



## 2019 Recreation Master Plan



**2019 Recreation Master Plan**  
Prepared for the Community Services Department, City of Mississauga

**FINAL REPORT**  
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Prepared by:



in  
association  
with



# Acknowledgements

## Mississauga City Council

Bonnie Crombie	Mayor	Ron Starr	Ward 6
Stephen Dasko	Ward 1	Dipika Damerla	Ward 7
Karen Ras	Ward 2	Matt Mahoney	Ward 8
Chris Fonseca	Ward 3	Pat Saito	Ward 9
John Kovac	Ward 4	Sue McFadden	Ward 10
Carolyn Parrish	Ward 5	George Carlson	Ward 11

## Project Steering Committee

Paul Mitcham	Commissioner, Community Services	Jodi Robillos	Director, Parks & Forestry
Tim Beckett	Fire Chief, Fire and Emergency Services	Lori Kelly	Director, Library Services
Michael Cleland	Director, Environment	Jeff Jackson	Director, Finance and Treasurer
Paul Damaso	Director, Arts & Culture	Maurice Swaby	Manager, Business Planning
Shari Lichterman	Director, Recreation		

## Project Core Team

Tracey Martino	Executive Officer, Fire and Emergency Services	Sue Coles	Manager, Library Facilities & Operations
Mary Bracken	Supervisor, Environment Initiatives, Environment	Mai Lu	Business Consultant, Library Services
Mojan Jianfar	Planner, Culture	Mike Menary	Manager, Library Planning & Analysis
Kelly Reichheld	Manager, Sport & Community Development	Debbie MacDonald	Business Advisor, Business Planning
Teresa Kerr	Planner, Parks & Forestry	Arlene D'Costa	Business Advisor, Business Planning

# Acknowledgements (continued)

## Project Resource Staff

Karen Flores	Supervisor, Communications	Katherine Lee	Statistician, Planning Strategies
Krista Franceschini	Manager, Business Operations	Tina Mackenzie	Manager, Creative Services
Irene Kiourdi	Buyer, Material Management	Josh Remazki	Graphic Designer, Creative Services
Kyle Rostad	Buyer, Material Management	Michael Tunney	Manager, Culture and Heritage Planning
Scott T Anderson	Supervisor, Geomatics	Stephen Torreno	Digital Coordinator, Marketing Solutions
Teresa Goncalves	GIS Specialist, Geomatics		

## Staff no longer with the City of Mississauga

Rose Vespa	Director, Library Services	Roger da Cunha	Planner, Parks & Forestry
Laura Piette	Director, Parks & Forestry	Erin Hashani	Business Advisor, Business Planning
Eric Lucic	Manager, Parks & Forestry		

## Project Consultants

Monteith Brown Planning Consultants Ltd.  
Tucker-Reid & Associates

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**2019 Recreation Master Plan**

# **Executive Summary**

# Executive Summary

Mississauga's recreation system is essential to the health and wellbeing of every resident living in the City. Recreation facilities and related programs provide Mississauga residents with numerous physical, health, psychological, economic and environmental benefits. Not only does participation in recreation activities offer opportunities for a healthy lifestyle, it facilitates greater cognitive development and self-esteem among individuals, social interaction, economic spending, conservation of natural lands, and community vibrancy.

This 2019 *Future Directions* for Recreation (referred to as the Recreation Master Plan) guides the City of Mississauga in delivering future recreation facilities, programs and services to the year 2028. The 2019 Recreation Master Plan provides an innovative, sustainable and fiscally responsible plan to meet the needs of Mississauga residents in response to changes in the population, trends in recreation participation, and current operating conditions.

The Recreation Master Plan has been written in support of national, provincial and local frameworks. Most notably is that recommendations contained herein are complementary to most, if not all, Strategic Pillars of the City of Mississauga's Strategic Plan. Also of importance is the Master Plan's alignment with the Framework for Recreation in Canada that rejuvenates the definition of recreation and parks, articulates their economic impacts as well as the benefits, key goals and strategies that should be evident in communities across Canada.

The 2019 Recreation Master Plan focuses on the following areas that are deemed to be the most significant priorities to address over the next 10 years.

- Indoor Recreation Facility Needs (outdoor recreation facilities are assessed in the 2019 Parks & Forestry Master Plan)
- Promoting Access and Inclusion

- Service Delivery for Youth and Older Adults
- Other focus areas (including quality assurance, healthy food initiatives, golf course operations, core services, funding infrastructure renewals and recreational needs in areas of intensification)



Source: Framework for Recreation in Canada, 2015



Meadowvale Community Centre and Library  
Photo Credit: City of Mississauga.

## Plan Foundation

*Future Directions* provided an exciting opportunity for residents, stakeholders and City staff to shape the vision of Mississauga's recreation system. The following consultation activities took place throughout its preparation of the Master Plan:

- Creating awareness of *Future Directions*
- Public survey
- Stakeholder focus groups
- Members of Council and key opinion leader interviews
- Recreation division staff survey
- Recreation staff workshops

The following themes were commonly identified within the consultation initiatives and are listed in no particular order:

- Residents and stakeholders value the number and type of recreation facilities and programs that are provided by the City of Mississauga.
- Explore ways to promote and market Mississauga's recreation facilities and services, including use of technology and social media, to make more residents aware of available recreation services and improve usage levels in facilities and programs.
- A desire for more activities that are affordable and available at convenient times.
- General satisfaction with the City's recognition of diverse cultural needs in recreation facilities and programs, however, suggesting greater attention for serving persons with disabilities and special needs requires greater attention.
- Meeting the needs of an aging population, particularly offering programs to keep older adults physically active and engaged in their communities.
- Ensuring that the City's recreation services keep pace with growth in its population, particularly in areas of intensification and close to the Lake Ontario waterfront.

*Future Directions* uses the year 2016 population of 746,000 persons as its baseline. Over the outlook of the plan, Mississauga's population is expected to grow by 50,000 people to reach 796,000 by the year 2026. Many of those new residents are expected to live in the higher density Downtown and the designated Nodes, as well as other pockets of Mississauga where intensification and infill developments take place. As such, many existing indoor and outdoor recreation facilities and services located in well-established areas could face greater pressures depending upon the number and socio-economic characteristics of the people living in them in the future.



Photo Credit: City of Mississauga

## Capital Infrastructure Needs

The City of Mississauga is already proceeding with the design and construction of the new Churchill Meadows Community Centre slated to open by the year 2020 in the northwest that will contain an indoor aquatics centre, triple gymnasium, fitness centre and program rooms (among others). With that community centre poised to address future needs in the recreation system, the 2019 Recreation Master Plan emphasizes infrastructure renewal and redevelopment activities as a key priority over the next 10 years while optimizing the supply of facilities in a manner that is best suited to reflect current market and operating conditions.



Erin Meadows Community Centre swimming pool  
Photo Credit: City of Mississauga

1

### Repurpose an Ice Pad

Decommission one ice pad in the next three years and repurpose all or part of its square footage to a space conducive to indoor aquatics, fitness, certain gymnasium-based activities, multi-purpose and/or age-specific programs.

2

Upon decommissioning one ice pad, the City should monitor arena bookings, utilization trends and general operating performance to determine whether further adjustments to the arena supply are required in the next 5 to 10 years.

3

### Relocate & Rebuild Aquatic Centres

Relocate the Glenforest School Pool to Burnhamthorpe Community Centre.

4

Relocate the Cawthra School Pool to Carmen Corbasson Community Centre.

5

Conduct selected improvements and renewals to existing indoor aquatic centres including those at the Huron Park and South Common Community Centres.

6

**Enhance Mississauga’s Fitness Centres**

Strive to provide at least one high quality equipment-based fitness centre within every Service Area, with the three existing activity studios assisting in rounding out the geographic distribution by facilitating active living programs.

7

Upgrade the fitness centre and activity studio at South Common Community Centre, as part of a broader facility renovation/reconstruction project, in order to reflect a modernized club-format environment consistent with other municipal equipment-based templates. Space permitting, an indoor walking track should also be considered either within the fitness centre or encircling a redeveloped gymnasium.

8

Provide club-format, equipment-based fitness centres and/or additional activity studios at the Carmen Corbasson Community Centre and the Burnhamthorpe Community Centre. These should be constructed in tandem with the indoor aquatic centre construction projects recommended for each community centre.

9

**Enlarge the South Common Community Centre Gymnasium**

Subsequent to efforts to increase public access to school gymnasiums during evening and weekend hours, enlarge the gymnasium at South Common Community Centre as part of a major renewal and reconstruction project.

10

**A Good Supply of Multi-Purpose Rooms**

Existing multi-purpose room supplies are generally sufficient in Mississauga, however, the City should determine whether new multi-purpose spaces would enhance any program-specific outreach or reconcile rental gaps in the following instances:

- i. Where the City undertakes construction or redevelopment of major civic facilities
- ii. In concert with private land developments – where appropriate – such as those planned for higher density areas, possibly by using Section 37 of the Planning Act



Fitness Centre at Rivergrove Community Centre  
Photo Credit: City of Mississauga

## Spaces for Youth & Older Adults

11

Integrate areas supportive of youth programming or “chill zones” at Burnhamthorpe Community Centre, Carmen Corbasson Community Centre and South Common Community Centre as part of the respective reconstruction projects recommended for these facilities. Depending upon site expansion potential or constraints, these youth-supportive spaces may be combined with rooms supporting older adult activities or multi-purpose rooms recommended for the facilities (stand-alone or dedicated centres are discouraged).

12

Investigate additional opportunities to develop social spaces in the lobbies of community centres to provide welcoming spaces for all age groups.

13

Initiate a visioning process with the Mississauga Seniors Centre membership to discuss facility revitalization and space configurations suited to service improvements. The intent of the visioning is to inform the facility redesign process with the aim of bolstering member utilization rates and reinforcing the facility as a centralized hub for older adults across all of Mississauga. If feasible, concurrently align any facility redevelopment projects arising out of the visioning process with the proposed expansion of the Carmen Corbasson Community Centre.

14

Integrate an area conducive to older adult programs at Burnhamthorpe Community Centre as part of the indoor aquatic centre construction project recommended for this facility. Depending upon site expansion potential or constraints, this older adult-supportive space may be combined with rooms supporting youth activities or multi-purpose rooms recommended for the community centre (a stand-alone or dedicated centre is discouraged).



Mississauga Senior Citizens' Centre  
Photo Credit: City of Mississauga

15

## Monitor Needs for Indoor Turf

While the need for a fourth indoor turf field in Mississauga is a possibility within the next 10 years, analysis of uptake and utilization of the Park 459 indoor field is required, once constructed, prior to undertaking any further additions to the supply of indoor turf fields. In the event that a fourth indoor field is required, the preferred strategy is to install a seasonal air-supported structure over an existing artificial turf field owned by the City or provided in collaboration with an institutional partner.

**Co-ordinated and Regular Planning**

16

The planning, construction and/or programming of park-based outdoor recreation facilities should be coordinated with implementing the recommendations of the 2019 Parks & Forestry Master Plan.

17

Undertake regular evaluations of the City’s core facility and service mandate in recreation, including through implementation of 2019 Recreation Master Plan Recommendation 35, to determine whether quantified community needs are sufficient, operationally sustainable, and consistent with corporate service philosophies. In doing so, the City can make determinations that may warrant entry into new levels of service as well as decide whether to retain existing levels of service.



Children’s Education Program at Clarkson Community Centre  
Photo Credit: City of Mississauga

**Delivering the Service**

**Promoting Access and Inclusion**

The benefits of recreation accrue to individuals and the community at large through participation in active and leisure pursuits. A strong percentage of residents know how to access services and fully understand the importance of participation. Others may not be able to access services for a variety of reasons including affordability, not feeling welcomed, physical accessibility and feeling that activities are not representative of their interests. Marginalized populations often feel that there are significant barriers to participation. The role of the City is to make targeted and focused efforts to include marginalized populations by promoting opportunities, understanding any barriers and removing them as much as possible.

**Affordable Opportunities to Participate**

18

Work with other agencies and recreation services providers to better understand overall capacity in providing services to low income residents, the current investment, and the penetration rates as a collective. With this understanding in hand, develop a plan to address key issues in order to increase participation among low income residents.

19

Share the Access Policy, Quality Management methodologies, trends, tools and resources with sport and related stakeholder groups to encourage participation among persons from low income backgrounds that wish to become engaged in sport.

20

Articulate the annual investment that the City of Mississauga contributes through various means (free programs and so on) to social development through its subsidies, sponsorships, grants and resources dedicated to including low income residents in recreation and sport pursuits.

### Improving Barrier-Free & Therapeutic Options to Participate

21

Convene focus groups with persons with disabilities and related service providers to discuss barriers and remedies, as well as suggestions as to improvements in service delivery, which would assist in developing an Inclusion Strategy for the City of Mississauga.

22

Determine the capacity, utilization and penetration rate of providing therapeutic services directly and through partnerships.

23

Review equipment and space needs considering the increasing uptake of Therapeutic Membership.



Photo Credit: City of Mississauga

### Taking an Inclusionary Approach

24

Pilot a collective and multi-disciplinary approach within a selected neighbourhood to understand the current interventions and to better address prevalent issues, contributing the experience of Recreation Services staff and other appropriate City employees.

25

Develop and support an internal staff committee that seeks to address best practices in including diverse populations in Recreation Services and within the organization.

26

Create a reference group of diverse populations that would advise staff on serving all residents of the City of Mississauga with specific emphasis on marginalized populations.



Photo Credit: City of Mississauga

### Service Delivery for Youth and Older Adults

Providing youth, teens and older adults with the necessary supports is a notable focus for the City of Mississauga. While all age groups benefit from participating in recreational activities, youth and older adults are a priority as their participation levels often drop off at a certain point. However, it is important so that these individuals continue their participation to achieve the benefits of recreation at a critical life stage.

27

#### Serving Older Adults

Prepare an update to the Mississauga Older Adult Plan.

28

Determine the most appropriate governance model (in consultation with older adult representatives) for the recommended redevelopment of the Mississauga Seniors Centre (see Recommendation 13) to clearly delineate responsibilities of the City and user groups of the space.

29

#### Serving Youth

Prepare an update to the Mississauga Youth Plan so that recreation services remain current to the needs of youth and teens.

30

Form a reference group with youth and youth centred organizations in Mississauga (including Youth Advisory Committees within community centres and the Mississauga Library’s Teen Advisory Groups) to align with the evidenced-based elements of the Playworks Youth Friendly Community Platinum Level requirements. The Reference Group will also lend insight into the recommended update to the Mississauga Youth Plan (see Recommendation 29).

### Other Recommendations

In addition to the focus areas encompassed through preceding text, the 2019 Recreation Master Plan explores a number of other topics including quality assurance frameworks, healthy food initiatives, the role of the City in golf course operations, core service levels, maintaining a state of good repair, and delivering recreation in areas of intensification.

31

Demonstrate the achievement of quality management in all Recreation Services’ Lines of Business.

32

Work with community partners to expand upon healthy food offerings in recreation facilities and educate the public on healthier food choices.

33

Investigate the feasibility of offering children’s vegetable gardens and cooking facilities, ensuring that these are implemented in selected neighbourhoods as an initial step.



Photo Credit: City of Mississauga

34

Maintain the mandate to generate a surplus for the overall Golf Operations Line of Business.

35

Undertake a core services analysis in Recreation Services to ensure that the current cost-recovery model is aligned with any proposed revisions to the service delivery model.

36

Proactively plan for meeting indoor and outdoor recreational needs in areas of intensification required beyond the 2019 Recreation Master Plan planning period. At a minimum this should involve monitoring land availability and development opportunities, long-range fiscal planning, and regular discussions with prospective institutional and private sector partners.

37

Embed convenient recreational access, adjacency and prominent visibility as key components by which all new and redeveloped urban planning projects are evaluated.



Photo Credit: City of Mississauga

## Funding the Master Plan

Not every action in the Master Plan requires funding – sometimes improvements can be accomplished through changes in approach or in policy. Most projects, however, require funding to proceed. Many projects are funded in the City's current Business Plan and Budget, with many still requiring funding sources to be identified. The City must balance service provision with affordability and will thoughtfully seek funding for projects as opportunities present themselves.

Capital initiatives are typically funded through a combination of sources. Existing and new sources are evaluated annually to determine the best approach for funding the City's projects. The following provides detail on currently available funding sources:

- Partnerships
- Federal and Provincial grants
- Development Charges
- Cash-in-Lieu of Parkland (Section 42 of the Planning Act)
- Capital Reserves
- Debt financing

### Partnerships

The City cannot fund all of its Master Plan projects alone. Partnerships with external agencies can provide welcome funding as well as other resources. The Region of Peel is a key partner in many initiatives. Other opportunities can be found in the sharing of resources, such as the co-location of different services in a single facility. This can help to reduce the costs of any one agency. Similarly, there may be partnership opportunities with Mississauga's community organizations and corporations that can benefit both parties.

### Federal and Provincial Grants

The City receives funding from both Federal and Provincial levels of government. Much of this funding is targeted to specific programs by the granting authorities, and every effort is made to use these funds for our priority projects.

### Development Charges

Funds collected under the *Development Charges (DC) Act* are collected and used for funding growth-related capital costs. DCs are structured so that “growth pays for growth” but revenues collected through DCs are insufficient to fully address all of the City’s growth initiatives.

### Cash-in-Lieu of Parkland (Section 42 of the Planning Act)

Section 42 of the *Planning Act* enables a municipality to require land for public recreational purposes as a condition of development. The *Act* allows a municipality to collect cash-in-lieu of parkland as a condition of development in instances where a land dedication may not be appropriate. The City collects cash-in-lieu of parkland on most new land development. This revenue is used for parkland acquisition and recreational facility improvements, per the *Act*, and in accordance with approved capital plans and land acquisition strategies.

### Capital Reserves

Reserves and Reserve Funds are created to assist with long-term financial stability and financial planning. The City has a long history of prudently managing its Reserves and Reserve Funds. One of the purposes for maintaining strong reserve funds is to make provisions for sustaining existing infrastructure and City building. The City has implemented a 2 per cent annual Capital Infrastructure and Debt Repayment levy (reflected on the tax bill since 2013).

### Debt Financing

The issuance of debt is a critical component in financing future infrastructure for the City. There is nothing wrong with issuing debt as long as it is well managed. Debt does have an impact on the property tax; the larger the debt that a city holds, the larger the percentage of the property tax that must be allocated to service that debt. The City has a strong debt policy which defines stringent debt level limits to be adhered to.

With all of the City’s competing priorities, choices must be made. The 2019-2022 Business Plan and Budget provides detail with respect to which Master Plan projects are currently proposed for funding. Projects identified in the Master Plan that do not have funding sources identified will be brought forward in future budget cycles for approval as viable funding sources become available. Each year, Council will direct which projects can be funded based on business cases and project plans through the annual Business Planning process.

# Introduction

# Introduction

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 2019 *Future Directions* is the fifth version. Building upon work completed through the 2014 *Future Directions*, the 2019 *Future Directions* undertakes a comprehensive assessment of the Mississauga’s community services system through five distinct, yet inter-related, master plans:

- Recreation Master Plan
- Parks & Forestry Master Plan
- Library Master Plan
- Culture Master Plan
- Fire & Emergency Services Master Plan

This document represents the 2019 *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 to the year 2028, although a longer-term outlook (i.e., to the year 2041) is taken in certain instances to ensure that actions are appropriate for future generations.

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.  
~ Framework for Recreation in Canada, 2015

The City of Mississauga’s Recreation Division Vision and Mission help to provide a focused and coordinated approach to ensuring recreation goals are met. 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.

### Recreation Division Vision

More people, connected more often, through programs and services that reflect our communities’ needs

### Recreation Division Mission

We keep Mississauga residents healthy, active and connected in partnership with the community

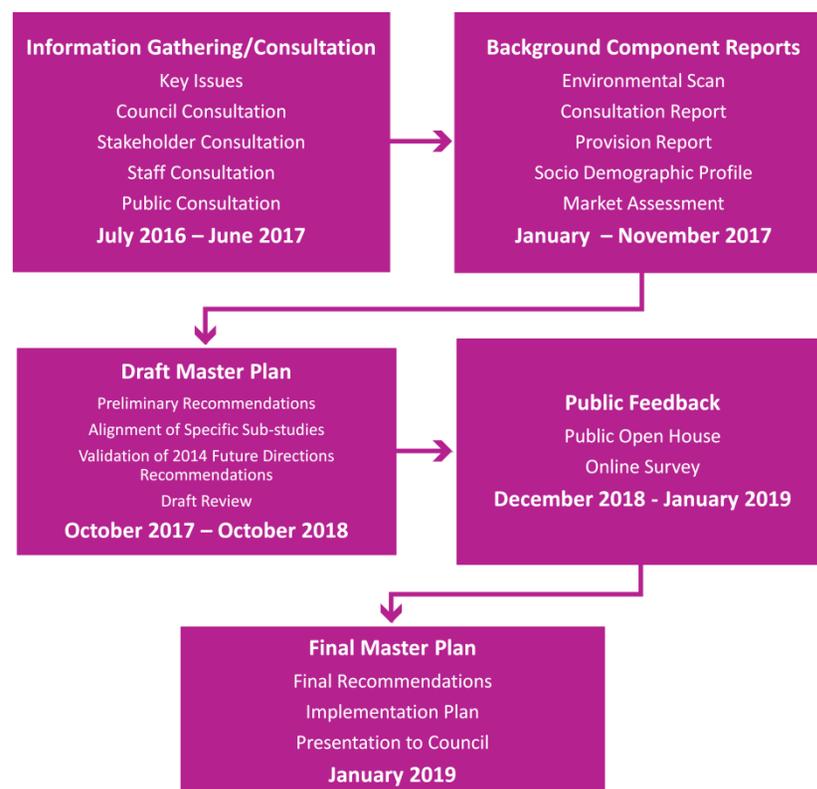


Fun Swim at Applewood Outdoor Pool  
Photo Credit: City of Mississauga

## Methodology

The Master Plan's methodology considers a number of key inputs based on research, consultation and needs assessments. It 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 2019 Recreation Master Plan.

**Figure 1: Future Directions Project Methodology**



Based on direction from the City, capital and service delivery assessments align with seven key areas of focus that are deemed to be the most significant priorities that the City will be working to address over the Recreation Master Plan's planning period. These seven service delivery areas of focus consist of:

1. Recreation Facility Development Strategies
2. Access and Inclusion
3. Service Delivery for Youth and Older Adults
4. Expanded Program Quality Initiatives
5. Validating Mandates for Selected Service
6. Core Services and Specialty Programming
7. Recreation Needs in Intensification Areas

Recreation facility development and redevelopment strategies can be referenced in Section 3 of the Master Plan while the remaining areas of focus are contained in Section 4.

## Achievements over the Last 5 Years

The City has embarked upon a number of initiatives over the past five years aimed at improving the quality of life in Mississauga, including the following initiatives relevant to the recreation and parks system.

- Rejuvenation of River Grove Community Centre (2013-14)
- Reconstruction of Meadowvale Community Centre (2014-16)
- Older Adult Spaces and Services Plan (2016)
- Pop-Up Soccer Fields at Community Common and in conjunction with the Daniels Corporation (2016-2017)
- Recreation Indoor Facility Infrastructure Strategy (2017)
- Sport Field and Sport Court Facility Provision Strategy (2017)
- Development of international regulation cricket grounds at Danville Park (2017-2018)
- Ongoing design of the Churchill Meadows Community Centre and sports fields at Park 459

# Plan Foundation

# Plan Foundation

## ***Future Directions'* Consultation Initiatives**

Fundamental to the success of *Future Directions* was a strategic consultation program consisting of engagement tools that were carefully selected to be effective, accessible, and efficient. *Future Directions* provided an exciting opportunity for residents, stakeholders and City staff to help shape the vision of Mississauga's recreation system. Community engagement is at the core of the *Future Directions* planning process with the following consultation activities taking place throughout its preparation:

- Creating awareness of *Future Directions*
- Public survey
- Stakeholder focus groups
- Members of Council and key opinion leader interviews
- Recreation division staff survey
- Recreation staff workshops

Each consultation tool was designed to engage different audiences and thereby involved a broad range of processes and questions. Through these discussions, a number of broad themes emerged. While not intended to be exhaustive, the following list articulates themes that were commonly identified within the consultation initiatives employed and are listed in no particular order:

- Many residents and stakeholders **value the number and type of recreation facilities and programs that are provided by the City** of Mississauga. They view recreation as important to the local quality of life, a tool that can strengthen community building, and achieve healthy community objectives through physical, mental, environmental and economic benefits.

- Expending greater efforts on **promoting and marketing** the City of Mississauga's recreation facilities and services could potentially make more residents aware of locally available recreation services and in turn assist with bolstering usage levels in facilities and programs. Using new forms of technology and popular social media platforms (beyond Facebook and Twitter) were frequently suggested as ways to help spread the message to residents.
- An emphasis was placed upon increasing the number of **activities that are affordable and available at convenient times** throughout the consultation process.
- There was general satisfaction with the City's **recognition of diverse cultural needs** in recreation facilities and programs. However, adequately servicing the needs of persons with disabilities and special needs requires greater attention.
- The **aging population** continues to be a focus among many, particularly as it relates to providing active programs for older adults to keep them physically active and engaged in their communities. A focus on using recreation services as a means to combat and manage chronic disease among younger age groups and middle aged adults was also noted given growing prevalence of obesity, diabetes, and other health issues in Peel Region; in doing so, the hope is that younger age groups will have a strong foundation to age in a healthy manner.
- There is a need to ensure that the City's **recreation services keep pace with growth** in its population, particularly in areas of intensification and close to the Lake Ontario waterfront.

## Alignment with the Mississauga Strategic Plan

The City’s Strategic Plan establishes the vision and broad corporate priorities that define what the City wants to be. This vision is supported by five Strategic Pillars: ‘Move, Belong, Connect, Prosper and Green.’ These pillars represent fundamental objectives that drive all corporate actions and initiatives (including the preparation of policies and plans, such as *Future Directions*).

The Strategic Pillars reflect a common purpose: a collective desire for success in leadership, quality of life, and civic pride – all of which are relevant to the Recreation Master Plan. In fact, all Strategic Pillars – with the possible exception of “Move” – are influenced by the local recreation system. For example, recreation services support:

- The “Belong” Pillar by providing opportunities to engage and integrate youth, older adults and newcomers to the city in meaningful, healthy and socially-based activities.
- The “Connect” Pillar by providing an essential community service that is part of the spectrum of creating strong neighbourhoods.
- The “Prosper” Pillar by facilitating community and economic development objectives, given that the availability of recreation services is something that employers and employees consider when locating within a city.
- The “Green” Pillar given that recreation provides exposure to outdoor and natural settings, and recreation facilities are often showcased as an example of sustainable building designs.

In order to ensure consistency in planning, the Recreation Master Plan also considers policies and recommendations set out by the City’s Official Plan, Older Adult Plan, Youth Plan, Sport Plan, Recreation Indoor Facility Infrastructure Strategy, Sport Field and Sport Court Facility Provision Strategy, and other municipal documents.

Figure 2: City of Mississauga Vision and Strategic Pillars for Change



Source: City of Mississauga Strategic Plan, 2009

## Alignment with the Framework for Recreation in Canada

Recreation provides multiple pathways to wellbeing for individuals and communities, as well as for our built and natural environments. The Framework for Recreation for Canada (FRC) was developed over the course of three years and involved a significant amount of consultation with Canadians as to their thoughts on the benefits and importance of recreation as a community and individual good. The Canadian Parks and Recreation Association – in collaboration with the Interprovincial/ Territorial Governments, and through the interprovincial Sport and Recreation Council and the Provincial /Territorial Recreation and Parks Associations – developed a framework that rejuvenates the definition of recreation and parks, articulates their economic impacts including the benefits, key goals and strategies that should be evident in each community across Canada.

Recreation has the potential to address challenges and troubling social issues such as increases in sedentary living and obesity, decreased contact with nature, and inequities that limit recreation opportunities for some population groups. Creating a national common agenda requires a clear understanding and commitment to a shared vision, values and goals, as well as the development and implementation of action plans. The FRC provides a foundation for reflection, discussion and the development of such action plans.

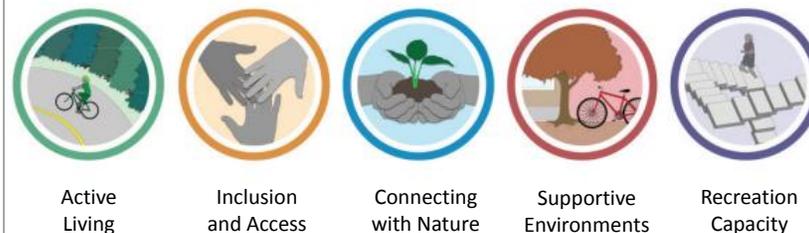
This renewed focus provides the rationale for investing in an evolved recreation strategy, and describes the need for collaboration with other initiatives in a variety of sectors. The FRC provides a new vision for recreation and suggests some common ways of thinking about the renewal of recreation, based on clear goals and underlying values.

### Vision for Recreation in Canada

We envision a Canada in which everyone is engaged in meaningful, accessible recreation experiences that foster:

- Individual wellbeing
- Community wellbeing
- The wellbeing of our natural and built environments

### Goals of the Framework for Recreation in Canada



Source: Framework for Recreation in Canada, 2015

## Demographics

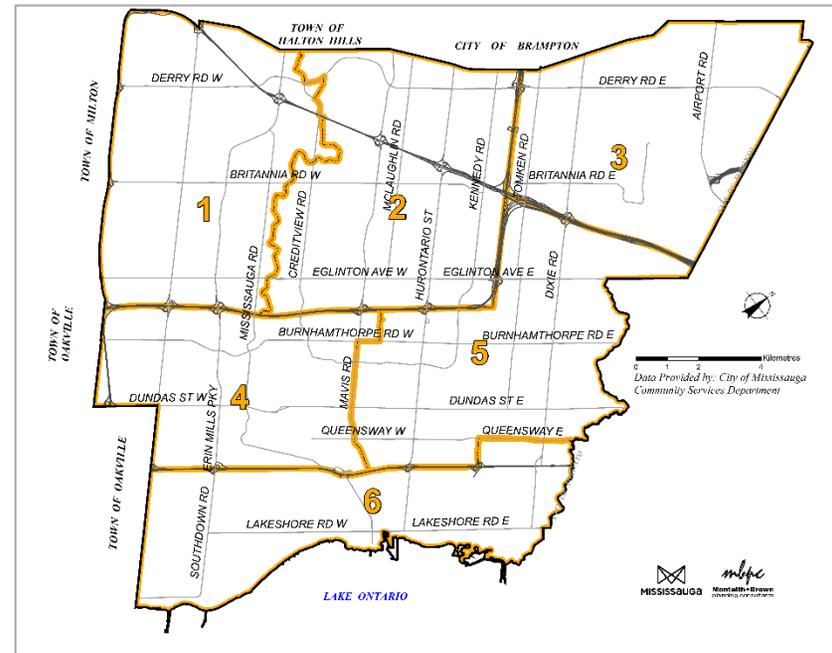
The demographics presented in this section are largely based on Statistics Canada data as well as forecasting work undertaken by the City of Mississauga. For the purposes of comparative analysis, the Master Plan relies upon the City’s six Service Areas used in previous *Future Directions*.

### Historical & Current Population

Between the 1996 and 2016 Census periods, the City of Mississauga’s recorded population has grown from 544,382 to 721,599 persons (unadjusted for net census undercoverage).<sup>1</sup> This amounts to growth of more than 177,000 persons or a 33 per cent increase over a 20 year period. The City’s annualized growth rate has been 0.2 per cent over the past five years (8,150 new persons in total compared to the 2011 Census recorded figure) and annualized growth of 0.8 per cent over the past 10 years (53,000 new persons since the 2006 Census).

Recognizing that the census population totals reflected above do not equate to the actual population due to ‘undercoverage’ (i.e., the term Statistics Canada uses to account for missing information and margin of error when compiling census data), Statistics Canada issues an ‘undercount’ figure or ‘undercoverage rate’ specific to a geographic area (usually at the Census Metropolitan Area level). While an undercoverage rate has yet to be assigned for the most recent census period specific to the Toronto CMA – within which Mississauga is located – the City of Mississauga’s previous undercoverage rate of 4.2 per cent is applied based on advice from the City’s Planning Strategies Division. This results in a 2016 Census population of 747,700 persons, including estimated net census undercoverage.

Map 1: City of Mississauga Service Area Boundaries



For the purposes of *Future Directions* – and to ensure consistency with forecasts employed by other City documents – the Planning Strategies Division’s population forecast of 759,000 is used as the baseline year (2019) for this Master Plan.<sup>2</sup>

<sup>1</sup> Statistics Canada Census, 2001-2016

<sup>2</sup> City of Mississauga, Planning Strategies Division. 2018 Growth Forecast. July 24, 2018.

**Table 1: Population Growth by Service Area, 2019-2028**

Service Area	2019 Population Estimate	2028 Population Estimate	2041 Population Estimate	10 Year Growth Rate (2019-2028)
1	172,000	182,000	189,000	6% (10,000 persons)
2	151,000	158,000	168,000	5% (7,000 persons)
3	32,000	33,000	33,000	3% (1,000 persons)
4	102,000	106,000	110,000	4% (4,000 persons)
5	198,000	217,000	241,000	10% (19,000 persons)
6	104,000	116,000	137,000	12% (12,000 persons)
<b>Total</b>	<b>759,000</b>	<b>812,000</b>	<b>878,000</b>	<b>7%</b> <b>(53,000 persons)</b>

Note: Figures include census undercount

Source: City of Mississauga, Planning Strategies Division, July 2018

### Projected Population Growth

The current and projected distribution of the population by Service Area is identified in Table 1, noting the following trends:

- **Service Area 1** has a year 2019 population estimate of 172,000 persons. It is expected to attain growth of 10,000 new residents by the year 2028 and 17,000 new residents in total by the year 2041, amounting to average annual growth rates in the range of 0.5 per cent. New population growth is largely attributable to the Central Erin Mills Major Node with Streetsville and residential lands located along the Ninth Line primarily making up the remainder.
- **Service Area 2** has an estimated population of 151,000 persons and is forecasted to receive 7,000 new residents over the planning outlook. Of the 17,000 persons projected to be

added in Service Area 2 by the year 2041, the Uptown Major Node is expected to accommodate much of the Service Area's share of population growth over the next two decades.

- **Service Area 3's** population is anticipated to fluctuate between 32,000 and 33,000 persons during the planning period and until the year 2041.
- **Service Area 4's** population – estimated at 102,000 persons – is forecasted to add 4,000 persons by 2028 and a total of 8,000 persons by the year 2041.
- **Service Area 5** contains Mississauga's largest population total, with a year 2019 estimate of 198,000 persons. This Service Area is projected to accommodate the greatest share of city-wide population growth for both the master planning and longer-term outlooks in terms of total population numbers. Although the average annual growth rate is forecast at 1 per cent over the planning horizon, the area is expected to add 19,000 new residents by the year 2028 and over 43,000 new residents by the year 2041. Virtually all growth is projected to occur in Service Area 5's Downtown nodes and corridors, in line with the City's planned focus on higher density intensification and infill developments in the area.
- **Service Area 6** has an estimated 104,000 persons with forecasts adding 12,000 persons over the next 10 years and 33,000 persons by the year 2041. The Lakeview Neighbourhood is expected to accommodate most of the 10 year share of growth and beyond whereas the Port Credit East and West Neighbourhoods and Community Nodes are also expected to collectively accommodate a significant population increase by 2041.

### Community Age Profile

Age structure forecasts are not presently available for the 2019 baseline year used by Future Directions, and thus the 2016 Statistics Canada Census is referenced to provide an understanding of age distribution in Mississauga. The 2016 Census records the median age in the City of Mississauga at 40.0 years. Based on the median age, Mississauga’s population has “aged” by 3.5 years since the 2006 Census when the median age was recorded at 36.7 years. The 2011 Census reported a median age of 38.5 years. That being said, Mississauga’s 2016 median age is slightly younger than the 41.3 years for Ontario as a whole.

Aging population trends in Mississauga are also evidenced by the fact that between the 2006 and 2016 Census periods, there were 12,000 fewer persons under the age of 20 while the number of persons 55 years of age and older grew by over 76,000 persons. The 55+ age group represents 27 per cent of the city’s population whereas the figure was 20 per cent in 2006.

A trend to take note of is the fact that the number of persons in prime child-bearing age groups (20 to 34 years) has been modestly increasing over the past three census periods. The possibility exists that younger adults and younger family households may continue to increase in number, particularly if land developments in areas of intensification are attractive to such persons.

**Table 2: City of Mississauga Age Distribution, 2006-2016**

	2006	2011	2016	Δ 2011-2016	Δ 2006-2016
Children (0 to 9)	83,555	81,545	76,945	-4,600	-6,610
Youth (10 to 19)	98,715	101,025	93,185	-7,840	-5,530
Younger Adults (20 to 34)	134,475	140,520	145,510	4,990	11,035
Mature Adults (35 to 54)	218,365	224,710	208,250	-16,460	-10,115
Older Adults (55 to 69)	88,865	110,670	130,305	19,635	41,440
Seniors (70+)	44,575	54,970	67,410	12,440	22,835
<b>Total</b>	<b>668,550</b>	<b>713,450</b>	<b>721,600</b>	<b>8,150</b>	<b>53,050</b>

Note: Totals may not add due to Statistics Canada rounding practices  
 Source: Statistics Canada Census, 2006, 2011, 2016

**Table 3: Census Age Data by Service Area, 2016**

Age Group	Service Area					
	1	2	3	4	5	6
Children (0 to 9)	18,875	16,390	4,925	8,970	19,440	7,980
Youth (10 to 19)	25,120	23,055	5,030	11,415	19,070	9,290
Younger Adults (20 to 34)	32,345	33,155	8,640	18,135	39,220	14,375
Mature Adults (35 to 54)	52,105	47,335	10,460	24,400	50,480	23,950
Older Adults (55 to 69)	27,480	28,090	5,765	19,750	32,085	16,840
Seniors (70+)	11,425	11,620	3,700	10,380	20,725	10,100
<b>Total</b>	<b>167,350</b>	<b>159,645</b>	<b>38,520</b>	<b>93,050</b>	<b>181,020</b>	<b>82,535</b>

Notes: Census boundaries do not align with service area boundaries so numbers are not exact; data suppression and rounding of data at the census boundary level so totals do not match the 2016 Census population.  
 Source: City of Mississauga Planning Strategies Division, 2017

## Cultural Characteristics

According to the 2016 Census information, 87 per cent of Mississauga's residents are Canadian citizens and over half the population (53 per cent) are immigrants to Canada. That said, nearly three out of four foreign-born residents have been living in Canada for over 10 years meaning most are now fairly well-established. The majority of Mississauga residents (70 per cent) list English as the language most often spoken at home. 30 per cent of residents list a non-official language (i.e., other than English and French).

Nearly 10 per cent 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 2016 were Urdu (3.6 per cent), Mandarin (2.9 per cent), Arabic (2.6 per cent), Polish (2.4 per cent), and Punjabi (2.0 per cent).

The city's largest source of immigration has come from Asian countries, with the top five sources consisting of India (54,000+ residents), Pakistan (35,000+), the Philippines (28,000+), China (23,000+) and Poland (21,000+). Mississauga's visible minority rate actually constitutes the majority of the population at 57 per cent. Less than 1% of the city's population identifies as Aboriginal.

## Household Income

The 2016 Census records Mississauga's median household income at \$83,000, lower than that of Peel Region (\$86,200) but substantially higher than the provincial and national medians (\$74,300 and \$70,300, respectively).

The census reports that nearly 15 per cent of Mississauga's population falls within its after-tax low-income measure, higher than those of Peel Region (13 per cent) and the provincial and national percentages that are in the range of 14 per cent. Also of note, more than 32,600 children and youth under the age of 18 are living in low income households, meaning that nearly one out of four children and youth (21 per cent) in Mississauga are living in low income situations.

By comparison, less than one in five children (18 per cent) lives in low income households in Peel Region as a whole.

## Education

Mississauga is a relatively educated community with the latest census information showing that 70 per cent of its population between 25 and 64 years of age have completed some form of post-secondary education. This is higher than that of Peel Region and Ontario (65 per cent post-secondary education rates for both). In addition, there are more university-educated residents in Mississauga with 42 per cent of its residents having completed a Bachelor's level education or above compared to 36 per cent of Peel Region and 32 per cent of Ontario residents.

22 per cent of Mississauga's population between the ages of 25 and 64 years held a high school diploma as their highest level of educational attainment which is below the regional and provincial averages, while the remaining 8 per cent of Mississauga's population does not hold a certificate, diploma or degree of any kind.



Photo Credit: City of Mississauga

## Selected Trends in Recreation

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

### Trends in Recreation Facility Development

**Demand for High Quality Facilities & Design:** Today's consumers expect and demand high quality, a trend that is applicable to sports and recreation facilities. Highlighting this demand is the fact that users are now paying more for the use of sports and leisure facilities than they have in the past, and with the rise in user fees province-wide, they expect higher levels of service and facilities. Notwithstanding public expectations, modern recreation facilities are typically constructed in highly visible areas and are positioned as desirable community destinations that leverage design to support principles of place-making. New facility design should respond to the growing demands of users to provide superior and inclusive experiences through design considerations such as removing barriers to improve physical accessibility and providing causal spaces or viewing area (such as a lobby, open area, or galleries) for people to gather, meet, or relax.

**Aging Infrastructure:** Infrastructure province-wide has been underfunded for years and recreation facilities are no exception. Many recreation facilities were built between 1956 and 1980, with a number constructed to celebrate Canada's Centennial year alongside many of the other projects constructed with funding from senior levels of government. However, several facilities in Ontario now require repairs and renovations, and are generally costly to maintain due to facility inefficiencies. A 2006 study by Parks and Recreation Ontario identified that 30-50 per cent of recreation facilities in Ontario are near the end of their useful life<sup>3</sup> while another study estimated that the cost

to repair and replace existing municipally-owned community centres, arenas, indoor and outdoor pools at approximately \$5 billion.<sup>4</sup>



Meadowvale Community Centre  
Photo Credit: Perkins + Will



Clarke Memorial Hall Auditorium  
Photo Credit: Monteith Brown Planning Consultants Ltd.

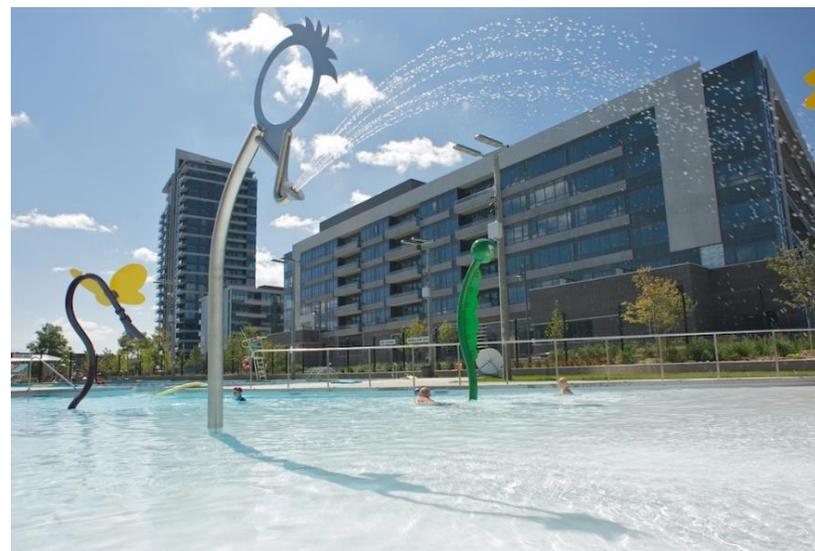
<sup>3</sup> Parks and Recreation Ontario. 2006. Ontario Sport and Recreation Infrastructure Study.

<sup>4</sup> Parks and Recreation Ontario. 2007. Investing in Healthy and Active Ontarians through Recreation and Parks Infrastructure.

The direct and indirect social, public safety, environmental, and economic liabilities associated with aging infrastructure are well documented. Most importantly, Mississauga residents need access to quality recreation facilities in order to maintain healthy lifestyles – strategic investment in the City’s recreation infrastructure is an absolute requirement. Although a portion of the City’s indoor recreational infrastructure is bordering on a state of crisis based on the City’s Facility Condition Index (FCI) data, measures can be taken in both the short and long-term to improve the situation, while still offering increased benefits to residents.

The City’s ongoing evaluations of facility conditions as well as facility assessments (through regular initiatives such as *Future Directions*, *Arena Provision Strategies*, the *Recreation Indoor Facility Infrastructure Strategy*, and the *Sport Field and Sport Court Strategy*) have ensured that most facilities have not deteriorated to a point where closure is imminent. Also, new standards and technology are emerging regarding accessibility and energy efficiency which, if implemented through new construction, will serve the City well for years to come.

The infrastructure deficit is a common challenge across Canada and one that is difficult to tackle. Most provinces have mechanisms that provide more funding for capital construction of facilities than for ongoing capital maintenance costs. The funding formula in Ontario and certain other provinces is heavily dependent upon Development Charges, as prescribed through the Development Charges Act, to generate capital funding through land development. Once the facilities are constructed, however, the primary funding for operation and capital renewal comes largely through the tax base and user fees. There are certain abilities to use cash-in-lieu of parkland dollars for the “erection and repair of buildings.” Although, the impact of the Province’s recent Bill 73 – which amends certain sections of the Planning Act and Development Charges Act – will reduce cash receipts that can be used. The Bill reduces the amount of cash-in-lieu of parkland that can be collected in higher density developments (Bill 73 also requires more stringent accounting and reporting requirements).



Lions Club of Credit Valley Outdoor Pool, recipient of \$2 million in 2011 through the Recreation Infrastructure Canada program to fund lifecycle renewal  
Photo Credit: City of Mississauga

**Multi-Use Facilities and Community Hub Philosophies:** There is a growing expectation that community centres contain something for everybody, rather than being designed solely for singular uses. Co-locating complementary community centre components creates convenient, centralized activity centres and generates financial efficiencies through centralizing operations. The provision of high quality, multi-use facilities encourages physical and social activity among all age groups, while also creating opportunities for sport tourism at a regional scale. Building on the aspect of convenience and consumer demand for high quality facilities, the traditional single field park is losing favour among sport groups who instead prefer multi-field parks that provide amenities such as parking, concession stands and washrooms. Multi-field complexes, as envisioned for Park 459, are gaining favour because they cater to the lucrative tournament market and provide opportunities for households to have participants at the same location at the same time.

The City of Mississauga has embodied the spirit of multi-use facility developments for some time as most community centres contain a mix of aquatics, arena, fitness, gymnasium, and library components while being co-located onsite outdoor recreational areas. Furthermore, recreation facilities and services are frequently being used to supplement civic building initiatives pertaining to healthy and active community designs, place making, urban design, and so on, all of which are intended to create places that people want to live, work and play. Community hubs, in the context of parks and recreation, integrate complementary civic services whereby multiple municipal departments (including the library system), sometimes in conjunction with community partners, serve the public with a diverse range of opportunities both indoors and outside.

**Building ‘Sport-Friendly’ Recreation Facilities:** Organized sport in general, but particularly at high-performing levels, requires access to specialized facilities whether aquatic centres, arenas, sports fields, or others. While some population centres make full use of large competition facilities such as stadiums, there are many ways for recreation facilities to support the needs of athletes. The consideration of sport needs during the design of new facilities or renovation of existing ones can create significant opportunities for sport groups to use these facilities for training and/or competition.

In evaluating the needs of sport in the design/redevelopment of recreation facilities, municipalities must factor in existing and future demand, as well as opportunities for sport tourism. Sport tourism offers a number of economic benefits, supporting amenities within a neighbourhood or city such as hotels, restaurants, and parking, among other things.

**Multi-Season Usage:** While the majority of outdoor recreational usage occurs in the summer months, many communities are creating formal and informal year-round opportunities within their parks and recreation systems. Recreational infrastructure such as hard surface courts (e.g., tennis or basketball) can be flooded during the winter to provide outdoor ice skating while berms and hills can be used for tobogganing. Mississauga has responded to this increased demand with projects like Celebration Square – a multi-dimensional public

fountain/waterplay feature that functions as an outdoor skating rink in the winter. The supply of multi-season outdoor facilities may, however, reduce the lifespan of infrastructure due to increased wear and tear.

Positioning parks to be year-round destinations for recreation is a way to maximize physical activity goals. Strategic tree planting and landscaping can create wind buffers to offset the winter wind chill and blowing snow. Ensuring that internal park walking circuits are free of snow can lead to greater use. While there are inherent costs associated with winter maintenance (even if it is limited to plowing of parking lots), the availability of no-to-low cost activities throughout the year is a benefit to the community.



**Climate Change Resiliency:** Intricately linked to sustainability and environmental goals are efforts to promote urban design features that integrate climate change mitigation and adaptation. This focus on sustainability is motivated by growing concern over rising greenhouse gas emissions and near-term impacts of climate change such as more frequent extreme weather events and increased precipitation intensity. Parks and recreation infrastructure play an important role in creating

sustainable urban environments, reducing greenhouse gas emissions and adapting to climate change impacts. Results of Mississauga's Corporate Climate Risk Assessment for the Recreation Services Division identified 73 risks of which the top few included shorter lifespans for buildings, added pressures on arena compressors due to warming temperatures, heat waves and hotter summers leading to crowded air conditioned community centres, and more money spent on cooling facilities.

### Trends Relating to Access and Inclusion

The benefits of recreation accrue to the individual and the community at large through participation in active and leisure pursuits. Most members of a community know how to access services and fully understand the importance of participation. Others may not be able to access services for a variety of reasons including affordability, not feeling welcomed, physical accessibility and feeling that activities are not representative of their interests. Marginalized populations often feel that there are significant barriers to participation. The role of the recreation provider is to make targeted and focused efforts to include marginalized populations by promoting opportunities, understanding any barriers and removing them as much as possible. This section will describe the predominant groups that are experiencing barriers in Canada and highlight some promising practices that have witnessed success.

Best practices dictate ongoing communications with representatives of resident groups of diverse backgrounds to ensure that the City is understanding needs. This ongoing dialogue and relationship building is to ensure that the City is offering meaningful programs and activities and creating a strong, overall sense of belonging.

**Affordability:** Recreation service providers in Canada work to include persons from low income backgrounds in recreation pursuits. The overall benefits have been documented to provide leadership training and employment opportunities, reduce teenage pregnancies and drug and alcohol abuse as well as increase the life chances of children and youth. While no one method of inclusion results in the greatest impact,

a number of integrated of approaches seem to result in including a representative portion of these residents.

**Persons with Disabilities:** The 2012 Canadian Survey on Disability found that 14 per cent of Canadians aged 15 years or older have a disability that limited them in their daily activities – an estimated 3.8 million people. Across Peel Region, 23 per cent of surveyed residents reported that disability limits their level of activity.<sup>5</sup> This is a barrier that affects such persons from accessing the benefits of participating in parks and recreational activity, as well as other aspects of daily life. Since play is essential for physical, cognitive, social and emotional development, engaging persons with disabilities within the parks, recreation and sport service spectrum is extremely important in order to provide such individuals with opportunities to bolster quality of life and health.



<sup>5</sup> Region of Peel. Rapid Risk Factor Surveillance System 2009/2010, Peel Public Health.

For recreation services, elements of universal design include (but are not limited to) barrier-free accessibility to facilities such as ramps to entrances, proper lighting, use of Braille and large print, clearly marked identification signs, appropriate surfacing for pedestrian paths, and integration of cognitive and sensory experiences into play areas. Accessibility to enter and exit parks and facilities is an important part of barrier-free design, but so is the ability to access areas within a park or facility including the playing surface. As an example, a number of municipalities have constructed or are planning to construct accessible ball diamonds including Amherstburg (Canada’s first accessible ball diamond), Ottawa, Caledon, Oshawa and the City of Toronto (planned for construction in 2018). Accessible diamonds typically feature a synthetic turf that accommodates wheelchairs and walkers, and different game rules to ensure that everyone can hit and score.

**Residents from Diverse Cultural Backgrounds:** Relationships with diverse cultures are being made by staff at the community centre level and through contacts with stakeholder groups and the community at large. Efforts are being made to understand recreation preferences and introduce residents to the merits of participation in recreational pursuits. As with all residents and user groups, the role of the municipality in providing/enabling recreation and sport is to understand and respond to needs. A notable challenge for newcomers to Canada is that they often have other settlement issues to address. So in the initial years, while recreation and sport are important, they do not hold priority as compared to housing, language and employment. In regard to the inclusion of diverse cultural groups and newcomers, the most successful municipalities have an intentional plan and reach out to varying communities to understand needs, create a sense of belonging and include culturally diverse individuals and newcomers on advisory committees.



**The LGBTQ2S Community:** Homelessness, suicide and harmful practices are reported in the Lesbian, Gay, Bisexual, Transsexual, Questioning, and Two-Spirited (LGBTQ2S) community because of exclusion, bullying and resultant mental health issues. The role of the municipality is to ensure that LGBTQ2S residents are welcomed, included and free from harassment, hatred or bias within public spaces.

The introduction of “Safe Spaces’ and ‘Positive Spaces’ are one way of welcoming the LGBTQ2S community to public places where they may otherwise experience exclusionary behaviours. Safe Spaces was developed by Safe Spaces Canada whereby signage on the front door of a community space indicates that staff are trained in reducing homophobic gestures and slurs and in creating welcoming environments. The Ontario Council of Agencies Serving Immigrants developed a similar campaign around a “Positive Spaces Initiative” through Citizen and Immigration Canada to denote public spaces that are safe for and welcoming to the LGBTQ2S community of newcomers. Signage including the Pride flag in the graphic denotes that the space is positive for the LGBTQ2S population. Provision of universal or

gender-neutral washrooms is another design trend that supports safe spaces.

**Girls and Women in Sport and Recreation:** Participation by girls and women often decline as they reach 10 years and older. The *Canadian Association for the Advancement of Women in Sport (CAAWS)* has a purpose to support and enable women in pursuing sport and active lifestyles, keeping women actively engaged in building community capacity. CAAWS' 55 to 70+ Project for "Young Senior" Women is a recent initiative aimed at keeping the young senior women engaged in sport and physical activity. 35 pilot projects were developed to enhance opportunities in soccer, pickleball, Nordic pole walking, synchronized skating and many other active opportunities. The project seeks to develop and support sustainable models where women are trained to lead and promote active opportunities with community partners such as municipalities.



### Trends Relating to Service Delivery for Youth and Older Adults

The City of Mississauga places priority on **youth** by ensuring that they can continue to be engaged as they mature and begin their work life. Recreation and leisure opportunities play a role in engaging youth to:

- Be active in safe in supportive environments.
- Have caring leaders who encourage self-efficacy and discovery.
- Participate in a range of activities that are self-directed.
- Gain leadership opportunities through community engagement, addressing social issues, getting engaged in community service and volunteerism.
- Advocate on behalf of youth needs within the community.

The use of Youth Workers to engage youth has been a promising practice employed throughout Ontario for the last 25 years. Youth Workers tend to engage youth wherever they congregate. The Ministry of Children and Youth – Youth Action Plan states the importance of Youth Workers in communities. Youth Workers engage youth to assist with any issues by connecting them with the right resources but also engage youth in positive behaviours and an active lifestyle. The work that the Community Services Department is doing to engage youth is proving successful.

To this end, the Playworks Partnership was developed to ensure that youth have supportive environments and a voice in communities. The Playworks Partnership consist of six organizations and institutions that support youth development, engagement and leadership opportunities including 4H-Ontario, Ontario Physical Health Educators Association, Parks and Recreation Ontario, Boys and Girls Clubs of Canada – Central Region, and the YMCA of Ontario. The Partnership has completed extensive research as to what approaches will keep youth engaged and consider communities "youth friendly."

The Youth Friendly Communities Initiative lists 16 criteria that communities can employ toward this end and can subsequently apply

for Youth Friendly Community status in either Bronze, Silver, Gold and Platinum levels depending on how many of the criteria are met. Mississauga has been awarded the Platinum level status demonstrating the highest level of achievement possible, particularly when considering that just over 10 per cent of municipalities in Ontario have received the Youth Friendly designation to date (the criteria have been revised as of Fall 2017). This has been a worthwhile initiative as youth are engaged in making their community become more youth friendly.

The role of the municipality in providing / enabling recreation and sport for **older adults** is to understand the demographic and socio-economic within the community, support their preference to self-organize and support the groups as required. Municipalities are noticing a general trend whereby older adult may want to join mainstream programs and services and not be part of a self-governing clubs or be part of both service provision options. Another trend that is emerging is the development of older adult groups that serve certain cultures and that use public spaces. Municipalities are challenged when some clubs of this nature have language barriers for all residents to join when they are subsidized by the municipality and when public space is at a premium. A further challenge is when clubs' duplicate offerings and may not be maximizing public spaces. Municipal coordination and inter-club communications is becoming a requirement to the success in enabling older adult recreation and sport opportunities.

Many municipalities have worked to appoint Older Adult / Seniors Councils to recognize the increase in the older adult population. These councils provide advice to municipal councils on a range of programs and services from transportation, recreation, library, public health, community planning and so on. The value of these councils is that they can provide practical advice and put their skills and competencies to good use in community building and cohesion.



Photo Credit: City of Mississauga

Self-organized older adult clubs continue to be a strong practice in the provision of recreation pursuits. Municipalities play a role to assist groups form, provide space and be continually sustainable, augmenting recreation and sport opportunities where there are gaps. Municipalities provide a range of supports including policy development, governance assistance, staffing in some cases, and the provision of space and programming as required.

In 2006, the World Health Organization (WHO) developed criteria that will assist communities in becoming Age-Friendly – essentially creating the physical and social policies and infrastructure to keep older adults supported throughout their lifespan. The eight domains centre around the policies and practices with respect to:

- Outdoor spaces and buildings
- Transportation
- Housing
- Social participation
- Civil participation
- Employment
- Communication and information
- Community support and health services

### Trends Relating to Recreation Needs in Areas of Intensification

Mississauga continues to transition away from greenfield development towards intensification and infill forms of development, primarily directed to the 'Downtown', 'Major Nodes', and 'Community Nodes' as defined through the City of Mississauga Official Plan's City Structure. Many of the 50,000 new residents forecasted to be added to the city's population by the year 2026 are expected to live in the higher density Downtown and the designated Nodes.

Based on 2016 Census data, the following information shows the ongoing intensification of Mississauga:

- Mississauga's average household size is 3.0 persons per household, which is a slightly lower level of occupancy compared to Peel Region at 3.2 persons per household but greater than the provincial average of 2.6 persons per household. The 2011 Census also recorded Mississauga's average household size at 3.0 persons per household.
- Population density increased from 2,440 to 2,468 persons per square kilometre city-wide between the 2011 and 2016 Census periods. Population density figures are expected to increase at a greater rate over the next several years as the City's last major greenfield development lands in the northwest are approaching their buildout.
- Over six per cent of Mississauga's households have six or more persons, which is double the rate of the provincial average. Mississauga's higher number of persons per household likely reflects a prevalence of extended or multi-generational families living together, and/or multiple persons sharing a dwelling to reduce housing costs.

The implications of larger, multi-generational households creates the potential for certain residential areas to have needs specific to many age groups (whereas a more 'traditional' household structure may be focused on only one or two specific age groups). The GTA experience is that greenfield residential areas often attract two parent households

with children that create pressures for play sites, splash pads, and other facilities. In areas with high multi-generational households, however, park designs are more diverse and consider the needs of older adults through seating, shade, social spaces, and like amenities. Similarly, extended families may imply a level of cultural diversity where "non-traditional" ways of delivering parks and recreation services might be requested in a particular area.

With small or no backyards, people living in higher density dwellings rely heavily upon civic infrastructure to meet their recreational needs as the public realm essentially becomes their backyard. With growing dependence on public areas to provide personal enjoyment, it is not simply about providing space but rather establishing a sense of place containing high quality amenities. The reality for Mississauga's areas of transition, where infill and urban regeneration is starting to occur, is that recreational spaces were built at a scale required to service historical needs. These spaces may not have the capacity, the types of infrastructure, nor the level of quality to meet the needs of the hundreds, if not thousands, of new persons surrounding them in intensifying areas.

Furthermore, the future demographic profile of communities originally served by parks and recreational spaces is likely to be very different than the characteristics of those persons living there today. The preferences of those living in higher-density areas may be different than persons living in lower density subdivisions and thus there will be different needs and expectations when it comes to using indoor and outdoor recreational space. For example, millennials choosing to live in condominium apartments without a backyard or a car may want more localized opportunities, while older adults choosing to downsize may require targeted services that differ from those previously available in the area.

It is important that parks, recreation and sport infrastructure in areas of intensification and regeneration remain hubs of activity without becoming lost or forgotten pieces of the urban fabric. Not only do urban recreational spaces provide outdoor opportunities and variety of uses, but urban park and recreation projects can stimulate economic

development and renewal (carrying on the intent from principles formed in decades past), and have been found to support highly populated, livable, urban areas.<sup>6</sup> Community groups and stakeholders often desire public spaces as locations to hold community programs and special events in urban settings (such as downtown or other open spaces). Integrating parks and outdoor recreational spaces in these areas have become a key component in providing livable urban spaces for a community to come together and contribute to place-making, while also softening the streetscape with green features.

In maintaining the dynamic nature of parks and recreation 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 the 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:** A trend to better understand localized recreation needs and strengthen neighbourhoods has gained momentum in Ontario in recent years, particularly in growth areas where the defined sense of place/community is critical. The purpose from a parks and 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. The City of London's Strengthening Neighbourhoods Strategy encourages resident participation and engagement to strengthen neighbourhoods through community grants that fund volunteer-driven neighbourhood improvement activities, Adopt-A-Park program, and so on. This localized focus is combined with the City's Place-making Guidelines oriented to the development of 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 recreation activities are a part of.

A neighbourhood-based approach goes a long way in increasing local opportunities by empowering groups and providing opportunities for social interaction given the number of working/commuting families. Staff works with community leaders and early adaptors to create a dialogue and assist residents to discuss and form opportunities for social interaction. The end goal is to create a greater sense of belonging, empowerment, pride and cohesion within local neighbourhoods. Strategies are at varying degrees of maturity 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, libraries, and/or local schools as community hubs or central meeting places for the neighbourhood. Inspiring results are occurring whereby residents are providing and implementing the solution with great ownership.

Toronto's Thorncliffe Park neighbourhood was designed for 12,000 residents. Approximately 87 per cent of the 30,000 residents are newcomers with language and settlement challenges. 98 per cent of residents live in 34 high-rise and mid-rise units, and 72 per cent of the population is under 14 years of age. The very small park is bordered by a mall, two schools (20 all-day kindergarten classes) and a small community centre. The Thorncliffe Neighbourhood Office, City staff and the Thorncliffe Women's Committee work as a collective to address 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:** The quality of all neighbourhood life is influenced by four significant factors: the community services offered within the community; the social relations among residents and other

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<sup>6</sup> Project for Public Spaces. The Re-Emergence of Public Squares. Retrieved from <http://www.pps.org>

participants in the community; diversity through newcomers and others living in the area; and the physical environment of the community. Research and proven examples show that a core range of services, facilities and networks are a key part of “comeback cities” as well as neighbourhoods that have reduced poverty and overcome adversity.<sup>7</sup> With land at a premium in established areas, municipalities are centralizing their services within a common location to provide flexible, multi-purpose spaces containing a variety of municipal services ranging from recreation to arts and culture and libraries. Strategic partnerships formed between different public agencies with synergistic mandates are resulting in parks, recreation and sport facilities often being co-located with schools, hospitals, or other community services.

Mississauga has many examples of exploring options that best serve community needs, maximize capital resources and reduce operational costs. Efforts to make efficient use of lands include the Meadowvale Community Centre reconstruction project that expanded recreational capacity through use of existing land and involved a partnership between the City and the Mississauga Library. The City of Mississauga and Peel District School Board are working collaboratively on joint artificial turf field developments to share land and resources while the City has also had past discussions with the other service providers about the potential to explore facility development opportunities in the northwest and within the Inspiration areas.

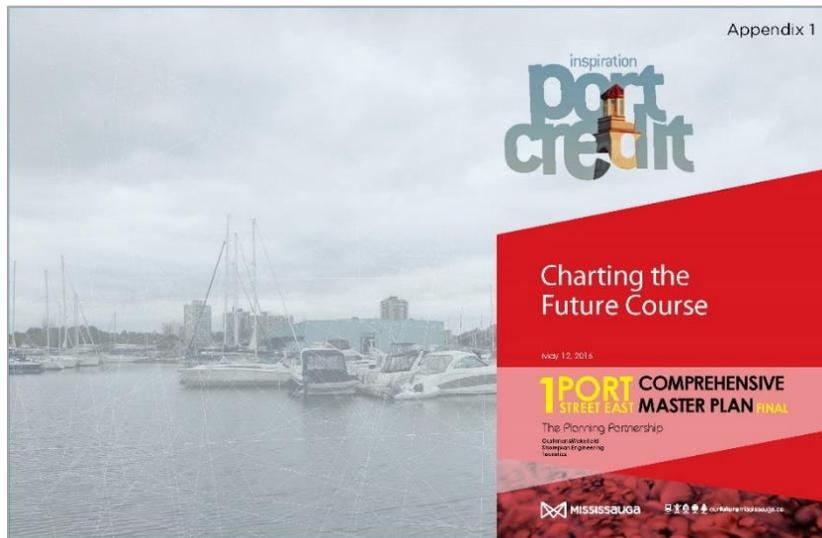


Adidas Futsal Park, Tokyo  
Photo Credit: FIFA.com



Loyola Catholic Secondary School Artificial Turf Field, Mississauga  
Photo Credit: Google Maps

<sup>7</sup> Roman, Caterina Gouvis and Gretchen E. Moore. 2004. Measuring Local Institutions and Organizations: The Role of Community Institutional Capacity in Social Capital. Urban Institute – Justice Policy Centre.



Inspiration planning documents guiding intensification and redevelopment

Some communities are exploring the Ontario Planning Act’s bonusing provisions (Section 37) and other tools by working with the land development community to integrate public parks and recreational facilities in condominium developments. This process is dependent on collaboration as private sector developments are not always inclined to integrate publically accessible spaces within private buildings, often due to a perception that homebuyers may not want to share their buildings or be faced with increased traffic. That said, some GTA municipalities have successfully negotiated agreements with the development industry to accommodate parkland and rooms for community recreation in exchange for higher density, allowing the municipalities to deliver parks and recreational services in built-up areas where acquisition of dedicated land would otherwise be difficult and expensive.

As Mississauga is exploring prospective developments in the OPG, CL and Imperial Oil lands, redevelopment of brownfield sites including buildings and surface parking lots in urbanized areas to public open spaces is an increasing trend found in communities throughout Ontario. Repurposing these areas provides 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.<sup>8</sup>

<sup>8</sup> Ontario Ministry of Municipal Affairs and Housing. 2007. A Practical Guide to Brownfield Redevelopment in Ontario.

## Background Studies

A number of documents and provincial policies that affect Mississauga's growth and land uses have been taken into account during the preparation of the 2019 Recreation Master Plan. 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. *Future Directions* is used, in conjunction with other documents, to guide planning and decision-making in the City of Mississauga.

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



**Table 4: List of Documents Reviewed for the Recreation Master Plan**

### Provincial Legislation

- Ontario Planning Act
- Provincial Policy Statement
- Ontario Development Charges Act
- 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

- Framework for Recreation in Canada
- Mississauga Recreation Indoor Facility Infrastructure Strategy
- Mississauga Sport Field and Sport Court Facility Provision Strategy
- Mississauga Sport Plan
- Mississauga Sport Tourism Strategy

### Other Documents

- Inspiration Lakeview and Inspiration Port Credit (various documents)
- Mississauga Cycling Master Plan
- Mississauga Accessibility Design Handbook
- Mississauga Communications Master Plan
- Mississauga Pricing Strategy
- Mississauga Downtown 21 Master Plan
- Mississauga Living Green Master Plan
- Mississauga Older Adult Plan
- Mississauga Older Adult Spaces and Services Study
- Mississauga Youth Plan
- A Study of Youth in Peel
- Peel's Kids Participate: A Recreation & After School Strategy
- Tourism Master Plan

# Capital Infrastructure Needs

# Capital Infrastructure Needs

The City of Mississauga maintains an extensive infrastructure of recreation facilities. Through these public spaces, the City delivers a large variety 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.



Hockey Practice at Port Credit Arena  
Photo Credit: City of Mississauga

## Arenas

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 that is overseen by a third party operator. Although Burnhamthorpe Community Centre's outdoor covered rink is not included in the supply, this rink is a bookable space that alleviates a degree of pressure on arenas in the area.

A number of recent studies, notably the 2014 *Future Directions for Recreation* and the 2012 *Arena Provision Strategy*, recorded downward trends in participation and utilization rates within Mississauga's arena system. Between the years 2013 and 2017, the number of hours booked in City-operated arenas during peak operating periods decreased by 4 per cent. The number of hours used has decreased in all but two City arenas since 2013.

Mississauga's system wide prime time utilization rate was 81 per cent in 2017. By comparison, the *Arena Provision Strategy* recorded a prime-time utilization rate of 88 per cent for peak and mid-peak months (i.e., September to April) in 2011 which reinforces declining demand for arena time in the city as a whole. From the *Arena Provision Strategy*, certain adult and minor groups reported a willingness to travel outside of Mississauga, as well as to pay higher rental fees in other municipalities and private arenas to access ice in the most desirable timeframes.

Substantial capacity exists within Mississauga's arena system when factoring peak and shoulder periods, and there is a concern that persisting declines in year-over-year arena usage poses a challenge in operational efficiency and sustainability. Somewhat encouraging is stable registrations in the City-delivered skating and hockey programs. The 3,800 hours that went unused during peak season months roughly equates to 200 hours per week of arena time going unrented or unprogrammed. Further, the 81 per cent utilization rate shows that there is likely an oversupply of ice pads and, in fact, triggers an

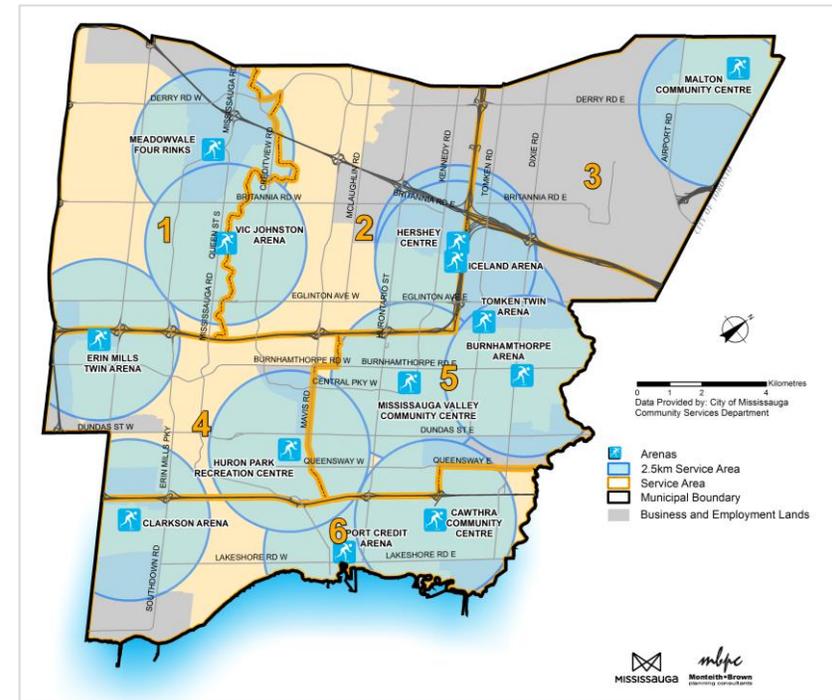
analysis of whether to adjust the existing arena supply – such as repurposing an ice pad(s) – as per the 2012 Arena Provision Strategy.<sup>9</sup> Generally speaking, the 200 hours of unused time would mean that 3 ice pads worth of time are idle.

Utilization and registration trends in Mississauga are consistent with provincial and national levels. While hockey has long been a staple of traditional Canadian winter sports, there has been declining registration nationally since reaching a peak in the 2008/09 season. Decreasing participation in ice sports is attributed to a number of factors such as concerns over safety, escalating costs (of registration, ice time, equipment and travel), a diversifying population base with immigration from non-hockey playing nations, and competing interests for leisure time.

The City’s current service level is one ice pad per approximately 30,000 population which is in line with the target established in the Arena Provision Strategy. Assuming no net changes to the supply, the service level is projected to be 1:33,800 by the year 2028. Arena service levels by population are and will continue to be strongest in Service Areas 2 and 6, the former due in large part to the two quad pad arenas at Iceland and the Paramount Fine Foods Centre (PFFC).

Conversely, Service Areas 1 and 5 will be under the greatest pressures based on the number of residents. Of these, only Service Area 5 is projected to experience an increase in the number of children and youth who have historically been the primary users of prime times. Arenas located within areas forecasted to have lower populations of children, youth and younger adults may have an opportunity to address growth-related needs that are generated in other parts of the City.

Map 2: Arena Distribution and Service Levels



Service Area	Supply	2019 Provision Level	2028 Provision Level
1	4	1 : 43,000	1 : 45,500
2	9	1 : 16,800	1 : 17,600
3	1	1 : 32,000	1 : 33,000
4	3	1 : 34,000	1 : 35,300
5	3*	1 : 49,500	1 : 72,300
6	4	1 : 26,000	1 : 29,000
<b>City-Wide</b>	<b>24*</b>	<b>1 : 30,400</b>	<b>1 : 33,800*</b>

\* Reflects 2028 supply and service level based on recommendation to decommission one ice pad in Service Area 5; excludes outdoor rink at Burnhamthorpe Community Centre

<sup>9</sup> City of Mississauga. 2012 Arena Provision Strategy. pp.40.

The preferred strategy is for the City to decommission one ice pad within the next three years and monitor if/how displaced demand is accommodated within the rest of the arena system. In doing so, the City will have data to benchmark whether efficiencies gained are between the next *Future Directions* cycles (i.e., between 2019 and 2024) after which further adjustments to the arena supply can be evaluated. An ice pad to be decommissioned in the short-term would ideally be:

- A single pad arena as it is not ideal to downgrade a twin pad arena given the loss of operating economies that a multi-pad arena provides.
- A rink with a lower level of utilization, a weaker operating profile, and/or a significantly higher capital renewal requirement/advanced lifecycle stage relative to other arenas.
- A rink that is located in an area well serviced from a geographical basis (the southeastern parts of Mississauga meet this criteria, particularly Service Area 5 where there is considerable overlap of arena catchment areas).
- A rink that is located in an area where the demographics are such that they are either not the target market for arena sports or such that the demographics may be creating pressures for other types of recreational uses that cannot otherwise be met through facilities located there (i.e., creating a re-purposing or re-development opportunity of the arena space).

Based on the noted criteria, an arena at either the Mississauga Valley Community or the Burnhamthorpe Community Centre should be repurposed. Both are single pad arenas located in Service Area 5 where strong distribution and overlapping service catchments with other arenas (Map 2) are less likely to impact travel times compared to decommissioning an arena in another Service Area. Further support to repurpose an ice pad in Service Area 5 include the growth forecast that may create pressures for new types of program space within this built-out land base, as well as the fact that new populations are anticipated to have greater diversity in terms of incomes and

cultural background. These are two factors that could impact arena participation rates more strongly than areas with above average household incomes and below average cultural minority penetration rates.

## Recommendations

- 1 Decommission one ice pad in the next three years and repurpose all or part of its square footage to a space conducive to indoor aquatics, fitness, certain gymnasium-based activities, multi-purpose and/or age-specific programs.
- 2 Upon decommissioning one ice pad, the City should monitor arena bookings, utilization trends and general operating performance to determine whether further adjustments to the arena supply are required in the next 5 to 10 years.



Hockey at Iceland Mississauga  
Photo Credit: City of Mississauga.

## Indoor Aquatic Centres

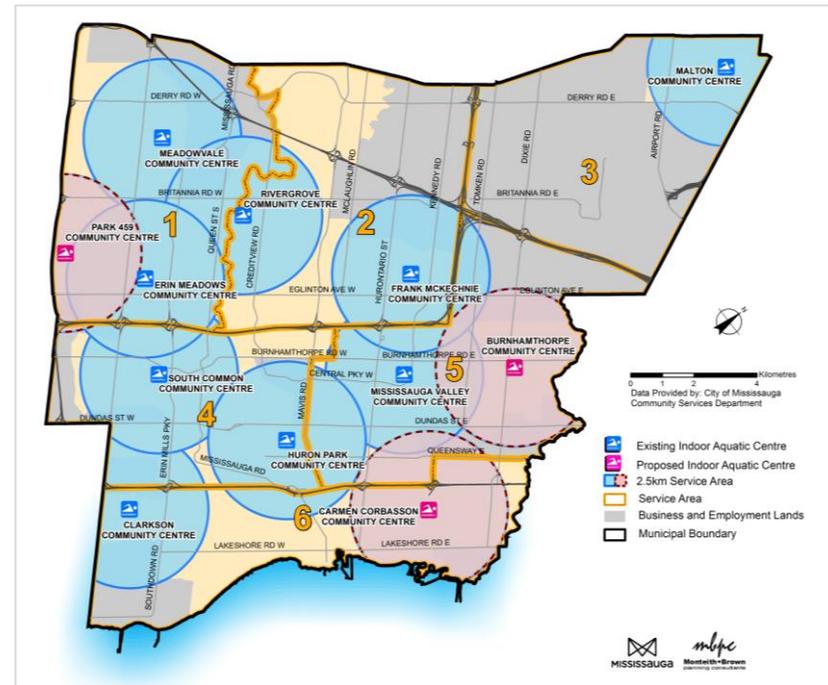
The City of Mississauga operates 11 indoor aquatics centres that collectively provide 19 tanks, including two that are presently integrated with two local schools through an agreement with the school board. A new indoor aquatic centre, approved for construction as part of the future Churchill Meadows Community Centre in the city's northwest, is scheduled to be open by the year 2020.

Swimming lessons are one of the primary programs delivered through indoor aquatic centres. Lesson registrations increased by 4.5 per cent between 2013 and 2017 although aquatic exercise program registrations experienced a decrease of 39 per cent during that time. There is also a trend of increasing rental hours at the pools, up 6 per cent since 2013 which has resulted in a \$100,000 increase in rental revenue receipts (+36 per cent).

There may be a number of factors for declining water exercise registrations; one could be the popularity of therapeutic memberships for therapeutic water classes and another could be finding instructors with level of certification that is currently required. Either way, the City continues to monitor the demand for water exercise classes with the intent of increasing participation in this area.

The City of Mississauga continues to invest in its indoor aquatics facilities. Furthermore, the planned construction of a new rectangular pool and therapy pool as part of the Churchill Meadows Community Centre will increase the programming capacity of the system as a whole. The current service level of 1 indoor aquatic centre per 69,000 population will improve over the short-term to around 1:64,000 when the new Churchill Meadows Community Centre pool becomes operational in 2020. A supply of 12 aquatic centres will result in a service level of 1:67,700 by the year 2028, close to the historical 1:65,000 service level established through previous iterations of *Future Directions* for Recreation.

Map 3: Indoor Aquatic Centre Distribution and Service Levels



Service Area	Supply	2019 Provision Level	2028 Provision Level
1	3*	1 : 86,000	1 : 60,700
2	2	1 : 75,500	1 : 79,000
3	1	1 : 32,000	1 : 33,000
4	2	1 : 51,000	1 : 53,000
5	2	1 : 99,000	1 : 108,500
6	2	1 : 52,000	1 : 58,000
<b>City-Wide</b>	<b>12*</b>	<b>1 : 69,000</b>	<b>1 : 67,700</b>

\* Reflects 2028 supply and service level with the Churchill Meadows Community Centre pool to be opened in 2020

Although service levels will decrease further over time, there is merit in revising this standard downwards to 1:70,000 due to the strong geographic distribution that has been attained, overall aging of the population, land scarcity and cost make future large-scale community centre acquisitions more challenging. Also, there is the fact that many new condominium developments include pools, potentially impacting drop-in usage of municipal pools (condo/apartment pools are largely used for recreational swims).

As a result of forecasted population growth through intensification and infill developments, the two aquatic centres in Service Area 5 will experience pressures. Historically, the City has been able to service this area at a lower rate than other Service Areas due to the presence of the two rectangular lane pools at the Mississauga YMCA on Burnhamthorpe Road. This alleviates pressures placed on Mississauga Valley Community Centre and also the pools at South Common, Huron Park and Frank McKechnie Community Centres. The preferred strategy for the indoor aquatic centre supply in Service Area 5 would be to relocate the antiquated Glenforest School Pool (which has a joint use agreement between the school board and the City) to the Burnhamthorpe Community Centre. In doing so, additional program capacity is anticipated to be added (depending on the pool design) and combined with the new Churchill Meadows Community Centre pool will contribute substantially towards addressing city-wide needs over the next 10 years. If the City's previous school pool relocation projects in Malton and Clarkson are any indication, usage can be expected to increase considerably, as residents in those communities are supporting the new pools to a greater extent than the former school pools.

The Mississauga YMCA's location within the densifying Downtown Core node will also continue to alleviate pressures being placed on municipal pools over time while the potential for a pool as part of a longer-term intensification strategy in Cooksville (anticipated beyond this master planning timeframe) remains an option for consideration.

## Recommendations

- 3** Relocate the Glenforest School Pool to Burnhamthorpe Community Centre.
- 4** Relocate the Cawthra School Pool to Carmen Corbasson Community Centre.
- 5** Conduct selected improvements and renewals to existing indoor aquatic centres including those at the Huron Park and South Common Community Centres.



Clarkson Community Centre Pool  
Photo Credit: City of Mississauga

## Fitness Space

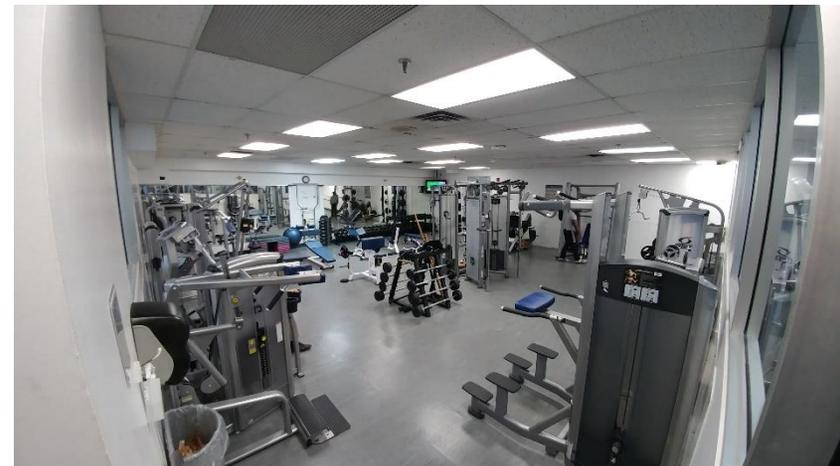
The City provides 12 fitness and active living centres that provide space for fitness training, active living programs, indoor walking and squash. Of the supply, seven are club-format fitness centres featuring amenities such as exercise machines, free weights and personal training services. Outdoor fitness equipment approved for Park 459 will supplement indoor fitness opportunities in Service Area 1.

The type and quality of fitness services varies widely across the City of Mississauga's community centres. At one end of the spectrum, there are active living and group fitness programs delivered out of multi-purpose meeting rooms located within a given community centre. At the other end of the spectrum are high quality, club-format fitness centres containing exercise equipment (e.g., Mississauga Valley Community Centre and more recently through the Meadowvale Community Centre redevelopment). Falling in between this continuum are community centres with dedicated activity studios (for programs but without exercise machines or equipment) and smaller-scale fitness centres with more limited square footage devoted to equipment-based fitness such as those at South Common Community Centre and Huron Park Recreation Centre. The City of Mississauga sold 21,031 fitness memberships in 2017, growth of 5% per cent since the year 2013 that is driven significantly by adult memberships. Membership revenue was \$3.5 million in 2017 compared to \$3.3 million two years prior. Growth in the City's fitness service offerings offset downtime during the Meadowvale Community Centre reconstruction project.

Municipalities are experiencing an increase in the number of affordable fitness centre opportunities as well as more exclusive all service providers (including pools, and sport programs, massage and other therapies). All are competing for more share of the market. This competitive environment has forced municipalities to evaluate their ability to remain nimble and competitive. In an environment of an aging population, an increase in obesity, inactivity and chronic diseases as a result, a full analysis is necessary to evaluate, consider options and make a recommendation about providing full service equipment based fitness centres.



Fitness Centre at Meadowvale Community Centre  
Photo Credit: City of Mississauga



Fitness Centre at South Common Community Centre  
Photo Credit: Monteith Brown Planning Consultants Ltd.

The capital cost of updating the latest developments in fitness equipment has left municipal fitness operations with outdated equipment and the challenge of competing internally with other needed capital investments. Fitness classes in adjacent studios have augmented the revenue of fitness club facilities and have allowed staff to be readily responsive to growing trends and to develop innovative classes.

The existence of competition in the fitness club provision is not a new phenomenon. With rising costs to provide municipally based fitness clubs, however, increasing fees have decreased membership numbers in some cases. Municipal fitness clubs have always been an affordable, consistent option and have provided quality assurance in the services offered.

In evaluating a course of action for the future model of fitness services, the following points must be considered:

1. The fitness market in Mississauga is extremely competitive with many national private sector clubs (e.g., Goodlife and LA Fitness) and smaller specialized studios (including CrossFit, yoga and martial arts studios operating out of storefront locations) vying for market share with the City. Many of these private sector providers offer similar types of facilities, equipment, and programs as offered by the City. They also offer competitive rates especially with the introduction of low-cost clubs such as Fit4Less and Planet Fitness (monthly memberships in the \$10 range). Also competing for market share are non-profit providers such as the YMCA. Accordingly, a municipal fitness centre must offer something that makes it stand out in such a crowded market, and do so at a price point that supports the value proposition afforded to prospective members.
2. There are often political sensitivities when a municipality provides highly similar services as the private sector. From a service perspective, municipal fitness centres that are designed as large, club-format facilities compete with private business and have the potential or perceived benefit of having the ability to offset operating costs from the overall tax base. This can be viewed by the private sector as providing the municipal sector with an advantage to lower price points or increase advertising/market budgets which the private sector may see as a competitive disadvantage. Municipalities thus often grapple with their role in relation to private sector clubs or whether their fitness centres are provided based on health promotion or complementing the multi-use community centre experience.
3. Despite competitive advantages gleaned from municipal subsidization potential, municipally-owned fitness centres often operate at a higher cost than their private counterparts. This is due to higher staffing costs whereas the private sector can pay lower wages. Furthermore, municipal fitness centres are subject to certain inflexibilities relating to the budgeting process. Where a private operator can purchase the latest equipment almost immediately, a municipality's equipment purchases are usually subject to annual capital budget submissions. Thus a municipal fitness centre is not as 'nimble' as a private club would be.
4. Notwithstanding the point above, should a municipality price memberships and fitness services in line with prevailing market rates, fitness revenues can at least recover or exceed operating costs to generate a net operating profit within the fitness line of business. In turn, operating surpluses can be used to reduce the impact of other facilities within a multi-use community centre that run operating deficits (e.g., an indoor pool or ice pad).
5. The city's aging population and shift towards therapeutic programs fits well with fitness services, particularly since observations around the country are such that municipal fitness centres tend to attract slightly older users than private clubs. From a facility design and servicing perspective, it is important to recognize that older fitness patrons have different fitness objectives and lifestyle goals than younger clientele, potentially affecting future fitness designs and program offerings (e.g., more therapeutic and barrier-free experiences may be sought).

From a service delivery perspective, there are logical partnership opportunities that may be considered in tandem with municipal fitness and therapeutic services. The City of Mississauga already has formal partnerships with agencies such as Trillium Health Partners and LHIN (Local Health Integration Network), which likely bolsters membership and program utilization rates through complementary programs aimed at post-rehabilitation, chronic disease prevention, and so on.

6. Provision of equipment-based fitness centres is guided by business planning rather than service level standards because of the different philosophies of competition among municipalities (i.e., there are no generally accepted service standards between municipal comparators for fitness).

Considering the above, the City’s move to high quality fitness centres over the past five years through redevelopments at the Meadowvale and River Grove Community Centres suggests that club-format facilities are valued as a core recreational service and are viewed as complementing other municipal facility components such as indoor aquatic centres, older adult spaces, and gymnasiums. The City appears comfortable with private sector competition to promote its health-related objectives and offer a robust, holistic recreational atmosphere within its community centres. Growth in fitness membership sales suggests that residents also value the programs and services offered through the City, and lends support to extending the fitness centre model where a business case to do so exists.

Table 5 summarizes the fitness membership (unique clients), member scans over the last three years, as well as the average number of scans per year by unique client. Selected observations at the local level include (noting this data does not differentiate between the uses of equipment based and non-equipment based centres):

- The number of unique clients increased by 13 per cent from 2014 to 2017, indicating a continued interest in this service.

- The average uses per unique client is 41 uses per year; this would indicate that each member is visiting a centre 3.5 times per month.

In summary, memberships are growing while uses per unique client overall should increase to reap the benefits of membership entitlements.

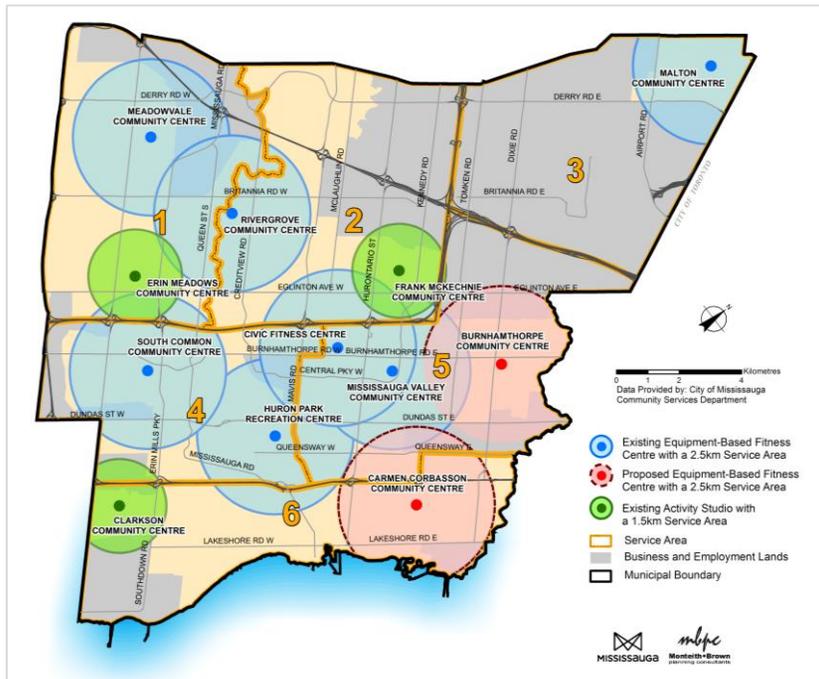
**Table 5: City of Mississauga Fitness Membership Information**

Fitness Memberships / Use	2015	2016	2017	Average
Unique Clients	16,011	17,015	16,983	16,348
Scans for Classes and Equipment Use	684,945	665,585	703,455	664,538
Avg. Number of Scans per Year / Unique Client	43	39	41	41

Source: City of Mississauga, 2018

As a goal, every Service Area is recommended to have at least one high quality equipment-based fitness centre, with the three existing activity studios assisting in rounding out the geographic distribution by facilitating active living programs. Service Area 6 is presently the only service area where the City does not currently provide an equipment-based fitness centre. Therefore, a fitness centre should be added to Carmen Corbasson Community Centre in tandem with its proposed indoor aquatic centre construction project. A fitness centre strongly complements an indoor pool from a cross-programming standpoint and would bolster therapeutic programming offerings at the Carmen Community Centre / Mississauga Seniors Centre complex. Such a fitness centre could also provide revenue generation potential that can help reduce the impact of the pool’s operating deficit position on the community centre as a whole.

Map 4: Fitness Space Distribution and Service Levels



With the Recreation Master Plan recommending a new indoor aquatic centre at Burnhamthorpe Community Centre, equipment-based fitness should also form part of that expansion initiative. A modernization and potential expansion of the square footage associated with South Common Community Centre’s fitness components – undertaken in tandem with its recommended aquatic centre rejuvenation project – is advanced as a means to provide Service Area 4 with a level of fitness service consistent with other club-format fitness centres operated by the City (the two existing fitness centres in Service Area 4 are presently of an outdated quality).

**Recommendations**

- 6** Strive to provide at least one high quality equipment-based fitness centre within every Service Area, with the three existing activity studios assisting in rounding out the geographic distribution by facilitating active living programs.
- 7** Upgrade the fitness centre and activity studio at South Common Community Centre, as part of a broader facility renovation/reconstruction project, in order to reflect a modernized club-format environment consistent with other municipal equipment-based templates. Space permitting, an indoor walking track should also be considered either within the fitness centre or encircling a redeveloped gymnasium.
- 8** Provide club-format, equipment-based fitness centres and/or additional activity studios at the Carmen Corbasson Community Centre and the Burnhamthorpe Community Centre. These should be constructed in tandem with the indoor aquatic centre construction projects recommended for each community centre.

Service Area	Supply	2019 Provision Level	2028 Provision Level
1	1	1 : 172,000	1 : 182,000
2	2	1 : 75,500	1 : 79,000
3	1	1 : 32,000	1 : 33,000
4	2	1 : 51,000	1 : 53,000
5	3*	1 : 99,000	1 : 72,300
6	1*	0	1 : 116,000
<b>City-Wide</b>	<b>10*</b>	<b>1 : 94,875</b>	<b>1 : 81,200</b>

Note: Table only includes equipment-based fitness centres  
 \* Reflects 2028 supply and service level with recommended club-format fitness centre additions at the Burnhamthorpe and Carmen Corbasson Community Centres

## Gymnasiums

Mississauga offers gymnasiums at 14 locations throughout the city that provide a total of 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. In addition to municipal gymnasiums, the City facilitates access to school board gymnasiums for public usage during evenings and weekends.

In 2017, over 56,000 hours were programmed or rented across the City's gymnasiums. This level of use is considerably up from the previous two years when usage amounted to between 51,000 and 53,000 hours used in the gyms. Adding to the increase in gymnasium usage is the number of hours that the City runs programs in the gym. Nearly 26 per cent more hours were recorded for City run programs in 2017 compared to 2013. Another positive is that rental hours doubled over that five year period (rental growth of nearly 8,000 hours).

While the aforementioned statistics reflect bookings throughout the entire year, a closer examination of peak gymnasium use during the months of September to March (when physical activity transitions indoors as the warmer months come to an end) reveals:

- There were over 29,000 total hours used in 2016/17 peak months compared to nearly 23,000 hours in 2013/14, an increase of nearly 5,500 hours (or 24 per cent).
- Consistent with total year trends, rental hours grew by 24 per cent) while program hours grew by 23 per cent).
- In order of total peak month hours used, the top three gyms used were at Mississauga Sportzone, Mississauga Valley, and River Grove while the least frequently used gyms were at Churchill Meadows Activity Centre, South Common and Erin Meadows.

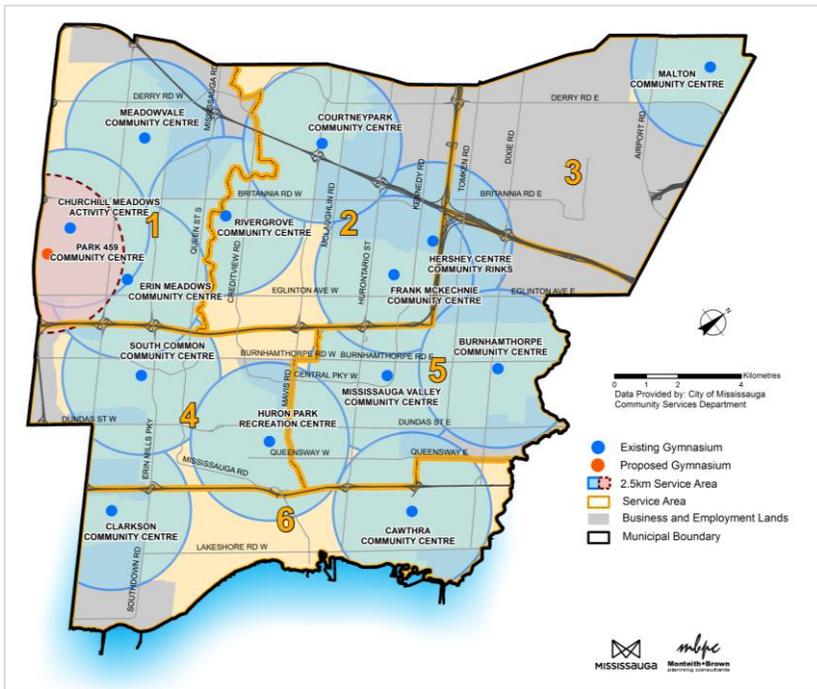
*Future Directions* – as with many master plans across the province – does not apply a service level standard for gymnasiums due to varying degrees of access to school gyms. The planned addition of a

triple gym at the Churchill Meadows Community Centre will bring the City's effective supply to 18.5 gymnasiums (24 total gyms), resulting in a service level of one gym per 44,000 by the year 2028. This projected service level will be more favourable than recorded in the 2014 *Future Directions* for Recreation and the supply is anticipated to be sufficient to meet 10 year needs (when also considering the strong geographic distribution that exists in Mississauga today).

The City should focus on two primary strategies to expand existing gymnasium capacity. The first involves a service delivery approach whereby the City continues to explore opportunities with local school boards to increase community access and municipal programming potential through greater use of school gyms, particularly during evenings and weekends.

After such efforts, the City should look to expanding its own gymnasium capacity, potentially through enlarging the South Common Community Centre gym as part of a major renovation and construction project for the community centre as a whole. Doing so would increase the ability of this gym to provide greater programming flexibility, improving the level of quality in Service Area 4 that presently has the lowest level of provision by population. A larger gym would support program delivery potential and most importantly add a one net new gym to the supply. It would also better position the City to accommodate growth-related needs of the Service Area's population (architectural study will be required to confirm whether a double gym is in fact a possibility). Assuming that the gym can be enlarged so that it is counted as 1.0 equivalents (up from its current 0.5 equivalency), the Service Area's provision level would improve from 1:68,000 to 1:53,000 by the year 2028.

Map 5: Gymnasium Distribution and Service Levels



Service Area	Supply	2019 Provision Level	2028 Provision Level
1	7*	1 : 43,000	1 : 26,000
2	3	1 : 50,300	1 : 52,700
3	1	1 : 32,000	1 : 33,000
4	2*	1 : 68,000	1 : 53,000
5	4	1 : 49,500	1 : 54,200
6	2	1 : 52,000	1 : 58,000
<b>City-Wide</b>	<b>19</b>	<b>1 : 49,000</b>	<b>1 : 42,700</b>

\* Reflects 2028 supply and service level with the Churchill Meadows Community Centre triple gym scheduled to open in 2020 and a recommendation to increase the South Common gym to 1.0 equivalents - up from its current 0.5 - through a facility renovation/expansion project.

## Recommendations

9

Subsequent to efforts to increase public access to school gymnasiums during evening and weekend hours, enlarge the gymnasium at South Common Community Centre as part of a major renewal and reconstruction project.



Floor Hockey at Huron Park Recreation Centre  
Photo Credit: City of Mississauga

## Multi-Purpose Program Space

The City provides 61 multi-purpose activity spaces (e.g., meeting rooms, youth/seniors areas, arts and craft space, and so on) and 112 auditoriums of varying size that are located at community centres, arenas, halls, libraries, and other facilities across Mississauga. Many of these multi-purpose rooms have considerable capacity to accommodate more usage. 2017 data illustrates a 25 per cent utilization rate and annual hours used has fluctuated from a low of 140,000 hours in 2015 to a high of 218,000 hours in 2017. Historically usage is split by approximately 55 per cent for municipal programs and 45 per cent for rentals. Facilities with the greatest volume of hours used in multi-purpose rooms include the Huron Park, Meadowvale, and Frank McKechnie Community Centres (where utilization rates range between 44 per cent and 64 per cent).

The 173 community rooms in Mississauga yield a service level of 1:4,400 population. Given the ample capacity available in multi-purpose rooms, there is no requirement for the City to add space apart from improving geographic distribution and neighbourhood-based reach to augment localized program delivery objectives.

That being said, the City notes high demands from the community for access to programs within multi-purpose rooms, particularly for youth and older adult programming (addressed in pages to follow). There is also demand for culturally-oriented programs and rental opportunities. For this reason, major facility expansion projects should consider addition of new multi-purpose spaces (and enhancement of existing multi-purpose rooms) in instances where facility-specific programming needs cannot be met through existing rooms (due to availability or quality). The recommendation from the 2014 *Future Directions* to provide multi-purpose program space in the development of new recreation facilities (recognizing that no new community centres are being recommended in the 10 year period) as part of private developments in high density areas remains appropriate. Certain communities have leveraged Section 37 of the Planning Act's density bonusing provisions to integrate public program space within private residential developments.

No input has been received specific to any one community centre or multi-purpose room that suggests the quantity of space is hindering utilization. However, modernization of existing rooms may encourage greater utilization through aesthetic and certain functional improvements (some suggestions included installing new flooring and mirrors that would be conducive to active living programs as well as upgrading kitchen and banquet facilities to attract more rentals).

### Recommendations

10

Existing multi-purpose room supplies are generally sufficient in Mississauga, however, the City should determine whether new multi-purpose spaces would enhance any program-specific outreach or reconcile rental gaps in the following instances:

- iii. Where the City undertakes construction or redevelopment of major civic facilities
- iv. In concert with private land developments – where appropriate – such as those planned for higher density areas, possibly by using Section 37 of the Planning Act

## Youth Space

The City of Mississauga presently does not own or operate any dedicated youth centres, although multi-use community centres and certain outdoor recreation facilities (e.g., hard surface courts) provide opportunities for unstructured use and structured programming delivered by the City and youth-serving community organizations. The Meadowvale Community Centre has a youth room in the form of a multi-purpose space where youth activities take priority while its integrated library branch also provides a youth space.

Youth-oriented spaces and programs typically target the 10 to 19 year old population. The needs of youth are highly diverse, particularly when considering life development stages and interests of 10 to 14 year olds are very different from 18 and 19 year olds. Over the outlook of the Recreation Master Plan:

- There are 42,000 residents between the ages of 10 and 14 in Mississauga at present, projected to increase to more than 46,000 by the end of the planning period.
- There are 49,000 residents between the ages of 15 and 19 in Mississauga at present, projected to decrease within the planning period but expected to rebound back to current levels shortly thereafter.
- Service Area 1 presently has the largest population of 10 to 19 year olds in the city with over 25,000 youth, however, Service Area 1's youth population is forecasted to decline to approximately 18,500 persons over the next 10 years.
- At the end of the planning outlook, the largest youth population will be in Service Area 5 with more than 27,000 youth forecasted there in 10 years (in fact, Service Area 5 is the only area of the City where the population of 10 to 19 year olds is projected to grow).<sup>10</sup>

<sup>10</sup> City of Mississauga, Planning Strategies Division. 2016. Mississauga Age Structure Forecasts 2011-2041.

In meeting youth needs, the following broad strategies from previous *Future Directions* for Recreation remain relevant:

- Reinforcing a neighbourhood-based approach to meeting space-related needs of youth, including exploration of youth hubs in partnership with other youth-serving agencies.
- Continuing to leverage community centres and other civic facilities, such as libraries and activity centres, to deliver youth programming in support of a neighbourhood-based service delivery model. This should include using appropriate multi-purpose rooms and common areas within community centres as flexible youth friendly spaces (e.g., the Meadowvale Community Centre & Library youth room and the Burnhamthorpe Community Centre lobby).

In conjunction with the pool construction project at Burnhamthorpe Community Centre, the City should add space designed in a manner that allows quality youth programming to be delivered – whether as a flexibly designed and programmed multi-purpose room or as a “chill zone” located in a common area. It would be beneficial provided that space exists to do so. A similar space should be explored at Carmen Corbasson Community Centre in conjunction with its aquatic centre construction project as well as at South Common Community Centre as part of its proposed redevelopment (particularly if the City is able to expand the gymnasium within the current site).

Any spaces intended for structured or informal youth usage should be designed in consultation with area youth and teens (including students where a school is adjacent to a community centre) to understand their needs, expectations, design preferences and programs that would maximize interest and use of the space. In doing so, such engagement would adhere to the City's Youth Friendly service principles. This is especially important for community centres where participation in after-school programming is below average (as with Carmen Corbasson Community Centre, for example).

Such youth-supportive spaces would likely be well used and help to alleviate pressures placed on the lobby area, particularly at

Burnhamthorpe Community Centre which is frequently used by area youth for foosball, table tennis, pool and as a general hang-out space. In the event that a chill zone or multi-purpose room conducive for youth is created, additional staffing resources may be required to supervise activities whereas a hang-out space located in a common area can be indirectly supervised by existing customer service and maintenance staff.

## Recommendations

- 11** Integrate areas supportive of youth programming or “chill zones” at Burnhamthorpe Community Centre, Carmen Corbasson Community Centre and South Common Community Centre as part of the respective reconstruction projects recommended for these facilities. Depending upon site expansion potential or constraints, these youth-supportive spaces may be combined with rooms supporting older adult activities or multi-purpose rooms recommended for the facilities (stand-alone or dedicated centres are discouraged).



Youth amenities in the Burnhamthorpe Community Centre lobby  
Photo Credit: Monteith Brown Planning Consultants Ltd.

## Older Adult Space

The City offers integrated space for older adults at eight multi-use community centres. Dedicated spaces are operated through the Mississauga Senior Citizens Centre and the Active Adult Centre of Mississauga, the latter of which is leased within the Central Parkway Mall. Additionally, an Amenity Space Agreement is in place whereby the City of Mississauga handles the booking of common space at the Region of Peel's Creditvale Mills facility in return for 20 hours at no cost to the City. These hours are assigned for older adult groups using a combination of prime time, evening and weekend hours.

The City's Recreation Division provides recreation, aquatics, fitness programs, post rehab aquatics, land therapeutic programs, and facilities, catering to the needs of a broad cross-section of residents. For older adults, municipal programs focus in the areas of aquatics, therapeutic recreation and fitness. There are 4,584 persons in the 55+ age category that are members in municipally-run aquatics, fitness and therapeutic programming, resulting in a penetration rate of approximately 2.5 per cent that participate in directly offered programs. Older adult participation shows the following trends:

- Therapeutic memberships increased by 166% since 2013
- Fitness memberships purchased by Older Adults increased by 13% since 2013

Participation rates in aquatics, fitness and at the Mississauga Seniors Centre are stable with no significant growth. Consultations suggested that a revitalized centre, for use by older adults across all of Mississauga, could function as a hub for research, programming and social activities and thus expand its usage from its current level of 50%.

A total of 58 older adult groups operate out of the City's community centres, providing mainly social and recreational programming. Over 8,000 persons are affiliated with these clubs, amounting to 4 per cent of Mississauga's 55+ population. Older adult groups offer a broad selection of registered and drop-in programs including, but not limited to: sports, active living, dance, cards, arts and crafts, education, and

various social activities. Each older adult group operating in the various community facilities offers a slightly different program mix. Mississauga Seniors' Centre and Active Adult Centre of Mississauga provide their membership with a wide range of programs from introduction to computers, Zumba Gold, basketball-shoot around, badminton, cards, crafts, and dancing to name but a few.



Older adult fitness class at Huron Park Recreation Centre  
Photo Credit: City of Mississauga

Older Adults have a wide range of interests defined more by mobility, personal history and health rather than age alone. This includes a desire for programs that include lifelong learning, educational lectures, art classes, culinary experiences, drop-in activities, walking, group fitness, low impact sport and therapeutic aquatics. In addition to general programming, specialized programs are beneficial for persons with dementia, aphasia, or who are frail and mobility challenged. Program structure should provide flexibility for drop in participation as 55+ populations often seek this flexibility. Some are reluctant to commit to a block of courses due to their variable health, the impact of weather and limited finances.

Mississauga's older adult-oriented spaces and programs target the 55+ population. Over the outlook of the Recreation Master Plan:

- There are upwards of 198,000 residents ages 55+ in Mississauga at present, projected to increase to over 280,000 over the planning outlook (+73,000 persons or 35 per cent).
- Service Area 5 presently has the largest 55+ population in the city, with over 55,000 older adults residing there and more than 72,000 older adults projected there in 10 years.
- Older adult populations in Service Areas 1 and 2 are also expected to be sizeable towards the end of the planning horizon, with approximately 60,000 older adults in each.<sup>11</sup>

The future facility provision model involves the City's continued practice of delivering integrated 55+ programming through multi-purpose spaces located in community centres and other civic and commercial facilities (such as libraries, activity centres and malls). No expansion to the supply of dedicated seniors' centres is advanced as the existing strategy supports a neighbourhood-based service delivery model anchored by the centralized older adult hub at the Mississauga Seniors Centre. This strategy is reinforced by trends showing that younger generations of older adults are seeking multi-generational facilities and have been observed to shun facilities and clubs strictly labeled for 'seniors'. Furthermore, the multi-purpose space model affords efficiencies of use based on: 1) time of day (e.g., older adults may use it during day time hours and youth or general programming can take place in the evening); 2) geographic distribution as rooms are spread across the city as opposed to centralized in single sites thereby minimizing travel; and 3) costs related to construction and operation. The City has been receiving requests for dedicated older adult space in its northwest; however, the preferred means of addressing older adult needs over the next 10 years is through

<sup>11</sup> City of Mississauga, Planning Strategies Division. 2016. Mississauga Age Structure Forecasts 2011-2041.

programming multi-purpose rooms at community centres in Service Area 1.

For the Mississauga Seniors Centre to function as the primary centralized hub for older adult programming across the City, it must be able to evolve its programs and services to: a) be more attractive to current generations of seniors whose interests tend to be different than past generations (e.g., through more active programs, use of evening hours, and so on); and b) attract a greater degree of usage from older adults living outside of the immediate area. There is a need to ensure it remains a primary choice for program and rental users.

To this end, a comprehensive and integrated strategy is required that concurrently explores facility improvement and service delivery improvements as a means to bolster membership and program utilization rates. To be a city-wide destination for a growing base of older adults in the Baby Boom generation, the Mississauga Seniors Centre and its programming must be of sufficient quality to encourage greater usage. There is tremendous cross-programming potential onsite with a new pool recommended at Carmen Corbasson Community Centre, along with its existing gymnasium, to deliver active programs in a manner that still allows the new generation of older adults to feel integrated in that facility, while also providing a high-quality place of their own through a revamped Mississauga Seniors Centre. In addition to recreational potential, the Mississauga Seniors Centre will need to define other service areas focused on arts and culture, economic productivity and innovation for older adults still in the work force, research, and other areas that may be identified recognizing that the interests and abilities differ between younger and more elderly seniors.

Such an integrated strategy requires a great deal of consultation and collaboration with the Mississauga Seniors Centre general membership as well as key agency partners such as the Region of Peel, Trillium Health Partners and LINs, the City's Culture Division, and other older adult-focused service providers. Therefore, such dialogue should take place to define a vision for the Mississauga Seniors Centre along with a concept plan and program delivery model

prior to undertaking any investments. Given the recommendation to expand the adjacent Carmen Corbasson Community Centre, strong consideration should be given to aligning the timing of that project with the Mississauga Seniors Centre redevelopment and possibly adding a physical connection between the two facilities.

Similarly, the City should provide space oriented for 55+ programming in conjunction with the pool construction project at Burnhamthorpe Community Centre. Such an older adult-focused space would be a strong complement to therapeutic programs taking place in the new pool and other areas of the expanded facility. Should site constraints preclude addition of priority space for older adults and youth (the latter as discussed in preceding pages), consideration may be given to prioritizing older adult programming in the room during the daytime and for youth programming after school hours. A burgeoning 55+ population in Mississauga's northwest will be serviced to a greater extent through daytime and evening programs within shared spaces at the new Churchill Meadows Community Centre and the existing Churchill Meadows Activity Centre.

The following is a brief synopsis of findings from previous studies prepared by the City as it relates to older adult space:

- Continue to develop social spaces in the lobbies of community centres to provide welcoming spaces for all age groups.
- Articulate facility and park enhancements that provide welcoming and accessible spaces in City-owned facilities including but not limited to shade, access to water and seating on trails and in parks, as well as modifications to facilities including but not limited to shelves and hooks in showers and non-slip flooring.
- Work to achieve transit access as close to the front entrances to community centres as possible.
- Addition of future older adult spaces should come in the form of shared spaces within community centres rather than expanding the supply of stand-alone dedicated centres.

## Recommendations

- 12** Investigate additional opportunities to develop social spaces in the lobbies of community centres to provide welcoming spaces for all age groups.
- 13** Initiate a visioning process with the Mississauga Seniors Centre membership to discuss facility revitalization and space configurations suited to service improvements. The intent of the visioning is to inform the facility redesign process with the aim of bolstering member utilization rates and reinforcing the facility as a centralized hub for older adults across all of Mississauga. If feasible, concurrently align any facility redevelopment projects arising out of the visioning process with the proposed expansion of the Carmen Corbasson Community Centre.
- 14** Integrate an area conducive to older adult programs at Burnhamthorpe Community Centre as part of the indoor aquatic centre construction project recommended for this facility. Depending upon site expansion potential or constraints, this older adult-supportive space may be combined with rooms supporting youth activities or multi-purpose rooms recommended for the community centre (a stand-alone or dedicated centre is discouraged).

## Indoor Artificial Turf Fields

The Paramount Fine Foods Centre (formerly the Hershey Sportzone) field house contains a FIFA regulation field along with a separate air-supported structure (bubble) enclosing one artificial turf soccer field located onsite. Both turf fields can be divided into four smaller fields to allow simultaneous programming and rentals. As part of Park 459 in to Mississauga's northwest, the City has approved plans through which one of the planned FIFA regulation size artificial turf fields will be designed to allow for a seasonal air-supported structure to be installed

during winter months thereby resulting in one new indoor field to be available, expected to be operational by the year 2020.

Demand for indoor fields remains strong in Mississauga with the Paramount Fine Foods Centre (PFFC) dome running at full capacity, supporting observations that demand for indoor turf exceeds supply and that a number of users regularly leave Mississauga to access turf in other municipalities. Data available through the 2014 *Future Directions* for Recreation indicated that indoor field sport users required 550 hours per week between the PFFC fieldhouse and dome, over and above the 40 hours that the groups were booking outside of Mississauga - a requirement equivalent to 11 quarter fields or 2.75 full fields. While there is no data presently available to quantify user groups weekly requirements to inform this iteration of the Recreation Master Plan, growth in field sport participation is assumed based on population growth along with continued interest in indoor field sports leads to an assumption that the 2014 requirement has increased to 3 full fields (or 12 quarter fields) in the years that have passed since the last *Future Directions*.

Service Area	Supply	2019 Provision Level	2028 Provision Level
1	1*	0	1 : 182,000
2	2	1 : 75,500	1 : 79,000
3	0	0	0
4	0	0	0
5	0	0	0
6	0	0	0
<b>City-Wide</b>	<b>3*</b>	<b>1 : 379,500</b>	<b>1 : 270,700</b>

\* Reflects 2028 supply and service level with indoor turf field to be available in the year 2020 at Park 459

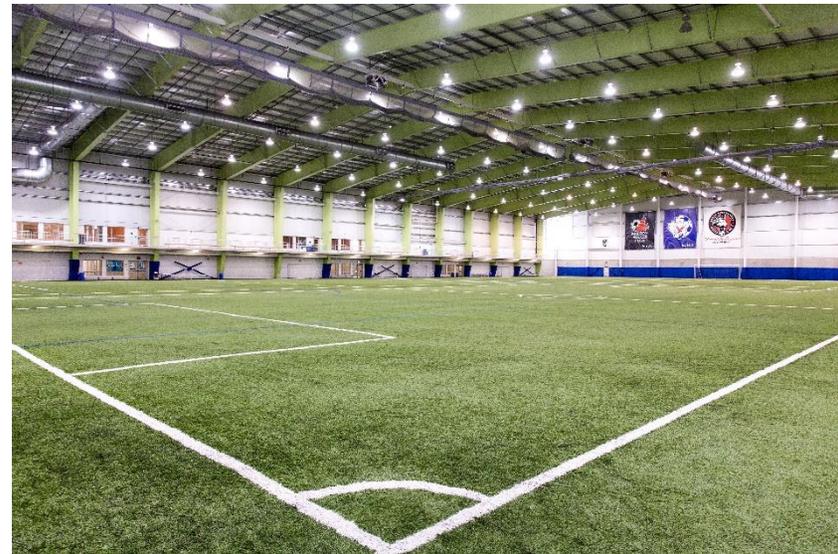
The new indoor field at Park 459 will bring Mississauga's supply to 3 full indoor fields and essentially addresses needs based on previously available data. Park 459 will reabsorb some of the users playing elsewhere in the western GTA back into Mississauga, however, the popularity of indoor field sports is such that demand could once again outpace available capacity after the new field is built. Until utilization and hourly needs data similar to that provided for 2014 *Future Directions* becomes available, the preferred strategy for the 10 year outlook is to evaluate take-up and any outstanding demand for indoor field time after Park 459 is operational. At the time of Park 459's scheduled opening in 2020, the City's service level will improve to approximately 1 indoor field per 270,000. In the event that subsequent business planning – through the 2024 *Future Directions* or a turf-specific study – rationalizes a fourth indoor turf field in Mississauga, the City should investigate the potential of installing an air-supported structure (dome or bubble) over an existing outdoor artificial turf field located on municipal or school board property - options include:

- PFFC Field #2 since it is already the City's premier destination for indoor soccer and already has an established league presence.
- St. Marcellinus School artificial field as it was originally developed in partnership between the City and the school board, and a joint use agreement remains in effect.
- Clarkson Park field that has been approved for conversion to artificial turf. Given that construction has yet to proceed, this field should be designed in a manner that allows installation of a bubble if required in the future.

## Recommendations

15

While the need for a fourth indoor turf field in Mississauga is a possibility within the next 10 years, analysis of uptake and utilization of the Park 459 indoor field is required, once constructed, prior to undertaking any further additions to the supply of indoor turf fields. In the event that a fourth indoor field is required, the preferred strategy is to install a seasonal air-supported structure over an existing artificial turf field owned by the City or provided in collaboration with an institutional partner.



Indoor Turf Fieldhouse at the Paramount Fine Foods Centre  
Photo Credit: City of Mississauga

## Outdoor Recreation Facilities

The 2019 Parks & Forestry Master Plan projects outdoor recreation facilities needs over a 10 year period for each Service Area. The analyses are built on the findings of the 2017 Sport Field and Sport Court Strategy (SFSCS) which serves as background to the Master Plan. The Parks & Forestry Master Plan provides specific recommendations for addressing outdoor recreation facility needs which are of relevance in parks redevelopment. The findings and recommendations of the Parks & Forestry Master Plan are summarized in the following sections for the purposes of coordination with the Recreation Master Plan. The Parks & Forestry Master Plan should be referred to for the rationale behind these recommendations.



2019 *Future Directions* for Parks and Forestry Cover Page

## Field Sports

- Refine the field classification system to address field quality and construction and consistent maintenance standards.
- Explore the ability to convert two existing natural grass fields to artificial turf in Service Area 5 subject to further discussions with prospective partners, user groups and community associations. Sites to consider include (but are not limited to) Mississauga Valley, Dr. Martin Dobkin Community Park, Rathwood District Park and Brickyard Park.
- Continue to explore public-private partnership opportunities for boxed soccer and, if successful, expand to other locations in the city.
- Proceed with the planned reconstruction of the artificial turf field at Courtneypark Athletic Fields based upon its “Fair” condition index value.
- Revise the City’s service level standard to one rectangular field per 3,000 population - inclusive of artificial and natural turf fields - to guide future facility planning exercises.
- Install field lighting and irrigation systems at three existing natural grass fields located in Service Area 5 (sites selected with the input of local field users and community associations to consider their compatibility within existing parks).
- Support the Recreation Division in engaging rectangular field users to discuss reasons why certain fields are receiving little to no usage during the course of the playing season, and whether selected improvements at such fields could alleviate pressures for field time that groups may be facing. Based on these discussions, the City should explore whether any adjustments are required to maintenance schedules and capital reinvestment activities for these underutilized fields, or whether such fields are better repurposed for other neighbourhood-level recreational activities.

- Investigate opportunities, including Birchwood Park, to replace ball diamonds that will be lost within Service Area 6 due to redevelopment.
- Consider amalgamating between four and eight underutilized/low quality neighbourhood diamonds and reallocate their usage to a new tournament complex that contains a minimum of four lit diamonds. Consultations with user groups are required to determine the size and type of diamonds, amenities to be provided and preferred location of a new complex.
- Install lighting at two cricket pitches (subject to due diligence that confirms ability and appropriateness of doing so based on site conditions, proximity to surrounding land uses, and confirmation of increase in field capacity). As development charges do not currently cover costs, recovery of lighting costs should be investigated through partnerships or capital contributions from cricket groups, a capital improvement surcharge on field rentals, rental premium for lit hours and/or other means.
- Given the growing demand for casual/drop-in participation in field sports, and to promote “active living,” smaller-scale cricket pitches or batting cages should continue to be considered in neighbourhood-serving parks - particularly those located in high demand areas - in order to facilitate practice and recreational cricket play and to relieve pressure on the larger cricket grounds.

### **Spray Pads**

- Future major/larger scale spray pads should be provided only in instances where fitting into destination-type or waterfront park developments, and in areas of intensification. Smaller-scale spray pads should be constructed in new parks and through park redevelopments to meet local demand.
- Initiate a business plan to functionally assess the provision (and resulting financial implications) of providing smaller scale

spray features containing limited water spray/mist features at a neighbourhood level (or where required to meet local demand).

### **Multi-Use Pads / Basketball Courts**

- Construct one new multi-use pad in Service Area 4 and two new multi-use pads in Service Area 5.
- Undertake condition assessments for all multi-use courts for which Condition Index values have not been determined.

### **Tennis/Pickleball**

- Maintain the historical service level target of one tennis court per 5,000 population. In doing so, the City would need a total of 15 new tennis courts by the year 2028 - ideally be located in growth areas such as the Ninth Line, Downtown intensification areas, Inspiration Areas, and/or areas with geographic gaps in public tennis court distribution.
- Support the Recreation Division by monitoring existing Community Tennis Club membership and participation rates. Discuss opportunities to consolidate community groups and clubhouse locations where club membership falls below 75 players per court.
- Consider amalgamating a minimum of four underutilized/low quality neighbourhood tennis courts and reallocate their usage to a new complex that contains a minimum of four lit courts-located north of Highway 403.
- Include pickleball lines where feasible when public tennis courts are being re-surfaced. New tennis courts should be evaluated to determine opportunities to jointly meet tennis and pickleball needs.
- Consider opportunities to provide a dedicated outdoor pickleball facility. A location should be chosen that can accommodate between six and eight pickleball courts. Provision of amenities over and above court conversions

should be jointly funded by the City and pickleball organizations that would use the complex.

### Outdoor Fitness Equipment

- Undertake a utilization review of outdoor fitness equipment through future Park Amenity Surveys and compile data for outdoor fitness program participation to inform future provision standards.

### Sand Volleyball

- Additional sand volleyball courts should only be considered where supported by identified site-specific service needs, with candidate locations including Service Area 1 and/or Service Area 2 (Park 459 is an option), as well as in proximity to the Downtown intensification corridor.

### Playgrounds

- Playgrounds should be provided within 800 metres of residential areas or 400 metres in identified intensification zones, unimpeded by major pedestrian barriers. Of these, one all-inclusive, barrier-free play site should be constructed in Service Area 2, as well as one adventure/natural play site, designed to specifications developed by the City and in accordance with site conditions of the selected park(s).
- The City is moving towards accessibility in all play sites. In all future new or redeveloped play sites, accessible elements should be added and may include accessible swings, equipment features, routes and cost effective, accessible safety surfacing.
- Explore ways to integrate nature theming/natural elements into play sites to increase play value and to support environmental and climate change awareness.

### Skateboard / Bike Parks

- Integrate beginner-level skateboarding amenities such as basic rails and curbs within community park development and redevelopment projects, where feasible, to provide localized opportunities for park users to hone skills on their skateboards, scooters and bikes.

### Leash Free Areas

- Continue to plan for the development of additional leash-free zones using criteria in the City's Policy for Leash-Free Zones. Six new locations should be targeted to improve the city-wide distribution and increase the supply.
- Develop a leash-free zone model that can be applied to smaller parks or urban spaces in areas of intensification on a case by case basis.

## Recommendations

**16**

The planning, construction and/or programming of park-based outdoor recreation facilities should be coordinated with implementing the recommendations of the 2019 Parks & Forestry Master Plan.

## Other Capital Requirements

The City of Mississauga may be pressed for additional recreation facilities that are not currently of sufficient demand to warrant a specific recommendation in the Recreation Master Plan. The City may explore “one-off” facilities or amenities through facility and park design on an opportunity-basis where site considerations make sense or where there is a desire to try something new. Such demands may arise for existing activities / facilities or for those that evolve according to future trends and preferences. Examples include – but are not necessarily recommended through the Recreation Master Plan given an absence of quantifiable business planning inputs - the adaptation of community centre gymnasiums, aquatic centres or common areas to integrate indoor rock climbing opportunities; provision of Snoezelen rooms for persons with special needs, and so on.

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, developing a business rationale for investments in specialty services. 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 being requested.
- The ability of existing municipal facilities to accommodate the new/requested level of 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.

There are also facilities and services that the City has historically provided but whose usage may diminish (or has already substantively diminished) due to factors such as:

- declining rates of participation (both locally and provincially)
- deteriorating facility conditions
- competition with the private sector
- evolutions to a community-based delivery model

Examples of such activities in a number of municipalities (i.e., not necessarily Mississauga) include: lawn bowling and curling clubs, bocce, certain indoor racquet sports, horseshoe pits, and so on (where participation trends have not always kept pace with other types of sports). Using a similar set of criteria listed in the bullets above, the City should evaluate any of its core facility or service areas where lower rates of participation and use call into question the operational and fiscal sustainability of delivering the service.

### Recommendations

17

Undertake regular evaluations of the City's core facility and service mandate in recreation, including through implementation of 2019 Recreation Master Plan Recommendation 35, to determine whether quantified community needs are sufficient, operationally sustainable, and consistent with corporate service philosophies. In doing so, the City can make determinations that may warrant entry into new levels of service as well as decide whether to retain existing levels of service.

# Delivering the Service

## Delivering the Service

The types of recreation services and the way in which they are delivered are key to retaining existing users and attracting new participants. Understanding demographics, social issues, recreational needs, current trends and what approaches are working well in other jurisdictions are all strategies in continuing to be nimble and relevant. The City of Mississauga Recreation Services is in mature state in terms of taking a business approach to service delivery, adapting to changing demographics and leisure needs, seeking out alternate forms of revenue to offset universal programs and adopting an approach to continuously improve services and service delivery. There will always be work to improve service delivery. However, the City is clear about its philosophy, approach and priorities.

Based on direction from the City, the service delivery assessments align with the following key areas of focus that are deemed to be the most significant priorities for the City to address over the 2019 Recreation Master Plan's planning year period.

1. Recreation Facility Development Strategies
2. Access and Inclusion
3. Service Delivery for Youth and Older Adults
4. Expanded Program Quality Initiatives
5. Validating Mandates for Selected Services
6. Core Services and Specialty Programming
7. Recreation Needs in Intensification Areas

### Recreation Facility Development Strategies

Please refer to Section 3 of the Recreation Master Plan to reference assessments and recommendations relating to recreation facility development and redevelopment.

### Access and Inclusion

The benefits of recreation accrue to the individual and the community at large through participation in active and leisure pursuits. A strong percentage of residents know how to access services and fully understand the importance of participation. Others may not be able to access services for a variety of reasons including affordability, not feeling welcomed, physical accessibility and feeling that activities are not representative of their interests. Marginalized populations often feel that there are significant barriers to participation. The role of the recreation provider is to make targeted and focused efforts to include marginalized populations by promoting opportunities, understanding any barriers and removing them as much as possible. This section describes predominant groups that experience barriers in Canada and highlight some promising practices that have witnessed success.

### Affordability

Recreation service providers in Canada work to include persons from low income backgrounds in recreation pursuits. The overall benefits have been documented to provide leadership training and employment opportunities, reduce teenage pregnancies and drug and alcohol abuse at a minimum as well as to increase children's and youth life chances. While no one method of inclusion has proven to have the greatest impact, a number of integrated approaches seem to result in including an increasing representative portion of residents.

These integrated and coordinated approaches include:

- The development of an overall policy and practice guidelines that speak to equity, outlining marginalized groups that require focus and speaking to key initiatives.
- Engaging low income residents in gaining an understanding as to the barriers to participation in recreational opportunities.
- Developing an access to recreation policy that is widely promoted and does not create an even greater barrier to participation by insisting on stringent means testing.
- Working with Social Services and Children's Aid Societies at a minimum to provide seamless means testing to ensure that residents living at the Lower Income Cut-Off (LICO) and/or the Lower Income Measure (LIM) and Ontario Works clients are encouraged to be active in recreation and sport activities and are supported by an integrated system.
- Offering a full range of universal, free, low cost and fee based programs.
- Addressing barriers such as transportation with local transit providers and addressing the need for specific equipment.
- Working with community partners to sponsor free programs.
- Working with a collective of recreation and sport service providers (non-profit, public and private) to develop seamless delivery systems to persons with low income backgrounds.
- Offering free and low fee based programs in neighbourhoods where the incidence of low income residents, single parent families and lower education rates are prevalent.

In planning for effective strategies at the local level, the following points of consideration are presented in support of rationalizing recommendations relating to affordability:

- 15 per cent of Mississauga's population of 765,900 is experiencing challenges associated with low income. This equals approximately 114,885 residents who may not be able to afford participating in recreation and sport.
- 32,600 children and youth are currently living in low income households in Mississauga.

The City of Mississauga takes a proactive approach in including residents from low income backgrounds in recreation and sport pursuits. There is a multi-pronged approach in place which includes:

- The provision of funding to residents living at LICO and/or those on Ontario Works to be active and engaged in recreation through the Active Assist, Canadian Tire Jumpstart, Purchase of Service Agreement with the Region of Peel, and the Jerry Love Fund.
- The provision of the Freedom Pass for youth (a transit pass and free access to public swims at indoor and outdoor pools during the summer).
- Free summer half day drop-in programs in parks.
- Free after school programs in community centres.



Photo Credit: City of Mississauga

What is not evident is the needed coordinated approach with other like-minded service providers to fully understand the barriers to participation and the current penetration rates as a collective. Taking an integrated approach will serve to surface any duplication, apparent gaps, develop efficiencies and understand/increase the overall penetration rate. Fuller engagement of low income residents will ensure that resultant strategies are meaningful and based on true experiences.

**Advancing Access to Affordable Recreation in Durham (AAARD)**

Recreation service providers and the Region of Durham Social Services and Public Health/Social Services Departments have worked collaboratively over the last four years to advance affordable access to recreation for persons from low income backgrounds. The collaboration has resulted in the development of a Charter to Advance Access to Affordable Recreation in Durham. The Charter has been signed by all Councils and Boards of non-profit agencies. The development of a standard access to recreation policy has allowed service providers to promote and measure greater access. In the short term the collaborative has set a target of 15 per cent of low income residents to become engaged through the receipt of subsidies. This target will be reviewed and revised as achievable penetration targets are met.

Access to Formalized Subsidized Recreation Pursuits in Durham Region	2011	2014	2015
% of Residents at the Low-Income Measure Engaged in Subsidized Recreation	2%	8%	11%

Source: Advancing Access to Affordable Recreation in Durham

The collaborative received \$550,000 from the Ontario Poverty Reduction Fund to study the impacts and outcomes on individuals and families of gaining subsidized / free access to recreation and obtaining other integrated supports over the next three years.

**Recommendations**

- 18** Work with other agencies and recreation services providers to better understand overall capacity in providing services to low income residents, the current investment, and the penetration rates as a collective. With this understanding in hand, develop a plan to address key issues in order to increase participation among low income residents.
- 19** Share the Access Policy, Quality Management methodologies, trends, tools and resources with sport and related stakeholder groups to encourage participation among persons from low income backgrounds that wish to become engaged in sport.

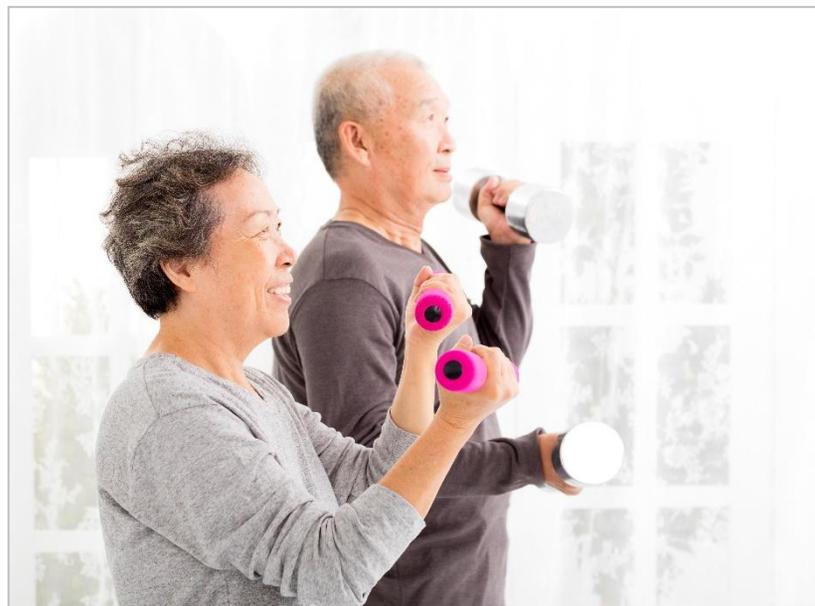


Photo Credit: City of Mississauga

### City of Mississauga Active Assist Policy and the Jerry Love Fund

The City of Mississauga has adopted an access policy, Active Assist, which enables residents from low income backgrounds to participate in recreation at a reduced fee or with no fees attached. The City also administers the Jerry Love Fund which helps low income children to participate in a program annually or with a three-month pass. Residents are required to provide information that proves that recreation program costs provide a barrier to participation and are then registered in programs and services of their choice.

The City of Mississauga undertook a study to evaluate the Active Assist program to determine if it is a best practice in increasing participation in recreation by persons of low-income backgrounds. The study was completed in concert with the University of Toronto and funded by the Ontario Trillium Foundation and the Province of Ontario – Poverty reduction Fund. The key findings of the study included:

- Enrollment in Active Assist grew from 2,500 users in the year 2009 to 13,500 users in the year 2017.
- Children and youth account for 80 per cent of the participants in the program while older adults account for 3 per cent.
- Active Assist program participants indicated that they have experienced the physical and social benefits of being engaged in recreation and active pursuits.
- Continued barriers to participation centre on transportation, equipment, additional fees in sports, awareness of the Active Assist program, program registration, and so on.
- The study concluded that Active Assist is an effective initiative for increasing participation in recreation by low income residents.
- Staff are addressing the recommendations in the report.

This Active Assist assessment shows that the City has increased the enrollment of low-income residents in formalized recreation programs

over the course of the last three years. This population's life chances can be positively influenced by participation in recreation and sport. Maximizing participation is an important initiative.

### Review of Free Program Complement

The City of Mississauga has been successful in developing universal programs at no cost to the participant for after-school care, physical literacy, learn to skate/play hockey, swim to survive and summer playground programs. Research shows that the time after school when children are sometimes unsupervised often results in unhealthy behaviours. The movement to provide after school care and summer drop in programs responds to this social issue and creates an environment where children can thrive in a supportive environment. Mississauga's Lets Play in the Park Program, TML Fundamentals Program and the Sauga at Play promote universal access for all Mississauga children and engage children in safe, supervised and quality recreation and sport experiences. To date the results are impressive, with the following points noted from Table 6:

- Participation in free recreation programs has increased by approximately 39 per cent since 2015.
- All the free programs have been sponsored or funded through grants and donations.
- Each program and camp opportunity is provided through the highest quality assurance standards in Ontario providing children and youth with quality experiences.

**Table 6: Participation in Free Programs, 2015-2017**

Free Program Participation	2015	2016	2017
Let's Play in The Park	13,040	9,108	11,446
Sauga at Play!	42,609	111,625	81,743
Freedom Pass	5,903	5,900	7,843
TML Fundamentals Program	12,971	19,923	20,310
Region of Peel Childcare Subsidy	33	229	249
<b>Total</b>	<b>74,556</b>	<b>146,785</b>	<b>121,591</b>

Source: City of Mississauga, 2018

The mandate to include low income populations does not rest solely with the City of Mississauga. There are other government departments as well as not-for profit, faith-based and charitable organizations that work to engage at-risk populations. Working together to understand each organization’s mandate, varying approaches, programs and results paints a truer picture of engaging at-risk populations within Mississauga. The City can take a leadership role to work towards a common vision and begin to understand the total commitment and results of engaging low-income residents.

The full capacity of all these programs is not understood, nor is the penetration rate within age groups, or the continuous barriers that could be better addressed. Sharing policies, resources and increasing the overall investment has proven beneficial in other jurisdictions.

### Recommendations

**20**

Articulate the annual investment that the City of Mississauga contributes through various means (free programs and so on) to social development through its subsidies, sponsorships, grants and resources dedicated to including low income residents in recreation and sport pursuits.

### Services for Persons with Disabilities

Estimates place 15.4 per cent of Ontario’s population as having some form of disability that limits full participation in life’s physical, emotional and mental requirements. This includes approximately 117,900 residents who may be interested in being assisted to participate in recreation programs or who chose to participate in adaptive programs and sports. This number is anticipated to increase with the aging population. Physical activity and regular exercise can reduce the incidents of chronic illness and increase one’s recovery time.

Service providers offering recreation and sport opportunities for persons with disabilities typically follow two approaches. The predominant approach is to ensure that the supports are there to include everyone in main stream programs while the other is to offer specialized programs to offer residents a choice. Mississauga embraces many of the best practices prevalent in Canada while continually seeking out more effective ways of including residents with disabilities. A select few examples of Mississauga’s inclusive and adaptive program practices include:

- Mississauga offers participation for support persons at no charge in all drop-in, casual and registered programs.
- Persons with disabilities can cost share the use of a program facilitator with the City to participate in programs and services.
- A sampling of Adaptive programs includes Adaptive Multi-Sport Development, Adaptive Swim Lessons, and the Snoezelen Pool Program whereby the lights are dimmed, blinds lowered and equipment and light treatments are introduced for gentle sensory stimulation.

Mississauga’s flexible approach to service delivery for persons with disabilities provides the ability of residents to participate with reduced barriers and in a way in which they are most comfortable. Current participation rates in inclusion support programs, sports and camps by Persons with Disabilities are captured in Table 7.

**Table 7: Participation Rates in Inclusion Support Programs, 2014-2016**

Inclusion Support Programs	2015	2016	2017
Adaptive Aquatics	78	94	95
Camps	145	157	180
Children Adapted Learn to Skate	15	10	12
Volunteer Inclusion Project	10/259 hours	10/280 hours	10/280 hours
Student Work Place Experience Program	9/238 hours	6/180 hours	8/198.5 hours
Adult Adapted Learn to Skate	10	13	11
Malton Snoezelen Program	15	13	15
<b>Total</b>	<b>282</b>	<b>303</b>	<b>331</b>

Source: City of Mississauga, 2018

Selected observations at the local level include:

- Inclusion Support Staff strive to work with partners to offer meaningful programs to persons with disabilities.
- Participation in adaptive and inclusion support programs averaged 305 participants annually over the last three years. These figures exclude the number of persons with disabilities who participate in mainstream programs and opportunities, thus the participation rate is probably much greater
- More work can be done to build and maintain dialogue with persons with disabilities (users and non-users) and the organizations that support them. The purpose of these discussions would be to address barriers and work as a stronger collective to better meet recreational needs.



Therapeutic Program at Rivergrove Community Centre  
Photo Credit: City of Mississauga

### Recommendations

**21**

Convene focus groups with persons with disabilities and related service providers to discuss barriers and remedies, as well as suggestions as to improvements in service delivery, which would assist in developing an Inclusion Strategy for the City of Mississauga.

### Therapeutic Partnerships

Partnerships are paramount to offering seamless, inclusive and adaptive services to the community. A collective approach connecting the municipality, other related service providers, advocates and groups serving varying disabilities can provide critical expertise,

programs and services and advise the municipality on trends and new approaches to being fully inclusive.

The City of Mississauga has developed the Therapeutic Line of Business with community partners to respond to the aging population and a segment of the population that can use recreation facilities to heal and strengthen their bodies. Two notable examples of partnerships include those with Trillium Health Partners and the Mississauga Halton Local Health Information Network.

**Trillium Health Partners**

The partnership resulted in the development of a five-year Memorandum of Understanding (MOU) that includes providing assistance with Program Development, Staff Training & Participant Recruitment. Deliverables of the MOU include:

- Sweet Success: Diabetes Program which includes City-run fitness classes and a 20 per cent discount on memberships for participants.
- Moving On: Chronic Respiratory Issue Program which includes city-run fitness classes and a 20 per cent discount on memberships for participants.
- Strong & Steady: Falls Prevention Program in which the City leases space to the hospital and offers transitional programming for graduates (Stronger & Steadier).
- Fit Kids: Physical Activity & Nutritional Program for overweight and obese children and their families is operated by the hospital in concert with City staff (who are paid by the hospital).

**Mississauga Halton Local Health Info Network (MHLHIN)**

- The City leases space for MHLHIN to offer falls prevention classes through OHIP.
- Next Step to Active Living is a CARF accredited city-run adult day program for persons over 21 years of age with an acquired disability (funded through the MHLHIN & Ministry of Health and Long-Term Care).

- Stroke Breakers is a stroke recovery day program administered by City-staff with a strong volunteer base.

Participation in therapeutic programs and services are outlined in Table 8. In planning for effective strategies at the local level, the following points of consideration are presented in support of recommendations relating to the therapeutic line of business:

- Therapeutic memberships have increased by 555 or by 46 per cent since 2015.
- The percentage of Therapeutic Memberships, as compared to total memberships sold, has increased by 2 per cent annually over the last three years (2015 – 2017).
- There is capacity to accommodate more participants in therapeutic programs and services.
- The increasing uptake in therapeutic memberships requires a review of the equipment and space needs that these members may require.
- With the aging population, the need for therapeutic recreation programs is likely to increase.
- Work to understand the collective capacity and participation of other like service providers is appropriate.

**Table 8: Therapeutic Memberships, 2015-2017**

	2015	2016	2017
Therapeutic Memberships	1,207	1,402	1,762
Total Memberships	48,639	50,674	47,703
Therapeutic as a % of Total Memberships	2%	3%	4%

Source: City of Mississauga, 2018

## Recommendations

- 22** Determine the capacity, utilization and penetration rate of providing therapeutic services directly and through partnerships.
- 23** Review equipment and space needs considering the increasing uptake of Therapeutic Membership.

### Building Strong Neighbourhoods

Building strong neighbourhoods centres on the notion that neighbourhoods are different and present different issues depending on demographics, socio-economics, education levels, the incidence of lone parent families, community design and the readiness of the residents to get involved. Further, the responsibility does not rest on the municipality to provide all the resources but to provide the leadership that is required to coordinate community discussions, engage all service related agencies such as Public Health, Social Services, Police Services, non-profit, charitable and faith-based organizations, and neighbourhood associations. There are often interventions already in place in the neighbourhoods but the lack of coordination and focus becomes evident once more fulsome neighbourhood discussions take place. There are often outcomes of sharing resources and efficiencies once these discussions take place.

The Region of Peel released neighbourhood-specific information in 2016 regarding demographics, socio-economics, single parent families, and levels of education within its lower-tier municipalities. This data was developed for the purposes of forming integrated groups to address predominant issues in at risk or priority neighbourhoods. The Region of Peel has a commitment and a history of identifying at-risk neighbourhoods and coordinating interventions with the regional municipalities and neighbourhood groups. The Region of Peel developed the Neighbourhood Capacity Support

Strategy in 2007 which gathered data on the neighbourhoods in the Region and engaged municipalities, agencies and the neighbourhood to design interventions based on location specific issues.

In 2014, the United Way dedicated funds to address issues in three of Peel Region's at-risk neighbourhoods including the Sheridan/Clarkson neighbourhood in Mississauga. The funding was supplied to develop strategies around employment and youth engagement.

The development of Strong Neighbourhood Strategies begins with data that can articulate neighbourhoods that are experiencing stress related to income, education, lone parent families and other factors. The initiation step in developing meaningful interventions is to present the data to agencies, organizations and the neighbourhood to see what impacts are evident within the neighbourhood. Defining the key issues and understanding what interventions are currently in place is key to gathering baseline information and engaging the neighbourhood to develop even more meaningful interventions.

Recreation services are often central to the success of strengthening neighbourhoods as community centres are gathering places and staff are engaged with many community agencies and organizations. Recreation and sport activities offer benefits to both individuals, families and the neighbourhood. Knowing the current investment of programs, community development and interventions that the City has in place will assist in initiating these neighbourhood conversations.

## Recommendations

- 24** Pilot a collective and multi-disciplinary approach within a selected neighbourhood to understand the current interventions and to better address prevalent issues, contributing the experience of Recreation Services staff and other appropriate City employees.

### **Welcoming Newcomers & Diverse Cultures**

Relationships with diverse cultures are being made by staff at the community centre level, and through contacts with stakeholder groups and the community at large. Efforts are being made to understand recreation preferences and introduce residents to the merits of participation in recreational pursuits. Successful municipalities in working well with diverse cultures will often:

- Develop baseline policies
- Guide staff in considering diverse populations in the development, execution and evaluation of programs and services
- Continually train staff
- Make formalized connections with varying groups to understand needs and develop a plan
- Attract diverse youth to engage in leadership training opportunities to gain employment
- Execute visual audits of recreation facilities and programs to ensure that all populations are included and represented
- Develop internal staff committees to ensure that the organizational culture is receptive and proactive
- Provide programs to teach newcomers traditional Canadian sport and activities
- Offer diverse program types to the public
- Work to ensure that the staff and volunteer compliment reflect the community that they serve

Three initiatives within GTA municipalities are viewed as leading edge and are provided as strong examples of work that should be addressed in Mississauga.

### **Town of Richmond Hill: Organizational Change First**

Community diversity in Richmond Hill has increased over the last few decades. Efforts are made to reach out to diverse populations to better understand their recreation and sport needs to respond in a proactive manner. One of the most critical steps that the Recreation and Culture Department took was to create an internal Staff Diversity Committee. The Committee's mandate is to ensure that staff are welcoming internally and have an organizational culture of inclusion. Efforts are being made to develop training programs, create better relationships within the community and to measure the effectiveness of the Committee's efforts.

### **City of Toronto: 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 three questions for staff to address 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 groups did you consult? 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?

### **Town of Ajax: Diversity and Community Engagement Plan**

The Town of Ajax enjoys a very diverse community where more people travel out of the community for work each day than travel to Ajax. The high commuter population provides a challenge to engage the community when many people leave early and arrive home late in the day. Members of Council endorsed the development of a Diversity and Community Engagement Action

Plan to ensure services were representative of the diverse population and that people would feel a sense of belonging within the community. The development of the plan was assisted by a steering committee made up of diverse cultures and representatives from marginalized populations. The Steering Committee became advocates of developing actions to ensure that staff and volunteers were well-trained in the needs of diverse and marginalized populations; leadership training efforts were inclusive so all residents could apply for job opportunities; the staff team and volunteer committees were reflective of the population that they served; and that programs and services reflected the needs of all residents.

These best practices as provided have shown impressive results and are being addressed in an ad-hoc manner within the City of Mississauga Recreation Services. A formalized plan would assist in placing greater focus, providing needed supports and training, providing services reflective of the whole community and intentional of addressing barriers to participation for marginalized populations.



Photo Credit: City of Mississauga

### Mississauga: Diversity and Inclusion Committee

In 2014, the City of Mississauga approved a Council-appointed advisory committee to ensure that municipal policies, programs and services reflect the needs of the ethno-cultural community. This Diversity and Inclusion Advisory Committee meets quarterly to advise Council on the review of proposed or revised policies and practises to ensure that these approaches are inclusive and do not create any barriers for these community members.

Recreation Services has provided training and are ensuring that facilities, programs and services are welcoming to a broader range of diverse and or marginalized populations. There is a need to broaden the definition of marginalized groups (LGBTQ2S community, women, newcomers at a minimum), as well as understand needs and current opportunities specific to recreation services, programs and facilities. This intentional approach will serve to reduce barriers and work more intentionally to include all residents. Staff seek the advice of the Council-appointed committees as they develop their plans.

#### Recommendations

- 25** Develop and support an internal staff committee that seeks to address best practices in including diverse populations in Recreation Services and within the organization.
- 26** Create a reference group of diverse populations that would advise staff on serving all residents of the City of Mississauga with specific emphasis on marginalized populations.

## Service Delivery for Youth and Older Adults

### Supporting Age-Friendly Initiatives

In 2006, the World Health Organization (WHO) developed criteria that will assist communities in becoming Age-Friendly – essentially creating the physical and social policies and infrastructure to keep older adults supported throughout their lifespan. The eight domains centre around the policies and practices with respect to:

- Outdoor spaces and buildings
- Transportation
- Housing
- Social participation
- Civil participation
- Employment
- Communication and information
- Community support and health services

The Public Health Agency of Canada with partners has developed the Pan-Canadian Age-Friendly Communities Milestones to capture what can exist in communities to support the older adult population.

The City of Mississauga has been working toward the Age-Friendly Designation over the last two years and is coordinating efforts with the Seniors Panel and other related agencies and organizations. The City's 2016 Older Adult Recreation Spaces and Services Plan sets forth the following recommendations relating to older adult space:

- Continue to develop social spaces in the lobbies of community centres to provide welcoming spaces for all age groups.
- Articulate enhancements providing welcoming and accessible spaces in City-owned parks and facilities including but not limited to shade, access to water and seating on trails and in parks, as well as facility modifications including but not limited to shelves and hooks in showers, and non-slip flooring.
- Work to achieve transit access as close as possible to the front entrances of community centres.

- Consider the future addition of older adult spaces to be shared spaces within community centres versus a stand-alone dedicated centre.<sup>12</sup>

The role of the City in providing/enabling recreation and sport for older adults is to understand the demographics and socio-economics within neighbourhoods, support older adults' preference to self-organize and support groups as required. Municipalities are noticing a general trend whereby younger-older adults may want to join mainstream programs and not be part of self-governing clubs, or be part of both service provision options. Another emerging trend is the development of older adult groups that serve certain cultures and that use public spaces sometimes exclusively. A further challenge exists when clubs duplicate offerings and do not maximize public spaces. Municipal coordination and inter-club communications is required to successfully enable older adult recreation and sport opportunities.

Mississauga has proactively planned and delivered services to meet the needs of older adults for many decades. The City's Older Adult Plan was prepared in 2008 and was awarded national recognition for its comprehensive investigation of improving municipal services across multiple City departments. Many of the Older Adult Plan's recommendations have been implemented including augmented staffing supports, enhanced program delivery, better coordination with partners, among other initiatives.

With a vision of becoming an "Age Friendly City," Mississauga continues to offer a robust range of programs and services for older adults. Many of these initiatives are arranged through older adult groups, providing a range of programs operating out of the eleven multi-use community centres, the Mississauga Seniors Centre, and through a partnership with the Active Adult Centre of Mississauga. The City of Mississauga offers programs and services for older adults in aquatics, fitness, and therapeutic recreation. Table 9 summarizes

<sup>12</sup> City of Mississauga. 2016. Older Adult Recreation Spaces and Services Plan. pp. 33-34.

Older Adult programs and services provided by self-governing clubs, and those provided by the City of Mississauga.

**Table 9: Older Adult Club and Program Information, 2015-2017**

Older Adult Services	2015	2016	2017
Older Adult Groups	58	60	47
Membership Numbers	8,531	8,223	8,185
Average Members Per Older Adult Group	147	137	174
Number of Volunteers	998	722	637
Number of Volunteer Hours	80,731	69,095	65,017
Value of Volunteerism at \$15.00 per hour	\$1,210,965	\$1,036,425	\$975,255
Number of Programs Offered	14,187	15,008	14,146
Attendance in Programs	292,611	288,490	275,554
Average Attendance per Program	21	19	19

Source: City of Mississauga, 2018

Selected observations at the local level include:

- The number of self-governing Older Adult groups is increasing slightly annually although the number of members overall has decreased by nearly 350 members in the last three years.
- The average number of members per group has increased over the same time (by 27 members/group) due to a having 11 fewer older adult clubs in the City.
- Volunteer hours to support Older Adult groups, programs and services declined by more than 4,000 hours in the last full year, and there were 15,700 fewer hours volunteered compared to 2015.
- Average participation per program has averaged at 20 participants per program over the last three years.

In addition to the 2008 Older Adult Plan, an Older Adult Recreation Spaces and Services Plan completed in 2016 recommended varying

policies, practices and service enhancements to address a growing aging population. Several key findings of both Plans are fundamental to the City's ability to successfully meet the needs of its current and future older adult population.

- Mississauga's aging trend will result in the number of older adults rising from 165,000 in 2011 to 300,000 in 2031. This increase will most certainly amplify the need for most services catering to the needs of this important segment of the population.
- Older Adult Recreation Groups (Clubs) currently attract about 4 per cent of the city's older adult population.
- Direct program opportunities offered through the City's aquatics, fitness and therapeutic lines of business attract 2.5 per cent of the older adult population. Therefore, when combined with the older adult group memberships, the current service delivery model penetrates 6.5 per cent Mississauga's older adult population (excludes drop-in opportunities such as lane swims).
- Younger older adults are less likely to use services or facilities with the same usage profile of previous generations. Adjustments to service delivery strategies and shifts in program delivery methods and schedules will be called for in the future.
- There is sufficient unoccupied capacity in the current supply of recreation facilities to meet the service and program needs of Older Adult Groups for the foreseeable future.
- The City should review recreation program and service offerings for older adults with view to ensuring a full range of services and developing direct programs to address gaps. This review should be completed in concert with Older Adult Groups and the Community Centre Older Adult Advisory Panel considering needs at both a service district and community centre basis.

### Recommendations

- 27** Prepare an update to the Mississauga Older Adult Plan.
- 28** Determine the most appropriate governance model (in consultation with older adult representatives) for the recommended redevelopment of the Mississauga Seniors Centre (see Recommendation 13) to clearly delineate responsibilities of the City and user groups of the space.

### Maintaining Youth-Friendly Platinum Status

Mississauga supports the provision and enabling of youth programs and services to keep this demographic living, working and contributing to a vibrant community culture. The City received Platinum status in meeting the requirements of being a Youth Friendly Community as developed by the Playworks Partnership. Mississauga proved that it met the 16 criteria outlined at that time (criteria is being redeveloped and/or refined). Achieving Platinum status as a Youth Friendly Community is a major achievement as only 10 per cent of the communities in Ontario have received a Youth Friendly Community designation at any one of the Bronze, Silver, Gold and Platinum levels since 2003.

The development of the Youth Friendly Community criteria aligns with “Stepping Up – A Strategic Framework to Help Ontario’s Youth Succeed” which includes other youth-specific plans like the 2012 Ontario Youth Action Plan. The Youth Action Plan is evidenced-based and was developed to improve youth outcomes with a provincial and community based focus. Demonstrating alignment with evidenced-based initiatives allows Mississauga to apply sound strategies and approaches within the community and connect more intentionally with youth-serving agencies and organizations. Having a common vision allows youth-centred organizations to each play their part in serving

and engaging youth. The Playworks Partnership Youth Friendly application is a community application, thus engaging youth and agencies serving youth to work better together. Alignment with these evidenced-based standards and continuing to work with other related organizations ensures that Mississauga is employing the most current best practices in the provision of youth recreation services.

### Recommendations

- 29** Prepare an update to the Mississauga Youth Plan so that recreation services remain current to the needs of youth and teens.
- 30** Form a reference group with youth and youth centred organizations in Mississauga (including Youth Advisory Committees within community centres and the Mississauga Library’s Teen Advisory Groups) to align with the evidenced-based elements of the Playworks Youth Friendly Community Platinum Level requirements. The Reference Group will also lend insight into the recommended update to the Mississauga Youth Plan (see Recommendation 29).

### Expanded Program Quality Initiatives

Most of Ontario’s 440+ municipalities offer or enable recreation and sport opportunities through direct and indirect programming models. Citizens should be able to anticipate an emphasis on quality assurance in service delivery. Providing recreation and sport services to hundreds of thousands of users requires standard policies and practices that will ensure legislative requirements are met (at a minimum) but also provide a level of assurance that customer service and quality standards are being met.

Provincial and national organizations have developed quality assurance frameworks to enable service providers to train, audit and make adjustments to recreation and sport service delivery. Mississauga is cognisant of these requirements and has embraced the Parks and Recreation Ontario's HIGH FIVE quality assurance framework for children's programs and services.

### Commitment to HIGH FIVE

Parks and Recreation Ontario HIGH FIVE quality assurance framework was implemented in 1994 to ensure that people working with children in a recreation and sport setting were trained in child development. HIGH FIVE is grounded in research and developed by experts in child development in sport and recreation. The principles of HIGH FIVE in providing programs and services to children include:

1. **Participation:** Children are empowered to have their say about the activities they participate in
2. **Play:** Children are encouraged to use their imagination, can resolve their own conflicts and can be self-directed
3. **Skill Mastery:** Children learn new and age appropriate skills in an encouraging environment
4. **Friends:** Children get to know others in a group in a safe setting
5. **Caring Adult:** Children receive the benefit of a caring adult role model who ensures that safety is paramount

The City of Mississauga Recreation Services achieved Accreditation status with HIGH FIVE in 2017. This is a significant accomplishment as Mississauga is the largest municipality in Canada to receive this status. 1,800 front-line staff and 50 supervisors / managers were trained in the principles of healthy child development, while over 2,000 unique programs were assessed over a two-year period. The HIGH FIVE Framework requires assessment of four areas of organizational effectiveness including training and development, program assessments, policies and procedures and branding / promotion. The assessment resulted in improved policies, practices and processes in the delivery of service.

The two key phases of the quality assurance framework centre on: Quest 1 – To train relevant staff and volunteers and test policies, procedures, communications and adherence to practices; and Quest 2 – A program assessment and improvement tool. Mississauga is involved in the HIGH FIVE quality assurance program in children's programs to ensure that parents are guaranteed programs that are age appropriate, meet safety and supervisory needs are enjoyable and offer some skill mastery.

In 2003 to 2005, Parks and Recreation Ontario quantified the benefits of the HIGH FIVE quality assurance standard for children engaged in recreation and sport. The research evaluated 200 organizations and participants, and the results of the following four studies.

- a) A secondary analysis of selected data sets related to the HIGH FIVE Program
- b) Primary research and evaluation related to HIGH FIVE
- c) The Benefits, Barriers and Quality in Children's Recreation and Sport – a literature review
- d) An independent review of HIGH FIVE in Nova Scotia

The key results of these studies concluded that:

- Over 92 per cent of the organizations (that set target scores for Quest 2) indicated that the review of policies and practices helped significantly with program and service planning.
- 88 per cent of the organizations indicated that HIGH FIVE has improved the experiences of children in their programs.
- The value of children's experiences increased with the number of staff that were trained in the Principles of Healthy Child Development (PHCD).
- The review of policies and procedures have assisted in identifying and



The best way to play™

addressing risk management issues in the delivery of service.<sup>13</sup>

Parks and Recreation Ontario is in the process of developing a HIGH FIVE Quality Assurance Framework for the provision of recreation programs and services for older adults possibly named HIGH FIVE - Active Aging. Preliminary research in the development of the framework has indicated that there is no common quality assurance framework in place in Canada for the provision of recreation services specifically. There are other accreditations in place such as the Commission on Accreditation of Rehabilitation Facilities (CARF), the International Standards Organization (ISO) and Accreditations Canada. Further findings indicate that the current HIGH FIVE framework for children is appropriate for the most part for use with older adults. Parks and Recreation Ontario is in the process of developing and refining the Quest 1 & 2 tools and designing a governance model and a national distribution strategy.

While the time and resources that it takes to attain and retain accreditation status is significant, the value to the organization and participants alike are worthy of continuance in this quality assurance standard.

## Recommendations

**31** Demonstrate the achievement of quality management in all Recreation Services' Lines of Business.

<sup>13</sup> Parks and Recreation Ontario. 2012. Making a Difference: Research Summary of the Development and Implementation of HIGH FIVE.



Volleyball at Huron Park Recreation Centre  
Photo Credit: City of Mississauga

## Quality Assurance in Sport

There are two quality assurance frameworks available to sport providers in Canada. One is the Parks and Recreation Ontario HIGH FIVE framework as previously described. The limitation of HIGH FIVE for sport is that the framework is limited to children ages 6 to 12 years and focuses on child development (as well as related policies and practices) rather than sport organization management per se, though there are some common elements. The research to support the outcomes of the HIGH FIVE quality assurance framework is supportive of expanding the framework to include all recreational sport opportunities provided by the City of Mississauga to children.

True Sport's Club Excellence Program is supported by Sport Canada and many national sport organizations. The Club Excellence Program's vision is "Building a network of healthy, strong and sustainable organizations across Canada". Club Excellence supports the Canadian Sport for Life (CS4L) sport development continuum

including Physical Literacy and is a quality assurance model that is built around four key elements in sport club management including:

- People Management
- Governance
- Financial Accountability
- Marketing, Recruitment and Revenue Generation

Sport Clubs can register as an Affiliate and can gain access to the Club Excellence standards, guidelines and resources. An audit of policies and practices takes place for three distinct levels of sport club excellence. An independent body evaluates the audited content and provides feedback and support to attain the next level. This framework supports an approach to continuous improvement and provides a common quality assurance and sustainable model for all sport clubs. This is a worthwhile initiative for the City to collaborate with the sport clubs to ensure that accreditation is achievable and supported. The City role is to ensure that all children and youth receive a similar standard of professionalism and quality in sport delivery.

There has been no research to test the outcomes of the True Sport Club Excellence Program to date. However, the framework is evidence-based and provides common standards by which sport clubs in Mississauga can deliver a quality and sustainable service. There is a financial commitment to become an affiliate in the True Sport Club Excellence Program as there is with HIGH FIVE. Before the implementation of this program can be recommended, more dialogue is required with the sport organizations as some sport clubs may be part of the program currently. There is positive support for all sport organizations using Mississauga facilities and sport fields to adhere to national high performance and quality assurance standards. An appropriate approach would be to share this quality assurance program with sport groups using City of Mississauga facilities to share resources and tools available to them (see Recommendation 0).

## Validating Mandates for Selected Services

### Healthy Food Initiatives

Municipalities must remain nimble in anticipating and responding to emerging trends and related priorities to continue to offer meaningful services to residents. Within the last 10 years, recreation departments have played a role in supporting healthy eating initiatives to assist in addressing Canada's obesity and inactivity issue.

Historically, concession stands in arenas and other facilities offered hot dogs, popcorn, candy bars and sugar based soft drinks. Concession goods and vending machines were offered to generate a net revenue toward the facility operations and to augment other services. This has been increasingly difficult with other fast food and beverage drive-through options that patrons visit on the way to the recreation facility. That aside, there has been continued encouragement from local public health initiatives to increase healthy food choices in concessions and in vending machines. The initiative has been a response to rising rates of chronic disease associated with inactivity and higher than average weights and obesity.

The Province of Ontario, through the Ministry of Education, issued a revised Policy/Program Memorandum PPM150 in October of 2010. The memorandum speaks to the nutritional makeup of foods and beverages sold in publicly funded elementary and secondary schools. The standards outline that:

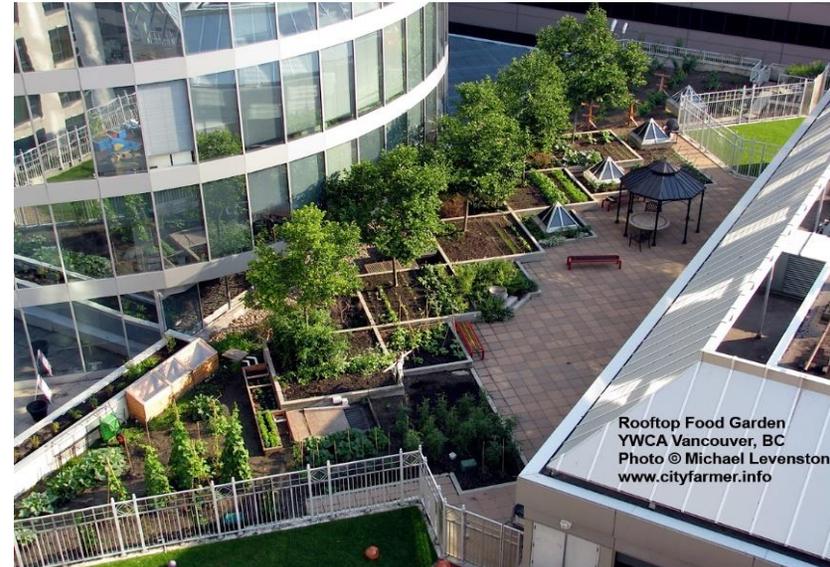
- More than 80 per cent of foods sold are to be the healthiest options and have higher levels of essential nutrients.
- Less than 20 per cent of foods sold have slightly higher levels of sugar and fats.
- Efforts should be made to obtain food produced in Ontario.
- School boards should consider the environmental impacts of packaging.
- Foods are not to be offered as incentives.

PPM150 also describes the municipal role that could be taken to work with local public health units to sell healthier food choices.

The City of Mississauga has embraced the value of selling healthier food choices with the balanced need to create a profit margin in food service operations. Of note the City has:

- Ensured that food sold at camps meets the PPM150 standard
- Positioned the City Café to be partially compliant at the Bronze level (25 per cent) and is working with the Region of Peel Public Health Unit to review all menu recipes
- Provided healthier choices to replace chocolate bars
- Moved menus for Council meals toward healthier food choices
- Used the Mississauga Valleys Lunch Program in the 2016-17 school year to provide healthy options in line with PPM150 standard
- Staff working with vending suppliers to increase healthier options for both beverages and snacks throughout municipal facilities

While there has been general overall support for increasing healthy food choices, municipalities have had to be strategic in addressing the change. The efforts have typically taken a collective approach by involving the local public health unit in educating staff and Members of Council, weighing the options, reviewing food choices and working with the public to determine the most successful approach. Offering more healthy food choices has typically augmented the existing choices, but placed healthier food choices so that they are most visible, and priced them so that they are attractive from a price point standpoint. More creative approaches have included taste testing healthy options, promoting the impacts of healthy food choices and altering existing foods to include healthier ingredients.



YMCA Rooftop Food Garden – Vancouver, Canada  
Photo Credit: Michael Levenston

The City of Mississauga has been an early adapter to the healthy food choices in facilities movement. In 2007, the City made a commitment to increase the percentage of healthy food choices and work to promote the benefits of doing so. The initiative was developed to support the Mississauga Active 2010 Plan to assist in creating healthier environments for Mississauga residents. Also relevant is the Region of Peel's Changing Course Plan - Creating Supportive Environments for Healthy Living in Peel, which focuses on healthy environments, movement through daily life and healthful foods.

The Region of Peel Healthy Communities Initiative is reaching out to local partners to educate them on chronic health issues and to work together to enable residents to make healthier food choices. A community forum was held in 2015 and the Medical Officer of Health outlined in a presentation that:

- 51 per cent of adults in Peel Region are overweight or obese

- 32 per cent of students in Peel Region are overweight or obese
- Obesity is linked to many chronic diseases including diabetes
- Mississauga has a 9.46 per cent of diabetes prevalence as compared to the rate in Ontario at 8.28 per cent
- South Asians experience three to five times the risk of diabetes as compared to the general population

Selected observations at the local level include:

- Full-time salary allocations have not been included in these figures; these staff cost allocations will impact the expenditure, net surplus and profit margin levels and should be identified to ascertain true costs.
- An average profit margin target for concession and food operations is 24 per cent; this is increasingly difficult to achieve overall with the rising costs of products and labour.
- Labour costs will increase as a result of legislated minimum wage increases.
- Mississauga re-negotiated the vending contract with Pepsi Co. to reflect the declining sales from vending. This will result in an overall reduction in commissions to the City by \$20,000 per year.
- The notion of healthier food choices in food services, concessions and vending is aligned with Recreation Services mandate to create and support healthy environments and outcomes for residents.
- The challenge will be to maintain a target profit margin with rising costs and healthier food choices to continue to offset the costs of core services.

Other municipalities have worked with local partners to augment the sale of healthier food choices in concession areas with teaching children and youth how to grow and prepare healthier foods through

the introduction of children's gardens, cooking classes/camps, as well as harvest festivals. These efforts have increased children's awareness in food choices and to gain skills in food production and preparation. The initial emphasis has been placed in priority neighbourhoods to augment any efforts with respect to food security.

### Recommendations

- 32** Work with community partners to expand upon healthy food offerings in recreation facilities and educate the public on healthier food choices.
- 33** Investigate the feasibility of offering children's vegetable gardens and cooking facilities, ensuring that these are implemented in selected neighbourhoods as an initial step.

### Revenue & Cost Recovery Philosophy for Golf Operations

The traditional role of municipalities in the operation of public golf courses is changing as the number of rounds and net profits seem to be decreasing. There are many factors contributing to decreased rounds and one is that more golf courses have been built in the last three decades and the consumer behaviour is moving toward shorter rounds that are less time consuming. Municipal golf courses are typically viewed as affordable for the beginner or average golfer, but as a cost centre that generates a net surplus to the municipality. The challenges to municipally run courses have been the number of rounds and net profitability due to rising costs, the need for competitive fee structure and, in some cases, weather conditions in the early season. As an example, the City of Calgary had a mandate for golf facilities to generate a net operating surplus. Members of Council voted to accept a deficit position in golf courses as they felt that municipally operated facilities still offer affordable/accessible opportunities and are a value-added service to the community.

The role of the municipality in golf operations is to:

- Grow the game of golf within the community by offering a robust menu of services including instruction and league play.
- Offer children and youth programming to ensure that golf is sustainable over time.
- Ensure golf is accessible to all through modifications for persons with disabilities and affordable access for low income and other marginalized populations.
- Promote environmental protection, conservation and stewardship of the greenspace and tree canopy.

In 2015, Golf Canada and the Professional Golfers Association of Canada produced a report entitled Current Trends in Golf and Golf Facilities in Canada. The report summarizes the changes that have occurred in golf participation and course development to assist owners and operators to respond to a changing market. The report offers the following information relevant to the Mississauga context:

- There are over 2,346 golf courses in Canada, with Ontario and Quebec hosting over 50 per cent of these facilities.
- Canada has the third highest supply of golf facilities in the world.
- Golf has the highest participation as compared to other sport in Canada.
- Nationally, 158 golf facilities have closed since 2010, with 41 of those closures taking place in Ontario - the majority of these were stand-alone public facilities (there was no indication of how many of these were municipally run).
- The average number of golf rounds per course decreased from 28,700 rounds in 2008 to 26,100 rounds in 2013, amounting to a 9 per cent reduction.
- Golf is becoming more affordable and accessible, there is increasing access for people of all ages and abilities.

- 9-hole courses account for over 37 per cent of the total supply of courses in Canada.
- Canada has developed nine, 12-hole courses; six of which are offered in Ontario.
- 2,126 or 91 per cent of the 2,346 courses offer daily rates.

For Ontario, the following golf-related trends are specifically noted:

- **Promotion of Youth Participation:** some courses are participating in programs to promote youth golf whereby a young golfer can golf at certain times for free or a low cost if they are golfing with an adult.
- **12-Hole Courses:** Ontario hosts six, 12-hole golf courses to appeal those whose time is limited but can afford 2.5 hours for a round of golf with 12 holes instead of 18.
- **Larger Cup Sizes:** some courses are increasing the cup size on the greens from a 4.25" cup to an 8" cup to reduce the time on greens and course difficulty.
- **Accessible Golf Carts:** accessible golf carts are available for those who have difficulty walking or who are wheelchair bound. An adapted approach allows persons with disabilities to participate in a round of golf.
- **FootGolf:** FootGolf is offered at a few golf courses in Ontario – including a municipally-run course in St. Catharines – to appeal to youth and broaden the use of the asset whereby participants kick a soccer ball around a smaller course designed within nine holes into a 21-inch hole.
- **Nine Hole Pricing:** 18-hole golf courses are offering 9-hole pricing during certain hours to attract golfers who feel that an 18-hole round takes too much time.
- **Rules are Loosening:** rules with respect to golf attire and the use of cell phones are not strictly enforced as in the past to attract younger golfers.

- **Disposition of Private Courses:** the sale and disposition of a number of private golf courses in the province (Vaughan, Brampton, Newmarket, Markham and Aurora to name but a few) due to a combination of decreasing rounds played, market saturation with many golf courses available, and the fact that golf courses sit on large and valuable tracts of land where conversion to built land uses is being driven by land scarcity and demand for housing (particularly in the GTA where such lands are scarce).

Selected observations at the local level include:

- In 2016, the Mississauga Golf Business Improvement Plan identified actions to maintain/improve the profitability of the Golf Course Line of Business - key initiatives center on:
  - adjusting the staffing model
  - adjusting maintenance standards
  - addressing a tournament strategy
  - pricing and discounted green fees
  - golf cart replacements
  - sponsorship opportunities
- A profit has been attained in the total Golf Operations Line of Business over the course of the last three years with an average surplus of 660,000 and a 15 per cent profit margin.
- The average number of rounds per 18-hole course in Canada has decreased from 28,700 rounds in 2008 to 26,100 in 2013; the number of rounds within the last three years at Braeben is 28,000 rounds and 33,900 at Lakeview, with both courses meeting or exceeding the national average.
- In Mississauga, a significant percentage of the golf rounds occur in the weekday mornings by the older adult population and this is consistent over the last three years.
- A three-year average of \$10.70 is the profit per round overall including data from both golf courses.

**Table 10: City of Mississauga Golf Course Operations Summary**

Golf Course Line of Business	2015	2016	2017	3 Year Average
Rounds	58,387	65,270	61,863	61,840
Net Operating Surplus per Round	10.0	10.9	10.9	10.7

Source: City of Mississauga, 2018

Although there is an aging population that seems to be sustaining a good portion of the golf operations, all efforts should be made to maintain the profitability. Golf is considered a specialty service and should serve to subsidize other core programs and services. Efforts should be made to maintain the participation by older adults, increase participation of the younger age demographic, control expenditures and increase revenues to ensure sustained golf profitability over time.

**Recommendations**

**34**

Maintain the mandate to generate a surplus for the overall Golf Operations Line of Business.



Golf Camp at Braeben Golf Course  
Photo Credit: City of Mississauga

## Core Services and Specialty Programming

The approach to articulating core services has allowed municipalities to provide resources for a critical set of programs and services that are deemed beneficial to the individual residents and the community. Core services are determined by defining what programs and services exist and to what degree they are mandatory or discretionary. Each service is evaluated as to whether they are legislated / mandatory, critical to the needs of residents of the city, or as being “Traditional” or “Discretionary.” For example, the offering of swimming lessons by the City of Mississauga could be considered an Essential service as it meets a need to reduce drowning and ensure that residents are safe in and around water. Further, the provision and enabling of older adult programming could be considered a Traditional service offered by the municipality as it meets the need to reduce social isolation and ensure that older adults are active, engaged and bettering healthy outcomes.

On the other hand, specialized programs tend to attract and serve a smaller percentage of the population and demand higher costs. These programs and services are often considered Discretionary and are maintained if they are contributing a net surplus of funds to offset the costs of other programs considered Essential or Traditional.

Most often a core services analysis engages the public and values that input in determining the service priorities and changes that might make them more efficient/effective in meeting defined needs. Non-core services are considered discretionary, optional or specialized and assist in offsetting costs for core programs and services. One of the questions in determining if programs or services are discretionary is posing the question as to how the citizenry would be impacted if the City did not offer the service.

The value of defining core services is to keep limited public resources focussed on critical programs that offer the greatest individual and public good. Defining core services involves an analysis of service levels, engaging the public on the importance of the service, benchmarking them against similar service providers, looking for efficiencies and potential innovations to provide services at the least

cost to the municipality. Non-core services are either reduced, provided by a third party or provided in-house with a view to generating a net surplus to offset the cost of providing core services.

The process steps show the flow of activities to support a core service analysis.

1. What are the services currently provided?
2. Is the service legislated, critical, traditional or discretionary?
3. What is the service level and how often is it provided?
4. How does the service level compare to other providers?
5. How do residents rate the importance of the service?
6. What services are considered core and non-core (through a publically-driven definition)?
7. Should services levels be changed or reduced?
8. What are the impacts of the suggested changes?

Core services analyses sometimes discount the notion that some programs are offered to better include marginalized populations at little to no cost to the participant and this segment of the population could miss out on the benefits of these services if the City did not provide them (after-school care, free playground programs, subsidized drop in programs). These programs and services are increasingly considered core services to address social issues over the long term. Further, many programs and services that have been considered discretionary in the past are now considered traditional due to their value to child and youth development, social cohesion, and so on. These facilities and services are identified as skate board parks, sport courts, community gardens, and community kitchens.

### Recommendations

**35**

Undertake a core services analysis in Recreation Services to ensure that the current cost-recovery model is aligned with any proposed revisions to the service delivery model.



David Ramsey Outdoor Pool  
Photo Credit: City of Mississauga

## Recreation Needs in Intensification Areas

Building upon the intensification-related discussion in Section 2's summary of selected trends in recreation, the City must be prepared to address the recreational needs of populations living in densifying, built-up areas of Mississauga. Of particular interest in the near future are the Cooksville, Lakeview and Port Credit communities that are presently undergoing long-range planning and development exercises. Intensification and infilling of existing areas in Mississauga is being driven by planning initiatives such as the Inspiration and Vision Cooksville studies, rapid transit initiatives, as well as a host of other factors not limited to the scarcity of large tracts of developable lands, availability of jobs within and near the city, and the high quality of life that makes Mississauga attractive to new residents.

Community centres and parks located in areas of higher density are equally as vital as those serving suburban or lower density areas. In fact, experience in other densely populated areas suggests that

residents living in higher density areas often rely upon urbanized facilities given that such residents have less personal green space as compared to their suburban counterparts. In turn, higher density urban dwellers have a greater reliance upon the public realm to meet their physical and social activity needs.

Mississauga's growth will be primarily directed to the Downtown, Major Nodes, and Community Nodes as defined through the City of Mississauga Official Plan's City Structure. While many of the recommendations advanced through the 2019 Recreation Master Plan should position Mississauga's existing recreation facilities and services to respond to needs within their immediate neighbourhoods and surrounding service catchment areas, the pressures on facilities and programs contained in Service Areas 5 and 6 will be noticeable with implementation of Vision Cooksville, the Inspiration Projects, Dundas Connects and the Hurontario LRT.

Many of the 50,000 new residents forecasted to be added to the city's population by 2026 are expected to live in the higher density Downtown and the designated Nodes. In preparation of increased pressures that will be generated for recreation facilities through the ongoing intensification and infill developments occurring in Service Areas 5 and 6, the following should be considered within and beyond the planning horizon of the Recreation Master Plan.

### Port Credit & Lakeview (Service Area 6)

There is substantial growth in Service Area 6 due to the proposed developments at OPG, CLC and Imperial Oil sites. Based on Planning & Building's population estimation, this area is projected to increase by approximately 30,000 people over the next 15 to 25 years. With this forecasted increase in population, this area would have the second fastest growth rate (23 per cent) next to the downtown area and may have traditional and non-traditional implications on recreation service levels in Service Area 6.

The City's community centre utilization trends, however, show capacity available for aquatics and community programs in the two community centres - Clarkson Community Centre and

Carmen Corbasson Community Centre/Cawthra School Pool - that serve Service Area 6. These two facilities will absorb demand from this anticipated growth particularly with the recommended investment in Carmen Corbasson Community Centre, as relocating the Cawthra School Pool will substantially increase indoor aquatic capacity within Service Area 6 (as more daytime aquatic program hours will become available for use by the City).

As Carmen Corbasson Community Centre is located close to the Inspiration Lakeview planning area, the community centre will likely service persons residing in or around the OPG, CLC and Imperial Oil sites. Although capacity for indoor aquatics and equipment-based fitness space may be available in the foreseeable future through a rejuvenated Carmen Corbasson Community Centre, there is potential for additional pressures to emerge given the undefined nature of the Inspiration projects and how many persons they could ultimately house. As a result, the City should plan for “contingency” options in the event that Carmen Corbasson and other community facilities servicing the southern intensification become fully subscribed before or upon reaching their buildout.

A “provision by partnership” approach represents an effective way of meeting future needs in a cost-effective manner, consistent with philosophies advanced in previous iterations of *Future Directions* and currently being contemplated for a Cooksville community centre. In the event that a third party expresses an interest in collaborating with the City to develop recreational facilities, the City should be amenable to exploring such a possibility if a need can be demonstrated. Although the City would not necessarily want to fund additional aquatics or fitness space, given these are required investments at the Carmen Corbasson Community Centre (and more of such facilities may compete with that facility), the City may wish to partner on spaces such as sports fields, multi-purpose rooms, and gymnasiums through which to expand its programming complement ideally as part of a community hub (e.g., in combination with other service providers – library, social services, and so on). That said, the role of the City in funding and/or operating any new recreational space would be reviewed when an architectural concept or building component proposal are presented for consideration.



Beach Volleyball at the 2016 Ontario Summer Games in Lakefront Promenade  
Photo Credit: City of Mississauga



City of Mississauga Junior Chefs Program  
Photo Credit: City of Mississauga

### Cooksville (Service Area 5)

The primary consideration for the 10 to 25 year outlook beyond strategies identified above is for a new community centre to be located near the Downtown intensification corridor. The Cooksville area has been identified in the 2009 and 2014 *Future Directions* for Recreation as a potential area for a new community centre, with a partnership-based approach involving a combination of the City, school board, land developer and/or other agency as the most likely scenario. While the 10 year strategies advanced herein should position existing community centres to respond to needs within their immediate neighbourhoods and surrounding service catchment areas, the pressures on facilities contained in Service Area 5 will be noticeable with implementation of Vision Cooksville and/or the Hurontario LRT. Community centres in Service Areas 4 and 6 could also be impacted by growth stemming from the Inspiration projects as well as Dundas Connects.

A community centre in Cooksville is envisioned to be needed at a future point in time when populations living near the Downtown Intensification Corridor (Hurontario Street) or within the Inspiration areas are such that the Mississauga Valley, Burnhamthorpe, Huron Park and Carmen Corbasson Community Centres reach capacity. Development of a public library branch in Cooksville may also serve as a catalyst as advanced through previous iterations of *Future Directions* for Recreation and Library Services. A new community centre in this established, intensified area will require a “non-traditional” approach to development given scarcity of readily developable and affordable land.

Potential components may include (to be confirmed through future facility planning studies) an indoor aquatic centre, gymnasium, fitness space, youth and/or older adult rooms, and multi-purpose program rooms at a minimum. The impetus for proceeding with such a project would be when demand for a major facility driver – such as a pool – becomes apparent within the Service Area due to population growth and pressure on the Mississauga Valleys and Burnhamthorpe Community Centres (among others). The City has identified a potential contribution at \$40 million towards such

a facility but will need to reconfirm that number once the architectural program and partnership model has been established pending further assessments and discussions. The City has identified cash flow commencing for this project in the year 2025 as part of its initial funding strategy for the project.

In areas of intensification, particularly Service Area 5, the City will need to proactively monitor land availability and land development opportunities through which indoor and outdoor recreation space could be provided. Proactive financial planning will need to continue to ensure that the City is in a fiscal position to capitalize on any such opportunities as they present themselves in the future outlook. Proactive discussions with prospective partners (e.g., Mississauga Public Library, the school board with respect to the TL Kennedy property, land developers and home builders, and so on) will also need to take place in the interim in order to ensure the City is apprised of development plans of other parties in the event there is a logical fit with the provision of recreation space per projects being undertaken by others.

The following pages describe global and Canadian approaches towards integrating recreational amenities within a dense urban context. Design solutions incorporate stacking of program, responding to historic context and creating expressive architecture landmarks. While not all might be applicable in the Mississauga context, they serve as examples of practices being undertaken in other parts of the world to integrate civic facilities in higher density areas.

**London, United Kingdom – Pitch Pitch**  
**“A Modular Solution that Provides Needed Space for Sport”**

This proposal to address the shortage of sports fields in a more densely populated area in London makes use of a lightweight structure that can stack football (‘soccer’) pitches on top of one another. The pitches could be erected on infill or unused properties within the city. The structure, designed by world renowned structural engineering firm ARUP, is easy and quick to assemble and install.



Photo Credit: ARUP Engineers and AL\_A

**New York City – Campbell Sports Centre**  
**“Creating a Gateway”**

This sports centre is part of a revitalization within the urban context of New York City and shows how recreation programs can be sculpted to create expressive civic spaces despite being on a compact site. At the corner of Broadway and 218<sup>th</sup> Street, the building forms a portal to the surrounding playing fields and houses 48,000 square feet of strength and conditioning spaces and support spaces.



Photo Credits: Steven Holl Architects

**Paris, France – Sainte Blaise Cultural and Sports Centre  
“Creating a Community Landmark”**

Within the heart of Paris’s heavily populated and densely urban district of Sainte Blaise, this sport and culture centre is designed to be a landmark for the community. It employs a multi-layered façade with different degrees of transparency that reveal the activities within. The program includes a wide range of public services and recreation spaces for the local residents.

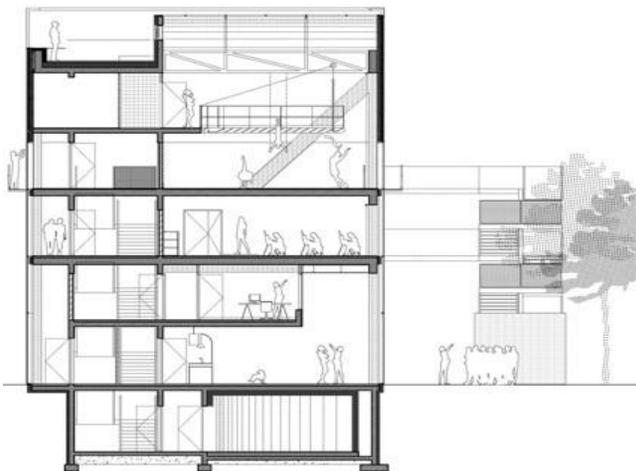
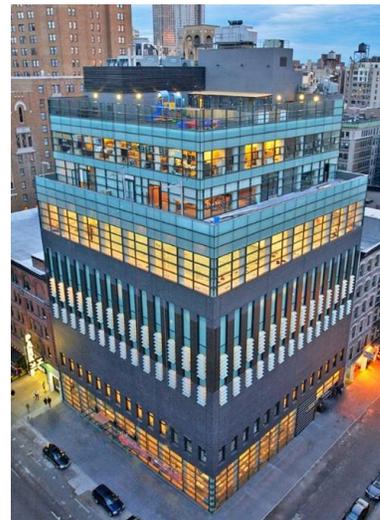


Photo Credits: BRUTHER Architects

**New York City – Jewish Community Centre  
“A High-rise Beacon for Recreation”**

In New York City, real estate is at a premium necessitating innovative solutions to conventional building models. The Jewish Community Centre in Manhattan is an example of a typical community centre program that is vertically stacked in a more densely developed city block. Within a 30m x 30m site, 120,000 square feet of activities are housed over 13 above-grade floors. Generous glazing on the lower floors of the structure offers views of the activities within while upper level glazing transforms the centre into a glowing beacon.



Jewish Community Centre, New York City  
Photo Credits: Diamond Schmidt Architects

### University of Colorado at Colorado – Springs Alpine Field “Optimizing the Use of Rooftops”

A two acre synthetic turf, multi-purpose sports field was constructed on the fifth level of a campus parking garage to serve university and community needs. The field is lined to accommodate soccer, rugby, and lacrosse and can be divided into two smaller fields for intramural events such as flag football, Ultimate Frisbee and short-sided soccer. The site includes a rooftop spectator area with bleachers, and a ground level plaza area with shade structure and turf lawn “hangout” area, office space, washrooms and equipment storage.



Alpine Field, University of Colorado  
Photo Credit: University of Colorado

### Chicago – Jones Preparatory School “A Vertical Opportunity”

Jones Preparatory School is “stacked” vertically over seven floors, with the classrooms at the middle on the fourth and fifth floors between shared spaces below (auditorium, lunchroom and library) and above (natatorium and gymnasium). To enhance user experience and learning in a vertical building, each floor is designed with wide stairwells and hallways, plus common areas outside classrooms, encouraging greater physical activity and opportunity for interaction.



Jones Preparatory School, Chicago  
Photo Credits: Perkins + Will

**Vancouver – The Roundhouse  
“Responding to Culture and Heritage”**

The Roundhouse is dedicated to community development through arts and culture. It arose out of the vocal input from an arts oriented community that desired a centre that would not only serve the arts-oriented needs of residents but also preserve the heritage of the old railway roundhouse. Programs include a black box Performance Centre, an exhibition hall, woodworking, pottery and dance studios, a full-size gymnasium, a cafe area, and various multi-purpose spaces.



The Roundhouse, Vancouver  
Photo Credits: Roundhouse, VIA Architecture

**Recommendations**

- 36** Proactively plan for meeting indoor and outdoor recreational needs in areas of intensification required beyond the 2019 Recreation Master Plan planning period. At a minimum this should involve monitoring land availability and development opportunities, long-range fiscal planning, and regular discussions with prospective institutional and private sector partners.
- 37** Embed convenient recreational access, adjacency and prominent visibility as key components by which all new and redeveloped urban planning projects are evaluated.

# Funding the Master Plan

# Funding the Master Plan

Not every action in the Master Plan requires funding – sometimes improvements can be accomplished through changes in approach or in policy. Most projects, however, require funding to proceed. Many projects are funded in the City’s current Business Plan and Budget, with many still requiring funding sources to be identified. The City must balance service provision with affordability and will thoughtfully seek funding for projects as opportunities present themselves.

Capital initiatives are typically funded through a combination of sources. Existing and new sources are evaluated annually to determine the best approach for funding the City’s projects. The following provides detail on currently available funding sources:

- Partnerships
- Federal and Provincial grants
- Development Charges
- Cash-in-Lieu of Parkland (Section 42 of the Planning Act)
- Capital Reserves
- Debt financing

## Partnerships

The City cannot fund all of its Master Plan projects alone. Partnerships with external agencies can provide welcome funding as well as other resources. The Region of Peel is a key partner in many initiatives. Other opportunities can be found in the sharing of resources, such as the co-location of different services in a single facility. This can help to reduce the costs of any one agency. Similarly, there may be partnership opportunities with Mississauga’s community organizations and corporations that can benefit both parties.

## Federal and Provincial Grants

The City receives funding from both Federal and Provincial levels of government. Much of this funding is targeted to specific programs by the granting authorities, and every effort is made to use these funds for our priority projects.

## Development Charges

Funds collected under the *Development Charges (DC) Act* are collected and used for funding growth-related capital costs. DCs are structured so that “growth pays for growth” but revenues collected through DCs are insufficient to fully address all of the City’s growth initiatives.

## Cash-in-Lieu of Parkland (Section 42 of the Planning Act)

Section 42 of the *Planning Act* enables a municipality to require land for public recreational purposes as a condition of development. The *Act* allows a municipality to collect cash-in-lieu of parkland as a condition of development in instances where a land dedication may not be appropriate. The City collects cash-in-lieu of parkland on most new land development. This revenue is used for parkland acquisition and recreational facility improvements, per the *Act*, and in accordance with approved capital plans and land acquisition strategies.

## Capital Reserves

Reserves and Reserve Funds are created to assist with long-term financial stability and financial planning. The City has a long history of prudently managing its Reserves and Reserve Funds. One of the purposes for maintaining strong reserve funds is to make provisions for sustaining existing infrastructure and City building. The City has implemented a 2 per cent annual Capital Infrastructure and Debt Repayment levy (reflected on the tax bill since 2013).

## Debt Financing

The issuance of debt is a critical component in financing future infrastructure for the City. There is nothing wrong with issuing debt as long as it is well managed. Debt does have an impact on the property tax; the larger the debt that a city holds, the larger the percentage of the property tax that must be allocated to service that debt. The City has a strong debt policy which defines stringent debt level limits to be adhered to.

With all of the City's competing priorities, choices must be made. The 2019-2022 Business Plan and Budget provides detail with respect to which Master Plan projects are currently proposed for funding. Projects identified in the Master Plan that do not have funding sources identified will be brought forward in future budget cycles for approval as viable funding sources become available. Each year, Council will direct which projects can be funded based on business cases and project plans through the annual Business Planning process.



Mississauga Celebration Square  
Photo Credit: City of Mississauga

# Appendices

# Appendix 1: Community Engagement Summary

## Overview of Consultation Initiatives

Fundamental to the success of *Future Directions* is an effective and strategic consultation program. Engagement tools were carefully selected to be effective, accessible, and efficient means of communication. This Appendix summarizes the findings of community engagement activities undertaken specifically for the *Future Directions* for Recreation.

*Future Directions* provided an exciting opportunity for residents, stakeholders and City staff to help shape the vision of Mississauga’s recreation system. Community engagement is at the core of the *Future Directions* planning process with the following consultation activities taking place throughout its preparation:

- Creating awareness of *Future Directions*
- Public Survey
- Stakeholder Focus Groups

Please note that **the information summarized herein should not be construed as recommendations, nor has public input been altered** even in instances where comments may not reflect the City’s actual policies, practices, or level of provision. Of note, targeted consultations with stakeholders was also completed separately through the City’s Recreational Indoor Facility Infrastructure Strategy as well as the Sport Field and Sport Court Facility Provision Strategy, of which themes are considered as part of 2019 Recreation Master Plan. Consultations were also undertaken with Members of Council and City staff through interviews, surveys and workshops to inform the Master Plan.



We are refreshing our current Plans for Culture, Recreation, Library, Parks & Forestry and Fire & Emergency Services to identify new priorities and needs, plan for growth and direct investment for the future.

**We want to hear from you.**  
Your input will help shape these City Plans for the future.

**Tell us**

- What services are most important to you?
- What are your expectations for these services?
- Which services are you happy with?
- What do you feel needs to change?
- What are some new things you'd like to see in the future?

To find out more, visit [mississauga.ca/yourfuture](https://mississauga.ca/yourfuture)

*Future Directions* Project Information Postcard

## Project Portal & Awareness Efforts

An online project portal was established under the City's "Your Say" platform, accessible via <https://yoursay.mississauga.ca/yourfuture> and is being used to:

- Communicate the purpose of *Future Directions* and address Frequently Asked Questions (FAQs)
- Advertise meetings and events
- Allow residents to submit questions and written comments via a feedback form
- Provide a direct web-link to the public survey
- Show project timelines and progress
- Provide public reports relating to *Future Directions*

City staff also created a postcard for distribution at community centres, libraries, the Civic Centre and distributed at various consultation events. The postcard communicated information about *Future Directions* as well as sample questions intended to spur thoughts regarding community services within Mississauga.

An email address ([yourfuture@mississauga.ca](mailto:yourfuture@mississauga.ca)) was created for residents to direct questions and comments to the attention of City staff and the Consulting Team, while phoned-in comments and questions were directed through the City's 311 call centre. At time of writing, a total of nine written submissions had been received for topics regarding the need for:

- A more robust range of civic, health and volunteer services being available at community centres in addition to sports
- Requests for more free programs, and specific requests for programs specific to dance, male-only swimming times
- Requests for a 50 metre pool
- More collaboration with school boards to construct recreation facilities
- Establishing scent-free recreational buildings and improved air quality within them

The screenshot shows the 'What Can Community Services Be?' website. Key elements include:

- Header:** Mississauga logo, search bar, and 'Sign In | Register' link.
- Main Content:**
  - Title:** 'What Can Community Services Be?'
  - Image:** A photo of people looking at a tablet with the text 'What can The Library be?' overlaid.
  - About the project:** A paragraph describing Mississauga's vision and the purpose of the survey.
  - We are refreshing our current Plans:** A list of plans for Culture, Recreation, Library, Parks & Forestry, and Fire & Emergency Services.
  - We want to hear from you:** A section explaining the importance of user input.
  - Consultation process:** A table showing four phases:
 

Idea	Review	Feedback	Approval
Phase 1: Idea Generation	Phase 2: Approval	Phase 3: Feedback	Phase 4: Implementation
April - June 2017	July - December 2017	February - March 2018	June 2018
OPEN	UPCOMING	UPCOMING	UPCOMING
  - Phase 1: Idea Generation:** A section with 'Share your ideas' and a list of ways to participate (Survey, In person, By email, By phone).
  - Current Plans:** A list of master plans including Library, Parks & Forestry, Recreation, and Fire Services.
- Right Sidebar:**
  - Timeline:** A vertical list of key dates: 'Gathering Insights April to June 2017', 'Develop Draft Master Plans July to January 2018', and 'Public Feedback February to March 2018'.
  - More Information:** A section with questions like 'What is this project about?' and 'Why is this project important?'.
  - Who's listening:** Contact information for the City of Mississauga, including phone (311) and email (yourfuture@mississauga.ca).

Future Directions Website Home Page

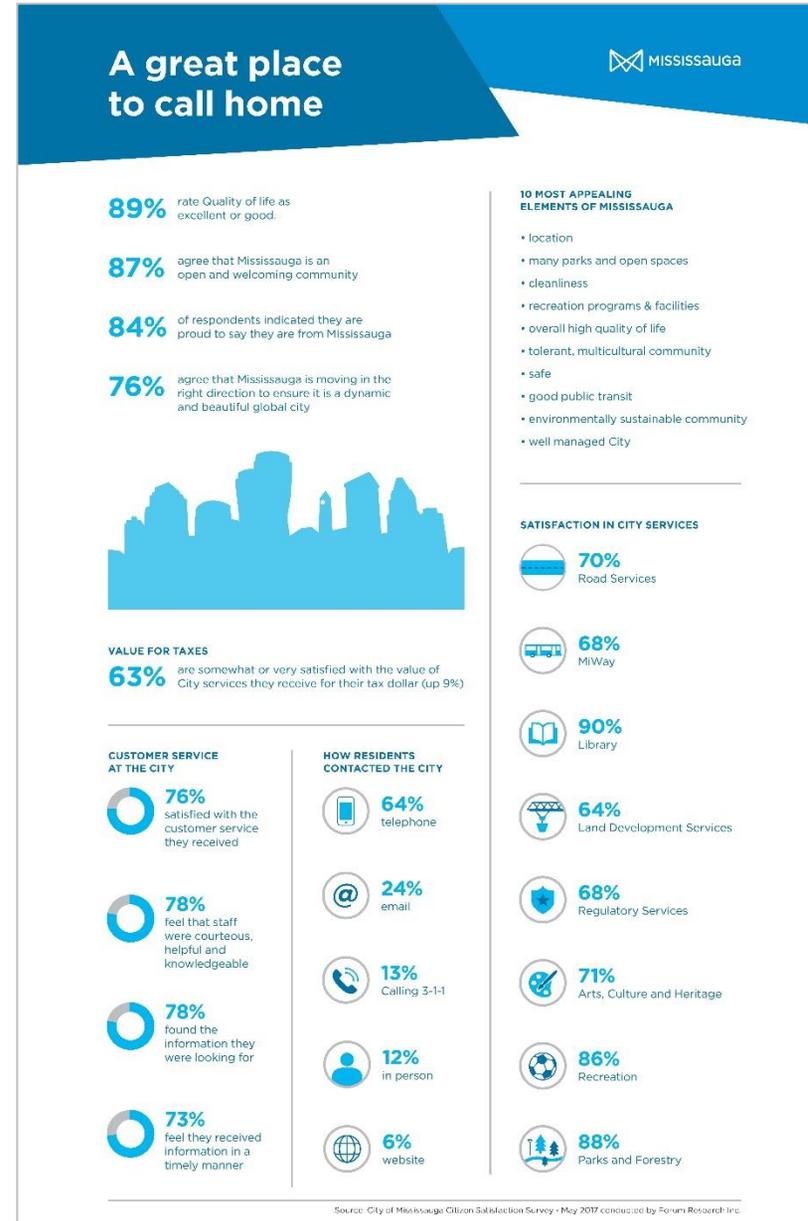
## 2017 Citizen Satisfaction Survey

The City of Mississauga regularly conducts a citizen satisfaction survey. The survey covers a broad range of services (i.e., it is conducted independently of the *Future Directions* process) and helps the City to better understand residents' opinions on a range of topics related to Mississauga's overall quality of life. By regularly undertaking the survey, the City monitors trends over time to understand how citizen needs and perceptions are changing. According to the survey, the top five most appealing elements of Mississauga are:

1. Location
2. Many parks and open spaces
3. Cleanliness
4. Recreation programs and facilities
5. Overall high quality of life

Citizen Satisfaction Survey findings relating specifically to the City's recreation services included:

- Satisfaction with **Recreation Services** is generally rated highly among residents, with an average satisfaction rate of 86 per cent, representing an increase of six per cent over 2015's results. Only one category, *the helpfulness of staff*, saw a significant change since 2015 (86 per cent, an increase of six per cent from the previous survey).
- The three lowest ranking categories were the variety of programs and activities offered through flexible, drop-in programs (75 per cent), multicultural program offerings (75 per cent), and affordability (75 per cent). As the numbers show, satisfaction still remains notably high, even if these are the lowest rated ones.
- 19 per cent of survey respondents were most interested in receiving information about the City's recreation and leisure programs (ranking fourth) and 13 per cent were interested in information regarding community events and festivals (ranking fifth).



Page from the 2017 Citizen Satisfaction Survey

## Public Survey

A survey available to the public between June 15 and July 7, 2017 informed the 2019 *Future Directions* service areas of Recreation, Parks & Forestry, and Library Services. A total of 1,758 surveys were completed.

### Importance of Recreation Services

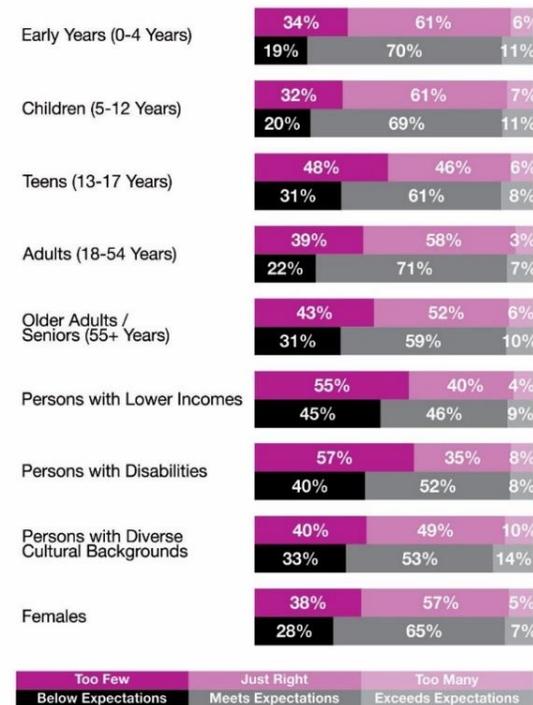
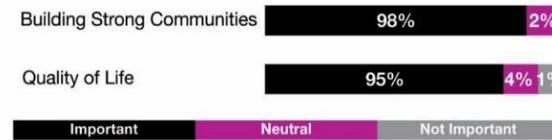
95 per cent of respondents stated that recreation is important or very important to their quality of life, compared to less than 1 per cent that believed otherwise (the remainder were neutral on the topic). Slightly more respondents indicated that recreation is important to building strong communities, whereas just 0.5 per cent did not think recreation was important in this sense.

### Satisfaction with Recreation Programs

Three out of five (60%) of respondents rated the number of recreation programs within their neighbourhood and surrounding area as “just right.” On the other hand, 38 per cent said that there were “too few” program opportunities and only 2 per cent said that there were “too many” programs.

When delving into program satisfaction based on demographic characteristics for target markets, most respondents felt that the number of programs were “just right” for children under 12 years, adults over 18 years of age, persons with diverse cultural backgrounds and for females. Respondents were more likely to indicate that “too few” programs are available for teenagers (46 per cent), persons with disabilities (55 per cent), and persons with lower incomes (57 per cent).

In terms of the quality of recreation programs offered by the City of Mississauga, most responding households stated that the programs offered for each age group met their expectations. A potential gap may be in the quality of recreation programs for persons with lower incomes, as 46 per cent stated that programs for these persons met expectations, while a relatively equal amount (45 per cent) stated that programs were below expectations.



Public Survey Results

### Participation & Barriers to Recreation Activities

Two out of every three respondents are able to participate in parks, recreation and library-related activities as often as they would like. The most common barriers noted specifically for the sample's participation in recreation and sport-related activities consisted of programs not being offered at a convenient time (24 per cent), fees being too expensive (17 per cent), a lack of time (16 per cent), facilities being too crowded (12 per cent) and not being aware of what facilities and programs are available (nine per cent).



Public Survey Results: Barriers to Participating in Recreation

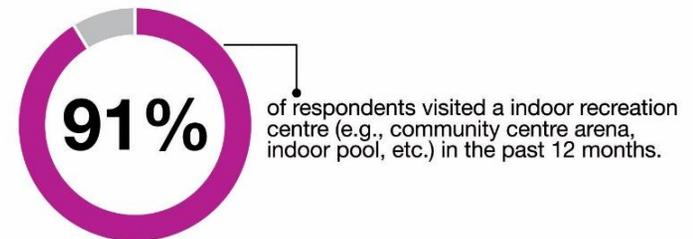
To shed light on how to improve awareness of community services, respondents were asked about what they think are the best methods to inform residents about parks, recreation and library services. The most popular method was through e-mail (69 per cent), followed by the City of Mississauga and Mississauga Library websites (64 per cent), Active Mississauga Online Program Guide (63 per cent), Media and news releases (46 per cent), City of Mississauga social media (35 per cent) and "Other" (13 per cent). Other mentions included message boards at facilities, flyers, newspaper, by mail, community newsletters and brochures, among others.

Over half of the survey sample (54 per cent) regularly and consistently use recreation facilities, parks, or libraries located within the City of Mississauga, while 46 per cent indicate that they regularly make use of these services in other communities. The most common reason cited for travelling to recreation and sport activities outside of Mississauga was because services were not offered in Mississauga (19 per cent). Approximately 17 per cent of the sample indicated that services were located closer to work or school, programs not being available at a preferred time, tournaments/special events/travel teams, and the quality of facility or program as being superior in the other community as other reasons for leaving Mississauga to participate.



Public Survey Results: Reasons for Leaving Mississauga to Participate in Recreation

Of note, 91 per cent of responding households indicated that they had visited a City of Mississauga indoor recreation centre in the past twelve months, while nine per cent had not. In addition, 95 per cent of respondents visited a park located in Mississauga.

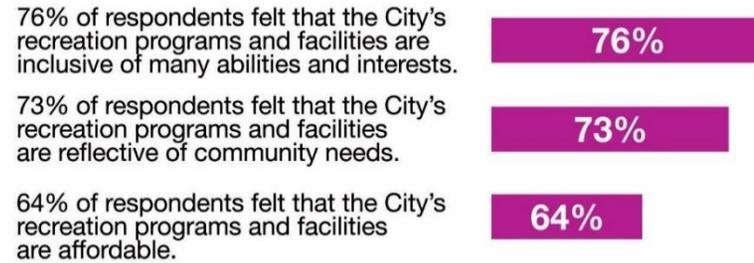


Public Survey Results

### Access & Inclusion

When asked whether the City of Mississauga’s recreation programs and facilities are inclusive for people of many abilities and interests, over three-quarters of respondents strongly agreed or somewhat agreed, while 12 per cent remained neutral and 12 per cent strongly disagreed or somewhat disagreed.

A similar proportion of respondents (73 per cent) agreed in some form that Mississauga’s recreation programs and facilities are reflective of community needs, while 13 per cent remained neutral and 15 per cent disagreed in some form. With respect to affordability, 64 per cent strongly agreed/somewhat agreed that recreation programs and facilities are affordable, while 14 per cent responded neutrally and 21 per cent strongly disagreed/somewhat disagreed.



Public Survey Results: Agreement with Statements Regarding Inclusion & Needs

### Investment in Recreation Facilities

Responding households rated the degree to which they believe specific recreation facilities require additional public investments for upgrades or new construction. Indoor pools received the highest level of support at 42 per cent followed by trails, playgrounds, fitness centres and outdoor pools rounding out the top five.



Public Survey Results: Support for Investment in Recreation Facilities

### Alignment between Recreation & Library Services

85 per cent of respondents had visited a community centre that contains recreation and library services over the last 12 months, while 13 per cent had not. When visiting a facility, most respondents (52 per cent) had accessed both library and recreation services, while 34 per cent reported going there for recreation services and 14 per cent only for library services. When participating in a recreation or library program, 36 per cent of respondents were more likely to choose a community centre containing a library branch versus a stand-alone facility.

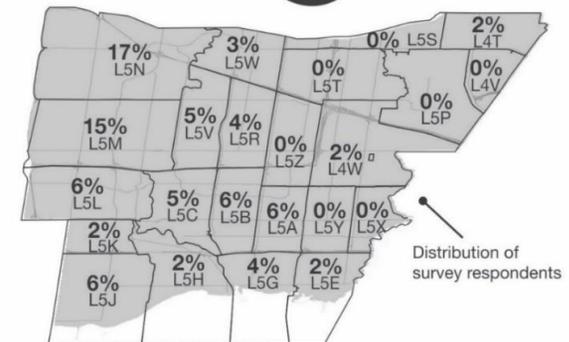
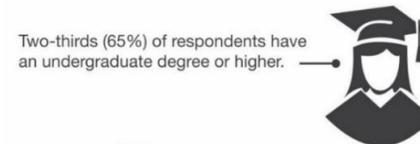
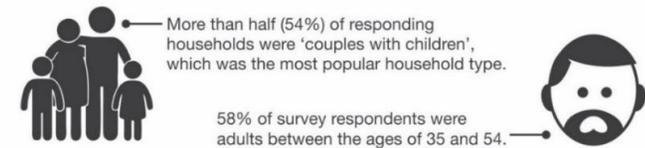
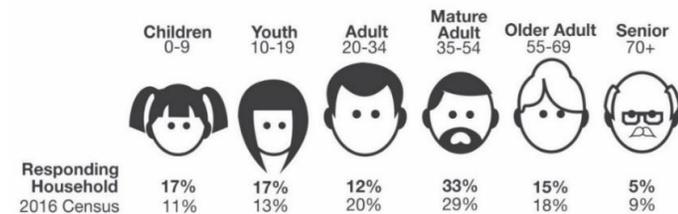
### Survey Demographics

To gather information about respondents and their households, a number of questions relating to household demographics were asked with key findings presented as follows.

- Women were more likely to complete the survey than men, with 72 per cent of all responses coming from women compared to 28 per cent from men.
- Respondents between 35 and 54 years of age accounted for 58 per cent of all surveys while 54 per cent lived in households with couples and children, thereby suggesting families had strong representation in the survey. By comparison, respondents between 20 and 34 accounted for 24 per cent of the sample while persons 55 years and above accounted for 27 per cent. In terms of household structure, couples living together constituted 17 per cent of responses and adults living alone another 9 per cent.
- The survey had strong representation from persons having some form of post-secondary education as 38 per cent of the sample reported an undergraduate degree as their highest level of education, 27 per cent possessed a post-graduate degree, and another 27 per cent had college diploma.
- In the last twelve months, 39 per cent of respondents had been a member of a community group or sport league that regularly permits or relies on the City of Mississauga, while 61 per cent are not members.
- Residents living in Mississauga longer than 20 years comprised 46 per cent of the sample, while those living in the city between 11 and 20 years represented another 26 per cent which indicates the survey was completed by well-established residents. New residents to the city living in Mississauga less than five years accounted for 12 per cent of all responses.
- Respondents speaking English most regularly in their households accounted for 92 per cent of the survey, followed by

French (six per cent), Mandarin (four per cent) and other dialects.

- Nearly one out of every three surveys were submitted by households located northwest of the Highway 403 and the Credit River. Households mostly residing north of the QEW but between the Credit River and Mavis Road accounted for 23 per cent of responses while 14 per cent of responses came from households predominantly living south of the QEW.



Public Survey Results: Survey Sample Characteristics

## Stakeholder Focus Groups

Four focus groups were scheduled on June 15, 2017 at Iceland with representatives of local sports associations, health service providers, the Older Adult Panel and Youth Councils. Discussions with First Nations representatives were conducted by City parks and culture staff on May 18 and June 12, 2017. The following is a synopsis of key themes discussed during each session.

Focus Group	Representatives
First Nations	<ul style="list-style-type: none"> <li>– Huron Wendat First Nations (2 attendees)</li> <li>– Mississaugas of the Credit First Nations (2 attendees)</li> </ul>
Health Services	<ul style="list-style-type: none"> <li>– City of Mississauga Community Development Coordinator, Therapeutic Programs</li> <li>– Trillium Health Partners (3 attendees)</li> </ul>
Sports Associations	<ul style="list-style-type: none"> <li>– Pickleball Mississauga Association</li> <li>– Springfield Tennis Club</li> <li>– Mississauga Figure Skating Club</li> <li>– Mississauga Aquatic Club</li> <li>– Erin Mills Men's Slo-Pitch</li> <li>– Mississauga North Baseball Association</li> <li>– Mississauga Southwest Baseball</li> </ul>
Older Adult Panel	No representatives in attendance*
Youth Councils	No representatives in attendance*

\* City staff contacted individuals and received RSVPs for the sessions, however, representatives did not attend

### First Nations Focus Group

City of Mississauga staff conducted interviews with First Nations representatives (noting Consulting Team staff were not in attendance as per the City's preference). Specific points of discussion included:

- **Recognizing and acknowledging First Nations** people, culture and their treaty rights through education and celebration of First Nations. Reconciliation should be linked back to nature

and environment through plaques, trail markers, placemaking, wayfinding, education opportunities, tour guides and frontline staff that are trained with Indigenous history and understandings of the people.

- Greater **sharing of First Nations history** is required, which can be done through diverse platforms such as information about history of the First Nations on the City's website, in print form, at libraries and community centres, integrated within camp programs, and so on.
- Ensuring that First Nations are **consulted early in planning processes**, whether it be related to land developments, archaeological projects, parks planning or something else where First Nations are stakeholders.
- Opportunities to consider the **North American and Indigenous Games**.

### Health Services Focus Group

Representatives from the two hospitals operated under Trillium Health Partners attended the focus group. Discussions centred upon the role of chronic disease and injury prevention and rehabilitation through the parks and recreation system, along with opportunities for the City and the health sector to collaboratively address common objectives relating to the physical health of Mississauga residents. Specific points of discussion included:

- Generating **better awareness of programs** offered by the City and the health sector, including a 'menu' of programs and services available through each that can specifically inform persons diagnosed with various chronic diseases (and their health practitioners).
- A need to **target greater health promotion to children and teens** through physical activity given the prevalence of sedentary behaviours, less willingness of parents to encourage

risky or independent play due to safety concerns, and sub-optimal nutrition intake. Otherwise, there is a strong possibility that the current generation of children and teens will not have the foundation to have a high quality of life as they age, and may experience chronic disease and injuries much sooner in their lives than previous generations of adults.

- Recognition that hospitals are overcrowded and underfunded. While there are community services - not directly related to recreation – that receive funding from the Ministry of Health, the Province has yet to make the leap to also **funding preventative and rehabilitative recreation programs** that a municipality is well positioned to deliver, due to its strength in the recreation field.
- Continued need for **coordination and collaboration** between health and recreation providers to share financial and human resources, integrate Physical Literacy within programs, design buildings and communities as a whole to be age-friendly and encourage healthy lifestyles, and so on. A specific example mentioned was exploring whether a physiotherapist or occupational therapist could be employed by the City (potentially a jointly-funded position) to act as a liaison, since such a professional would understand topics relating to recreation, health and prevention/management. Another example was using a model such as the Healthy City Stewardship Centre that brings together agency and municipal representatives from across Peel Region.
- Finding ways to **ensure that cost does not become a barrier to therapeutic recreation** through greater funding, review of Financial Assistance Policies (considering persons affected by a short-term disability, in addition to Low Income Cut Off measures) and other criteria.

### Sports Associations Focus Group

Representatives from seven local sports associations participated in a discussion regarding future needs. The diverse nature of these indoor and outdoor sports groups resulted in a broad range of topics covered, with specific points of discussion noted as follows:

- A desire for a **dedicated outdoor pickleball venue** in Mississauga to allow the sport to grow locally, as well as to provide consistent access to courts during weekday evenings and on weekends; Pickleball Mississauga indicated a willingness to assume responsibilities for overseeing use of such a facility.
- Challenges with **recruiting new volunteers and retaining existing volunteers**, resulting in heavy time commitments and responsibilities being placed on association boards and executives.
- The lack of **an aquatic centre that is designed for swimming competitions** and meets, considering factors such as short-course versus long-course sizes (i.e., 25 metre and 50 metre pools), adequate deck space and spectator seating, and other “sport-friendly” features.
- Desire for a **multi-ball diamond complex** for hardball that is supported by amenities such as field lighting, sufficient parking, washrooms, and so on that is designed for high level competitive use as well as for tournament play.
- Perceived deficiencies relating to **coordination between various City Departments and Divisions** as groups often have to contact multiple staff persons for single requests relating to special events, scheduling, and so on. A specific example that was raised pointed to the fact that sometimes City maintenance staff are unaware that tournaments are being run and facilities are not setup or maintained beforehand.

Participants indicated that it would be helpful to have a single point of contact at the City to coordinate their requests.

- A suggestion for the City to better **engage its stakeholder groups beyond the Recreation Master Plan process**. As an example, consulting stakeholders in the design of sports facilities could lead to better utilization and cost recovery as groups would be more inclined to use spaces that are most conducive to their needs. Participants stated that there is considerable expertise contained within the various associations whose knowledge can be leveraged by the City.

### **Older Adult Panel & Youth Council Focus Groups**

City staff contacted representatives of the Older Adult Advisory Panel, Lifelong Learning Mississauga, The Dam and a number of other age-specific service providers. For reasons beyond the City's control, no representatives were in attendance for the Older Adult Panel Focus Group and the Youth Council Focus Group.

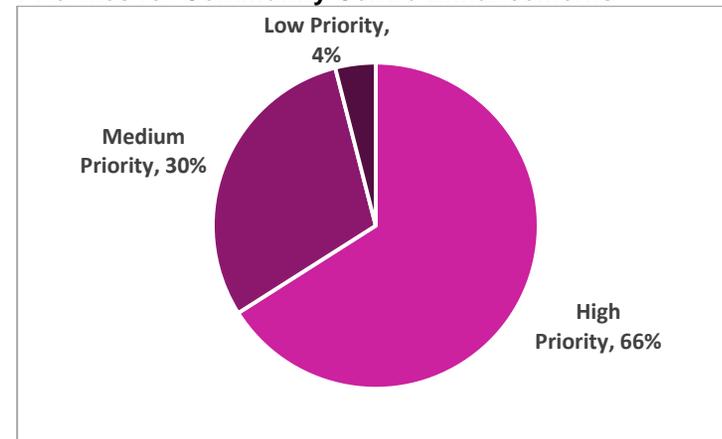
# Appendix 2: Recreation Public Feedback Report

In December 2018, the City undertook a series of consultations with the community to test the Draft Future Directions prior to its finalization. The City hosted public information centres that presented key themes from each Future Directions Master Plan, as well as promoted a community survey that garnered 932 responses in total. The themes from consultations conducted during the Draft Master Plan stage are presented in this Appendix.

## Community Centre Enhancements

Through the consultations, participating residents support the City's current and future efforts to enhance community centres and their respective amenities. Part of doing so is so that the City keeps pace with population growth, particularly in areas targeted for higher density development and underserved areas, which reinforces themes from consultations carried out initially to inform the Master Plan. Among survey respondents, 66 per cent rated community centre enhancements as a high priority compared to only four per cent that rated it as a low priority.

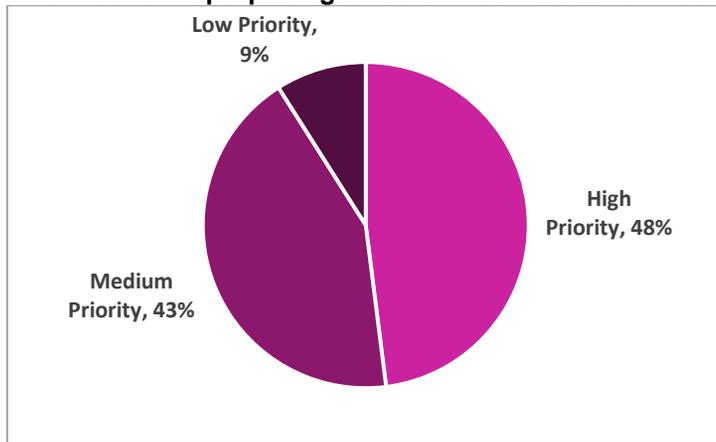
**Priorities for Community Centre Enhancements**



## Repurposing Underutilized Recreation Facilities

Opinions were slightly more mixed when testing the repurposing of recreation facilities, even when they have the potential to address more pressing recreational needs in Mississauga. Whereas 96 percent of previously listed survey responses rated community centre enhancement as a high or medium priority, 91 per cent prioritized recreation facility repurposing activities in the same way.

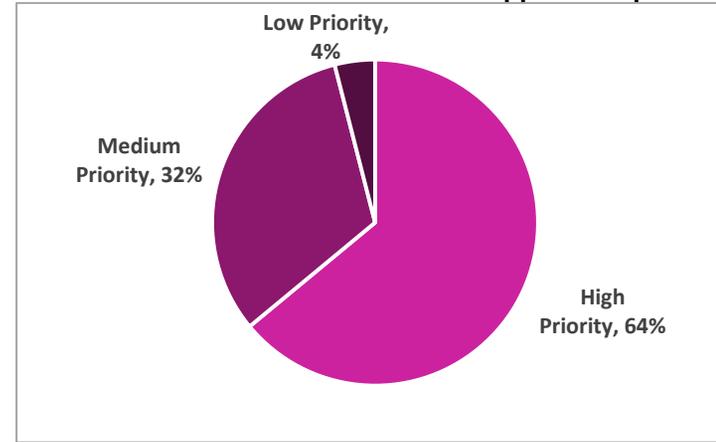
**Priorities for Repurposing Underutilized Recreation Facilities**



## Spaces for Youth and Older Adults

Survey respondents also highly prioritized the provision of spaces that support youth and/or older adult programming. 64 percent of responses rated youth and older adult supportive spaces as a high priority and another 32 per cent rated these as a medium priority indicating that spaces conducive to age-specific programs are important.

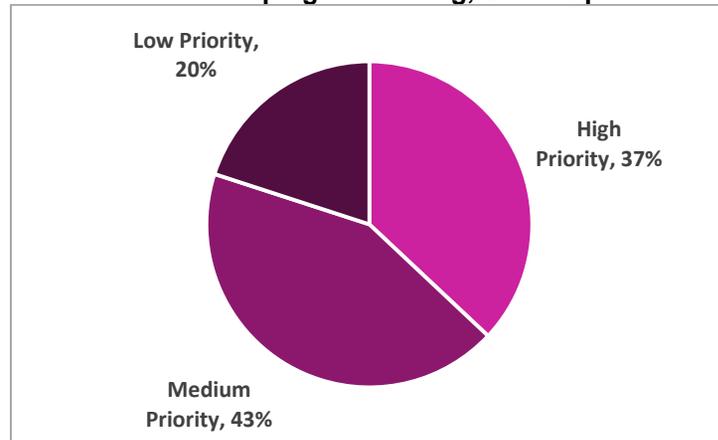
**Priorities for Youth and Older Adult Supportive Space**



### Social Spaces in Community Centre Lobbies

The provision of social spaces in community centre lobbies to provide welcoming spaces for all age groups was important to survey participants, though at a lower level of priority relative to other themes that were tested. 20 per cent of responses rated social spaces as a low priority initiative, though the importance of such design considerations should not diminish given the 80 per cent of respondents that rated welcoming spaces as medium or high priorities.

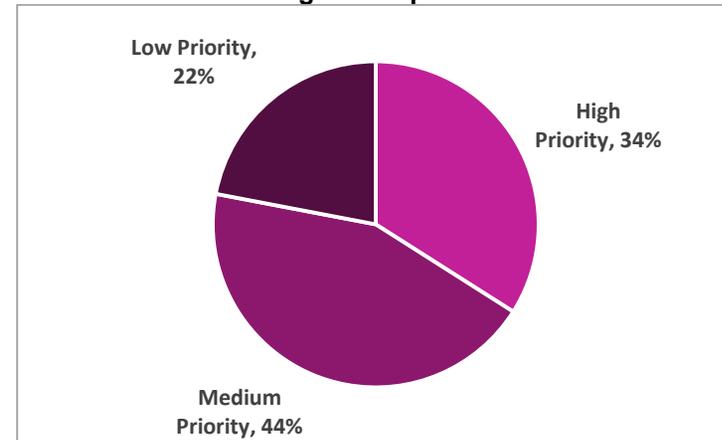
**Priorities for Developing Welcoming, Social Spaces in Lobbies**



### Providing Inclusive Services

Approximately 78 per cent of survey responses placed a high or medium priority on having the city increasing its emphasis on creating inclusive recreation programs and services. In this way, residents have opportunities to participate regardless of their cultural or social backgrounds, physical ability, and socio-economic circumstance.

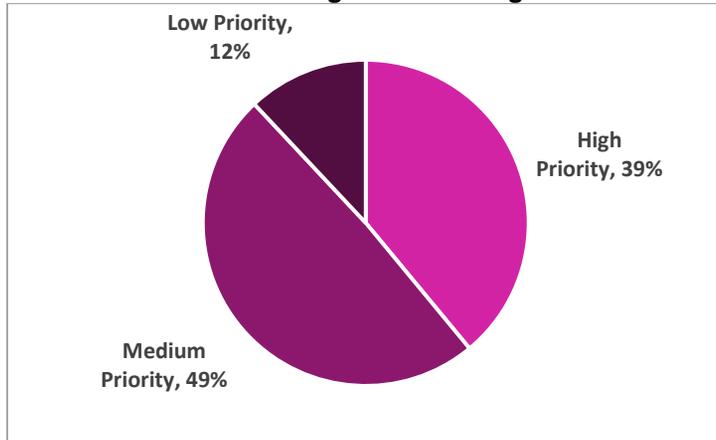
**Priorities for Increasing the Emphasis on Inclusive Recreation**



## Collaborating with Others

Respondents see a value in having the City continue to collaborate with other agencies and service partners to increase the overall capacity to provide parks, forestry, and recreation opportunities. 39 per cent state that such a spirit of collaboration should be a high priority for the City while another 49 per cent rated this as a medium priority.

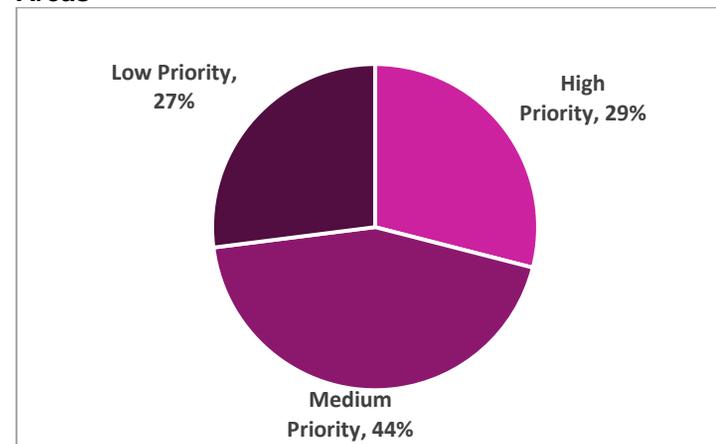
**Priorities for Collaborating with Other Agencies/Providers**



## Improving Awareness of Services

There was a similar split between high and low priorities when it comes to developing marketing tactics, educational materials and partnerships for the purposes of encouraging community involvement and heighten awareness of services of Mississauga’s recreation services, parks and natural areas. 29 per cent rated this action as a high priority while 27 per cent rated it as a low priority.

**Priorities to Heighten Awareness of Recreation, Parks and Natural Areas**



# Appendix 3: Recreation Implementation Guide

This Implementation Guide is a planning tool to be used in conjunction with the capital recommendations contained within the 2019 Recreation Master Plan. City Staff will review this Implementation Guide annually to monitor progress on each item and ensure that the recommendations are being incorporated into workplans.

Key elements of the Implementation Guide include:

## **Implementation Trigger(s)**

Refers to the factors that should be considered prior to initiating the recommendation.

## **Timeframe**

Refers to the timing for implementation of a recommendation. For the purpose of this guide, four-time frames are used: short term (1-4 years); medium term (5-9 years); long term (10+ years); and ongoing. Timing is often synonymous with priority. Recommendations are listed under each area of focus in order of suggested start.

## **Section(s) Most Responsible**

Identifies those business unit(s) within the Community Services Department that have a major role in implementing each recommendation. The lead business unit is identified in bold.

## **Capital Costs and Additional Operating Costs**

Recommendations with capital costs will be subjected to the annual corporate business planning and budget processes. Some of these recommendations are already in the 2019-2028 ten year capital budget and forecast. Recommendations that are anticipated to have an operating impact will also be reviewed through the annual corporate business planning and budget process.

Rec.#	Recommendation	Implementation Trigger(s)	Timeframe	Section(s) Most Responsible	Estimated Capital Costs	Additional Operating Costs
<b>Capital Infrastructure Needs</b>						
<b>Repurpose and Ice Pad</b>						
1	Decommission one ice pad in the next three years and repurpose all or part of its square footage to a space conducive to indoor aquatics, fitness, certain gymnasium-based activities, multi-purpose and/or age-specific programs.	<ul style="list-style-type: none"> <li>Decrease in arena utilization and/or rentals</li> </ul>	Short Term	District Operations	Subject to Feasibility Study	No
2	Upon decommissioning one ice pad, the City should monitor arena bookings, utilization trends and general operating performance to determine whether further adjustments to the arena supply are required in the next 5 to 10 years.	<ul style="list-style-type: none"> <li>Decrease in arena utilization and/or rentals</li> <li>Unsustainable arena financial performance</li> </ul>	Short Term	District Operations	Ongoing	No
<b>Relocate &amp; Rebuild Aquatic Centres</b>						
3	Relocate the Glenforest School Pool to Burnhamthorpe Community Centre.	<ul style="list-style-type: none"> <li>Aging Infrastructure</li> <li>Population Growth</li> </ul>	Short Term	District Operations	Funded as per 2019-2028 Capital Plan	N/A
4	Relocate the Cawthra School Pool to Carmen Corbasson Community Centre.	<ul style="list-style-type: none"> <li>Aging Infrastructure</li> <li>Population Growth</li> </ul>	Short Term	District Operations	Funded as per 2019-2028 Capital Plan	N/A
5	Conduct selected improvements and renewals to existing indoor aquatic centres including those at the Huron Park and South Common Community Centres.	<ul style="list-style-type: none"> <li>Aging Infrastructure</li> </ul>	Short - Medium Term	District Operations	Funded as per 2019-2028 Capital Plan	N/A

Rec.#	Recommendation	Implementation Trigger(s)	Timeframe	Section(s) Most Responsible	Estimated Capital Costs	Additional Operating Costs
<b>Enhance Mississauga’s Fitness Centres</b>						
6	Strive to provide at least one high quality equipment-based fitness centre within every Service Area, with the three existing activity studios assisting in rounding out the geographic distribution by facilitating active living programs.	<ul style="list-style-type: none"> <li>• Facility redevelopment or reNovation projects</li> <li>• Population Growth</li> </ul>	Medium Term	District Operations	Subject to Feasibility Study	No
7	Upgrade the fitness centre and activity studio at South Common Community Centre, as part of a broader facility reNovation/reconstruction project, in order to reflect a modernized club-format environment consistent with other municipal equipment-based templates. Space permitting, an indoor walking track should also be considered either within the fitness centre or encircling a redeveloped gymnasium.	<ul style="list-style-type: none"> <li>• Aging Infrastructure</li> </ul>	Short - Medium Term	District Operations	Funded as per 2019-2028 Capital Plan	No
8	Provide club-format, equipment-based fitness centres and/or additional activity studios at the Carmen Corbasson Community Centre and the Burnhamthorpe Community Centre. These should be constructed in tandem with the indoor aquatic centre construction projects recommended for each community centre.	<ul style="list-style-type: none"> <li>• Redevelopment Projects</li> </ul>	Short Term	District Operations	Funded as per 2019-2028 Capital Plan	No
<b>Enlarge the South Common Community Centre Gymnasium</b>						
9	Subsequent to efforts to increase public access to school gymnasiums during evening and weekend hours, enlarge the gymnasium at South Common Community Centre as part of a major renewal and reconstruction project.	<ul style="list-style-type: none"> <li>• Aging Infrastructure</li> <li>• Outcome of discussions with school boards</li> </ul>	Short - Medium Term	District Operations	Funded as per 2019-2028 Capital Plan	No

Rec.#	Recommendation	Implementation Trigger(s)	Timeframe	Section(s) Most Responsible	Estimated Capital Costs	Additional Operating Costs
<b>A Good Supply of Multi-Purpose Rooms</b>						
10	Existing multi-purpose room supplies are generally sufficient in Mississauga; however, the City should determine whether new multi-purpose spaces would enhance any program-specific outreach or reconcile rental gaps in the following instances: <ul style="list-style-type: none"> <li>i. Where the City undertakes construction or redevelopment of major civic facilities</li> <li>ii. In concert with private land developments – where appropriate – such as those planned for higher density areas, possibly by using Section 37 of the Planning Act</li> </ul>	<ul style="list-style-type: none"> <li>• Redevelopment Projects</li> </ul>	Long Term	Business Planning	Subject to Feasibility Study	No
<b>Spaces for Youth &amp; Older Adults</b>						
11	Integrate areas supportive of youth programming or “chill zones” at Burnhamthorpe Community Centre, Carmen Corbasson Community Centre and South Common Community Centre as part of the respective reconstruction projects recommended for these facilities. Depending upon site expansion potential or constraints, these youth-supportive spaces may be combined with rooms supporting older adult activities or multi-purpose rooms recommended for the facilities (stand-alone or dedicated centres are discouraged).	<ul style="list-style-type: none"> <li>• Market Segment Growth</li> </ul>	Short Term	<b>Aquatic, Therapeutic, Fitness</b>  Community Programs	Funded as per 2019-2028 Capital Plan	No

Rec.#	Recommendation	Implementation Trigger(s)	Timeframe	Section(s) Most Responsible	Estimated Capital Costs	Additional Operating Costs
12	Investigate additional opportunities to develop social spaces in the lobbies of community centres to provide welcoming spaces for all age groups.	<ul style="list-style-type: none"> <li>• Market Segment Growth</li> </ul>	Medium Term	District Operations	N/A	No
13	Initiate a visioning process with the Mississauga Seniors Centre membership to discuss facility revitalization and space configurations suited to service improvements. The intent of the visioning is to inform the facility redesign process with the aim of bolstering member utilization rates and reinforcing the facility as a centralized hub for older adults across all of Mississauga. If feasible, concurrently align any facility redevelopment projects arising out of the visioning process with the proposed expansion of the Carmen Corbasson Community Centre.	<ul style="list-style-type: none"> <li>• Redevelopment Projects</li> <li>• Market Segment Growth</li> <li>• Availability of Staff Time</li> </ul>	Short Term	District Operations	Funded as per 2019-2028 Capital Plan	No
14	Integrate an area conducive to older adult programs at Burnhamthorpe Community Centre as part of the indoor aquatic centre construction project recommended for this facility. Depending upon site expansion potential or constraints, this older adult-supportive space may be combined with rooms supporting youth activities or multi-purpose rooms recommended for the community centre (a stand-alone or dedicated centre is discouraged).	<ul style="list-style-type: none"> <li>• Market Segment Growth</li> </ul>	Short Term	District Operations	Funded as per 2019-2028 Capital Plan	No

Rec.#	Recommendation	Implementation Trigger(s)	Timeframe	Section(s) Most Responsible	Estimated Capital Costs	Additional Operating Costs
<b>Monitor Needs for Indoor Turf</b>						
15	While the need for a fourth indoor turf field in Mississauga is a possibility within the next 10 years, analysis of uptake and utilization of the Park 459 indoor field is required, once constructed, prior to undertaking any further additions to the supply of indoor turf fields. In the event that a fourth indoor field is required, the preferred strategy is to install a seasonal air-supported structure over an existing artificial turf field owned by the City or provided in collaboration with an institutional partner.	<ul style="list-style-type: none"> <li>• Uptake in Utilization</li> </ul>	Medium Term	<p><b>Parks Development</b></p> <p>Sports</p>	Subject to Feasibility Study	<p>Yes</p> <p>Subject to Feasibility Study</p>
<b>Co-ordinated and Regular Planning</b>						
16	The planning, construction and/or programming of park-based outdoor recreation facilities should be coordinated with implementing the recommendations of the 2019 Parks & Forestry Master Plan.	<ul style="list-style-type: none"> <li>• Population Growth</li> <li>• Facility Utilization</li> </ul>	Ongoing	Park Planning	N/A	No
17	Undertake regular evaluations of the City's core facility and service mandate in recreation, including through implementation of 2019 Recreation Master Plan Recommendation 35, to determine whether quantified community needs are sufficient, operationally sustainable, and consistent with corporate service philosophies. In doing so, the City can make determinations that may warrant entry into new levels of service as well as decide whether to retain existing levels of service.	<ul style="list-style-type: none"> <li>• Best Practice Initiative</li> <li>• Availability of Staff Time</li> </ul>	Ongoing	Recreation Leadership Team	N/A	No

Rec.#	Recommendation	Implementation Trigger(s)	Timeframe	Section(s) Most Responsible	Estimated Capital Costs	Additional Operating Costs
<b>Delivering the Service</b>						
<b>Affordable Opportunities to Participate</b>						
18	Work with other agencies and recreation services providers to better understand overall capacity in providing services to low income residents, the current investment, and the penetration rates as a collective. With this understanding in hand, develop a plan to address key issues in order to increase participation among low income residents.	<ul style="list-style-type: none"> <li>When the % of participation of persons with low incomes is less than that of the general population</li> </ul>	Ongoing	Recreation Leadership Team	N/A	No
19	Share the Access Policy, Quality Management methodologies, trends, tools and resources with sport and related stakeholder groups to encourage participation among persons from low income backgrounds that wish to become engaged in sport.	<ul style="list-style-type: none"> <li>When the % of participation of persons with low incomes is less than that of the general population</li> <li>Availability of Staff Time</li> </ul>	Ongoing	Community Development	N/A	No
20	Articulate the annual investment that the City of Mississauga contributes through various means (free programs and so on) to social development through its subsidies, sponsorships, grants and resources dedicated to including low income residents in recreation and sport pursuits.	<ul style="list-style-type: none"> <li>In preparation for the annual planning and budget process for 2020 and thereafter every 3 years</li> <li>Availability of Staff Time</li> </ul>	Ongoing	Business Planning	N/A	No

Rec.#	Recommendation	Implementation Trigger(s)	Timeframe	Section(s) Most Responsible	Estimated Capital Costs	Additional Operating Costs
<b>Improving Barrier-Free &amp; Therapeutic Options to Participate</b>						
21	Convene focus groups with persons with disabilities and related service providers to discuss barriers and remedies, as well as suggestions as to improvements in service delivery, which would assist in developing an Inclusion Strategy for the City of Mississauga.	<ul style="list-style-type: none"> <li>When the % of participation of persons with disabilities is less than that of the general population</li> <li>Availability of Staff Time</li> </ul>	Short Term	Community Development	N/A	No
22	Determine the capacity, utilization and penetration rate of providing therapeutic services directly and through partnerships.	<ul style="list-style-type: none"> <li>When the % of participation of persons with disabilities is less than that of the general population</li> <li>Availability of Staff Time</li> </ul>	Short Term	Business Planning	N/A	No
23	Review equipment and space needs considering the increasing uptake of Therapeutic Membership.	<ul style="list-style-type: none"> <li>When the % of participation of persons with disabilities is less than that of the general population</li> <li>Availability of Staff Time</li> </ul>	Short Term	Business Planning	N/A	No

Rec.#	Recommendation	Implementation Trigger(s)	Timeframe	Section(s) Most Responsible	Estimated Capital Costs	Additional Operating Costs
<b>Taking an Inclusionary Approach</b>						
24	Pilot a collective and multi-disciplinary approach within a selected neighbourhood to understand the current interventions and to better address prevalent issues, contributing the experience of Recreation Services staff and other appropriate City employees.	<ul style="list-style-type: none"> <li>• When the % of persons living at the LICO (and other risk factors) is over 30% in a specific neighbourhood</li> <li>• Availability of Staff Time</li> <li>• Best Practice Initiative</li> </ul>	Short Term	Community Development	N/A	No
25	Develop and support an internal staff committee that seeks to address best practices in including diverse populations in Recreation Services and within the organization.	<ul style="list-style-type: none"> <li>• Once a discussion paper on marginalized populations in Mississauga and best practises has been completed</li> <li>• Availability of Staff Time</li> </ul>	Short Term	Community Development	N/A	No
26	Create a reference group of diverse populations that would advise staff on serving all residents of the City of Mississauga with specific emphasis on marginalized populations.	<ul style="list-style-type: none"> <li>• Once the Internal Staff Committee is established and there is readiness to broaden the discussion</li> <li>• Availability of Staff Time</li> </ul>	Short Term	Community Development	N/A	No

Rec.#	Recommendation	Implementation Trigger(s)	Timeframe	Section(s) Most Responsible	Estimated Capital Costs	Additional Operating Costs
<b>Serving Older Adults</b>						
27	Prepare an update to the Mississauga Older Adult Plan.	<ul style="list-style-type: none"> <li>When 75% of the actions in the current plan have been addressed/implemented</li> </ul>	Short Term	Community Development	Funded	No
28	Determine the most appropriate governance model (in consultation with older adult representatives) for the recommended redevelopment of the Mississauga Seniors Centre (see Recommendation 13) to clearly delineate responsibilities of the City and user groups of the space.	<ul style="list-style-type: none"> <li>As part of the discussions regarding the redesign of the Mississauga Senior's Centre (form follows function)</li> <li>Availability of Staff Time</li> </ul>	Short Term	Community Development	N/A	No
<b>Serving Youth</b>						
29	Prepare an update to the Mississauga Youth Plan so that recreation services remain current to the needs of youth and teens.	<ul style="list-style-type: none"> <li>When 75% of the actions in the current plan have been addressed/implemented</li> </ul>	Short Term	Community Development	Funded	No

Rec.#	Recommendation	Implementation Trigger(s)	Timeframe	Section(s) Most Responsible	Estimated Capital Costs	Additional Operating Costs
30	Form a reference group with youth and youth centred organizations in Mississauga (including Youth Advisory Committees within community centres and the Mississauga Library’s Teen Advisory Groups) to align with the evidenced-based elements of the Playworks Youth Friendly Community Platinum Level requirements. The Reference Group will also lend insight into the recommended update to the Mississauga Youth Plan (see Recommendation 29).	<ul style="list-style-type: none"> <li>When 75% of the actions in the current plan have been addressed/implemented and the Platinum designation is in year 3.</li> <li>Availability of Staff Time</li> </ul>	Short Term	Community Development	N/A	No
<b>Other Recommendations</b>						
31	Demonstrate the achievement of quality management in all Recreation Services’ Lines of Business.	<ul style="list-style-type: none"> <li>Identify gaps in quality assurance by developing/adopting frameworks in the line of business with the most participation first</li> <li>Best Practice Initiative</li> <li>Availability of Staff Time</li> </ul>	Short Term	Recreation Leadership Team	N/A	No
32	Work with community partners to expand upon healthy food offerings in recreation facilities and educate the public on healthier food choices.	<ul style="list-style-type: none"> <li>When the percentage of persons living at the LICO (and other risk factors) is over 30% in a specific neighbourhood</li> <li>Availability of Staff Time</li> </ul>	Short Term	District Operations South	N/A	No

Rec.#	Recommendation	Implementation Trigger(s)	Timeframe	Section(s) Most Responsible	Estimated Capital Costs	Additional Operating Costs
33	Investigate the feasibility of offering children's vegetable gardens and cooking facilities, ensuring that these are implemented in selected neighbourhoods as an initial step.	<ul style="list-style-type: none"> <li>When the percentage of persons living at the LICO (and other risk factors) is over 30% in a specific neighbourhood</li> <li>Availability of Staff Time</li> </ul>	Short Term	Community Development	N/A	No
34	Maintain the mandate to generate a surplus for the overall Golf Operations Line of Business.	<ul style="list-style-type: none"> <li>Best Practice Initiative</li> </ul>	Short Term	District Operations North	N/A	No
35	Undertake a core services analysis in Recreation Services to ensure that the current cost-recovery model is aligned with any proposed revisions to the service delivery model.	<ul style="list-style-type: none"> <li>Aligned with the revisions of the Older Adult and Youth Plans, the healthy food initiatives and multi-partner pilots in neighbourhoods and other service level changes</li> <li>Availability of Staff Time</li> </ul>	Short Term	Business Planning	N/A	No

Rec.#	Recommendation	Implementation Trigger(s)	Timeframe	Section(s) Most Responsible	Estimated Capital Costs	Additional Operating Costs
36	Proactively plan for meeting indoor and outdoor recreational needs in areas of intensification required beyond the 2019 Recreation Master Plan planning period. At a minimum this should involve monitoring land availability and development opportunities, long-range fiscal planning, and regular discussions with prospective institutional and private sector partners.	<ul style="list-style-type: none"> <li>• Population Growth</li> <li>• Development / Intensification</li> <li>• Facility Utilization</li> <li>• Availability of Staff Time</li> </ul>	Ongoing	<b>Recreation Leadership Team</b>  Park Planning	Subject to Feasibility Study	No
37	Embed convenient recreational access, adjacency and prominent visibility as key components by which all new and redeveloped urban planning projects are evaluated.	<ul style="list-style-type: none"> <li>• Development Applications</li> <li>• Best Practice Initiative</li> <li>• Population Growth</li> </ul>	Ongoing	District Operations	As per development projects	No



