Future Directions for Recreation (also referred to as the Recreation Master Plan) guides the City of Mississauga in delivering future recreation facilities, programs and services over a five year period to 2019, with a longer term outlook to 2031. Future Directions provides an innovative, sustainable and fiscally responsible plan that sets the future direction of recreation facilities, programs and services.

Future Directions recognizes Mississauga's emphasis on building complete communities, enabling the Recreation Division to assist the City in fulfilling the Vision and Strategic Pillars established in the Mississauga Strategic Plan. Building on the Strategic Pillars of "Move, Belong, Connect, Prosper and Green", Future Directions for Recreation focuses on the following six areas that are deemed to be the most significant priorities to address over the next five years.

1. Growth & Intensification
2. Delivery of Inclusive Services to All
3. Aging Demographics
4. Maximizing Utilization of Existing Infrastructure & Services
5. Positioning Recreation as Essential to the Quality of Life
6. Sport & Athletic Development

2014 Future Directions renews assessments for indoor and outdoor recreational facilities to round out Mississauga's capital requirements. Together, the capital and service delivery assessments result in recommendations set to support the Strategic Plan's "Belong", "Connect" and "Prosper" Strategic Pillars.

Positioning Indoor Recreation Facilities to Meet Population Growth and an Evolution of Needs

Mississauga has an excellent distribution of major and minor community centres, offering a range of program and services through facilities in all Service Areas. The City's large format multi-use community centres will continue to play a role over the next five years and beyond in serving the wide interests of residents, as the City presently maintains an appropriate supply of arenas, indoor aquatic centres and gymnasiums. However, increasing land scarcity and the need to fill smaller service gaps means that a transition to neighbourhood-level community hubs will become the new model for serving residents.

Goal: To continue to provide an efficient and responsive supply of indoor recreation facilities that provides casual and organized users with high quality spaces to recreate.

Recommendations

1. If the "smart growth" principles of intensification along the Highway 5/10 corridor are achieved, the development of an urban community centre should be considered in this vicinity with facility components to be determined based upon a needs and feasibility study triggered by opportunities to partner, land redevelopment opportunities, major transit project, etc. Co-location opportunities to establish a community hub should be

- discussed with social service agencies, Mississauga Public Library, school boards, private sector, etc.
2. Work with non-municipal recreation, local school boards, cultural, health and social service providers to identify facilities that could potentially fit and provide needed opportunities within the holistic neighbourhood delivery model.
 3. Work with the Parks & Forestry Division, the Culture Division and Mississauga Public Library to establish criteria for evaluating and acquiring surplus school sites, other strategic lands, or collaborative ventures for the purposes of addressing recreational gaps within neighbourhoods (e.g. within the Downtown intensification node).
 4. If the prime time ice utilization rate falls below 85%, undertake a feasibility study to determine alternative strategies for making the best use of surplus arena capacity.
 5. Provision of a new pool in Service Area 1 and/or Service Area 5 (as net additions over and above the existing supply) should only be pursued on a 'provision by opportunity to partner' basis with adjacent municipalities, the YMCA or other suitable third party provided that the financial feasibility, ability to guarantee reasonable public access, and the impact on existing City aquatic centres is appropriate to justify a municipal investment.
 6. Evaluate the architectural and financial feasibility of relocating the Glenforest shared-used pool to the Burnhamthorpe Community Centre, in consultation with the School Board and the Mississauga Aquatic Club.
 7. Evaluate the architectural and financial feasibility of relocating the Cawthra Park shared-used pool to the Carmen Corbasson Community Centre.
 8. Evaluate the feasibility of providing therapeutic tanks as part of major aquatic centre development and rejuvenation projects, including if proceeding with the relocation of shared-use pools to the Carmen Corbasson and/or Burnhamthorpe Community Centres.
 9. Provision of a gymnasium as part of an indoor turf facility at Park 459 (if constructed) should be explored, on the basis that the gym will result in logical cross-programming opportunities and be synergistic to the facility's function as a whole.
 10. Community and program delivery space should be considered in tandem with the development of major community recreation space (e.g. if the City proceeds with an indoor turf facility at Park 459 or pursues the development of a stand-alone older adult facility), or explored as part of private high density land development projects in areas of intensification.
 11. In addition to exploring youth space using the neighbourhood-based model advanced through Future Directions, evaluate the feasibility of integrating youth space if proceeding with the development of an indoor turf facility at Park 459 to address needs in the northwest.
 12. In advance of the Square One Older Adult Centre's expiring lease in 2017, undertake an Older Adult Space Provision Study that explores the ability of Mississauga's existing community centres to deliver enhanced services for the 55+ population. Where demands cannot be reasonably served by existing community centres, the Study should examine opportunities to

secure integrated and/or stand-alone older adult spaces through creative opportunities such as use of complementary Civic facilities (e.g. Mississauga Public Library), surplus school lands, and/or developments within intensification corridors (e.g. Highway 5/10).

13. New full-service fitness centres should only be considered where they demonstrate a clear benefit to the value and the overall experience offered to members, such as within facilities containing an indoor pool and/or gymnasium.
14. When embarking on a new or renovated community centre and/or arena project, the feasibility study should also evaluate an indoor walking track as part of the design consideration.
15. Pending the outcomes of the City's ongoing internal indoor field analysis along with the land development project currently being prepared for the Hershey SportZone, provide one additional indoor turf field at either the Hershey SportZone or the Park 459 Sports Park.

Balancing Needed Outdoor Recreation Facilities with Future Growth

The City achieves an excellent quantity and distribution of many outdoor recreation facilities. Sports fields (soccer and ball fields) in particular have provided organizations with well distributed venues to deliver programs and based on utilization data showing stable to declining booking patterns. However, the City is at a crucial stage of its growth since traditional suburban land development patterns will shift to infill and intensification, and in turn means that the City must be highly cognisant of the fact that park and outdoor space designs will be different. Accordingly, the correct mix of outdoor facilities is

required to address future needs while maximizing the space within its parks.

Goal: To offer high quality, flexible outdoor recreational experiences that continually responds to changing needs, preferences and expectations of Mississauga's residents.

Recommendations

16. Although soccer fields should be targeted at a rate of 1 field per 2,800 residents, additional fields should be provided where supported by: utilization rates experienced after implementation of the Mississauga Sports Field Allocation Policy; achieving the required mix of lit versus unlit fields; the outcome of the Ontario Soccer Association's Long Term Player Development model; removal of school fields; and/or reduced reliance upon lower quality fields embedded within neighbourhoods.
17. Proceed with the development of outdoor artificial turf as currently planned for Park 459.
18. Evaluate the ability of existing soccer fields to support higher playing capacities (through the installation of irrigation, drainage, lighting, and/or artificial turf systems) while also evaluating underutilized minor and mini soccer fields for their ability to shift organized soccer use to another field and repurpose them for other needed uses or for the purposes of neighbourhood-based program delivery within the park.
19. Construct 1 new ball diamond, with additional diamonds being considered if rationalized through further examination of: utilization rates upon the implementation of the Mississauga Sports Field Allocation Strategy; achieving the desired mix of lit

- versus lit and softball versus hardball diamonds; and/or removal of school or neighbourhood diamonds.
20. Conduct needed improvements to selected ball diamonds aimed at maximizing quality of play while identifying underutilized diamonds that should be focused on casual play or repurposed to other needed uses, including lower quality fields embedded within neighbourhoods.
 21. Identify opportunities to strategically consolidate the number of ball diamond locations in favour of developing additional multi-diamond venues capable of meeting sport development and sport tourism objectives.
 22. The City should explore the provision of new cricket pitches at Park 459, a location in Service Area 3 and/or south of the Highway 403 corridor.
 23. Construct a multi-use field at Park 459 to provide a venue prioritized for alternative field sports.
 24. Target a total of 19 additional tennis courts, subject to evaluation of utilization rates, confirmation of community demand, geographic distribution, and opportunities that present themselves through park development and redevelopment activities. The current provision of public courts in Service Areas 3 and 6 suggests these are areas of gap. Additional community club courts should be considered on a case-by-case basis, particularly where the opportunity to partner exists.
 25. A total of 10 new basketball/multi-purpose courts should be constructed over the next five years, subject to confirmation of community demand and distributional assessments.
 26. New play sites should be provided on the basis of ensuring walkability, where residential areas have access within 800 metres unobstructed by major pedestrian barriers.
 27. In areas of intensification, the City should work with the land development industry to integrate play sites as part of higher density development projects given that new parkland will be increasingly difficult to find in established areas.
 28. Provide at least one fully accessible play site in each Service Area, suggesting that Service Areas 2, 3 and 5 should be the priority areas for new barrier-free play sites.
 29. Through the City's play site replacement program, rejuvenated play sites should integrate accessible/barrier-free features.
 30. Future spray pads should be provided only in instances where fitting into destination-type or waterfront park developments, in areas of intensification through agreements with the land development industry, and where combined with civic infrastructure serving a dual purpose (e.g. public art or fountains in hardscaped parks).
 31. Provide small-scale satellite skateboarding venues in appropriate neighbourhood-level parks in lieu of constructing new multi-use ramp facilities over the next five years.
 32. Indoor skateboarding opportunities should be considered if the City wishes to create a youth recreation space, and validated through discussions with the local skateboarding community.
 33. Construct one new multi-use bike park with a specific focus on mountain biking, designed in consultation with local youth and bike sport representatives.

Strengthening Mississauga's Culture of Innovation & Service Excellence

The recommendations housed in Future Directions for Recreation, in many instances, require a continued commitment to a robust recreational delivery system and in others a requirement for greater innovative and creative approaches. In the areas that are relatively new endeavours to the division such as broadening the reach to residents with diverse backgrounds and building strategic partnerships, staff need support and empowerment to try, possibly fail and then to modify approaches based on lessons learned. The aspirational elements of the Plan involve the strengthening of an innovative and service driven culture within the Recreation Division. The recommended action will excite and challenge staff to work in new ways, and test their creativity, problem solving abilities and innovative skills.

Goal: To foster a professional environment where City Council and Staff remain committed to cultivating a culture of innovation and responsive service that better the delivery of recreation opportunities available in Mississauga.

Recommendations

34. Develop and enhance innovation and service excellence in the Recreation Division:
 - a) Development of training and tools (annual staff conference, full implementation of High Five Quality Assurance model, define an appropriate innovation process, revisit internal staff training opportunities at a minimum).
 - b) Learn from other innovators within the field of recreation.

- c) Focus on service excellence by developing a common service vision and evaluating customer experiences.
- d) Target where innovation could solve significant challenges within recreation.
- e) Refine performance measures and respective accountabilities.
- f) Evaluate resource needs, efficiencies and the return on the investment of staff time and resources.
- g) Recognize and reward innovations in recreation.

Service Delivery in the Context of Growth & Intensification

Mississauga's population presently stands at an estimated 756,590 residents and is expected to grow to 777,250 (20,660 residents or 27%) over the next five years. About half of new population growth (10,480 residents) is expected to occur within intensification nodes designated through the City of Mississauga Official Plan, predominantly in the Service Area 5 Downtown node that generally follows Hurontario Street where about 7,800 new residents are expected by the year 2019. Intensification pressures will not be as great in the other nodes until after this Future Directions period, though the Downtown node will remain as the most significant node accounting for about 70% of all growth in intensification areas.

Successful efforts to engage residents in intensified and growth areas within municipalities have been through community engagement efforts and the development of strategic partnerships. Understanding what assets exist within an area and addressing any gaps is best done with other like-minded partners. This approach works to share limited resources in the most effective manner. Building community capacity is done by assisting emerging community groups to form and

thrive through providing resources, training, grants and guidance. The role of the City is to work with strategic partners and emerging groups to provide a wide variety of recreational choices for all residents using all available resources and spaces.

Goal: To increase recreational opportunities and participation in growth and intensified areas of Mississauga through strategic partnerships and community engagement efforts.

Recommendations

35. Advance recommendations in the Strong Neighbourhood Strategy by developing pilot and outreach programming for more localized service delivery and engagement efforts in five neighbourhoods. The City may consider pilots in intensified neighbourhoods, neighbourhoods requiring social supports as well as an aging neighbourhood.
 - a) Familiarize staff and volunteers with other successful initiatives to increase recreational opportunities in intensified areas in order to provide some inspiration, prompt creative thinking, identify needed training and develop support networks.
 - b) Host a forum with respective community agencies and institutions to pilot a multi-service community hub utilizing international best practices in central neighbourhood spaces to increase programs and supportive initiatives within neighbourhoods and articulate opportunities to work better together at the neighbourhood level.
36. Develop a Downtown Core Recreation Provision Strategy that serves to identify current gaps in service and addresses engaging more residents in recreational pursuits. The strategy

should address working in partnership with other agencies, building local capacity and utilizing available private and public spaces.

37. Ensure that the Recreation Division is represented through the Inspiration planning processes, along with other appropriate development projects, that are undertaken within Mississauga.

The Importance of Inclusion in Recreation

Mississauga is a diverse community with its residents representing many cultural backgrounds, different family structures and income levels, religious beliefs, abilities and disabilities, etc. As one of Canada's most eclectic communities, Mississauga's recreation system responds to a broad range of ages, abilities and interests. In order to function effectively and maximize participation among all residents, the City continually responds to evolving recreation needs. The changing demographics in Mississauga positively challenges City staff and volunteer organizations in becoming more inclusive and ensuring that programs and services are relevant and accessible to all.

Progressive municipalities have embraced diversity as a strategic advantage; there is recognition that diverse populations are the new norm and making concerted efforts around inclusion increases participation and the overall health of the population. Service providers are defining diversity in its broadest sense and including all marginalized and underrepresented groups which includes but is not limited to predominant cultures, the lesbian, gay, bisexual and transgendered and questioning community (LGBTQ), persons from low income backgrounds, persons with disabilities and women at a minimum.

The principle of equity is utilized to include a broader range of participants by using different approaches to include and serve diverse segments of the population. One approach will not meet the needs of all residents in participating in recreation. The winning formula to include diverse residents has been to:

- Define diversity in its broadest sense;
- Convene a panel of diverse populations to discuss gaps and proactive approaches to service delivery;
- Offer a mix of traditional Canadian programs and opportunities reflective of the population in the program mix;
- Ensure that staff and volunteers represent the community that they serve;
- Enable and support diverse groups to form and offer programs and opportunities;
- Train staff to be culturally competent; and
- Develop an internal staff team to discuss diversity issues and ensure that the culture of the commission is welcoming.

Goal: To increase participation in recreation activities and maximize the benefits to all residents by including under-represented populations.

Recommendations

38. Develop a Diversity/Inclusion Policy and Practice model for the delivery/enabling of recreation programs and services that addresses, but is not limited to, the following elements:
 - a) Form a reference group of representatives from diverse populations to ensure recreation programs and services are reflective of the changing needs of the community.
 - b) Develop recreation services marketing plans for each of the predominant diverse populations within Mississauga.
 - c) Create a staff centred Diversity Team in the Community Services Commission to ensure that the development of programs and services respects the diversity of the City and further that there is an open internal culture that is supportive and welcoming to diverse staff, volunteers and participants.
39. Complete research on the preferred sports of predominant diverse populations and observe as to how unpermitted spaces are being utilized within Mississauga. Meet with the relevant community organizations and leaders to determine if there is a current interest in sport development and how the use of existing facilities can be maximized for non-traditional sport opportunities.
40. Evaluate the effectiveness of all current approaches to include residents from low income backgrounds in recreational pursuits in Mississauga.
41. Investigate the opportunities to develop Purchase of Service Agreements (POS) with Peel Region Social Services to ensure that their clients have full access to recreational opportunities within Mississauga.
42. Expand partnerships with groups that provide services to persons with disabilities to enable a seamless system and barrier free access to recreation and sport pursuits.
43. Continue to develop partnerships in reaching more residents with disabilities, quantify participation numbers on an annual basis, and monitor the effectiveness of inclusion policies, practices and program offerings.

44. Expand on the support to community groups through the completion of the Volunteer Development Strategy, which will include but not be limited to the recruitment, selection, training, retention and recognition of volunteers and an evaluation of the existing approach.

Encouraging Participation Amongst the Aging Population

Communities in Canada are facing increasing demands in the delivery of recreation services for older adults in light of overall aging trends of the population. In Mississauga, the 55+ age group has experienced the greatest increase from 2001-2011 and now represents 23% of the population (or 165,640 residents). The City's Recreation Division recognizes that recreational preferences among older adults are quite broad, particularly among "younger" and more elderly older adults. The key is to ensure that the new generation of older adults (largely comprising Baby Boomers) continues to participate in activities that they are seeking while maintaining a complement of more passive activities oriented to socialization for those who are not as physically active.

Segmenting programs based on the needs of varying age ranges within the older adult population is necessary to meet these varying needs. The ability to pay for programs is another consideration in the delivery of programs. Generally speaking, the current generation about to retire is most prepared from a financial perspective and have the ability to pay for programs and services, while an older grouping may experience difficulty having been on a fixed income since retirement. A review of the pricing of services for older adults is appropriate.

Mississauga has witnessed growth in the number of older adult groups that have formed to provide programs and services and as a

result there are unmet demands for space. These unmet demands will continue into the future as the number of older adults increase. A space study is needed to ensure that older adults can participate in close proximity to their homes and at a time of their choosing.

Goal: To enable a wide range of meaningful recreational opportunities available for older adults to meet growth demands, and increase their quality of life and the level of independence as residents age.

Recommendations

45. Complete a Space Study regarding the use of public spaces in providing recreational opportunities and community hubs for older adults (also see *Recommendation #12*).
46. Segment recreational opportunities offered to older adults by age cohort considering abilities, interests, physical capabilities and trends.
47. Provide and enable more therapeutic and wellness opportunities in City facilities as outlined in the Therapeutic Line of Business Plan, considering the expected increase in disabilities as a result of the aging population.
48. Revisit pricing of recreational programs service as part of the ongoing review of the user pay model, considering life expectancies, active retirement interests and average amounts of discretionary incomes in Mississauga.

Maximizing Utilization of Existing Infrastructure & Services

The City provides an excellent mix of facilities and services that are generally well distributed across Mississauga. Recognizing that a growing population and diminishing supply of developable land will constrain the ability to construct the traditional large community facility template, maximizing the use of existing infrastructure and services is critical in ensuring long-term sustainability and fiscal health.

Maximizing the use of existing publically funded spaces is prudent from a fiscal perspective but also considers prompting a higher level of participation. A review of the capacity and take up of programs indicated that there are opportunities to use some community centre spaces more efficiently. An industry standard dictates that a community centre is highly utilized when 85% of the available times and spaces are in use. This allows some room to expand programs and services and addresses any pent up demands. This standard requires staff to continually review that spaces are being utilized and to what benefit. The goal is to balance the use of the spaces for all age groups and abilities of residents. Further there should be a balance of the times used for direct programs offered by the City, with casual or drop in opportunities and rentals to groups offering their own community driven programs. The opportunity exists to review how spaces are being utilized and to increase community use of spaces where appropriate.

Goal: To maximize the use of Mississauga's community centres and indoor spaces to a consistent 85% of available program spaces with intentional and community driven programs and services.

Recommendations

49. Evaluate the number of programs, services and rental opportunities that need to be added, maintained or compressed (responding to market demand) with the view of achieving an 85% fill rate of available space within community centres. Incremental targets to be set and achieved over a number of years in underutilized facilities.
50. Develop partnerships with Library Services, Culture and other agencies toward joint program delivery to meet a broader range of interests.
51. Brand the division to have less of a corporate look and more of a community appeal.
52. Host annual open houses in each community centre to engage residents and prompt them to experience the programs that the division offers.

Positioning Recreation as Essential to Quality of Life

Recreation is highly valued in most communities in Ontario, and it is well supported that recreation is essential to the health and wellbeing of a community. Positioning recreation as essential to the quality of life recognizes that participating in recreation is a determinant of health and that recreation has many social, economic and personal benefits.

The advantages of spending energies on better positioning recreation will accrue to residents and the community alike:

- More residents may participate in recreational pursuits through continued and consistent messaging.
- Greater understanding that being active can prevent chronic disease and extend one's independence during aging.
- Understanding the economic impacts of recreation in Mississauga may prompt more sponsorships and partnerships to offset provision costs and offer more recreational opportunities.
- Recognition that recreation can be effective in addressing many social issues such as crime prevention, poverty, social isolation, mental health etc.

Goal: To continue to position recreation as essential to the quality of life enjoyed in Mississauga.

Recommendations

53. Facilitate conversations with all recreation and sport providers, respective businesses and agencies to discuss quantifying the economic impacts of recreation and sport in Mississauga.
54. Develop a continuous improvement process to track, respond and use customer feedback to enhance service delivery.
55. Develop a communications plan on messaging the benefits of participating in recreational pursuits by all age groups as well as the overall benefits to the community as a whole.

Facilitating Sport & Athletic Development

Mississauga has advanced the sport development agenda over the course of the last few years and the sport governing agencies are providing tools to engage residents in sport in a thoughtful manner. Research has shown that children are not well prepared to begin an entry into sport and nor are adults who have not participated in the past. Sport/Physical Literacy is a term that is used to describe learning the basic fundamental movements involved in sport. The advantage to being physically literate allows a participant to know the fundamentals of throwing, running and general sport movement. These skills assist a participant in avoiding injury and becoming more proficient in their sport of choice. There is encouragement to sport service providers and enablers to ensure that participants can learn physical literacy either through schools, recreation programs or through the sport clubs themselves. There are many models of offering physical literacy in a community and Mississauga has included this notion in the Sport Plan.

The Canadian Sport for Life (CS4L) movement encourages Canadians to be active for life, at whatever level of participation they choose. CS4L developed the Long Term Athlete Development Program (LTAD) that highlights the benefits of sport to both the individual and the community at large. The program describes a continuum of sport development, which is athlete centred and moves a participant/athlete through stages from an introductory participant level to elite athlete and on to adopting an active lifestyle throughout one's life. The CS4L movement brings sport groups together to discuss common challenges and works with the municipality to address sport development issues within a common framework. This approach will remain an important consideration in Mississauga as sport preferences change and the need to keep residents engaged increases. These models require a review to better understand the implications and impacts on the sport delivery system in Mississauga.

Sport Tourism speaks to the ability of the community to attract and host sport competitions and events. This requires a holistic approach to understanding requirements, opportunities, volunteerism and infrastructure at a minimum. Mississauga may look to its adjacent municipal partners to develop a regional strategy through the consideration of collective sport facilities and assets

Goal: To prepare residents to fully participate in sport through the introduction of physical literacy skills, to improve sport development opportunities for all residents of Mississauga and to advance the ability of Mississauga to attract major sporting events.

Recommendations

56. Determine the applicability and implications of the Canadian Sport for Life Model (CS4L) and the Long Term Athlete Development Program (LTAD) on the sport delivery system and sport assets in Mississauga.
57. Work with surrounding municipalities to develop a Regional Sport Event Hosting Plan to compliment the Sport Tourism Strategy.

Section 1: Introduction

Purpose of the 2014 Future Directions

Since 1999, the City of Mississauga has prepared Future Directions master plans evaluating local recreation, parks and library facilities and services every five years. This 2014 Future Directions is the fourth iteration. Building upon work completed through the 2009 Future Directions, the 2014 Future Directions undertakes a comprehensive assessment of the Mississauga's recreation, parks and library system through four distinct, yet inter-related, master plans:

- the Recreation Master Plan;
- the Parks & Forestry Master Plan;
- the Library Master Plan; and
- the Fire & Emergency Services Master Plan.

This document represents the 2014 Future Directions for Recreation (also referred to as the Recreation Master Plan). The purpose of this Master Plan is to guide the City of Mississauga in delivering future recreation facilities, programs and services over a five year period to the year 2019, although a longer-term outlook (i.e. to the year 2031) is taken in certain instances to ensure that actions are appropriate for future generations. The goal of the Future Directions for Recreation is to develop an innovative and fiscally responsible plan that will guide the future direction of recreation facilities, programs and services.

Vision Statement

The City of Mississauga's Recreation Division has a Vision that provides a focused and coordinated approach to ensuring recreation goals are met. A Mission Statement is presently being developed internally.

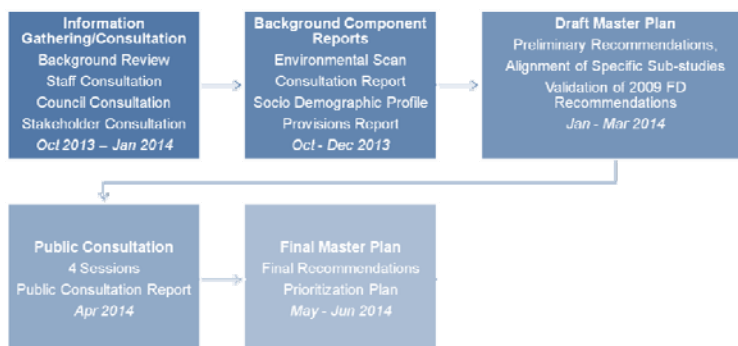
Recreation Division Vision

Keeping Mississauga healthy, active and connected.

Methodology

The Master Plan's methodology considers a number of key inputs based on research, consultation and needs assessments. It also benefits from Mississauga's efforts in compiling and tracking specific utilization data for various "lines of business" that have provided insights into user travel characteristics, market penetration rates, and capacity fill rates. While previous master plans considered utilization and capture rates, the availability and comprehensiveness of the data has become more extensive and reliable for the 2014 Future Directions for Recreation.

Figure 1: Future Directions Project Methodology



Assessments of Mississauga's capital infrastructure requirements continue to be articulated through the Master Plan, although the 2014 Future Directions for Recreation places a greater emphasis on *how* recreation services are provided compared to the 1999, 2004 and 2009 master plans. Based on direction from the City, service delivery assessments align with six key areas of focus that are deemed to be the most significant priorities that the City will be working to address over the Future Directions' five year period. These six service delivery areas of focus consist of:

1. Growth & Intensification
2. Delivery of Inclusive Services to All
3. Aging Demographics
4. Maximizing Utilization of Existing Infrastructure & Services
5. Positioning Recreation as Essential to the Quality of Life
6. Indoor Sports Development

Achievements over the Past 5 Years

Over the past five years, the City has embarked upon a number of initiatives aimed at improving the quality of life in Mississauga, including the following initiatives that are relevant to the recreation system.

- Construction of new sports fields, splash pads, a skateboard park, basketball courts, and play sites (2009-13)
- Mississauga Strategic Plan (2009)
- Culture Master Plan (2009)
- Youth Plan (2009)
- Cycling Master Plan (2010)
- Redevelopment of Celebration Square (2011)
- Rehabilitation of seven outdoor pools (2011-13)
- Expansion/relocation of the Malton Community Centre and Clarkson Community Centre to include a new indoor aquatics centre with 25 metre and therapeutic tanks (2011-12)
- Construction of a therapeutic warm water pool at the Mississauga Valley Community Centre (2012-13)
- Development of a domed indoor turf field at the Hershey SportZone (2012)
- Pricing Strategy (2011)
- Arena Provision Strategy (2012)
- Sport Plan (2013)
- Sport Tourism Strategy (2013)
- Rejuvenation of the Rivergrove Community Centre (2013-14)
- Meadowvale Community Centre renovation (2014-16)

Section 2: Plan Foundation

Alignment with the Strategic Plan

Mississauga's Strategic Plan provides the basis for all actions undertaken by the City, and accordingly provides a framework within which Future Directions is prepared. The Strategic Plan consists of two parts: (1) the first contains the Vision and Strategic Pillars for Change where the City has determined that change must occur to deliver the Mississauga of the future; and (2) the Action Plan that includes the actions, indicators, targets and funding approaches for each of the Strategic Pillars.

It is the intent of Future Directions for Recreation to fulfill the goals and objectives associated with relevant Strategic Pillars, to the greatest extent possible, as they pertain to the delivery of the City's recreation facilities and services. This Master Plan also considers policies and recommendations set out by other municipal documents such as the City's Official Plan, Older Adult Plan, Youth Plan, Arena Provision Strategy, etc. in order to ensure consistency in planning.



Our Vision for the Future

Mississauga will inspire the world as a dynamic and beautiful global city for creativity and innovation, with vibrant, safe and connected communities; where we celebrate the rich diversity of our cultures, our historic villages, Lake Ontario and the Credit River valley.

A place where people choose to be.

City of Mississauga Strategic Plan, 2009

Figure 2: City of Mississauga Strategic Pillars for Change



Source: City of Mississauga Strategic Plan, 2009

Demographics

The demographics presented in this report are largely based on Statistics Canada data as well as forecasting work undertaken by the City of Mississauga. For the purposes of comparative analysis, the City's six Service Areas that were utilized in previous Future Direction Plans will once again be relied upon.

Map 1: City of Mississauga Service Area Boundaries



City-wide Population Growth

According to the 2011 short-form Census, the population of the City of Mississauga was 713,443 persons. This represents an increase of 7% from the 2006 Census period and 16% from the 2001 Census period (excluding Census under-coverage). Service Area 1 experienced the most growth since the 2006 Census, increasing by 13%, while other Service Areas experienced growth less than 10%. The population in Service Area 4 and 6 generally remained unchanged. Population change between 2006 and 2011 and the projected population is shown by Service Area in the following table.

Table 1: 5 Year Population Change & Current Population Estimate by Service Area

Service Area	Population Growth Rate (2006 – 2011)	Projected 2014 Population
1	13%	168,530
2	9%	163,300
3	3%	40,650
4	<1%	99,650
5	7%	192,740
6	2%	91,720
Citywide	7%	756,590

Source: Statistics Canada Census, 2011

Note: Projected population include Census net under-coverage

For 2014, the City of Mississauga estimates that the population will be 756,590 persons. Service Area 5 contains the largest number of residents, followed by Service Area 1 and 2. Service Area 3 has the smallest number of residents due in large part to employment lands, including the Toronto International Airport, constituting the majority of the land base in this area.

Projected Population

Between 2014 and 2019, the City's population is forecasted to increase from 756,590 to 777,250 persons, representing an increase of nearly 3%, or 20,660 residents. The 2031 forecast calls for a population of 829,100, 10% more than at present (72,510 persons).

The following table contains the population projections by Service Area followed by the population change over the life of the 2014 Future Directions Plans (to 2019) and longer term (to 2031).

Table 2: Projected Population Growth, 2014 – 2019

Service Area	2014	2019	Growth (2014-2019)	
			#	%
1	168,530	173,560	5,030	3%
2	163,300	167,780	4,480	3%
3	40,650	40,550	-100	0%
4	99,650	100,000	350	0%
5	192,740	201,010	8,270	4%
6	91,720	94,350	2,630	3%
Citywide	756,590	777,250	20,660	3%

Table 3: Projected Population Growth, 2014-2031

Service Area	2014	2031	Growth (2014-2031)	
			#	%
1	168,530	180,310	11,780	7%
2	163,300	174,590	11,290	7%
3	40,650	40,770	120	0%
4	99,650	100,340	690	1%
5	192,740	231,900	39,160	20%
6	91,720	101,190	9,470	10%
Citywide	756,590	829,100	72,510	10%

Source: City of Mississauga, 2013

Note: Projections include Census net under-coverage

Population by Age Group

Between 2001 and 2011, the age structure of Mississauga has continued to evolve as the population of Mississauga ages. Figure 3 and Figure 4 illustrate that the 35-54 year old age group makes up over one-third of the overall population and has increased steadily. The greatest proportional growth over this time period has been seen in the 55-64 age group, which makes up a large portion of the baby boom generation. All other age groups experienced modest growth, with the exception of those under the age of 10, which experienced a decline in population since 2001.

The 2011 short-form Census reports the median age of the population for Mississauga to be 38.5 years, which further suggests that the City is aging as the median age from the 2006 Census was 37.7 years. However, the median age in Ontario for 2011 was 40.4 years, indicating that Mississauga is slightly younger compared to the Province.



Figure 3: Population by Age Group, 2001 – 2011

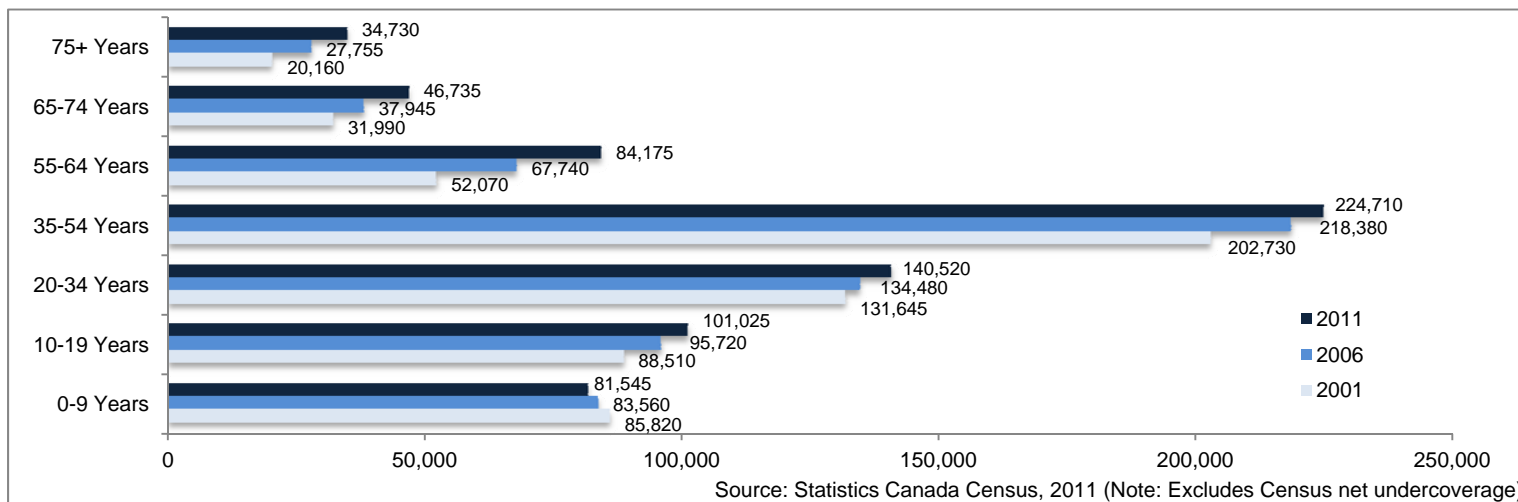
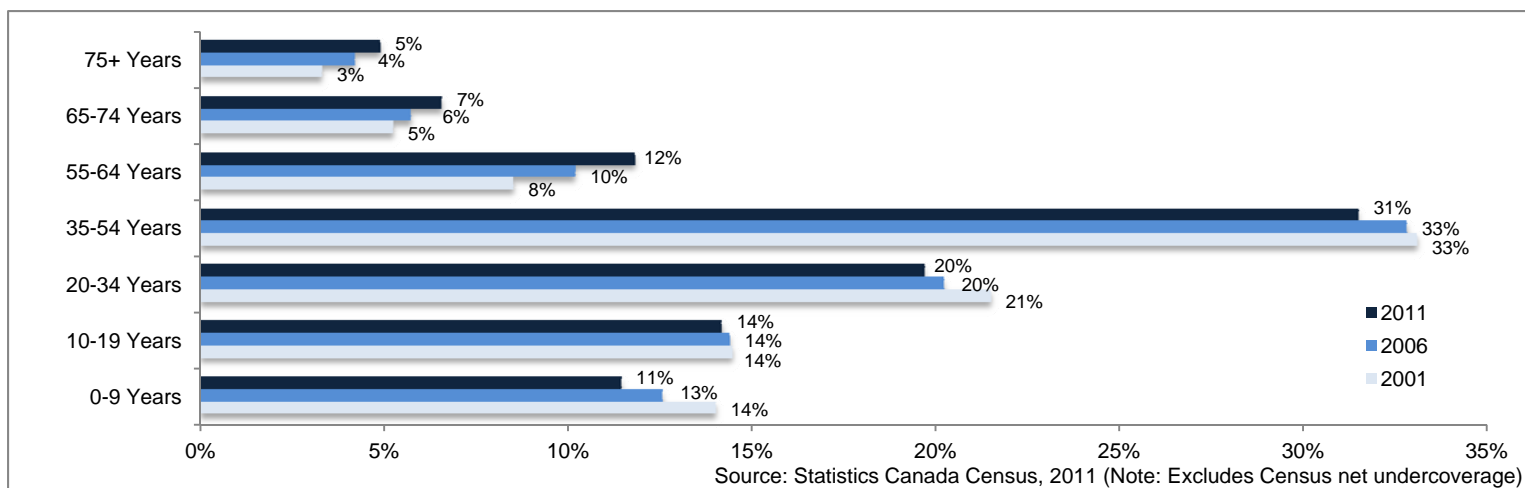


Figure 4: Proportion of Population, 2001 – 2011



Projected Changes to Age Cohort Proportions

The number of residents ages 65 and older is forecasted to grow substantially by 2031. As a proportion of the population, the 65-74 age group is expected to increase by 8%, while the 75+ age group is projected to increase by 6%; some modest growth is also anticipated in the 55-64 age group, largely by 2021. All other age groups (i.e., ages 54 and under) are expected to decline as a proportion of the City's population, with the most dramatic total population decline anticipated in the 10-19 age group. The figure below illustrates the changing proportion of Mississauga's population age cohorts.¹

Table 4: Projected Proportion of Population by Age Cohort, 2011-2031

Age Cohort	Proportion of Population		
	2011	2021	2031
0-9	11%	10%	9%
10-19	13%	11%	10%
20-34	21%	20%	18%
35-54	32%	28%	26%
55-64	12%	15%	14%
65-74	6%	10%	14%
75+	4%	6%	10%
Citywide	100%	100%	100%

Source: City of Mississauga, 2009

Note: Includes Census net under-coverage

Language & Immigration

According to the 2011 Census, the majority of Mississauga residents (63%) speak English most often spoken at home, a decrease of 2% from the previous Census. 27% of residents list a non-official

language (e.g., other than English and French). Nearly 10% reported that one or both official languages and a non-official language were most spoken at home, doubling the figure reported in 2006.

The top five unofficial languages spoken across the City in 2011 were Urdu (3%), Polish (2%), Punjabi (2%), Arabic (2%) and Chinese (1%). The top five unofficial languages by Service Area were:

Table 5: Top 5 Unofficial Languages Spoken by Service Area, 2011

Service Area	Top Five Unofficial Languages Spoken
1	Urdu (4%), Arabic (2%), Chinese (2%), Mandarin (2%), Polish (2%)
2	Urdu (4%), Punjabi (3%), Cantonese (3%), Chinese (2%), Arabic (2%)
3	Punjabi (17%), Urdu (4%), Italian (2%), Gujarati (2%), Hindi (2%)
4	Urdu (3%), Polish (3%), Mandarin (2%), Chinese (2%), Arabic (1%)
5	Polish (4%), Urdu (3%), Arabic (3%), Spanish (2%), Tagalog (2%)
6	Polish (3%), Portuguese (1%), Spanish (1%), Russian (1%), Italian (1%)
Citywide	Urdu (3%), Polish (2%), Punjabi (2%), Arabic (2%), Chinese (1%)

Source: Statistics Canada Census, 2011

On a Citywide basis, the National Household Survey (NHS)² revealed that a majority of the population is made up of immigrants (53%). Recent immigrants (between 2001 and 2011) represent 35% of the total foreign-born population. The overall proportion of immigrants and immigration levels since 2001 in each Service Area are summarized in the following table.

¹ Population projections by age cohort were provided by the City to assist with identifying where specific age groups were growing. Of note, these age cohort projections were developed in 2009 by five year Census periods and updated age cohort projections will be released in April 2014 at which time further analysis should be undertaken by City Staff.

² The National Household Survey was a voluntary, self-administered survey conducted for the first time in 2011 as a replacement for the long Census questionnaire. Due to the survey methodology, the City of Mississauga has a non-response rate of 24.8%, which may affect data quality.

Table 6: Proportion of Immigrants by Service Area, 2001 – 2011

Service Area	Foreign-Born Population, 2011 (%)	Proportion of Foreign-Born Population that immigrated between 2001 – 2011
1	50%	36%
2	61%	34%
3	61%	42%
4	47%	30%
5	59%	38%
6	33%	23%
Citywide	53%	35%

Source: Statistics Canada NHS, 2011

Service Area 2 and 3 equally share the largest proportion of immigrants (61%), closely followed by Service Area 5 (59%). Service Area 3 has the largest proportion of recent immigrants since 2001 (42%). Service Area 6 has the least number of immigrants with a third of the population being reported as foreign-born and 23% of the foreign-born population is made up of recent immigrants.

Household Income & Size

The NHS reported that Mississauga's average income for private households was \$95,052, higher than the Provincial median of \$85,772. Aligning with trends observed in the previous Plan, the following table illustrates a variation in household across the six Service Areas. For example, priority neighbourhoods in some service areas may have lower than average income levels.

Table 7: Average Private Household Income by Service Area, 2010

Service Area	Average Income	Service Area	Average Income
1	\$102,849	4	\$101,841
2	\$93,863	5	\$72,111
3	\$65,630	6	\$115,819
		Citywide	\$95,052

Source: Statistics Canada Census, 2011

Statistics Canada reports that 14% of the population is identified as low income (based on the after-tax low-income measure). More specifically, 18% of those under the age of 17, 13% of the population between the ages of 18 and 64, and 8% of those over the age of 65 are considered low income. The table below summarizes the proportion of the citywide population and by age group that are considered low income.

Service Area 1 has the lowest proportion of the population in low-income households. Service Area 3 and 5 have the highest proportion of the population in low-income households (19% and 18%, respectively). Service Area 3 and 5 also have the highest proportion of the population in each age group in low-income households.

Table 8: Low Income Population by Service Area, 2010

Service Area	Proportion of Low Income (Total Pop.)	Proportion of Low Income (Age 0-17)	Proportion of Low Income (Age 18-64)	Proportion of Low Income (Age 65+)
1	10%	12%	10%	6%
2	12%	16%	11%	6%
3	19%	24%	18%	12%
4	13%	18%	12%	5%
5	18%	25%	17%	11%
6	11%	14%	12%	6%
Citywide	14%	18%	13%	8%

Source: Statistics Canada NHS, 2011

In 2011, Statistics Canada reported that 89% of the population is a part of a Census family. 6% identified living alone, while 3% reported living with relatives and 2% living with non-relatives. Mississauga's average household size for 2011 was 3.2 persons per Census family. The NHS also recorded that lone-parent families constituted about 14.5% of Mississauga's economic families, similar to the Regional proportion and slightly below the province (15%).

Education

Among those 25 to 64 years old, the NHS reports that 71% of the population hold a postsecondary certificate, diploma or degree compared to 65% across the Province. 21% of Mississauga's population ages 25 to 64 hold a high school diploma or equivalent, slightly lower compared to the Province (24%). The remaining population (8%) do not hold a certificate, diploma, or degree.

Trends and Promising Practices

The following is a summary of broad trends and promising practices in the recreational sector, aligning with the six key areas of focus that are being explored through the Future Directions.

Positioning Recreation as Essential to the Quality of Life

The importance of access recreational opportunities cannot be understated. Recreation, in both active and passive forms, provides a number of individual and public benefits through physical and social activity. A host of physical health, mental health, economic and environmental benefits derived from the recreation system has been documented by the Canadian Parks & Recreation Association along with various planning bodies and sport representatives. For example, recreation can:

- **Increase personal health** through providing opportunities to increase physical activity (to combat the inactivity and obesity "epidemic") which in turn can reduce instances of chronic disease and associated costs borne through the health-care sector. A report on obesity completed by the Public Health Agency of Canada found that nearly 6% of children ages (2-5) and 9% of children (ages 6-17) are

obese. The risk of obesity increases with age where nearly one in four Canadian adults are considered to be obese, while over 60% of all Canadians are obese or overweight.³

- **Provide positive opportunities** to pursue in light of people's limited disposable time and increasingly sedentary lifestyles (with major completion coming in the form of television, video games, etc.). According to a Canadian Health Measures Survey, children and youth spend an average of nearly 9 hours a day in sedentary pursuits, a majority of which is dedicated to screen time. Adults have been reported to spend an average of 10 hours per day in sedentary pursuits, suggesting that the level of physical inactivity increases with age.⁴
- **Reduce anti-social behaviours** by providing a positive outlet that can build self-esteem and provides an alternative to self-destructive activities (e.g. smoking, substance abuse, violence), which in turn can minimize costs borne through the social services sector and policing.
- **Deliver economic benefits** associated with sport tourism, attracting skilled or creative workers to choose a community as their desired place to live, and developing future leaders within the community.

³ Public Health Agency of Canada. Obesity in Canada. 2011. Retrieved from http://secure.cihi.ca/cihiweb/products/Obesity_in_canada_2011_en.pdf

⁴ Rachel C., Didier G., Ian J., Cora C., Janine Clarke, & Mark T. Physical activity of Canadian children and youth: Accelerometer results from the 2007 and 2009 Canadian Health Measures Survey. 2011. Retrieved from <http://www.statcan.gc.ca/pub/82-003-x/2011001/article/11397-eng.htm>

The most notable contribution of municipalities is the provision of the recreation system itself. Virtually all municipalities the size of Mississauga offer recreational services, programs and facilities in varying forms. Some municipalities offer a comprehensive range of services spanning multiple markets categorized by age or activity, while others rely more heavily upon services delivered through their respective community providers. Many also have established networks of active transportation routes that link destinations and promote alternative modes of transportation not only for recreation, but daily commuting, contributing to the 'Healthy Communities' campaign being adopted by land use planners and public health officials.

Municipalities such as Mississauga have been taking steps towards promoting healthy lifestyles. Such initiatives include encouraging recreation activities through an abundant range of facilities, programs and services found in the Active Mississauga recreation guide. To maximize their recreation service delivery with an emphasis on positioning recreation as an essential to the quality of life, municipalities have undertaken some of the initiatives described in the following paragraphs.

The preparation of **Physical Activity Plans**, largely resulting from funding through the Provincial Active 2010 initiative, provided municipalities and their community partners with a rationalized approach to enhancing participation levels in community-wide recreation. Communities in the GTA such as **Vaughan, Markham, Milton and Ajax** prepared such physical activity plans, as did Mississauga through its community-led Healthy Mississauga 2010 Plan.



The Global Advocacy Council for Physical Activity and the International Society for Physical Activity and Health collaborated on the **Toronto Charter for Physical Activity**. Consistent with the Non-Communicable Disease Action Plan (2008) and the Global Strategy on Diet, Physical Activity and Health (2004) of the World Health Organization as well as other international health promotion charters, the Toronto Charter establishes a number of overarching principles that municipal Councils, Staff, community partners, etc. endorse in principle.

There are also other ways municipalities choose to support recreation. In **Gwinnett County, Georgia**, voters approved a series of Special Purpose Local Option Sales Tax (SPLOST) programs whereby a one percent sales tax has paid for construction and improvements to recreation facilities and other civic infrastructure. SPLOST has resulted in the provision of a comprehensive and very high quality recreation system, one that the public has come to expect and embrace such a high quality of service evidenced by the constant renewal of SPLOST programs over the past decade (and most recently through their November 2013 election).

Repositioning Parks & Recreation as Essential to Quality of Life

Parks and Recreation Ontario completed a provincial survey in 2009 to test the value of recreation as essential to the quality of life. 98% of the Ontarians believe that recreation is clearly essential. Recreation practitioners work hard maximize participation so that the benefits of recreation can be accrued to individuals and the community as a whole. Practitioners and allied partners are making efforts to ensure that recreation continues to receive the support and resources that are needed for a robust and quality driven delivery system. Dr. John Crompton Professor at **Texas A&M University** and a former municipal councillor has completed studies to indicate that

connecting recreation services to other aligned service providers to solve and or address pressing social issues creates an environment of cohesion, shared resources and positions recreation as essential in a city wide context.

Strong partnerships between provincial Health Units, Library Services, Children's Services and Recreation providers can be seen in single tier municipalities where all related departments are usually housed under one portfolio, of which **the City of London** and the **City of Toronto** are two examples. Recreation has received additional funding over the years to address significant poverty reduction and other social issues through close working relationships with other aligned departments. While there is a greater challenge for lower-tiered municipalities to share resources, there are some joint efforts around access to recreation in Durham and York Regions.



Intensification of Urban Areas

Across the GTA, there is a shifting focus from greenfield development to the intensification of urban centres and corridors, resulting in multi-unit, high rise dwellings, and increased population density. In Mississauga, this is evident in a number of nodes and corridors as shown in Map 2 derived from the Mississauga Official Plan (2010).

In Mississauga, intensification will be the predominant form of growth in the identified nodes, the most significant of which will occur in:

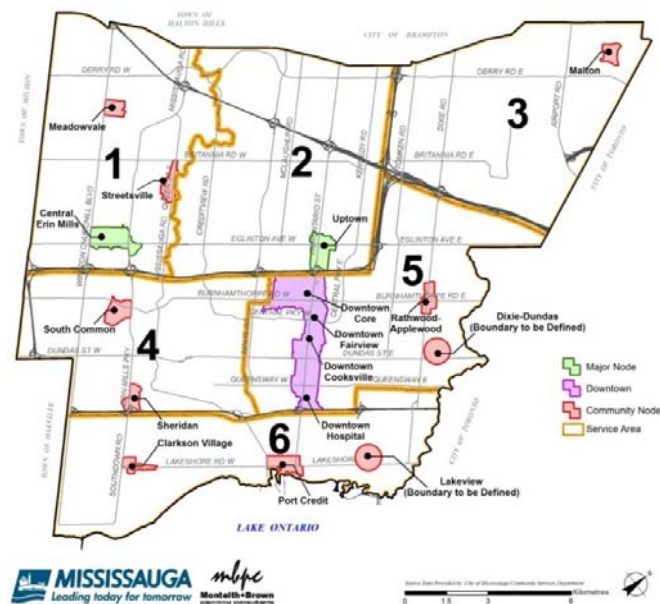
- The Central Erin Mills node in Service Area 1 will add 850 new residents by 2019 and 4,200 residents by 2031.
- The Uptown node in Service Area 2 is expected to add 1,700 new residents by 2019, and 7,400 residents by 2031.
- Over 7,800 more people are expected to live in Service Area 5's Downtown node over the next five years, and upwards of 37,000 new residents are forecasted by 2031. This is by far the largest intensification node in Mississauga, most of whom (28,000 more people) are expected in the Downtown Core near Hurontario Street and Burnhamthorpe Road.
- The Lakeview node in Service Area 6 is expected to grow by just 180 residents by 2019 and 1,900 residents by 2031. However, significant intensification may be experienced within this node based on outcomes of studies such as Inspiration Lakeview and Inspiration Port Credit.

Population forecasts for certain intensification areas indicate stable to declining populations. The Streetsville, Port Credit, Clarkson Village, Rathwood-Applewood, Dixie-Dundas and South Common nodes are each expected to add less than 900 residents by 2031. The Malton, Meadowvale, and Sheridan nodes are each expected decline between 100 and 150 residents. Not captured in the current population estimates are the Inspiration projects, which are in the

early stages of planning. The City will need to monitor these projects to identify any potential recreation service needs.

As a result, intensification is not expected to constitute a large part of the Mississauga's five year recreation facility or service requirements with population growth of about 10,500 attributable across the nodes. Nevertheless, the City must be proactive in its decision-making with 52,700 new residents (of which 70% is attributed to the Downtown node) expected to be living in intensification nodes by the year 2031.⁵

Map 2: Intensification Areas in Mississauga



⁵ Population estimates derived by applying 2013 Mississauga Projection Zone forecasts to intensification node boundaries established in the City of Mississauga Official Plan. These forecasts are likely to be refined through future planning exercises.

From the Backyard to the Public Domain

With small or no backyards, people living in higher density dwellings (such as town homes, apartments and condominium towers) rely heavily upon civic infrastructure to meet their recreational needs. Essentially, their backyard is the public realm.

With such a growing dependence upon the public realm to provide personal enjoyment, it is not simply about providing space but rather establishing a high quality of place containing high quality amenities. The reality in many communities is that the indoor and outdoor recreational spaces located in areas of infill and urban regeneration were built at a scale required to service historical needs. These spaces may not have the capacity or the level of quality to meet the needs of hundreds, if not thousands, of new populations surrounding them in intensifying areas.

Furthermore, the demographic profile of communities originally served by recreational spaces is anticipated to be different than present-day characteristics. The recreational preferences of those living in higher density areas may differ from persons living in traditional lower density subdivisions and accordingly will have different needs and expectations when it comes to using indoor and outdoor recreational space. For example, the lack of backyard space and greater potential to rely on active or public transportation for personal mobility may lead to demands for more localized opportunities, while older adults choosing to downsize may require targeted services that differ from those previously available in the area.



Maintaining a Recreational Presence

Between the 1980s and '90s, sports facilities and other major venues were seen as a solution for boosting local economic development, urban renewal, and revitalization.⁶ These infrastructure projects positioned recreational assets as places where people congregated, albeit among those largely with recreational interests.

Today, it is just as important that recreational infrastructure in areas of intensification and regeneration remain hubs of activity without becoming lost or forgotten pieces of the urban fabric. There continues to be a strong demand for walkable public spaces in highly urbanized areas, due in part to the growing reliance upon the public realm to provide much needed respite. Not only do urban recreational spaces provide a wealth of outdoor opportunities and variety of uses, urban park and recreation projects can stimulate economic development and regeneration (carrying on the intent from principles formed in decades past), and have been found to support highly populated, livable, urban areas.⁷ Community groups and other stakeholders often desire public spaces as the location to hold community programs, special events in urban settings such as downtown or other open spaces. Integrating parks and open spaces in these areas have become a key component in providing livable urban spaces for a community to come together, while also softening the streetscape with green features.

In maintaining the dynamic nature of indoor and outdoor recreational spaces and re-establishing them as focal points in redeveloping areas, the use of such services to form centralized community hubs is a key for high density developments. Public spaces should be inviting, accessible, bright, safe, and designed on a human scale. Key

considerations in planning of urban spaces include location, microclimate, surrounding land uses, and proximity to key destinations and amenities. Other factors such as accessibility, street views, seating, and vegetation contribute to the design of these spaces.

Refocusing on the Neighbourhood

The trend to better understand local recreation needs and strengthen neighbourhoods has been gaining momentum in municipalities in Ontario within the last 10 years, particularly in areas of growth where the defined sense of place/community is critical. The purpose from a recreation service provision perspective is to animate neighbourhoods and increase recreational activity as well as to work with groups to self determine and organize their own neighbourhood based activities. For example, the **City of London's Strengthening Neighbourhoods Strategy** encourages resident participation and engagement to help strengthen all of London's neighbourhoods through community grants to fund volunteer-driven neighbourhood improvement activities, Adopt-A-Park program, etc. This localized focus is also combined with the City's **Placemaking Guidelines** oriented to the development of outstanding communities that offer a distinct character, a strong sense of community and a context for healthy lifestyles and a high quality of life, of which neighbourhood-based recreational activities are a part of.

A neighbourhood-based approach goes a long way in increasing local opportunities through empowered groups and providing opportunities for social interaction given the number of working families that commute. Staff work with community leaders and early adaptors to create a dialogue and assist residents to discuss and create opportunities for social interaction. The end goal is to create a greater sense of belonging, empowerment, pride and cohesion within local neighbourhoods. The strategies are at varying degrees of maturity

⁶ JoAnn Greco. City parks, bringing urban centres back to life. Washington Post. July 30, 2010

⁷ Project for Public Spaces. The Re-Emergence of Public Squares. Retrieved from <http://www.pps.org/reference/the-re-emergence-of-the-public-square/>

and results are evident in the increasing percentage of residents that engage with their neighbours to address local issues and volunteer to develop neighbourhood events. As part of initiatives to strengthen neighbourhoods, municipalities are making each of their community centres or local schools community hubs or central meeting places for the neighbourhood. Inspiring results are occurring whereby residents are providing and implementing the solution with great ownership.

Thornccliffe Park is a neighbourhood in Toronto that was designed for 12,000 residents. Approximately 87% of the 30,000 residents are newcomers with language and settlement challenges. 98% of the residents live in 34 high and mid-rise units and 72% of the population is under 14 years of age. The very small park is bordered by a mall, 2 schools (20 all-day kindergarten classes) and a small community centre. The Thornccliffe Neighbourhood Office, City staff and the Thornccliffe Women's Committee work as a collective to address the critical social issues facing this community. Sharing resources and working toward one vision for a better quality of life has resulted in new equipment and opportunities through fundraising efforts. Community engagement efforts, understanding priorities and maximizing all available resources is key to providing recreational pursuits in intensified and growing neighbourhoods.

Finding the Space

With land at a premium in established areas, municipalities are centralizing their services within a common location to provide flexible, multi-purpose spaces that contain a variety of municipal services ranging from recreation, arts and culture, and libraries (the benefits of multi-use spaces are further explored in subsequent pages). In addition, strategic partnerships are being formed between different government agencies with synergistic mandates whereby recreation facilities are being co-located with schools, hospitals, childcare or other community services.

As reported in Mississauga's 2009 Future Directions, some communities are exploring use of the Ontario Planning Act's bonusing provisions (Section 37) and other tools by working with the development community to integrate recreational facilities in condominium developments. This process of collaboration continues as private sector developments have been challenged to integrate publically accessible spaces within private buildings, largely due to a perception that homebuyers may not necessarily want to "share" their buildings or be faced with increased traffic. This past year, however, the **Town of Richmond Hill** successfully negotiated agreements with its development industry to accommodate three separate community recreation rooms, to be operated by its Community Services Department, within condominium towers located in designated intensification corridors. Ranging in size from 1,000 square feet to 2,750 square feet, these community spaces were obtained by accepting a package of Section 37 benefits (which also included public art and streetscape improvements) in exchange for permitting higher density, allowing the Town to deliver recreational services in built-up areas where procurement of dedicated land would otherwise be difficult and expensive.

Redeveloping underutilized brownfield sites including buildings and surface parking lots in urbanized areas to public open spaces have also been an increasing trend found in communities throughout Ontario. Repurposing these areas provide opportunities to turn underutilized lands into public open spaces offering opportunities to provide a range of outdoor recreation facilities to attract use by the community. Green amenities in urban areas can strengthen the surrounding community, promoting quality of life and trickle-down redevelopment and rejuvenation in surrounding areas through private investment.⁸

⁸ Ministry of Municipal Affairs and Housing. A Practical Guide to Brownfield Redevelopment in Ontario. 2007. Retrieved from <http://www.mah.gov.on.ca/AssetFactory.aspx?did=4995>

Delivery of Inclusive Services

Municipalities are beginning to define the diversity of their community in a broader sense to include all under-represented or marginalized populations including but not limited to persons from low economic backgrounds, persons with disabilities, predominant cultures, women, the Lesbian, Gay, Bisexual, Transsexual and Questioning (LGBTQ) community and any other group that is not readily represented in the program and service mix. The equity principle of taking different approaches to included varying segments of the population is gaining strong momentum through understanding who lives within communities and building stronger relationships to better understand leisure needs.

Economic Influences

Past studies have shown that a household's level of income is proportional to participation in recreation activities, especially in organized team sports given higher costs to participate. Across Canada, 62% of individuals living in households with incomes of less than \$20,000 were considered inactive.⁹ The Canadian Fitness & Lifestyle Research Institute found that nearly 40% of children among households earning over \$100,000 were involved in organized physical activities and sports, whereas only 21% of children were involved in these pursuits in households earning less than \$50,000. There were generally high participation levels in outdoor play across all income groups, the highest among households earning between \$50,000 and \$80,000 (71%).

Another survey on sport participation in relation to income found that 68% of children from households with the highest income bracket are enrolled in sports, compared to 44% of children in the lowest income

bracket.¹⁰ A household's level of income can become a significant barrier to participation in recreation pursuits due to the cost of participating in recreation activities. This is especially problematic among young, lone-parent, or economically disadvantaged households as older, established or high-earning households typically have more disposable income to spend on recreation pursuits. Statistics Canada identified that between 1980 and 2005, the top 20% of Canadian full-time earners saw median earnings rise by 16.4%, contrasted by the bottom 20% where median earnings fell by 20.6%, suggesting an increasing gap between the rich and the poor. Median earnings by the middle 20% remained constant.¹¹ Communities are, therefore, facing increasing pressures to provide more affordable programs and subsidies to promote participation among all user groups as well as low to no fee opportunities.

The term 'working poor' has been put forward in recent years to describe the financial situation of many Canadians who have a job but do not have any additional funds beyond paying for life necessities (due to increasing cost of living). Cases of obesity are also more commonly found among residents with a lower socio-economic status (14%) compared to residents with a higher income (11%),¹² reinforcing the need to provide opportunities for recreation activities to lower-income households. An analysis of Mississauga's 2010 income structure compiled through the National Household Survey data indicates that Mississauga has a higher proportion of low income households (13.5%) compared to Peel Region (12.5%), but similar to the Province (13.9%). Exploring other partnership opportunities with the non-profit and private sectors to increase access to various

¹⁰ Warren, C. Kid's Sports. Statistics Canada. 2008. Retrieved from <http://www.statcan.gc.ca/pub/11-008-x/2008001/article/10573-eng.htm#a2>

¹¹ Statistics Canada. 2006: Earnings, income, and shelter costs. 2008. Retrieved from <http://www.statcan.gc.ca/daily-quotidien/080501/dq080501a-eng.htm>

¹² Emily, M. Obese youth in Canada tripled since 1981. Toronto Star, HealthZone, June 21, 2011. Retrieved from <http://www.healthzone.ca/health/dietfitness/article/1012053--obese-youth-in-canada-tripled-since-1981>

⁹ Act Now BC. Why don't people participate? Physical activity strategy. 2011. Retrieved from http://www.physicalactivitystrategy.ca/pdfs/Why_Dont_People_Participate.pdf

recreation activities may alleviate barriers to participation for lower income households.

To provide equal opportunities across all income groups, a number of policies, procedures, and programs have been established to remove income-related barriers to participation. In 2010, Parks and Recreation Ontario released a guide of best practices in delivering recreational opportunities to engage low-income families. This guide identifies a series of practices in communities throughout the GTA and surrounding area which focuses around five key themes which are described as:

- Community partnerships and inter-sectoral collaboration help ensure a holistic approach that maximizes resources and increases access to recreational, social and educational programming.
- Funding partnerships are key, as many practices are dependent on additional funding to ensure financial viability and long-term sustainability.
- Fee subsidy programs that minimize or eliminate user fees, transportation costs and equipment costs enable low-income families to access recreational programs that they would otherwise not be able to afford.
- A written access policy that is approved by a municipal council or board of directors formalizes the commitment of the organization and helps ensure the viability and long-term sustainability of the policy.
- Child and youth development programs foster leadership and self-esteem, which enhances physical and emotional health and increases social skills, resulting in healthier, more

resilient adults who are able to effectively contribute to society.¹³

In an effort to advance the number of quality recreation and sport opportunities available to residents of low income in **Durham Region**, a collective of service providers is working to study the full potential of options before them. The group kicked off their work in June of 2012 to an inspiring presentation from Dr. Gina Browne of McMaster University who has concluded through research that access to affordable recreation can change lives and have a financial impact on the healthcare and social benefit systems. The collective in Durham Region includes all private, public, not for profit and charitable foundations in the region. The summary report recommends a target to provide daily recreational opportunities to all residents, a regional and local framework and recommendations to advance affordable access with all partners involved.

Different Recreational Demands to Consider

The community profile of Mississauga is changing, much like many communities in the GTA, which is creating needs that are different from those observed in the past. Evidence of an aging population generates demands for spaces and activities that may not have previously been considered due to focusing on other areas in recreation programming. Today, however, older adults and seniors have been observed to be more physically active than past generations of the same age group, seeking opportunities for casual sports, active living, and a greater variety of choices. As a result, pressures continue to be placed on sports fields, non-programmed spaces for social activities, as well as accessible facilities supportive of the Accessibility for Ontarians with Disabilities Act.

¹³ Parks and Recreation Ontario. Affordable Access to Recreation for Ontarians. 2010. Retrieved from http://www.prontario.org/index.php/ci_id/3721.htm

Increasing levels of cultural diversity in Mississauga also facilitates the evolution of recreation needs. Many cultures view these opportunities as a family event and are more inclined to pursue activities together. This growing diversity creates the need for a wide range of activities as well as grouping services into multi-use facilities, providing opportunities for all members of a family to participate at the same time without travelling to multiple facilities or parks. Planning is key, as non-traditional activities such as badminton place pressures on recreation services if they are not planned for in advance, particularly with respect to the provision of staffing, maintenance, space, and infrastructure.

Newcomers to Canada are frequent users of recreation facilities as they are ideal locations for social gatherings and interaction. In particular, picnicking is often the most popular social event among multi-generational cultural groups. The variety of recreational pursuits between diverse cultural groups is immense, with many activities serving to define cultures and how they interact. Social gathering spaces are perhaps the most sought after 'non-traditional' recreational use and these spaces serve as venues at which the City can offer special events such as festivals, concerts, and cultural celebrations beyond traditional recreational offerings.

The **Town of Ajax**, for example, is made up of a very diverse population and its Council wanted to be ahead of the curve in welcoming and assimilating newcomers to the municipality. The Town broadly defines diversity to include access to services by all marginalized and under-represented groups. The implementation of the *Diversity and Community Engagement Plan* includes working with diverse populations to understand their needs and integrating non-traditional opportunities into the program and service mix. There are significant efforts that have been undertaken to ensure that staff and advisory committees reflect the diversity of the community and that they are trained in being welcoming and inclusive service providers.

The continued diversification of Mississauga has been faced with a growing emphasis on non-traditional and non-structured activities. Municipalities across the GTA have seen increasing popularity in a variety of active pursuits. The popularity of emerging passive activities such as hiking, tai chi, and casual cycling will also encourage demand for passive recreation opportunities. Extreme/non-traditional sports such as skateboarding and BMX biking are also expected to experience continued support and high participation rates among youth and children. With growing pressures being placed on parks to accommodate a variety of recreational facilities and amenities, more parks are being located within populated urban areas to create urban parks, linkages, and gathering spaces.

As a result of Mississauga's increasingly diverse cultural community, the City can expect continued demand for non-traditional sports and activities and should be offering these opportunities on an introductory basis to allow all residents to participate. Incorporating flexible park and facility designs allow for multiple uses, as some activities may decline and others emerge.

Making the recreational experience comfortable for the LGBTQ community follows a common principle of inclusivity thought for persons with disabilities and those from diverse cultural backgrounds. For example, participation in family or couples-oriented programming may be avoided by members of the LGBTQ community due to perceived (or real) stigma or feeling uncomfortable. The **City of Toronto** is currently evaluating a proposal to construct a LGBTQ sports and recreation centre (thought to be the first of its kind in the world) that would focus on the lesbian, gay, bi and trans communities while also providing much-needed community recreation space for residents in the new West Don Lands community. The project is also being proposed in response to the demand for additional recreation facilities created by shifting demographics and increased density in

the downtown area. If built, the facility will be owned by the City of Toronto and operated by a local agency operating within the city.

The **City of Ottawa** has a strong commitment to ensure that all residents regardless of their background have access to barrier free services. The City broadly defines their diverse community to include but limited to Aboriginal (First Nations, Inuit, Métis), Francophones, GLBT (gay, lesbian, bi-sexual, trans), Immigrants, People with Disabilities, Visible Minorities and Youth. The City has a toolkit that aims to assist staff and stakeholder groups to be more inclusive and better understand the needs of diverse populations and remove historical, systemic and physical obstacles to ensure everyone has fair access to opportunities. The tool assists staff as they develop programs and services to consider needs and eliminate access issues.

Overcoming Challenges for Residents with Disabilities

The United Nations estimates that 10% of the world's population lives with a disability, which is equivalent to 650 million people and makes this group the world's largest minority group.¹⁴ In Canada, the Participation and Activity Limitation Survey conducted by Statistics Canada in 2006 identified that approximately 4.4 million Canadians were challenged with a disability, with nearly one-quarter of those living in Ontario.¹⁵ It is anticipated that this figure will continue to grow, increasing to 3.3 million Ontarians with a disability by 2025. As a result, the Province has been responsive to this growing segment through a enacting the Accessibility for Ontarians with Disabilities Act.

The intent of the Accessibility for Ontarians with Disabilities Act is to 'improve opportunities for persons with disabilities and to provide for

their involvement in the identification, removal and prevention of barriers to their full participation in the life of the province' (c.32, s.1). Barriers are defined to include anything that prevents a person with a disability from fully participating in all aspects of society because of his or her disability, including physical, architectural, informational, communicational, attitudinal, technological, or policy/practice barriers. For recreation and community services, this could include (but is not limited to) accessibility of facilities, ramps to entrances, proper lighting, clearly marked identification signs, removal of barriers for pedestrian paths and hand rails. Inclusive program opportunities may also be considered as a method of integration.

Unfortunately, many people think of a person with a disability as being 'unable' rather than 'differently abled'. Many times, disabilities simply alter the way in which an individual completes a task, participates in a recreation activity or practices a life skill, rather than making something impossible. This stigma of being unable to participate is one that stems from a societal barrier that is in need of elimination. The BC Recreation and Parks Association created a resource supplement that outlined the prime issues and benefits that can help eradicate barriers from sport and recreation for children and disabilities. For example, using words with dignity and adapting equipment and materials are simple attitudinal and action shifts that can be made to make a person with a disability feel included. From a service access and availability perspective, the **City of Vancouver** makes sledge hockey sleds available at its arenas to provide opportunities for those who do not have their own specialized equipment (Vancouver also has a skate and helmet rental program, similar to Mississauga's Got Skates program). The benefits of recreation can be especially important for persons with disabilities who may also be faced with issues of poverty, isolation, and secondary disabilities.

¹⁴ United Nations. *Enable – Facts about Persons with Disabilities*. 2006.

¹⁵ Statistics Canada. *Participation and Activity Limitation Survey*. 2006. Retrieved from <http://www.statcan.gc.ca/pub/89-628-x/89-628-x2010015-eng.pdf>

With an aging population the **City of Hamilton** is experiencing an increasing number of persons with disabilities wishing to participate in recreation services. The City worked with all related partners in health, social services, medical, the Accessibility Committee and other aligned community partners to study the needs of residents with disabilities. The results of a robust consultation process indicated that the barriers centred on accessible facilities, transportation, trained and welcoming staff, affordable access and having one central point of contact to assist in navigating toward the best recreational opportunities. The City is committed to working together and having continuous dialogue with groups, agencies and organizations serving persons with disabilities and the goals of the plan are well on their way to being addressed.

After-School Programming

The Canadian Active After School Partnership describes the period of time between 3pm and 6pm as a critical determinant in childhood physical activity. Referred to as the “critical hours”, this period of time is when many children are left unsupervised between when school ends and caregivers return from work. During the critical hours, there are increased levels of sedentary activities, poor eating habits, increased juvenile crime and other anti-social or risky behaviours (such as alcohol/drug abuse and sexual activity). To combat negative health impacts and youth crime, the Province's Roots of Youth Violence report emphasizes the importance of increasing access to recreational opportunities among youth of all socio-economic circumstances.¹⁶

The After-School Recreation Care (ARC) program provides safe, affordable child care for children ages 6 to 12 in the **City of Toronto**. Children are supervised by trained, recreation staff, and a fulsome

offering of creative activities, outdoor play, health & wellness, sports & physical activities, social interaction, homework help and nutrition is offered to participants. Programs are available during the school year from Monday to Friday until 6:00 p.m. The leader to child ratio is 1-10. Seneca College provides specialized training modules for staff working in the programs. The focus of the care program is based on healthy child development, fine arts, character education, physical activity and resiliency.

Aging Demographic

A Recreational Profile of Older Adults

Many members of the ‘Baby Boomer’ demographic (generally between the ages of 45 and 64) are quickly reaching retirement age, contributing to a significant ‘greying’ of the population and placing greater demand for activities aimed at older adults and seniors. Similar to other municipalities throughout Ontario, Mississauga’s population is aging with the 2011 Census recording 165,640 residents (23% of the City’s population) over the age of 55. These generations are shifting away from traditional seniors’ activities towards more active recreation, seeking quality wellness and active living opportunities. The ‘new senior’ will typically be wealthier and more physically active than those in previous generations.

The ‘New Retirement Survey’ of older adults prepared by Merrill Lynch contained findings that impact the facilitation and provision of services to older adults in the future. Findings of the survey indicate changing expectations and perspectives of aging that remain relevant today.

- Baby boomers intend to keep working after retirement age, possibly through part-time work or launching new careers.

¹⁶ Government of Ontario. 2008. *The Review of the Roots of Youth Violence – Volume 2: Executive Summary*. Roy McMurtry & Dr. Alvin Curling.

- Older adults will live longer and continue to pursue active activities.
- There will be a strong balance between work and personal time, and only a small percentage never plans to work again.
- Boomers are moving to put others first (e.g. family, community, etc.) instead of themselves (they were previously coined as the 'ME' generation). This change in attitude may be tapped for an increase in volunteerism.
- Men want to relax more and spend more time with their spouse.
- Women see retirement as providing more time for career development, community involvement, and personal growth.¹⁷

Baby boomers are more prepared for retirement from a financial perspective than previous generations. This is further supported by recent policy changes by TD Canada Trust who recently eliminated free banking services for seniors, although services will be offered at a discounted rate.¹⁸ As Mississauga's community profile dictates, residents are generally wealthier compared to the Province; however, at the same time, the cost of living in Mississauga is considerably higher evidenced by the average cost of home ownership. As a result, affordable drop-in programs and discounts for older adults and subsidies for those who have an inability to pay due to lower income levels ensures that these groups have access to recreation programs and services.

With evidence of an aging population observed in Mississauga, a greater demand for services for this age group is anticipated to occur. As a result, Mississauga will continue to experience growing demand

and requests for active older adult and seniors' activities (fitness and sports) and personal interest activities (day trips and education).

Since the growing older adult and senior segments of the population are generally wealthier and more mobile compared to the past, they will seek quality services and will be willing to travel further to access them. Demand is also likely to rise for passive and less rigorous recreation activities that promote socialization and community cohesiveness. Activities for Mississauga's older adults (ages 55 and over) range from active pursuits including, but not limited to, aquafit, badminton, pickleball, and low-impact aerobics to less rigorous, passive activities such as cooking, sewing, and cards. It is also important to recognize that neighbourhoods "turn over" as younger households occupy areas vacated by seniors, thus monitoring neighbourhood demographics is critical in the long-term planning of recreation facilities.



¹⁷ Merrill Lynch, Harris interactive, Dychtwald, K. PhD. The new retirement survey. 2005.

¹⁸ CBC News. TD stops free banking for new seniors. Retrieved from <http://www.cbc.ca/news/canada/nova-scotia/story/2012/06/21/ns-seniors-discounts.html>

The **Town of Oakville** has taken a unique approach to the development and delivery of services for older adults in the community. Two key committees have been set up to review and discuss policies affecting the older adult population – The Policy Review Board and a more operational group that deals with day to day issues – the Seniors Working Group (SWAG). The Policy Review Board is made up of citizens representing all of the senior's centres in Oakville and deals with membership rates and other related policies. SWAG administers surveys to older adults and advocates for relevant services and approaches for older adults. The Town issues a brochure for older adults that highlight all related by-laws, policies and programs available to this segment of the population.

Much like Mississauga's Older Adult Plan, the **City of Vancouver** prepared an Age-Friendly Action Plan¹⁹ that offers guidance to all municipal departments in meeting the needs of older adults. Vancouver already offers progressive services to its seniors, notably enhancing awareness surrounding dementia through the availability of "dementia-friendly" fitness programming (e.g. its "Minds in Motion" aerobics classes for those with early-stage memory loss, jointly delivered with the Alzheimer Society of BC). The Action Plan has a strong focus on collaboration with other institutional bodies and seniors-serving agencies, while aligning with initial building blocks of Vancouver's Healthy City Strategy that is currently being prepared.

Design Considerations for Older Adults

With an aging population and an increasing trend of elderly participation in recreation activities, there is a growing need in Mississauga to provide exercise facilities for the aged. Indoor facilities such as badminton courts, table tennis rooms, multi-purpose activity spaces, and fitness rooms continue to be services provided by many

municipalities and inclusive designs ensure that the needs of older adults and the elderly are considered for use of the space. Similarly, appropriate outdoor facilities such as fitness stations with equipment suitable for use by older adults, Tai Chi areas with rain shelter and seating, etc. are being incorporated in gardens and parks where older adults make frequent visits.

The Summit in **Grande Prairie, Texas** is 60,000 square foot destination centre operated by the City's Parks and Recreation Department for adults 50 years and over, providing a high quality experience that is usually offered by private clubs. The facility serves the needs of two groups of seniors (active and elderly older adults) by splitting the building into two distinct, but connected environments. One side houses facilities for active members such as a high end fitness centre, aquatics facility, and gymnasium while the other side is oriented for more passive uses with facilities such as arts and crafts rooms, teaching kitchen, movie theatre, cafe and ballroom. The lobby is the common element that provides a comfortable area for socialization with a cafe and lounge. As part of a master planned development called Central Park, the facility also benefits from outdoor amenities such as a boardwalk and lake. Memberships are charged on a sliding scale (differentiated pricing for 50-64 and 65 plus groups) and there are about 5,000 members at present.

In planning recreation facilities for older adults, municipalities and their design professionals are considering the following integrated design principles:

- Integrating principles of accessibility through an inclusive design approach for all residents.
- Recognizing that a proportion of older adults will have constraints on their mobility, vision and hearing, design considerations may include (but not be limited to) ensuring appropriate wayfinding and signage in recreational spaces,

¹⁹ City of Vancouver. The Age Friendly Action Plan 2013-2015: A Safe, Inclusive and Engaging City for Seniors. 2013.

providing ramps and handles where necessary, and using appropriate surface materials to minimize slips and falls.

- Providing sufficient rest areas containing seating and/or shade elements, particularly in proximity to areas where older adults are most likely to use.

Maximizing Utilization of Existing Infrastructure and Services

Aging Infrastructure

A 2006 study by Parks and Recreation Ontario identified that 30-50% of recreation facilities in Ontario are approaching the end of their useful life.²⁰ In fact, infrastructure province-wide is chronically under-funded,²¹ though these pressures have been somewhat alleviated through the recent provincial and federal economic stimulus programs. In addition to job creation and stimulating economic growth, investment in recreation infrastructure renewal helps to stimulate higher levels of participation in physical and recreation activities. Provision of quality recreation infrastructure and facilities is a cost-effective, proactive solution to promoting healthy lifestyles through physical activity and participation.

Some communities have undertaken community facility master plans to identify the state of their recreation facilities and to determine their suitability to accommodate future growth and the evolution of recreation trends. Single-purpose, older facilities have typically been unsuitable to support the needs of expanding communities where

they have been found to be aging and inefficient, lack accessibility and appropriate space to meet the needs of user groups, or require costly maintenance. Older facilities are also typically single use facilities where opportunities may exist to expand or relocate multiple facility components to achieve economies of scale. These facilities can create opportunities for community hubs.

Some communities have repurposed or divested their municipal assets where age or utilization has become unsustainable for future operation. Arena facilities are a good example, where a portion of the former Maple Leaf Gardens in the **City of Toronto** has been converted for retail and post-secondary educational purposes, and the Syl Apps Arena in Paris, Ontario has been repurposed for indoor turf. The **City of Sarnia** is negotiating with the operators of the RBC Centre (OHL arena) to bring the facility under City operation and contemplating closure of one of its rinks in the face of mounting financial pressures and declining arena use city-wide. The **City of Ottawa** supplements its own arenas by purchasing ice time (and indoor turf time) through partnerships with the other facility operators as a means to limit its capital expenditures on new facility development. The **City of Kingston's** Wally Elmer Youth Centre is a notable example whereby surplus arena capacity has been refocused to offer neighbourhood-focused programming for ages 6 to 17 throughout the year including a variety of crafts, sports, video and table games, outings, homework club and other activities (while the ice plant remains in operation during the winter, the rink is dedicated for drop-in and registered recreational skating programs in order to maintain a level of service in this 'at-risk' neighbourhood).

The **City of Surrey, BC** conducted a study entitled *Joint Use of Facility Space Study* to inventory all tax funded spaces within the city specifically school board and recreation facilities. The purpose of the study was to identify areas where greater joint use could reduce duplication and allocate limited resources more efficiently and

²⁰ Parks and Recreation Ontario. Ontario Sport and Recreation Infrastructure Study. 2006. Retrieved from <http://216.13.76.142/PROntario/index.htm>

²¹ Parks and Recreation Ontario. Investing in healthy and active Ontarians through recreation and parks infrastructure. 2007. Retrieved from from: http://www.prontario.org/index.php/ci_id/3542.htm

effectively. One of the actions centred on having officials from both parties tour all available facilities to better understand the priorities and times that are available for expanded use. Many benefits have accrued to the municipality and the public including more efficient booking of facilities, joint programs and joint facilities.

Since 2009, the Canadian government has invested over \$12 billion in infrastructure projects and programs. Recent initiatives include the Recreation Infrastructure Canada program. Launched in 2009, the stimulus program was designed to renew, upgrade, and expand recreation facilities over a 2-year program. This initiative resulted in massive success, with over 1,600 applications and approved funding for 718. In Ontario, nearly \$200 million was invested in the renewal and upgrading of recreation facilities and infrastructure, resulting in more than 750 projects funded with the assistance of the federal and provincial government.²² Mississauga benefited from this program through a number of outdoor pool rehabilitation projects that leveraged over \$12 million in federal and provincial funding.

Multi-Use Facilities

There is a growing demand for facilities that contain something for everybody, rather than those designed solely for singular uses. While single use parks still have merit in appropriate locations (e.g. sports field complexes), facilities that provide opportunities for a range of ages, family types, and abilities are viewed as spaces for inclusive recreational activity. Furthermore, there has been a considerable trend towards participation in non-programmed (spontaneous) outdoor activities such as pick-up sports, picnicking, family gatherings, special events, etc. In this sense, parks can be viewed as “outdoor community centres” that combine a number of programmed and non-programmed recreational uses.

²² Recreation Infrastructure Ontario. *Recreation Infrastructure Canada Program – Ontario*. 2011. Retrieved from <http://www.ic.gc.ca/eic/site/708.nsf/eng/home>

The provision of multi-use complexes not only encourages physical activities among all age groups, but high quality facilities also create opportunities for attracting tourists and tournaments at a regional scale. Mississauga has long favoured multi-use community centres that integrate numerous activities and offer economies of scale with respect to construction, maintenance, staffing, and scheduling. Multi-use facilities are often designed with flexible spaces (e.g. meeting rooms, gymnasiums, etc.) and the potential to expand and easily respond to changing trends and demands of future users.

Recreational facilities in multi-use parks can also achieve efficiencies through having common infrastructure such as irrigation, lighting and drainage systems, and common parking areas. In addition, the ability to offer cross-programming opportunities and their responsiveness to the ‘time crunch’ make them an attractive ‘one-stop shopping’ destination, particularly among households with a wide range of interests. That said, increasing land scarcity will present challenges in accruing the land mass required to accommodate large multi-use facilities (both indoor and outdoor) thus alternative facility templates may need to be explored particularly as communities like Mississauga continue to see growth through intensification and infill through creative means such as density bonusing.

Sport & Athletic Development

The Canadian Sport for Life (CS4L) movement exists to encourage Canadians to be active for life at whatever level of participation they choose. CS4L has developed the Long Term Athlete Development model (LTAD), which highlights the values and benefits of sport to both the individual and the community at large. The program describes a continuum of sport development, which is athlete centred and moves a participant/athlete through stages from an introductory participant level to elite athlete and on to adopting an active lifestyle

throughout one's life. The CS4L movement brings sport groups together to discuss common challenges and works with the municipality to address sport development issues within a common framework. This approach will remain an important consideration of municipalities as sport preferences change and the need to keep residents engaged increases.

The **City of Oshawa** has developed a central indoor sport complex at the Civic Recreation Centre. The hockey arena was the former home of the Oshawa Generals Hockey Team and has been re-purposed into a multi-purpose artificial turf field that houses soccer, lacrosse, Frisbee golf amongst other sports. The rest of the complex houses a pool, fitness centre, program and meeting rooms, squash courts, indoor track, tennis and badminton. Outdoor amenities include artificial turf sport fields, a track and field centre, playground and concessions. The facility has one central administration that books facilities, registers residents for classes and memberships and promotes all recreation and sport opportunities in Oshawa. The Civic complex has become a central hub for year round sport in Oshawa.

Consultations

Through a targeted outreach and engagement campaign, the 2014 Future Directions involved municipal and stakeholder representatives who provided insights aimed at shaping the recreation service and facility assessments. Initial efforts focused upon municipal and community-based stakeholders. Subsequent efforts engaged the broader public to test the Draft Future Directions for Recreation.

The following table summarizes the outreach and engagement activities related to the 2014 Future Directions process.

Fact Finding – Community Stakeholders (2013)	
Intensification / Youth / Inclusion Focus Group	November 11 th
Older Adults Focus Group	November 13 th
Sports Focus Group	November 13 th
City Staff Recreation Management Workshop	October 25 th
City Staff Symposium	November 13 th
City Councillor Interviews	October 28, November 19 and 21, 2013 and January 8, 2014
Testing & Refining (2014)	
Public Information Sessions	April 29 th and 30 th , and May 1 st and 6 th
Presentation to the City's Leadership Team	Spring 2014
Presentation to City Council	June 4 th

While each consultative element involved different processes, questions and participants, a number of common themes emerged. While not an exhaustive list, the following table articulates themes (not ranked in any particular order) that were commonly identified for each consultation tool employed. In addition, comments from the Public Information sessions are contained in Appendix A.

Emerging Theme from Consultation	INTENS / YTH	OLDER ADULT	SPORT	COUNCIL	PUBLIC	STAFF
Keeping Pace with Evolving Demographics <p>The demographic composition of Mississauga's population was recognized to be shifting culturally, economically, by age, and ability. Participants also noted that higher density forms of development in established areas may create new and 'non-traditional' needs as well as increasing demands for recreational services in those areas.</p>	•	•		•	•	•
In Pursuit of Partnerships <p>Partnerships were a major theme heard throughout the engagement programme, supported by municipal and other institutional/community-based representatives. Partnerships were recognized as ways to maximize mutual benefits and achieve common goals in the face of diminishing supplies of developable land, escalating costs, and sharing expertise to provide holistic experiences to residents of Mississauga.</p>	•	•	•	•	•	•
Creation of Multi-Service Hubs <p>Recreation facilities are viewed as high profile, high traffic destinations that could be enhanced beyond simply offering recreation. Building on the existing practice of co-locating libraries in community centres, a number of other opportunities synergistic with the recreational mandate were advanced pertaining to health-care, social services, and cultural activities.</p>	•	•			•	
Fostering Inclusive Environments <p>Mississauga's efforts in fostering welcoming, inclusive recreational environments was noted, with an emphasis on continuing to build on this principle of overarching respect to all users regardless of age, cultural background, disability or special need, or sexual orientation. In particular, strides in accessible facility designs were noted and the greatest perceived areas for improvement tended to be related to program and service delivery.</p>	•	•		•	•	•

	INTENS / YTH	OLDER ADULT	SPORT	COUNCIL	PUBLIC	STAFF
Emerging Theme from Consultations (continued)						
Growing Needs in the City's North-West A number of consultations emphasized that Mississauga's North-West quadrant does not have the requisite number of facilities, particularly for indoor recreation, to support its growing population.	•	•	•	•	•	•
Advancing Sport Within the Community The provision of community recreation facilities and services was applauded as being highly extensive throughout the City. There was a desire that the next logical step would be to transition towards facilitating higher-order sport and tournament opportunities, recognizing that this does not necessarily imply elite or Olympic calibre services nor does it mean diminishing the profile of community-level recreation.			•		•	•
An Age-Friendly Mississauga There is recognition that Mississauga's growing population of older adults require facilities and services that respond to a broad range of interests and abilities, and the City must be prepared to evolve its service delivery model to accommodate such needs if it is to be an "Age-Friendly" community. Similar sentiments were expressed with respect to providing youth with positive, safe and fun opportunities.	•	•		•	•	•

Legend: INTENS/YTH – Intensification, Youth & Inclusion Focus Group; OLDER ADULT – Older Adults Focus Group; SPORT – Sport Focus Group; COUNCIL – Council Interviews; PUBLIC – Public Information Sessions; STAFF – Staff Symposium & Recreation Management Workshop

Background Studies

A number of documents and provincial policies affect Mississauga's growth and land uses which must be taken into account during the preparation of the 2014 Future Directions for Recreation. Mississauga has also proactively undertaken numerous studies and carried out the creation of new facilities and programs to plan for, and keep up with needs to meet the demands of its burgeoning and diversifying population. The Recreation Future Directions will be utilized, in conjunction with other documents, to guide planning and decision-making in Mississauga.

To be effective, this Plan must align with corporate objectives as well as be synergistic with land use planning policies. Information contained in these documents will be used to provide baseline content for the Recreation Future Directions, while integrating and/or reinforcing appropriate findings that support the provision of services falling under the purview of the Plan. Pertinent provincial legislation and a number of documents that have been reviewed as part of the planning process are as follows:

Table 9: List of Documents Reviewed

Provincial Legislation

- Ontario Planning Act
- Provincial Policy Statement
- Greenbelt Plan
- Growth Plan for the Greater Golden Horseshoe

Strategic Policy Documents

- Mississauga Strategic Plan
- Peel Region Official Plan
- Mississauga Official Plan

Recreation-Related Reports

- Mississauga Arena Provision Strategy
- Mississauga Sport Plan
- Mississauga Sport Tourism Strategy

Other Documents

- Mississauga Cycling Master Plan
- Mississauga Accessibility Design Handbook
- Mississauga Communications Master Plan
- Mississauga Pricing Strategy
- Mississauga Culture Master Plan
- Mississauga Downtown 21 Master Plan
- Mississauga Living Green Master Plan
- Mississauga Older Adult Plan
- Mississauga Youth Plan
- A Study of Youth in Peel
- Peel's Kids Participate: A Recreation & After School Strategy



Section 4: Capital Infrastructure Needs

The City of Mississauga maintains an extensive infrastructure of recreation facilities. Through these public spaces, the City delivers a large complement of community programs and services to local residents, while also allowing other agencies, organizations and volunteer groups to operate their own community-based programs. The network of recreational infrastructure is a key part of the overall civic structure that collectively functions as nodes, hubs and destinations of activity.

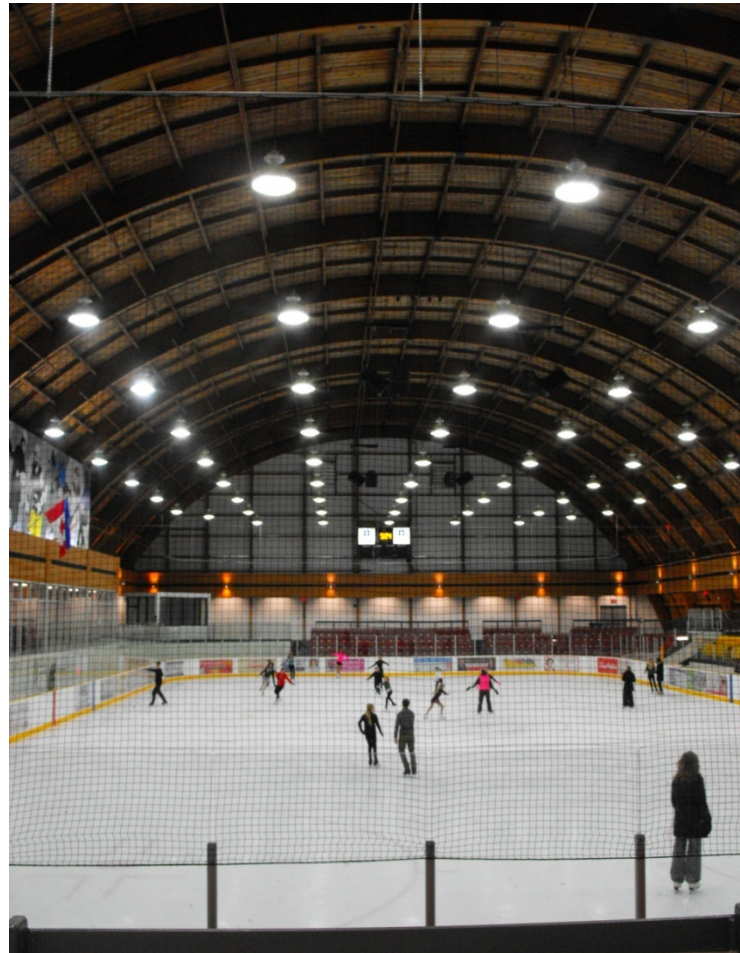
This Section contains an assessment of the City's capital recreation infrastructure consisting of indoor and outdoor recreational facilities.

Goal Statement – Indoor Recreation Facilities:

To continue to provide an efficient and responsive supply of indoor recreation facilities that provide casual and organized users with high quality spaces to recreate.

Goal Statement – Outdoor Recreation Facilities:

To offer high quality, flexible outdoor recreational experiences that continually responds to changing needs, preferences and expectations of Mississauga's residents.



Community Centres

Supply

The City of Mississauga operates the following 11 major multi-use community centres:

- Burnhamthorpe Community Centre;
- Carmen Corbasson (Cawthra) Community Centre;
- Clarkson Community Centre;
- Erin Meadows Community Centre;
- Frank McKechnie Community Centre;
- Huron Park Recreation Centre;
- Malton Community Centre;
- Meadowvale Community Centre;
- Mississauga Valley CC;
- Rivergrove Community Centre; and
- South Common Community Centre.

Each of these major facilities groups amenities such as arenas, indoor aquatic centres, gymnasiums, fitness areas, multi-purpose spaces, etc. in varying sizes and configurations. Individual recreation facility components at each location are documented in the pages that follow.

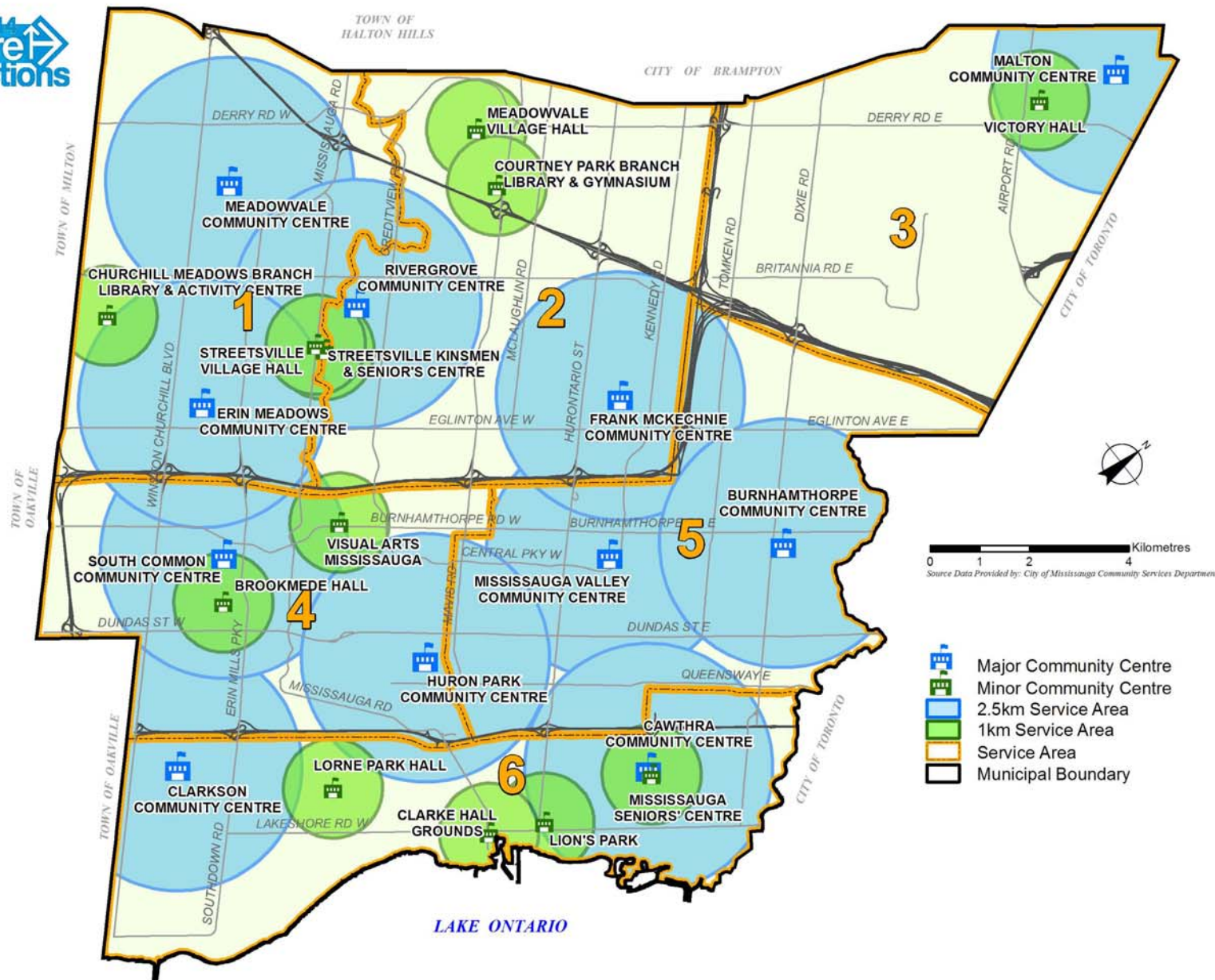
The City also operates 12 minor community centres comprising a number of single purpose venues suited to meetings, gatherings and more limited program delivery opportunities.

Community Centres	Service Area						TOTAL
	1	2	3	4	5	6	
Major	2	2	1	2	2	2	11
Minor	2	3	1	2	0	4	12
Total	4	5	2	4	2	6	23

Needs Assessments

It is unlikely that the current template of major multi-use community centres will be replicated due to few remaining large tracts of land for development in Mississauga, along with less funding anticipated from Development Charges (that has historically been the primary source of funding for growth-related recreational infrastructure). With the City's residential lands nearly "built out", the focus of future facility provision will shift to smaller neighbourhood-focused facilities. While the existing major community centres will continue to function as major City-wide destinations and remain part of the core recreational experience, the "neighbourhood community centre" will offer services geared more to the characteristics of the surrounding population, serving as satellites to the large facilities and complementing Mississauga's walkability and neighbourhood-building objectives as advanced through other strategic planning frameworks.

The neighbourhood community centre model is further reinforced by the fact that only a few major indoor recreation facility components oriented to community-level recreation (possibly developed as part of Park 459 in the northwest) are recommended through the 2014 Future Directions five year planning horizon. For example, arena and gymnasium demands are reconciled through the existing supply while the need for additional indoor aquatic space is questionable unless delivered in partnership with another agency or municipality. While an indoor turf field is required, it is a facility oriented towards organized sport and does not necessarily have to form part of a traditional major multi-use facility model as indoor turf can be placed within an air supported structure.



Map 3: Distribution of Community Centres

The neighbourhood community centre lends itself well to the fact that many Mississauga residents participate in programs that are close to their place of residence. Reinforcing Mississauga's commitment to completing neighbourhoods and walkability is the fact that 50% of average participation in registered City programs is attributable to individuals residing within a 2.5 kilometres catchment area. Malton Community Centre is a prime example of facilitating neighbourhood-based objectives as its 2.5 kilometre catchment draws 90% of its use, illustrating how important the community centre is to "completing" this isolated area in the northeast. Facility mapping of major and minor community centres shows excellent geographic distribution at 2.5 kilometres of major multi-use facilities while the 1 kilometre catchment of minor community centres generally fills in the remaining gaps.

To fulfill a neighbourhood-based approach to facility provision, the City must embark on certain initiatives. The first is to document neighbourhood-based recreational assets owned by municipal and non-municipal bodies. This recreational inventory should be cross-referenced against other neighbourhood resources spanning the arts and cultural, institutional, and social service sectors. Such work is expected to be realized through the City's Strong Neighbourhoods Strategy that will be prepared in the coming months.

The neighbourhood mapping exercise will allow the City to determine if/how community centres can be adapted to facilitate a greater range of programs, or whether programming must be reconsidered in relation to the needs of the surrounding community. For example, subsequent sections articulate the need to explore age-specific priority spaces for youth and older adults at the neighbourhood level, possibly through enhancement of existing recreational infrastructure. In certain instances, where land permits, existing community centres may be expanded to add facilities such as indoor aquatics centres (e.g. the aquatics assessment discusses relocating the remaining shared-use pools within nearby community centres).

The City should continue to work with other institutional and community-based partners to determine where municipal resources (staffing, expertise, financial) may augment the programs and services being offered at non-municipal facilities such as schools, healthcare complexes, buildings of religious assembly, cultural club properties, etc. These non-municipal spaces can work in tandem with City-owned facilities to round out opportunities at the neighbourhood level and potentially reduce service redundancies between each service provider.

Where existing municipal or non-municipal spaces cannot be expanded or adapted to meet a greater range of needed programs and services, the City should consider opportunities to strategically acquire land or structures capable of filling the service gap. Using a "provision by opportunity to partner" approach as advanced in the 2009 Future Directions, a collaborative effort to purchase, construct and/or operate facilities is preferred if pursuing new facility development is deemed necessary. At the neighbourhood level, surplus school sites represent an excellent opportunity to acquire space capable of meeting the City's indoor and outdoor recreational program objectives, while also allowing for synergistic cultural, health and social services to be co-located within the fabric of the surrounding community.

In particular, neighbourhoods in growing and intensifying areas represent the greatest challenges and opportunities for meeting future recreational needs. For example, the Downtown node and Highway 5/10 corridor (Cooksville) are expected to grow by upwards of 37,000 people (albeit most of this growth is expected after the Future Directions five year planning period). This growth is coupled with potential infrastructure projects such as rapid transit corridor enhancements, possible redevelopment of area schools (such as T.L. Kennedy), and high density residential and mixed use developments. Collectively, such growth and infrastructure development provide an

impetus to explore how future recreational needs can be addressed in tandem with other civic, institutional and/or private sector investments. A similar approach is recommended for the Inspiration Lakeview and Inspiration Port Credit projects in Service Area 6, which are in the early stages of planning, as well as in the City's northwest although most growth in that area will presumably follow Mississauga's traditional greenfield development model.

Accordingly, the City should undertake a feasibility study to determine the type and location of future recreational spaces (such as aquatic facilities, gymnasiums, multi-purpose space, etc.), along with potential partners as discussed in the preceding paragraph, when planned or unforeseen developments are triggered in intensification and high growth areas. The City should facilitate a coordinated approach with its institutional and private sector partners to minimize the duplication of facilities (e.g. party/meeting rooms and pools in condominiums) in abutting or nearby building developments.

In addition, Mississauga's Culture Master Plan highlights the importance of delivering arts and culture program and services at the neighbourhood level. The Plan encourages the provision of new facilities as well as maximizing the use of existing community infrastructure. In consideration of this service model, the Culture Division has embarked on several planning projects, including a cultural facility master plan, and a cultural planning program at the neighbourhood level. These plans will define specific needs and priority investments for cultural infrastructure.

New community facilities, and/or renovations should consider the findings and recommendations of the culture master plan, culture facility master plan, and neighbourhood cultural plans in order to address cultural infrastructure gaps and to facilitate opportunities for quality arts and culture programs at the neighbourhood levels.

CAPITAL Recommendations

1. If the "smart growth" principles of intensification along the Highway 5/10 corridor are achieved, the development of an urban community centre should be considered in this vicinity with facility components to be determined based upon a needs and feasibility study triggered by opportunities to partner, land redevelopment opportunities, major transit project, etc. Co-location opportunities to establish a community hub should be discussed with social service agencies, Mississauga Public Library, school boards, private sector, etc.
2. Work with non-municipal recreation, local school boards, cultural, health and social service providers to identify facilities that could potentially fit and provide needed opportunities within the holistic neighbourhood delivery model.
3. Work with the Parks & Forestry Division, the Culture Division and Mississauga Public Library to establish criteria for evaluating and acquiring surplus school sites, other strategic lands, or collaborative ventures for the purposes of addressing recreational gaps within neighbourhoods (e.g. within the Downtown intensification node).

Arenas / Ice Pads

Supply

There are a total of 25 ice pads provided at 13 arenas throughout Mississauga. All of these facilities are operated by the City with the exception of the Vic Johnson Arena (and the Hershey Centre is operated by a separate business unit within the City's organizational structure).

Arenas	Service Area						TOTAL
	1	2	3	4	5	6	
Ice Pads	4	9	1	3	4	4	25

The City's arenas consist of the following templates:

- *Quad Pad* – Hershey Centre (note: contains one event rink and three community rinks), Iceland, Meadowvale 4 Rinks
- *Twin Pad* – Cawthra Arena, Erin Mills Twin Arenas, Tomken Twin Arenas
- *Single Pad* – Chic Murray Arena, Clarkson CC, Huron Park CC, Malton Arena, Mississauga Valley CC, Port Credit Arena, Vic Johnson Arena

While not reflected in the traditional arena supply documented above, the contributions of Burnhamthorpe Community Centre's outdoor covered rink are recognized as a "bookable" space.

Market Conditions

While arena participation remains fairly strong, many GTA communities are showing signs of stagnation or decline in organized hockey and figure skating driven largely by a lack of time, escalating costs (from ice rentals, equipment and travel), concerns about health

and safety of players, and shifting interests to other sports (such as soccer). A comprehensive report on sport participation in Canada²³ found that 9% of Canadian children and youth play hockey, which is about half the percentage that played twenty years ago.

In Mississauga, data presented through the 2012 Arena Provision Strategy showed that utilization of local arenas fell below 90% in prime times, with the most significant attrition occurring during shoulder hours and weekends. This is due in part to declining memberships among three of Mississauga's prominent minor hockey groups who reported a collective decline of 640 players over four seasons, particularly in their youngest age divisions.

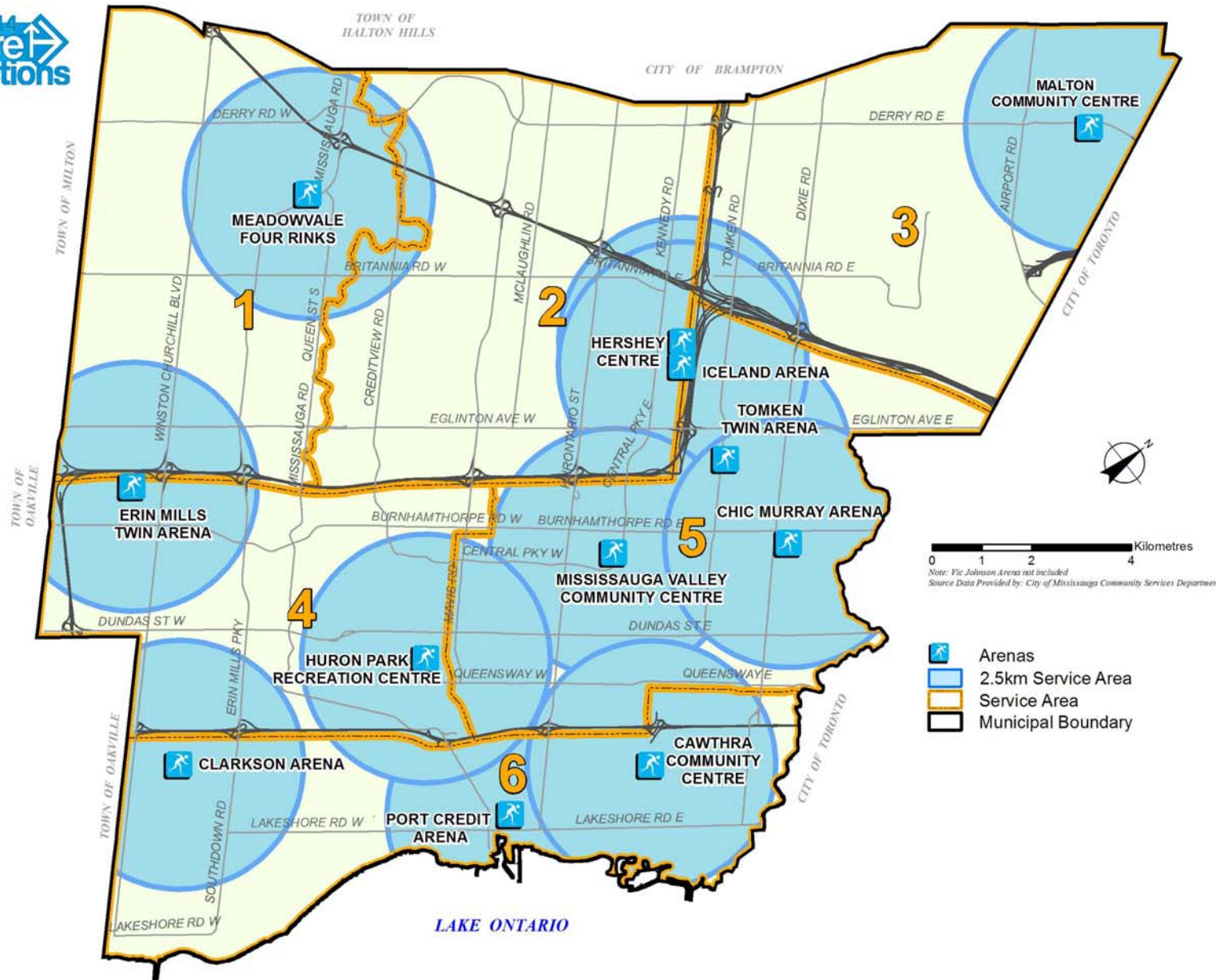
Mississauga's current service level is 1 ice pad per 30,264 population, recognizing that the actual service level for community use is actually less due to the unavailability of some ice pads at the Hershey Centre.

Table 10: Regional Ice Pad Provision

Municipality	Service Level	No. of Rinks
1. Halton Hills	1 : 12,000	5
2. Oakville	1 : 14,000	13
3. Milton	1 : 15,500	6
4. Burlington	1 : 16,000	11
5. Hamilton	1 : 22,500	23
6. Richmond Hill	1 : 28,500	7
7. Mississauga	1 : 30,500	25
8. Vaughan	1 : 36,000	8
Benchmark Average	1 : 22,000	12

Note: Service level rounded to the nearest 500 residents.

²³ Ministry of Industry. 2008. *Culture, Tourism and the Centre for Education Statistics Research Papers: Sport Participation in Canada, 2005.*



Needs Assessments

The 2012 Arena Provision Strategy states that a reduction in the service level standard established through previous Future Directions is acceptable given the aging population and lower demand for arena sports. While that Strategy did not define the new standard, it continues to support a hard cap on the number of ice pads at the existing 25 and thus does not recommend any new arena facilities within the next ten years.

In recognition of diminishing utilization rates, the Arena Provision Strategy advanced a two-pronged strategy for the City's arena system. The first approach is to focus on improving arena utilization through improved ice allocation and usage practices and entry into new program offerings (the City has already developed a new Ice Allocation Policy). After this, the City will monitor arena participation rates, demographics and other indicators of demand, and subsequently re-evaluate needs on an ongoing basis.



If short to medium term efforts to improve arena utilization are successful, then the City would maintain its existing supply and thereby extend the programmable lifecycle of its arenas. Conversely, if arena utilization rates decline then the City should consider an adjustment to its arena supply in the form of reducing operating hours or removal of an arena all together. The trigger for such a course of action is if/when the prime time utilization rate falls below 85% at which time the City would undertake a comprehensive business plan to confirm if such action is in fact warranted. As discussed in the trends section of Future Directions, there have been some instances where underutilized arenas have been repurposed to indoor turf, community activity space, indoor playgrounds, indoor skateboard/BMX ramps, municipal storage or the ice pads have been removed altogether. Such actions should be further explored if utilization is sustained below the trigger point, which preference being given to removing/repurposing one of the City's single pad arenas.

CAPITAL Recommendations

4. If the prime time ice utilization rate falls below 85%, undertake a feasibility study to determine alternative strategies for making the best use of surplus arena capacity.

Indoor Aquatics

Supply

The City of Mississauga operates 11 indoor aquatics centres (2 are shared with local school board) that collectively provide 18 tanks. In addition, the City has already committed to the rejuvenation of the Meadowvale Community Centre where the addition of a new therapeutic tank is anticipated for community use in 2016.

Indoor Pools	Service Area						
	1	2	3	4	5	6	TOTAL
25 metre lane pools	2	2	1	1	2	2	10
Leisure pools	-	1	-	1	-	-	2
Children's play pools	1	1	-	-	-	-	2
Therapeutic pools)	1*	-	1	1	1	1	5
Total Pool Tanks	4	4	2	3	3	3	19
Total Aquatic Centres	2	2	1	2	2	2	11

* reflects the addition of a therapeutic pool at the Meadowvale Community Centre that is planned to open in 2016

Indoor Aquatics Centre	Pool Type
Cawthra Pool* (Carmen Corbasson Community Centre)	25 metre lane
Clarkson Community Centre	25 metre lane Therapeutic
Erin Meadows Community Centre	25 metre lane Children's play
Frank McKechnie Community Centre	25 metre lane Children's play
Glenforest School Pool* (Burnhamthorpe Community Centre)	25 metre lane
Huron Park Recreation Centre	25 metre lane Therapeutic

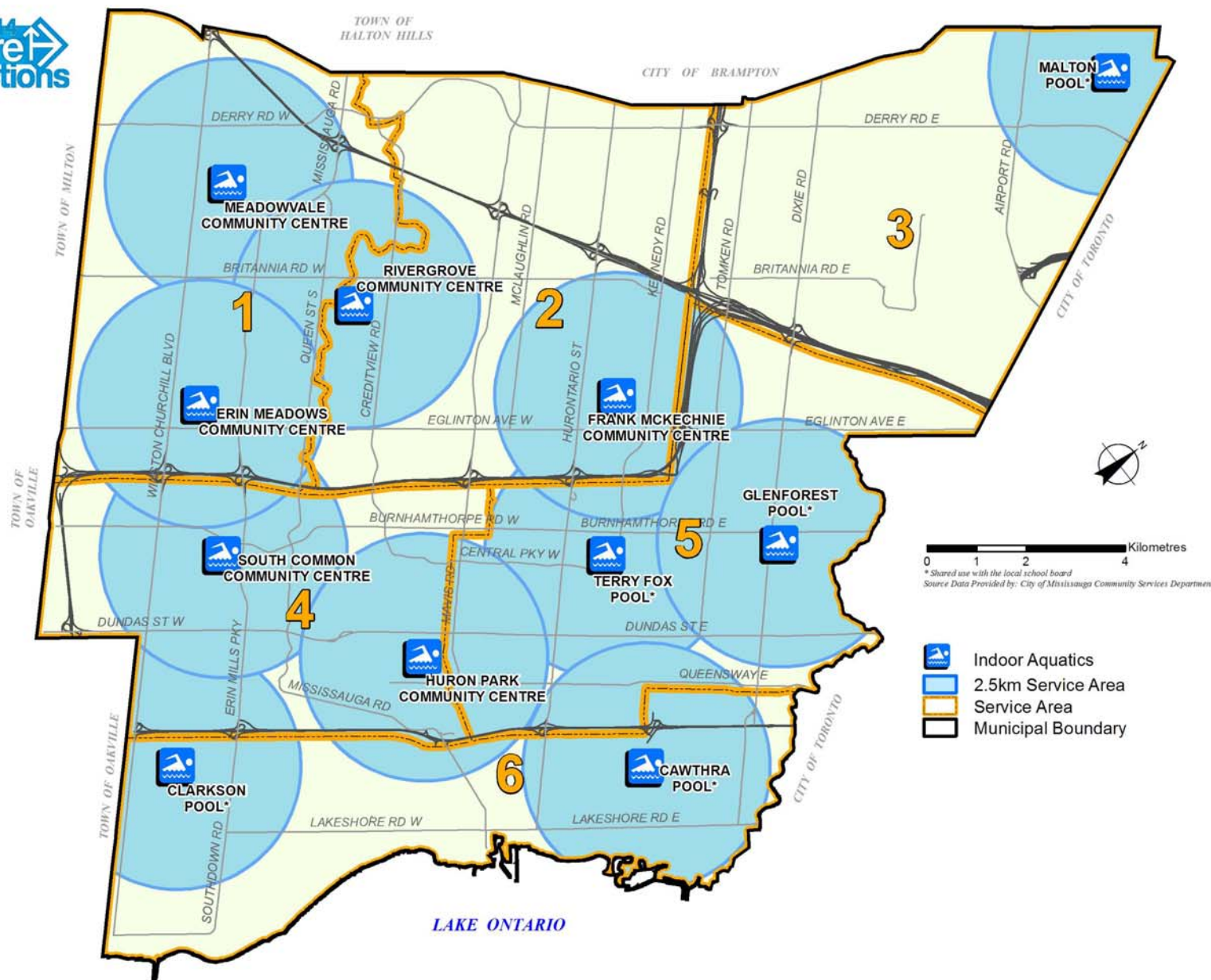
Indoor Aquatics Centre	Pool Type
Malton Community Centre	25 metre lane Therapeutic
Meadowvale Community Centre	25 metre lane Therapeutic (2016)
Mississauga Valley Community Centre (Terry Fox Pool)	25 metre lane Therapeutic
Rivergrove Community Centre	25 metre lane Leisure
South Common Community Centre	Leisure

* shared use pool with local school board

Market Conditions

Province-wide participation in swimming remains strong since it can be pursued from childhood through adulthood, either in a structured or drop-in format. Mississauga's current service level stands at 1 aquatic centre per 68,781 residents which is in line with expectations identified in previous iterations of Future Directions. While Mississauga's service level is lower than many regional benchmarks, it is important to recognize that many of those same benchmarks have fewer total facilities that do not benefit from the economies of scale in programming and operation that Mississauga does, and many of them have younger age profiles than being experienced locally.

Of note, Mississauga has invested heavily in its indoor aquatics system over the past five years. The Malton Community Centre and Clarkson Community each have new indoor aquatics centres that replaced the shared use pools at the schools (now mothballed) in those communities. The City also constructed a therapeutic warm water tank within the Mississauga Valley Community that lends itself well to the aging demographics of Service Area 5 (the aforementioned projects in Malton and Clarkson also added warm water tanks).



Map 5: Distribution of Indoor Aquatic Centres

Table 11: Regional Indoor Aquatic Centre Provision

Municipality	Service Level	No. of Indoor Aquatic Centres
1. Halton Hills	20,000	3
2. Vaughan	24,000	13
3. Hamilton	26,000	20
4. Milton	31,000	3
5. Richmond Hill	33,000	6
6. Oakville	36,500	5
7. Burlington	44,000	4
8. Mississauga	69,000	11
Benchmark Average	35,500	8

Notes: Service level rounded to the nearest 500 residents. Includes the number of aquatic centres (i.e. not the total number of tanks).



In terms of programming performance, data provided by City of Mississauga shows that aquatic program attendance in 2013 amounted to nearly 63,300 registrants and achieved an average program fill rate of 73%. Program fill rates were greatest at Erin Meadows (86%) and Rivergrove (85%) while program fill rates were the lowest at Malton (56%), Huron Park (57%) and Clarkson (66%). The 63,300 total program registrants was about 4,000 registrants lower than the year before (recognizing there were a couple of pools undergoing renovations). Existing pools collectively could accommodate an additional 23,000 registered program swims, averaging the ability to accommodate about 2,000 additional program participants per aquatic facility for the year suggesting that program capacity is available.

Pool utilization, however, must also consider drop-in swimming since these opportunities constitute a sizeable portion of pool use. The City's indoor aquatics centres collectively accommodated 383,800 drop-in swims in 2013, up about 9,000 swims from the year before. This translates into each pool accommodating about 35,000 swims on average (noting that the ability of each pool to accommodate drop-ins is dependent upon its size and the extent to which it allocates time to registered programs).²⁴

- Clarkson had the most number of drop-in swims at 59,600 (increasing its previous year swims by 40%, likely due to its novelty as a new pool), followed by Frank McKechnie which had 53,100 drop-in swims (which almost tripled the number of swims from the year before) and Mississauga Valley's 53,000 swims (up 65% from the year before).

²⁴ Drop-ins consist of Lane Swims, Fun Swims and Loonie Swims. Data does not include 2012 Q1 as the City's data collection system changed and information was unable. The City has not been able to compile 2013 Q4 data as the quarter is ongoing at the time of writing.

- In the previous year, Rivergrove was by far the most well used pool for drop-ins and among the top for registered programs, though its 2013 figures have been impacted by its closure for renovation midway through the year.
- The shared use pools at schools in Cawthra and Glenforest are among the least used in terms of drop-ins and programming, possibly a function of their shared-use nature. The Cawthra Park School Pool hosted 11,000 drop-in swims and 3,700 program participants while the Glenforest School Pool generated fewer than 5,500 drop-in swims (about 4,000 fewer swims than in 2012) and is not programmed (it does, however, sustain rentals largely through the Mississauga Aquatic Club).

Needs Assessments

While the historic service level standard of 1 aquatic centre per 65,000 people is indicative of a slight undersupply, cautious interpretation is required due to evidence of surplus programming capacity (according to program registration fill rates), undefined capacity to accommodate additional drop-in swims, and the overall context of Mississauga's aging population.

The City's distance decay modelling illustrates that about 50% of an aquatic centre's program registrants and members come from within 2.5 kilometres. Mississauga's existing distribution of aquatic centres yields fairly good coverage at 2.5 kilometres with very few gap areas observed in relation to residential concentrations (the Clarkson Lorne Park and Creditview neighbourhoods have some gaps), largely as the City provides two aquatic facilities per Service Area (with the exception of Malton, which has one). Furthermore, previous paragraphs identify that City-wide there is the ability to accommodate an additional 23,000 program swims which is over 25% of the current pool capacity that can be provided.

While drop-in swims and rental opportunities contribute to bolstering utilization rates (particularly during prime times), it is anticipated that Mississauga has sufficient pool capacity on a City-wide basis to meet needs over the next five years based upon: a) a strong geographic distribution of aquatic facilities; b) general alignment with its historic 1:65,000 population service level standard; c) five year population growth of 20,000 equates to less than a third of new pool capacity under the aforementioned service standard; and d) evidence of programming capacity from fill rate data.

However, the service level per Service Area shows that some aquatic facilities are under pressure having to service upwards of 85,000 people. This is most notable in Service Area 5 (1 per 96,400) and Service Area 1 (1 per 84,300). In turn, such heavy pressures on these facilities potentially results in surrounding residents not being able to access preferred aquatic opportunities, particularly as they travel further outside of the 2.5 kilometre catchment, and thus city-wide capacity alone should not necessarily be the sole indicator of need.

Service Area	Provision Level (2014)	Provision Level (2019)	Provision Level (2031)
1	1 : 84,265	1 : 86,780	1 : 90,155
2	1 : 81,650	1 : 83,890	1 : 87,295
3	1 : 40,650	1 : 40,550	1 : 40,770
4	1 : 49,825	1 : 50,000	1 : 50,170
5	1 : 96,370	1 : 100,505	1 : 115,950
6	1 : 45,860	1 : 47,175	1 : 50,595
City-Wide	1 : 68,781	1 : 70,659	1 : 75,372

In *Service Area 1*, where demand for swimming in the north-west has been expressed through community input, both the Meadowvale and the Erin Meadows Community Centres service the Churchill Meadows community. The following points are critical in evaluating how well served the area is:

- The population of Service Area 1 presently stands at about 168,500 and is expected to grow by about 11,800 people by 2031. Within this Service Area, neighbourhood-level estimates record Churchill Meadows population at about 40,000 residents that is expected to grow by less than 3,500 people in five years and about 5,000 people in total by the year 2031 (about 40% of Service Area 1's growth). This suggests that the community is largely built out and likely to generate only marginal pressures for new aquatic services.
- Churchill Meadows has a younger age profile than many other parts of Mississauga, suggesting that it has a considerable portion of younger families with younger children who benefit from active indoor recreational space.
- Erin Meadows Community Centre's primary catchment area of 2.5 to 3.0 kilometres, demonstrated through the City's distance decay analyses, generally covers the Churchill Meadows community. Meadowvale Community Centre is just beyond this catchment area though is still within a tolerable distance where it draws aquatic users from Churchill Meadows.
- These two facilities provide a total of four pool tanks that will serve all ages of the population once Meadowvale's therapeutic tank is open (expected in 2016) to complement the Erin Meadows children's play pool and the two 25 metre lane pools at both community centres.
- Erin Meadows was well used at 49,000 drop-in swims (up about 3,900 swims from 2012) with another 16,500 program registrants achieving a strong program fill rate of 86%.
- Meadowvale had 32,000 drop-in swims (up about 5,000 from the year before) with 6,100 program registrants that achieved a program fill rate of 78%.

- These two facilities also have the ability to collectively accommodate another 4,400 program registrants of which about 2,500 are attributable to 'Swim for Life' lessons that are among the most demanded programs suggesting there is a degree of capacity available to meet some additional programming demands.

While the surrounding pools at Erin Meadows and Meadowvale have strong utilization rates, there are presently over 4,000 spots available for registered aquatic programs (recognizing that some programs are more demanded than others) which could theoretically service the five year growth of 3,500 people at current fill rates (the pools' capacity to accommodate additional drop-in swims is unknown). A few other cautionary points to consider include:

- If a Churchill Meadows pool were to be provided, this would create a service overlap with the Erin Meadows, Meadowvale and possibly Rivergrove aquatic facilities which in turn could potentially draw users away from those facilities.
- The geography of the area is such that a new northwest pool would be near the City's western boundary (9th Line) and thus service a portion of Milton or Oakville.
- Additionally, aging populations over the next twenty to thirty years in the established neighbourhoods of Meadowvale and Central Erin Mills is expected to diminish usage of the two lane pools and one children's pool in the Service Area (though fitness or therapeutic swims may increase). It is recognized, however, that the temporary closure of Meadowvale for renovations will create a short-term peak in demands for aquatic users in the northwest requiring the City to ensure a strategy is in place to temporarily shift pool usage into adjacent Service Areas.

The 2009 Future Directions recommended that if the City decided to invest in another northwest aquatic facility, then it should do so only on the “provision by opportunity to partner” approach (e.g. with the YMCA and/or an adjacent municipality). This would minimize financial risks to the City compared to ‘going it alone’ while also allowing the City to augment the pool with a “regional” market (i.e. a partnership with the YMCA or an adjacent municipality would bring in pool users beyond Mississauga’s boundary). Regional market support would also contribute to greater fill rates of a new northwest pool and lessen the chance of eroding performance/shifting usage away from the City’s two existing aquatic centres in that catchment area. Accordingly, 2014 Future Directions concurs with past direction in that provision of a new aquatic facility in that area is most suitable through a partnership approach to address aquatic needs in the northwest, provided that its financial feasibility and impact on existing City aquatic centres is sustainable.

In *Service Area 2*, the Frank McKechnie and Rivergrove pools experienced program fill rates of 75% and 85%, respectively. The McKechnie pool, however, decreased its programming capacity (i.e. offered fewer programs) by nearly two-thirds between 2011 and 2012 while nearly tripling the number of drop-in swims suggesting that unstructured usage has become a greater focus of the facility (the temporary closure of McKechnie in 2012 may have also had an impact). Pool capacity at both Frank McKechnie and Rivergrove is expected to meet the needs of the current population and about 4,000 new residents expected in *Service Area 2* over the next five years.

The recent investments at the Malton Community Centre in *Service Area 3*, combined with no net population growth in the area, means that the newly constructed indoor aquatics centre is sufficient to meet needs over the foreseeable future. Similarly, the South Common and Huron Park pools in *Service Area 4* have program fill rates of 71% and 57%, respectively, suggesting there is ample program capacity to

meet the needs over the next five years and beyond when considering that area is expected to grow by less than 1,000 people over the next twenty years.

Service Area 5, in which the Hurontario and Dundas intensification node is located, is presently the most underserved part of the City on a pool per population basis. This *Service Area* is expected to add over 39,000 new residents by the year 2031 which will exacerbate the pressure already being placed on existing indoor aquatic centres. Applying existing participation rates at Mississauga Valley Community Centre to this forecasted population suggests that *Service Area 5* could generate about 1,000 new registered participants (at 2.5% penetration) and over 10,000 new drop-in swims (at about 0.3 swims per capita) by the year 2031. Mississauga Valley presently has about 2,000 available slots to accommodate new program registrants and appears poised to accommodate future growth.

The ability of Mississauga Valley to continue to meet needs is largely dependent upon how many additional drop-in swims can be met in the future. The Glenforest Pool presently alleviates pressure for drop-in and rental opportunities in *Service Area 5* and so long as this pool remains available for community use (either at its current location or relocated to the Burnhamthorpe Community Centre), then aquatic needs will be served. That said, the demand for programmed swims will continue to be high and while Mississauga Valley has program capacity available, the question will be whether the capacity is applicable to the right types of programs. For example, aging populations within its catchment area could result in fitness and therapeutic programming being run at, or close, to maximum capacity (although the new therapeutic tank at Mississauga Valley is expected to service a great deal of future demand). The importance of the two lane pools at the Mississauga YMCA on Burnhamthorpe Road is also recognized as a key component of meeting long term needs in *Service Area 5*’s growing and intensifying population.

While no new aquatic centres are required in Service Area 5 over the next five years, the City needs to be proactive in monitoring capacity at Mississauga Valley and Glenforest pools, as well as track any private pool construction taking place within condominium and apartment developments in the Downtown intensification node. These private pools will alleviate some drop-in pressures on municipal facilities, however, tenants of these buildings will also be seeking program opportunities. As a longer-term strategy to ensure fiscal sustainability of the indoor aquatics system beyond this current five year period, the City should explore outreach programming within private and/or YMCA pools while continually assessing whether the 37,000 new residents expected along the Hurontario corridor ultimately generate sufficient demand for additional aquatic opportunities. If this is the case in the future, aquatic needs should ideally be met through partnerships with the land development industry or other institutions.

Lastly, *Service Area 6* is home to the recently constructed indoor aquatics centre at the Clarkson Community Centre and the Cawthra pool shared with the school board. Clarkson has been very successful thus far with the highest drop-in swim total though its program fill rate of 65% suggests it has capacity to accommodate more. The Cawthra pool is one of the least used pools from a drop-in and programming standpoint, and further discussion on this pool is contained in subsequent paragraphs. Service Area 6 enjoys a higher than average level of service per population and with under 3,000 new residents expected over the next five years, the current number of pools in the area is sufficient.

Shared-use Pools

Mississauga's shared-use pools with the local school boards at Cawthra and Glenforest continue to advance well into their functional lifecycles. As older pools, these facilities do not meet the expectations

of the general public nor do they permit the functional ability to be programmed for diverse drop-in and registered programming.

As the pools age, they require increasing levels of capital maintenance to replace deteriorating mechanical and structural components. Adding to the challenge is that shared-use pools are owned by the City of Mississauga who in turn is responsible for operating costs and capital repairs, yet the City has access to only two-thirds of programmable hours.

The City has enjoyed great success with the relocation of the former school pools in Malton and Clarkson to their respective community centres. Since the relocation, Malton has generated nearly \$100,000 in additional revenues, expanded program hours by 47% which in turn has increased the number of program registrants by 47% as well. The new Clarkson pool has fared even better by generating over \$290,000 more in revenue compared than when it was co-located in the school, more than doubling the number of program hours and nearly tripling the number of program participants. It is apparent that the community has embraced aquatic services in these community centres, likely a result of the higher quality experiences received through better program times, more desirable amenities such as warmer water and improved change facilities, enhanced accessibility, and the cross-programming benefits in the multi-use community centres.

The City has also achieved a solid return on its investment when viewing it from the perspective of maximizing usage, particularly considering the former pools had reached the end of their respective lifecycles and would have required significant capital contributions to make fairly standard improvements. The City also mitigated risks associated with negotiating new terms of an agreement with the school board (e.g. surrounding access, cost-sharing, etc.).

With the benefits of the recent relocations in mind, there is a strong case to be made for exploring the relocation of the two remaining shared-use pools when triggered by such factors such as lifecycle investments in those facilities, pursuing community centre revitalization processes, or simply targeting greater operating performance. At such a time, the City should undertake architectural studies and business plans to determine the feasibility of relocating the two operational shared-use pools at Glenforest and Cawthra Park to their nearby community centres (i.e. Burnhamthorpe Community Centre and Carmen Corbasson Community Centre). Consideration should also be given to incorporating warm water therapeutic tanks as part these developments in order to serve the aging and intensifying populations in the respective Service Areas.



CAPITAL Recommendations

5. Provision of a new pool in Service Area 1 and/or Service Area 5 (as net additions over and above the existing supply) should only be pursued on a 'provision by opportunity to partner' basis with adjacent municipalities, the YMCA or other suitable third party provided that the financial feasibility, ability to guarantee reasonable public access, and the impact on existing City aquatic centres is appropriate to justify a municipal investment.
6. Evaluate the architectural and financial feasibility of relocating the Glenforest shared-used pool to the Burnhamthorpe Community Centre, in consultation with the School Board and the Mississauga Aquatic Club.
7. Evaluate the architectural and financial feasibility of relocating the Cawthra Park shared-used pool to the Carmen Corbasson Community Centre.
8. Evaluate the feasibility of providing therapeutic tanks as part of major aquatic centre development and rejuvenation projects, including if proceeding with the relocation of shared-use pools to the Carmen Corbasson and/or Burnhamthorpe Community Centres.

Gymnasiums

Supply

Mississauga offers gymnasiums at 14 locations throughout the City that provide 21 gym spaces. After considering programming limitations associated with joint-use agreements with schools and size limitations at some facilities (relative to the City's other full size gyms), the effective supply of gymnasiums stands at 15.5.

Gymnasiums	Service Area						TOTAL
	1	2	3	4	5	6	
City Gyms	1	2 (1.5)	1	2 (1.5)	4	2	12 (11)
Shared Gyms	6 (3)	3 (1.5)	-	-	-	-	9 (4.5)
Total Gyms	7 (4)	5 (3)	1	2 (1.5)	4	2	21 (15.5)

Gymnasiums	Service Area	No. of Gyms
Burnhamthorpe Community Centre	5	1
Carmen Corbasson Community Centre	6	1
Clarkson Community Centre	6	1
Churchill Meadows Activity Centre	1	3 (1.5)*
Courtneypark Community Centre	2	3 (1.5)*
Erin Meadows Community Centre	1	3 (1.5)*
Frank McKechnie Community Centre	2	1
Hershey Sports Complex	2	2
Huron Park Recreation Centre	4	1
Malton Community Centre	3	1
Meadowvale Community Centre	1	1
Mississauga Valley Community Centre	5	1
Rivergrove Community Centre	2	1 (0.5)**
South Common Community Centre	4	1 (0.5)**

* shared with school and thus counted as 0.5 gyms

** undersized gyms and thus counted as 0.5 gyms



Market Conditions

Mississauga's service level stands at one gymnasium per 48,812 residents. Gyms experience high levels of demand as they are flexible venues that accommodate all age groups and allow for a broad range of indoor activities and programs. The supply of municipal gyms is typically bolstered by school boards that provide access to gyms after school hours through the Province's Community Use of Schools initiative, thus the utilization of school gyms provides a number of benefits. However, school-owned gyms generally have usage and time restrictions, and lower scheduling priority for community access compared to municipal gyms, the latter whose utilization is established directly by the City in response to community and stakeholder input. Gymnasiums will continue to be demanded into the future as these facilities provide opportunities for both registered and drop-in activities of varying interests and age groups.

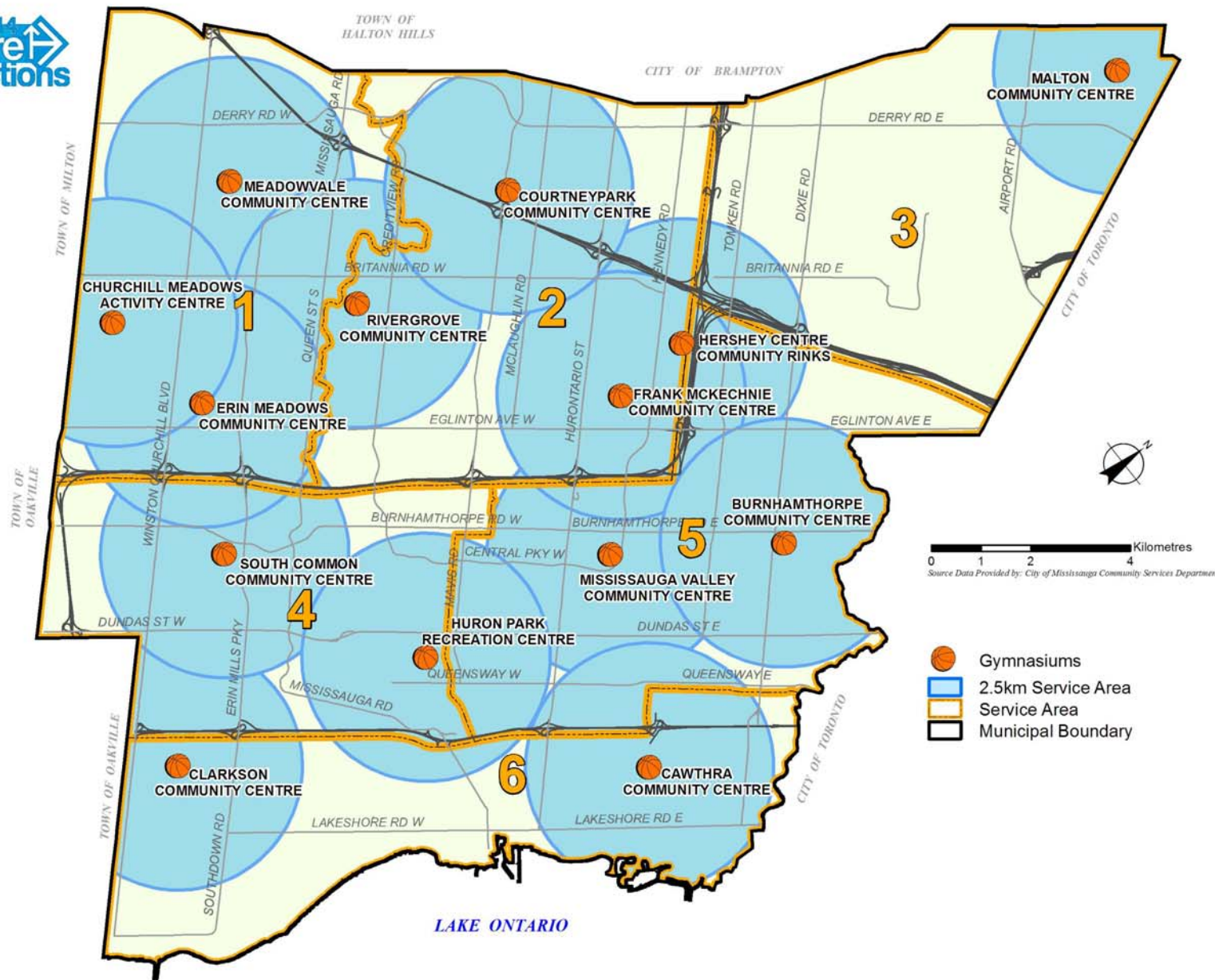


Table 12: Regional Gymnasium Provision

Municipality	Service Level	No. of Gyms
1. Vaughan	1 : 24,000	13
7. Richmond Hill	1 : 25,000	8
5. Hamilton	1 : 32,500	16
8. Burlington	1 : 44,000	4
4. Milton	1 : 46,500	2
6. Mississauga	1 : 49,000	15.5
2. Oakville	1 : 61,000	3
3. Halton Hills	1 : n/a	0
Benchmark Average	40,500	9

Note: Service level rounded to the nearest 500 residents.

Gymnasiums were booked for a total of 46,300 hours for registered programs and rentals, nearly 1,900 fewer hours (-4%) from the year prior, achieving a total utilization rate of 49%. The City's most heavily used gyms were at Frank McKechnie (5,100 hours, 90% utilization), Huron Park (4,250 hours, 75% utilization), and Burnhamthorpe (3,700 hours, 65% utilization). These calculations aggregate both prime and non-prime time availability, however, the City is currently compiling prime time statistics which may suggest that prime usage is more constrained than presented above. It is worth noting that anecdotal input received through the Blue Skies Focus Group suggested that some community user groups were challenged in finding available gymnasium time and may suggest that prime time access is the most challenging.

Needs Assessments

In the past, service level standards have not been established for gymnasiums due to the contributions of school gyms to the supply. The construction of an expanded gymnasium as part of the Meadowvale Community Centre renovation (which presently books 51% of its available hours), along with the existing available capacity

at the other City gyms (about 38,500 hours system-wide), is expected to satisfy demand for gym space within the next five years. Beyond this timeframe, the addition of 72,500 new people in Mississauga by 2031 could result in additional gym needs that should be re-assessed through subsequent Future Directions.

Service Area	Provision Level (2014)	Provision Level (2019)	Provision Level (2031)
1	1 : 42,133	1 : 43,390	1 : 45,078
2	1 : 54,433	1 : 55,927	1 : 58,196
3	1 : 40,650	1 : 40,550	1 : 40,770
4	1 : 66,433	1 : 33,333	1 : 66,893
5	1 : 48,185	1 : 50,253	1 : 57,975
6	1 : 45,860	1 : 47,175	1 : 50,595
City-Wide	1 : 48,812	1 : 50,145	1 : 53,490

With respect to *Service Area 1*, the City has received community feedback about the need to provide a gymnasium in the Churchill Meadows community, as the younger age composition of the community lends itself well to gymnasium-based activities. The community is presently served by the Erin Meadows gymnasium and the undersized gym space at Meadowvale, both of which have available capacity of about 2,700 hours and 2,800 hours, respectively (under 50% utilization for both, again recognizing this figure includes non-prime time availability). Furthermore, with 1 gym per 42,000 residents in Service Area 1 (which includes Churchill Meadows and the shared gyms at Joan of Arc School that are accessible through a joint use agreement), this area has and will continue to benefit from one of the highest service levels in Mississauga.

The City plans to construct a new full size gymnasium at Meadowvale Community Centre by 2016. This space will allow new programming opportunities that align with the demographic characteristics of the northwest. During the next five years, a new gymnasium in Churchill

Meadows cannot be justified on the basis of available capacity. However, a gym may be rationalized if a new community facility is built (such as a potential indoor turf facility at Park 459) provided that the gym creates logical cross-programming efficiencies. While a new gym will result in higher capital development costs relative to general multipurpose space (due to larger size and higher amenity), the operating cost differential is not considered a major constraint. Additionally, the City should observe utilization of the proposed Meadowvale gymnasium to determine whether it and Erin Meadows continue to have capacity to meet localized and City-wide needs, particularly during afterschool and prime time hours.

In *Service Area 2*, the service level is slightly below the City average. The Frank McKechnie gym is one of the most well used gyms in Mississauga, using about 90% of all available hours. Rivergrove is also a well used facility that booked about 70% of its hours last year (bookings declined significantly to only 25% this year due to its temporary closure for renovation). The Courtneypark gym achieved 49% utilization, though this facility is subject to a joint-use agreement which limits its time availability, while the Hershey Centre gym was booked 31%. Both of these gyms have capacity to accommodate additional use, though the degree to which additional prime time bookings can be accommodated is unknown. With good service coverage between the four locations and population growth of 4,000 in the next five years, the supply of gyms in *Service Area 2* is sufficient to meet long term needs. The same is applicable to *Service Area 3* where the Malton Community Centre gym that books 65% of its available hours.

Service Area 4 has the lowest service level relative to other parts of Mississauga though the gyms at Huron Park and South Common are relatively well utilized booking 75% and 60% of their respective available hours. With nominal population growth and aging demographics expected in the area over the next twenty years, the

existing gym supply in this *Service Area* will be sufficient over this Future Directions period.

The two community centres in *Service Area 5* are also well positioned to meet future needs. Mississauga Valley Community Centre contains one of the City's premier gymnasiums and is booked about 56% of the time while the Burnhamthorpe gym is booked about 65%. These gyms collectively have sufficient capacity to meet the needs of the 8,500 new residents forecasted to arrive over the next five years, along with the fact that *Service Area 5* is one of the most rapidly aging areas in Mississauga.

Lastly, the 3,000 new people expected in *Service Area 6* by the year 2019 are expected to be accommodated sufficiently within the Clarkson and Carmen Corbasson gyms. These gymnasiums are booked 61% and 56% of the time, respectively.

CAPITAL Recommendations

9. Provision of a gymnasium as part of an indoor turf facility at Park 459 (if constructed) should be explored, on the basis that the gym will result in logical cross-programming opportunities and be synergistic to the facility's function as a whole.

Community & Program Delivery Space

Supply

The City provides access to 61 multi-purpose activity spaces (e.g. meeting rooms, youth/seniors areas, arts and craft space, etc.) and 112 auditoriums (of varying size) that are located at community centres, halls, libraries, and other facilities across Mississauga.

Market Conditions

The community as a whole benefits from having well distributed multi-purpose program spaces as they provide residents with flexible facilities for a variety of programs and meetings. These spaces consist of meeting rooms, halls, activity and crafts rooms, age-specific rooms, and general-purpose program rooms. The spaces are typically used by the City to deliver a wide range of recreation programming, or are booked by the community for various meetings. With a few exceptions, most facilities come equipped with two or more multi-purpose rooms. Coupling program rooms within a multi-use community centre assists with achieving economies of scale and provides a range of cross-programming opportunities. These spaces are typically equipped with a variety of supporting amenities such as storage cupboards, countertops and sinks although this is not always the case.

Mississauga's 173 community rooms results in a service level of 1 per 4,373. These rooms were booked a total of 204,000 hours in 2013, down about 1,500 hours from the previous year. The City indicates that there are 5,680 hours available per room each year, providing system-wide capacity of 982,640 hours across the 173 locations. Accordingly, the City's community program rooms achieved a total utilization rate of 21% (spanning prime and non-prime hours).



Program and meeting rooms tend to be viewed as complementary to community facilities and vary substantially in size and, in addition, some larger rooms can be subdivided creating additional room space. As such, benchmarking data was not collected for the assessment of community program spaces.

At the community centres, data shows that the City had 56,000 registrants in its community programs line of business. While some of these programs were run in gymnasium space (the City's Line of Business for this item does not differentiate by type of space), the fill rate provides a good indication of use. Community program registrations filled 65% of their total capacity, suggesting that capacity exists within programs currently being offered at municipal facilities to accommodate more users (about 29,750 spots were unfilled in 2013). Data collected by the City illustrates that residents tend to be willing to drive the furthest to access community programs, with 58% of all participants coming from beyond a 2.5 kilometre catchment area (compared to a 50% average for all types of programs).

Needs Assessments

With the number of major and minor community centres achieving very strong geographic distribution (as illustrated in the community centre discussion), each Service Area has access to nearby opportunities. Accordingly, the supply of community program space is expected to be sufficient for the next five years.

While there is presently no data that suggests rental opportunities are constrained, provision of additional community program spaces may be considered as part of the overall neighbourhood-based service delivery approach. Such a strategy is particularly effective in intensification areas where the City should evaluate opportunities to acquire an existing hall-type facility (e.g. service club building, vacant school, etc.) so long as the facility has an ability to be reprogrammed

to offer as many appropriate uses as possible. Similarly, integration of community program rooms within private condominium or apartment developments should also be explored in concert with local land development industry. Doing so would allow the City to provide program opportunities in established areas of Mississauga (notably the Downtown node) and possibly enhance distribution of service, while reducing the urgency to secure new land for multi-purpose program opportunities. Pursuit of program rooms for recreational purposes should also consider the directions of the Mississauga Culture Plan (and other relevant policies and plans guiding the Culture Division) to ensure municipal objectives and resources are being maximized through inter-departmental coordination.

CAPITAL Recommendations

10. Community and program delivery space should be considered in tandem with the development of major community recreation space (e.g. if the City proceeds with an indoor turf facility at Park 459 or pursues the development of a stand-alone older adult facility), or explored as part of private high density land development projects in areas of intensification.

Youth-Priority Space

Supply

The City of Mississauga presently does not own or operate any dedicated spaces for youth-oriented programs, although its multi-use community centres and outdoor recreation facilities (e.g. hard surface courts) provide opportunities for structured and unstructured youth programming delivered by the City and community organizations.

Market Conditions

While there are no dedicated municipal youth spaces, the City offers a number of programs oriented to those between the ages of 13 and 19 at parks and community centres. Examples of programs include day camps, visual arts and dance, youth-specific active living and fitness (e.g. fitness boxing, yoga, and weight-training), leadership and a variety of general interest programs. Community-based providers, including minor sports and service clubs, are also involved in providing youth-specific services out of City-owned parks and facilities. With its complement of youth activities and organizational policies, the City of Mississauga achieves a Youth-Friendly 'Gold' designation under the Play Works recognition program that acknowledges high quality efforts among municipalities striving to ensure their youth have continuous access to a diversity of 'play'.

Youth (ages 10-19) are comprising a lesser proportion of the City's population, as evidenced by Census data that shows that 11% of Mississauga's 2011 population consisted of youth (down from 14% in 2001). In fact, there were about 4,000 fewer youth in the City than about in 2001 with the 2011 Census recording the population of residents 10-19 years at about 81,500.

In planning spaces oriented to youth, it is important to recognize that there is a continuum of needs generally categorized by age.

Essentially, the needs of 'early' youth (i.e. 10-12) are much different than the needs of those between 13-16 years of age, and even more different than youth of 17-19 years of age. Some literature even extends the definition of the youth years into the early 20s. Focus Groups undertaken as part of the Future Directions process identified that youth were most likely to have used the Mississauga Valley, Erin Meadows and Burnhamthorpe Community Centres. The participants identified that their ideal youth space would be comfortable places to generally hang out, socialize and play games.

Needs Assessments

The Mississauga Youth Plan recommends that the City "explore feasibility of additional facilities city-wide such as extreme sports and a community centre in the Northwest" and to "investigate the feasibility of developing and sustaining 'youth spaces' in the community with community partners based on community need."

The neighbourhood-based approach is preferred to meeting space-related needs of youth. This is consistent with the Youth Plan's vision of providing space through the City and community partners whereby existing physical resources such as community centres, schools, faith and cultural organizations, etc. can create dispersed hubs of youth activity. The dispersion of facilities is especially critical since youth have limitations with transportation (i.e. many cannot drive themselves to activities), while neighbourhood-based opportunities can be better defined and delivered according to the characteristics of youth residing in the surrounding area.

Accordingly, a multi-pronged approach to meeting youth space needs should be considered. First, the City should continue to leverage its community centres to deliver youth-specific programming and where appropriate, should even consider the provision of youth-priority space where a youth club or youth group has priority access to

programming (similar to the approach used for older adults). In this way, youth have a comfortable space within a community centre which in turn can increase their willingness to come to the facility. Integrated youth spaces are deemed of particular significance in Service Area 1, possibly by prioritizing space at Erin Meadows and/or Meadowvale since they are located fairly centrally within the Service Area and already benefit from youth-oriented facilities such as gymnasiums and pools.

In addition, the City should explore the creation of youth hubs through strategic acquisitions and developments that fulfill its neighbourhood-based strategy of meeting broad community needs. This approach may consist of new community/neighbourhood centre developments, augmenting Mississauga Public Library branches, or purchasing surplus school sites or other strategic properties. A similar opportunity may exist in Mississauga should the City consider repurposing an arena (possibly along the lines of the Kingston approach discussed in the trends section that refocuses arena space specifically on addressing the youth population).

As per the Youth Plan and principles surrounding community development/partnership in Future Directions, increased coordination with community-based providers should be pursued as appropriate. The desired outcome is to enhance the number of youth programs offered in non-municipal facilities, working to reduce service duplication between municipal and community-based service providers, and creating a holistic experience where youth can benefit from specific expertise of the City, Regional agencies, and other recreation and social service providers.

While a dedicated youth centre may be worthy of consideration depending upon the right circumstances (e.g. a surplus facility becomes available, the location is in proximity to youth concentrations and has access to transit and active transportation routes, a flexible

range of programs can be offered, etc.), the preference is to offer integrated space for youth as discussed above. In this way, youth can have access to a broad range of program opportunities and services, remain engaged as part of their community, and benefit from efficiencies that the City will obtain by co-locating multiple services at the neighbourhood hubs.

CAPITAL Recommendations

11. In addition to exploring youth space using the neighbourhood-based model advanced through Future Directions, evaluate the feasibility of integrating youth space if proceeding with the development of an indoor turf facility at Park 459 to address needs in the northwest.



Older Adults Priority Space

Supply

The City offers integrated space for older adults at eight multi-use community centres, as well as dedicated spaces at the Mississauga Senior Citizens Centre and the Square One Older Adults Centre (the latter of which will soon be vacated with the expiry of its lease).

Market Conditions

Mississauga offers a robust range of programs for older adults. The Mississauga Seniors Centre offers a range of general interest, fitness, active living and therapeutic programs that are available to its members (yearly membership is about \$25) and non-members (a program fee is applied). A similar model is applied at the Square One Older Adult Centre where the yearly fee is \$13. Community centres also offer programming to those affiliated with local older adult and seniors clubs, as well as to non-affiliated older adults.

Older adults are comprising a greater proportion of the population, as evidenced by Census data that shows that 23% of Mississauga's 2011 population consisted of those 55 years and over (up from 17% in 2001). In fact, there were about 60,000 more older adults in the City in 2011 than in 2001 with the population of residents 55 years and over standing at over 165,000 in 2011. Based on the 2011 Census data, Service Area 5 had the highest number of older adults (over 29,000) between the ages of 55 and 69, followed by Service Area 1 (22,000) and Service Area 2 (21,000). Service Area 5 also had the highest population of older adults 70 years and over at 17,600, about twice the amount of the next closest Service Areas.

Space-related comments received through the Blue Skies Focus Group suggest that facilities developed for older adults should be oriented around comfort, accessibility, socialization and recreation to

maximize physical and mental health. Participants recognized that changing preferences of older adults to participate in fitness, pickleball, therapeutic programs, etc. is changing how older adult space needs to be provided. Access to fitness studios and gymnasiums is now part of the older adult expectation, as is the desire to incorporate more than just recreation such as integrating health-oriented space (e.g. physiotherapy) in facilities.

Not only are such facilities intended to provide physical activity, they are also informal meeting spots that can reduce social isolation being experienced by many older adults. The provision of integrated older adult spaces within multi-use facilities was seen as the ideal template given that community centres are much more dispersed throughout the City and that they function as hubs of services and information, and many older adults identify with a facility geared to the broad community rather than "senior's centres."

Needs Assessments

While the Mississauga Seniors Centre remains a viable space provision model (i.e. a dedicated facility), the preference for future older adult space is based on integrated priority space located within community and neighbourhood centres. This approach is supported by the Older Adult Plan that recommended a number of facility improvements to the Mississauga Valley, Burnhamthorpe, Frank McKechnie and Malton Community Centres (along with certain library branches) largely geared to comfort such as integration of lounges and snack areas. The City should continue to explore opportunities to make its community centres more inviting and comfortable to older adults such as integration of additional seating and socialization areas in lobbies, and provision of older adult priority space where the space does not presently exist (generally Erin Meadows Community Centre and Cawthra Community Centres, though the latter is located next door to the Senior Citizens Centre).



In line with the neighbourhood-based evolution of Mississauga's service delivery model, future provision of older adult space is a multi-faceted approach involving City, Region and community-based service providers. The City has, and should continue to leverage its existing multi-use community centres to deliver core programs geared to the older adult population. Opportunities to acquire strategic properties such as surplus school sites or other properties for the purposes of establishing neighbourhood activity centres is encouraged whereby older adult activities should be part of the overall focus.

Facility designs should be cognisant of the continuum of service needs among different age groups of older adults, notably the 55-69 cohort (who still tend to participate in active endeavours), and the 70+ group who may focus on older adult programs that are a bit more passive or social in nature. The integrated priority space within multi-use community centres works well in this respect, providing more active older adults with amenities offered in gymnasiums and pools, while also providing passive activities through community program rooms, kitchens, etc.

Service Area 1 has about 22,000 'early' older adults (55-69 cohort) and another 8,400 'elderly' older adults (70+ cohort). However, it is the current population of those approaching 55 years of age that highlights a need for the City to be proactive in that community. While a large population of older adults in Churchill Meadows will not be realized until after the Future Directions five year planning window, facilities such as the Churchill Meadows Activity Centre and the Erin Meadows Community Centre will eventually need to be programmed in a slightly different manner as their catchment area populations begin to age. The addition of a therapeutic pool tank and teaching kitchen at the Meadowvale Community Centre will also bolster the number of programs that tend to be attractive to older adults in the northwest.

Older adult populations in *Service Areas 2, 3 and 4* will continue to be well served by the River Grove, South Common, Huron Park, and Malton Community Centres. In Service Area 3, the Malton Community Centre is anticipated to continue to service localized needs though program delivery may shift as the community ages, especially since the 55+ population is fairly small at 9,000. The construction of the new therapeutic pool there will assist in furthering older adult opportunities at that facility. Facilities should be viewed for providing a greater range of active living programs geared to personal wellness geared to the early older adult, but also should be evaluated for their ability to improve comfort and access to therapeutic programming, as well as general interest programs oriented to socialization.

Service Area 5 is the highest priority for older adult services since its 55-69 and 70+ populations respectively account for 27% and 32% of the City-wide cohort (the 70+ population is more than twice the amount of the next highest Service Area). The Mississauga Valley and Burnhamthorpe Community Centres are likely to face the greatest pressures for older adult amenities and services, particularly with the expiry of the lease at Square One Seniors Centre, and thus facility comforts and program opportunities should be evaluated accordingly. Other opportunities to address older adult needs may be to provide space at non-recreational facilities such as at the Civic Centre, surplus schools and/or to consider space provided in conjunction with the land development industry (the latter two are applicable to all Service Areas).

A stand-alone seniors centre is also a possibility in Service Area 5 given the large concentration of older adults that presently exists and will continue to grow. Although the stand-alone model differs from the aforementioned integrated model, it is deemed acceptable in this Service Area alone on the basis of the older adult population, the fairly centralized location to all of Mississauga and strong transit infrastructure (if located close to the Hurontario corridor). A stand-

alone facility should be designed with both the active and non-physical older adult in mind, thus a gymnasium and/or therapeutic pool tank may be considered in addition to traditional community program spaces (subject to cost-benefit rationalization).

With existing community centres having potential to deliver integrated programs and experiences to Mississauga's older adult population, particularly in tandem with the recommendations contained in the Aging Population key focus area in the Delivering Services section, emphasis should be placed on maximizing these spaces. To determine how best to utilize existing spaces, the City should undertake an Older Adult Space Provision Study that considers the service delivery model being pursued. Pending the outcome and implementation of that Study, older adult needs that cannot be met through existing infrastructure can be explored through alternative arrangements, including through new facilities or partnerships.

CAPITAL Recommendations

12. In advance of the Square One Older Adult Centre's expiring lease in 2017, undertake an Older Adult Space Provision Study that explores the ability of Mississauga's existing community centres to deliver enhanced services for the 55+ population. Where demands cannot be reasonably served by existing community centres, the Study should examine opportunities to secure integrated and/or stand-alone older adult spaces through creative opportunities such as use of complementary Civic facilities (e.g. Mississauga Public Library), surplus school lands, and/or developments within intensification corridors (e.g. Highway 5/10).

Fitness Space

Supply

The City provides 12 fitness and active living centres that space for fitness training, active living programs, indoor walking and squash.

Fitness Centres	Service Area						TOTAL
	1	2	3	4	5	6	
Active Living / Fitness Centres	2	3	1	2	2	2	12



Location of Fitness Spaces	#	Type
Burnhamthorpe Community Centre	1	Activity Studio
Cawthra Community Centre	1	Activity Studio
	1	Indoor Walking Track
Clarkson Community Centre	1	Activity Studio
Erin Meadows Community Centre	1	Activity Studio
Frank McKechnie Community Centre	1	Activity Studio
Huron Park Recreation Centre	1	Fitness Centre
	1	Activity Studio
Malton Community Centre	1	Fitness Centre
Meadowvale Community Centre*	1	Fitness Centre
	1	Activity Studio
	3	Squash Courts
Rivergrove Community Centre	1	Fitness Centre
	1	Activity Studio
	3	Squash Courts
South Common Community Centre	1	Fitness Centre
	1	Activity Studio
	2	Squash Courts
Mississauga Valley Community Centre (Terry Fox Fitness Centre)	1	Fitness Centre
	1	Activity Studio
	2	Squash Courts
Civic Fitness Centre	1	Activity Studio
	1	Fitness Centre
	2	Squash Courts

* The Meadowvale Community Centre redevelopment project (anticipated for 2016 completion) is expected to include a new indoor walking track

Market Conditions

The emphasis being placed on personal health is resulting in growing participation across Ontario for physical fitness activities. This is translating into increasing use of private and public sector fitness services oriented to health and wellness, including active living programming centred on cardiovascular and stretching activities (e.g. aerobics, yoga, pilates, etc.). Such active living programs and classes appear to be the fastest growing segment of fitness, more so than traditional weight-training, given they are being designed as fun, social activities ('Zumba' is a notable example).

While most urban municipalities offer some form of studio-based active living programs, not all municipalities choose to provide equipment-based facilities due to the cost of entry/operation and competition with the private sector. Of Mississauga's 12 fitness facilities, 7 offer an equipment-based experience.

Table 13: Regional Provision of Fitness Centres

Municipality	Service Level	No. of Fitness Centres
1. Burlington	1 : 35,000	5
2. Richmond Hill	1 : 49,500	4
3. Oakville	1 : 61,000	3
4. Vaughan	1 : 62,500	5
5. Milton	1 : 93,000	1
6. Mississauga	1 : 108,000	7
7. Halton Hills	n/a	0
8. Hamilton	not available	not available
Benchmark Average	1 : 60,500	5

Notes: Service level rounded to the nearest 500 residents. Average excludes municipalities that do not provided a level of service.

Mississauga offers a broad range of fitness activities generally geared to youth, adults and older adults. Such activities span intensive cardiovascular workouts (e.g. boot camps, core strength training) to toning/stretching (e.g. yoga, meditation, pilates) and therapeutic programs. In 2012, there were over 11,600 fitness program registrants which represented an average fill rate of 53%. Both the fill rate and number of registrants were lower than the previous year (when the fill rate was 56% and there were 12,300 registrants) though. Erin Meadows and Frank McKechnie were the highest performing fitness destinations drawing 2,600 and 1,800 registrants, respectively, with fill rates of 61% and 77%. It should be noted that fitness centre usage is supplemented by a significant drop-in attendance, particularly those associated with memberships (i.e. a member can drop in to multiple fitness classes, which is not reflected in the above fill rates). There were 18,425 fitness memberships sold in 2012, up about 1,000 memberships from the previous year, while there were 21,000 more drop-in fitness visits by over that same period.

Due to the competition with the private sector, municipal provision of fitness centres is a level of service that some municipalities do not continue or choose not to provide. The decision to operate a training club is largely a product of the municipality's philosophy and corporate values with regard to providing physical activity opportunities that are already met by non-municipal providers. For example, the municipality may deem that the services it provides reach a different target market, offer long-term stability through programming, achieve physical activity goals, etc. It is worth noting that fitness participants at City facilities are most sensitive in travelling longer distances to access municipal fitness programming (compared to aquatics and community programs). This is likely due to the saturation of the fitness market with abundant private sector offerings available to Mississauga residents.

Needs Assessments

Full Service Fitness Centres

Mississauga has well exceeded the point where the private sector offers many of the same kinds of services that are catered to the City's target market. The municipal fitness centres, however, provide an opportunity for residents to increase their physical activity levels and commitment to leading a healthy lifestyle. Offering a range of choice between memberships, personal training and fitness classes ensures that residents can fit in at a level of comfort and work toward reaching an optimum fitness level. The excellence of the fitness facilities at Mississauga's community centres greatly enhances their role as multi-purpose facilities.

While the City should continue to operate its existing facilities, as they are revenue generators that offset operating losses incurred by other multi-use facility components, no additional full-service fitness centres are required other than as a complement to existing community centres. Given the synergies between fitness, aquatics and gymnasium space in meeting active living needs, community centres that contain a pool and/or gymnasium may be considered for a full service fitness component to further establish active living hubs within neighbourhoods, provided that a business case can be made.

Studios, Walking Tracks & Squash

The City of Mississauga should continue its practice of integrating activity studios through new multi-use community centre developments given these spaces can facilitate a range of programs, many of which are complementary to aquatic centres, older adult and youth spaces, gymnasiums, etc. that may be co-located within a centralized facility. Fitness studios are relatively cost effective additions to a community centre (both from a capital and operational standpoint as they do not involve weight-training equipment) that can be programmed in a variety of ways (and re-purposed if necessary).

Accordingly, the provision of active living and activity studios should be considered within future multi-use community centres in Mississauga.

Similarly indoor walking tracks are becoming standard components of new multi-use facility designs, usually encircling an ice pad or gymnasium. Should the City embark on a new or renovated community centre and/or arena project in the future, an indoor walking track should be part of the design consideration.

Lastly, and as with the previous future directions, the City's current supply of squash courts is deemed to be sufficient over the long term given that future demand for these facilities is uncertain based on provincial and national trends. Private sector racquet sport clubs tend to service the market well, albeit at a higher price point than the City, thus future provision of squash courts is deemed to be a lower priority than space for other needed recreational activities to service a broader range of the population.

CAPITAL Recommendations

13. New full-service fitness centres should only be considered where they demonstrate a clear benefit to the value and the overall experience offered to members, such as within facilities containing an indoor pool and/or gymnasium.
14. When embarking on a new or renovated community centre and/or arena project, the feasibility study should also evaluate an indoor walking track as part of the design consideration.

Indoor Turf

Supply

The City provides indoor turf at the Hershey SportZone by way of a field house that contains a FIFA regulation field along with an air-supported structure (bubble) enclosing one of the onsite artificial turf soccer fields. Both turf fields can be divided into four fields.

Market Conditions

Many indoor turf fields have been constructed in the GTA over the past year, including a number in Peel-Halton. Indoor soccer is gaining increased traction with youth participants and its popularity is rising even faster among adult registrants. In the past ten years (2002-2011) indoor soccer registration across Ontario has risen 49% in the mini/youth age category and 100% in the senior category. In 2011, the number of senior indoor registrants in Peel Halton soccer programs (11,820) was marginally below the number of mini/youth registrants in outdoor soccer leagues and program (13,644).

Mississauga's two indoor turf fields represent a service level of 1 per 378,295. Caution should be exercised in the literal interpretation of the benchmarking table given different operating environments, different field sizes, and different field quality among municipal indoor turf centres. For example, Hamilton, Burlington, and Vaughan all have private sector operators that have negated the need for municipal involvement. Furthermore, Mississauga's field house allows for four simultaneous uses to occur (compared to Richmond Hill's field that is too small to be programmed for more than one use).

Municipality	Service Level	No. of Turf Centres
1. Halton Hills	60,500	1
2. Milton	93,000	1
3. Oakville	182,500	1
4. Richmond Hill	198,000	1
5. Mississauga	378,000	2
6. Vaughan	n/a	0
6. Hamilton	n/a	0
6. Burlington	n/a	0
Benchmark Average	182,500	1

Notes: Service level rounded to the nearest 500 residents. Average excludes municipalities that do not provided a level of service.



The demand for indoor turf facilities has been driven by soccer's continued appeal plus an increased emphasis on year-round training and competition. Data collected by the City shows that there are about 4,250 indoor soccer players registered with the major minor soccer clubs alone, suggesting that more players are looking for year round soccer opportunities that has resulted in elevated registrations in indoor programs (about 200 more players were registered compared to the previous year). While the number of adults playing is not known, the number of adult teams booking time at the Hershey SportZone field house has increased from 458 to 617 (34%) since 2010.

Field house allocation data suggests that all 220 prime time hours²⁵ are accounted for, with excess requirements from groups shifted to the dome. While the dome accommodates most of the excess demand, the City notes that adult leagues travel to an adjacent municipality to book about 40 hours of prime time per week. Furthermore, if the anticipated Fall 2014 bookings are realized, the City will essentially be at maximum capacity with only 7 hours being available per week for non-allocated users, reinforcing the growth that is occurring in indoor field sports and highlighting the constraints on available prime rental times.

Accordingly, positive growth and utilization among youth and adult markets suggests that there is strong demand for indoor soccer locally. Through the Sports Focus Group, participants confirmed the constraints on available indoor field times not only for soccer users, but other field sports as well (e.g. football, ultimate frisbee, etc.). Those participants identified a need for a third indoor turf field in Mississauga, as some of them presently travel outside of Mississauga to access times at indoor fields in Milton, Oakville, etc.

²⁵ Indoor field prime time is 6pm-11pm on weekdays and 8am-11pm on weekends, multiplied across 4 quarter fields for the field house and dome.

Needs Assessments

With continued popularity of indoor field sports and demand pressures being experienced locally, Mississauga is able to support one additional indoor turf field. For the Fall 2013 season, soccer groups stated they require 187 prime hours at the dome and 363 hours at the field house, amounting to 550 hours in total for quarter field uses. Based on 55 available prime hours per week, this requirement is the equivalent of 10 quarter fields, of which the City addresses 8 quarter fields between the field house and bubble. This calculation suggests that the City is in a deficit situation of about half an indoor turf field (full size), plus nearly another quarter field worth of prime time (40 hours per week) is being rented outside of Mississauga suggesting that the City could fill nearly another indoor turf field based on present demand.

Subject to additional business planning and consultation with indoor field users, there is opportunity to provide additional indoor turf opportunities given demonstrated growth in bookings, stated requirements of field users, and the fact that some local users participate in indoor turf activities outside of the City. In addition, comments received through consultations emphasized that there is latent demand for non-soccer users such as football, ultimate Frisbee, lacrosse, etc. who would generate additional bookings than those identified in the previous paragraph. In deciding where a new indoor field could be located, there are two plausible locations at which an indoor turf would make sense.

The Hershey Centre SportZone has already established itself as the primary venue for indoor turf in Mississauga with the state of the art field house and the new air-supported structure. The outdoor soccer field adjacent to the new bubble represents a good candidate for conversion into an all-weather field. This location would leverage existing economies of operation and programming, and further establish the Hershey Centre as the destination for indoor field sports

not only in Mississauga but regionally as well. It also benefits from convenient access to the 400 series highway system making it ideal for tournaments and adult leagues. The City's current land development project being undertaken for the Hershey Sport Zone lands should investigate if the addition of another indoor turf field fits with the ultimate concept.

Alternatively, the City may wish to disperse indoor field opportunities in Mississauga. Apart from the Hershey Centre, the most appropriate location is the Sports Park (Park 459) planned along the 9th Line where two outdoor artificial fields have been contemplated. This location benefits from proximity to the 400 series highways. These fields, being a separate entity from the Hershey SportZone, could be operated in partnership with a third party if the City concludes such an arrangement would be mutually beneficial since there are examples of such agreements found across the province (e.g. London, Vaughan, Oakville). If the City chooses Park 459 as its preferred location for indoor turf, an outdoor senior lit field should be developed in conjunction with the indoor turf in order to benefit from economies of scale in construction and operation, and create a year-round sports field destination in the northwest. Consideration may also be given to providing ancillary community program space (i.e. meeting or program rooms) provided that it is feasible depending upon whether an air-supported or permanent structure is constructed.

If the City ultimately decommissions an arena due to declining utilization, another option is to consider an indoor turf field as an adaptive re-use of such a facility. This is believed to be a longer-term opportunity given that the current five year period of this Future Directions will likely see the current arena supply sustained at its present level.

CAPITAL Recommendations

15. Pending the outcomes of the City's ongoing internal indoor field analysis along with the land development project currently being prepared for the Hershey SportZone, provide one additional indoor turf field at either the Hershey SportZone or the Park 459 Sports Park.

Outdoor Soccer Fields

Supply

The City of Mississauga provides a number of soccer fields including lit fields, artificial turf and varying field sizes. In recognition that lit fields and artificial turfs offer a higher capacity for playable hours, lit fields are considered to be the equivalent of 1.5 unlit fields (according to program hours) while artificial turf fields are considered to be the equivalent of 3.0 unlit fields. Using the equivalency assumption for this Master Plan, the City's supply of soccer fields is as follows:

Soccer Fields	Service Area						TOTAL
	1	2	3	4	5	6	
Major Artificial Soccer Fields (lit)	-	5 (15)	-	1 (3)	-	-	6 (18)
Senior Soccer Fields (lit)	2 (3)	1 (1.5)	1 (1.5)	3 (4.5)	3 (4.5)	1 (1.5)	11 (16.5)
Senior Soccer Fields (unlit)	35	18	6	7	10	7	83
Minor Soccer Fields (unlit)	13	30	4	9	11	4	71
Mini Soccer Fields (unlit)	23	2	3	12	8	7	55
Total (lit = 1.5, artificial = 3.0)	73	56	14	32	32	19	226 (243.5)

Note: excludes 11 unlit school fields and 1 artificial school field that contribute another 14 equivalents to the permitted field supply

Source: City of Mississauga, 2013

With the inclusion of 14 equivalent school fields, the City's available soccer field supply stands at 257.5 unlit capacity fields.

Market Conditions

Soccer continues to be a growth sport in the GTA, however, there are indications that participation rates are stabilizing. Data provided by the Ontario Soccer Association indicates that enrolment in outdoor soccer activities peaked in 2007 (at just under 400,000 players) and has slightly declined in each year since. While the sport remains popular, participation reductions are most apparent in younger age cohorts.

In the ten year period between 2001 and 2011, Peel Halton Soccer Association registrations have risen by 12% through the addition of over 6,000 new players to reach a total of over 60,000 participants. Although regional growth rates exceed that of the province as a whole, the 12% participant growth rate is well below the 32% increase in Peel-Halton's population over the same period causing the penetration rate to decline, with the most significant reduction occurring over the five year period between 2006 and 2011. This suggests that interest in outdoor soccer in Peel-Halton has leveled off among existing residents, though Mississauga may nonetheless experience growth in the actual number of registrations as its population climbs. Registration data compiled by the City shows about 14,250 minor soccer players in Mississauga this past season, declining about 8% (1,200 fewer players) compared to 2012.

Mississauga's supply of fields translates into a level of service of one soccer field per 3,107 residents. When including the permitted school fields, the provision rate is one soccer field per 2,938 residents that is generally in line with historical provision rates and the recommended service level standard (1 field per 2,800 pop.) contained in the previous iterations of Future Directions.

Table 14: Regional Soccer Field Provision

Municipality	Service Level	No. of Fields
1. Vaughan	1 : 1,600	197
1. Oakville	1 : 1,600	110
3. Halton Hills	1 : 1,700	35
4. Milton	1 : 2,000	45
5. Hamilton	1 : 2,500	192
6. Mississauga	1 : 3,300	226
7. Richmond Hill	1 : 3,500	53
8. Burlington	1 : 3,900	45
Benchmark Average	1 : 2,500	113

Notes: Service level rounded to the nearest 100 residents. Sites include municipal and school facilities, with the exception of Burlington due to lack of available school information. Actual supply is reflected (i.e. not equivalent).

Assessing soccer field utilization data provided by the City of Mississauga shows that over 57,300 hours were booked, resulting in a utilization rate of only 33%. Upon closer examination, prime times (defined as Monday through Thursday) accounted for about 35,000 of the total booked hours (61% of all bookings) achieved 67% utilization while non-prime times (defined as Friday through Sunday) were utilized only 17% of their available hours.

While sports fields cannot be expected to fill all of their available capacity (due to the need to allow fields to regenerate, cancellations from inclement weather, and the fact that usually a maximum of two games per weeknight are booked), this alone does not explain the amount of unused capacity presently available system-wide.

The following key points were also noted with respect to soccer field utilization:

- Hours booked in prime time have been fairly stable since 2011 (there was a drop of about 5,000 hours in 2012 before rebounding back this past year).
- There were about 16,000 prime hours that went unused at soccer fields in 2013. Most of these (11,700 prime hours) are attributable to the City's unlit soccer fields.
- With about 110,000 non-prime hours going unused, fields are generally unutilized on three days of the week. This is largely a result of historical soccer scheduling practices that avoid weekends.
- Artificial turf bookings of over 6,300 hours resulted in a utilization rate of 47%, meaning that there were about 7,100 hours that went unused. While prime usage is slightly better at 69%, 1,500 prime hours were not booked while non-prime usage of these capitally intensive fields is much lower at 35%. Notably, there were 1,200 fewer hours booked at artificial fields in 2013 compared to 2011.
- Lit soccer fields were booked a total of 7,300 hours and achieved a healthy utilization rate of 72% in 2013. In fact, 98% of all prime hours were booked showing strong demand for these fields.
- Unlit soccer fields had the most total hours booked at 41,700 (recognizing that these represent the majority of fields in the supply) but utilization is among the lowest of all field types at 29%. Prime utilization was 70% but still results in about 11,700 prime hours going unbooked across the season.
- Fewer than 2,000 hours were booked at unlit school fields, resulting in 25% utilization.

All of this suggests that the City has capacity within its existing sports field system. While utilization rates of lit fields are considered to be healthy, the degree of unused capacity at unlit fields is somewhat concerning during both prime and non-prime hours. For unlit fields (and possibly artificial turf as well), a number of issues may be at play:

- City Staff indicate that sports field demand is greatest between the months of June and early August, and tapers off later in the summer/early fall.
- Minor soccer clubs, who are the predominant users of unlit fields, may be renting less time due to stagnating registrations, lack of satisfaction with field quality, or have found ways to program more efficiently (e.g. simultaneous practices between teams).
- There is a clear preference among users to play Monday to Thursday. Moving forward, however, provision of additional soccer fields to meet demand spread across four days (rather than five or six days) is not considered to be sustainable with escalating land rents and greater scarcity of greenfield development opportunities conducive to the large land requirements of soccer fields (about 1 to 2.5 hectares for a full size field).
- One benefit of the existing surplus of capacity is that there is capacity to accommodate usage if school fields are closed in the future. That being said, unlit natural fields account for less than 4% of all hours being booked thus their removal is fairly negligible.

The City of Mississauga is presently refining the way in which its sports field data is collected, monitored and analyzed. It is understood that City Staff will continue their efforts to derive meaningful information regarding use of its sports fields over the course of the

Future Directions planning period. This information will be considered during the preparation of capital plans to confirm or adjust strategies contained in 2014 Future Directions.

Comments pertaining to soccer fields were received through the Sports Focus Group and generally centred upon the need to provide higher quality fields, particularly grouped in multi-field complexes capable of accommodating tournaments.

Needs Assessments

The 2009 Future Directions applied a provision standard of one soccer field per 2,800 population to calculate requirements, resulting in the need to provide the unlit capacity equivalent of 12.5 fields. Since that time, however, there have been some key service delivery changes and evolutions in participation profiles, notably:

- a transition from seasonal to hourly field rental rates that has changed how and when field users utilize fields;
- the City's ongoing efforts to improve data collection and monitoring;
- the preparation of a Mississauga Sports Field Allocation Policy (that is now underway);
- a revamping of the Ontario Soccer Association's Long Term Player Development (LTPD) model that shifts the emphasis away from games in favour of teaching; and
- stabilizing local, regional and provincial participation rates in soccer that are largely a result of an overall aging of the population.

These municipal efforts and changes within the sport itself have, and will likely continue to have an effect on how fields are utilized. In turn, this will affect the required level of service to be provided by the City.

2014 Future Directions maintains the 1 field per 2,800 provision level, however, this would rationalize a total supply of 277.5 fields by the year 2019, amounting to 20 additional fields over this period. While the service standard provides a target to strive towards, in actuality field provision should consider a number of factors, including those listed above, that could either increase or decrease the number of new fields to be developed. Therefore, the City should remain apprised of the following additional factors, at a minimum, in assessing field supply requirements over the next five years:

- Changes to utilization rates pending the completion and implementation of Mississauga's Sports Field Allocation Policy, at which time the City will have a stronger understanding of field user requirements.
- Ensuring the appropriate mix of lit versus unlit, and artificial, soccer fields as dictated by rental preferences and utilization patterns.
- The outcomes of the Ontario Soccer Association's new LTPD model on the quantity and design of fields.
- Additions or removals to the supply of permitted school fields.
- The ability to reduce reliance on lower quality fields for more intensive play, particularly those fields embedded within neighbourhoods where vehicular parking constraints, traffic issues or lack of needed neighbourhood amenities warrants relocation and repurposing of the field.

It is also important to maintain the appropriate spatial distribution that exists for organized soccer groups, but also to allow casual neighbourhood-based play to occur on a field when it is not being used for organized play. Feedback received through consultations insightfully suggests that casual drop-in play on idle fields is highly desirable to spur unstructured physical activity, and that field usage

does not have to be relegated to permitted users (unless organized play is occurring).

As part of addressing short-term field requirements, high quality multi-field venue should be considered at Park 459 and/or another location in keeping with the objectives of the Sport Plan, Sport Tourism Strategy and feedback received through Future Directions. Additionally, the need demonstrated for new fields does not solely have to be reconciled through the construction of new fields. In fact, a cost-effective approach would be to light appropriate unlit fields as this would minimize land acquisition and site development costs. In addition to lighting costs, improvements to irrigation, drainage and other maintenance systems may be required recognizing that the fields will be used more intensively but such costs are less than land acquisition and field construction costs associated with new field development. In deciding which fields to intensify, the City will need to consider strategic co-location opportunities (e.g. if an unlit field is located adjacent to, or nearby an existing lit field) that enhance tournament potential or fit within a broader sports field complex, as well as possibly converting an underutilized field.

Building upon the topic of cost-effectiveness and fiscal sustainability, as mentioned in the market conditions subsection, the utilization rate during the week is unbalanced due to a four day programming schedule (i.e. Monday to Thursday). Encouraging weekend use by moving to a six day programming schedule maximizes existing capacity and negates the need for increasingly expensive field acquisition and development costs. The City must remain cognisant that natural turf fields require a "resting" period to allow them to regenerate. Only appropriate fields (i.e. those which are hardier and/or contain sufficient irrigation or drainage), therefore, can be used for extended use, however, it should be noted that this approach generally requires additional field maintenance and replacement costs associated with the more extreme levels of use. A six day schedule

will require a philosophical shift among user groups, parents and players as this may influence vacation patterns, however, it is not sustainable to continue to build fields in Mississauga simply based on four days of use. The practice of having groups use more fields outside of their traditional territories is another means to improve efficiency of land-intensive soccer fields.

Ongoing discussions through the Sports Field Allocation Policy and other initiatives will be required with soccer field users to determine the most appropriate fields to direct future investments in, and which fields may be better suited for non-organized uses. Furthermore, the City should evaluate peak and non-peak periods of demand throughout the week and for the season as a whole to determine if there are ways to enhance efficiencies in utilization, maximize rentals, and ultimately determine the required mix of artificial, lit and unlit fields. Strong utilization in adult-oriented fields (i.e. artificial and lit) may justify intensification of some underutilized unlit fields to generate more adult or higher calibre sport usage.

CAPITAL Recommendations

16. Although soccer fields should be targeted at a rate of 1 field per 2,800 residents, additional fields should be provided where supported by: utilization rates experienced after implementation of the Mississauga Sports Field Allocation Policy; achieving the required mix of lit versus unlit fields; the outcome of the Ontario Soccer Association's Long Term Player Development model; removal of school fields; and/or reduced reliance upon lower quality fields embedded within neighbourhoods.

17. Proceed with the development of outdoor artificial turf as currently planned for Park 459.
18. Evaluate the ability of existing soccer fields to support higher playing capacities (through the installation of irrigation, drainage, lighting, and/or artificial turf systems) while also evaluating underutilized minor and mini soccer fields for their ability to shift organized soccer use to another field and repurpose them for other needed uses or for the purposes of neighbourhood-based program delivery within the park.



Ball Diamonds

Supply

The City of Mississauga provides hardball and softball diamonds within its supply of sports fields. In keeping with equivalency factors used in previous Future Directions, lit ball diamonds are considered to be the equivalent of 2.0 unlit diamonds in terms of programming capacity due to the ability to play into the evening.

Ball Diamonds	Service Area						TOTAL
	1	2	3	4	5	6	
Baseball Diamonds (lit)	3 (6)	2 (4)	-	4 (8)	3 (6)	2 (4)	14 (28)
Baseball Diamonds (unlit)	2	-	-	1	1	2	6
Softball & Multi-Purpose Diamonds (lit)	5 (10)	6 (12)	4 (8)	5 (10)	6 (12)	2 (4)	28 (56)
Softball & Multi-Purpose Diamonds (unlit)	15	18	4	5	11	9	62
Universal Diamonds (lit)	-	-	-	-	1 (2)	-	1 (2)
Total (lit = 2.0)	25 (33)	26 (34)	8 (12)	15 (24)	22 (32)	15 (19)	111 (154)

Source: City of Mississauga, 2013

The City also permits 13 diamonds at local schools for use by ball organizations, which when factored with the municipal supply results in 167 available diamonds.

Market Conditions

After years of decline, participation in baseball and softball continues to appear in a stage of stagnation in many parts of the province, though there are some dispersed pockets where stabilization or slight growth is being experienced due to local popularity and efforts of the sports' governing bodies in grassroots development. In Mississauga, the six largest minor ball leagues reported a collective membership of about 4,100 players, modestly declining by 120 players (-3%) from the prior year.

Mississauga's supply of 167 equivalent diamonds translates into a level of service of one diamond per 4,530 residents (the rate is 1 per 6,100 without applying the equivalency factor for lit fields). This provision rate is generally in line with historical provision rates and the recommended service level standard (1 diamond per 5,000 pop.) contained in the previous iterations of Future Directions.

Table 15: Regional Ball Diamond Provision

Municipality	Service Level	No. of Fields
1. Oakville	1 : 2,000	90
2. Hamilton	1 : 2,200	239
2. Halton Hills	1 : 2,200	28
4. Burlington	1 : 2,400	73
5. Milton	1 : 3,200	29
6. Vaughan	1 : 3,900	80
7. Richmond Hill	1 : 4,500	44
8. Mississauga	1 : 6,100	124
Benchmark Average	1 : 3,300	88

Notes: Service level rounded to the nearest 100 residents. Sites include municipal and school facilities, with the exception of Burlington due to lack of available school information. Actual supply is reflected (i.e. not equivalent).

In looking at ball diamond utilization data provided by the City of Mississauga, over 53,200 hours were booked resulting in a utilization rate of 44%. Prime utilization (i.e. Monday to Thursday) stands at 67% utilization though has dropped each year since 2011 though the total number of hours is fairly balanced with non prime (i.e. Friday to Sunday) as ball, particularly among adult leagues, tends to make use of weekends to a greater degree than soccer.

Ball diamonds cannot be expected to fill all of their available capacity (due to non-use from inclement weather, and the fact that usually only one or two games per weeknight are booked), however, this alone does not explain the amount of unused capacity presently available system-wide.

The following key points were also noted with respect to ball field utilization:

- The number of hours booked at diamonds has been steadily decreasing by about 4,000 hours per season over the past three years (i.e. there were nearly 8,300 fewer hours booked in 2013 compared to 2011). Prime time rentals fell by 2,000 hours over this period.
- There were nearly 66,500 hours that went unbooked at ball diamonds in 2013. Most of these hours (37,000) were attributable to unlit ball diamonds on weekends.
- Lit ball diamonds were booked a total of 33,200 hours and achieved a utilization rate of 64%. About 5,000 fewer hours were booked in 2013 compared to 2011.
- Unlit ball diamonds were booked 15,900 hours but utilization was among the lowest of all field types at 29%. About 2,500 fewer hours were booked in 2013 compared to 2011.
- About 4,100 hours were booked at unlit school fields, resulting in 32% utilization.

The City is presently refining the way in which its sports field data is collected, monitored and analyzed. Accordingly, year-over-year utilization data is not presently available for comparison and interpretation though it is understood that City Staff will continue their efforts to derive meaningful information regarding use of its sports fields over the course of the Future Directions planning period. This information will be considered during the preparation of capital plans to confirm or adjust strategies contained in 2014 Future Directions.

Comments pertaining to ball diamonds were received through the Sports Focus Group and generally centred upon the need to provide affordable access to fields through lower rental rates. As with soccer, ball groups also supported higher quality fields and multi-diamond complexes capable of hosting large tournaments.

Needs Assessments

Previous Future Directions recommended ball diamond provision at 1 per 5,000 population, a standard that continues to be advanced through the 2014 Future Directions. This level of service necessitates the provision of one new diamond by the year 2019. As noted in the soccer assessment, a number of service delivery practices have changed that have, and will continue to alter the way in which groups book fields. Influencing factors include the revised user fee model, new ways of collecting and evaluating diamond utilization data, evolving participation trends in ball and aging populations across the province, and Mississauga's Sports Field Allocation Policy that is currently being drafted. Accordingly, there are a number of factors that should be considered prior to constructing additional diamonds including the impact that the Sports Field Allocation Policy on utilization rates, school diamond closures, reducing the reliance on lower quality diamonds embedded in neighbourhoods, etc.

The City should also focus on conducting strategic improvements to selected diamonds that enhance the quality of play while also evaluating diamonds that can be refocused to accommodate more unstructured neighbourhood use (e.g. replacing chip infields with more cost-effective grass) or conversion to other needed uses. Further dialogue with ball organizations will be required in this regard through the Sports Field Allocation Policy or other initiatives. In addition, underutilized diamonds may be removed from the supply if the City is presented with an opportunity to construct a multi-diamond complex capable of advancing objectives outlined in the Sport Plan, Sport Tourism Strategy, and feedback received from ball users through this Future Directions. To better understand the trends shaping the utilization profile of ball diamonds, these facilities should be further evaluated to understand peak and shoulder hour rental patterns and ways in which to enhance utilization.



CAPITAL Recommendations

19. Construct 1 new ball diamond, with additional diamonds being considered if rationalized through further examination of: utilization rates upon the implementation of the Mississauga Sports Field Allocation Strategy; achieving the desired mix of lit versus lit and softball versus hardball diamonds; and/or removal of school or neighbourhood diamonds.
20. Conduct needed improvements to selected ball diamonds aimed at maximizing quality of play while identifying underutilized diamonds that should be focused on casual play or repurposed to other needed uses, including lower quality fields embedded within neighbourhoods.
21. Identify opportunities to strategically consolidate the number of ball diamond locations in favour of developing additional multi-diamond venues capable of meeting sport development and sport tourism objectives.

Cricket Pitches

Supply

The City provides three full cricket pitches (at Courtneypark Athletic Fields, Iceland and Wildwood Park) and another three multi-use pitches that are shared with soccer (at the Hershey SportZone, Aquinas Park and Huron Heights Park). Service Areas 1, 3 and 5 each have one pitch while Service Area 2 has three cricket pitches.

Market Conditions

Cricket has been found to be extremely popular in the Greater Toronto Area, particularly where newcomers from certain European, South Asian and Caribbean nations (where the sport is commonly played) have located. Mississauga has been a leader in addressing the needs of the cricket-playing population through the provision of multiple fields.

Table 16: Regional Cricket Pitch Provision

Municipality	Service Level	No. of Fields
1. Milton	1 : 93,000	1
2. Mississauga	1 : 126,100	6
3. Vaughan	1 : 144,000	2
4. Burlington	1 : 156,500	1
5. Hamilton	1 : 176,300	3
6. Oakville	n/a	0
6. Halton Hills	n/a	0
6. Richmond Hill	n/a	0
Benchmark Average	1 : 139,200	3

Notes: Service level rounded to the nearest 500 residents. Average excludes municipalities that do not provided a level of service.



The need to provide cricket pitches was mentioned through the Blue Skies Focus Groups, particularly in the context of addressing the needs of a growing cultural population.

Needs Assessments

Previous Future Directions utilized a service level standard of 1 cricket pitch per 100,000 population. With no new cricket pitches having been added in recent years, the City's level of service has decreased to 1 per 126,000 while about 300 more hours were booked in 2012 compared to the previous year (2013 data was not yet available) resulting in a strong utilization rate of 87%.

The 1:100,000 service level should continue to be pursued as a longer-term target, and combined with increasing bookings and strong utilization, additional cricket pitches will be warranted over the course of the next five years. Needs currently amount to approximately 7.5 cricket pitches. Recognizing there are plans to remove the Hershey

SportsZone Pitch, the capacity equivalent of between 2.5 and 3.0 pitches will be required over this current Future Directions period. In fact demands may be greater considering that three of the six existing pitches are dedicated solely for cricket. Long-term, a total of 8 cricket pitches will be required by the year 2031 based on the service level standard.

In addition to the planned cricket pitch at Park 459, at least one new pitch should be considered in Service Area 3 since that part of the City is home to a considerable South Asian population who are among the predominant users of such facilities. With the existing concentration of fields located in the north part of Mississauga, a cricket pitch in the southern part of the City should also be pursued as a longer-term strategy, preferably south of the Highway 403/Eastgate Parkway corridor. With soccer and ball field assessments suggesting surplus facilities, conversion of an underutilized sports field to a cricket pitch should be investigated in order to maximize use of the existing municipal land base prior to seeking new lands (the latter remains an option if there are no feasible conversion possibilities).

CAPITAL Recommendations

22. The City should explore the provision of new cricket pitches at Park 459, a location in Service Area 3 and/or south of the Highway 403 corridor.

Other Field Sports

Supply

The City provides 2 football fields and 2 lacrosse fields. In addition, a field hockey pitch is planned for Park 459.

There are also a total of 14 unlit football fields at local schools. Football, lacrosse and rugby organizations have historically relied upon fields owned and maintained by the school boards whereas soccer and ball field users have relied more upon the City. This arrangement has resulted in an efficient use of land overall, as the City and school boards have minimized duplications in facility provision for these land intensive facilities.

Market Conditions

Tackle football is a sport with cyclical popularity; there are recent indications that the sport may be again gaining popularity in Ontario, particularly for players in the 7 to 19 age group. Rugby is not seen as a growth-sport in most parts of the province, but remains stable in communities that are home to strong clubs that organize appealing programs. Trends in lacrosse suggest that the vast majority of players prefer box lacrosse, which is played indoors, rather than field lacrosse. Benchmarking data was not available for football, lacrosse or rugby fields largely due to the reliance on school facilities. Very little feedback was received through community engagements with respect to football, rugby and lacrosse fields.

The City's utilization data shows that approximately 3,500 hours were booked at municipal and school football fields in 2013, down from 3,800 hours in 2011. This amounts to a 31% utilization rate with over 7,700 hours remaining available for additional bookings (a portion of which, however, would be devoted to resting the fields).

Needs Assessments

Service level standards are not applicable to football, rugby or lacrosse fields. With the amount of unused capacity at existing fields, no new fields of this type are required over the next five years. Should the City be faced with demands for additional field time, it should work with the local school boards to determine how best to facilitate access to school-based football fields.

While the previous Future Directions recommended a multi-use field for football, rugby, Ultimate Frisbee, field hockey, etc., the extent of unbooked time at school football fields suggests that construction of a new field is presently unwarranted. That said, the planned development of a sports field complex at Park 459 lends itself well to incorporating a multi-use field (i.e. by way of the proposed field hockey pitch) to complement the proposed soccer and cricket fields. If the City continues to be pressed for a venue for alternative field sports then it could potentially consider re-purposing an underutilized soccer field or ball diamond to allow multi-use opportunities.

CAPITAL Recommendations

23. Construct a multi-use field at Park 459 to provide a venue prioritized for alternative field sports.



Tennis Courts

Supply

The City of Mississauga provides 136 courts available to the general public as well as leased for the use by local community tennis clubs.

Tennis Courts	Service Area						TOTAL
	1	2	3	4	5	6	
Tennis Courts (public – lit)	-	3	-	4	6	2	15
Tennis Courts (public – unlit)	22	17	-	2	12	-	53
Tennis Courts (community club – lit)	4	-	4	26	12	22	68
Total	26	20	4	32	30	24	136



Market Conditions

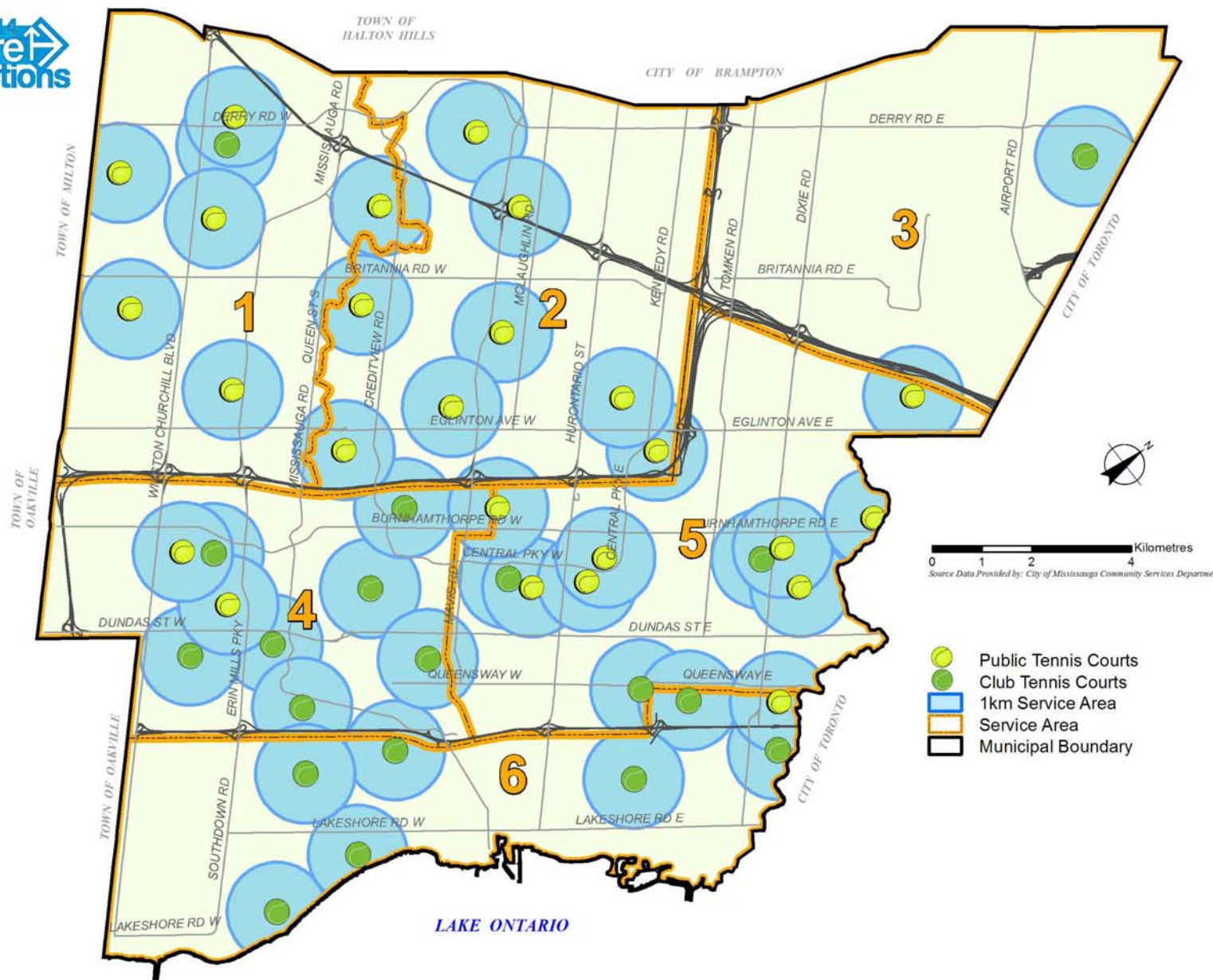
Participation in tennis varies greatly from community to community and province to province. By many accounts, tennis is not considered a growth sport though there is research that suggests club-based play is on the rise. Mississauga's service level of courts presently stands at one court per 5,563 which is generally in line with historical provision and previously recommended service level standards (1 tennis court per 5,000 residents).

Table 17: Regional Tennis Court Provision

Municipality	Service Level	No. of Courts
1. Oakville	1 : 2,300	78
2. Richmond Hill	1 : 2,500	79
3. Vaughan	1 : 2,600	122
4. Halton Hills	1 : 4,300	14
5. Milton	1 : 4,400	21
6. Burlington	1 : 4,500	39
7. Mississauga	1 : 5,600	136
8. Hamilton	1 : 5,700	91
Benchmark Average	1 : 4,000	73

Note: Service level rounded to the nearest 100 residents

Comments regarding tennis courts received through the Sports Focus Group generally centred upon the desire for indoor courts to support athlete training objectives. Other focus groups touched on racquet sports in general being popular among many newcomers to Mississauga.



Needs Assessments

Despite a reduction in the City's supply of two tennis courts since the previous Future Directions plan, it is recommended that Mississauga continue to maintain a service level standard of 1 tennis court per 5,000 residents. Based upon this, Mississauga would presently require 151 courts (or 15 additional courts) which is consistent with the direction from the previous Future Directions. By the year 2019, another 4 courts will be needed for a total supply of 155 courts. The 2031 supply is targeted at 166 courts based on this provision (30 additional courts).

The distribution of tennis courts shows that public courts tend to be concentrated north of the Highway 403/Eastgate Parkway corridor while club courts are primarily concentrated to the south of that same corridor. Furthermore, Service Area 3 does not have any public courts (despite being a relatively isolated area in the north-east). Similarly, Service Area 2 does not have any club courts (despite having over 163,300 residents living in its boundaries).

Service Area	Provision of Public Courts	Provision of Club Courts	Provision of All Tennis Courts
1	1 : 7,660	1 : 42,133	1 : 6,482
2	1 : 8,165	0	1 : 8,165
3	0	1 : 10,163	1 : 10,163
4	1 : 16,608	1 : 3,833	1 : 3,114
5	1 : 10,707	1 : 16,061	1 : 6,425
6	1 : 45,860	1 : 4,169	1 : 3,822
City-Wide	1 : 11,126	1 : 11,126	5,563

Based on population serviced, Service Areas 1 and 2 (and to a lesser extent Service Area 5) are the most underserved in terms of access to club-based opportunities. With provincial trends suggesting that club-based play represents the strongest opportunity to encourage

and develop tennis play, provision of additional club courts in these areas should be provided through partnerships with community-based clubs willing to assume responsibility for operating and programming such courts. In determining the number of club courts to provide, a generally accepted standard in Ontario is to provide 1 club court per 100 club players.

Although public courts do not generate revenues or the same level of volunteer commitment as club courts, they are nonetheless a very important part of the community's recreational experience. Public courts provide opportunities for free, spontaneous, drop-in physical activity and align nicely in a neighbourhood park model that is walkable to surrounding residences. Some municipalities integrate tennis opportunities within multi-use court templates to maximize use of space within a park. Service Area 3 is the most pressing priority for development of new public tennis courts, however, Service Areas 4 and 6 are also below the average provision level.

CAPITAL Recommendations

24. Target a total of 19 additional tennis courts, subject to evaluation of utilization rates, confirmation of community demand, geographic distribution, and opportunities that present themselves through park development and redevelopment activities. The current provision of public courts in Service Areas 3 and 6 suggests these are areas of gap. Additional community club courts should be considered on a case-by-case basis, particularly where the opportunity to partner exists.

Basketball & Multi-Purpose Courts

Supply

Mississauga offers full court multi-purpose pads and half court basketball hoops. Basketball hoops are considered to be the equivalent of 0.5 full courts for the purposes of assessing needs.

Multi-Use Courts	Service Area						TOTAL
	1	2	3	4	5	6	
Multi-Purpose Pads	6	6	2	2	5	12	33
Basketball Hoops	17 (8.5)	12 (6)	11 (5.5)	5 (2.5)	6 (3)	20 (10)	71 (35.5)
Total (Hoops = 0.5)	23 (14.5)	18 (12)	13 (7.5)	7 (4.5)	11 (8)	32 (22)	104 (68.5)

Market Conditions

Basketball is generally considered to be a growth sport, especially among youth. Ball hockey has also been observed to be popular among children and youth, with hard surface courts providing an ideal venue due to their dimensions and safety relative to traditional road hockey. Demand for outdoor basketball and multi-use courts is high in many communities as the courts are easily incorporated into neighbourhood-level parks, thus allowing pedestrian or bicycle access (which are the primary modes of transportation among youth).

Mississauga's supply of 68.5 courts results in a service level of 1 court per 11,045 residents which is a similar rate to that provided in the past and remains below the standard set in previous Future Directions (1 court per 10,000). For the benchmarking exercise, the number of sites (i.e. not the equivalent supply) was conducted due to the different configurations of courts (e.g. full court, half court, tri-courts, etc.) between municipalities and the fact that asset accounting practices also differ between the municipalities.

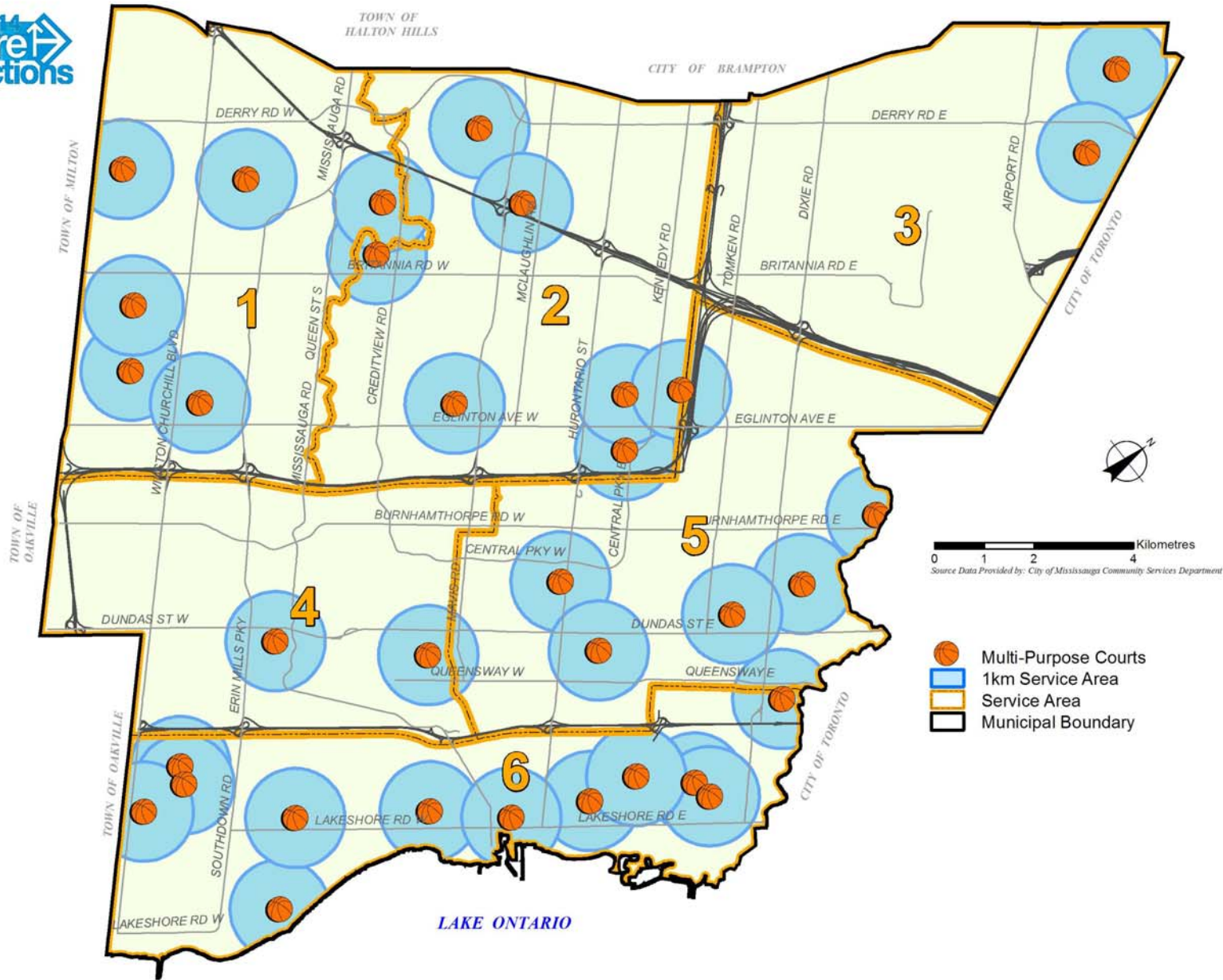
Table 18: Regional Basketball Court Provision

Municipality	Service Level	No. of Sites
1. Vaughan	1 : 4,500	69
2. Richmond Hill	1 : 4,700	42
3. Hamilton	1 : 5,300	99
4. Milton	1 : 5,800	16
5. Mississauga	1 : 7,300	104
6. Halton Hills	1 : 15,100	4
7. Oakville	1 : 20,300	9
8. Burlington	unavailable	unavailable
Benchmark Average	1 : 9,000	49

Note: Service level rounded to the nearest 100 residents. The number of parks containing courts (and not the number of courts themselves) is identified.

No feedback specific to basketball or multi-use courts was received through community engagements and as a non-programmed facility, the City does not collect utilization data for these courts.





Needs Assessments

Applying a standard of 1 basketball court per 10,000 residents results in a present day need for about 75.5 equivalent courts, which is about 7 courts fewer than provided. The supply required by 2019 amounts to about 78 courts, meaning that the City should construct an additional 10 courts over the next five years. A long term supply of 83 courts should be targeted by the year 2031.

Service Area	Provision of Courts	Service Area	Provision of Courts
1	1 : 11,623	4	1 : 22,144
2	1 : 13,608	5	1 : 24,093
3	1 : 5,420	6	1 : 4,169
		City-Wide	1 : 11,045

In terms of distribution, the above tables indicate that Services Areas 3 and 6 achieve the greatest service level while Service Areas 4 and 5 lag behind the City average. The most notable geographic gap exists in Service Area 4, which does not have any basketball courts located west of Erin Mills Parkway nor are there any such courts located north of Dundas Street.

CAPITAL Recommendations

25. A total of 10 new basketball/multi-purpose courts should be constructed over the next five years, subject to confirmation of community demand and distributional assessments.

Play Sites

Supply

The City provides play structures generally consisting of creative play and traditional apparatuses, and fully accessible play sites.

Play Sites	Service Area						TOTAL
	1	2	3	4	5	6	
Play Structures	59	51	15	34	57	43	259
Accessible Play Sites	1	-	-	1	-	1	3
Total	60	51	15	35	57	44	262

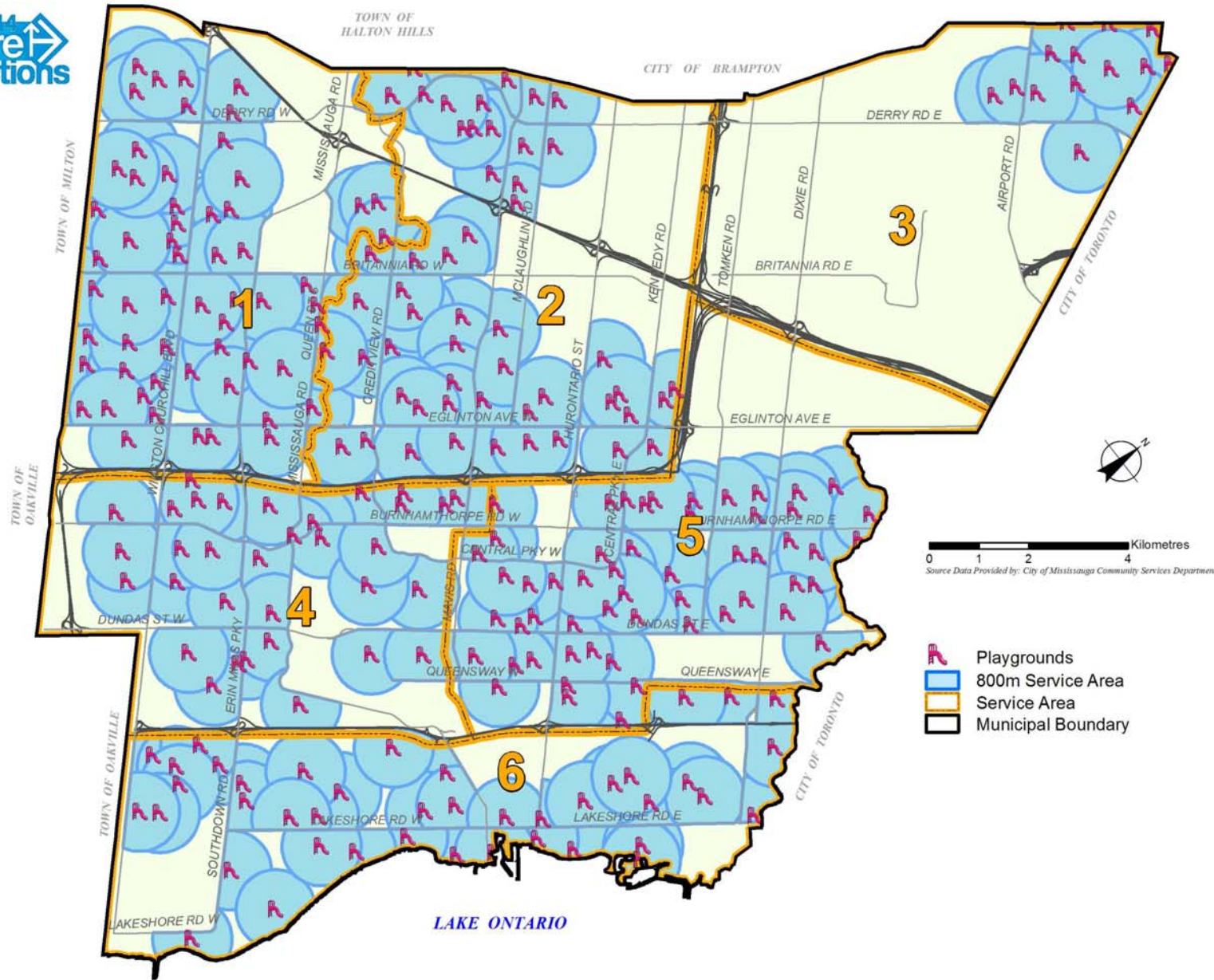
Market Conditions

Play structures typically serve as neighbourhood level amenities that provide opportunities for early childhood leisure and interaction. Play sites are often found in areas of residential concentrations and as a result, the provision of play sites varies between urban and rural communities. Play sites are ideally available within walking distance of major residential areas.

Table 19: Regional Play Site Provision

Municipality	Service Level	No. of Sites
1. Halton Hills	1 : 1,500	40
2. Oakville	1 : 1,600	115
2. Milton	1 : 1,600	59
2. Richmond Hill	1 : 1,600	121
5. Hamilton	1 : 2,100	249
6. Vaughan	1 : 2,100	150
7. Mississauga	1 : 2,900	262
8. Burlington	<i>not available</i>	<i>not available</i>
Benchmark Average	1 : 1,900	142

Note: Service level rounded to the nearest 100 residents.



No feedback pertaining to play sites was received through the community engagement process.

Needs Assessments

In keeping with previous Future Directions, a geographic service level is used to assess where new play sites should be provided. The City should target play sites within an 800 metre radius of residential areas, unobstructed by major pedestrian barriers such as arterial or collector roads, highways, rivers, rail lines, etc. Previous Future Directions have also suggested that the City work towards an ultimate target of 270 play sites, including 5 accessible play sites, and this continues to be supported by the current iteration of Future Directions.

It is recommended that play sites be developed as part of all new parks developed in the next five years, in a manner that maintains reasonable spatial distribution. At least one new accessible play site should be developed by 2019. Service Areas 2, 3 and 5 presently do not have accessible play sites.

In areas of intensification, the City should work with the land development industry to integrate play sites as part of higher density development projects given that new parkland will be increasingly difficult to find in established areas.

CAPITAL Recommendations

26. New play sites should be provided on the basis of ensuring walkability, where residential areas have access within 800 metres unobstructed by major pedestrian barriers.
27. In areas of intensification, the City should work with the land development industry to integrate play sites as part of higher density development projects given that new parkland will be increasingly difficult to find in established areas.
28. Provide at least one fully accessible play site in each Service Area, suggesting that Service Areas 2, 3 and 5 should be the priority areas for new barrier-free play sites.
29. Through the City's play site replacement program, rejuvenated play sites should integrate accessible/barrier-free features.

Outdoor Aquatics

Supply

The City of Mississauga operates 6 outdoor swimming pools, 1 outdoor wading pool and 25 spray pads.

Outdoor Aquatics	Service Area						TOTAL
	1	2	3	4	5	6	
Outdoor Swimming Pools	1	-	-	2	1	3	7
Spray Pads	5	5	2	2	5	6	25

Market Conditions

Very few new outdoor pools have been developed in Ontario over the past five years with those who have done so largely viewing these facilities from a cultural or sport tourism perspective. With considerable capital and ongoing operating costs of outdoor pools, combined with their limited three month operating season, most municipalities are transitioning their outdoor aquatic facilities to spray pads. In Mississauga, the number of swims at outdoor pools dropped from 86,800 in 2012 to 72,100 in 2013. After excluding the Don McLean Westacres pool which was closed for repairs in 2013, there were still 8,000 fewer swims that took place with all pools experiencing declining use between 3% and 35% except for Applewood Heights.

Spray pads are a cost-effective and fun component of the parks system, as they are more affordable to build and operate than outdoor pools (no lifeguard costs and water treatment costs are lower than pools) and they can attract large numbers of children and youth looking to cool off on a warm day. As exemplified through the innovative spray pad at Celebration Square or more basic facilities found within neighbourhood parks, splash pads can be large or small

and be designed using many different apparatuses, thereby providing unique experiences throughout the City.

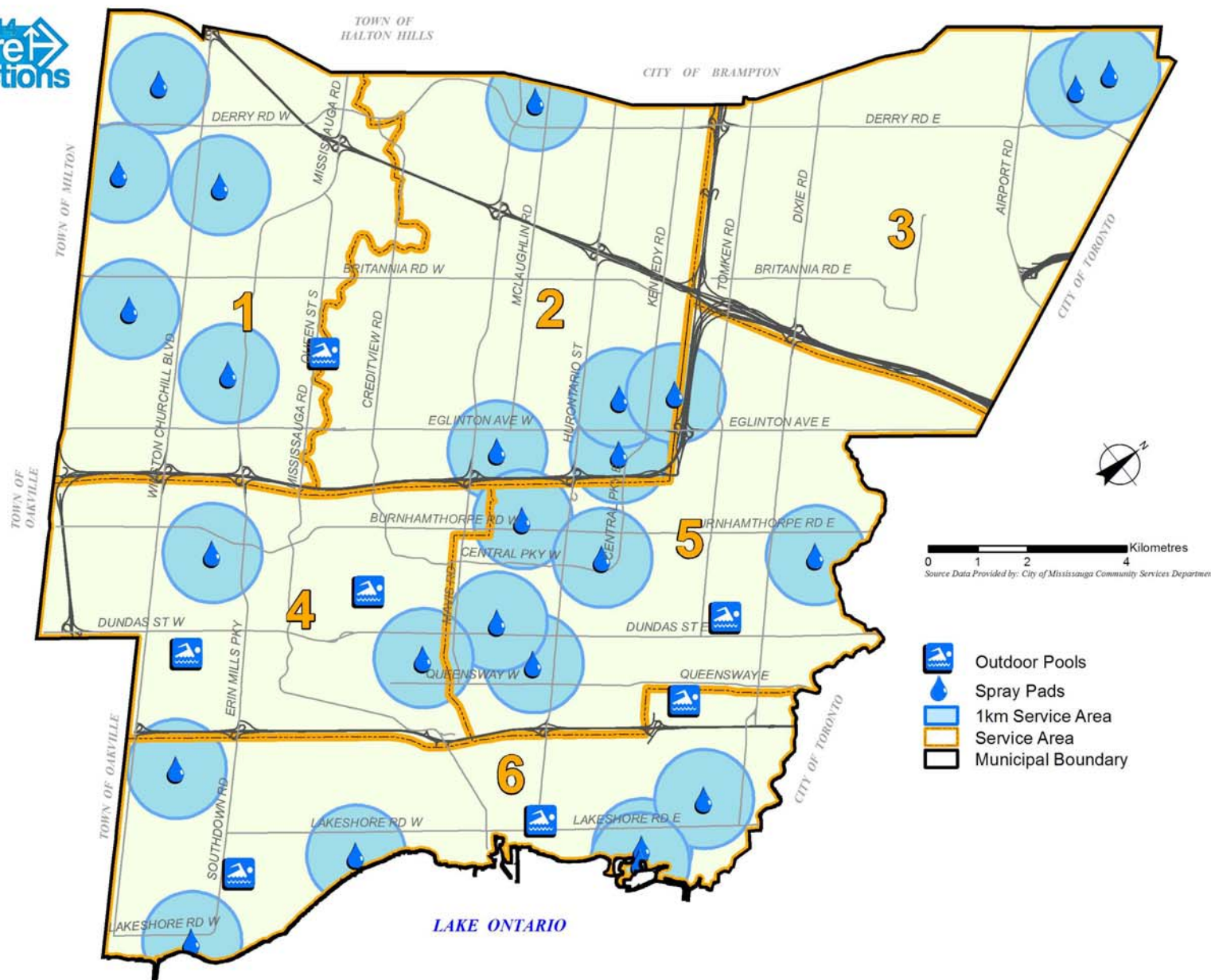
Mississauga's service level is one spray pad per 30,264 residents, a level of service that has improved considerably since the 2009 Future Directions with the addition of six new spray pads since then. With fewer municipalities constructing outdoor pools, benchmarking was relegated to spray pad facilities.

Table 20: Regional Spray Pad Provision

Municipality	Service Level	No. of Spray Pads
1. Milton	1 : 7,000	13
2. Hamilton	1 : 10,200	51
3. Oakville	1 : 12,000	15
4. Richmond Hill	1 : 15,200	13
5. Vaughan	1 : 17,500	18
6. Halton Hills	1 : 20,000	3
7. Mississauga	1 : 30,300	25
8. Burlington	1 : 35,000	5
Benchmark Average	1 : 18,400	18

Note: Service level rounded to the nearest 100 residents.

No feedback specific to outdoor aquatics was received through community engagements.



Needs Assessments

The City recently reinvested a considerable amount of capital into its seven outdoor pools which has solidified their presence in Mississauga. These investments, along with apparent available capacity (inferred through declining levels of utilization), indicates that additional outdoor pools are not required over the next five years and beyond.

Service Area	Provision of Spray Pads
1	1 : 33,706
2	1 : 32,660
3	1 : 20,325

Service Area	Provision of Spray Pads
4	1 : 49,825
5	1 : 38,548
6	1 : 15,287
City-Wide	1 : 30,264

In terms of spray pads, Future Directions continues to endorse a service level standard of 1 spray pad per 35,000 residents. This level of service will be accommodated within the existing supply over the next five years and beyond. Spray pads, however, should also be considered on the basis of distribution as well as in areas of intensification. For example, intensification nodes without reasonable proximity to a spray pad may be served through integrating water play designs into decorative elements in hardscaped parks (e.g. Celebration Square, though likely to a smaller scale), or working with the land development industry to integrate water features as part of their projects.

CAPITAL Recommendations

- Future spray pads should be provided only in instances where fitting into destination-type or waterfront park developments, in areas of intensification through agreements with the land development industry, and where combined with civic infrastructure serving a dual purpose (e.g. public art or fountains in hardscaped parks).



Multi-Use Ramps

Supply

The City provides 8 multi-use ramps (skateboard parks) distributed throughout Mississauga.

Multi-Use Ramps	Service Area						TOTAL
	1	2	3	4	5	6	
Skateboard Parks (lit)	-	1	-	-	-	-	1
Skateboard Parks (unlit)	1	-	1	2	1	2	7
Total	1	1	1	2	1	2	8

Market Conditions

Multi-use ramps respond to the interests of skateboarders, as well as BMX cyclists and inline skaters. By providing an authorized venue for these activities, skateboard parks can help to provide safe and positive areas to engage youth in physical activity, and reduce damage to municipal infrastructure and private property where skateboarders may have previously frequented.



Mississauga provides a skateboard park for every 94,574 residents and has distributed its facilities in a manner such that each Service Area has at least one skateboard park.

Table 21: Regional Skateboard Park Provision

Municipality	Service Level	No. of Sites
1. Halton Hills	1 : 30,500	2
2. Oakville	1 : 61,000	3
3. Vaughan	1 : 62,500	5
4. Burlington	1 : 88,000	2
5. Milton	1 : 93,000	1
6. Mississauga	1 : 94,500	8
7. Richmond Hill	1 : 99,000	2
8. Hamilton	1 : 104,000	5
Benchmark Average	1 : 79,000	4

Note: Service level rounded to the nearest 500 residents.

As an unprogrammed facility, the City does not collect utilization data for its skateboarding venues. Limited feedback pertaining to multi-use ramps was received through the community engagement process apart from a request to consider provision of an indoor skateboard park.

Needs Assessments

Previous Future Directions targeted provision at a rate of 1 skateboard parks per 100,000 population. The City's aging demographics and healthy distribution of facilities does not warrant an increase to this service level, and thus the 2014 Future Directions continues to use the 1 per 100,000 standard. Based upon this, Mississauga has sufficient skateboard parks to not only meet the needs of the next five years but also for the foreseeable future as its 8 skateboard parks will service needs until the population surpasses 800,000.

While no new skateboard parks are recommended for development, Future Directions continues to support the provision of smaller-scale satellite skateboarding facilities at the neighbourhood level. Doing so will allow youth to more readily access skateboarding opportunities, albeit at a beginner to intermediate level stage, and comes at a much lower cost of construction compared to major skateboard parks. Future Directions also recommends that the existing skateparks be reviewed for their suitability to provide a fun, safe and integrated experience. For example, the location of the Celebration Square multi-use ramp is fairly isolated and not visible to the public realm, and may not provide the most comfortable experience given that its isolation results in the need for video surveillance.

CAPITAL Recommendations

31. Provide small-scale satellite skateboarding venues in appropriate neighbourhood-level parks in lieu of constructing new multi-use ramp facilities over the next five years.
32. Indoor skateboarding opportunities should be considered if the City wishes to create a youth recreation space, and validated through discussions with the local skateboarding community.



BMX & Mountain Biking Parks

Supply

The City provides three dirt jump parks for BMX and mountain biking, and provides a challenge park for mountain biking.

Bike Parks	Service Area						TOTAL
	1	2	3	4	5	6	
Dirt Jumps	2	-	-	-	-	1	3
Challenge Parks	-	1	-	-	-	-	1
Total	2	1	-	-	-	1	4

Market Conditions

Mountain biking is growing in popularity as a recreational pursuit, providing the thrills and adventure of an extreme sport but is becoming popular enough to be classified as a mainstream activity. Mountain bikers seeking more specialized facilities seek spaces throughout the urban area such as in parks, on private land, the urban core and sometimes on environmentally sensitive land. Mountain bike parks provide riders of different ages, genders, socio-demographic backgrounds, and capabilities with a convenient means to enjoy the sport and improve their skills.

BMX (Bicycle Motocross) is another bike sport that has witnessed rapid growth since the 1980's. Mississauga and many other municipalities provide dirt jumps serving a recreational purpose, though there are also a handful of municipalities (e.g. Milton, London, Kingston, etc.) providing sanctioned BMX tracks used for sport.

No feedback pertaining to bike parks was received through the community engagement process and as a non-programmed facility, the City does not collect utilization data for its bike parks.

Needs Assessments

There are no set standards for dirt jumps or mountain bike parks given their specialized nature and the demand for these facilities remains generally untested. The 2009 Future Directions recommended a multi-use biking venue that includes a designated mountain bike course to gauge interest in the activity, though this has yet to be pursued. This action remains valid for the current Future Directions period, with locations and designs to be determined after consulting with local youth and bike sport representatives. Areas in the vicinity of BraeBen golf course, Hershey SportZone and/or Totoredaca Park remain viable locations to consider such a facility, or alternatively in an appropriate transit-friendly location .

CAPITAL Recommendations

- Construct one new multi-use bike park with a specific focus on mountain biking, designed in consultation with local youth and bike sport representatives.



Outdoor Ice Rinks

Supply

The City provides outdoor skating through a combination of natural and artificially refrigerated skating rinks at various parks.

Outdoor Ice Rinks	Service Area						TOTAL
	1	2	3	4	5	6	
Outdoor Ice Rinks (Artificial)	-	-	-	1	2	-	3
Outdoor Ice Rinks (Natural)	18	13	3	9	13	14	70
Total	18	13	3	10	15	14	73

Market Conditions

While once a Canadian tradition, outdoor 'natural' ice skating opportunities are becoming increasingly difficult to provide due to global climate change. Uncertain and warming weather conditions have greatly impacted the provision of outdoor ice, with many municipalities (who are choosing to provide outdoor skating opportunities) looking at artificial refrigeration or synthetic ice surfaces that are typically able to operate for a longer season but come at a very high cost to build and operate compared to natural ice. Mississauga's service level is 1 outdoor rink per 10,364 residents.

Table 22: Regional Outdoor Ice Rink Provision

Municipality	Service Level	No. of Rinks
1. Hamilton	1 : 8,500	61
2. Mississauga	1 : 10,500	73
3. Burlington	1 : 14,500	12
4. Halton Hills	1 : 20,000	3
5. Oakville	1 : 30,500	6

Municipality	Service Level	No. of Rinks
6. Vaughan	1 : 45,000	7
7. Richmond Hill	1 : 49,500	4
8. Milton	n/a	0
Benchmark Average	1 : 25,500	24

Notes: Service level rounded to the nearest 500 residents. Average excludes municipalities that do not provide a level of service

No feedback pertaining to outdoor rinks was received through the community engagement process and as a non-programmed facility, the City does not collect utilization data for its drop-in skating venues.

Needs Assessments

Although there are no set service level standards for outdoor skating rinks, the City's provision is satisfactory based upon the distribution it has achieved and the fact that it provides more outdoor skating opportunities than most of its regional counterparts. Accordingly, no new community-level outdoor rinks are recommended.

The City, however, may explore the provision of new outdoor ice as part of a major economic development or civic enhancement initiative such as implementation of its Waterfront Strategy. Presumably the development of the facility would be rationalized through the requisite concept design and business planning exercises that support the civic enhancement through which outdoor ice would form a part of.

CAPITAL Recommendations

No capital recommendations have been made for outdoor skating rinks.

Municipal Golf Courses

Supply

The City presently owns and operates the Lakeview Golf Course and BraeBen Golf Course (the latter is a joint venture with the Region).

Market Conditions

There are a few examples of municipalities in the province that own and operate their own golf courses (e.g. London and Burlington). Lakeview Golf Course, which is a local landmark, contains an 18 hole course and provides clubhouse facilities. BraeBen Golf Course offers an 18 hole course and 9 hole, par 3 course. A driving range is also available, however, use is relegated to irons due to the short driving distance. The City maintains a clubhouse facility at the golf course that is available for community rental. This facility is also a showpiece for the City's leadership in environmental sustainability, using a state-of-the-art green energy system that provides enough renewable energy to continually power over 5,000 Mississauga homes.

No feedback pertaining to the municipal golf courses was received through the community engagement process.

Needs Assessments

By all indications, the City's public golf courses are well utilized and are a revenue-generating venture for the municipality, which can be allocated towards costs associated with other revenue-neutral or subsidized recreational facilities (e.g. pools). It is believed that municipal involvement in golf course operations is appropriate at its current level and there is no need to expand the number of municipal golf course given the existing public and private opportunities available regionally, and the fact that municipal investment may better be suited for other and more needed leisure activities.

CAPITAL Recommendations

No capital recommendations have been made for municipal golf courses.



Other Capital Requirements

The City of Mississauga may be pressed for additional indoor and outdoor facilities that are not currently of sufficient demand to warrant a specific recommendation in Future Directions. These demands may arise for existing activities / facilities or for those that evolve according to future trends and preferences. For example, ongoing visioning and master planning efforts presently being conducted with the community as part of the Inspiration Lakeview and Inspiration Port Credit projects may have traditional and non-traditional implications on recreation service levels in Service Area 6. As with other intensification areas (such as Hurontario and Dundas), recreational needs should be more fully considered through ongoing studies, including a subsequent assessment of Future Directions.

Accordingly, the City must be prepared to appropriately respond to future requests. When requests are brought forward for investment in non-traditional, emerging and/or non-core municipal services, the City should evaluate the need for these pursuits on a case-by-case basis. This should involve an examination into (but not be limited to):

- local/regional/provincial trends pertaining to usage and popularity of the activity/facility;
- examples of delivery models in other municipalities;
- local demand for the activity/facility;
- the ability of existing municipal facilities to accommodate the new service;
- the feasibility for the City to reasonably provide the service / facility as a core service and in a cost-effective manner;
- the willingness and ability of the requesting organization to provide the service if provided with appropriate municipal supports.



Section 3: Delivering the Service

Overview

Delivering relevant, quality driven and safe recreation services in Mississauga requires synergistic efforts amongst the public, staff, partners, sponsors and volunteers. Energies are spent identifying the changing makeup and needs of the community, understanding social issues, completing research, developing plans, and offering program and services that are meaningful and appealing. Implementing programs and services through marketing, registration, delivery and evaluation requires coordination and a thoughtful approach. There is no one size fits all solution in a diverse city such as Mississauga and varying approaches are taken to reach out and include all residents in recreation and sport pursuits. It is therefore critical that all recreation and sport service providers keep focussed on the same theme or vision to ensure that there is alignment in these significant and dynamic approaches.

The “Delivering the Services” section of the Futures Recreation Plan is intended to provide guidance to the City of Mississauga with respect to the planning and delivery of recreation in indoor facilities and within other community assets over the next five years. The approach to service delivery is as important as the facilities that are provided as the service delivery needs determine how the assets will be designed and utilized. Continued emphasis should be placed on delivering services in an integrated manner by providing programs directly and enabling community organizations to deliver quality programs and services within a blended model. This harmonized approach takes great effort and serves to avoid duplication of resources and capitalizes on finite funding for recreation.

The vision for the next five years must include the notion that participation in recreation and sporting opportunities is key to the quality of life in Mississauga and to the health and wellness of each individual resident. All efforts must be coordinated and focussed on including as many residents as possible to garner the social, physical, psychological and emotional benefits. *Maximizing participation in quality recreational pursuits is key to a healthy, active and engaged Mississauga.* Everyone that is engaged in providing or enabling recreation in Mississauga must see themselves as playing a part in reaching out to more residents to be included in quality leisure pursuits; the community is stronger when it works together toward one simple but compelling vision. *The focus of the Recreation Division for 2014 to 2019 will have all energies on more people recreating more often through strategic partnerships and by efforts to include all residents.*

This section of the Future Directions for Recreation places great emphasis on ways to increase participation and engagement in a model where all stakeholders can readily play their part.

A focus is placed on the pre-identified six “key area of focus” from a service delivery perspective and addresses the question as to how recreation service delivery to the citizens of Mississauga can be improved and expanded considering the current community issues such as:

- Growth and Intensification
- Delivery of Inclusive Services to All
- Aging Demographics
- Maximizing Utilization of Existing Infrastructure and Services
- Positioning Recreation as Essential to the Quality of Life
- Sport for Life/ Athlete Development

Each Sub-Section will provide the following commentary, at a minimum:

Goal Statement	Provides specific direction over the course of the next five years.
Current State	A brief overview of the key area of focus and its impact on service delivery.
Relevant Demographics, Research & Stakeholder Input	This information outlines the current state of the issue with relevant data and input from the stakeholders.
Mississauga Delivers	Examples of how the Mississauga Recreation Division is currently addressing service delivery considering the key area of focus.
A Look to Other Jurisdictions	A sampling of how other municipalities and jurisdictions are delivering services considering these issues.
Emphasis 2014 to 2019	A concluding summary of the emphasis that needs to be placed on recreation service delivery over the lifespan of the 2014 Future Directions.
Recommended Actions	The recommendations capture actions that can be reasonably implemented and witness results over the course of the plan horizon.



Innovation & Service Excellence

Goal Statement:

To foster a professional environment where City Council and Staff remain committed to cultivating a culture of innovation and service excellence in providing responsive and quality recreational opportunities.

Overview

The Recreation Division in Mississauga is well positioned to deliver on the pillars of the Strategic Plan centering on Belong, Connect and Completing Neighbourhoods. There are numerous initiatives underway that support these pillars and deliver on including more residents in participating recreational pursuits more often. Some examples include:

Table 23: Mississauga Strategic Plan Pillars & Current Recreation Initiatives

Belong “ensuring youth, older adults and new immigrants thrive”	Connect “completing our neighbourhoods”
<ul style="list-style-type: none"> Youth Plan Older Adult Plan Therapeutic Recreation Plan High Five – Quality Assurance and the Principles of Healthy Child Development Investing in recreation facilities and assets 	<ul style="list-style-type: none"> The Sport Plan Sport Tourism Plan Reaching Out to Low Income Populations Strategic Partnerships Strong Neighbourhood Strategy Let’s Play in the Park – Playground Program

Staff will continue with these initiatives and address in addition the recommendations housed in the Recreation Futures Plan over the next five years. The recommendations involve a continued

commitment to a robust recreational delivery system and require innovative and creative approaches. In some areas staff will need support and empowerment to try, possibly fail and then to modify approaches based on lessons learned. The aspirational elements of the Plan involve the strengthening of an innovative culture and service excellence within the Recreation Division. These recommended actions are what excite and challenge staff to work in new ways, and test their creativity, problem solving abilities and innovative skills. The reward rest with the greater number of residents that will benefits from becoming engaged and more engaged in recreation and sport.

Why Innovate

Innovative organizations consistently re-engineer themselves, continually produce new and improved goods, services, methods, and new internal business processes. Businesses understand that innovation must be a centerpiece of their overall strategy in order to meet, exceed, or dictate market demand. In the current marketplace, where consumers are provided with multiple options for each product, service demand encourages businesses to provide consumers with the best product possible and to be nimble in its re-inventions.

The breadth of the Recreation Division is significant in delivering lines of business to the general public (fitness, aquatics, community programs, therapeutic, sports, community engagement, arenas etc.). The vast majority of staff effort is centred at the frontline ensuring that the hundreds of thousands of visitors receive stellar service and meaningful programs. With increasing participation levels the key measure of success it is critical to continue to be on trend and respond to the changing needs of the population. Innovation in recreation involves utilizing defined resources to maximize the number of engaged residents, understanding and increasing the market share and reinventing processes to be more efficient and effective. Continued dedication to innovation and service excellence

is a key requirement over the course of the master plan. There is a requirement to look at how recreation is accomplishing all that it does to determine if there is an opportunity to refine methodologies or stop doing some things altogether; this will allow a reallocation of some resources to continue to be involved in innovative and citywide projects.

Current State

The Recreation Division has enjoyed many successes to date as a result of the culture of innovation and service excellence that exists. The organizational design within recreation places the greatest energy on service delivery within neighbourhoods with a compliment of central resources to ensure that adequate research, service standards and communications play a supporting role. Innovation and service excellence is a requirement of each staff member and requires leadership and nurturing. Recreation ensures that roles are clear, communications are central to keep all staff informed and that lines of business plans and district service plans focus on service excellence. Staff are empowerment to respond quickly to changing needs. With investments in facility modifications and a service focused delivery model, innovative use of social media and technology, the Division has been focused on engaging a broader audience and achieving greater market penetration

Business leaders acknowledge that innovation is a strategic corporate priority. Trends have shown that innovative firms with a propensity for encouraging innovative activities also demonstrate superior business performance. In order to quantify innovation, leaders require data regarding obstacles to innovation; this will show in which activities and lines of business organizations should invest. This in turn will provide the organization with a method of measuring the organization's innovation performance.²⁶

²⁶ The Conference Board of Canada. 2014. *Index of Corporate Innovation*. Accessed from

Organizations that embrace innovation are likely to see the benefits in varying forms such as increased market share, gross revenue, profit margin, etc. Additionally, these organizations are also likely to see the benefits internally through employee engagement, as innovative cultures tend to inherently empower employees.²⁷

Leading Innovation and Service Excellence Starts with Creating a Supportive Organizational Culture

When looking internally, organizations may find that many of their leaders and high performers come from all levels and currently execute innovative best practices even without an innovation strategy encouraging them to do so. Creativity and refining approaches comes naturally to them. Others members will need support in the form of training and encouragement. The point is that there is room for innovators and room for people to implement these innovative practices. However it is every staff member's responsibility to seek to continually improve service delivery by looking at decreasing expenditures and enhancing revenue sources while balancing social responsibilities.

Innovation in a recreation context does not always drive increased participation, but rather any method or business process that has been improved from the way that it was done in the past. Excellence in leading innovation, "has far less to do with the leader having innovative ideas; it has everything to do with how that leader creates a culture where innovation and creativity thrives in every corner."²

www.Conferenceboard.ca.

²⁷ Edinger, Scott. Nov. 20, 2012. *Don't Innovate. Create a Culture of Innovation*. Accessed from www.Forbes.com.

Maintaining Momentum in Innovation and Service Excellence

Keeping focused on City-wide priorities, service plans, providing supportive tools and training, enabling creativity and innovation, strong internal communications, recognizing and celebrating successes all serve to maintain strong momentum in an innovative and service driven culture. Learning from evaluation creates a continuous cycle of improvement. Maintaining the momentum can also stem from prioritizing what could be more effective and where the greatest returns will stem from. The Recreation Division can build on the strengths of the existing culture and can expect a learning curve from some and a welcomed green light from others. Strengthening and maintaining a culture of innovation and service excellence will further invigorate the staff team to do greater things for the citizens of Mississauga.



SERVICE Recommendations

34. Develop and enhance innovation and service excellence in the Recreation Division:

- a) Development of training and tools (annual staff conference, full implementation of High Five Quality Assurance model, define an appropriate innovation process, revisit internal staff training opportunities at a minimum).
- b) Learn from other innovators within the field of recreation.
- c) Focus on service excellence by developing a common service vision and evaluating customer experiences.
- d) Target where innovation could solve significant challenges within recreation.
- e) Refine performance measures and respective accountabilities.
- f) Evaluate resource needs, efficiencies and the return on the investment of staff time and resources.
- g) Recognize and reward innovations in recreation.

Areas of Growth and Intensification

Goal Statement:

To increase recreational opportunities and participation in growth and intensified areas of Mississauga through strategic partnerships and community engagement efforts.

Current State

The City of Mississauga will continue to experience population growth over the next five years with a population increase of 20,660 expected in this timeframe. Intensification has been and will be occurring most notably in the downtown core (Service Area 5) while growth will also occur in Service Areas 1 and 2. The population in the Downtown node is expected to increase by over 7,800 residents by 2019 in an already intensely populated area and this growth requires a thoughtful approach to the delivery of recreation services. The Mississauga Downtown21 Master Plan set about to create a vision for the downtown core by undertaking a significant exercise to include the input of residents, businesses, public institutions and staff in order to create a compelling vision and framework for future growth. The work of the Recreation Division is aligned with the pillars within the Strategic Plan (and the Downtown21 plan) to complete neighbourhoods and ensure that youth, older adults and new immigrants thrive. Recreation service providers will continue to engage as many residents as possible in quality recreation pursuits due to the inherent benefits to the individual and the community. An engaged and active Mississauga is a healthy and resilient Mississauga. All efforts must focus on what can be done to engage more residents in active pursuits while balancing available resources and revenue targets in the various recreation lines of business.

Building partnerships, strong community relationships and strengthening volunteerism is the key to expanding recreational opportunities in intensified and growth areas. Most large cities in Ontario have taken this approach as it tends to provide greater participation, engage the community in taking ownership for local issues, and promotes the sharing of resources. Many innovative and sustainable approaches are evident as a result of community engagement initiatives combined with direct offerings of recreation programs and services.

Community Engagement

The following ten-step process describes a municipally-led community engagement exercise to determine and address ways and means of providing meaningful recreational opportunities and engaging more residents in an intensified neighbourhood. Pending the level of engagement and sense of urgency, this process could take as few as 4- 6 months and as long a time as 2-3 years to fully implement. Often a pressing community issue will lead to a greater sense of urgency and pressure to act more expediently.

1. Gather Intelligence on the Neighbourhood and Service Area

- Research the following (but not limited to):
 - Population and expected growth
 - Immigration and mother tongue
 - Income levels
 - Crime rates
 - Lone parent families
 - Age groupings
- Map community physical assets such as schools, community centres, settlement service centres, faith based facilities and other useful spaces.

2. Inventory Community Groups and Agencies

- Create a stakeholder listing of all community and sport groups, schools, settlement services, Early Years Centres, along with initiatives through Regional Social Services and schools at a minimum.

3. Communications and Co-Leadership

- Convene a meeting of service agencies to share priority issues and plans for the neighbourhood and communicate the purpose of the exercise. Seek out co-leadership opportunities with agency and non-profit groups.

4. Outline the Current Recreational Opportunities and Current Uptake from the Neighbourhood (registrations, drop-in and casual opportunities)

- Jointly develop a full profile of public, non-profit, faith-based and private recreation, fitness and sport-based offerings and participation levels by age groupings. Determine the current penetration rate of all recreation programs and services.
- Program visitations will offer a feel for participation levels and if there are adequate opportunities or gaps in service. Casual conversations often serve to identify any provision gaps from a preliminary perspective.

5. Focus Groups with Residents

- Discuss gaps in recreation opportunities, barriers to participation and what types of activities would be attractive to residents. Identify opportunities for volunteerism and/or to offer leadership training.

6. Identify Leaders and Early Adaptors in the Neighbourhood

- Who is addressing recreation, sport, cultural, social and health issues? Identify the community leaders that are connected and can bring momentum to relevant community initiatives.

7. Begin the Conversations

- Host a forum of stakeholders to share the information gathered to date, and discuss priorities and areas where some or all of the groups/agencies could work together to better serve the neighbourhood. Identify potential corporate and other funders. Gain agreement and follow up with a draft plan and or proposal. Ensure that the options address barriers to participation in a diverse community.

8. Resourcing the Plan

- Seek out funding sources, services in-kind from the agencies themselves and the potential of start-up grants and corporate funding/sponsorship.
- Consider developing service level agreements with non-profit agencies to deliver the program/ initiative after completing a cost/benefit analysis.
- Determine which delivery agency/group is best to lead the initiative.

9. Program Development and Training

- Set clear goals and potential outcomes in the development of the community driven initiative. Discuss how neighbourhood capacity could be strengthened in order for an outcome to be self-directed and delivered in the future.

10. Implementation and Evaluation

- Training, promotion, communications, launch, monitoring and an annual evaluation are all actions that will ensure the ongoing sustainability of efforts to expand and address gaps in service.

Demographics, Research and Stakeholder Input

Demographic Inputs:

- Mississauga's 2011 population of 713,443 represents an increase of 16% from 2001 Census and 7% from the 2006 Census. The current estimated population is 756,590.
- From 2014 to 2019 (the duration of Future Directions), the population is expected to increase by 20,660 residents to 777,250. The greatest growth will occur in Service Area 5 followed by areas 1 and 2.
- There are forecasted declines in the 0-19, 20-34 and 35-54 year age groups. An increase in the 55+ age group is expected.

Related Intelligence:

A search of best practices in providing recreation in intensified areas of cities determined that engaging partners and community organizations to determine gaps in recreation service provision and develop joint programs and solutions is the most successful approach. The service delivery model is often integrated with programs that are directly provided by the municipality and combines the best thinking and expertise of more organizations and individuals. Often volunteerism rounds out the approach in that programs and services can be delivered in a more cost effective and efficient way.

Stakeholder Input:

- Higher density forms of development in established areas may create new and non-traditional (meaning indirectly delivered services) provision and enabling of services in these areas.
- It is important to be involved in discussions as neighbourhoods are being developed or under redevelopment. Addressing opportunities to access recreation opportunities is best done in the developmental phases rather than addressing gaps once a development is in place.
- Pursuit of partnerships was a major theme heard throughout the engagement program as a means of maximizing mutual benefits and achieving common goals in an environment of escalating costs and declining resources. Building stronger relationships and partnerships is seen as being a highly successful approach in Mississauga and other jurisdictions in increasing participation in recreational pursuits.
- It was suggested that the City strengthen its relationship with the school boards and condominium corporations to access space in growth and intensified areas and form partnerships with service providers and community organizations.

Mississauga Delivers

Mississauga Celebration Square is a central magnet of activity in the downtown core with a plethora of ongoing free activities and special events for all ages. Outdoor exercise classes, splash and skating pads, skateboard opportunities, movie nights, backyard barbecues, open mic events, free concerts and a schedule of annual special events provide residents and visitors with an exciting program of recreation, open space and cultural programming. This approach draws residents together and builds on Mississauga's community

pride and cohesion. Providing low to no cost opportunities in other intensified areas of the City should be explored to ensure equity.

Strong Neighbourhood Strategy – Mississauga is currently working with the Region of Peel and the United Way to assess the various neighbourhoods in Mississauga recognizing that neighbourhoods have differing needs. The purpose of the strategy is determine which neighbourhoods require additional supports in order for residents to access services equitably and without barriers. The goal is to respond to neighbourhood needs by building local capacity and ensuring that all respective agencies work more effectively together toward a common vision.

Partnerships – The Community Development (CD) Unit is a centralized group of staff with a mandate to work with partners to increase capacity within the community in order to engage more residents in recreational pursuits. The scope of the CD Unit includes management of the corporate grants program, providing assistance to groups that are organizing special events, age-specific outreach such as children and youth, training and development, streamlining internal processes as well as addressing city wide strategic priorities. The CD Unit continues to seek out partners to aid in the delivery of recreation services by utilizing the partnership framework, which is a tool that assists staff in seeking out meaningful partnerships and determining who is best to provide and enable recreation services. The CD Unit was recently formed in 2012 and statistics are provided in the following table to describe the magnitude of the community outreach work in 2013.

Community Outreach Method 2013	Participation/ Residents Impacted
123 Partnerships	Impacting 11,625 residents
78 Community Wide Events	Approximately 400,000 residents in attendance



Let's Play in the Park Playground Program (Pilot) - Mississauga Council recently approved a no-fee summer playground program that is available to children in the summer months on a drop-in basis at 12 locations. This opportunity has been well received by the community and Council members alike. This type of program is important to round out the fee-based programs and ensure that there is a range of low to no fee choices that provide all residents with quality recreation especially in high density and growth areas of the city. The program will be funded by the Jerry Love Fund and Pepsi to offset operational costs. Monitoring participation and any pent up demand as well as conducting evaluations by participants and caregivers will further inform any improvements and expansion to the program. Staff are committed to reporting on whether the program is to be sustained or expanded after the pilot year.

A Look at Other Jurisdictions

Recreation service providers that deliver recreation in intensely populated and in at risk neighbourhoods utilize a blend of directly provided programs but most notably deliver through partnerships, volunteerism and community engagement efforts. Partnering with likeminded service providers increases the community's reach and enables greater and in most cases more cost efficient program and services offerings through strong volunteer networks. Other more empowered neighbourhoods can often manage the delivery of neighbourhood based programs through receiving grants, facility spaces and training supports from the municipality.

Dufferin Grove Park in the City of Toronto is an internationally recognized community asset and exhibits an innovative approach to maximizing limited community resources for the public good. The park and rink house is situated in a densely populated, mixed use area with residents from varying socio-economic backgrounds. The community hub is managed by the "Friends of Dufferin Grove Park"

and the asset consists of a rink house, outdoor artificial rink, a communal brick oven, a rustic outdoor amphitheatre, community garden plots, picnic areas, a splash pad and playground. The rink house has become a central magnet for the neighbourhood and offers year round baking and baked goods for sale, weekly community dinners, the brick oven is used in the summer for Friday Night communal pizza night (\$2.50 for a family pizza kit), a garden club and many neighbourhood driven programs and services including a collection of donated skates for those that do not have or cannot afford skates. A neighbourhood managed website facilitates discussion to communicate with each other about park issues and the potential for new programs and services. There is no formalized governance model in place and the residents prefer it that way.

Thornccliffe Park is a neighbourhood in Toronto that was designed for 12,000 residents and now houses 30,000 residents of which 98% live in high rise and midrise developments. 87% of the residents are newcomers with probable settlement and language challenges. 72% of the population is under the age of 14 years. The very small local but central park is bordered by a mall, 2 schools (20 all-day kindergarten classes) and a small community centre. The Thornccliffe neighbourhood Office, City staff and the Thornccliffe Women's Committee work as a collective to address critical social issues. Sharing resources and working toward a vision of a better quality of life has resulted in new equipment and opportunities through fundraising. Community engagement efforts over the years, understanding priorities and maximizing all available resources is key to providing recreation in intensified and growing neighbourhoods.

Service Delivery Emphasis 2014 to 2019

Mississauga addresses the delivery of recreation in intensified and growth areas of the City through traditional and non-traditional service provision. In order to address greater penetration and community engagement the emphasis over the next five years should be to:

- Collect meaningful data and build comprehensive intelligence on the delivery and take up of service as well as to identify localized issues and gaps in service in intensified and growth areas.
- Work with all service delivery providers including public, not-for-profit and private agencies to identify and address common goals and neighbourhood issues through discussions toward an integrated approach to service.
- Ensure that staff, agencies and volunteers have the tools, accreditation and training to play their part and/or lead initiatives within these neighbourhoods.
- Pilot relevant initiatives and learn from these pilots, identify, monitor and evaluate outcomes and impacts.
- Continue to support and increase the number of volunteers that are required to offer safe, quality programs and experiences.

SERVICE Recommendations

35. Advance recommendations in the Strong Neighbourhood Strategy by developing pilot and outreach programming for more localized service delivery and engagement efforts in five neighbourhoods. The City may consider pilots in intensified neighbourhoods, neighbourhoods

requiring social supports as well as an aging neighbourhood.

- a) Familiarize staff and volunteers with other successful initiatives to increase recreational opportunities in intensified areas in order to provide some inspiration, prompt creative thinking, identify needed training and develop support networks.
- b) Host a forum with respective community agencies and institutions to pilot a multi-service community hub utilizing international best practices in central neighbourhood spaces to increase programs and supportive initiatives within neighbourhoods and articulate opportunities to work better together at the neighbourhood level.

36. Develop a Downtown Core Recreation Provision Strategy that serves to identify current gaps in service and addresses engaging more residents in recreational pursuits. The strategy should address working in partnership with other agencies, building local capacity and utilizing available private and public spaces.

37. Ensure that the Recreation Division is represented through the Inspiration planning processes, along with other appropriate development projects, that are undertaken within Mississauga.

Inclusive Services

Goal Statement:

To increase participation in recreation activities and maximize the benefits to all residents by including under-represented populations.

Current State

Cultural diversity in communities is increasing as well as other under-represented groups requiring differing supports, resulting in an evolution of recreation needs. The changing demographics in Mississauga is providing staff and volunteer organizations with the good challenge of becoming more inclusive and ensuring that programs and services are relevant and accessible to all.

There is a need to be sensitive to varying preferences in developing appropriate programs and activities, and a common perception prevails that the influx of newcomers will generate considerable demands for new types of non-traditional programs. While this is true to a certain extent, it is important to realize that newcomers will also be looking to participate in traditional activities as they assimilate into Canadian culture. Specific efforts need to be made to include diverse populations in traditional Canadian programs and sports as well as to offer services that support various cultures' recreational interests and introduce all City residents to these activities. Recreation delivery is beginning to witness a fusion of activities reflecting the makeup of communities.

Communities, agencies as well as the business sector are broadening their definition of diversity to include all groups that are under-represented or marginalized as a result of their backgrounds and/or abilities. Identifying groups that may require different approaches to feeling included strengthen the principle of equitable access to

recreation services. Often building a relationship with representative groups and key leaders within a given social community is the first step in understanding needs and the capacity of the group to independently deliver. Joint efforts are developed based on what assistance the municipality can offer and what can be accomplished by working together.

Greater efforts are being made to educate, train and enable staff, volunteers and residents to ensure that everyone is welcome in a recreation delivery system and that all residents are entitled to barrier free access. The term "Cultural Competency" is used to capture a broader notion of diversity and expand on what varying groups require in terms of inclusive services. Efforts are also made to have a staff / volunteer mix that is representative of the community they serve; this is done in an effort to ensure that centres and services are more welcoming.

Demographics, Research and Stakeholder Input

Demographic Inputs:

- According to the National Household Survey, 53% of Mississauga's population is made up of immigrants.
- Census data reveals that 13.5% of Ontario residents live with a disability and as the population ages, this number will increase. There may be over 100,000 residents with a form of disability in Mississauga when this same percentage is applied.
- 10% of the general population is estimated to be lesbian, gay, bisexual or transgendered (LGBT).²⁸
- 2011 Census data indicates there were 84,000 Mississauga residents living at or below the Lower Income Cut Off (LICO).

²⁸ Toronto Public Health, 2001

Related Intelligence:

- Marginalized groups have poorer health outcomes and more visits to healthcare facilities.²⁹
- Responding to the diverse needs of residents is seen as a strategic advantage in gaining more participation in recreation programs. It is not seen so much as a social responsibility but as a way of responding to different markets and growing the customer base. The development of programs and services must reach out to diverse populations to provide for better customer insight.
- Forming relationships and partnerships with diverse groups is key to understanding needs and developing programs that are reflective of the needs of a diverse population.

Stakeholder Input:

- The level of diversity in Mississauga influences demand for non-traditional programs, services and activities. As a result flexibility in the design and function of services is a key consideration.
- Understanding who the target groups are and being enabled to reach out to diverse communities is a priority for staff and community groups alike. Broader discussions with diverse groups are needed to better understand varying recreation needs and barriers to participation.
- The Active Mississauga Guide offers a full range of more traditional programs and services and a look to offering programs and services reflective of varying cultures and backgrounds would better reflect the community.

Mississauga Delivers

Including Residents from Low Income Backgrounds

Staff have worked over the years to engage residents from lower income backgrounds as the benefits to the individual and family are critical to positive outcomes. The approach to including these residents has been to offer a blend of fee based programs and casual drop in activities that are free or carry low fees. Examples of initiatives that assist low income residents to participate in recreation include:

- *Active Assist Program* – offers an annual monetary credit of \$275.00 to residents living below the Lower Income Cut-Off (LICO) to enable them to access recreation programs and services. Registrants are accommodated into existing classes and therefore this approach avoids additional costs. If there is a waiting list and the residents cannot be accommodated, a swim or skate pass is offered to ensure that the residents can stay active. 8,000 spaces were made available in 2010-2011 and 2,900 programs were accessed in mainly aquatics, sports and camps.
- *Got Skates* – The Enersource Corporation sponsors a learn-to-skate program for school aged children and the program also offers the free use of skates for those without their own. Sponsorship of this program enables more residents to learn to skate, reduces the barriers to participation and introduces all children to a traditional Canadian activity.
- *Jerry Love Children's Fund* – The fund was developed to subsidize opportunities for inclusion in recreation and recognizes the significant contributions of a former Recreation Director to include all residents in leisure pursuits.

²⁹ Ministry of Child and Youth Services – Cultural Competency Tool

The number of residents receiving funding through the Active Assist program grew from about 8,300 to 8,500 from 2011 to 2012, demonstrating a 2.7% increase in participation. This does not paint the full picture of including residents from low income backgrounds as many are able to take part in casual and drop-in opportunities such as public skating, swimming, student and senior discounts, and free use of daytime space for older adults clubs. The number of subsidized residents does provide an indication of the penetration of low income residents in registered programs. Further outreach will seek to include more residents from low income backgrounds.

Therapeutic Line of Business

The Therapeutic line of business is an emerging market with the potential to grow as the population ages. Mississauga has developed a thoughtful plan to increase participation in recreation pursuits for those residents who are recuperating and building strength through rehabilitative programs and for those who have chronic diseases.

Including Residents with Disabilities and Chronic Conditions

The City has responded to the growing number of residents with disabilities by constructing and programming four therapeutic pools (with another planned for 2016), and offering rehabilitation programs that are designed for residents to join City fitness centres to continue training once they are stronger. Partnerships with associations specializing in supporting residents with various disabilities serve to offer integrated and specialized programs. Drop-in and casual opportunities exist, while caregivers are offered admission at no cost to support the participant. This integrated model of directly offered and partner offered programs is a sustainable model and can accommodate growth as the number of aging residents with disabilities increases. The City was recently accredited to deliver a LHIN funded program called NSTAL.

The following table demonstrates that efforts to include persons with disabilities show some year over year growth. Note that these numbers do not include persons with disabilities that choose to participate in integrated programs and therefore the following numbers identify those participants that have registered or have disclosed information about requiring further supports.

Table 24: Participation in Programs for Residents with Disabilities/Mobility and Rehabilitation Needs

Program Type	2011 Participation	2012 Participation
Summer Camp - Integrated	85	101
Skating	0	6
Swimming	83	68
Therapeutic Memberships	247	605
Fitness members participating in Therapeutic Programs	36	64
Totals	451	844

Including Residents from Predominant Cultures

Staff continue to work with cultural groups to address emerging and specific recreation needs. The preferred outcome of this work is to provide barrier free access to the recreation system and to infuse non-traditional programs into the mix of the variety of choices offered. The formation of specific culturally based older adult groups has seen the greatest amount of response over the last few years. There is no current strategy to facilitate discussions and better include residents from diverse cultures.

Including Lesbian, Gay, Bisexual, Transgendered and Questioning (LGBTQ) Residents

Efforts to reach out and include the LGBTQ community are a recent endeavour of the Recreation Division, and include:

- The provision of an information booth on recreational opportunities at the Youth Connect Event;
- Assistance with the delivery of the Pride Week Events at Celebration Square;
- The provision of Anti-Bullying training to staff and volunteers; and
- A partnership with the Mississauga East Community Health Centre in hosting an event for the LGBTQ community at Burnhamthorpe Community Centre Outdoor rink.

Volunteer Strategy

The Recreation Division is developing a Volunteer Strategy to increase the number of volunteers assisting with the delivery of services. This approach will augment the work of the Mississauga, Brampton and Caledon (MBC) Volunteer Office. The existing method of recruiting volunteers through the use of a stand-alone system that matches volunteer skills with volunteer opportunities as well as other promotional methodologies is proving successful. Efforts to increase volunteerism are being recognized through the growth of volunteer hours augmenting the delivery of quality programs and services by over 53,000 hours per annum in the last 10 years. The following table demonstrates the growth and value of volunteerism since the year 2000.

Year	# of Volunteers	# of Volunteer Hours	Value*
2000	234	9,643	\$68,000
2009	770	36,230	\$337,136
2012	1,246	63,331	\$649,142

* The value of volunteerism is calculated at the hourly rate of \$10.25 that part-time staff are paid for training to provide a standard measure and is not necessarily the value of the work.

A Look at Other Jurisdictions

Cultural Competency – The Ontario Healthy Communities Coalition has developed resource materials and tool kit entitled Inclusive Community Organizations – A Tool Kit to assist communities and organizations in becoming more culturally competent. The tool kit provides the rationale for reaching out equitably to participants and clients and enables an organization to assess its current ability to serve diverse clients and begin to develop a strategy to better respond to the community.

Service Level Agreements with Third Party Providers – Many municipal service providers are developing service level agreements with third party providers to provide recreation services in areas within the municipality. Often grants are used to provide some funding to offset costs. There is a cost avoidance advantage and a recognition that the full responsibility for the provision of services does not rest solely with the municipality.

Program Mix – The Town of Ajax, although smaller in population and landmass from Mississauga, has approached the diversity of its community by offering a blend of traditional and non-traditional recreation opportunities in the program mix. The Town's recreation program guide provides program opportunities that are reflective of the cultural diversity of the community to invite residents to enjoy new non-traditional experiences and ensures that there are adequate introductory program offerings of traditional Canadian sports and recreational pursuits. Some non-traditional programs include Bollywood and Bharathanatyam (South Asian) dancing, Ajax Cricketeers, Young Chefs (international cuisine). Ajax's Recreation & Culture Department also partnered with the Durham Region Board of Education in hosting the first LGBTQ prom in the region in 2009. Aquatics staff utilize the promotional information developed by the

Lifesaving Society produced in predominant languages to encourage newcomers to learn to swim.

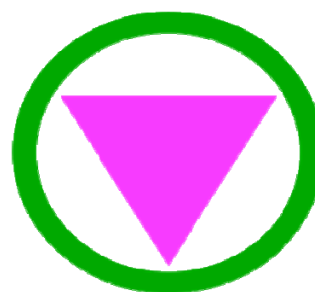
Diversity Leadership – The Royal Bank of Canada sees the strategic advantage in reaching out to diverse markets from a business perspective. The bank maintains the support of a Diversity Council that meets quarterly to review the status and the respective results of diversity initiatives. The Bank of Montreal holds staff accountable for progress on diversity goals and includes a “Diversity Scorecard” in employee assessments. Proctor and Gamble has developed and implemented an assessment tool that allows employees to have input on how well their managers are creating and supporting a diverse and inclusive workplace. All employees in the corporation complete diversity training and network groups are engaged to discuss and propose diversity programs.

The Equity Lens – The City of Toronto developed an “Equity Lens” which is a simple tool that assists staff to be more inclusive as they review the effectiveness of existing policies/programs and develop new ones. The lens poses these three questions and staff are to address these queries and be accountable as programs and services are developed and/or reviewed.

1. How did you identify the barriers faced by diverse groups and assess the impact of the policy/program on them? What diverse groups are impacted by the identified barriers?
2. How did you reduce or remove the barriers? What changes have you made to the policy/program so that the diverse groups will benefit from the policy/program?
3. How do you measure the results of the policy/program to see if it works to benefit diverse groups?

Safe Spaces – The LGBTQ community often experience exclusionary behaviours. The introduction of “Safe Spaces” is one way of welcoming this community to public places. Safe Spaces was developed by Safe Spaces Canada whereby signage on the front door of a community space indicates that staff have been trained in reducing homophobic gestures and slurs, and in creating welcoming environments.

Positive Spaces – The Ontario Council of Agencies Serving Immigrants developed the Positive Spaces Initiative through Citizen and Immigration Canada to denote public spaces that are safe for and welcoming to the LGBTQ community. Signage similar to the Pride flag denotes that the space is positive for the LGBTQ population.



Service Delivery Emphasis 2014 – 2019

- The Recreation Division has much to be proud of in enabling and delivering inclusive services to residents from low income backgrounds and to those with disabilities and injuries. Varied approaches that are seeking to maximize participation and meet varying needs are proving to be effective.
- Staff and volunteers require a policy and practice framework as well as training to be empowered to develop programs and initiatives that consider the diverse needs of the population.
- There is room to accommodate more residents from low income backgrounds in programs and therefore reaching out to social service agencies supporting this segment to promote Active Assist and other related programs is appropriate. Increased participation in by these residents is the goal.
- Sponsored opportunities for low income residents serve to increase participation without eroding the revenue expectations and should be expanded.
- Coordinated efforts to create dialogue with cultural group leaders and key opinion leaders to discuss traditional and non-traditional recreation needs will be the key to providing services that are more representative of the broadening market.
- The LGBTQ market is virtually untapped and could represent up to 70,000 residents. Creating opportunities for dialogue, creating Safe and Positive Spaces and enabling groups to access and provide barrier free recreation will strengthen the City's ability to be more inclusive.

- Other under-represented populations may emerge and the City needs to continually review demographics, emerging needs and the ability to respond proactively.

SERVICE Recommendations

38. Develop a Diversity/Inclusion Policy and Practice model for the delivery/enabling of recreation programs and services that addresses, but is not limited to, the following elements:
 - a) Form a reference group of representatives from diverse populations to ensure recreation programs and services are reflective of the changing needs of the community.
 - b) Develop recreation services marketing plans for each of the predominant diverse populations within Mississauga.
 - c) Create a staff centred Diversity Team in the Community Services Commission to ensure that the development of programs and services respects the diversity of the City and further that there is an open internal culture that is supportive and welcoming to diverse staff, volunteers and participants.
39. Complete research on the preferred sports of predominant diverse populations and observe as to how unpermitted spaces are being utilized within Mississauga. Meet with the relevant

community organizations and leaders to determine if there is a current interest in sport development and how the use of existing facilities can be maximized for non-traditional sport opportunities.

40. Evaluate the effectiveness of all current approaches to include residents from low income backgrounds in recreational pursuits in Mississauga.
41. Investigate the opportunities to develop Purchase of Service Agreements (POS) with Peel Region Social Services to ensure that their clients have full access to recreational opportunities within Mississauga.
42. Expand partnerships with groups that provide services to persons with disabilities to enable a seamless system and barrier free access to recreation and sport pursuits.
43. Continue to develop partnerships in reaching more residents with disabilities, quantify participation numbers on an annual basis, and monitor the effectiveness of inclusion policies, practices and program offerings.
44. Expand on the support to community groups through the completion of the Volunteer Development Strategy, which will include but not be limited to the recruitment, selection, training,

retention and recognition of volunteers and an evaluation of the existing approach.



The Aging Population

Goal Statement

To enable a wide range of meaningful recreational opportunities available for older adults to meet growth demands, and increase their quality of life and the level of independence as residents age.

Current State

Communities in Canada are facing increasing demands in the delivery of recreation services for older adults as a result of the wave of “Baby Boomers” now at or approaching retirement age. Recreation departments are engaging older adults by better understanding their needs and providing support for self-directed groups. Service providers are beginning to witness changes in the way services for older adults are being delivered under the premise that “younger” older adults seem to want to be regarded simply as “adults” and not “seniors” and are choosing not to attend the traditional older adult / seniors centres.

Older adults attending traditional program offerings and activities in community centres are beginning to do so at 65-70 years of age. While there is still a need for these traditional spaces in community centres, older adults are registering for adult programs and participating in mainstream fitness classes, and using parks for active and passive pursuits. Providing programs specific to older adult age cohorts is beginning to take hold in municipal service provision.

Demographics, Research and Stakeholder Input

Demographic Input:

- The 55+ age group has experienced the greatest increase from 2001-2011 and now represents 23% of the population (or 165,640 residents) in Mississauga.
- The number of older adults is expected to increase by 10% over the planning period of Future Directions.
- The median age in Mississauga is 38.5 years (2011 census) up from 37.7 years (2006 census) indicating that the population is aging as a whole.

Related Intelligence:

- 53% of the population of Mississauga is foreign born and this significant level of cultural diversity is influencing demand for programs and segregated clubs based on language or culture.
- Older adults will acquire disabilities as they age (mobility, dementia etc.) and transportation and accommodations will become a greater part of service delivery.

Stakeholder Input:

- Age Friendly Mississauga: There is recognition that the increase in the number of older adults in Mississauga requires varying approaches to provide services directly and to support self-directed groups. There is a corporate commitment to ensure that Mississauga is an Age friendly Community as designated by the World health Organization.

- **Program Space:** Stakeholders feel that there is a lack of space and time allocation to meet the growing demands for older adult recreation, largely due to a perception that senior's groups are often culturally specific and avoid blending with other groups. However, a blended service delivery model is needed that allocates limited community space equitably and addresses service gaps where they exist.
- **Fee Structure:** Older adults are from varying economic backgrounds; while many can easily afford the fee structure others may face challenges in their ability to pay for recreation. There may be a need to segment pricing based on age cohort. A review of the fee structure is appropriate in order to address current and future cost recovery as more residents become older adults.
- **Age Cohort Segmentation:** Older adults range from 55 years to 90 year plus and could be engaged in recreational pursuits over a 35 year span. Most older adults will change their recreational preferences as they age and experience physical decline. Segmenting recreational opportunities by age cohort will provide a wide range of choices as preferences change.
- **Changing Needs:** Older adults see the need for both active pursuits and gentler type activities on a continuum.
- **Reducing Social Isolation:** Providing opportunities for older adults to get to know one another and casual social spaces is seen as an important element in providing programs and services.

Mississauga Delivers

In 2012, Mississauga hosted approximately 37 older adult clubs and groups in 11 community centres throughout the city. 25 (or 71%) of these clubs/groups are culturally specific and one club caters to deaf seniors. Membership in the older adult clubs is open to all residents of Mississauga and non-residents although language would most likely be a barrier to participation in some instances. The service delivery model for older adults combines directly offered programs at some locations throughout the City combined with programs offered through the various clubs. A minimal annual membership fee between \$27-\$30 (depending on residency status) allows an older adult to attend and participate in all club activities throughout the City. Permits for clubs to offer their own programs occur most often during the daytime at no fee, although a need for evening programs is creating some pent up demands in some community centres.

Table 25: Membership in Affiliated Older Adult & Seniors Clubs

Mississauga's Senior Clubs	2011	2012	2013
Number of Clubs/Groups in 11 Community Centres	35	37	53
Membership Numbers at 11 Community Centres	not available	4,765	4,799
Membership Numbers at Square One Older Adult Centre	1,800	1,800	1,800
Membership Numbers at Mississauga Senior's Centre	not available	1,255	1,212
Total	n/a	7,857	7,864

This table demonstrates that there has been a consistent number of members at the Square One Older Adult Centre and the Mississauga Senior's Centre over the course of the last three years. These two clubs have witnessed an aging membership with few new members.



The growth in the number of older adult groups and clubs is occurring at the local community centres with an additional 16 clubs forming in 2013 or at an increase of 43%. Recent challenges have been identified as lack of daytime space in community centres and a need to expand into the evening and week end hours for some programs and services. Current membership numbers in seniors clubs operating out of Mississauga community centres, at the Square One and the Mississauga Senior's Centre is capturing 5% of the older adult population over 55 years. As the population ages, the City can anticipate greater pressures for program space and staff energies in assisting older adult groups to form and administer activities and events.

Older Adult Advisory Panel – Mississauga Council approved the formation of an Older Adult Advisory Panel to address the delivery of citywide service delivery for the 50+ age cohort. The group will begin their work in 2014 and will address the allocation of public spaces in Mississauga as one of their deliverables



Older Adult Plan - Mississauga's Older Adult Plan was developed in 2008 and provides direction to staff and the community on providing enrichment and life-long learning opportunities. The plan reflects the principles of Age Friendly City movement developed by the World Health Organization and includes guidance to the Recreation Division in the provision/enabling of programs and services with respect to providing needed supports, utilizing available expertise through volunteerism, partnerships and fair pricing of services. Actions for 2014 and beyond include the formation of an Older Adult Advisory Panel, addressing fair and equitable access to community space and maintaining and strengthening partnerships with older adult groups.

A Look at Other Jurisdictions

The *City of Ottawa* offers and enables a wide range of choices for older adults and seniors programs and services. Efforts to segment programs to address varying age cohort needs and programs are segmented into Adults, Older Adults and seniors and demonstrate a response to differing needs according to age ranges. All adults over 50 years are offered a 10% reduction in registration costs and related fees. This percentage reduction is much lower than many municipalities in Ontario whose reductions range from 30 to 50%.

The Victorian Order of Nurses (VON) organizes the Seniors Maintaining Active Roles Together (SMART) Program. It relies on partnerships and volunteerism to increase the number of sustainable programs and opportunities available to older adults in intensely populated areas within communities. VON has developed and implemented a sustainable program for older adults that is funded by the United Way and is delivered by community volunteers. The VON develops focus groups in high rise condominiums and apartments predominantly populated by older adults to determine their active interests. Volunteers are trained and supported in providing recreation and fitness programs for older adults for a nominal fee to cover equipment and refreshment costs. These programs have shown success in over 91 communities and an opportunities to partner exist to provide local and low cost opportunities.

The *Public Health Agency of Canada (PHAC)* supports the World Health Organization movement toward Age Friendly Communities. This initiative is in response to the wave of older adults that may require special consideration in the design of communities and the delivery of programs and services to the point that supportive physical and social environments allow longer autonomy and independence. Mississauga has embraced this program and PHAC provides

supports are available to staff and volunteers through webinars, interactive dialogue and the sharing of best practices.

Canadian Association for the Advancement of Women in Sport (CAAWS) has a purpose to support and enable women in pursuing sport and active lifestyles and keeping women actively engaged in building community capacity. The CAAWS' 55 to 70+ Project for "Young Senior" Women is a recent initiative aimed at keeping the young female senior engaged in sport and physical activity. 35 pilot projects are currently underway to enhance opportunities in soccer, pickleball, Nordic pole walking, synchronized skating and many other active opportunities. The projects seek to develop and support sustainable models where women are trained to lead and promote active opportunities in concert with community partners such as municipalities.

Warm Water Pools are being pursued by a number of municipalities including Mississauga. The *Town of Oakville* piloted raising the temperature of the Queen Elizabeth Park Community Centre Pool to 88 degrees Fahrenheit to test if warmer temperatures would attract more users during the day and evenings. Attendance increased significantly with older adults, parent/caregivers and young children and persons requiring a therapeutic setting. The *City of Toronto* is offering one warm water pool per district and has also witnessed a rise in attendance.

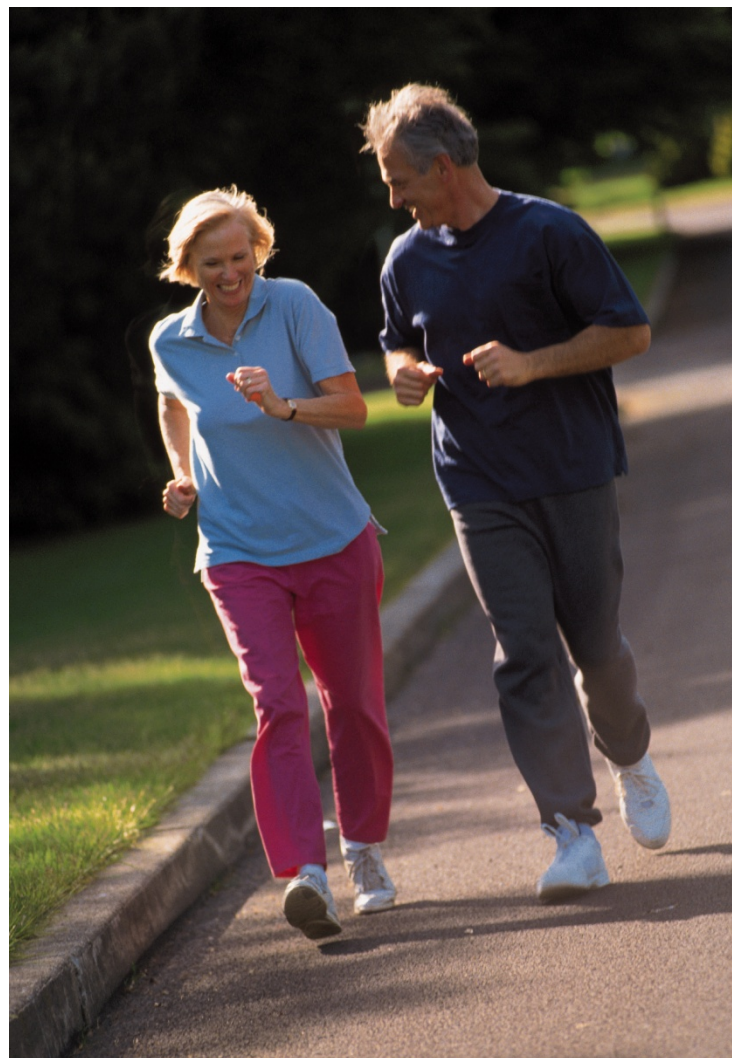
Service Delivery Emphasis 2014 - 2019

- Work with the Older Adult Advisory Panel to address space provision and equitable allocation of space with respect to older adult programs
- Address the potential of segmenting older adult opportunities by age cohorts over 50 years.
- Revisit the fee structure for older adult recreation services.

- Provide training for staff in providing/enabling services for this new market.
- Continue to update the existing Older Adult Plan.
- Work with related agencies to expand opportunities available to older adults and seniors.

SERVICE Recommendations

45. Complete a Space Study regarding the use of public spaces in providing recreational opportunities and community hubs for older adults (*also see Recommendation #12*).
46. Segment recreational opportunities offered to older adults by age cohort considering abilities, interests, physical capabilities and trends.
47. Provide and enable more therapeutic and wellness opportunities in City facilities as outlined in the Therapeutic Line of Business Plan, considering the expected increase in disabilities as a result of the aging population.
48. Revisit pricing of recreational programs service as part of the ongoing review of the user pay model, considering life expectancies, active retirement interests and average amounts of discretionary incomes in Mississauga.



Maximizing Facility Utilization

Goal Statement:

To maximize the use of Mississauga's community centres and indoor spaces to a consistent 85% of available program spaces with intentional and community driven programs and services.

Current State

A comparison of registration statistics over the course of 2001 and 2012 offers a picture as to how community centres are being used for direct programming. Capacity and fill rates for casual and drop in opportunities would give an overall picture on the use of facilities, registration statistics will offer an indication as to whether there is still untapped capacity. The following table captures the number of spaces available (capacity) in aquatic, community programs and fitness class opportunities as compared to the actual registration numbers (participants) and denotes the percentage of participants as compared to the capacity (fill rates). This information allows the City to determine if the right program mix is attracting residents or if there is an opportunity to make some changes to program offerings or the way services are provided.



Table 26: Aquatics, Programs & Fitness Registered Program Fill Rates, 2011-2012

	2012		
Business Line	Capacity	Participants	Fill Rate
Aquatics	86,307	63,277	73%
Programs	85,824	56,078	65%
Fitness	22,070	11,605	53%
Total	194,201	130,960	64%

	2011		
Business Line	Capacity	Participants	Fill Rate
Aquatics	94,913	67,284	71%
Programs	85,682	56,570	66%
Fitness	21,998	12,327	56%
Total	202,593	136,181	67%

Note: Drop-in attendance is not reflected in these figures

These statistics demonstrate that there is an average fill rate of 66% over the course of the last 2 years while an overall benchmark is typically set at 80 - 85%. The fill rates have decreased by 3% in 2012 as compared to 2011 showing a slight decline. There was a decline in registrants from 2011 to 2012 by over 5,000 participants due to facilities being closed for repairs and enhancements. There is an indication that facilities are being scheduled for programs that are being cancelled due to lack of registration, thus an approach to maximizing facility use is needed.

Research and Stakeholder Input

Related Intelligence:

- Municipalities are experiencing a decline in registered programs and an increase the number of residents attracted to casual and drop-in opportunities. This trend is eroding

revenue targets associated with directly operated programs and could be demonstrating that residents are moving toward more self directed and casual forms of recreation such as drop in programs. This change could partially be due to the levelling or slight decline in children and youth populations, diversity and differing needs, the time that is needed to dedicate to a set of lessons and/or cost. The challenge to Mississauga is that the revenue targets are experiencing erosion due to the change recreation preferences.

- The response by municipalities has been to look to a combination of approaches that fits with the needs of their communities and includes:
 - Strengthening neighbourhoods through the creation of community hubs to better understand needs and deliver at the local level;
 - Seeking out sponsorships and alternate forms of revenue to offset costs;
 - Intentional programming to address social issues (inactivity, drowning prevention, after-school programming) to attract residents into the program stream; and
 - Forming strategic partnerships to lessen the cost burden on all agencies.
- Learn to Swim: The Canadian Drowning Report produced by the Red Cross and the Lifesaving Society of Canada indicates that of the 347 drownings in Canada in 2012, 79 were from Ontario. The report found that an increasing number of Canadians who are involved in fatal water incidents are from diverse cultural backgrounds. Learn to swim and safety in and around water is an important initiative in diverse communities. There is an intended

relationship between the swim to survive program and increasing the number of children in signing up for the learn-to-swim continuum.

- Physical Inactivity: Canadians continue to be unfit and overweight and the numbers are not improving. The Community Health Survey indicates that childhood obesity has tripled over the course of the last three decades and further that only 7% of children and youth are getting the required 60 minutes of moderate to vigorous physical activity that is required daily.
- After School Care: Afterschool programs are being expanded to accommodate children and youth in order to address the critical time between the end of the school day and when parents/caregivers come home after work. Programs include physical activity, nutrition, homework help, social responsibility and behaviours and creative activities.

Stakeholder Input:

- The Creation of Multi-Service Hubs is seen as a way of maximizing the use of publically funded spaces to the benefit of the surrounding community. This approach would build on the existing practice of co-locating libraries in multi-purpose community centres and maximizing the use of community centres.
- Opportunities were suggested to partner with health, education and like-minded social service agencies to offer many services from one location in a community hub setting.
- There is movement to focus on specific social issues like inactivity, drowning prevention, physical literacy and after-school care in order to introduce residents to the wide range of recreation offerings available and the benefits of participation.

Mississauga Delivers

Responding to local needs and addressing new markets will ensure that community spaces are being utilized to capacity for the public good and are offering intentional programs and services.

Swim to Survive and Drowning Prevention

Mississauga Aquatics staff partner with the school boards to engage school aged children in learning to survive in the water and drowning prevention. The hope is that drowning numbers can be reduced in Ontario over time and that Ontarians can safely enjoy water related experiences. Efforts to provide learn to survive opportunities during the school day have been quite successful since the program was introduced in 2006. The following table summarizes that efforts to include school aged children are averaging about 4,500 students per year across 86 schools over the past three years.

Table 27: Swim to Survive Participation with Local Schools

Swim to Survive	2010/11	2011/12	2012/13
Number of Schools	75	93	89*
Number of Participants	4,610	4,681	4,244*

**There was less of a take up of this program in 2012, possibly resulting from some pool closures and work-to-rule labour conditions at certain schools; reduced participation is not seen as a downward trend.*

One of the goals of the program is to attract students to continue the learn-to-swim experience through enrolling in swim lessons offered by the City. A survey administered to participants during the program in 2012/13 revealed that:

- 64% of the students enjoyed the program;
- 54% of participants have been swimming before;
- 46% have taken swimming lessons previously; and

- 25% planned to sign up for swimming lessons as a result of the experience.

Memberships

Mississauga offers residents membership opportunities that allow residents unlimited access to facilities and casual drop-in opportunities according to the membership options that they have chosen. The following table demonstrates that there has been a 34% increase in the number of membership sold in 2012 over 2011. Aquatics has witnessed the greatest membership increase by over 10,300 memberships in one year.

Table 28: Aquatic, Fitness & Therapeutic Memberships Sold, 2011-2012

Membership Type	2011	2012
Aquatics	16,629	26,980
Fitness	17,234	18,425
Therapeutic	247	592
Total	34,110	45,997

Physical Inactivity

Physical inactivity has been addressed by all disciplines to encourage more active lifestyles and reducing the amount of time residents spend behind their TV and computer screens. The Fitness discipline has been active in reaching out to residents of all ages to reduce barriers to participation; some examples include:

- *Drop-in fitness classes* have been gaining in popularity and increased by over 21,000 visits from 2011 to 2012. Fitness staff removed the advance sign up system for fitness members to eliminate places reserved for people that did not show up for the class. This change in practise ensures that capacities are better realized and also provide more drop in opportunities.

- The Division works with *Canadian Tire Jump Start* to ensure that youth from low income backgrounds can access registered fitness programs for youth and obtain fitness centre memberships.
- *Youth Programs and Engagement*- Fitness programs with schools (TL Kennedy Boot Camp and Zumba), Youth drop-ins (i.e. Nexus youth drop-in at Civic fitness and Zumba class partnership with Big Brothers and Big sisters of Peel – Malton), and youth afterschool fitness centre drop-ins found that limited access led to purchase of full memberships.
- The renovation of Malton Community Centre's Fitness Centre increased visits by 14,000 over the previous full operational year.

Strong Neighbourhoods

The City has identified 11 neighbourhoods in Mississauga and has recently approved the development of a Strong Neighbourhood Strategy in concert with the United Way and Region of Peel. The strategy will set about to determine the makeup of these neighbourhoods and the strengths and challenges that are evident. These challenges may be different and will require continued dialogue at the neighbourhood level to develop and implement neighbourhood based solutions. Recreation has strong relationships at the local level and should be seen as facilitators to gather relevant community leaders, groups and residents together to initiate these conversations. The use of community centres will most likely see a change as a result of this work to include other community agencies and organizations although core recreation services must still be seen as the key deliverable in solving local social issues.

Implementation of High Five and Principles of Healthy Child Development

Mississauga has recently received funding to implement Parks and Recreation Ontario's High Five program. This program trains program providers with the tools to understand and address the principles of healthy child development in the delivery of programs and camps. The High Five program requires an assessment of program and service preparation, delivery and evaluation. This program is critical in obtaining alternate funding to expand after school day programs.

Mississauga Youth Plan

In 2007, the City of Mississauga commissioned an environmental scan employing a robust process to consult youth. Recommendations were developed and used to create the Mississauga Youth Plan. The Youth Plan highlights the following:

- Identifies initiatives that will reach all youth sectors, interests and age groupings;
- Addresses municipal service/program affordability for youth;
- Identifies opportunities to address needs of priority neighbourhoods and at risk youth;
- A model/structure for ongoing involvement and engagement of youth;
- Emerging needs and interests of youth, resulting in increased physical activity, leadership training and opportunities for volunteerism;
- Partnership and collaboration opportunities to reduce overall cost of implementation, program and/or service delivery; and

- Measurements to monitor progress of implementation and expected outcomes.³⁰

Since its initial implementation, the Mississauga Youth Plan has undergone reviews to determine the progress made on the preliminary recommendations. The City of Mississauga has made significant advancements by maintaining commitment to the original principles and approved actions. Some of the more impressive results of the plan include:

- 236 no cost drop in youth programs throughout Mississauga;
- 117 free youth events held in 2012;
- 100,000 youth engaged in drop in programs and events;
- 4,567 youth provided 23,361 hours to support programs and events; and
- the Mississauga Youth Advisory Committee serves as a city-wide advisory committee to advocate on behalf of youth.

Alternate Revenue Strategies

Each of the eight Lines of Business (LOB) (aquatics, community programs, golf, fitness, therapeutic, arenas, sports) have developed strategies to increase revenue sources within the respective disciplines. This approach will ensure that LOBs can meet and exceed revenue targets in a competitive climate for recreation spending. Alternate revenue streams have become a source of funding that does not solely rely of participant fees to offset costs. Currently recreation recovers 69% of the costs to offer programs and this is a high percentage of direct cost recovery as compared to many like sized municipalities. Alternate revenue streams such as sponsorships, tapping new markets that a diverse population brings, and enhancing participation in existing markets assist in offsetting the

rising costs of offering programs and services. Often seeking out sustainable sponsorships allows the City to offer affordable and accessible programs to all residents. Each of the lines of business is addressing methods of enhancing existing and seeking alternate revenue streams.

A Look at Other Jurisdictions

The *Guelph Neighbourhood Support Coalition* is made up of representatives from each of 11 neighbourhood associations housed in community hubs that may or may not be municipal assets. The City of Guelph provides an annual grant to the Coalition which in turn works as a collective to distribute the funds equitably in order to meet current and emerging priorities. Each association responds to local needs and issues and recreation is seen as one yet a critical part of a multi-agency approach to strengthening neighbourhoods and the community as a whole.

Active Canada 20/20: A Physical Activity Strategy and Change Agenda for Canada was developed by ParticipACTION and Federal, Provincial and Territorial stakeholders. The plan details the impacts of sedentary lifestyles and addresses ways to improve on the 85% percent of Canadian adults and 93% of Canadian children and youth who do not obtain the minimum level of physical activity necessary to sustain a healthy lifestyle.

After the Bell is a school-based after school program that allows for an affordable seamless day for children 5-12 years of age until 6:00 p.m. The program is High Five accredited and is offered in 27 locations throughout Durham Region. The program aims to promote outcomes in social and emotional well-being, pro-social behaviours, engagement in learning, physical wellbeing, and school and community connectedness.

³⁰ City of Mississauga. 2009. *Mississauga Youth Plan*.

Richmond Hill is a very diverse community and has seen resounding increases in registrations numbers over the last three years due to growth and as a result of taking two non-traditional approaches: contracting out specialized program provision; and offering “learn to” classes for typical Canadian sport and recreation opportunities. Revenues are shared with contracted services providers and none of the hiring, training, program supply and supervisory costs are accrued to the municipality. The programs are listed in the recreation guide and registrations are processed through the Town’s computerized registration system. Samples of contracted and specialized programs include children’s computer science and theatre classes, filmmaking, golf, photography, yoga and Sportball.

Service Delivery Emphasis 2014 - 2019

- A continued focus on increasing physical activity levels and decreasing screen time.
- Imparting the importance of learning to swim and safety measures in and around water especially to newcomer populations.
- Development of more partnerships to increase after school program and care opportunities especially in at risk neighbourhoods.
- Engage diverse and underrepresented populations in program development.
- Addressing local and neighbourhood program needs within community centres.
- Continuing to meet the Youth Friendly Community requirements.

- Monitor the engagement of residents in directly offered programs as compared to memberships, casual and drop-in opportunities along with the respective fiscal implications.
- Consider the merits of contracting specialized program provision as an alternate form of program delivery.
- Seek out alternate revenue streams to offset the cost of offering recreation programs and services.

SERVICE Recommendations

49. Evaluate the number of programs, services and rental opportunities that need to be added, maintained or compressed (responding to market demand) with the view of achieving an 85% fill rate of available space within community centres. Incremental targets to be set and achieved over a number of years in underutilized facilities.
50. Develop partnerships with Library Services, Culture and other agencies toward joint program delivery to meet a broader range of interests.
51. Brand the division to have less of a corporate look and more of a community appeal.
52. Host annual open houses in each community centre to engage residents and prompt them to experience the programs that the division offers.

Positioning Recreation as Essential to the Quality of Life

Goal Statement

To continue to position recreation as essential to the quality of life enjoyed in Mississauga.

Current State

Recreation is highly valued in most communities in Ontario and this is demonstrated by the satisfaction levels articulated in community polling exercises. Results typically demonstrate that recreation services are a strong part of community life, however when asked to rate where tax dollars should be spent, recreation tends to follow services such as transportation and fire services. The public are not indicating that recreation is not essential, however, they are indicating that infrastructure and fire suppression is critical to their safety and security needs.

It is well supported that recreation is essential to the health and wellbeing of a community; there is usually a public outcry when a recreational facility is proposed to be closed or a program is being eliminated without alternative solutions. Why then in this context is it important for recreation to be better positioned as essential; possibly it is more the recognition that recreation needs to be considered more readily when critical community planning and social issues are being addressed. Positioning recreation as being essential to the quality of life is more about the recognition that participating in recreation is a determinant of health and that recreation has many social, economic and personal benefits.

There is no magic solution in positioning recreation as essential to the quality of life nor is it any one person or organization's responsibility. The vast majority of service providers, community leaders,

participants, volunteers and politicians believe that recreation is essential and possibly a greater recognition would see greater benefits accrued to the residents through additional partnerships and funding. The need to keep participation at a high level in quality recreational pursuits is because of the benefits accrued to the individual and the community is a message that must be emphasized in many ways and on a continual basis. Further it must be recognized that recreation is one discipline in a dynamic group of social disciplines like health, education, social services, and industry that when working together can leverage significant results to the quality of one's life.



Research and Stakeholder Input

Related Intelligence:

Dr. John Crompton from Texas A&M has completed numerous studies in positioning and re-positioning recreation as essential to quality of life, and has suggested two methodologies. One is to quantify the economic impacts of recreation and the other is to work with strategic partners to solve key social issues in the community. Both strategies should assist in better positioning recreation as a strong contributor to the quality of life.

Stakeholder Input:

- Testing satisfaction levels in programs and services helps staff understand the how well recreation is positioned and assists in identifying gaps and ways of improving service.
- Partnering with other agencies to address social issues like youth engagement, reducing poverty, social isolation, physical activity are all methods of positioning the importance of recreation in improving the quality of life in Mississauga.
- Testing the community on their frequency of visits to community centres and their respective satisfaction levels allows Council to understand what an integral part recreation plays in the lives of individuals, family and the community as a whole.
- Understanding the economic impact of recreation and sport in Mississauga will allow the community to see that the investment in recreation is good for the economy and job creation. Further this information may serve to increase the number of sponsored activities through the private sector.
- Promoting the social, physical, emotional, environmental and economic benefits of recreation in one's quality of life may increase participation in recreational pursuits.

Positioning recreation and the benefits of recreation in society is a shared responsibility where everyone needs to play their part. Higher levels of government are cognizant of the benefits and the reduction to other costs like healthcare as a result of participation. The following describes what levels of government, professional organizations, staff and stakeholders are doing and can do to position the importance of recreation as essential to the quality of life.

Federal Government

- Developing a National Recreation Agenda (underway) to address key priorities over the next ten years. A forum to be held in Ontario in 2015 will finalize the National Recreation Agenda and begin to look at how Provinces, Territories and Canadian Communities can be better aligned with these priorities.

Public Health Agency of Canada (PHAC)

- Reports to the Ministry of Health and is specifically responsible for physical activity and senior's health.
- Is responsible for research, capacity development, annual grants program and shared leadership.

National Professional Organizations - Canadian Parks and Recreation Association (CPRA)

- CPRA developed the Benefits of Recreation Document to assist recreation departments in position recreation through quantifying the benefits to individuals and communities. A Benefits Hub website was developed to capture subsequent research work and is currently capturing trends in the delivery of recreation services to aid communities and like agencies.

Provincial Government – Ministry of Tourism, Culture and Sport

- Representing Ontario's input and issues in developing the National Recreation Agenda. Provides grants to aid in research and capacity building programs and initiatives.

Provincial Professional Organizations – Parks and Recreation of Ontario (PRO) and the Leisure Information Network (LIN)

- Support the development of the National Recreation Agenda. Developed the Recreation Charter to guide recreation providers in delivering services.
- Developing a Provincial Framework for recreation service delivery and providing methodologies to better position recreation within communities.

Regional Levels of Government

- Engage municipal Recreation service providers in addressing current region wide initiatives such as the Peel Children and Youth Initiative and the Strong Neighbourhood Strategy.

Municipal Recreation – Local Councils and the Administration

- Play a strong role in presenting the benefits of recreation to allied stakeholders and related disciplines and as to how recreation can address many social issues such as unemployment, poverty reduction, self-esteem, reducing healthcare costs, crime prevention and resilience in children etc.
- Quantify the economic impacts of the recreation service delivery system in terms of cost avoidance and revenue generation.

Mid-management and Frontline Staff

- Provide intentional programs and services to address social issues within the community such as drowning prevention, increasing physical activity levels, providing after school programs for at risk children and youth and extending the quality of independent life for older adults.
- Work with local groups to build capacity to enable a broader range of services. Research and continue to be at the forefront of emerging community growth and social issues.

Stakeholders and Volunteers

- Understand and promote the value of volunteerism and the value of sponsorship in contributing to a robust recreation and sport delivery system.

Not-for-Profit, Charitable and Private Recreation Service Providers

- These organizations have similar objectives in positioning recreation and sport as being essential to quality of life and could join an initiative to quantify the economic impact of recreation through additional revenues and cost avoidance. Sharing of information, resources and joint ventures could assist in articulating citywide impacts and the reach and penetration of recreation services in Mississauga.

Private Sector (e.g. Tim Hortons, Wal-Mart, Pepsi, Canadian Tire, Bank of Nova Scotia, etc.)

- These corporations and others sponsor and subsidize recreation and sport opportunities by recognizing the value of recreation as an essential service not only to their clients and customers but to the corporation's respective bottom line.

Key indicators in positioning recreation as an essential in improving the quality of life should focus on public and stakeholder perception, participation levels and the return on the investment. The following table offers a metric that could offer a year over year comparison and allow the Division to quantify and interpret the results in annual reporting to stakeholders and to the public. This approach would serve to reinforce the notion that recreation is an essential to the quality of life in Mississauga.

Table 29: Recreation as Being Essential to Quality of Life – Indicators

Indicator	Measure
Perception	
Public & Stakeholder Recognition	Response to the question – Is recreation essential to the quality of life in Mississauga?
Public Response and Engagement	
Participation Levels	Is participation increasing year over year? How often do residents visit recreation facilities per month? Is this number increasing or decreasing? How satisfied are residents with the quality of services?
Community Relationships & Partnerships	How many partnerships/relationships is the Recreation Division engaged in? What is the impact in terms of participation?
Alignment with Community Driven Priorities & Recognition as Addressing Social Issues	How is the community benefitting from recreation engagement in addressing key social issues?
Penetration Levels	How many residents participate in recreation from each age cohort? How many residents are subsidized in order to ensure that they benefit from participation?

The Investment and the Return on the Investment	
Cost per Resident	What is the annual investment in recreation per resident of Mississauga?
Revenue Recovery Levels	How much of the investment in recreation is recovered through user fees, sponsorships and other revenues? What innovative approaches did staff and stakeholders take to increase participation and contain costs?

Mississauga Delivers

The Recreation Division works to continually position recreation as being essential to quality of life within the community by aligning with and delivering on Council priorities. The Division's work is aligned with the pillars of Mississauga's Strategic Plan that centre on Ensuring Youth, Older Adults and Immigrants Thrive and Building Complete Communities.

Children & Youth

Mississauga recreation programs and services recovery 69% of the cost to provide them through the collection of user fees. While cost recovery is important to reduce reliance on the taxpayer there is movement to recognize that the some residents cannot access services due to affordability or ability. Recent approved pilots include:

- **The Inclusion Pilot** -This initiative allows persons with special needs to attend summer camp using Active Assist funds to pay for registration fees in order to offset incremental costs parents have to pay for one on one support. This pilot also includes matching volunteers with people with less complex needs who require additional support in programs (i.e. behavioural).

- Let's Play In The Park-Council approved a 2014 pilot to deliver 12 free summer playground programs using funding from the Jerry Love Fund, in partnership with Pepsi for children 6-12. The program will be evaluated and a report to Council will recommend further actions to improve, and/or expand the program based on the input provided by participants and caregivers.
- High Five - Council approved a recommendation to implement this quality assurance standard in children's programming over the next 3 years moving toward accreditation within that timeframe. Staff successfully obtained \$160,000.00 in provincial funding to offset the costs. Staff will pursue other grants and purchase of service agreements as a High Five member organization to assist with affordable access opportunities that the City was not previously eligible for.
- Active Assist-The Recreation Division has over 8,500 registered individuals and a 30% take up on subsidy credits; there is demonstrated need for this program to continue within the city.
- The Sport Plan - The plan focuses on building awareness, participation and greater access to physical health and activity through community sport. Actions are recommended as to building capacity in our community sport organizations to re-position themselves in a changing demographic and shrinking youth market
- Sports Tourism Strategy - The division is positioned to profile Mississauga as a destination of choice-primarily as a host city for sport tourism events as well as a destination city in the GTA through events, festivals and local destinations.



Older Adults

The Older Adult Plan – This plan is considered leading edge and the first of its kind, though many other municipalities have followed suit in developing plans of their own. In the 3 years since the plan approved, a number of policy and service planning initiatives have been implemented and activities for 2014 include:

- The city has established an Older Adult Advisory Panel to inform service plans in all city departments. The panel will launch its activities in 2014.
- Older adult programs are expanding and the Division is looking to resolve the pent up demands for space and related supports.

Complete Communities

- Strong Neighbourhood Strategy- the Recreation Division is well positioned within community centres to create community hubs by including neighbour input and

engagement in the way that staff plan and deliver programs, neighbourhood events, build local volunteerism and respond to the diverse needs of the many neighbourhoods that exist within the city. The plan will profile five neighbourhoods where staff, other agencies and groups will pilot a number of initiatives to demonstrate the community building power of recreation. Council has endorsed the study and it is being undertaken with Peel Region and the United Way

- Community Development – Community development staff provide support to over 180 community affiliates in the city. The division offers these groups training, governance workshops, preferred rental rates for community facilities and event logistics support. A recent report to Council highlighted the many initiatives underway to build a stronger profile and recognition of the value of community development and partnerships in Recreation.

A Look at Other Jurisdictions

The *City of Philadelphia* undertook a study in 2003 to determine the economic value of the recreation and parks system. The study identified measurable attributes and sought to quantify their value to residents. The benefits of reduced social service costs, reduced crime and social dysfunction, impacts of tourism, storm water retention and increased property values were calculated by practitioners and economists. The identified benefits provided an increase to resident wealth of \$729M, resident savings of \$1.28B, municipal savings of \$14.5M and increased revenues of \$23.3M. This information has been used to position the parks and recreation system by quantifying its economic impact through increased revenues, higher property values and through visitations.³¹

³¹ Harnick, Peter, (2008). How Much Value Does the City of Philadelphia Receive from its Parks and Recreation System? Philadelphia, Pennsylvania: The Trust for Public Land and Philadelphia Parks Alliance.

Service Delivery Emphasis 2014 – 2019

- Consider refining and utilizing the suggested indicators (on Page 122) in the Division's annual report in order to continue to position recreation as essential to the quality of life.
- Speak to other related service providers about the possibility of completing a study on the economic impacts of recreation in Mississauga.

SERVICE Recommendations

53. Facilitate conversations with all recreation and sport providers, respective businesses and agencies to discuss quantifying the economic impacts of recreation and sport in Mississauga.
54. Develop a continuous improvement process to track, respond and use customer feedback to enhance service delivery.
55. Develop a communications plan on messaging the benefits of participating in recreational pursuits by all age groups as well as the overall benefits to the community as a whole.

Sport for Life & Athletic Development

Goal Statement:

To prepare residents to fully participate in sport through the introduction of physical literacy skills, to improve sport development opportunities for all residents of Mississauga and to advance the ability of Mississauga to attract major sporting events.

Current State

Sport Development and Sport Tourism

The City of Mississauga recently developed a Sport Plan that aims to achieve the following, “Mississauga will have a dynamic and collaborative sport system that enables all residents to enjoy sport to the extent of their interests and abilities. Mississauga will be known for its commitment to the celebration, promotion and development of sport events, facilities, participants and organizations.” To achieve this vision the City of Mississauga, through its Sport Plan, has identified seven goals:

1. Sport Leadership: Develop a shared leadership model for the implementation of the Sport Plan which ensures collaboration, investment and involvement from key stakeholders within the Mississauga Sport Delivery System.
2. Sport for All: Develop inclusive and targeted programs, services and funding that address barriers to participation in sport.
3. Sport for Life: Increase participation in and understanding of the life-long benefits of quality sport and physical activity.

4. Celebration and Promotion of Sport: Actively promote sport and celebrate the achievements of athletes, volunteers and organizations.
5. Building Capacity of our Sport System: Increase capacity and sustainability of community sport providers, programs and services.
6. Sport Tourism: Mississauga will be recognized as a sport event-friendly city and a sport tourism destination of choice.
7. Sport Infrastructure: Ensure sport facilities meet community needs and are allocated in a fair and equitable manner.

As a recommendation, the Sport Plan suggested that a comprehensive Sport Tourism Strategy be developed in order capture the significant economic activity generated from athletes and spectators. The City of Mississauga’s Sports Tourism Strategy envisions that, “Mississauga will be recognized as a great community to host sport events. Building on its strengths, Mississauga will strategically and proactively pursue and host sport events to drive economic activity to the city.” In order to accomplish this vision the City of Mississauga has created four strategic areas of focus:

1. Sport Tourism Leadership; Build leadership capacity to implement the Sport Tourism Strategy.
2. High Impact Events; Assess, acquire and deliver new high impact events.
3. Community Capacity; Build on the community’s capacity to deliver well managed and sustainable events that maximize the community and economic benefits of sport tourism.
4. Event Friendly City; Develop and implement “event friendly” policies, procedures and promotional programs.

Canadian Sport for Life

Canadian Sport for Life (CS4L) is an undertaking aimed at improving the quality of sport and physical activity in Canada through improved athlete training and better integration between all stakeholders in the sport system, including sport organizations, education, recreation and health. A key feature of CS4L is Long-Term Athlete Development (LTAD), a developmental model whereby athletes follow optimal training, competition, and recovery regimens from childhood through all phases of adulthood.

CS4L has increased its consideration since the publication of the 2005 resource paper Canadian Sport for Life. Since 2005, every national sport organization in Canada has developed sport-specific LTAD guidelines for their athletes. Further work has been done by provincial organizations, governmental groups, and agencies to promote CS4L in their jurisdictions. The vision of CS4L is to redesign how sports and athletic training is supported at all levels in Canada.

Long-Term Athlete Development

Long-Term Athlete Development (LTAD) is the Canadian Sport for Life (CS4L) pathway for developing top-rank athletes and increasing overall participation in sport and physical activity. It includes guidelines for training, competition, and recovery based on principles of human development and maturation.

LTAD is built on sport science and best practices in coaching from around the world, and follows ten Key Factors that influence how athletes train and compete effectively. In conjunction with these key factors, LTAD utilizes a continuum titled the Long-Term Athlete Development Model. This model consists of seven stages, with each stage listed and described below:

1. Active Start - From ages 0-6 years, children need to be introduced to unstructured active play that incorporates a

variety of body movements. Children at this age need to develop the ABCs of movement – Agility, Balance, Coordination and Speed.

2. FUNdamental - During the FUNdamental stage (females 6-8, males 6-9), children should develop fundamental movement skills, including the ABCs of Agility, Balance, Coordination and Speed. Children should participate in a fun and challenging multi-sport environment.
3. Learn to Train - Children in the Learn to Train stage are ready to begin training according to more formalized methods. However, the emphasis should still be on general sports skills suitable to a number of activities.
4. Train to Train - At this stage, athletes are ready to consolidate their basic sport-specific skills and tactics. It is also a major fitness development stage.
5. Train to Compete; Athletes enter this stage if they have chosen to specialize in one sport and excel at the highest level of competition possible.
6. Train to Win - In the Train to Win stage of LTAD, athletes with identified talent pursue high-intensity training to win international events. They are now full-time athletes.
7. Active for Life - This stage can be entered at any age, beginning with developing physical literacy in infancy, and evolves to being Competitive for Life and/or Fit for Life through all phases of adulthood.

Stages 1, 2 and 3 develop physical literacy before puberty so that children have the basic skills to be active for life. Physical literacy also provides the foundation for those who choose to pursue elite training in one sport or activity after age 12.

Stages 4, 5 and 6 provide elite training for those who want to specialize in one sport and compete at the highest level, maximizing the physical, mental and emotional development of each athlete.

Stage 7 is about staying Active for Life through lifelong participation in competitive or recreational sport or physical activity.

Mississauga Delivers

The implementation of the Sport Plan and the Sport Tourism Plan will be the key focus of the Division over the course of the Future Directions horizon. These plans will enable to maximize resources in promoting sport participation and benefit from the economic and social impacts of hosting competitions.

Sport Plan and Sport Tourism Initiatives 2014 -2019

The implementation of the Sport Plan will be key in further developing a sport system that provides quality experiences, provides support for athletes and sport groups and allows for a continuum of sport involvement for residents of all ages. The priorities over the next five years include:

Table 30: Initiatives & Intended Outcomes of the Sport Plan & Sport Tourism Strategy

Sport Plan Initiative	Intended Outcomes
Review the business operations of the Mississauga Sport Council and assist in the development of a strategic plan	Strengthened engagement between the Sport Council and the broader sport community in Mississauga and within Ontario
Host a Sport Summit	Greater cohesion and alignment in the sport community and celebrate sport successes
Develop a comprehensive sport	Communicate sport opportunities,

website and subsequent marketing plan	events and educate the public on sport development and sport for life benefits.
Review the Mississauga's Sport Affiliation Policy	Current policy that maximizes community resources and addresses barriers that sport groups may be facing in offering quality sport opportunities
Determine training gaps and provide training resources and opportunities	Enable common training opportunities
Build a volunteer data base and incentive program to support groups and events	Build and sustain the sport delivery system

Sport Tourism Strategy Initiative	Intended Outcomes
Develop a Sport Tourism Communications and Marketing Plan	Keep stakeholders abreast of what Mississauga has to offer in terms of sport tourism, sport events and bid opportunities
Develop a Sport Hosting Policy	Articulate the purpose, mandate and roles in hosting sport events.
Host the Ontario Summer Games	Showcase Ontario's youth and strengthen engagement, pride and cohesion in the community.
Establish a Major Sport Events Team	Ensure that the skills, competencies and infrastructure are developed and prepared for hosting major sporting events
Create a Community Engagement Plan to support the Pan/Para Pan Am Games	A thoughtful approach to hosting the Pan/Para Pan Am Game's events and a meaningful legacy program to benefit the community

A Look at Other Jurisdictions

The *City of Kingston* created a Canadian Sport for Life (CS4L) Office that is funded by the Trillium Foundation as a sustainability model is developed. The focus of this work is to engage all sport deliverers to implement the concepts of sport for life, the Long Term Athlete Development Model (LTAD) and the introduction of physical literacy into the mainstream. The City of Kingston, in conjunction with 16 partner organizations, has worked to increase opportunities for sport and recreation participation, implement physical literacy in sport and recreation activity as a foundation for lifelong participation, and strengthen community sport and recreation. The City of Kingston implemented these principals through the following programs:

- Kingston Gets Active Ambassadors whose work it is to form relationships in the community with like agencies and organizations to introduce the concepts of sport for life and physical literacy.
- Free Physical Literacy workshops for all stakeholder groups.
- Kingston Gets Active Month to promote physical activity and literacy.
- Multiple Sport Programming combining physical literacy into the introduction of various sports.

The *Ontario Soccer Association (OSA)* has implemented a variation of athlete development, which is still based on the LTAD Model. The OSA has titled their version Long-Term Player Development (LTPD), which focuses on the development of the skills necessary to participate in soccer and then eventually compete. The OSA's LTPD serves as a unique outline for how sport specific organizations may modify the LTAD to better align with the terminology of their sport while still adhering to the LTAD model and more importantly the 10 factors.



The *City of Markham* has a significant Asian population with clear interests in culturally traditional sport and activities. The City has reached out to residents and resident groups and has responded by providing space and support for both badminton and table tennis opportunities. Both the Milliken Mills Community Centre and the Angus Glen Community Centre have drop in, after school and daytime opportunities for residents of all ages to participate in these sports. Participation is at capacity and there is evidence of pent up demands. The City will host badminton and table tennis at the Pan Am and ParaPan Games in 2015 which is aligned with a significant sport interest in the community.

The *Gay Games* were formerly known as the Gay Olympics, originating in San Francisco in 1982 and has grown to represent the largest sport and cultural event for the LGBTQ community in the world. The 2014 Gay Games are being held in Cleveland Ohio from August 9-16. Over 10,000 athletes will compete in 35 sports representing 65 countries. Larger cities are working with the LGBTQ community to provide spaces for training and assisting groups to form and compete in these international games.

Service Delivery Emphasis 2014 - 2019

- Secure sustainable funding and resources to implement the Sport Plan and the Sport Tourism Strategy
- Seek alternate funding through grant possibilities to augment the implementation of these plans
- Ensure that Physical Literacy is introduced into the appropriate sport programs and league sports within Mississauga as well within appropriate programs and camps
- Develop a Sport Hosting Plan with surrounding municipalities to maximize the use of available and planned sporting venues
- Ensure that the range of sporting choices is reflective of the diverse needs of the community
- Study indoor sporting needs to meet future demands and address equitable allocation of existing spaces

SERVICE Recommendations

56. Determine the applicability and implications of the Canadian Sport for Life Model (CS4L) and the Long Term Athlete Development Program (LTAD) on the sport delivery system and sport assets in Mississauga.
57. Work with surrounding municipalities to develop a Regional Sport Event Hosting Plan to compliment the Sport Tourism Strategy.



Appendix A: Public Engagement Comments

The following are comments received from the four public engagement sessions held to present the draft Future Directions for Recreation.

Public Comments	Future Directions Response
Growth & Intensification	
Question was raised on how the need for facilities was calculated (this was explained).	Future Directions methodologies are explained in the Introduction section as well as the assessments contained in this document.
Need for more than tennis courts - feel that move to multi-use courts is important to accommodate other sports like basketball (especially for pick up play) and for road hockey (as kids are not permitted to play on the road). An obvious solution is a partnership with the school boards, Peel in particular. Port Credit High School has a beautiful location that has several neglected, dare I say decayed courts. Joint community/school offers opportunity.	Additional tennis and multi-use courts are recommended in the Plan, subject to confirmation of community demand, distribution, park development or redevelopment opportunities, etc. Ability to partner on shared-use facilities with schools is also encouraged.
Request for clarification of what 'partnerships' means as people do not want to see recreation privatized in Mississauga.	Partnerships are discussed throughout the Plan, notably in the Delivering the Service section.
Partnerships agreements - legal and insurance requirements are too onerous and slows process down (e.g. Port Credit HS tennis courts)	The Plan encourages the City and its partners to create agreements that are beneficial to all parties, including residents who use services.
A proposal for a private sector dome at the Applewood Height school site is a partnership with the school board and the private sector and does not involve the City - concerned about the impact of such private facilities on the City's existing indoor facilities - could negatively impact City's revenue.	Future Directions is supportive of community-based recreational providers where they can assist in filling service gaps in Mississauga.
Is City looking for for-profit businesses to meet some recreation needs?	The Plan supports a holistic approach to meeting recreational needs using public and community-based resources.
Need to have a policy that not only parks should be within a 10 minute walk but so should indoor facilities (discussion centred on looking at City facilities and also school and other public spaces) - developing community hubs was discussed.	Future Directions examines the appropriate distribution of facilities and provides discussions on where possible gaps or overlaps exist. The Plan also supports the community hub concept, including encouraging a concept for the use of schools.

Public Comments	Future Directions Response
High use of facilities means that there is a growing demand for more facilities - there is a need for an indoor soccer facility in the northwest.	The Plan recommends a number of new facilities to respond to growth and utilization profiles, and considers the northwest as a possible location to address certain facility needs.
Need to provide splash pads for growing population.	Splash pads are recommended where required to address needs in areas of intensification or serving a destination-related objective.
Mississauga needs outdoor handball courts. This sport is popular in New York City and has great potential in Mississauga. Partnerships with schools would provide excellent opportunities for creating properly designated courts for this fantastic sport.	Future Directions establishes a set of criteria for the City to build upon when evaluating the need to provide services that are presently not part of its core service delivery mandate. The Plan also speaks to the provision of new, emerging and non-traditional sports.
Is consideration given to how recreation facilities support transit and active transportation - need more trail routes to facilities	Proximity to transit and trails, particularly for higher order facilities, should be a consideration in the planning and site selection process.
How do Master Plans account for intensified growth in other areas of the City (e.g. Lakeview)?	The Plan encourages proactive planning so that the City is prepared to respond when intensification of these areas eventually occurs.
Delivery of Inclusive Services to All	
Need to consider new interests for cricket, pickleball (indoor and outdoor multi-purpose courts), outdoor volleyball courts, etc.	The Plan investigates emerging activities, has made recommendations where appropriate (e.g. cricket, gymnasium space) and provides a framework to evaluate requests for services not currently provided by the City.
The City's website needs to advertise volunteer opportunities. Volunteers could be based from a particular facility such as a community centre/park to create a stronger volunteer network with a community focus.	Community and neighbourhood development is a recurring theme throughout Future Directions. Volunteerism is discussed in the Delivering the Service section.
Would support subsidizing community centres that provide activities for kids to keep them busy.	Future Directions supports a range of low to no cost activities for all age groups.
Need to work on collaboration, fairness and communication.	Principles of inclusion, awareness and partnerships are recurring themes in the Plan.
Most programs are geared to boys so need to ensure that girls also have opportunities (this is not to say that programs should not necessarily be segregated but simply ensure fairness) . For example, there may be a need for girl only activities such as drop-in basketball programs - this could be a collaboration with the City.	Future Directions supports initiatives that maximize participation and healthy lifestyles among all residents.

Public Comments	Future Directions Response
<p>Concern that the Future Directions is too geared to traditional activities (further discussion clarified areas of the 2014 Recreation Plan that address other activities)</p>	<p>The Plan investigates emerging activities, has made recommendations where appropriate and provides a framework to evaluate requests for services not currently provided by the City.</p>
<p>Need to consider how facilities are programmed for each age group to ensure times are appropriate and that all residents have access to facilities.</p>	<p>Future Directions provides the basis for the City to explore how to increase utilization and participation in recreation services.</p>
<p>The Peel Children and Youth Initiative reviewed the recreation master plan based on the extensive research we have conducted in the past two years on children youth and families. Two studies were used for this analysis: Building Healthy Child Development: "The Experiences of Parents in Peel" and "Voices: A Study of Youth in Peel" - both of which provide high quality reliable data.</p> <p>Recreation Plan: Without commenting on all the specific recommendations there are several directions that are strongly supported by the evidence. This includes the efforts to increase and improve affordability; strategies to link transit and recreation passes; the expansion of drop in 'safe places' for youth; and the efforts to improve accessibility for families who have special needs. All of these directions reflect and respond to the research we have done with families and youth (e.g. they address the critical issues that prevent people from participation in healthy recreational and developmental programs). It is important to recognize that Recreational services are among the most highly valued service for parents and families; and that all families - even those who are socially isolated - use community centers extensively. Community development activities are also very valuable and help to create informal support networks that the research shows are really important for parents - especially with younger children. The focus on expanding partnerships with libraries and arts organizations also reflects what we heard from young people about their interests.</p> <p>There is more detail available in each of the studies referenced here. Suffice to say, the strategic directions laid out in the Master Plans do reflect the interests - and help to address the barriers - of actual children, youth and families. On behalf of the Peel Children and Youth Initiative I would like to offer our support for the plans.</p> <p><i>(submitted via email)</i></p>	<p>Future Directions strongly advocates for a coordinated strategy among various levels of government, agencies and other community-based providers to holistically meet the needs of children and youth.</p>

Public Comments	Future Directions Response
Aging Demographics	
Need to recognize that the community is aging.	Aging Demographics is one of the Plan's six key areas of focus.
A lack of facilities was identified for older adults and concern about older adult programs being bumped in favour of activities for children/youth during the summer - what are older adults supposed to do with their time if they are bumped from their usual time slots?	The Plan recommends the preparation of an Older Adult Space Provision Study to address facility needs while also providing the basis for the City to explore how services can be delivered as effectively as possible.
Some concern about affordability of fees for older adults to participate in clubs/programs (facility at Square One was specifically noted) although many agreed that the cost was low especially for the good quality of the space being provided by the City	Future Directions supports a range of low to no cost activities for all age groups.
For more elder population there is a need to address isolation and them not leaving their homes - need to find ways to get them involved	The Plan recommends the preparation of an Older Adult Space Provision Study, which includes looking at how existing community centres can be adapted to be more comfortable for older adults.
There are large groups of organized older adult groups that have challenges with the amount of space to meet their needs and to accommodate their large memberships	The Plan recommends the preparation of an Older Adult Space Provision Study to address facility needs.
What is the timing of the Older Adult Spaces Study?	The Study should be completed prior to the expiry of the Square One Older Adult Centre lease (i.e. before 2017).
Maximizing Utilization of Existing Infrastructure	
Enjoys lane swimming regularly so interested in potential re-location of school pools to community centres - noted that swim times can affect usage as some City pools do not offer convenient times - believes that lane swimming demand is growing as an observation of seeing more people participating.	The Plan recommends that the City explore the relocation of shared-use pools to community centres as a means to increase convenience to residents, and maximize utilization and cross-programming potential.
Feeling by youth that the playground equipment in parks is oriented to younger kids but not for youth (e.g. only swings that youth could sit on). When asked, agreed that climbing structures are examples.	Future Directions strongly supports the provision of structured and unstructured facilities that appeal to youth.
There are opportunities for gym use at school and YMCA - school gyms are well used for indoor soccer	Ongoing pursuit of strong relationships with school boards and others is advocated throughout Future Directions.

Public Comments	Future Directions Response
Schools are not always available or affordable to the public and the City needs to have improved access to school facilities. There is often too much red tape that makes use of their schools by the community difficult.	Ongoing pursuit of strong relationships with school boards and others is advocated throughout Future Directions.
Basketball is a city-wide activity but there needs to be improved coordination and marketing with the organization and the City - also need to improve access to all gyms in city including schools - Future Directions needs to address these issues.	Access, inclusion and awareness are recurring themes found throughout the Plan.
Need to continue to develop partnerships to improve access and use existing capacity, schools in particular - perhaps need more awareness of opportunities.	Partnerships are discussed throughout the Plan, notably in the Delivering the Service section.
Inquiries about plans for the South Common community centre - don't want to lose anything but rather want enhancements.	Facility enhancements are considered and prioritized during the annual budgeting process relative to other priority needs of the City.
There are a wide range of sports field users and see growth for all of them - therefore fields should be considered multi-use and not just soccer.	Future Directions recommends a new artificial turf field and a multi-use field at Park 459.
Although there are organizations using various facilities (such as tennis), it is good to see more casual uses (such as in the Lisgar area).	The Plan recommends a number of facilities intended for organized and casual usage.
Mississauga is losing it's only Racquetball/4 Wall handball court when Meadowvale is renovated. I know that Mississauga is unwilling to build new squash courts as it sees that private industry can handle any greater needs...but in this case, there is no other racquetball court in the city either private or public. This is it. No other choice. As a large room it can be used for other fitness classes as well (fitness boxing, Tai Chi). Someone please reconsider!	Future Directions provides a framework for addressing facility needs considering community needs, utilization rates, fiscal sustainability, and other factors to decide what constitutes its core service delivery mandate.
There was comment that skateboarders and BMX bikers should wear helmets for safety - could there be an emergency phone near such facilities?	This is procedural concern that should be considered separate from the master planning process and has been flagged by City Staff.

Public Comments	Future Directions Response
Positioning Recreation as Essential to the Quality of Life	
Promotion and marketing about recreation opportunities was identified as something the City needs to improve upon. Need more options for communications including consideration of a mobile app but also recognize that it cannot all be digital as many older adults are not computer users.	The Plan supports a robust communications and awareness strategy using a variety of different methods. At the public meeting, City staff noted that they are working on a Sports Portal that will provide increased exposure and links to affiliated group's websites.
There needs to be an easy way to find out what is being offered to older adults at each community centre and at what time.	The Plan supports a robust communications and awareness strategy using a variety of different methods.
City needs to find ways to ask people what programs or activities they are interested in participating in.	The Plan supports regular engagement of residents and users to determine program needs.
City should promote the 'benefits of membership' in fitness, etc.	The Plan supports a robust communications and awareness strategy using a variety of different methods.
City staff at community centres need to be aware of recreation opportunities so they can promote/assist residents looking for certain activities.	The Plan supports a robust communications and awareness strategy using a variety of different methods.
Need to ensure that other Plans developed by the City have recommendations embedded in the Master Plans (City staff noted that the recommendations indicate implementing the other Plans).	Future Directions considers the relevant strategies and recommendations from other City initiatives having relevance to the recreation system.
Please describe the Implementation Plan and how previous recommendations from 2009 Master Plans that were not undertaken are accounted for in the 2014 Master Plan.	Future Directions is supported by an Implementation Plan that is monitored and administered by Staff. For previous recommendations not implemented, this Plan re-examines the rationale for not doing so prior to deciding whether to carry these forward to 2014 and beyond.
Sport & Athletic Development	
Tournaments are viewed as important even though they may cause existing users to be bumped from their time slots	The Plan supports sports tourism, notably in the Delivering the Service section.