



Corporate Report

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DATE: May 16, 2014

TO: Chair and Members of General Committee
Meeting Date: June 4, 2014

FROM: Paul A. Mitcham, P.Eng., MBA
Commissioner of Community Services

SUBJECT: **2014 Future Directions, Library, Parks and Forestry, and
Recreation Master Plan Final Reports**

General Committee

JUN 04 2014

- RECOMMENDATION:**
1. That the recommendations outlined within the 2014 Future Directions Master Plans for Library, Recreation and Parks and Forestry be approved.
 2. That the items contained within the 2014 Future Directions Implementation Guides for Library, Recreation and Parks and Forestry be considered in the Corporate Budget and Business Planning processes for Council's approval.

**REPORT
HIGHLIGHTS:**

- The Future Directions Master Plans for Library, Recreation and Parks and Forestry have a five year planning horizon and a seventeen year outlook to 2031.
- Recommendations advance service area capital priorities and service level planning.
- The draft recommendations were referred to the public for input and feedback.
- The implementation is phased over the full seventeen (17) year planning horizon and is subject to ongoing validation and funding.

BACKGROUND:

The Future Directions Master Plan update commenced in June, 2013. Research and consultation initiatives included: benchmarking and trends analysis; demographic analysis; stakeholder and resident meetings and engagement; Council and staff consultations; and public engagement sessions. Draft Interim Future Directions Master Plan reports for Library, Recreation and Parks and Forestry were presented to General Committee on April 16, 2014 and referred to the public for feedback.

A total of four (4) public information sessions were held across the City during which residents were afforded the opportunity to comment on the draft recommendations. Residents who were unable to attend were encouraged to comment online, through email, telephone and through written submission.

Project milestone Summary

| Timeframe | Milestone |
|------------------|---|
| Sept – Oct 2013 | Background Research |
| Oct – Dec 2013 | Staff, Council & Stakeholder Engagement |
| Jan – Mar 2014 | Review of Draft Reports |
| Apr 2014 | Draft Interim Reports to Council |
| Apr- May 2014 | Public Engagement Sessions |
| Jun 2014 | Final Reports to Council |

COMMENTS:

There were no significant changes to the draft recommendations emanating from the public engagement sessions. Appendix 1 includes a summary of comments received. More details on the public comments are included in the Master Plan Final reports. It should be noted that the majority of residents who attended the sessions were pleased with the services and amenities provided by the Community Services Department.

Accompanying the Future Directions Master Plans are the Future Directions Implementation Guides (See Appendices 5, 6 and 7). The Implementation Guides suggest triggers for the implementation of each recommendation and provide capital cost estimates for new projects that are not currently in the 10 Year Capital Budget and Forecast where known. The Guides will be used by staff to inform the

Corporate Budget and Business Planning processes. Other considerations include but are not limited: capacity to advance recommendations; public readiness; external triggers; and ongoing need assessment and validation. Where additional funding changes and significant service level changes are required, these items will be brought forward for Council's approval. The Implementation Guides will be reviewed annually by staff to ascertain progress.

STRATEGIC PLAN: The Future Directions Master Plans for Library, Recreation, Parks and Forestry, supports the City's Corporate Strategic Plan as its recommendations will advance the pillars of Green, Connect and Belong.

FINANCIAL IMPACT: Cumulatively, the Future Directions Implementation Guides identify the need for \$100 million in capital projects over the next ten years. Of this amount it is estimated that \$36.2 million are eligible for funding through Development Charges. The related Tax impact is \$3.62 million for co-payment under the Development Charges Act.

The division of the cumulative cost of these projects amongst the three Implementation Guides is as follows: Library - \$4.8 million; Recreation - \$41.3 million; and Parks and Forestry - \$53.9 million.

The financial impact and detailed prioritization of the Master Plan recommendations will be validated through the budget and business planning processes, will also require validation through detailed analysis of utilization and will not advance without funding, opportunities to partnership and growth triggers identified in the Implementation Guides.

CONCLUSION: The Master Plans respond to themes of: intensification; population growth; changing demographics; effective service delivery; environmental sustainability; and Strategic Plan alignment.

Recommendations provide important direction for the future of Library, Recreation and Parks and Forestry service areas and help focus resources, capital investments and service planning.

ATTACHMENTS:

Appendix 1: Future Directions Public Comment Summary

Note: To support the City's environmental commitments and to achieve savings, we are reducing unnecessary printing and copying of large documents by providing access to electronic files. Appendices 2 to 7 of this corporate report are only available online at:

www7.mississauga.ca/documents/agendas/committees/general/2014/060414GCagenda.pdf

Appendix 2: 2014 Future Directions Master Plan for Library Final Report

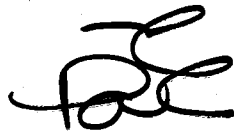
Appendix 3: 2014 Future Directions Master Plan for Parks and Forestry Final Report

Appendix 4: 2014 Future Directions Master Plan for Recreation Final Report

Appendix 5: 2014 Future Directions Implementation Guide for Library Services

Appendix 6: 2014 Future Directions Implementation Guide for Parks & Forestry

Appendix 7: 2014 Future Directions Implementation Guide for Recreation



Paul A. Mitcham, P.Eng. MBA
Commissioner of Community Services

*Prepared By: Maurice Swaby, Business Advisor, Business Planning
Community Services.*

FUTURE DIRECTIONS PUBLIC COMMENT SUMMARY

Public feedback on the Future Directions Draft Interim Report recommendations was received between April 16, 2014 and May 9, 2014 via: public information sessions; telephone; email; and written submission. Summarized below is feedback from the public information sessions (for further details refer to Appendix A of each of the Library and Recreation Master Plans and Appendix B of the Parks & Forestry Master Plan).

| Key Issues | Public Comments Summary |
|--------------------------|--|
| Intensification | <ul style="list-style-type: none"> • The proposed new Cooksville Library should still be located in the same area to serve area residents. • Residents expressed interest in finding out how new parks be achieved in growing or redeveloping areas. • Residents suggested that the City should focus on developing community hubs and if possible, to have a policy in place that indoor facilities are within a 10 minute walking distance. • Residents noted the high use of facilities, equating it to growing demand. Noted was a need for an indoor soccer facility in the northwest area of the City. |
| Capital Investment | <ul style="list-style-type: none"> • Residents expressed interest in participation in public consultation to input into the implementation of the Central Library Feasibility Study. • Trails are liked and well-used and residents expressed interest in seeing more connections made to and between existing parks. • Investment in capital should consider new interests for cricket, pickleball (indoor and outdoor multi-use courts), outdoor volleyball courts etc. • A lack of facilities was identified for older adults as well as constraints in time being available to older adult programming. |
| Technology and Marketing | <ul style="list-style-type: none"> • Residents supported use and accessibility of technology in library space. • Residents suggested that the Library consider options for improving communications and awareness of its products and services through such means as mobile applications among others. • Residents expressed interest in integration of mobile technologies into parks and facilities. |
| Service Delivery | <ul style="list-style-type: none"> • Residents supported that Library review its hours of operation at all Mississauga public libraries to accommodate working adults and students, including those that just need space for study of programs and courses. • An increasing interest in using parks year-round for activities |

| Key Issues | Public Comments Summary |
|-----------------------|--|
| | <p>was noted for such activities as snowshoeing, tobogganing, ice skating and cross-country skiing.</p> |
| Changing Demographics | <ul style="list-style-type: none"> • Residents expressed support for library collection strategy that recognizes interest in foreign language material. • Residents supported the idea of parks being more inclusive and having open space for walking trails, community gardens and informal activities that support social interaction. • Youth expressed interest in seeing more playground equipment and non-sport activities in parks that are oriented to their age group. • Residents encouraged that the City continue to consider how facilities are programmed for each group to ensure times are appropriate and that all residents have access to facilities. |
| Partnerships | <ul style="list-style-type: none"> • Friends of the Library and the many events that they offer were noted to be very much appreciated by the community. • There was recognition of need to strengthen partnerships with school boards in particular to better utilize lands and facilities. • Residents requested clarification of what 'partnership' means in area of recreation as there is a concern that not all partnerships may be beneficial to recreation. • Stewardship and community partnerships were noted to be important and the City was asked to consider creating volunteer networks that are facility or neighbourhood based to create a strong local base. |



2014 future directions

Master Plan for Library Services Final Report – May 2014

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2014 Future Directions for Library Services

FINAL REPORT
May 2014

Prepared for:
Community Services Department, City of Mississauga



Prepared by:



*in
association
with*



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Table of Contents

| <u>Section</u> | <u>Page</u> |
|---|-------------|
| Executive Summary | v |
| 1.0 Introduction | 1 |
| 1.1 Purpose of the 2014 Future Directions..... | 1 |
| 1.2 Methodology | 1 |
| 1.3 About the Mississauga Library System | 2 |
| 1.4 Vision & Mission Statements..... | 4 |
| 1.5 Achievements over the Past Five Years | 4 |
| 2.0 Plan Foundation | 6 |
| 2.1 Alignment with the Strategic Plan | 6 |
| 2.2 Demographics..... | 8 |
| 2.3 Consultation | 15 |
| 2.4 Background Studies..... | 16 |
| 2.5 Comparator Statistics..... | 16 |
| 2.6 Trends & Promising Practices..... | 18 |
| 3.0 Delivering the Service..... | 33 |
| 3.1 Service Delivery Model | 33 |
| 3.2 Facility Model | 36 |
| 3.3 Collections Strategy | 40 |
| 3.4 Electronic Strategy..... | 42 |
| 4.0 Recommendations | 45 |
| 4.1 Service Delivery Model | 45 |
| 4.2 Facility Model | 48 |
| 4.3 Collections Strategy | 56 |
| 4.4 Electronic Strategy..... | 60 |

| | |
|--|-----------|
| Appendix A: Public Engagement Comments..... | 63 |
| Appendix B: Comparator Library Data | 66 |
| Appendix C: List of Sources for Trends Research | 72 |

List of Tables

| | |
|---|----|
| Table 1: Five-Year Population Change & Current Population Estimate by Service Area | 8 |
| Table 2: Projected Population Growth, 2014-2019 | 9 |
| Table 3: Projected Population Growth, 2014-2031 | 9 |
| Table 4: Projected Proportion of Population by Age Cohort, 2011-2031 | 13 |
| Table 5: Top 5 Unofficial Languages Spoken by Service Area, 2011 | 13 |
| Table 6: Proportion of Immigrants by Service Area, 2001 – 2011 | 14 |
| Table 7: Average Private Household Income by Service Area, 2010 | 14 |
| Table 8: Low Income Population by Service Area, 2010 | 15 |
| Table 9: Internal and External Consultation Process..... | 15 |
| Table 10: Library Space per Service Area..... | 37 |
| Table 11: Mississauga Library System – Facility Snapshot (listed by size, from largest to smallest) | 38 |
| Table 12: Library Space Requirements | 51 |
| Table 13: Weekly Electronic Usage of the System (Count Week) | 58 |

List of Figures

| | |
|--|----|
| Figure 1: Future Directions Project Methodology..... | 1 |
| Figure 2: City of Mississauga Strategic Pillars for Change | 6 |
| Figure 3: Population by Age Group, 2001 – 2011..... | 12 |
| Figure 4: Proportion of Population, 2001 – 2011 | 12 |

List of Maps

| | |
|--|----|
| Map 1: Mississauga Library System Locations..... | 3 |
| Map 2: City of Mississauga Service Area Boundaries | 8 |
| Map 3: Intensification Areas in Mississauga | 10 |
| Map 4: Mississauga Library System Locations and Service Areas..... | 52 |

Executive Summary

The 2014 Future Directions for Library Services provides an innovative, sustainable, and fiscally responsible framework to guide the City of Mississauga's provision of library facilities, programs, and services. The scope of this Plan (also referred to as the Library Master Plan) covers a five year period to the year 2019 with a longer term outlook to 2031.

After decades of slower change, technology has thrust libraries into a new era – one where they are balancing service delivery through traditional and virtual means. However, various studies and survey data from many libraries indicate that library usage remains strong and that virtual services and digital information are not a threat to traditional library services, but rather a complement. People now have more reasons to visit the Mississauga Library System than in the past!

Based on direction from the City of Mississauga, this Plan addresses four key areas of focus that are deemed to be the most significant priorities that the City will be working to address over the next five year period. These key areas of focus include:

1. Service Delivery Model
2. Facility Model
3. Collections Strategy
4. Electronic Strategy

The key areas of focus proposed for the 2014 Future Directions Plan for Library Services are highly interconnected – a Service Delivery Model in today's libraries will rely on a strong Electronic Strategy and Collections Strategy, supported by a robust Facility Model.

The strategies and models put forth in this Plan are subject to changes in the future due to new and dynamic areas of inter-relationship between information and technology. Nevertheless, responsive services and strong infrastructure cannot succeed without robust and relevant collections in all formats.

The research that has informed this Plan points to new and different roles for the Library and the spaces the Library offers, in part influenced by technology. In all consultation forums, the role of staff and their knowledge of new products and services created and delivered through technologies is front and centre. Not only will staff be expected to understand and work with a wide variety of technologies, they will be the public mediators of this new environment, working with people of all ages in understanding the new devices, technologies, and in accessing information regardless of devices or formats.

Mobile technologies and eResources are quickly advancing into the library arena. In five years' time, the collections within Mississauga's Libraries will include more digital formats, products, and services. In the future, as print collections account for less facility space, more open community space, partnerships, and innovative programs such as makerspaces will demand flexible, transformed facilities. "Doing things differently" will be the hallmark of library service in the future.

For example, in many library systems – and to some degree in Mississauga – books and printed material are gradually accounting for a smaller proportion of circulation, while eBooks are on the rise and DVDs are currently holding steady. Formats are in a constant state of flux, making this a challenging time for collection development. Compounding this is the fact that the onset of new technologies, such as tablets and mobile devices, has coincided with a period of fiscal restraint within many municipalities. This has challenged the ability of the Mississauga Library System to grow their electronic resources and digital collections while continuing to maintain their more traditional resources that remain very popular with a broad range of residents.

Building on some of these influences, this Future Directions Plan has recommended several strategies to guide and manage this transition, including (but not limited to):

- changes in staff qualifications to support the Library's service delivery model;
- expanded engagement and marketing strategies;
- plans for facility renewal to create greater internal flexibility and collaborative spaces;
- expanded tools for collection development and de-selection;
- opportunities to enhance the user experience, including an enhanced web presence and online tools;
- tools and initiatives focused on creativity and maker/hacker mindsets;
- improved partnerships with a wide range of interests.

The following is a summary of the recommendations within this Plan. To help guide the recommendations, a goal and strategic direction statement has been identified for each area of focus.

Service Delivery Model

Goal: To enrich the user experience through our delivery of service.

Strategic Direction: Build internal capacities and external partnerships that reinforce our focus on exceptional customer service and our role as a vital civic institution.

Recommendations

1. Undertake an organizational review that includes the following:
 - a) Ensure that staff receives training in the use of mobile technologies, including tablets, eReaders, and similar devices.
 - b) Investigate retail models for customer service such as roving reference with tablets, improved displays, interactive training in the use of electronic devices and services, new facility design (e.g., Apple store model), etc.
 - c) Create specialist positions and teams throughout the system, such as an electronic/virtual services team and centralized selection team.
 - d) Create key secondments and/or task teams to lead the following:
 - immediate revision of the website
 - staff (and public) training specific to mobile technology devices
 - collection de-selection
 - collection management metrics (see Recommendation #11)
 - marketing metrics specific to user satisfaction (see Recommendation #11)

- e) Update and create new library job descriptions, as required.
- 2. Enhance customer intelligence to create effective marketing initiatives.
- 3. Conduct reviews of public hours to align with the Library's business planning process.



Facility Model

Goal: To inspire the community through our places and spaces.

Strategic Direction: Renew our commitment toward providing high quality public library spaces that are safe, welcoming, flexible, and that foster connections amongst residents of all ages, interests, and backgrounds.

Recommendations

- 4. Prioritize the provision of library spaces that are accessible, adaptable, and strengthen the role of the Mississauga Library System as a community hub.
- 5. Explore the feasibility of "Express Libraries" as a third-tier in the Library's facility model for areas of significant residential intensification and high resident traffic locations (e.g. transit locations).
- 6. Support a target of 0.46 square feet of library space per capita to meet current and future needs.
- 7. Begin planning for the replacement of the Cooksville Library, to be constructed post-2019.
- 8. Implement the Mississauga Central Library Feasibility Study.
- 9. Continue the facility revitalization project to ensure that Mississauga's Libraries remain accessible, modern, and responsive to changing needs.

Collections Strategy

Goal: To cultivate literacy and lifelong learning through our collections.

Strategic Direction: Strengthen the Library's multi-format collection to enhance responsiveness to Mississauga's diverse neighbourhoods and communities.

Recommendations

10. Accelerate the collection growth initiative by moving toward an annual funding level of \$4.25 per capita and a total collection size of 2.0 items per capita over the life of this Plan.
11. Acquire and utilize better metrics through the use of a centralized collection management service to manage all aspects of collections.
12. Continue the steady expansion of electronic products and services, as supported by user interest, trends, and funding availability.



Electronic Strategy

Goal: To stimulate discovery and creativity through our technologies.

Strategic Direction: Support meaningful innovations that improve convenience, open doors, and expand horizons.

Recommendations

13. Fast-track the development and implementation of a mobile strategy to enhance user access and service delivery.
14. Overhaul the Library's website.
15. Establish a makerspace pilot project and seek community and business partners to help deliver this and other technology-related services.

1.0 Introduction

1.1 Purpose of the 2014 Future Directions

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

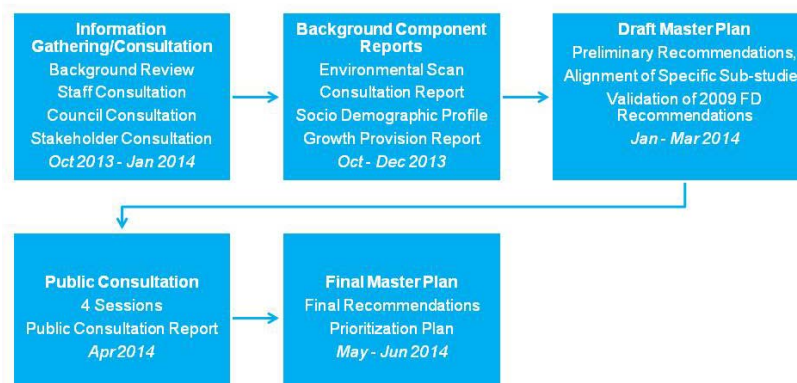
Since 1999, the City of Mississauga has prepared Future Directions master plans evaluating public library facilities and services. Prepared every five years, the 2014 Future Directions represents the fourth iteration of master planning for the City. This plan has been prepared concurrently with updates to Master Plans for Recreation, Parks & Forestry, and Fire & Emergency Services.



1.2 Methodology

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

Figure 1: Future Directions Project Methodology



The 2014 Future Directions for Library Services not only articulates Mississauga's capital infrastructure requirements, but also places emphasis on *how* library services are provided compared to previous master plans. Based on direction from the City of Mississauga, service delivery assessments focus upon four key areas of focus that are deemed to be the most significant priorities that the City will be working to address over the five year period of this Future Directions Plan. These key areas of focus include:

1. Service Delivery Model
2. Facility Model
3. Collections Strategy
4. Electronic Strategy

Key research has already been conducted and details found in four background component reports, elements of which have been incorporated into this Plan (see Section 2):

- Environmental Scan
- Consultation Report
- Growth Provision Report
- Socio-Demographic Profile

This Plan is organized by key areas of focus – a goal and strategic direction statement has been identified for each – followed by an overview of the current state of affairs, progress made since the 2009 Future Directions Plan, consultation highlights, trends, and key indicators (see Section 3). Furthermore, recommendations and linkages to the City's Strategic Plan have been established for each key areas of focus (see Section 4). Section 4 also identifies crossover themes, triggers or indicators that inform the proposed recommendations, and other library systems that have or are undertaking projects related to these recommendations.

1.3 About the Mississauga Library System

The Mississauga Public Library Board oversees the strategic direction of the Library, setting priorities as directed by the *Public Libraries Act*. Volunteer citizen and Council members meet ten times a year to plan and continually evaluate the Library's progress. The Board operates in an integrated way with the City of Mississauga through the Community Services Department.

The Mississauga Library System operates 18 facilities of varying sizes, including a large Central Library (see map on the following page). These facilities provide physical spaces where the Library's services, programs and collections can be used and accessed. For customers unable to come to the Library, arrangements can be made

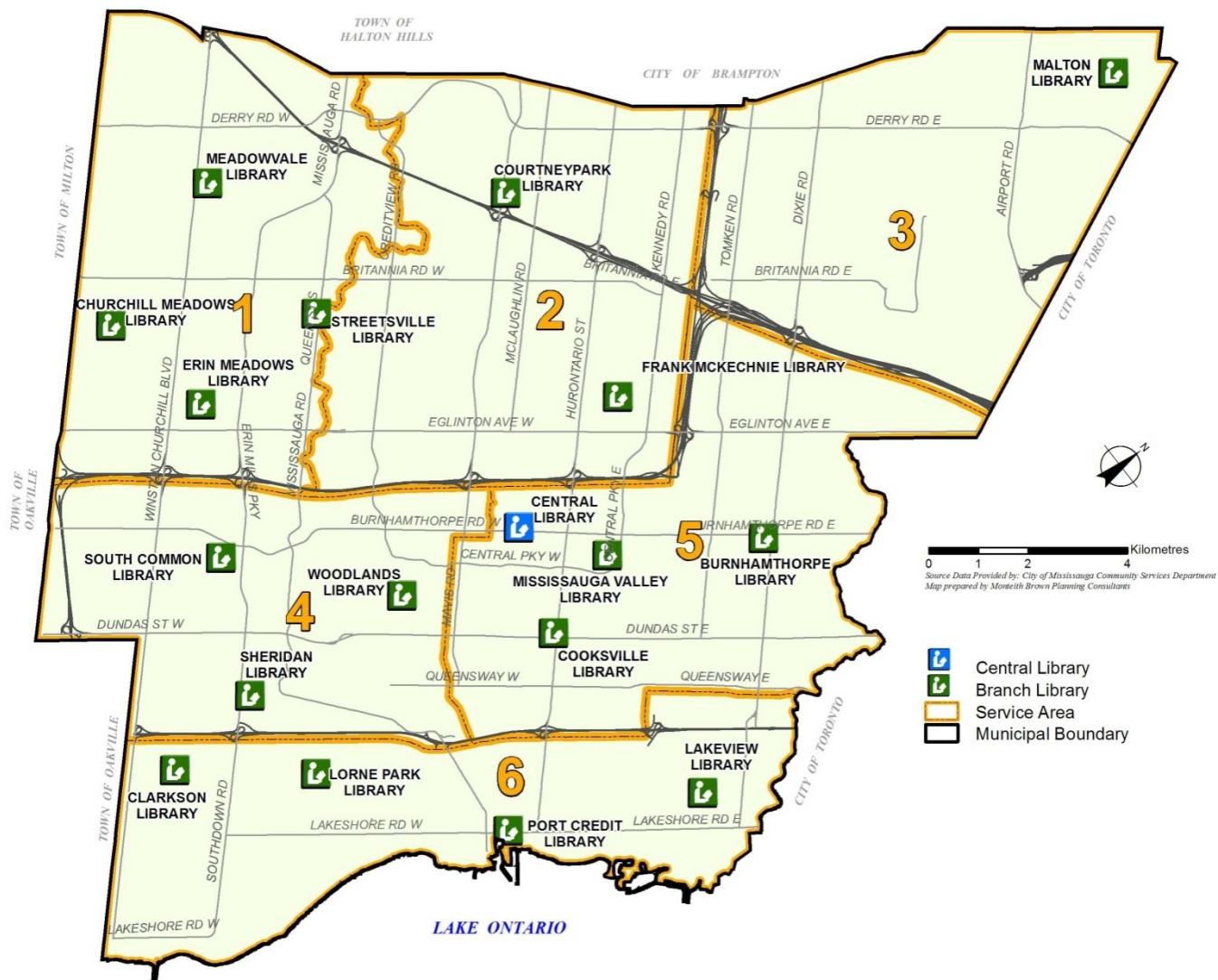
for delivery through homebound services. The Library's website also provides access to its catalogue and an inventory of Library services and programs.

The Library's Shared Services team provides a range of services that support the Library and its customers including marketing and community development, web services and social media, business and financial planning, and library systems administration and support. In addition the acquisition, processing, cataloguing, and distribution of library materials are handled by this section.

The Library works closely with other divisions within the City's Community Services Department (Culture, Fire & Emergency Services, Recreation, Parks & Forestry, Environment), as well as a number of other City departments (Human Resources, Information Technology, Facilities and Property Management, Legal Services, Finance, Communications) that support the delivery of library services and ensure a thorough response to staff and public needs.

In today's complex society, no organization can succeed alone. The Library also reaches out to schools (school boards, private schools, post-secondary institutions, and daycares), to community agencies (multicultural groups, newcomer agencies, health agencies), and to businesses of all sizes (as sponsors, donors, partners). The development of partnerships is ongoing.

Map 1: Mississauga Library System Locations



1.4 Vision & Mission Statements

The Mississauga Public Library Board, community, and staff work together to determine what services are required and how they can best be delivered. A shared vision and mission provides a focused, coordinated approach to ensuring that the Library's goals are met.

Vision – Mississauga Library System

The Mississauga Library System provides life-long enrichment, education and empowerment.

Mission – Mississauga Library System

The Mississauga Library System exists to provide library services to meet the life-long informational, educational, cultural and recreational needs for all citizens.

The Library Board has also established an “Ends Policy” that describes the impact they are striving to have on the local community:

“The Mississauga Library System exists so that every resident can develop skills, acquire knowledge and information, improve the quality of his/her life and the life of the community, enjoy a welcoming, customer friendly environment in a 21st Century high-tech city, while receiving value for the cost.”

1.5 Achievements over the Past Five Years

The 2009 Future Directions Master Plan for Library Services was approved in March 2010. The Master Plan:

- focused on the services provided by the Library System, with particular reference to the target communities of older adults, youth and newcomers;
- emphasized the need for the Library to serve citizens through the use of increased and more innovative information technologies, considering both infrastructure and service/content perspectives; and
- presented 45 recommendations for implementation between 2009 and 2014, within the context of a twenty-five year perspective.

The 2009 Future Directions Plan was ambitious. Of the 45 recommendations, 6 have been completed, 29 are in progress, and 10 have not yet been started (or are no longer relevant due to changing circumstances). The Mississauga Library System has accomplished a wide variety of milestones since 2009, including (but not limited to):

- new Integrated Library System (ILS) and catalogue
- RFID self-serve checkout (in progress)
- enhanced WiFi in all locations
- enhanced collections with a focus on children's materials, eBooks, eAudio, large print, multilingual, and junior DVDs
- subscription to Zinio digital magazine service
- additional public computers
- introduction of social media as a marketing tool
- implementation of a customer management program
- fostering dynamic opportunities for youth (e.g., Teen Advisory Groups, youth centre relocation to Central Library)

- cooperation with local schools (e.g., Grade 4 Read to Succeed program, robotics program, etc.)
- increased focus on providing electronic resources and support to customers (e.g., eBook support team)
- expansion of literacy through play initiatives
- introduction of Computer Buddies programming
- expansion of services to newcomers (e.g., partnership with Polycultural Immigrant & Community Services at the Sheridan Library, and expanded connections with other newcomer groups)
- renovation of Lakeview, Port Credit, Lorne Park, and Burnhamthorpe Libraries
- redevelopment of Woodlands Library (ongoing)
- planning for the relocation of the Meadowvale Library to the Meadowvale Community Centre
- completion of the Mississauga Central Library Feasibility Study

The Mississauga Library System continues to function as a vital component within the community. A Corporate Citizen Satisfaction Survey undertaken in 2012 found that 75% of residents are satisfied with library services in Mississauga. Library services that garnered the highest ratings were free Internet access, convenience of locations, customer service, and quality of books available.



2.0 Plan Foundation

2.1 Alignment with the Strategic Plan

Since 2009, the City's Strategic Plan has shaped and directed decision-making for the City of Mississauga. The Strategic Plan is the result of an extensive public engagement process that began in 2007 and connected more than 100,000 people to a conversation about Mississauga's future.

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

Our Vision for the Future

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

A place where people choose to be.

Figure 2: City of Mississauga Strategic Pillars for Change



Source: City of Mississauga Strategic Plan, 2009

It is the intent of the Future Directions Plan for Library Services to fulfill the directions, principles, strategic goals, and actions associated with these Strategic Pillars, to the greatest extent possible. Each Strategic Pillar has relevance to this Plan, with the strongest link to the delivery of public library facilities, programs, and services being the "Completing Our Neighbourhoods (Connect)" Strategic Pillar.

To underscore this point, the goals and actions of the City's Strategic Plan will be advanced in this Future Directions Plan through the following themes, at a minimum:

MOVE: Developing a Transit-Oriented City

- Encouraging the provision of library programs and facilities that are accessible by transit, foot, bicycle, and other modes of "active transportation."
- Using library facilities as hubs or destinations to connect to an "active transportation" network.

BELONG: Ensuring Youth, Older Adults & New Immigrants Thrive

- Providing library programs and facilities which are inclusive, affordable, and accessible.
- Continually remaining apprised of trends, preferences and needs of core program markets.
- Holistically delivering programs and spaces in an integrated manner by working with community partners, other agencies and levels of government, and other municipal departments, which draws expertise and resources from all involved.
- Involving and empowering target markets in the delivery of library services through appropriate consultation and/or employment opportunities.

CONNECT: Completing Our Neighbourhoods

- Using library programs and facilities to become destinations as a means to create "complete communities" through the delivery of neighbourhood-specific services, wherever possible.
- Programming public spaces for structured and unstructured activities.
- Maintaining facilities to a level that addresses community needs and stimulates community pride.
- Using library facilities to foster community safety and feelings of comfort and well-being.

PROSPER: Cultivating & Creating Innovative Business

- Supporting the local business community through programs, services, and collections.
- Providing high quality library services that retain and draw talented and skilled individuals to the City.
- Developing meaningful opportunities for collaboration and partnership with the community to deliver innovative services and facilities to residents.

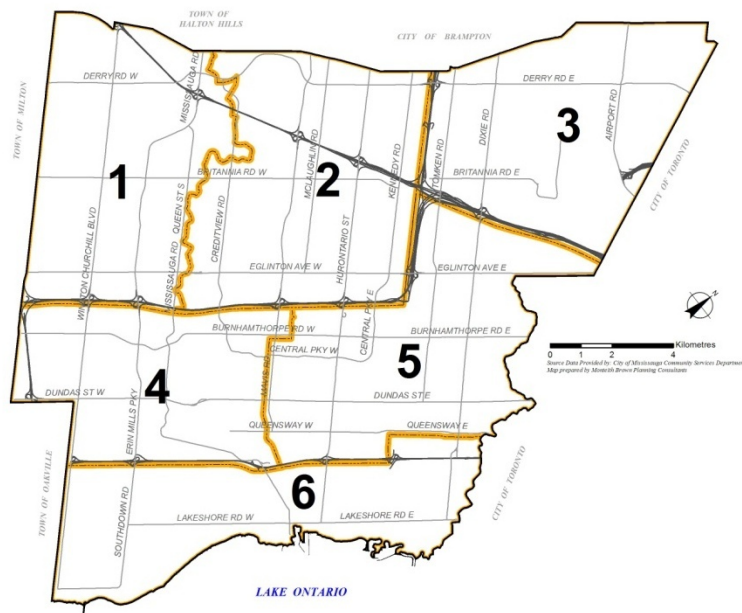
GREEN: Living Green

- Designing library facilities to respect the natural landscape and advance principles of environmental responsibility at both a local and global level.
- Creating awareness and education of environmental issues through programs, services, and collections.

2.2 Demographics

The demographic data presented in this section is largely based on Statistics Canada sources and forecasting work undertaken by the City of Mississauga. For the purposes of comparative analysis, the City's six Service Areas that were utilized in previous Future Directions Plans continue to be used.

Map 2: City of Mississauga Service Area Boundaries



City-wide Population Growth

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

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

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

Source: Statistics Canada Census, 2011

Note: Projected population include Census net undercoverage

For 2014, the City of Mississauga estimates that the population will be 756,590 persons. Service Area 5 represents the largest Service Area, which is followed by Service Area 1 and 2. Service Area 3 represents the smallest number of residents given that the majority of lands in this area are made up of employment lands, including the Toronto Pearson International Airport.

Projected Population

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

The following tables contain the population projections by Service Area followed by the population change over the life of the 2014 Future Directions Plan (to 2019) and longer-term (to 2031).

Table 2: Projected Population Growth, 2014-2019

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

Table 3: Projected Population Growth, 2014-2031

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

Source: City of Mississauga, 2013

Note: Projections include Census net undercoverage

Intensification of Urban Areas

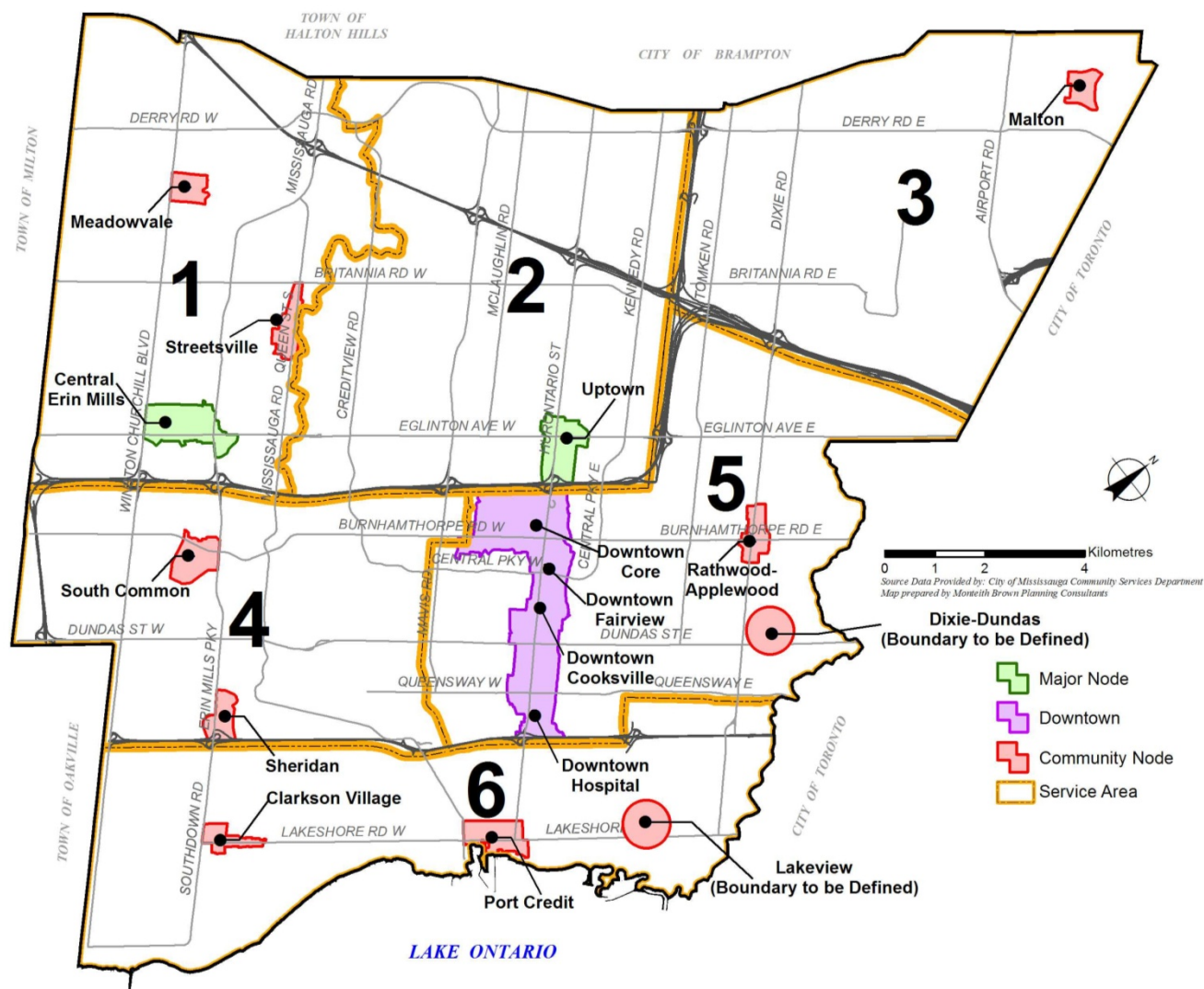
Across the Greater Toronto Area, there is a shifting focus from greenfield development to the intensification of urban centres and corridors, resulting in multi-unit, high rise dwellings and increased population density. In Mississauga, this is evident in a number of nodes and corridors as shown on the following map (source: Mississauga Official Plan, 2010).

Current population forecasts suggest that the most significant growth is likely to occur in the following areas of intensification:

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

Not captured in the current population estimates are the Inspiration Lakeview and Inspiration Port Credit projects in Service Area 6, which are in the early stages of planning. The Library should monitor these projects to identify any potential library service needs. Additional consideration of these projects is contained later in this Plan.

Map 3: Intensification Areas in Mississauga



Of note, current population forecasts for a number of intensification areas indicate stable to declining populations. The Streetsville, Port Credit, Clarkson Village, South Common, Rathwood-Applewood, and Dixie-Dundas nodes are each expected to add less than 900 residents by 2031. The Malton, Meadowvale, and Sheridan nodes are each expected to decline between 100 and 150 residents. These forecasts are likely to be refined through future planning exercises.

With population growth of about 10,500 attributable across the City's intensification nodes over the next five years, the impact of this form of development on Mississauga's public library facility and service requirements will be modest. Nevertheless, the City must be proactive in its decision-making with 52,700 new residents (of which 70% are attributed to the Downtown node) expected to be living in intensification nodes by the year 2031.¹



Population by Age Group

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

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

¹ Population estimates derived by applying 2013 Mississauga Projection Zone forecasts to intensification node boundaries established in the City of Mississauga Official Plan.

Figure 3: Population by Age Group, 2001 – 2011

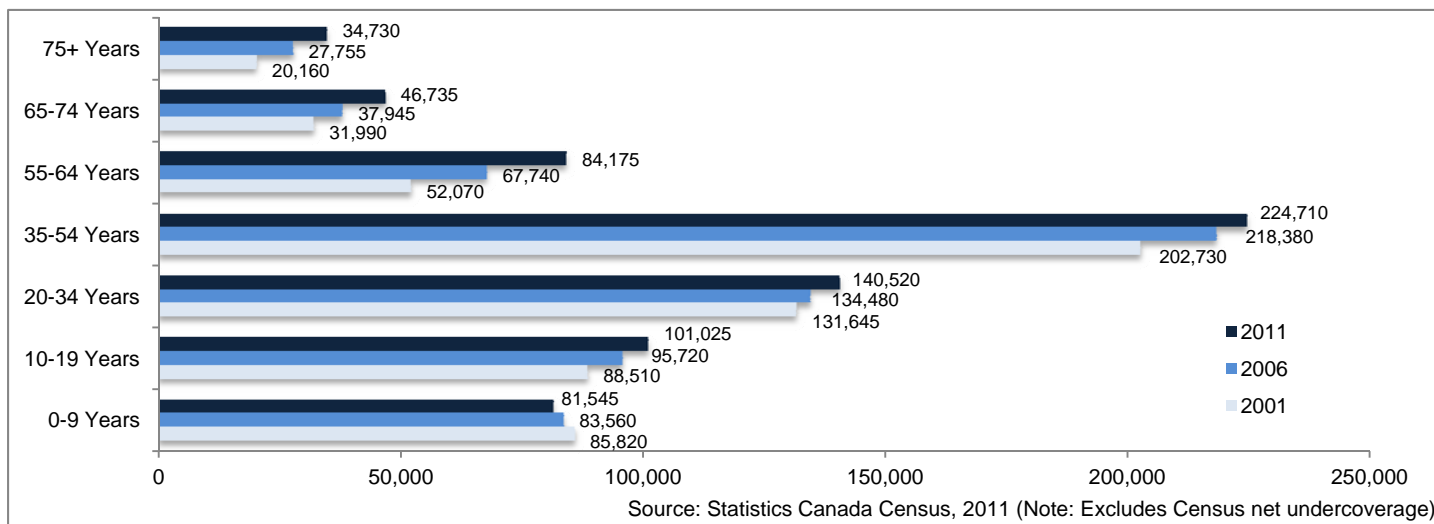
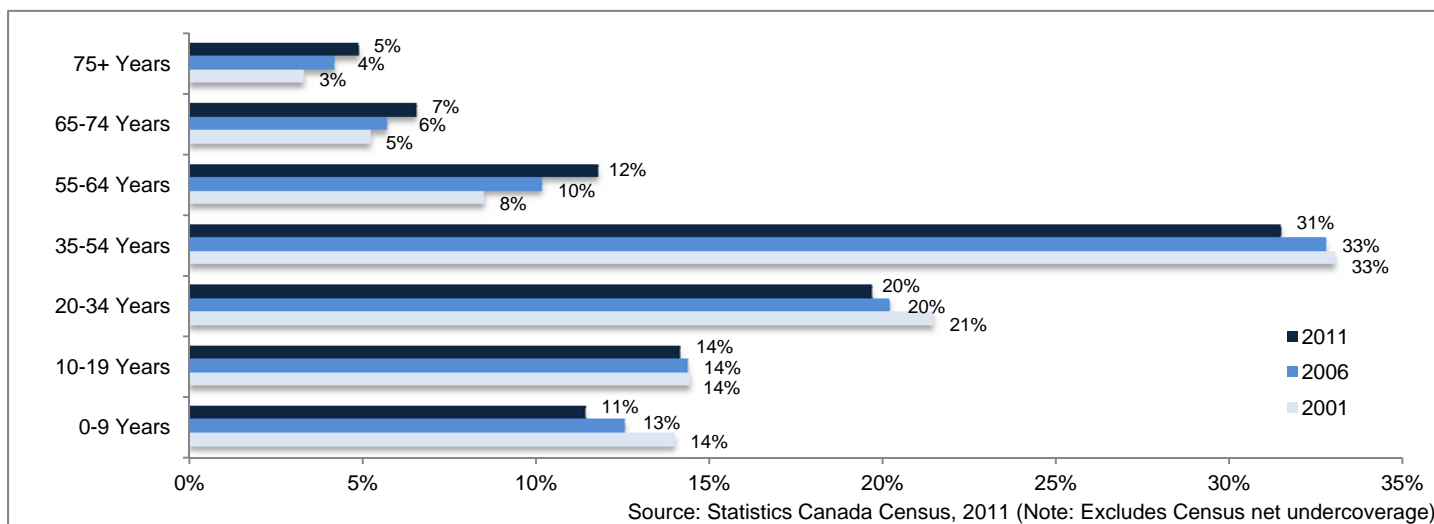


Figure 4: Proportion of Population, 2001 – 2011



Projected Changes to Age Cohort Proportions

The number of residents ages 65 and older is forecasted to grow substantially by 2031. As a proportion of the population, the 65-74 age group is expected to increase by 8%, while the 75+ age group is projected to increase by 6%; some modest growth is also anticipated in the 55-64 age group, largely by 2021. All other age groups (i.e., ages 54 and under) are expected to decline as a proportion of the City's population, with the most dramatic total population decline anticipated in the 10-19 age group. The figure below illustrates the changing proportion of Mississauga's population age cohorts.²

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

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

Source: City of Mississauga, 2009

Note: Includes Census net undercoverage

² Population projections by age cohort were prepared by the City to assist with identifying where specific age groups were growing. Of note, these age cohort projections were developed in 2009 by five year Census periods and updated age cohort projections will be released in April 2014 at which time further analysis may be undertaken by City Staff.

Language & Immigration

According to the 2011 Census, 63% of Mississauga residents primarily speak English at home, a decrease of 2% from the previous Census. 27% of residents list a non-official language (e.g., other than English and French). Nearly 10% reported that one or both official languages and a non-official language were most spoken at home, doubling the figure reported in 2006.

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

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

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

Source: Statistics Canada Census, 2011

On a Citywide basis, the National Household Survey (NHS)³ revealed that a majority of the population is made up of immigrants (53%). Recent immigrants (between 2001 and 2011) represent 35% of the total foreign-born population. The overall proportion of immigrants and immigration levels since 2001 in each Service Area are summarized in the following table.

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

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

Source: Statistics Canada NHS, 2011

Looking at specific areas, Service Area 2 and 3 share the largest proportion of immigrants (61%), followed closely by Service Area 5 (59%). Service Area 3 has the largest proportion of recent immigrants since 2001 (42% of the foreign-born population). Service Area 6 has both the smallest proportion of immigrants (33%) and recent immigrants (23% of the foreign-born population).

³ The National Household Survey was a voluntary, self-administered survey conducted for the first time in 2011 as a replacement for the long Census questionnaire. Due to the survey methodology, the City of Mississauga has a non-response rate of 24.8%, which may affect data quality.

Household Income & Size

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

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

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

Source: Statistics Canada Census, 2011

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

Service Area 3 and 5 have the highest proportion of low-income residents (19% and 18%, respectively) with one-quarter of residents under the age of 17 considered low-income in each Service Area. Generally speaking, across all Service Areas, the greatest proportions of low-income residents are persons under the age of 17. Residents over the age of 65 largely have the lowest levels of low-income.

Service Area 1 has the lowest levels of low-income residents by total population and age group.

Table 8: Low Income Population by Service Area, 2010

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

Source: Statistics Canada NHS, 2011

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

Education

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

2.3 Consultation

Staff and stakeholder engagement and input are critical to creating an effective plan that is both responsive to current needs and forward-looking. Through a targeted engagement strategy, the 2014 Future Directions Plan for Library Services involved municipal and stakeholder representatives who provided insights aimed at shaping the needs assessments and recommendations. Initial efforts focused on gaining input from Library staff, municipal officials, and community stakeholders. Subsequent efforts engaged the broader public to test the Draft Future Directions Plan.

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

Table 9: Internal and External Consultation Process

| Fact Finding – Community Stakeholders (2013) | |
|--|--|
| Extended Library Leadership Team Workshop | October 23, 2013 |
| Library Staff Symposium | November 14, 2013 |
| Mississauga Public Library Board | November 20, 2013 |
| Customer Focus Group | November 27, 2013 |
| Key Informant Interviews | October 29, November 1 and 20, 2013 |
| City Councillor Interviews | October 28, November 19 and 21, 2013 and January 8, 2014 |
| Testing & Refining (2014) | |
| Presentation to City Leadership Team | Spring 2014 |
| Public Information Sessions | April 29 & 30 and May 1 & 6, 2014 |
| Presentation to General Committee | June 4, 2014 |

A number of common themes emerged from the various consultation events; in most cases, there was significant consistency from one consultation to the next. The findings from the consultation stage are identified in Section 3 of this report and comments from the public engagement program can be found in [Appendix A](#).

2.4 Background Studies

To meet the demands of its diversifying population, Mississauga has proactively undertaken a number of studies to plan for, and keep up with local needs. Information and corporate objectives contained in these documents (listed below) has been used to provide baseline content for the Future Directions Plan. Together, these documents will be utilized in conjunction with this Plan to guide planning and decision-making in Mississauga for the next five years.

Key background documents include:

- Mississauga Strategic Plan and Progress Reports
- Mississauga Library Annual Business Plans
- Mississauga Central Library Feasibility Study
- Mississauga Accessibility Design Handbook
- Mississauga Communications Master Plan
- Mississauga Culture Master Plan
- Mississauga Economic Development Plan
- Mississauga Downtown 21 Master Plan
- Mississauga Living Green Master Plan
- Mississauga Older Adult Plan
- Mississauga Youth Plan
- Mississauga Citizen Satisfaction Survey Results
- Peel Child and Youth Initiative (various studies)

2.5 Comparator Statistics

A cross section of Canadian Urban Libraries Council (CULC) libraries was selected for the years 2007 and 2011 to compare Mississauga Library System's performance, including services, revenues and expenditures, collections, and facilities⁴. These libraries were chosen for comparison because of similarities in size, population characteristics, and/or service models; some Ontario libraries were chosen for their proximity to Mississauga. To account for different service populations, per capita comparisons are relied upon. The comparator libraries included the following:

Ontario Libraries:

- Brampton
- Hamilton
- London
- Markham
- Ottawa
- Toronto
- Vaughan

Other CULC Libraries:

- Calgary
- Edmonton
- Halifax
- Vancouver
- Winnipeg

Detailed data tables can be found in [Appendix B](#).

Revenues

Total revenue (from government funding, library generated revenue, donations, and other sources) to the Mississauga Library System increased from approximately \$32 per capita in 2007 to \$35 per capita in 2011. Average revenues of the comparator group increased from \$45 to \$50 per capita during this timeframe.

⁴ 2012 data for CULC libraries is not yet available

Service

Annual Hours

Most libraries experienced little change in annual hours over the last few years. CULC statistics for 2011 and 2012 show that opening hours have remained the same in Mississauga and that the Library's hours per capita (0.07 hours/capita) fall within the middle of the comparator group (average of 0.08 hours/capita).

In-person Visits

In 2011, Mississauga per capita visit rate (6.44 visits/capita) was very similar to the average (6.34 visits/capita). In-person visits to Mississauga's libraries decreased by 5% in 2012.

Program Attendance

Mississauga made some concerted efforts here over the last few years and it has paid off. In 2007, the Library ran over 3,300 programs, increasing these to over 5,000 in 2011. Mississauga enjoyed a 56% increase in attendance in programs between 2007 and 2011 (and continued to rise in 2012), but the Library's overall attendance rate (0.16/capita) remains lower than many libraries in this group (0.27/capita average).

Collections

The collection is the most critical of all Library assets and its funding and overall performance show areas for some concern.

Of particular note is that the Mississauga Library System has the lowest per capita material expenditure in 2011 (\$3.26/capita) compared to other libraries in this group (\$6.11/capita average). The Library's per capita collections budget declined by 2% between 2007 and 2011; during this time the median increase in the comparator

systems was 9%. In 2012, Mississauga Library System's per capita materials budget increased by 1%.

Collection size is also important and Mississauga's per capita collection size (1.80 items/capita) is the second lowest of the comparator group (average of 2.85 items/capita). Mississauga's collections were reduced by 3% from 2011 to 2012. Like most libraries in this group, there appears to be more work on weeding collections as part of the implementation process of RFID, but slow growth in collection size may be the result of reduced acquisitions.

Collection performance shows that Mississauga has dropped slightly in circulation per capita between 2007 and 2011 (to 10.47/capita) and now ranks third from the bottom in the comparator group (average of 12.75/capita). Mississauga is one of three in this group to experience a slight decline in per capita circulation over this time period. It is very likely that circulation is being negatively affected by the under-sized nature of the Mississauga Library System's collection.

Turnover rate or the number of times an item circulates on average is a very good indicator for libraries to calculate the effectiveness of their collection building efforts. Overall, Mississauga has a strong turnover rate (5.8 loans/item), falling in the middle of the group (average of 4.5 loans/item). None of the comparator libraries experienced a decrease in their turnover rates during this timeframe.

2.6 Trends & Promising Practices

The following is a summary of broad trends and promising practices in the public library sector, organized by the Plan's four key areas of focus. A list of research sources can be found in [Appendix C](#).

Service Delivery Model

The Importance of Libraries

The rapid pace of technological change dominates the discussion around the future of public libraries, but equally important are societal trends emphasizing creativity, experience, collaboration, community connectivity, and lifelong learning. Despite the uncertainty about the precise services and formats that the library of the future will provide, the key principles of accessibility, flexibility, and universality will remain.

"The only thing you absolutely have to know is the location of the library"

- Albert Einstein

There is excitement surrounding the many opportunities presented to today's public libraries. The movement from consumption (i.e., passive observation) to creation and collaboration (e.g., active participation) is a leading philosophy that many libraries are trying to promote and nurture. This trend fits well with younger generations and those that may be artistically-inclined and one that is becoming more prevalent in Northern Europe at the present time. As is discussed later, this convergence of information, creativity, and technology are leading to the emergence of new public experiences, many of which are currently being explored through the Mississauga Central Library Feasibility Study and other staff initiatives.

Furthermore, during this latest economic downturn, libraries have become more valuable to their communities. A recent study⁵ estimates that the Toronto Public Library creates over \$1 billion in total economic impact and that for every dollar invested in the public library, local residents receive \$5.63 in direct and indirect benefits. For those who use library services, the total direct benefit is as much as \$502 per library member. These figures indicate a very strong return on investment for library service.

"We now realize that knowledge and creativity add economic value. We understand that future jobs will place less value on a strong back and more value on a strong mind. Libraries give us the chance to maintain a literate, creative society."

- Ken Roberts. [Facing The Future – A Vision Document for British Columbia's Public Libraries](#). 2012.

Communities call upon their libraries to provide access to information in whatever format best suits the information and the users' needs. They rely on Library staff to guide them in both their search for relevant information and in the use of new technologies. As mediators, staff provide that personal touch that links information, formats, and devices with users of all ages and abilities.

The Mississauga Library System enjoys a close and trusting relationship with its community. With the emergence of many and different technologies, the community depends on the Library to assist them in learning about these new devices and new information

⁵ Martin Prosperity Institute. [So Much More: The Economic Impact of the Toronto Public Library on the City of Toronto](#). December 2013.

formats. In the area of information exchange, the Mississauga Library System's implementation of new technologies of interest to the community has been gradual. Library staff have received training as technological changes have occurred. With the fast pace of change, more and ongoing training is required to ensure staff achieve an ideal comfort level in working with new devices. As discussed in Sections 3 and 4, concerted efforts to transition the Library's knowledgeable workforce into this new working environment is critical.

The range of potential library "competitors" is widening as new technologies are introduced, making it all the more critical for libraries to be strategic when it comes to their service mix, target markets, and competitive advantages. Historically, students, young families, well educated seniors, and people for whom English is a second language have been some of the Library's core users. These will remain key markets for libraries and the next few years will provide an excellent opportunity for some libraries to reinforce their value to their community. Where there was once considerable trepidation around the rise of technology within the library sector, there is now optimism for the future. One competitive advantage that public libraries continue to hold is the human touch.

Usage

Public libraries are as relevant as ever and continue to be highly valued by people of all ages, partially because of their ability to respond to rapid changes in technology and information sharing. Borrowing, browsing, getting information, and reading/studying continue to be the main reasons for visiting the library.

"My guess is (it will be) about 300 years until computers are as good as, say, your local reference library"

- Craig Silverstein, Director, Technology, Google.com

Various studies and survey data indicate that circulation and library usage are on the rise across Ontario, although this has not been the case in Mississauga. Research suggests that virtual services and digital information are not a threat to traditional library services, but rather a complement – people now have more reasons to visit a public library than in the past!

"The number of items circulated per capita had also increased a substantial 16% over the past decade, while per capita in-person visits have remained stable."

- Canadian Urban Libraries Council. [An Analysis of Public Library Trends](#), 2011.

Across Ontario, an increase in circulation can be traced to more efficient circulation practices, a growing emphasis on popular materials, eBooks, demographic shifts, and new partnerships. People also want more hours (circulation is partially linked to open hours), more content, more computers, and more books. The availability of online resources means that customers can access material at their local library or from home, which has broadened the library's reach. Expediency and convenience are key, particularly amongst the technologically savvy younger generations that are less willing to tolerate delays when seeking information.

The growth of personal devices and self-service technologies has had a negative impact on the usage of traditional services such as reference and reader's advisory. A recent customer survey in the Winnipeg Public Library reported a decline in the usage of the services. The reasons most often cited by customers were access to other services and sources (e.g., friends, bookstores, other media, etc.) and immediate and convenient access to information via

personal devices. Lack of product and service awareness for library offerings also accounted for a decline in usage of these services.

Younger generations remain very active users of public libraries, despite the many multi-media options accessible to them. Recent research⁶ indicates that: *“Americans under age 30 are just as likely as older adults to visit the library, and once there they borrow print books and browse the shelves at similar rates... Younger patrons are also significantly more likely than those ages 30 and older to use the library as a study or ‘hang out’ space.”*



Programming

Public libraries have a tradition of providing quality programming that enhances their collections and services and supports lifelong

learning. Programs are essential to libraries – they animate library resources and introduce people to all that the library has to offer.

Part of the appeal of library programming is its affordability and ability to reach a wide range of ages and abilities. Most introductory offerings tend to be offered at no to low cost, but there is an increasing trend to seek recovery of direct costs from programs that offer value-added or more advanced curriculums. Care must be taken to ensure that programming retains a literacy component consistent with the library’s mandate and that, where applicable, it is complementary with municipal cultural and recreational programming. One way to assess the level and cost of programs is to consider the qualifications of the instructor.

Programs must evolve to match the changing interests of our society, with a core focus on literacy and lifelong learning. When designing programs for children and youth, there is growing evidence that the younger generation thinks visually and learns through play. A report from the Southern Ontario Library Service in 2011 noted that *“Computerized games have been identified as having a unique ability to engage learners’ attention. It is expected that schools will use game-based learning increasingly.”* Some programs that have seen recent success are those relating to informational and digital literacy and access to (and use of) resources. Actively involving residents in designing and delivering programs may assist in creating community-responsive opportunities that leverage local resources.

Most public libraries are enjoying a high demand and interest in courses and assistance in the use of all electronic devices, from mouse use to eReader instruction to the latest handheld device. As well, experiences working with various libraries indicate that people of all ages require much more assistance in the use of the myriad of software, for everything from how to use email to complicated document creation with embedded graphics and audio clips. The

⁶ Kathryn Zickuhr, Lee Rainie and Kristen Purcell. Younger Americans’ Library Habits and Expectations. Pew Research Center. 2013.

sheer range of products and services challenge library staff and their resources.

Accordingly, some libraries are creating online public resources for the use and troubleshooting of various devices, troubleshooting sheets, digital “demonstration labs”, and a full range of programs. Some Canadian libraries and most CULC libraries are implementing a variety of programs to aid the public. For a more personal intervention, Clarington Public Library negotiated a partnership with a local community agency which sent tech savvy people to the Library for hands-on troubleshooting sessions. Through this partnership, the agency was able to raise its community profile while assisting the library in offering a valuable and important service. This Library also provides iLearn and iPad courses at various locations.

Staffing

Library automation, self-service options, the Internet, and other technologies are changing the roles of many library staff and also impacting space needs. For example, more people are now doing research on their own and fewer people are seeking information assistance from reference librarians; this trend is likely to continue as the generation of digital “natives” matures. In some systems, staff have been “unchained” from the reference and circulation desk through such services as roving reference and can now work more flexibly to support users where they need help. The amount of back-of-house space is also declining as library staff roles evolve, automation takes hold, and support services are delivered through commercial services. Opportunities to rework staff spaces are being examined through the Mississauga Central Library Feasibility Study.

As identified in Confronting the Future (Levien, 2011):

“As library-accessible materials increasingly fall within the digital media world, the necessary competencies of librarians must follow suit...they will both be highly competent with digital media and tools and have a richer and more nuanced understanding of their users.”

In some cases, re-training may be required to support the advancement of staff, particularly in areas of technology and community engagement. In general, today’s library staff teams are more efficient, but they also deal with more complex issues that require enhanced qualifications and specializations. There is growing public demand for staff with “value-added” skills.

Rates of impending retirements of library staff also place pressure on library management to make rapid changes in human resource practices. In Ontario, many public libraries report that within the next five to ten years a large percentage of staff will be eligible for retirement. Many libraries now face gaps in talent to undertake new kinds of work and have fewer middle managers to lead this new workforce. Fortunately, younger staff’s ease in using technologies offers opportunities for most libraries. However their skills are in high demand by many other fields – competition is keen and libraries need to work harder at retaining these people and their ready-made skill sets.

Technology skills are not the only important tools required in the future of public libraries. Marketing and outreach into the community has become a major trend for libraries. Special training and skill sets are required to deliver outreach services. Edmonton Public Library and Pickering Public Library, for instance, have developed new positions called “community services” librarians. In Pickering,

recruitment for the position was not restricted to individuals with a professional library degree. Instead a combination of a social work background and marketing skills are incorporated into these kinds of positions. Libraries in San Francisco and other larger urban cities have included social workers in their workforce, working with the homeless and disenfranchised and those with mental illnesses who are frequent users of the library.

Most libraries offer training opportunities for staff, which become an important objective in the development of multi-year strategic plans. Social media applications offer a cost-effective opportunity for staff training and development. Podcasts for library programs and services are available to staff at times convenient to them. This option has obvious advantages over a formal seminar, conference, or weekly regular timeslot due to their flexibility and cost effectiveness.

Building on the one-on-one training that staff deliver to the public, libraries are also developing public training modules and instruction for nearly all aspects of library services. As part of their human resources review, Winnipeg Public Library is developing an extensive staff training program comprised of many elements. In the area of technology, the Winnipeg Public Library's Tech Training Team is implementing a number of options for staff training, including in-person training sessions delivered by resident experts and through the creation of online videos. Currently the Library delivers much of their technology training courtesy of their Tech Training Team, which goes from location to location, assisting staff in the use of new technologies.

In Ontario and Canada, other staff training options are available through The Partnership (www.thepartnership.ca), which draws together course ideas and presenters from across Canada and various provincial library organizations. As well, the American Library

Association website provides online access to a variety of training programs and webinars in nearly all aspects of library services.

Engagement, Communications, and Marketing

Despite their ubiquity and high levels of satisfaction, libraries suffer from an awareness problem. Our work across Ontario suggests that many peoples' perceptions of library services have not changed substantially over the years (particularly adults that are not frequent users), despite the reality of the rapid transformation of many libraries. Even those that are frequent users of public libraries likely feel that they are not sufficiently aware of all that the library has to offer. There is an urgent need to correct these misperceptions and to demonstrate that libraries are more than repositories for books. In this regard, progressive marketing and social media have the potential to become core communication tools (many excellent examples of using social media and web 2.0 technologies can be found in the Library 2.0 Toolkit published by the Government of Ontario).

Interactive and well-tended websites serve as dynamic marketing tools and effective ways to communicate with the public and track ever-changing public interests. Instead of conducting occasional user satisfaction surveys, libraries (including a number of CULC libraries) are now concerned about capturing user satisfaction/comments on a daily basis. Upfront on their websites, users are encouraged to inform the library of their "experience" and satisfaction. Two CULC libraries that use these strategies include Edmonton and Vaughan Public Libraries.

Another area that holds promise is community engagement, which promotes proactive action rather than the reactive responses that are all too common. For example, community-based librarianship offers opportunities to engage people within their communities, building

connections and relationships with target groups (including lapsed or non-users) by creating customized services for various organizations. Edmonton and Toronto Public Libraries are just two of the libraries that enjoy tremendous success due to community connections and proactive marketing strategies.

It is also important to note that, every year, immigration accounts for a greater proportion of growth in Canada. To this point, libraries can serve as the portal through which newcomers receive access to inclusive information and referral systems to support their settlement and integration in Canada (e.g., settlement services, ESL courses, welcome tours, multi-lingual resources, etc.).



Partnerships

Mounting fiscal pressures and the evolution of library services are requiring libraries to place more emphasis on conventional and non-traditional partnerships. Some partnerships may be related to

outreach, creative spaces, and programming, while others involve co-location. Multi-use buildings that combine libraries and other civic uses (recreation and arts centres, municipal offices, schools, etc.) have been popular templates for years as they offer a “one-stop shopping” convenience and economies of scale. Successful partnerships help to share risks and benefits, allowing the library to achieve strategic priorities in a more effective or efficient manner.

Library research suggests numerous partnership opportunities with government, non-profit, and post-secondary sectors, including (but certainly not limited to) the following:

- In Canada, many library partnerships with other government entities have been successful. Federal and provincial governments have made it a public policy to develop joint facilities to increase the “one-stop shopping” advantage. Greater Sudbury, Ottawa, Windsor, and Vancouver are a few examples of various levels of government working in the same building.
- Serious economic upheaval experienced in the United Kingdom resulted in an interesting and effective partnership. Gateway Plus, located in the Thanet District Council, is a partnership between many public sector and not-for-profit agencies in the same building. Library services include free Internet access, basic IT courses, collections, and children's programs. The building also includes 25 partner agencies that provide housing information, taxation, licensing, environmental health, planning, electoral services, and other services.
- Edmonton Public Library, working with the University of Alberta libraries, has embarked on several exciting partnerships. A branch of the public library has been located within the downtown campus of the University in order to provide a wide range of recreational and non-university

library type materials. The partnership has also launched an initiative called the L-Pass (Library Pass). L-Pass provides access to public library services such as online resources, interlibrary loans, books, and magazines to University of Alberta students.

- In Camden County (New Jersey), the County closed the public library. Discussions with Rutgers University resulted in the creation of a joint branch with a division between the public and university library areas. Joint workshops and shared services will be explored.
- In Fort Worth Public Library (Texas), financial reductions resulted in alternative ways to deliver services, such as joint venture partnerships. One partnership example is the creation of eSkills, a re-purposed Meadowbrook Branch Library and Workforce Center. Responding to community needs and demographics, the library will offer a limited level of basic library services, with a focus on workforce development. The initiative is co-sponsored by Workforce Solutions of Tarrant County and the City of Fort Worth. Partial funding is provided also by the Friends of the Fort Worth Public Library, with in-kind support provided by the Fort Worth Chamber of Commerce.

Support to the Education Sector

Support for school libraries is generally in decline across Ontario, with some boards reducing or eliminating library space and/or staff. The number of public schools with teacher-librarians declined in Ontario from 80% to 56% between 1998 and 2013, and from 78% to 68% in high schools⁷. In Mississauga, all of the elementary and secondary schools operated by the Peel District School Board still offer teacher-

librarians; however, Provincial funding allocations have declined in recent years. The School Board is attempting to cover the gap in funding, which has also affected library technicians.

Home-schooling and tutoring are on the rise, further underscoring the need for educational resources within the public realm, with libraries being a possible provider particularly as it relates to early literacy. Distance education, massive open online courses (MOOCs), and lifelong learning (e.g., ElderCollege) are also increasing in popularity, creating opportunities for public libraries to provide space and/or supporting resources to students and residents engaged in active learning.

There is also ample evidence that the way in which people learn and communicate is changing. As a result, there is a growing need for libraries to support blended learning and transliteracy (reading, writing, and interacting across a range of platforms – often personalized to the specific needs of the individual) through various means, including staff that are technologically savvy, space that is collaborative, resources that are convenient and connected, and partners that work together. This is the opportunity to blend libraries' strengths (e.g., long trusted customer service, expertise, and human touch) with the wide variety of information arenas.

Facility Model

Libraries as Community Hubs

A large part of the evolving role of public libraries is how its facilities are designed and used. Many systems view physical space not just as a place to accommodate services, but rather as a service in its own right; this is part of the philosophy embedded within the Mississauga Central Library Feasibility Study.

⁷ People for Education. Annual Report on Ontario's Publicly Funded Schools. 2013.

In keeping with the movement from consumption and archiving to creation and collaboration, there is growing demand for the “library as place” – an extension of the community that goes well beyond just a repository for books (e.g., community hubs and gathering spaces). As noted by library advocate David Lankes, “our collection is our community”, which underscores the value of public interaction.

The library environment, atmosphere, and location are still critical to attracting new users and retaining loyal community members. A case in point, the Chicago Metropolitan Library System undertook a study to review its customer service patterns, space usage, service philosophy, and service visibility. Over 400 users groups were observed and 267 users responded to a questionnaire about their library usage patterns. Two key findings from the survey were:

- *“Visitors were using the Library as meeting, reading and study space, not just a place from which to borrow items and use computers or services. Allotting space for study and socializing needs is important when creating an overall atmosphere of service.*
- *Visitors using the building are easier to convert to users of library services than those who do not enter the building.”⁸*



Design Considerations

Facility designs that promote the exchange of information, innovation, and creativity are in demand. This may manifest itself in many ways, but the core principles are spaces that are flexible, spacious, and welcoming. Some examples that are being incorporated into new or redeveloped libraries include portable shelving, outdoor spaces and gardens (thinking “beyond the walls”), large lobbies where people can gather and interact, late-night access for students during exam times, ample natural light, and a wider variety of seating. Libraries are being thoughtfully designed with not only function but also aesthetics in mind – they are a source of civic pride. Visibility is a must and having workspaces near windows shows that the library is being used.

⁸ Metropolitan Library System. Best Practices for the Customer-Focused Library. New York: Envirocell Inc., 2008.

The need to accommodate both group (noisy) and individual (quiet) study/work space is also on the rise – this may mean that libraries need to become larger (and have improved noise attenuation) in order to accommodate a variety of “zones” or separate spaces. Social research shows that people like to be with others, even when working alone. Given higher densities and the isolating effect created by technology, the need for public space will become more critical.

This is not a new concept to this community, as many public libraries in Mississauga are being combined with other civic uses to recognize their value as civic anchors and cultural integrators. Often, libraries have the spaces and supporting amenities to serve as (or supplement) venues that may host a variety of performances, lectures, meetings, and events.

Alternative Facility Delivery Models

The consolidation of smaller libraries into fewer larger, centralized, and modern facilities that can accommodate a mixture of both quiet and noisy spaces, along with conventional and cutting-edge services, continues to be a trend throughout North America. But, public demand for convenient and locally accessible facilities remains. One option is to integrate libraries into neighbourhood destinations, such as recreation centres. An emerging alternative is to offer self-serve options such as kiosks and library vending machines that allow libraries to more thoroughly embed themselves in their communities, often at non-traditional sites (e.g., transit hubs, airports, retail centres, etc.).

Library vending machines are automated and allow customers to insert their library card, make a selection, and receive material (and even place holds and return materials). These machines are unstaffed and passively monitored by those in the vicinity. This technology can be costly, both in its initial purchase and ongoing

operation, and is subject to service disruption due to repairs. They work best in high traffic areas where people are ‘on the go’; high levels of usage are the best way to justify the expense.

In Ontario, some libraries along the GO Transit system have had discussions exploring opportunities for locating express library kiosks within or adjacent to GO Stations. There are some interesting and attractive models to consider. In California, the Contra Costa County Library project (“Library-a-Go-Go”) allows the local library to provide service more in line with residents’ expressed needs and preferences for faster, one-stop service at locations and during hours that are most convenient to them. Located in the fastest growing region in the Bay Area, Contra Costa County Library faces the challenge of delivering service to its communities without additional funds and without reducing services to the other community libraries. A freestanding, automated book-dispensing machine (Bokomaten) allows library members to borrow and return books and media using a library card. The machine holds 400 individual books, and the collection consists of two to eight copies of approximately 150 titles. More than 60% of daily activity on the system occurs during high commute hours. Twice a week an outreach librarian is available on-site to sign up new members, answer questions, and assist with machine access.

Other examples of these express libraries include:

- Wake County Public Library, North Carolina – This system houses an express library in the Wake County Office Building. The express library includes a self-checkout station, self-service hold shelving, four stand-up Internet stations, two sit-down catalogue and research stations, and meeting space.
- King County Library System, Seattle – In partnership with the Redmond Ridge Residential Owners’ Association, the library converted about 300-square-feet inside the association’s

management office. The service includes a hold shelf, self check out, computer workstations, catalogue access, and a small browsing collection.

- Washington County Library, Minnesota – A computer kiosk is located inside Hugo City Hall and is available during regular business hours. Customers can pick-up or return their items any time day or night since the lockers and book return are located outside City Hall. Using the last four digits of the library card to access the lockers, the user is able to collect the (already checked out) materials. A YouTube video is also available to assist new users.
- Houston Public Library, Texas – This library has designed a service that can be installed within existing buildings, multi-service centres, office buildings, shopping malls, airports, and more. The service includes full access to the services, data, and collections of the entire library system. Bestsellers and popular materials are available.

A slightly different approach to express library service, Windsor Public Library has developed an alternative library service delivery model independent of existing library facilities. Modelled after Apple Stores and how they interact with customers, “CanGuru” is a grouping of technologies that works in tandem with staff to create, for all intents and purposes, a mobile library. Staff take portable equipment into select areas of the community to demonstrate what the Library can do, conduct searches for individuals, produce library cards and checkout library materials. The Windsor Public Library launched a trial of this new service in a neighbourhood where transportation and mobility was an issue for the local community. This mobile solution “allows Windsor Public Library to:

- *service areas experiencing rapid growth with no physical public centres;*

- *demonstrate library services to segments of the population that (they) are currently unable to reach;*
- *experiment with a possible new location for a branch;*
- *allow staff to be freed from the constraints of the service desk model and be more visible and available to customers anywhere in the Library; and*
- *have a presence at local community events.”⁹*

Incorporating technology within current facilities allows the library services to change and meet community demand; this also allows libraries to completely rethink library services. One of the most progressive library concepts is found in Europe in Delft. The DOK Library Concept Center has created an environment that draws on existing information and formats, enhances it, and creates new information products and services through full collaboration and state of the art technology. The concept has completely revolutionized space, services, collections and staffing. The Library overhauled its staffing model by creating teams responsible for the generation of new ideas. These teams work collaboratively with users in enhancing or creating new information products.

One key strategy adopted at the DOK Library Concept Center was to digitize all the collections. The Library also designed its own integrated library system software that allowed the blending of existing information to new information generated by users and other sources. A digital touch screen was designed to allow library users to input their own stories and share them on the screen in the Library. To further mirror this new and open way of thinking, facilities were redesigned to include open concept and collaborative workspaces

Alternative delivery models are numerous and most incorporate a mixture of newer concepts and older versions of strategies that have

⁹ <http://www.windsorsquare.ca/2012/05/good-library-news/>. Accessed January 2014

worked in the past. Over the last few decades, as libraries have built facilities throughout their communities, bookmobiles were often retired or reduced these services. However, a number of CULC libraries have retained bookmobile fleets including Toronto, Edmonton, Hamilton, and Ottawa, to name a few. The latter was one of the first to offer WiFi and accommodate digital services. Some libraries are rethinking the use of bookmobiles in their communities. In light of economic uncertainty, for instance, Worcester Public Library in Massachusetts determined that the cost of running a bookmobile was cheaper than keeping a full service library open. San Francisco retrofitted its bookmobile, launching a fully Green Bookmobile that incorporates a full range of sustainable and environmentally friendly products and fuel.

In Portland Oregon, the library launched a program called “Street Books”, an outdoor library for those who live outside. A much more modest set up, this “mobile library” consists of a bike pulling a wagon. This mobile library is open four hours in the park twice a week.

Many libraries have explored the concept of virtual libraries, “locations” independent of physical spaces. These spaces pull together a full range of products and services attractive to all users but especially to those unable to come to libraries on a regular basis. The Dallas (Texas) Public Library Virtual Branch is an excellent example of the range in online self-serve features brought together in a web-based eLibrary. Some of these features include a YouTube video that explains how to use the eLibrary and its catalogue, access to eBooks and eDatabases, subject guides such as employment source information, personal account information, full text magazines, and community resource information. “Live” homework assistance is provided through the Dallas After School Homework Help program, other homework assistance sites, and online tutorials. A calendar of events along with online exhibits courtesy of Dallas History and Archives division of the library are also offered.

Of growing interest is the progress of what is referred to as the Paperless Library. An all-digital library, called BiblioTech located in Bexar County (Texas)¹⁰, is comprised of more than 10,000 eBooks, eAudioBooks, software, training databases, and wireless Internet access, along with a suite of eReaders. Not only does the Library include 600 regular eReaders, it provides 200 pre-loaded and enhanced eReaders for children. Other technology and devices offered include computer workstations, laptops, and tablets. Training, programs, and meeting spaces round out the range of resources and services available at BiblioTech. The digital library is managed by two staff, a head librarian and branch manager. Staff focus more of their time on assisting users in manipulating devices and accessing the information they need. Although early days for this Library, no doubt it will be well studied for consideration as a future model for library service.

Capital Funding

On the whole, municipal funding for public libraries is insufficient to address ongoing needs for facility expansion, renewal, accessibility, etc. A 2011 report prepared by the Federation of Ontario Public Libraries indicates that Ontario’s public library infrastructure is in crisis and needs immediate attention.

“Half of all libraries across the province were built prior to 1976 and many are deteriorating, unable to keep pace with changing consumer needs, technological advances, and accessibility requirements...The estimated public library capital infrastructure obligation in Ontario is \$1.4 billion [and growing].”

- Federation of Ontario Public Libraries. Capital Needs Analysis. 2011.

¹⁰ <http://bexarbibliotech.org/about-biblio-tech>. Accessed January 2014.

Collections Strategy

Digital and Print Collections

The onset of new technologies such as eBooks has coincided with a period of fiscal restraint within many municipalities. This has challenged the ability of many libraries to grow their eBook collections and simultaneously maintain their print and A/V collections, which still hold a strong pull over the library's traditional customer base. In most library systems, books and printed material are accounting for a smaller proportion of circulation, while eBooks and digital resources are on the rise (but still represent a small portion of overall materials).

There are differing views on the proper balance between print and digital collections, partly because formats are in a constant state of flux; some formats are likely to disappear sooner than expected in this rapidly changing technological climate. Libraries must be willing to assume this risk in order to be innovative, relevant, and responsive to customer needs.



A 2012 study estimated that 23% of all Americans ages 16 and older read eBooks (up from 16% from one year earlier), while 67% read printed books (down from 72% from one year earlier). The rise in eBook popularity is mirrored by the increase in tablet ownership. According to this study, the demographic most likely to read eBooks include those with higher degrees of educational attainment, those who live in higher earning households, and those who are between the ages of 30 and 49.

Most eBooks are priced similarly to paperbacks, meaning that they hold little advantage in terms of price, particularly when one considers the cost of purchasing (and eventually upgrading) a digital device. Printed books also hold other advantages over eBooks, such as the ability to flip back and forth (for endnotes, table of contents, etc.) and mark-up (for books in personal collections). Printed books do not require a charged battery to read and their visible presence is a subtle reminder that they are there to be read – many library customers visit libraries largely for the joy of browsing.

“73% of library patrons (who visited the library in the past 12 months) say they visit to browse the shelves for books or media.”

- Pew Research Center. [Library Services in the Digital Age](#). 2013.

Public libraries are also currently facing challenges both in terms of being able to purchase content from publishers, as well as making that content readily discoverable through their websites. Library organizations such as the American Library Association and the Canadian Urban Libraries Council are actively pursuing solutions with publishers to negotiate equitable and fair access to the full range of information available. In a June 2012 CULC news release, 24 large public libraries representing the interests of 12.5 million citizens have

confirmed their support for CULC's lobby efforts. Continued advocacy is needed to promote new pricing and licensing models for eBooks, as well as public education during this time of transition.

Despite these challenges, some may suggest that eBooks and other digital formats signal the beginning of the end for the printed word. However, the digital revolution may be more perception than reality, at least as it relates to eBooks. *"BookNet Canada reports that the market share of eBooks reached 17.6 per cent in the first quarter of 2012, but fell to 12.9 per cent in the last quarter of last year. It thinks eBooks may be 'plateauing' at about 15 per cent of the market, a trend confirmed early this year."* (Cohen, 2013) Because the true impact of eBooks will take some time to fully evaluate, there is a need to continually monitor and assess print to electronic ratios.

Libraries are no longer competing with retail bookstores as they once were (or thought to be), but both face similar challenges with competition against online resources. The primary advantages for public libraries over other media sources are that they offer access to most of these resources at no cost, their holdings can be sampled before being selected, and they offer enhanced customer service.



Collection Budgets & Funding

In most library systems, strong increases have been seen over the past decade in spending on electronic materials and audio-visual resources. Unfortunately, collection budgets have not necessarily increased at the same pace, meaning that spending has come at the detriment of print resources. The per capita collection budget for Mississauga Library System has essentially remained static since 2007, ranking it last amongst the comparator libraries

Other fiscal pressures are also creating challenges for many systems and this shortfall is becoming the responsibility of municipalities, despite the Province being the administrator of the *Public Libraries Act* and its statutory grants.

"Although spending on library materials has increased in the decade, pressure from higher overhead costs means that materials make up a smaller percentage of libraries' expenses than in 2000, decreasing from 13% to 11% of total library expenses."

"The increased revenue needs of libraries for the most part have been filled by the municipal level of government. Provincial funding has not kept pace with libraries' needs over the past 10 years, and Federal funding makes up only a fraction of a percent of all revenue."

- Canadian Urban Libraries Council. [An Analysis of Public Library Trends](#). 2011.

Electronic Strategy

Technology

"I'd be happy if I could think that the role of the library was sustained and even enhanced in the age of the computer"

- Bill Gates

The public appears willing to embrace wider uses of technology at public libraries; however, the range of needs varies dramatically between the digital “natives” and “fugitives”. The digital natives – those that have grown up with technology and have a high comfort level with it – are seeking more customization and interactivity. Their expectations are considerable as they value immediacy, 24/7 access, and new experiences. Fortunately, the “digital age divide” is becoming less distinct – access to the Internet is now an expectation at all library locations (preferably through WiFi) and this expectation is shared not only by younger generations but older residents as well.

In terms of online access, while the majority of Canada’s residents have library cards, a much lower percentage is likely to use library websites. With the growing popularity of other online services and tools, library websites – as they are currently constructed – are challenged to provide meaningful content to a wide range of users. Online strategies need to be rethought, with the aim of not only supporting current users, but also reaching new ones. Opportunities also exist to exploit new technologies such as digital storage (“the cloud”), which allows for the storage of vast quantities of information and entertainment media and enables technologies such as video and music streaming.

This is a period of rapid technology innovation, especially for wireless devices. There is a proliferation of single-use devices such as eReaders; however, these are now falling out of favour with the rise of multi-functional devices such as tablets and smartphones. It should come as no surprise to expect the future of information to be Internet-connected portable devices. As identified in [Confronting the Future](#) (Levien, 2011), “A potential library patron with a computer and an Internet connection, as well as an iPad, Kindle, or other eReader, can already gain access to far more books, videos, and music than any public library can provide.” Apps-based access to library programs and content are also rising in popularity alongside mobile devices.

In keeping with this, there is an increasing trend toward a BYOD (“bring your own device”) culture. Tablet sales are now beginning to outpace sales of laptops and the growth of mobile apps is exponential. The trend is toward fewer formal workstations in favour of spaces consisting of comfortable, casual seating in close proximity to charging stations or outlets for plugging in personal/mobile devices. Some public libraries even provide opportunities to test new electronic devices prior to purchasing (technology “demonstration labs”). It is important that library offerings remain compatible with whichever devices dominate the market.

There is concern that demand for public workstations will wane with increasing reliance on personal use devices; consequently, outlets and bandwidth are in high demand. This concern has yet to materialize as Internet accessible workstations, download stations, and online resources (and support for how to use them) remain very popular, particularly amongst teens, seniors, and those from lower income households.

Experimental space and creation/discovery zones such as gaming centres, media labs, fab labs, makerspaces, hackerspaces, and self-publishing centres (essentially places where “artists, makers and

techies converge so that they can gather, create and improve”¹¹) are in early stages of development in some library systems. Through these spaces, the community creates their own content using tools such as 3D printers, laser cutters, welding machines, etching tools, self-publishing machines, and other specialized equipment. These hold much promise in attracting younger Canadians to the library.

Edmonton Public Library recently announced that they are in the process of creating a makerspace by renovating an old audio room at their downtown branch. The makerspace will include 3D printers, an Espresso Book machine, specialized high-end computers, digital conversion software, gaming area, sound recording equipment, green screen, and ceiling mounted projector and sound system. Ottawa Public Library has entered into a partnership with the Embassy of the United States to create “Imagine Space”, an area to be populated with new technologies for exploration and creation. The Innisfil Public Library has embraced a “hacker ethic” through its strategic plan and has implemented a number of innovations, including a digital media lab, idea lab, 3D printer, and the introduction of a “resident tinkerer”.

More and varied models for makerspaces are emerging, including several in the United States that are integrated into existing libraries. Often, these makerspaces are developed in partnership with others in order to leverage funds, staffing expertise, or equipment to start-up and run makerspaces. Some examples include:

- The Fayetteville Free Library received \$260,000 from the New York State Library Construction Fund to renovate the East Wing, an Innovation Award of \$10,000, and \$20,000 from the crowd-funding website Indiegogo for fab lab equipment and experts to run workshops and presentations. The Fayetteville staffing model includes local students working on the frontlines with professional library staff.

- The Chicago Public Library secured a grant of nearly \$250,000 from the Institute for Museums and Library Services to develop and launch its Innovation Lab, which consists of 3D software, 3D printers, laser cutters, a milling machine, and a vinyl cutter. The makerspace was initially managed by a full-time staff person, but the position was vacated and has not been filled due to budget pressures. Internally, class teaching in the makerspace is done by librarians, with occasional assistance from college students funded by the Library Foundation.
- The Detroit Public Library (Mt. Elliott) created a teen makerspace called HYPE (which stands for Helping Young People Excel). It is operated by 4.5 staff paid from the Library budget. Additional experts and mentors are hired on an hourly basis funded from their annual operational budget. \$30,000 was budgeted for start-up activities (realized through a grant) and annual operational costs are around \$11,000. The Library offers access and use of this makerspace to the public free of charge.
- Staffing strategies for fab labs and makerspaces again are varied, depending on the type of “space” to be created and available partners and resources. A model utilized at the Cleveland Public Library involved the recruitment of internal candidates who showed “technology prowess” to deliver technology and individual workshops.

“The makerspace programs developed by public libraries rely of community members acting as mentors and sharing their knowledge in particular fields to other community members.”

- Benton et al. Makerspaces: Supporting an Entrepreneurial System. 2013.

¹¹ <http://www.unlab.ca>

3.0 Delivering the Service

This section of the report introduces the key areas of focus, describes the current state of service delivery, provides a summary of public and stakeholder input, and identifies promising practices that will inform the recommendations contained in Section 4. To help guide the recommendations, a goal and strategic direction statement has been identified for each area of focus.

3.1 Service Delivery Model

Goal: To enrich the user experience through our delivery of service.

Strategic Direction: Build internal capacities and external partnerships that reinforce our focus on exceptional customer service and our role as a vital civic institution.

Current State of Affairs

The 2009 Future Directions Plan provided 45 recommendations that addressed the need to ensure better community outreach and improve resource distribution throughout the library system. The recommendations looked at aligning the delivery points to the expectations and demands of an ever growing and changing community. In addition, the 2009 Plan targeted the creation and delivery of collections specific to the older adult, youth, and newcomer communities. It also recognized the importance of respecting the City's Living Green agenda, mindful of the use of energy-intensive resources.

Two key initiatives have been completed that have strengthened service delivery to newcomers, namely the transformation of the Sheridan Library and the creation of website links to eResources critical to the newcomer community. Additional efforts for improving customer engagement and collaboration are being examined as part of the Mississauga Central Library Feasibility Study.

Some of the other initiatives planned prior to the 2009 Future Directions Plan or recommended in the 2009 Plan include:

- implementation of a new Integrated Library System, followed by the RFID and self checkout installation;
- initiating a coordinated electronic strategy that will result in the development of an eLibrary; and
- reassigning resources among libraries within the City's Services Areas to meet local community needs.



Consultation

Below are some highlights from the recent consultation process regarding service delivery in the Mississauga Library System:

Staffing

The Mississauga Library System recently appointed a new Director of Library Services. Prior to this, interim management did well to undertake several ambitious and time-consuming initiatives, such as library renovations, creation and delivery of an expanded suite of community programs, and the acquisition and implementation of a new Integrated Library System. However, long-range planning and internal communications remain a challenge due to the busyness of day-to-day responsibilities.

With the arrival of a new Director, staff are excited about the future possibilities for the Library. They look forward to new organizational priorities for this changing library system. Many commented on the current staffing model and the need to retain a good balance between part-time and full-time staffing to ensure timely, successful completion of the many scheduled Library projects. There is an expectation among staff that job descriptions will be revised as part of a re-imagined staff structure.

Another recurring theme throughout all consultations was staff training. There is particular interest in the need for more technology training and retraining. The ability of staff to confidently respond to customer requests for information and technical assistance is paramount.



Innovation

A new working environment supportive of innovation will require the generation of a specialist workforce, visionaries, innovative thinkers, and risk-takers within the Mississauga Library System, some staff believe. Suggestions were received for re-crafting the Library's delivery model through the creation of specialty collections and centres throughout the network (e.g., children's library; language centre; eLibrary that includes online/live assistance 24/7; learning commons; makerspace centre; videoconferencing centres; etc.).

Marketing

A message that arose consistently through the workshops and interviews is that the Library must create and market a “Culture of Innovation” that underpins the information needs of the community of Mississauga. The absence of any major media vehicle in Mississauga is one limiting factor. A combination of paper, online, social media, and in-person marketing and outreach strategies is critical to improving the Library’s overall image.

The City’s new branding initiative, along with recent marketing efforts to increase membership and expand programming into the community, might also serve as a catalyst for the Library’s own marketing message and plans.

Measures that would track the success of marketing include increased and sustainable membership, as well as frequent user feedback and timely response, the latter which will only improve the Library’s overall awareness of its successes and challenges.

Many felt that a pivotal vehicle of the Library’s marketing strategy should be its website, the improvement of which should be a priority. Recognizing that the new ILS will address some of these concerns, specific suggestions for improving the website include:

- raising the website’s visibility on the City portal
- de-cluttering and streamlining the website
- improving linkages throughout the website
- adding more convenient features for users such as online program registration, fine payment, and an online tech help desk
- improving catalogue usability

Community Responsiveness

Some respondents identified the need to develop a strategy to address the interests of the multicultural community. Mississauga has a community of many, but often smaller demographic groups. In terms of collection development, the identification of key vendors who provide the range of languages required by this community is one strategy. Partnerships or other lending options with other libraries will also need to be studied.

Seniors still comprise the largest overall community demographic. Mississauga is fortunate to have conducted a study specific to this dominant age group. Today’s older adults are more complex and more demanding in their information needs. There is also considerable segmentation within the older adult and senior markets, with a wide range of information and accessibility needs. As this population group is growing faster than others in the City, the Library cannot lose sight of its unique needs.

Hand-in-hand with increasing awareness of its community heritage, perhaps the Library also needs to grow its collections, services, and awareness of the community’s First Nations population.

Alternate Service Delivery Models

Staff had mixed reactions to the idea of alternate service delivery models without knowing the implications on existing services. Some suggested that the Library consider the development of a Community-based librarianship model, similar to the one adopted by the Edmonton Public Library and other systems. Some mentioned book vending machines that might be placed in key community areas (e.g., seniors centres, GO stations, etc.), while others suggested the Library explore more community partnerships as a way to enhance service delivery.

3.2 Facility Model

Goal: To inspire the community through our places and spaces.

Strategic Direction: Renew our commitment toward providing high quality public library spaces that are safe, welcoming, flexible, and that foster connections amongst residents of all ages, interests, and backgrounds.

Current State of Affairs

Mississauga's Library facilities are well maintained, attractive, and well integrated within their communities. All buildings are accessible and most have excellent access to public transportation. Many are co-located with other civic services, such as community centres, which produces synergies such as access to shared spaces, joint programming, and operational efficiencies. They are valued as true community hubs that offer residents and newcomers with a critical place to gather, share, and learn.

To strengthen its facilities for the future, the Mississauga Library System completed major redevelopment projects at four of its libraries in 2011: Burnhamthorpe, Lorne Park; Port Credit; and Lakeview Libraries. These renovations, which were made possible through partial funding from senior government grants (Infrastructure Stimulus Fund), addressed accessibility, enhanced public spaces and seating, lifecycle maintenance, and readied these locations for self-service. A key recommendation of the 2009 Plan was to increase capital funds to keep all facilities attractive and fully functional, thereby enhancing the customer experience.



As supported by the 2009 Future Directions Plan, the Sheridan Library has also been transformed into an alternative community library through an innovative partnership with Polycultural Immigrant & Community Services (PICS). Located within a shopping centre, this Library now offers a computer lab accessible to users of both the Library and PICS. The exploration of a new library facility for the Sheridan community and its partners remains a longer-term possibility.

More recently, the City has initiated a Feasibility Study for the Central Library to reflect the changing role of this facility, examine the optimum use of space, and guide its revitalization as an “epic” space within the City Centre. The draft Feasibility Study notes the following about the Central Library: *“The Central Library Building is a physical container that is struggling in its definition of what it represents and offers. The library building provides for abundant physical floor space, but the space is disorganized and does not inspire the people that*

require its services. Rather than being defined by the community it serves, the Central Library Building is defined by its material."

It is the intent of the Feasibility Study to "...give the Central Library Building a new identity; reinventing itself into a facility that caters to the customer and promises to embrace the evolution of ever-changing library spaces."

Two other major capital projects are also underway: (1) the redevelopment of the Woodlands Library to address lifecycle needs and introduce operational improvements (opening of new building is anticipated for 2014); and (2) the relocation of the Meadowvale Library to the site of the Meadowvale Community Centre, creating synergies in a community hub and eliminating lease costs (opening of new building is anticipated for 2016).

Keeping pace with new and emerging capital demands related to population growth and demographic shifts continues to be a key focus for the Mississauga Library System, but has been a challenge as budgets tighten. Renovation projects aside, Mississauga has not established a new library location since Churchill Meadows Library in 2007. The previous Future Directions Plan highlighted the need to monitor and/or address library space provision within possible service gaps (e.g., East Credit) and areas of intensified residential development (e.g., Hurontario-Dundas area), options that should continue to be assessed as growth patterns evolve. A similar approach is recommended for the Inspiration Lakeview and Inspiration Port Credit projects in Service Area 6, which are in the early stages of planning.

Presently, the City is providing 347,252 square feet of library space at one Central Library and 17 neighbourhood libraries (including leased spaces at Cooksville, Sheridan, and Meadowvale). Based on an estimated population of 756,590, this translates into a ratio of 0.46 square feet per capita (sf/capita) at present.

In terms of geographic distribution, the most favourable rate of library space provision is in Service Area 5 (0.91 sf/capita) due in large part to the Central Library, which serves both neighbourhood and City-wide functions; 35% of all public library space in Mississauga is provided within the Central Library. Excluding the Central Library, the provision level of libraries ranges between 0.24 and 0.36 sf/capita in all Service Areas. Previous Future Direction Plans have attempted to maintain the facility standards established by the Library Board, to migrate from leased spaces to owned spaces, and where necessary, to develop and expand shared spaces.

Table 10: Library Space per Service Area

| Service Area | Current Space Provision (sf) | 2014 Population | 2014 SF/Capita |
|--------------|------------------------------|-----------------|----------------|
| 1 | 59,340 | 168,530 | 0.35 |
| 2 | 41,238 | 163,300 | 0.25 |
| 3 | 14,137 | 40,650 | 0.35 |
| 4 | 23,649 | 99,650 | 0.24 |
| 5* | 176,191 | 192,740 | 0.91 |
| 6 | 32,697 | 91,720 | 0.36 |
| Total | 347,252 | 756,590 | 0.46 |

* includes Central Library, which serves neighbourhood & City-wide functions
Population Source: City of Mississauga, MPZ Forecast, 2013

The following table provides a snapshot of each Library, along with its size and other baseline data.

Table 11: Mississauga Library System – Facility Snapshot (listed by size, from largest to smallest)

| Library | Service Area | Size (SF)* | Hours per Week | Collection (holdings) | Circulation (2013) | Program Attendance (2012) | Cardholders (place of registration) | Cardholder Breakdown | | |
|--------------------|--------------|----------------|----------------|-----------------------|---------------------|---------------------------|-------------------------------------|----------------------|------------|------------|
| | | | | | | | | Junior | Youth | Adult |
| Central Library | 5 | 120,183 | 72 | 281,409 | 1,137,240 | 26,669 | 94,636 | 11% | 8% | 81% |
| Burnhamthorpe | 5 | 42,164 | 64 | 78,614 | 474,938 | 7,937 | 23,976 | 18% | 9% | 72% |
| Courtneypark | 2 | 26,738 | 77 | 84,295 | 392,183 | 10,136 | 20,958 | 35% | 15% | 51% |
| Erin Meadows | 1 | 18,803 | 77 | 90,209 | 607,030 | 9,789 | 31,783 | 22% | 16% | 62% |
| Meadowvale | 1 | 16,695 | 64 | 71,629 | 529,998 | 7,348 | 30,798 | 16% | 10% | 74% |
| Churchill Meadows | 1 | 14,510 | 74 | 57,880 | 286,532 | 8,161 | 12,326 | 30% | 15% | 55% |
| Frank McKechnie | 2 | 14,500 | 67 | 75,973 | 455,885 | 7,110 | 20,278 | 24% | 11% | 65% |
| Malton | 3 | 14,137 | 64 | 64,466 | 197,128 | 7,846 | 22,219 | 25% | 9% | 66% |
| South Common | 4 | 12,498 | 64 | 64,403 | 350,905 | 4,689 | 18,902 | 15% | 10% | 75% |
| Lorne Park | 6 | 11,926 | 67 | 43,417 | 213,644 | 4,391 | 8,438 | 23% | 9% | 67% |
| Streetsville | 1 | 9,332 | 53 | 42,310 | 201,283 | 3,694 | 10,057 | 24% | 10% | 66% |
| Mississauga Valley | 5 | 8,839 | 53 | 57,912 | 261,181 | 4,793 | 14,696 | 24% | 9% | 66% |
| Port Credit | 6 | 8,116 | 53 | 42,761 | 237,700 | 6,081 | 11,475 | 15% | 6% | 79% |
| Lakeview | 6 | 7,589 | 49 | 40,085 | 163,312 | 5,182 | 6,419 | 26% | 9% | 65% |
| Sheridan | 4 | 5,651 | 38 | 35,718 | 131,013 | 1,951 | 7,839 | 18% | 7% | 75% |
| Woodlands | 4 | 5,500 | 53 | 46,495 | 198,270 | 3,197 | 7,819 | 25% | 14% | 60% |
| Clarkson | 6 | 5,066 | 49 | 43,692 | 175,882 | 7,357 | 8,685 | 18% | 12% | 70% |
| Cooksville | 5 | 5,005 | 49 | 33,293 | 205,019 | 3,135 | 9,534 | 19% | 8% | 73% |
| Total (sf) | | 347,252 | | 1,254,561** | 6,219,143*** | 129,466 | 360,838 | 19% | 10% | 70% |

Source: City of Mississauga, 2013

Notes: * Square footage figures are subject to change as space is reallocated

** Excludes 11,640 digital holdings (eBooks, eAudioBooks)

*** Excludes attendance of 8,713 in community development and system-wide programs

*** Excludes OverDrive (193,088), Telephone (189,290), and Homebound (9,616)

It should be noted that past Library Future Directions Plans have counted a percentage of shared space at joint-use facilities toward library services. Through its latest Development Charges process, the City of Mississauga has recalculated library space provision at all locations. Although the amount of library space has not changed – the City still has the same number of facilities within the same footprint, redeveloped facilities aside – the published figure for library space has declined by 15%. For some libraries, the difference from past figures is substantial. For example, the size of the Central Library for many years was frequently published as 176,034 square feet, but is now listed at 120,183 square feet. This change is a result of improved capabilities to accurately measure and record facility square footage, as well as the re-allocation of some common or dedicated spaces either away from or toward the library building footprint.

Consultation

Below are some highlights from the consultation process regarding Mississauga Library System facilities:

Early discussions are underway regarding the revitalization of the Central Library, an initiative that would influence a new service delivery model. Should this project proceed, this might include shared or partnered spaces with other community entities. An “epic library”, the new Central Library will also need to deliver services and collections to its neighbourhood as well as the network of other libraries.

Most interviewees believe the Mississauga Library System has a well placed network of locations, each with their own local flavour. In support of the City’s forthcoming Strong Neighbourhoods Strategy, more community-specific tailoring was suggested to ensure that libraries are meeting the unique needs of each area. Recent years

have also seen major renovations to older libraries. However, a few others such as the Cooksville and Sheridan Libraries, currently located in leased facilities, may benefit by relocating to their own permanent facilities, particularly in those areas about to undergo residential intensification.

Some commented on a lack of space flexibility and shrinking spaces within current footprints. Creating more flexible spaces was a common discussion point at the sessions. Like the recently renovated libraries, an approach to space planning that provides open concept gathering spaces will be important (e.g., “releasing walls and animating space”). Staff see greater possibilities when print collections shrink and more users bring in their own electronic devices to the library. Previously restricted collaborative spaces may be expanded for more programming and/or redefined for new initiatives such as makerspaces. Drop-in community spaces offering a full range of activities will include noisy and quiet areas. Settlement workers are now placed in many libraries and their future service needs will need to be explored.

A challenge to an aggressive renovation/repurposing plan for the Mississauga Library System at this point in time is the lack of capital funds to undertake the work. A common question raised in the input sessions was whether revitalizing the Central Library or continued revitalization of the library network should come first.

3.3 Collections Strategy

Goal: To cultivate literacy and lifelong learning through our collections.

Strategic Direction: Strengthen the Library's multi-format collection to enhance responsiveness to Mississauga's diverse neighbourhoods and communities.

Current State of Affairs

Out of concern for lower than optimal per capita collection funding levels, particular attention was paid to the state and effectiveness of collections in the 2009 Future Directions Plan. The Collections Plan for 2009 was an ambitious one and an area where the Library is slowly making progress.

Of particular note is the acquisition and implementation of a new Integrated Library System. This new system will improve collection awareness through its improved catalogue features, and will offer other functionality as the whole product line is rolled out.

New policies have been put in place to help redirect collection priorities. A new collection statement specific to the concept of "Collection as One" has been approved and floating collections which improve access to collections throughout the system are in place. New collection guidelines have also been developed.

The importance of technology and the need to migrate to digital formats now appears in the collection statement. As identified in the Electronic Strategy section of this report, more reference collections are now accessed remotely, allowing the Library to eliminate more onsite print reference materials.

Collection weeding has been an ongoing due in part to the implementation of RFID. De-selection efforts will need to continue in order to keep the most relevant materials, but also to contain physical growth of these resources. This is a critical issue both now and in the future as the Library is looking to reassign physical space to new and exciting applications.

One previous recommendation that addressed the need to build and deliver more multilingual collections has been realized in part through collection redirection and through partnerships with organizations responsible for services to newcomers (e.g., Sheridan Library).





Consultation

Below are some highlights from the recent consultation process regarding the Mississauga Library System collections.

All those consulted acknowledge the important role technology has played in the composition of the collection in recent years. The emergence of eBooks and growing demand for this new media strongly influences future directions for collection development. However, as mentioned previously, there is the matter of staff training and how best staff can assist the public in learning how to use the wide variety of eReaders and other new devices.

The past Future Directions Plan had suggested streamlining collection practices that would minimize duplication and allow the Library to reassign staffing resources to other duties. Where possible, many reference collections are in the process of transitioning to electronic formats. Some of the recommendations in the past Plan

that would support the strategy of “Collection as One” were adopted, while others are in progress.

The Library’s low collection budget is a constant concern, as reported by nearly all groups consulted. Hand in hand is concern that the Library may not have enough measurable data and user input to help pinpoint future collection development priorities.

In summary, interviewees suggest that the priorities for collections over the next five years include:

- lobby for improved collection budgets
- clarify staff roles throughout the Library in relation to collection development
- develop a more proactive and assertive merchandizing/ marketing campaign focusing on collections, especially eBooks, as it is believed that few in the community are aware of the Library’s eBook collections
- expand eBook collections and strengthen collaboration with other libraries to lobby publishers to make available more eBook titles available to libraries
- look at ways to enable audio and video streaming
- grow the children’s and multicultural collections
- follow through on a weeding strategy to ensure more efficient, responsive collections and to allow repurposing of current library spaces
- look at the whole area of “content creation” and the Library’s role in it
- establish better metrics to help focus collection development within the budget available including more ways for users to provide selection input and ways to measure user satisfaction; better metrics will confirm trends and provided greater staff confidence in collection decisions

3.4 Electronic Strategy

Goal: To stimulate discovery and creativity through our technologies.

Strategic Direction: Support meaningful innovations that improve convenience, open doors, and expand horizons.

Current State of Affairs

Technologies permeate all aspects of library operations today. In terms of the Future Directions Plan's goals and strategies, the issue of technology appears in many recommendations. In the previous Plan, the concept of a coordinated electronics strategy is intertwined with the library services and delivery model and appears in the collections strategy.

The most far reaching initiative to take place over the last five years at the Mississauga Library System is the implementation of the new Integrated Library System. The Library has moved well into the digital arena, through the expansion of electronic collections, the addition of the Zinio digital magazine product, the introduction of social media as a marketing tool, and the acquisition of more public access computers. The RFID/self-serve checkout service has been launched with completion anticipated by 2015; this will help to bring some staff out from behind service desks onto the public floor to assist customers by sharing their knowledge and expertise.



Consultation

Below are some highlights from the recent consultation process regarding technologies within the Mississauga Library System.

Future of Technology

Staff indicated the challenge in predicting what the future holds for the Library in terms of technology. As one person noted, "In 1983, we couldn't envision the importance of technology, so how can we see what it will be in the future?"

Indicators show that libraries are moving more quickly from print to digital formats of information. Personal devices and location independence necessitates a much broader electronic strategy for libraries, realized in part through WiFi in Mississauga, for example. However, the support of mobile devices is not the only answer as some communities and less affluent population groups will still require the provision of desktop computer stations and printers. Lending laptops or tablets to users as a way of containing the growth of (or

reducing the number of) computer workstations would result in the need for more resources in their purchase and ongoing maintenance. While, the lending laptops or tablets is not a priority at this time, the Library may consider piloting it on a facility-specific basis.

A common message conveyed through all consultation processes was that staff need to become more comfortable with technology. Even knowing where staff reside on the digital literacy continuum is an issue for further discussion. Addressing this issue goes beyond more training workshops for staff, towards continual training through information sheets and regular mentoring sessions. It also means revising job descriptions, changing staff recruitment practices, seeking people with technology skills and abilities in teaching others, and having access to new devices and practice time in a demonstration lab.

To achieve some of these objectives, interviewees suggested the creation of a dedicated Electronic /Virtual Services Team, with specific objectives relating to all aspects of a new Electronic Strategy.

It was also noted that the Library is currently in transition to a new ILS which occupies significant amounts of staff and City time. The City's IT Department, along with Library Management, is moving quickly to complete the migration work.

Mobility

The City of Mississauga is working aggressively to rollout a mobile agenda for the City. The City's IT Department is available to assist the Library in its mobile strategy.

Interviewees acknowledge that the ability of users to access the Library in a variety of ways directly impacts all services, facilities, and hours of operation. Most respondents do not endorse the idea that the

Library be “bleeding edge” in technology, but rather an early adopter of meaningful technologies. Many do not believe the Library needs to support all devices or the “latest and greatest” in technologies, but rather needs to be receptive to learning about the most familiar devices and applications. Additional work is required in this regard.

In summary, interviewees suggest:

- creating a mobile strategy for all library services, with linkages to the City's digital and mobile initiatives
- ensuring that the Library has the basic technologies in place (e.g., wireless printers, colour printers, etc.)
- ensuring that Library staff have access to a variety of devices in order to learn and experiment
- ensuring that the Library's basic community services leverage available technologies, such as online program registration, online voting, tax preparation/assistance, etc.
- developing a mobile version of the Library website



Innovation

Staff are not the only audience for technology training. Libraries are viewed as public institutions that are trusted and reliable in the provision of information in all forms to all users. Traditionally libraries have served as the place to advocate and deliver services in support of literacy. However, literacy should not be restricted to print literacy and reading alone. Now many libraries are seen as places to get information and equipment, places where the community can get help in navigating through information and in using the wide variety of devices that will get them there.

Libraries have been exploring new ways to use technology in their people-friendly places. Upfront is the establishment of a tech help desk and/or troubleshooting services delivered by knowledgeable staff. For example, a tech help desk might be created at the Central Library on a trial basis, the results of which can model other desks or services throughout the library system. Ideally tech help desks or services at all locations would include a virtual online tech help presence.

Through the creation of redesigned library spaces, libraries are able to bring together people, information, knowledge, and technologies to offer makerspaces with 3D printers, self-publishing centres, discovery spaces, and other set-ups. Interviewees are of mixed opinion about the relevance of makerspaces and libraries – some support the idea as a new opportunity to redefine libraries and information in its fullest sense, while others believe these combinations of technologies, applications, and people take away from the Library's main purpose.

Partnerships

The emergence of makerspaces in libraries and potential partnerships such as with the City's Culture Division provide interesting opportunities. The Culture Division sees the possibility of the Library offering basic technology training and programs in a wide array of devices. This would allow the Culture Division to offer more advanced instruction, such as the area of digital filmmaking and development of more sophisticated technology applications.

The Library and Culture Division have already worked collaboratively on projects such as My Favourite Word. The Culture Division sees other partnerships such as the creation of a Poet-in-Residence or Writer-in-Residence program.

Partnerships between public libraries and educational institutions are common and should continue to be encouraged. In Mississauga, discussions with Sheridan College opened up interesting possibilities for study including more open access to information between the institutions. A Learning Commons, makerspace, and flexible facilities define both collaborative and individual learning styles at Sheridan College. Working towards the creation of a mobile post-secondary campus presumes availability of personal devices; however, some students in less affluent communities may continue to rely on desktop computers or more basic technologies.

Shared programming and speakers' programs might be explored with Sheridan College or other providers. Access to the Library's eDatabases (in high demand by post-secondary students) and the availability of open, welcoming spaces for students is strongly encouraged. Like makerspaces, the Mississauga Library System can offer an incubator-type environment where students, mentors, business people, and tutors can collaborate.

4.0 Recommendations

This section contains a series of recommendations intended to address the current and future needs of Mississauga Library System users, ensuring that they have access to quality services, amenities, programs, and facilities that contribute to the City's strategic pillars. Each recommendation is accompanied by an explanation and rationale, supported by the analysis contained in previous sections.



4.1 Service Delivery Model

Recommendation #1

Undertake an organizational review that includes the following:

- a) Ensure that staff receives training in the use of mobile technologies, including tablets, eReaders, and similar devices.
- b) Investigate retail models for customer service such as roving reference with tablets, improved displays, interactive training in the use of electronic devices and services, new facility design (e.g., Apple store model), etc.
- c) Create specialist positions and teams throughout the system, such as an electronic/virtual services team and centralized selection team.
- d) Create key secondments and/or task teams to lead the following:
 - immediate revision of the website
 - staff (and public) training specific to mobile technology devices
 - collection de-selection
 - collection management metrics (see Recommendation #11)
 - marketing metrics specific to user satisfaction (see Recommendation #11)
- e) Update and create new library job descriptions, as required.

A wide range of research shows a dramatic shift towards the use of digital information and vehicles. This is expected to continue. In response, the organizational structure and functions for the Mississauga Library System need to be reviewed to determine the state-of-readiness for change. A key focus for the Library must be the continued development and oversight of technology-related services, as well as the development and delivery of staff and public training programs.

There is a critical need for fully trained staff, particularly to assist the public with various devices and software. Electronic/virtual services teams can also be involved in developing online tools for the public in using the catalogue and the website more effectively. These teams can also oversee the design of technology services desks or demonstration labs.

Roving reference – a more proactive approach to offering collection and resource customer assistance – is also being provided in many libraries today. The Mississauga Library System is currently undertaking a pilot project. The rapid progression of technologies enhances these services. Staff now have access to tablets that will make this service even more successful and timely for the public. The proposed revitalization of the Central Library would further help to make this a reality through changes to customer service points.

As a point of reference, public library systems in Markham, Vaughan, and Winnipeg have recently studied and implemented changes in their customer service delivery models, in part through new staffing models and revised job descriptions. In the latter two, there is a strong emphasis on the integration of technology in the workplace, optimal staff training, and community instruction programs.



Recommendation #2

Enhance customer intelligence to create effective marketing initiatives.

The marketing program at the Mississauga Library System has a modest budget and tends to use more conventional ways to reach out to the public. The absence of major communication vehicles in the City certainly limits opportunities for marketing outreach. Additional customer intelligence is needed to identify the most effective ways to engage various users.

Enhanced Library marketing is needed in order to:

- explore ways of taking greater advantage of social media
- assist in the redesign of the Library's website, with a marketing focus in mind
- develop consistent and regular mechanisms to capture and analyze user behaviour (ongoing or from time to time), especially in the area of technologies
- explore potential critical partnerships that will align with the new Future Directions Plan initiatives; opportunities to work more closely with the City's Sponsorship and Corporate Development Division should be explored
- reach out into the community through sponsored events, speaker programs with educational institutions, attendance and promotion at target community events, older adult venues, and youth destinations, etc.
- ensure consistent messaging across all City departments, including parks, forestry, recreation, fire, culture, and library services

Public libraries face competition from well financed private sector companies that offer similar services found in libraries. The success of public libraries often depends on connecting with users through a variety of vehicles, providing new and proactive strategies for reaching users as well as tried and true mechanisms that are familiar and predictable to current users. Research indicates that users are attracted to the range of library services available free of charge – this tends to be an important aspect of library services for older adults as well as newer users, including newcomers to Canada.

Recommendation #3

Conduct reviews of public hours to align with the Library's business planning process.

In the 2009 Future Directions Plan, the following recommendation was put forward regarding opening hours for the Library: "*Review current branch hours and correlate hours of service to population trends, usage, facilities' design, location and available public transportation*".

There is considerable public interest for more opening hours in most library systems. CULC statistics for the years 2011 and 2012 show that opening hours for the Mississauga Library System at large remained the same. Libraries combined with community centres may have different open hours, which can create confusion and inconvenience for some users.

It is recommended that open hours be reviewed every two years, taking into consideration the factors outlined in the 2009 recommendation. It is further recommended that discrepancies in open hours between Libraries and shared community centres be reviewed and aligned where possible. Hours at stand-alone Library facilities should be assessed on a site-specific basis to fit with the needs of the community.

4.2 Facility Model

Recommendation #4

Prioritize the provision of library spaces that are accessible, adaptable, and strengthen the role of the Mississauga Library System as a community hub.

Research indicates that people are increasingly using libraries as meeting, reading, and study space, not just as a place to borrow items and use computers. A renewed focus on library design holds significant promise for meeting changing user needs. Flexibility, visibility, and accessibility are central tenets in creating spaces that are welcoming, spacious, and can serve as community hubs and gathering spaces. For example, shelving on wheels is one potential response to the need for greater flexibility in space planning. There is also growing demand for individual study space (quiet) and group work space (noisy), as well as a sufficient buffer to separate the two.

Fortunately, as formats gradually migrate from physical to digital, less physical space may be needed for collections (reference material is a notable example). This is freeing up more floor area for improved merchandizing, gathering space, collaboration, exchange of ideas, and emerging concepts. Barrier-free accessibility requirements are also placing pressure on many library facilities, as more space is needed to accommodate accessible washrooms, shorter stacks, and wider aisles.

Locally, an example of a community hub model was recently realized through the Sheridan Library and its partnership with Polycultural Immigrant & Community Services. With many of Mississauga's neighbourhoods exhibiting unique needs, the concept of library as a community hub should be extended, modified, and designed to reflect the specific needs and interests of each changing area.

Furthermore, as facility renewal and development opportunities allow, the Mississauga Library System should prioritize the delivery of modern spaces that are appropriately-sized for their intended use. In most communities, larger libraries – not smaller – will be the order of the day, while other facility models may be considered for communities with unique needs. The integration of libraries within community centres continues to be supported.



Recommendation #5

Explore the feasibility of “Express Libraries” as a third-tier in the Library’s facility model for areas of significant residential intensification and high resident traffic locations (e.g. transit locations).

Mississauga’s current facility model is a two-tier system consisting of a Central Library and several neighbourhood libraries of varying sizes (but generally between 5,000 and 20,000 square feet, with some exceptions) that are centred around a community or series of neighbourhoods. The size of each neighbourhood library is generally indicative of its era of initial construction, with many of the smaller facilities being older locations (or leased space). For purposes of efficiency, most specialized library functions occur at the Central Library, while neighbourhood libraries provide a general variety of services, programs, and collections. This facility model is working well, but unique pressures in some communities – most notably areas with large numbers of newcomers and areas of residential intensification – are beginning to (or will soon) create challenges.

Trends are supportive of a model where facilities and services are tailored to the specific needs of a community. To accommodate change over time, flexibility in space provision and service delivery is a must. The alternative community library model embodied by the Sheridan Library and its partnership with Polycultural Immigrant & Community Services is one example of how the Library is providing targeted services and collections reflective of local demographics and needs; extension of this model to other areas of the City has been recommended.

The development of larger libraries is still a general trend in most growing communities. However, population growth in areas of residential intensification is creating a desire for more compact and convenient service points that serve the time-pressed needs of urbanites. The upcoming period of intensification means that the Library needs to adjust and offer services in new ways to better meet the needs of users. With the high cost of land in these areas, combined with a heightened desire for accessibility and convenience, traditional library models may not be feasible. Rather, a facility model that allows for smaller library service points (e.g., “express libraries”) at high traffic locations in areas of residential intensification should be considered.

Express libraries would allow for material pick-up and drop-off, quick computer/WiFi access, self-serve technologies, access to key civic services (e.g., community information, program registration, etc.), and possibly rentable study/work areas should space allow. Express libraries may take several forms, such as a main floor within a multi-storey mixed use building, attached to a school, or co-located with another civic facility; they are likely to be substantially smaller than the City’s existing libraries (possibly 2,000 to 3,000 square feet). They may also be constructed by the City or by developers, although municipal ownership of the space is preferred. These facilities should have frontage on a primary street and be centrally located in a prominent location (with transit access) so that it creates an identifiable public image. They are not required in areas that are adequately served by existing libraries, but could be considered in intensifying areas that are beyond a 10 to 15 minute walk to the nearest library (e.g., Uptown node, with a projected growth of 7,400 persons).

The needs of each neighbourhood are unique; therefore, application of the express library model should be undertaken on a case-by-case basis, pending further assessment of its feasibility. As much of the

residential growth within the City's intensification nodes is not projected to occur within the five-year scope of this Plan, it is not likely that the City will develop any express libraries in the short-term; rather the immediate focus should be on longer-term capital planning as part of the land development process, as well as potential implications on the Library's staffing model.



Recommendation #6

Support a target of 0.46 square feet of library space per capita to meet current and future needs.

As population projections are a primary driver of facility requirements, per capita targets are used to determine system-wide needs. In addition to quantitative targets, regular public engagement is vital to identifying local measures of success, as are indicators of quality, convenience, or user satisfaction.

Library systems are free to adopt facility provision standards that reflect their unique needs. As a guide, the Administrators of Rural and Urban Public Libraries of Ontario recommend a guideline of 1.0 square feet of library space per capita, an increase from the previous measure of 0.6 sf/capita. The space provision average amongst the comparator group of libraries was 0.56 sf/capita in 2011, with most systems falling between 0.4 and 0.6 sf/capita. The Mississauga Library Systems falls within the lower end of the comparator range.

Historically, the Mississauga Library System has targeted the provision of library space in the range of 0.5 to 0.6 sf/capita. This ratio was anchored to the City's previous inventory data, which has been adjusted by the City for this 2014 Plan to better account for shared spaces, resulting in an overall reduction of 15%. Mississauga is currently providing a ratio of 0.46 square feet of library space per capita (of which 0.30 sf/capita is provided through libraries other than Central). Should the inventory remain unchanged, population growth would gradually reduce this ratio to 0.45 sf/capita by 2019 and 0.42 sf/capita by 2031. Modest changes to overall library space provision will be brought about by the redevelopment of the Woodlands Library (+1,500sf) and the new Meadowvale Library (-600sf).

The 2009 Future Directions Plan recommended that the neighbourhood library space provision target be maintained at 0.30 to 0.34 sf/capita. Presently, the Central Library accounts for 0.16 sf/capita, while the City's neighbourhood libraries account for 0.30 sf/capita. There is a desire to continue to expand library space to meet the needs of the growing population, thus, a system-wide provision target that combines all libraries is recommended.

The City's current ratio of library space to population appears to be meeting most current demands. However, changing library use profiles are expected to place upward pressure on existing spaces, suggesting a need for facility renovations or modest expansions into

the future – this trend will be most evident at the Central Library. A reduction in space is not advised, nor is a substantial increase to the level of provision. It is recommended that the Library hold the line at 0.46 sf/capita for the duration of this five-year Future Directions Plan and revisit this ratio at the time of the next Plan.

The following table projects future library space needs based on this recommended target. Population forecasts for the 2014 Future Directions Plan align with the Plan's five year planning horizon but also look longer term to the year 2031.

Table 12: Library Space Requirements

| Based on Target of 0.46 sf/capita | | |
|-----------------------------------|---------|------------|
| Year | Needs | Shortfall* |
| 2014 | 348,000 | 800 |
| 2019 | 357,500 | 10,300 |
| 2031 | 381,400 | 34,100 |

* Existing space provision is 347,252sf

Note: All figures have been rounded to nearest hundred
Inventory Source: City of Mississauga, 2013

Implementation of the recommended target suggests the need for 10,300 square feet of additional space by 2019 and 34,100 square feet by 2031.

In the short-term, much of this space can be accommodated through the recommended replacement and expansion of the Cooksville Library (see next recommendation), which is recommended for development just beyond the 2019 timeframe of this Plan. Expansions to existing libraries and/or the introduction of express libraries may assist the Mississauga Library System in meeting this target over the longer-term.

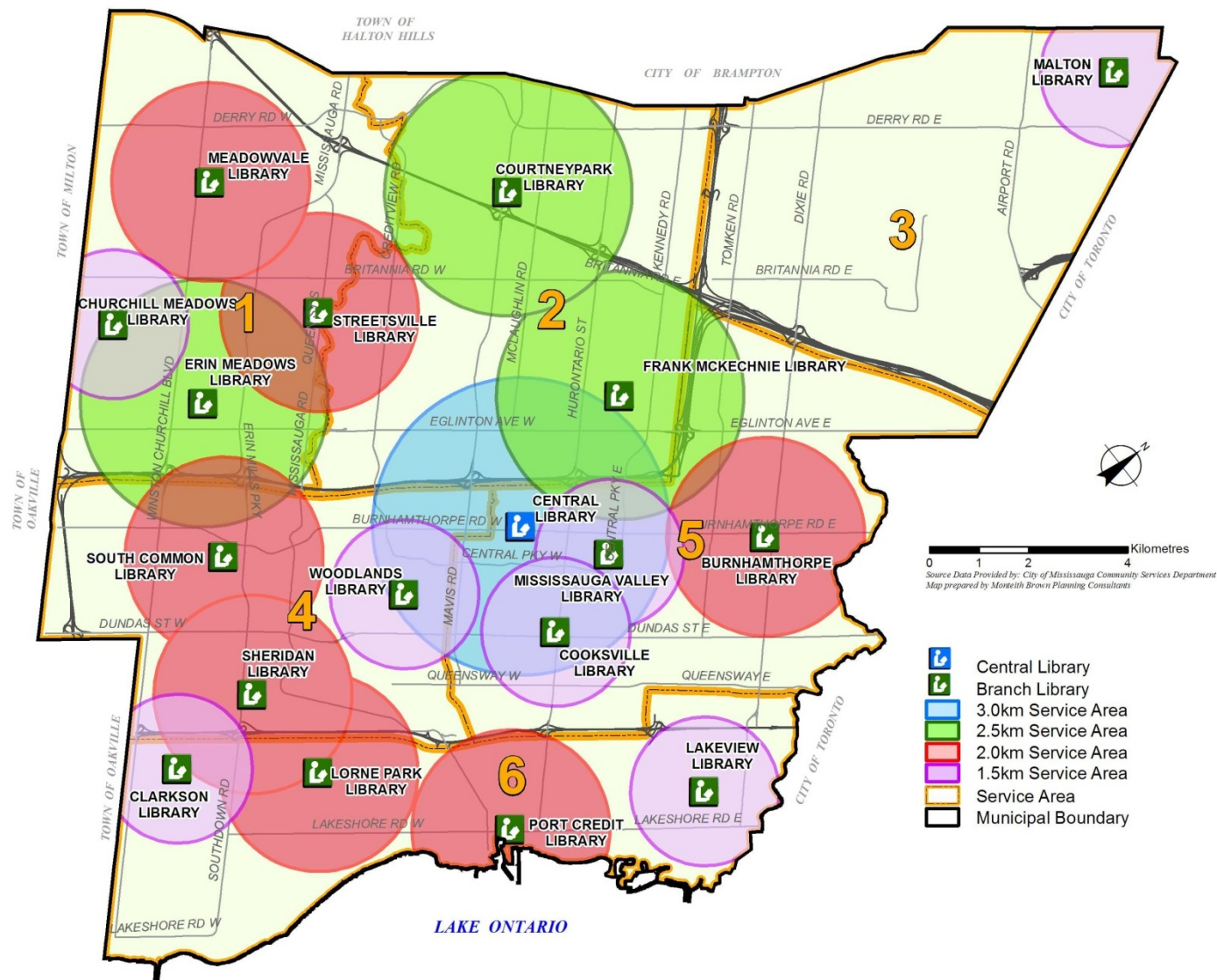
Recommendation #7

Begin planning for the replacement of the Cooksville Library, to be constructed post-2019.

A distribution analysis of Mississauga's Library locations was undertaken using geo-coded user decay data from cardholders. Service areas containing a minimum of 50% of cardholders are depicted on the following map; these radii are specific to each library and range from 1.5 to 3.0 kilometres. A 1.5 kilometre service radius is generally synonymous with the threshold recommended under the "Connect" pillar of the City's Strategic Plan, whereby the City supports the establishment of a library within a 10 to 15 minute walk for all Mississauga residents.

The map illustrates that users travel the farthest for access to the Central Library (<50% 3km+), followed by the Courtnepark, Erin Meadows, and Frank McKechnie Libraries (<50% 2.5km+). Less than 50% of users travel more than 2km to access the Burnhamthorpe, Lorne Park, Meadowvale, Port Credit, Sheridan, South Common, and Streetsville Libraries. The facilities that serve a more neighbourhood-based clientele are Churchill Meadows, Clarkson, Cooksville, Lakeview, Malton, Mississauga Valley, and Woodlands Libraries (<50% 1.5km+).

Map 4: Mississauga Library System Locations and Service Areas



Focusing on residential areas, this distribution analysis shows minor gaps within the East Credit district (Service Area 2) and Cooksville district (Service Area 5), both of which were identified within previous Future Directions Plans as areas to monitor and/or address through future facility development. Usage data suggests that the libraries in the vicinity of the East Credit district (most notably Frank McKechnie and Streetsville) have sufficient capacity to continue serving this community and no new service points are recommended for this area.

In terms of the Cooksville district, the northern portion of this community is served by the Cooksville Library, which is located in leased space within a retail building near the intersection of Hurontario and Dundas Streets. The 2009 Plan recommended that additional library space be provided in this area to serve the anticipated residential intensification, with options for providing library space within a new high school, community centre, or a new stand-alone library (17,000 to 22,000 square feet). Ideally, any new library space in this community would replace the space currently being leased for the Cooksville Library through a larger and modern building, as well as provide improved service to the area between Dundas Street and the QEW.

The City's residential intensification forecasts provide some context to identifying library facility needs within the Cooksville area. A growth of nearly 8,000 people is anticipated for the Downtown nodes between 2014 and 2019, and upwards of 37,000 new residents are forecasted by 2031. Most of this long-term growth (28,000) is allocated to the Downtown Core north of Burnhamthorpe Road – an area that is served by the Central Library. However, the Downtown Cooksville node is projected to grow by 6,500 people by 2031; together with the Downtown Hospital node (i.e., areas south of Dundas Street along the Hurontario corridor) this area is expected to have a population of over 26,000 by 2019 and nearly 33,000 people by 2031. Given the current geographic gap and population growth,

there is a need for a larger library facility (not an express library) to serve the Cooksville community.

Based on the existing level of service and a target of 0.46 sf/capita, a replacement for the Cooksville Library in the range of 15,000 square feet would be sufficient to meet the needs of this area and surrounding neighbourhoods.

A 15,000 square foot library would result in a net increase of approximately 10,000 square feet of space assuming the re-allocation of 5,000 square feet from the existing Cooksville Library. The size of this recommended facility is slightly smaller than what was anticipated in the 2009 Plan due to a refinement of population forecasts for this area. Planning for this capital project should be undertaken within the timeframe of this Plan (including site securement), with construction to be aligned with other development in the community, which is likely to occur beyond 2019. If a site in the target neighbourhood can be secured, a joint development between the Library and other synergistic community facilities would be preferred over a stand-alone Library.

Assuming that the Cooksville Library is replaced with a 15,000 square foot facility, an additional 24,100 square feet would be required to extend the 0.46 sf/capita target to 2031.

Lastly, given the overall trend toward larger libraries and the objective of maintaining community responsive service levels, the elimination or reduction of libraries is not recommended. All of the City's libraries are generally meeting accepted performance guidelines and – Central Library aside – there is only a modest geographic overlap in service areas within the Library System.

Recommendation #8

Implement the Mississauga Central Library Feasibility Study.

The Library is currently undertaking a Feasibility Study to identify how to optimize and revitalize the Central Library. The future vision for the Mississauga Central Library is that of an “epic” space that is versatile and meets the changing needs of its customers through a focus on creativity and collaboration. The Study notes that:

“The Central Library Building must reinvent itself from a resource-focused approach to a customer-oriented approach.”



Full activation of this vision will require a proper floor plate within which to offer both traditional and emerging services, as well as space for experimentation. The Feasibility Study that is currently underway will examine space needs and opportunities for possible internal expansions through the re-imagining and/or relocation of services internally (e.g., Nexus Youth Centre) or externally (e.g., Customer Service Centre). For example, the Study recommends that an entire level of the Central Library be dedicated to co-creation spaces and the experimentation of transformative spaces. Other new spaces, community partnerships, improved accessibility, lifecycle repairs, space reconfigurations, and enhancement of the student experience are all opportunities being explored in the study.

The Central Library first opened in 1991 and the community has grown exponentially since this time. In seeking to renew the Central Library, the Mississauga Library System is responding to many of the trends listed in Section 2 of this Plan, including transformative and flexible spaces. Specific spaces being contemplated by the Central Library Feasibility Study include: classroom type spaces for learning, computer training labs, individual quiet study, group study, break-out spaces, urban living rooms, media rooms, separate Teen rooms, spaces catering specifically to Tweens, theme based Children Discovery Zones, interactive learning centres, and lounge spaces. The Study also recommends a reduction of stacks on some floors and the elimination of stacks on other floors altogether, an idea that has already been successfully implemented on the Library's fourth level.

Implementation of the Central Library revitalization is current unfunded, but there is considerable merit in ensuring that the Library's flagship facility and key asset within the City Centre reflect the needs of a 21st century City.

Recommendation #9

Continue the facility revitalization project to ensure that Mississauga's Libraries remain accessible, modern, and responsive to changing needs.

Mississauga recently completed a significant library revitalization project that resulted in new and expanded facilities at the Burnhamthorpe, Lakeview, Lorne Park, and Port Credit Libraries. Over the years, the Library has emphasized the need to keep its facilities current and accessible, with renovations being undertaken in a timely manner and in response to community needs. In order to ensure attractive, responsive, and modern library spaces, as well as for asset management purposes, the Library should continue to renew its stock of public library facilities.

There is a need to continue the strategic revitalization of the City's Libraries. These projects would not only refresh furniture and finishings, but also reconfigure spaces to allow for sufficient area for programs, seating, group and individual study, staff requirements, etc. Based on building condition audits, functionality, accessibility, and related factors, the Library should identify priority facilities for revitalization. Should the City decide that complete facility redevelopment is required, any change in net size should be accompanied by appropriate justification based on local needs and forecasts.

Population growth within the vicinity of existing facilities may also trigger facility renewal and/or expansion. For example, the City is currently working with the community to develop a vision and master plan for the Inspiration Lakeview and Inspiration Port Credit areas. Projected population forecasts for the Inspiration Lakeview area

suggest that the existing Lakeview Library would be undersized to serve long-term needs. While the Lakeview Library is well located to serve at least a portion of this growing community, additional space would likely be required through facility expansion or new development if these forecasts are realized. The population forecasts for the Inspiration Port Credit area are more modest in comparison and the newly redeveloped Port Credit Library should be reasonably well situated to address localized growth. Due to the ongoing nature of these projects, their implications on library service levels in Service Area 6 should be more fully considered through a subsequent assessment of Future Directions.



4.3 Collections Strategy

Recommendation #10

Accelerate the collection growth initiative by moving toward an annual funding level of \$4.25 per capita and a total collection size of 2.0 items per capita over the life of this Plan.

All public libraries need to collect in more formats than ever before. Collections in more languages are also crucial in communities like Mississauga with a large newcomer community and many language groups. The City is growing and the Library struggles to keep up with demands from new and growing communities.

Circulation numbers and related factors suggest that users are not always finding what they want, or in the language or format that they desire. In 2007 and 2011, per capita circulation in Mississauga was 10.6 and 10.5 items, respectively. Looking at comparator libraries, circulation patterns were quite different – only Markham and Winnipeg (as well as Mississauga) experienced a drop in circulation while other libraries were recording increases of between 3% and 39%.

The Mississauga Library System exhibits low per capita ratios of items and collection funding levels compared to most other large libraries. For example, Mississauga's collection budget ranked last amongst the comparator libraries in both 2007 and 2011 at \$3.32 and \$3.26 per capita, respectively. The City's 2014 budget indicates that the Library is currently funding materials at a level of \$3.38 per capita, which is currently allowing the Library to maintain a collection of approximately 1.8 items per capita (a total of nearly 1.4 million items). The Library continually seeks ways to maximize its collection budget; however, the transition to multiple formats remains a challenge.

Looking to the future, it is recommended that the Library index collection funding with population growth. Mississauga would have to increase its collection funding by over 60% to achieve the current average of the Ontario library comparator group (\$5.50 per capita). A slightly less aggressive collection funding target of \$4.25 per capita is recommended for Mississauga, which represents the lower end of the comparator group range. Depending on de-selection practices, this budget increase should assist in growing the size of the overall collection closer to 2.0 items per capita (a total of over 1.5 million items). This recommended rate has been established with consideration to the fiscal challenges faced by the Library and City.

Bringing the collection funding level to \$4.25 by the end of this Master Plan (2019) will require an increase of approximately 5% per year to the materials budget, or an average of \$150,000 year over year.



Recommendation #11

Acquire and utilize better metrics through the use of a centralized collection management service to manage all aspects of collections.

Mississauga has been implementing the “Collection as One” initiative, as recommended in the 2009 Future Directions Plan. This process involves moving collections throughout the various libraries in accordance with demand. The Library uses key vendor services to manage some selection decisions for the Library based on profiling. The Library has purchased many eBooks to meet demand, further reducing the need for multiple print copies of bestsellers.

Centralizing materials selection works hand-in-hand with the concept of Collection as One. This practice provides better overall consistency in collection building and distribution. Working in concert with major vendors and collection selection services (e.g., automatic release programs), centralizing selection will also significantly improve timelines. From catalogue/list receipt to ordering processes, centralized selection will help to bundle multiple orders at one time and will improve acquisitions’ tracking processes, ultimately getting items into the hands of users faster. Centralized selection through dedicated staff will also return valuable staff resources back to frontline customer services.

Through the use of a collection management service, the Mississauga Library System can obtain better, consistent, and more in-depth metrics to help understand collection performance and how collections meet user needs, locally or even at other library systems. These metrics will be critical to the centralized selection process. Actionable data will make for even better purchasing and de-selection

decisions based on emerging client interests, which is particularly relevant given the City’s aging population and other changing socio-demographic indicators.

Several public library systems in Canada and the United States (e.g., Vaughan, Ajax, Calgary, San Francisco, and New York) have improved collection effectiveness through the use of collection management services. Many of these systems use an external service to help them to improve overall collection performance and marketing efforts, as well as to make better, more relevant, and cost effective purchasing choices.

Along with improved and streamlined acquisition processes, libraries require better strategies to weed their collections. In Mississauga, the responsibility of de-selection is not centralized, rather is assigned to the individual libraries.

More than ever, all libraries are reviewing the use of their spaces for future applications. In Mississauga, a staff member (working with the collections staff and library managers) should be seconded to coordinate collection de-selection across the system.

Reviewing comparator statistics that measure items held show some interesting patterns; of 13 libraries, Mississauga in 2007 held 1.97 items per capita, the second lowest number of the group. In 2011, Mississauga held 1.80 items per capita, again the second lowest number of items held.

Turnover is also helpful in measuring collection performance. Turnover rate refers to how many times collection items are circulated in a given period of time. In 2007, Mississauga (5.4 times) exceeded the average collection turnover rates of the comparator group (3.7 times). By 2011, the group average had increased to 4.5 and Mississauga’s turnover rate rose to 5.8 times. This increase is a

positive indicator given the size of the Library's collection; however, most comparator libraries saw significant increases in their turnover rates over these years, with only Winnipeg lagging behind Mississauga in this category. Where Mississauga showed a modest turnover rate increase of 8% over those years, the average for the comparator group was 19%, with five systems showing an increase of 25% or more in their turnover rates during the same time period.

In essence, this data shows the collection at Mississauga is not moving forward as well as it might. Although the turnover rate at Mississauga is positive compared to the average of the comparators, the rate of improvement over recent years is modest. The use of a collection management service will assist the Library in making informed decisions to improve these rates.



Recommendation #12

Continue the steady expansion of electronic products and services, as supported by user interest, trends, and funding availability.

Moving to digital and all of its impacts on all library operations is probably the most dominant subject appearing in library research. Mississauga Library System statistics demonstrate the rapid transition users are making towards the use of technology, in particular personal devices.

Although usage of the Library's computer workstations is high, it appears to be slowly decreasing. With the launch of a wireless network across Mississauga, usage of WiFi and personal devices has exploded; in 2013, nearly 30,000 users accessed WiFi in one week alone. Information communication technology requests may be levelling off, but electronic reference transactions are increasing. Earlier data reported on electronic visits also show positive growth.

Table 13: Weekly Electronic Usage of the System (Count Week)

| | 2011 | 2012 | 2013 |
|--|--------|--------|--------|
| People using workstations | 13,804 | 12,826 | 11,250 |
| Electronic Reference Transactions | 59 | 68 | 118 |
| Wireless users | 2,479 | 7,735 | 29,334 |
| Information Communication Technology Requests | 1,674 | 975 | 1,350 |

Source: Count Week Summary Statistics, Mississauga Library System

Budget trends show the Library's commitment to continued investment in electronic materials and services such as eBooks and eAudioBooks. The Mississauga Library System strives to acquire even more electronic products, which are proving very popular. For example, the Library has recently subscribed to Zinio, a popular digital magazine product.

Looking at the Canadian market, CULC conducted a study that found that eBook purchases accounted for 1.6% of all materials budgets in Canadian large urban libraries for the years 2009 and 2010.¹²

A more specific review of comparator libraries (Appendix B) shows that the Mississauga Library System is progressing well in maintaining or exceeding its commitment to electronic resources and the purchase of eBooks. The percentage of material expenditures dedicated to electronic resources and eBook purchases for the comparator libraries in 2010 and 2011 indicates the following:

- allocation of between 5 to 17% of the total materials budget to electronic resources; the average shows little variation from 2010 to 2011
- Mississauga Library System allocated 8.0% of its materials budget to electronic resources in 2010; in 2011, this figure was 8.4%
- increased commitment to eBook purchases for all comparators; as a percentage of material expenditures, investment in eBooks doubled from 1.4% in 2010 to 3.0% in 2011
- Mississauga Library System also doubled its allocation for eBook purchases from 1.9% in 2010 to 3.8% in 2011

- on a per capita basis, Mississauga's spending on electronic resources and eBooks lags behind most other library system as its overall materials budget is the lowest of the group

The publishing industry is positive about the success of eBooks in the market. A recent study found that, "eBook sales in the (international) trade sector have grown five-fold in three years, to \$165 million in 2009, or roughly 1.3 percent of the market."¹³ Furthermore, U.S. research¹⁴ found that 53% of survey respondents age 16 and older identified "offering a broader selection of eBooks" as one of four priorities for libraries. The same study found that "the three (most popular) services were classes on e-borrowing, classes on how to use handheld reading devices, and online "ask-a librarian" research services".

Libraries are experiencing growing interest and demand for eBooks but do face some challenges, including:

- segmenting more of their limited materials budgets to include new formats
- limited access to all titles due to contractual arrangements with suppliers
- not all current titles of interest to the public are available in eBook format
- short loan periods
- wait lists
- need to address the various devices available in the marketplace for users (e.g., do libraries purchase all or target certain devices only?)
- need to meet public expectations for assistance in the use of various devices

¹² CULC. Expanding eBooks: Purchasing and Lending at Canadian Public Libraries. 2011.

¹³ AT Kearney. Do Readers Dream of Electronic books? 2011.

¹⁴ Zickuhr Kathy, Lee Rainie and Kristen Purcell. Library Services in the Digital Age. Pew Research Center. January 22, 2013.

While spending on eBooks continues to rise, it is notable that this format accounts for only 4% of Mississauga Library System's total circulation. Although eBook adoption in Canada lags behind the United States, a survey of the top 100 American libraries¹⁵ based on materials expenditure spent approximately 5% of their materials budgets on eBooks in 2011. This American survey indicated that spending on eBooks was projected to increase by 5% per year, but would increase by nearly 50% if eBook content became more available to libraries. Much of this increase was anticipated to come at the expense of spending on print materials, which would decline. Between 2011 and 2012, eBook lending increased by 54% amongst the American libraries surveyed.

Given that Mississauga's allocation for eBook funding (expressed as a percentage of all materials funding) is generally in line with other comparators, it is recommended that the Library continue to fund at approximately 4% to 5% of the total materials budget for at least the next year. To establish a longer-term target, it is recommended that the Library continue to track funding patterns of other CULC libraries and that a survey of users be completed to determine eBook interest and usage patterns, including topics such as:

- awareness of the Library eBook offerings
- use of eBooks (at the Library or outside)
- potential areas of eBook interest
- use of devices (by type)
- potential Library role in support of eBooks and related services
- other improvements to eBook services

Tracking the impact of eBooks on library services and budgets will take time to fully evaluate. The Library's survey results, along with

¹⁵ Online Computer Library Center. The Big Shift: Public Library Strategies for Access to Information in Any Format. 2012.

changes in the status of publisher negotiations and consortiums, may help to tailor future eBook collection planning.

The Library has also been studying the idea of streaming audio and video products. Not only will streaming meet the growing interests of the community, but space will be recaptured and reassigned to other future library applications. It is recommended that the Library seek funding to migrate to streaming applications and resources. Public library systems in Edmonton, Vancouver, and Seattle have achieved particular success in moving towards streaming.

4.4 Electronic Strategy

Recommendation #13

Fast-track the development and implementation of a mobile strategy to enhance user access and service delivery.

The emergence and dominance of mobile technologies introduces a whole new opportunity for library service development. It will increase accessibility and convenience for users.

There is a need for greater convenience, mobility, and outreach and the Library has an opportunity to work with the City to achieve this. A mobile strategy will align the Library with the City of Mississauga's strategies in this area, allowing the Library to participate and benefit from additional expertise in the City's Information Technology department.

For citizens, a city-wide mobile strategy ensures seamless and convenient municipal services. Furthermore, establishing a mobile

infrastructure prepares the Library for potential streaming opportunities and future outreach possibilities as provided by MOOCS (which are massive open online courses, an interactive forum for users and staff alike).

Key components of a mobile strategy for the Mississauga Library System may include (but not be limited to) the following:

- development of a mobile website
- implementation of new ILS modules that support mobile technologies
- acquisition of tablets for customer services staff
- use of apps that are compatible with a variety of devices (e.g., Android, iOS, etc.)
- ensure staff training to support mobile technologies and devices
- expansion of roving reference services
- creation of demonstration labs in the Library for use by staff and the public
- creation of a suite of training programs for the public
- expansion of bandwidth in preparation for streaming
- development of a marketing strategy that informs and advertises mobile Mississauga

Research into promising practices suggests that larger libraries tend to adopt mobility strategies faster than smaller libraries. Public library systems in Toronto, Edmonton, Calgary, and Ajax have achieved particular success in this area.

Recommendation #14

Overhaul the Library's website.

In its recent Strategic Plan, the Toronto Public Library reports that 58% of Torontonians used a library computer or accessed the Library's wireless network, making their website the fastest growing point of contact. The experience in Mississauga is likely very similar and, like Toronto, Mississauga should continue to look for ways to improve the availability of online library resources.

Improvements to the Library's website should be a priority. It is suggested that the website be:

- easily accessible / barrier free
- more intuitive
- de-cluttered
- current, providing "up to the minute" content
- mobile-friendly
- user-responsive, including features such as an online tech help desk



Recommendation #15

Establish a makerspace pilot project and seek community and business partners to help deliver this and other technology-related services.

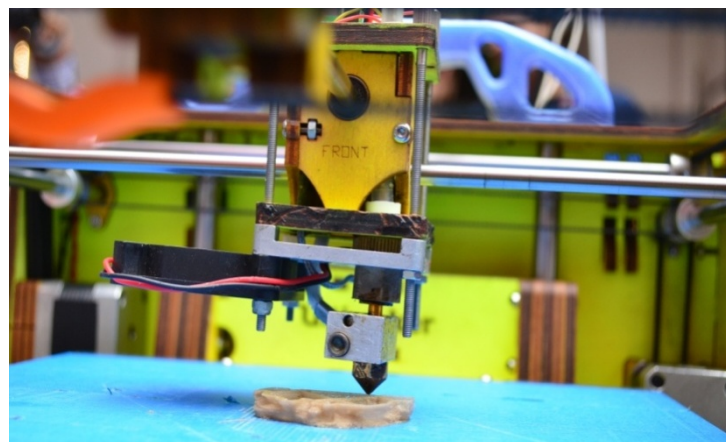
The latest trend in libraries is the creation of makerspaces – the optimal convergence of skills, technologies, and resources available through libraries. Acting as an incubator/space for idea interaction and learning, makerspaces can provide a wonderful arena within which to “play” with the new and changing technologies. The literature discusses as many variations of makerspaces as there are libraries. Examples include technology demonstration labs, ePublishing centres, and 3D printing areas.

These new centres will also draw youth and older adults into the Library. Discovery centres that target youth and children, for instance, may be one variation of a makerspace. Another opportunity is the development of a self-publishing centre, which would be especially attractive to older adults.

Canadian libraries have engaged in various technology-related partnerships with government agencies, local governments, and businesses, exemplified by efforts in London, Windsor, and Ottawa to name a few. In the United States, many makerspace projects in public libraries rely on government grants and partners from the education, private, and community sectors. These relationships may involve various arrangements, such as funding, technical expertise, training and the provision of key technologies and devices that will deliver and fulfill new library strategies.

The Mississauga Library System is well placed to explore these and other partnerships, which will be essential in rolling out new products and services for the Library. For instance, Mississauga’s Culture Division sees makerspaces as a centre within which they can expand and extend a user’s basic knowledge of technology gained from library instruction, but with guidance from cultural advisors and experts. The Library should work more closely with the City’s new Sponsorship and Corporate Development Division in order to foster and nurture collaborations.

Through its successful robotics program, the Mississauga Library System has elements of co-creation initiatives and makerspaces at present. The proposed revitalization of the Mississauga Central Library would seek to more closely align the Library with this trend through the provision of studio-inspired spaces with creative equipment and supporting infrastructure for the production of music, video, animation, and more. The Feasibility Study recommends that an entire level of the Central Library be dedicated to co-creation spaces and the experimentation of transformative spaces.



Appendix A: Public Engagement Comments

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

| Public Comments | Future Directions Plan Response |
|---|--|
| Service Delivery Model | |
| The expertise of Library staff is highly valued. | Recommendation 1 supports continued investment in staff training and resources. |
| Love the digital newsletters and readers' advisory, but a lot of seniors are not on the Internet so traditional print media awareness remains important (but local newspapers are not very effective). | Recommendation 2 supports the need for improved and targeted marketing efforts for specific populations. |
| Should get away from the word "library" – something like "learning resource centre" would be more representative of everything that modern libraries have to offer (libraries are not just for reading). | The need for the Library to undertake a branding initiative was not specifically identified, but might be considered as part of the implementation of Recommendation 2 (marketing). |
| Extend after-hours access at Central Library and other libraries to accommodate working adults and students, including those that just need space for programs/courses and studying (e.g., secured study/media rooms unlocked by key codes). | Recommendation 3 supports the need to review hours of operation at all Mississauga libraries. |
| The Library offers many events, but concerned that funding is not keeping pace with needs (the example provided by one individual was that the library used to provide refreshments and donations for volunteer-led programs, but this has been cut back); library needs to show support for volunteers and do more to attract people to their events (e.g., coordination of marketing with local schools). | Funding for Library Services is approved annually by the Library Board and City Council. The findings of this Future Directions Plan are important inputs into the budget process. Recommendation 2 supports the need for improved and targeted marketing efforts for specific populations. |
| Thankful for the Friends of the Library and the many events they support. | Partnerships are supported by the Strategic Direction for the Service Delivery Model. |
| The Peel Children and Youth Initiative offers its support for the plan and notes that it is supportive of any plans to expand partnerships and co-location of services that would improve access by families. | Partnerships are supported by the Strategic Direction for the Service Delivery Model. |
| The City/Library should consider options for improving communications and awareness (e.g., mobile apps). | Recommendation 2 supports the need for improved marketing efforts and Recommendation 13 supports the need to undertake a mobile strategy to enhance user access and service delivery |

| Public Comments | Future Directions Plan Response |
|--|---|
| The Library is a safe place within the community and its budget should not be reduced. | The findings of this Future Directions Plan are important inputs into the budget process. |
| Would like to see more speaker's series in the evenings (and well advertised), similar to what is offered by the Toronto Public Library. | The Mississauga Library System offers author sessions, especially to support local authors, and will continue to seek opportunities for feature authors. |
| Facility Model | |
| Youth use library for homework, reading, and hanging out with friends as there is more to do versus going home. Computer terminals are well used, as are tables and chairs. | Recommendation 4 supports spaces that strengthen the ability of library facilities to serve as community hubs. |
| Could there be a shuttle service from schools to the libraries to get youth to them? | Public libraries are located along transit routes and continual improvements are being made to the City's trails system to connect residents to community destinations. |
| Must continue to ensure that there are bike racks at all libraries. | All public libraries have bike racks. |
| Library facilities are sparse – just provide the bare minimum – would prefer that all be located within multi-use facilities (or within schools) that offer a wider range of leisure services. | Many of the City's libraries are co-located with community centres and/or schools. Co-locating opportunities are assessed at the time that new library development or relocation is proposed. |
| Love the idea of express / satellite libraries that integrate with other services and activities. | Recommendation 5 supports the need to explore options for express libraries. |
| The Sheridan Library appears to be under-utilized. | Sheridan Library is one of the smallest within the Mississauga Library System and its utilization is generally commensurate with its size. The Library has partnered with Polycultural Immigrant & Community Services at this location to offer an alternative community library model. The exploration of a new library facility for the Sheridan community and its partners remains a longer-term possibility, but is outside the scope of this five-year plan. |
| Libraries should be made more conducive to accommodating small business meetings – more small meeting rooms, enhanced finishes/fixtures, etc. Libraries are important meeting spaces – need to ensure there are enough large and small activity and study rooms. | Recommendation 4 supports spaces that strengthen the ability of library facilities to serve as community hubs and Recommendation 9 supports the revitalization of libraries to ensure that they remain responsive to changing needs. |
| What is the timing of implementation on the Central Library Feasibility Study – will there be any public consultation? | Implementation of the Central Library Feasibility Study (Recommendation 8) is currently unfunded, but has been recommended within the 5-year timeframe of this Plan. |

| Public Comments | Future Directions Plan Response |
|--|---|
| The proposed new Cooksville Library should still be located in the same area to serve area residents. | Recommendation 7 supports the replacement of the Cooksville Library (currently within leased space near the Hurontario/Dundas intersection) beyond 2019. Strong population growth is forecasted for this area and the Plan recommends a 15,000sf library to serve the existing community and new growth. Implementation of this recommendation would include a site identification process. |
| Collections Strategy | |
| Concern over shrinking DVD collection. | Recommendation 10 supports accelerated funding for the Library's print and digital collections. Decisions about formats will be informed by utilization, requests, and common collection management practices as supported by Recommendation 11. |
| Youth prefer hard print material over eBooks. | |
| Need to maintain the health of the print collection. | |
| Growing interest in foreign language materials. | |
| <p>There is a need to find the right balance between print and digital books – some favour print books, others prefer eBooks :</p> <ul style="list-style-type: none"> • not everyone can afford tablets and new technologies, so there will always be a place for the printed word • ability to enlarge fonts is an advantage for eBooks • would like to see waitlists for eBooks reduced • the Library should rely on software and usage data to determine timing and type of new purchases | Recommendation 12 supports the steady expansion of electronic products and services based on user interests, trends, and funding availability. |
| Electronic Strategy | |
| Libraries must continue to provide computers to serve vulnerable populations. | Computers are one of the best used resources within Mississauga's Libraries and will continue to be provided in response to demand. |
| Several were interested in possibilities for makerspaces (e.g., inter-generational opportunities for older adults to learn from youth) and 3D printers, but some were skeptical if this is a role for the library. | Recommendation 15 supports the establishment of a makerspace pilot project, based on proven technologies and lessons learned from the many other library systems that are implementing these technologies with great success. |
| The cost of music streaming and makerspaces should not come at the cost of reducing the physical collection. | Recommendation 15 supports the establishment of a makerspace pilot project with resources leveraged from community and/or business sector partners. Recommendation 10 supports enhanced funding for the Library's print and digital collections. |
| Has the City/Library considered tool lending libraries (e.g., for garden tools, home building)? | This has not specifically been recommended in the Plan, but is a detail that may be considered through makerspace implementation. |

Appendix B: Comparator Library Data

Comparator Libraries & Population

| | Population | |
|------------------------------|----------------|----------------|
| | 2007 | 2011 |
| Ontario Libraries: | | |
| Brampton | 452,039 | 523,911 |
| Hamilton | 504,559 | 531,057 |
| London | 355,596 | 366,151 |
| Markham | 288,583 | 312,454 |
| Ottawa | 888,853 | 927,118 |
| Toronto | 2,503,281 | 2,790,200 |
| Vaughan | 246,578 | 288,301 |
| Other CULC libraries: | | |
| Calgary | 1,019,942 | 1,090,936 |
| Edmonton | 730,372 | 812,201 |
| Halifax | 372,858 | 372,858 |
| Vancouver | 611,689 | 644,214 |
| Winnipeg | 633,451 | 691,800 |
| | | |
| Mississauga | 720,000 | 738,000 |

Source: Canadian Urban Libraries Council

Comparator Libraries & Hours Open

| | Per Capita | | Change per Capita |
|------------------------------|-------------|-------------|-------------------|
| | 2007 | 2011 | |
| Ontario Libraries: | | | |
| Brampton | 0.04 | 0.03 | -14% |
| Hamilton | 0.09 | 0.09 | -2% |
| London | 0.11 | 0.11 | 0% |
| Markham | 0.06 | 0.06 | -4% |
| Ottawa | 0.09 | 0.09 | -3% |
| Toronto | 0.10 | 0.09 | -7% |
| Vaughan | 0.07 | 0.06 | -15% |
| Other CULC libraries: | | | |
| Calgary | 0.05 | 0.05 | -1% |
| Edmonton | 0.06 | 0.06 | 1% |
| Halifax | 0.10 | 0.10 | 2% |
| Vancouver | 0.07 | 0.09 | 29% |
| Winnipeg | 0.07 | 0.07 | -6% |
| Average | 0.08 | 0.08 | -3% |
| Mississauga | 0.07 | 0.07 | -1% |

Source: Canadian Urban Libraries Council

Comparator Libraries & In-Person Visits

| | Per Capita | | Change per Capita |
|------------------------------|-------------|-------------|-------------------|
| | 2007 | 2011 | |
| Ontario Libraries: | | | |
| Brampton | 4.30 | 3.99 | -7% |
| Hamilton | 7.31 | 7.70 | 5% |
| London | 7.78 | 8.83 | 13% |
| Markham | 6.52 | 6.79 | 4% |
| Ottawa | 4.82 | 5.69 | 18% |
| Toronto | 6.55 | 6.83 | 4% |
| Vaughan | 4.71 | 4.22 | -11% |
| Other CULC libraries: | | | |
| Calgary | 5.41 | 4.90 | -9% |
| Edmonton | 7.64 | 6.53 | -15% |
| Halifax | 6.35 | 6.23 | -2% |
| Vancouver | 7.85 | 10.13 | 29% |
| Winnipeg | 5.37 | 3.89 | -28% |
| Average | 6.25 | 6.34 | 1% |
| Mississauga | 6.18 | 6.44 | 4% |

Source: Canadian Urban Libraries Council

Comparator Libraries & Program Visits

| | Per Capita | | Change per Capita |
|------------------------------|-------------|-------------|-------------------|
| | 2007 | 2011 | |
| Ontario Libraries: | | | |
| Brampton | 0.08 | 0.09 | 18% |
| Hamilton | 0.15 | 0.21 | 39% |
| London | 0.54 | 0.52 | -3% |
| Markham | 0.18 | 0.22 | 24% |
| Ottawa | 0.22 | 0.22 | 0% |
| Toronto | 0.26 | 0.31 | 20% |
| Vaughan | 0.34 | 0.32 | -4% |
| Other CULC libraries: | | | |
| Calgary | 0.12 | 0.25 | 102% |
| Edmonton | 0.20 | 0.31 | 52% |
| Halifax | 0.30 | 0.35 | 17% |
| Vancouver | 0.27 | 0.37 | 40% |
| Winnipeg | 0.10 | 0.11 | 6% |
| Average | 0.22 | 0.27 | 24% |
| Mississauga | 0.10 | 0.16 | 56% |

Source: Canadian Urban Libraries Council

Comparator Libraries & Total Revenues

| | Per Capita | | Change per Capita |
|------------------------------|-------------|-------------|----------------------|
| | 2007 | 2011 | |
| Ontario Libraries: | | | |
| Brampton | \$30 | \$26 | -13% |
| Hamilton | N/A | \$57 | N/A |
| London | \$50 | \$57 | 14% |
| Markham | \$34 | \$36 | 6% |
| Ottawa | \$39 | \$44 | 13% |
| Toronto | \$69 | \$69 | 0% |
| Vaughan | \$39 | \$42 | 8% |
| Other CULC libraries: | | | |
| Calgary | \$41 | \$50 | 22% |
| Edmonton | \$46 | \$56 | 22% |
| Halifax | \$48 | \$60 | 25% |
| Vancouver | \$59 | \$67 | 14% |
| Winnipeg | \$41 | \$38 | -7% |
| Average | \$45 | \$50 | 11% |
| Mississauga | \$32 | \$35 | 9% |

Source: Canadian Urban Libraries Council

Note: Revenue sources include government funding, library generated revenue, donations, and other revenue. Excludes capital project funding.

Comparator Libraries & Material Expenditures

| | Per Capita | | Change per Capita |
|------------------------------|---------------|---------------|----------------------|
| | 2007 | 2011 | |
| Ontario Libraries: | | | |
| Brampton | \$3.00 | \$4.23 | 41% |
| Hamilton | \$6.00 | n/a | n/a |
| London | \$5.35 | \$6.26 | 17% |
| Markham | \$5.58 | \$5.62 | 1% |
| Ottawa | \$4.86 | \$5.27 | 8% |
| Toronto | \$6.65 | \$6.08 | -8% |
| Vaughan | \$4.84 | n/a | n/a |
| Other CULC libraries: | | | |
| Calgary | \$7.17 | \$7.28 | 1% |
| Edmonton | \$7.40 | \$7.38 | 0% |
| Halifax | \$4.62 | \$5.07 | 10% |
| Vancouver | \$7.13 | \$7.93 | 11% |
| Winnipeg | \$4.21 | \$4.41 | 5% |
| Average | \$5.98 | \$6.11 | 2% |
| Mississauga | \$3.32 | \$3.26 | -2% |

Source: Canadian Urban Libraries Council

Comparator Libraries & Spending on Electronic Resources

| | % of Total Materials Spending | | Change 2010-11 | Per Capita 2011 |
|------------------------------|-------------------------------|--------------|----------------|-----------------|
| | 2010 | 2011 | | |
| Ontario Libraries: | | | | |
| Brampton | 15.7% | 13.3% | -16% | \$0.56 |
| Hamilton | n/a | 7.0% | n/a | \$0.42 |
| London | 8.5% | 9.1% | 6% | \$0.57 |
| Markham | 16.1% | 17.4% | 8% | \$1.02 |
| Ottawa | 9.4% | 10.2% | 9% | \$0.54 |
| Toronto | 12.5% | 13.8% | 11% | \$0.84 |
| Vaughan | 8.3% | 6.7% | -20% | \$0.36 |
| Other CULC libraries: | | | | |
| Calgary | 10.7% | 12.1% | 13% | \$0.78 |
| Edmonton | 11.1% | 13.0% | 17% | \$0.96 |
| Halifax | 5.2% | 5.8% | 11% | \$0.30 |
| Vancouver | 9.0% | 8.6% | -5% | \$0.68 |
| Winnipeg | 10.3% | 10.3% | 0% | \$0.45 |
| Average | 11.0% | 11.6% | 5% | \$0.69 |
| Mississauga | 8.0% | 8.4% | 6% | \$0.29 |

Source: Canadian Urban Libraries Council

Comparator Libraries & Spending on eBooks

| | % of Total Materials Spending | | Change 2010-11 | Per Capita 2011 |
|------------------------------|-------------------------------|-------------|----------------|-----------------|
| | 2010 | 2011 | | |
| Ontario Libraries: | | | | |
| Brampton | 3.1% | 3.4% | 9% | \$0.14 |
| Hamilton | n/a | 2.1% | n/a | \$0.13 |
| London | 1.0% | 1.9% | 103% | \$0.12 |
| Markham | 2.9% | n/a | n/a | \$0.00 |
| Ottawa | 0.5% | 1.4% | 182% | \$0.08 |
| Toronto | 1.2% | 2.7% | 123% | \$0.16 |
| Vaughan | 1.3% | 2.2% | 73% | \$0.12 |
| Other CULC libraries: | | | | |
| Calgary | 2.0% | 4.3% | 118% | \$0.27 |
| Edmonton | 0.8% | 2.3% | 177% | \$0.17 |
| Halifax | 4.5% | 7.1% | 58% | \$0.36 |
| Vancouver | 0.9% | 6.1% | 541% | \$0.48 |
| Winnipeg | 0.7% | 1.3% | 80% | \$0.06 |
| Average | 1.4% | 3.0% | 114% | \$0.18 |
| Mississauga | 1.9% | 3.8% | 97% | \$0.13 |

Source: Canadian Urban Libraries Council

Comparator Libraries & Items Held

| | Per Capita | | Change per Capita |
|------------------------------|-------------|-------------|----------------------|
| | 2007 | 2011 | |
| Ontario Libraries: | | | |
| Brampton | 1.11 | 1.22 | 10% |
| Hamilton | 2.41 | 2.03 | -16% |
| London | 2.70 | 2.51 | -7% |
| Markham | 2.44 | 2.14 | -12% |
| Ottawa | 2.61 | 2.54 | -3% |
| Toronto | 4.31 | 3.99 | -7% |
| Vaughan | 2.15 | 1.83 | -15% |
| Other CULC libraries: | | | |
| Calgary | 2.32 | 2.09 | -10% |
| Edmonton | 2.25 | 2.24 | 0% |
| Halifax | 2.94 | 2.67 | -9% |
| Vancouver | 4.46 | 4.09 | -8% |
| Winnipeg | 2.55 | 2.30 | -10% |
| Average | 3.08 | 2.85 | -7% |
| Mississauga | 1.97 | 1.80 | -9% |

Source: Canadian Urban Libraries Council

Comparator Libraries & Circulation

| | Per Capita | | Change per Capita |
|------------------------------|--------------|--------------|----------------------|
| | 2007 | 2011 | |
| Ontario Libraries: | | | |
| Brampton | 8.81 | 11.27 | 28% |
| Hamilton | 9.32 | 13.01 | 39% |
| London | 9.94 | 11.61 | 17% |
| Markham | 14.35 | 13.90 | -3% |
| Ottawa | 11.34 | 12.03 | 6% |
| Toronto | 11.56 | 11.92 | 3% |
| Vaughan | 9.07 | 9.87 | 9% |
| Other CULC libraries: | | | |
| Calgary | 14.03 | 15.59 | 11% |
| Edmonton | 13.20 | 16.46 | 25% |
| Halifax | 12.45 | 13.08 | 5% |
| Vancouver | 12.37 | 15.50 | 25% |
| Winnipeg | 8.57 | 7.76 | -10% |
| Average | 11.52 | 12.75 | 11% |
| Mississauga | 10.62 | 10.47 | -1% |

Source: Canadian Urban Libraries Council

Comparator Libraries & Collection Turnover

| | Per Capita | | Change |
|------------------------------|------------|------------|------------|
| | 2007 | 2011 | |
| Ontario Libraries: | | | |
| Brampton | 8.0 | 9.3 | 17% |
| Hamilton | 3.9 | 6.4 | 66% |
| London | 3.7 | 4.6 | 25% |
| Markham | 5.9 | 6.5 | 10% |
| Ottawa | 4.4 | 4.7 | 9% |
| Toronto | 2.7 | 3.0 | 11% |
| Vaughan | 4.2 | 5.4 | 28% |
| Other CULC libraries: | | | |
| Calgary | 6.1 | 7.5 | 23% |
| Edmonton | 5.9 | 7.3 | 25% |
| Halifax | 4.2 | 4.9 | 16% |
| Vancouver | 2.8 | 3.8 | 37% |
| Winnipeg | 3.4 | 3.4 | 0% |
| Average | 3.7 | 4.5 | 19% |
| Mississauga | 5.4 | 5.8 | 8% |

Source: Canadian Urban Libraries Council

Comparator Libraries & Library Space Provision

| | Per Capita | | Change per Capita |
|------------------------------|-------------|-------------|-------------------|
| | 2007 | 2011 | |
| Ontario Libraries: | | | |
| Brampton | 0.28 | 0.24 | -13% |
| Hamilton | 0.63 | 0.60 | -5% |
| London | 0.93 | 0.90 | -4% |
| Markham | 0.41 | 0.41 | -1% |
| Ottawa | 0.48 | 0.48 | 0% |
| Toronto | 0.73 | 0.66 | -9% |
| Vaughan | 0.49 | 0.42 | -14% |
| Other CULC libraries: | | | |
| Calgary | 0.42 | 0.41 | -3% |
| Edmonton | 0.52 | 0.53 | 2% |
| Halifax | 0.57 | 0.57 | 0% |
| Vancouver | 0.79 | 0.78 | -2% |
| Winnipeg | 0.55 | 0.50 | -9% |
| Average | 0.59 | 0.56 | -5% |
| Mississauga | 0.48 | 0.47 | -2% |

Source: Canadian Urban Libraries Council

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2014 future directions

Master Plan for Parks and Forestry Final Report – May 2014





Parks and Forestry Master Plan

FINAL REPORT

For:
Community Services Department



Prepared by:

Dillon Consulting Limited

May, 2014

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*Consultant on Downtown Growth Area Park Provision Strategy

Table of Contents

| | |
|--|----------|
| Executive Summary | i – xxix |
| 1.0 Introduction | 1 |
| 1.1 Purpose of Plan | 1 |
| 1.2 Overview of Objectives and Methodology | 1 |
| 1.3 Achievements Over the Last Five Years | 2 |
| 1.4 Vision | 6 |
| 1.5 Mission | 6 |
| 2.0 Plan Foundation | 7 |
| 2.1 Linkages to the City Strategic Plan and Other Relevant Documents | 7 |
| 2.2 Background Studies | 9 |
| 2.3 Population and Socio-Demographic Profile | 9 |
| 2.3.1 Historic and Current Population | 9 |
| 2.3.2 Age Structure | 10 |
| 2.3.3 Language and Immigration | 13 |
| 2.3.4 Household Income | 14 |
| 2.3.5 Household Formation and Family Structure | 14 |
| 2.3.6 Population Forecasts | 15 |
| 2.3.7 Intensification | 16 |
| 2.4 Trends | 16 |
| 2.4.1 Trends in Park Planning and Development | 16 |

| | | |
|-------|--|----|
| 3.0 | Delivering the Service | 23 |
| 3.1 | Current Service Delivery | 23 |
| 3.1.1 | Existing Standards and Classifications | 23 |
| 3.1.2 | Existing Parkland Supply | 25 |
| 3.2 | Key Areas of Focus | 27 |
| 3.2.1 | Intensification | 27 |
| 3.2.2 | Stewardships and Partnerships | 28 |
| 3.2.3 | Cultural Diversity | 29 |
| 3.2.4 | Park Development / Redevelopment | 30 |
| 3.2.5 | Economic Benefits of Parks | 30 |
| 3.3 | Environmental Scan | 31 |
| 3.3.1 | The Benefits and Value of Parks and Open Space and Natural Areas | 31 |
| 3.3.2 | Best Practices Review | 38 |
| 3.4 | Forestry | 41 |
| 3.5 | Community Ideas and Interests | 42 |
| 4.0 | Recommendations | 45 |
| 4.1 | Park Planning | 45 |
| 4.1.1 | Parkland Requirements to Address Population Growth | 45 |
| 4.1.2 | Parkland to Support Outdoor Recreation Facilities and Activities | 49 |
| 4.1.3 | Parkland in Areas of Intensification and Redevelopment | 53 |
| 4.2 | Park Development | 60 |
| 4.2.1 | Linkages to Relevant Documents related to Park Development | 60 |
| 4.2.2 | Addressing Leisure and Recreation Interests | 61 |

| | | |
|-------|---|----|
| 4.2.3 | Design Guidelines and Standards for Parks | 64 |
| 4.3 | Park Operations | 70 |
| 4.3.1 | Parks Operation Service Levels and Special Management Areas | 70 |
| 4.3.2 | Special Events Support | 71 |
| 4.3.3 | Informal Use of Playing Fields | 72 |
| 4.3.4 | Marinas | 73 |
| 4.3.5 | Winter Use of Parks | 73 |
| 4.3.6 | Extended Hours for Parks | 74 |
| 4.4 | Cemeteries | 75 |
| 4.5 | Partnerships | 76 |
| 4.5.1 | Supporting Existing Partnerships | 76 |
| 4.5.2 | Support for Volunteerism and Community Involvement | 78 |
| 4.5.3 | Growing New Partnerships | 80 |
| 4.5.4 | Park Stewardship Models | 82 |
| 4.6 | Forestry | 84 |
| 4.6.1 | Ongoing Challenges and Strategies | 84 |

Glossary

87

List of Appendices

Appendix A: Parkland Acquisition Evaluation Criteria and Ranking

Appendix B: 2009 Future Directions Implementation Plan Update

Appendix C: Best Practice Case Study Examples from Other Municipalities

List of Tables

Section 2

| | |
|---|----|
| Table 2.1: Population by Service Area, 2014 | 10 |
| Table 2.2 Top 5 Unofficial Languages by Service Area in Mississauga, 2011 | 13 |
| Table 2.3: Average Private Household Income by Service Area, 2005 and 2010 | 13 |
| Table 2.4: Comparison of Number of Persons per Household (as a % of total households) | 14 |
| Table 2.5: Future Forecasted Population Growth, 2014-2019 | 15 |

Section 3

| | |
|---|----|
| Table 3.1: City of Mississauga Open Space Classification System | 24 |
| Table 3.2: City-wide Supply of Parks and Open Space | 25 |
| Table 3.3: Summary of Parks by Service Area | 25 |

Section 4

| | |
|--|----|
| Table 4.1: Summary of Parkland Supply to Meet Population Growth | 48 |
| Table 4.2: Summary of City-wide Facilities Needs with Implications for Land Area | 49 |

List of Figures

| | |
|--|----|
| Figure 1: City of Mississauga Areas of Intensification by Service Area | 12 |
| Figure 2: Parks and Open Space System | 26 |
| Figure 3: Benefits of Trees as Leaf and Tree Size Increases | 34 |

Executive Summary

Mississauga has effectively planned its growth and achieved an admirable green system comprised of attractive and well managed parks, public open spaces and natural areas. These open spaces support a diverse range of activities and features including sports facilities, gardens, trails, cultural events, and heritage sites. The parks and broader natural heritage system which includes valley and stream corridors, woodlands and other natural features are important contributors to the City's physical and environmental health, social well-being and quality of life - supporting economic growth and establishing a legacy for future generations.

As the City moves forward into a new phase of growth it is changing from its suburban roots to a highly urbanized City, with intensification and redevelopment centred around a series of Growth Areas which include, most notably, the Downtown, major nodes in the Uptown, and Central Erin Mills Area, and several community nodes.

The public open space system is a critical component of the city-wide urban fabric and a key element in building the identity of new redevelopment areas. Parks and other public spaces are the framework for a range of leisure activities and social uses, supporting active recreation, quiet contemplation, public gatherings, and community events. The open space system is also the place for utilitarian and recreational cycling as identified in the Mississauga Cycling Master Plan, walking and nature observation. It supports and enhances natural habitat and provides ecological connections between the Lake Ontario Waterfront and Mississauga's river and creek systems.

Parks and open spaces are a large part of the broader public realm which additionally includes the connecting street system comprised of green boulevards, sidewalks, multi-use trails and bicycle lanes. The design of streets is important to the success and quality of life in downtown urban areas, connecting to and extending the function of the open space system, providing safe and attractive connections for pedestrians and cyclists, and contributing to greening of the city and the expansion of the urban forest canopy.

The City has engaged in strategic planning for parks and recreation services for some years through its various master plans. The *Parks and Forestry Master Plan* is a component of *Future Directions*, which is a series of studies that direct indoor and outdoor recreation facilities, programs, parks and forestry services, fire and emergency services and libraries. The master plans will collectively provide the City with an understanding of what is important to residents; reflect their recreational, social, cultural, informational and educational needs; and establish a clear direction for strategies to address the City's future growth and development over the next few decades. The studies have shared common components of data collection, evaluation of current socio-demographics and forecasted change, and community consultation.

Vision for Parks and Forestry

People choose Mississauga for its connected, vibrant outdoor public spaces, memorable experiences and recognize it as a leader in natural environment stewardship.

The 2014 *Parks and Forestry Master Plan* will serve to guide the City's decisions regarding sustainable planning and management of parks and natural areas assets for continued enjoyment by its residents and visitors. It will receive a major review on a five-year basis together with the other components of Future Directions.

The *Parks and Forestry Master Plan* is closely tied to the *Future Directions Recreation Master Plan* in that it responds to population forecasts, leisure trends and the needs assessment for recreation facilities and activities which are physically supported by the City's parks and natural areas.

The *Future Directions studies* address financial implications and through the use of a common evaluation tool suggest priorities to assist the City in delivering the findings and recommendations of the study over the next five years, and beyond.

Key Areas of focus for Future Directions Parks and Forestry Master Plan included the following topics.

Intensification: How should the City deliver park services in intensified areas? What are the challenges for developing parks in areas of intensification and redevelopment?

Stewardship: What are the types of partnerships the City should be getting into? What is the right approach and model for partnerships? How can existing city services and functions be leveraged to support and expand partnership opportunities?

Cultural diversity: How does cultural diversity play a role and influence parks service delivery?

Park development and redevelopment issues: How can the City improve service delivery and address changing demographics and development trends as it relates to park design, development and redevelopment and maintenance?

Quantifying economic benefits of parks: How do parks influence property values; health; municipal revenue among other factors? In addition, 2014 Future Directions for Parks and Forestry provides an assessment of park needs within each of the City's six Service Areas, considering future growth projections.



Mississauga Celebration Square

Recommendations

Park Planning

Parkland Requirements to Address Population Growth

The City's objectives for the provision of a minimum of 1.2 ha of parkland for every 1,000 residents and access to parks within 800m of residential areas have successfully directed the provision of parkland in Mississauga during its formative years. The 1.2 ha provision standard remains a reasonable target to direct growth moving forward as it approximates the allowable dedications under the Planning Act which equate to a population based standard of approximately 1.0 ha per 1,000 persons.

The estimated population of the City of Mississauga in the year 2014 is 756,590 persons. Using this population figure and the total amount of City and Community Parks of 1,747.55 ha (which excludes other open space types), the current per capita supply City-wide is approximately 2.31 ha per 1,000 persons, which is above the 1.2 ha target objective. However this is largely achieved with the generous supply of City parkland which includes extensive waterfront properties, Riverwood and other strategic parkland acquisitions that have been made over the years.

An evaluation of parkland needs at the Service Area level indicates that, using the provision target of 1.2 ha. per 1,000 persons, the current 2014 supply of parkland will generally support population growth across the Service Areas to 2036. The exception to this is Service Area 5 which currently has the lowest per capita supply. Growth in this service area is anticipated to be high as a result of the development of the Downtown, which at present is significantly underserved with a per capita supply of 0.72 ha per 1,000 persons.

A Service Area level analysis is useful only in that it provides a quantitative assessment of current and future parkland both as a baseline and against the City's target provision standard. As development plans are prepared the need for parkland should be closely evaluated within each of the City's planned growth areas.

Mississauga's strategic planning documents envision a vibrant downtown with a mix of residential and employment uses, pedestrian and transit-oriented streets, great parks and public spaces, and a range of venues that support entertainment, arts and culture, dining and shopping. The public open space system and a green, pedestrian-oriented street network are key elements in building the identity of the Downtown, as envisaged in the Downtown 21 Plan. The City has made significant inroads into the development of the planned system of parks which form an emerald necklace in the downtown, connecting to Riverwood, the City's Central Park, as described in the Strategic Plan. Notable, innovative accomplishments in the City Centre include the rejuvenation of Mississauga Celebration Square, and the development of Scholar's Green and Community Common.

While significant accomplishments in parks development have been achieved in the City Centre area, new parks and public open spaces will continue to be needed to meet the needs of urban dwellers and to achieve objectives for attractive, green, livable, walkable, connected urban communities throughout the City's growth areas.

Recommendation #1

- ⇒ The City should maintain the current tableland parkland standard of 1.2 ha per 1000 population, with access to parks within an 800m distance in residential areas as a minimum standard for new development areas. This standard does not include non-park open spaces such as hazard lands and natural areas, which may be acquired for conservation purposes.

The City's Parkland Acquisition Strategy and evaluation criteria were reviewed and discussed with staff as part of the 2009 Parks and Natural Areas Master Plan. The criteria were slightly modified to better align with the identified priorities of this plan which include: parkland to ensure growth needs are met; strategic acquisitions to support natural areas and green space connectivity; and, strategic connections along the waterfront. At this time the acquisition strategy and evaluation criteria have not been formally adopted.

Recommendation #2

- ⇒ It is recommended that the City continue with its current approach to identifying strategic land acquisitions through its Parkland Acquisition Strategy, and formalize an evaluation criteria and a ranking system, with priorities for acquisition of lands that:
 - protect and enhance Natural Areas;
 - support the Waterfront Parks Strategy;
 - support strategic connections along the waterfront;
 - support completion of a continuous trails system;
 - support population growth and sustainable community design (where no or limited opportunities for parkland dedications exist).

Parkland to Support Outdoor Recreation Facilities and Activities

The 2014 Future Directions Recreation Master Plan: provides a projection of outdoor recreation facilities needs over the 5 year term of the Master Plan. These requirements have been reviewed for implications for parkland acquisition in that additional parkland may be required to support the development of major indoor facilities or outdoor sports fields, or the redevelopment of an existing sports field should there be a forecasted need.

The findings of the 2014 Recreation Master Plan indicate that there are limited major outdoor facilities needed over the five year term of the plan. The potential development of an indoor soccer facility and soccer / multi-purpose field and a cricket pitch is noted at Park 459. For outdoor facilities a calculation strictly on the basis of per capita standards as shown on Table 4.2, following, would indicate a need for an increase in outdoor soccer fields as the population increases. However the Recreation Master Plan notes that utilization levels suggest that there is capacity within the existing supply to make up some of the forecasted need to 2019. As well the Recreation Plan recommends that other efficiencies including improvement to, or redeployment of, existing fields, and the use of artificial turf fields can minimize supply needs.

The recommendations of the Future Directions Recreation Master Plan for the provision of indoor and outdoor facilities to meet growth projections to 2019 which may have implications for parkland supply or park redevelopment are as follows. Refer to the Recreation Master Plan for more detailed information on the location of existing facilities and the rationale surrounding the recommendation.

- If the "smart growth" principles of intensification along the Highway 5/10 corridor are achieved, the development of an urban community centre should be considered in this vicinity with facility components to be determined based upon a needs and feasibility study triggered by opportunities to partner, land redevelopment opportunities, major transit project, etc. Co-location opportunities to establish a community hub should be discussed with social service agencies, Mississauga Public Library, school boards, private sector, etc.
- Work with the Parks & Forestry Division and Mississauga Public Library to establish criteria for evaluating and

acquiring surplus school sites, other strategic lands, or collaborative ventures for the purposes of addressing recreational gaps within neighbourhoods (e.g. within the Downtown intensification node).

- In advance of the Square One Older Adult Centre's expiring lease in 2017, undertake an Older Adult Space Provision Study that explores the ability of Mississauga's existing community centres to deliver enhanced services for the 55+ population. Where demands cannot be reasonably served by existing community centres, the Study should examine opportunities to secure integrated and/or stand-alone older adult spaces through creative opportunities such as use of complementary Civic facilities (e.g. Mississauga Public Library), surplus school lands, and/or developments within intensification corridors (e.g. Highway 5/10).
- Pending the outcomes of the City's ongoing internal indoor field analysis along with the land development project currently being prepared for the Hershey SportZone, provide one additional indoor turf field at either the Hershey SportZone or the Park 459 Sports Park.
- Although soccer fields should be targeted at a rate of 1 field per 2,800 residents, additional fields should be provided where supported by: utilization rates experienced after implementation of the Mississauga Sports Field Allocation Policy; achieving the required mix of lit versus unlit fields; the outcome of the Ontario Soccer Association's Long Term Player Development model; removal of school fields; and/or reduced reliance upon lower quality fields embedded within neighbourhoods.
- Proceed with the development of outdoor artificial turf as currently planned for Park 459.

- Evaluate the ability of existing soccer fields to support higher playing capacities (through the installation of irrigation, drainage, lighting, and/or artificial turf systems) while also evaluating underutilized minor and mini soccer fields for their ability to shift organized soccer use to another field and repurpose them for other needed uses or for the purposes of neighbourhood-based program delivery within the park.
- Construct 1 new ball diamond, with additional diamonds being considered if rationalized through further examination of: utilization rates upon the implementation of the Mississauga Sports Field Allocation Strategy; achieving the desired mix of lit versus unlit and softball versus hardball diamonds; and/or removal of school or neighbourhood diamonds.
- Conduct needed improvements to selected ball diamonds aimed at maximizing quality of play while identifying underutilized diamonds that should be focused on casual play or repurposed to other needed uses, including lower quality fields embedded within neighbourhoods.
- Identify opportunities to strategically consolidate the number of ball diamond locations in favour of developing additional multi-diamond venues capable of meeting sport development and sport tourism objectives.
- The City should explore the provision of new cricket pitches at Park 459, a location in Service Area 3 and/or south of the Highway 403 corridor.
- Construct a multi-use field at Park 459 to provide a venue prioritized for alternative field sports.

- Target a total of 19 additional tennis courts, subject to evaluation of utilization rates, confirmation of community demand, geographic distribution, and opportunities that present themselves through park development and redevelopment activities. The current provision of public courts in Service Areas 3 and 6 suggests these are areas of gap. Additional community club courts should be considered on a case-by-case basis, particularly where the opportunity to partner exists.
- A total of 10 new basketball/multi-purpose courts should be constructed over the next five years, subject to confirmation of community demand and distributional assessments.
- New play sites should be provided on the basis of ensuring walkability, where residential areas have access within 800 metres unobstructed by major pedestrian barriers.
- In areas of intensification, the City should work with the land development industry to integrate play sites as part of higher density development projects given that new parkland will be increasingly difficult to find in established areas.
- Provide at least one fully accessible play site in each Service Area, suggesting that Service Areas 2, 3 and 5 should be the priority areas for new barrier-free play sites.
- Through the City's replacement program, rejuvenated play sites should integrate accessible/barrier-free features.
- Future spray pads should only be provided in instances where fitting into destination-type or waterfront park development, in intensification areas through agreements with the land development industry, and where combined

with civic infrastructure serving a dual purpose (e.g. public art or fountains in hardscaped parks).

- Provide small-scale satellite skateboarding venues in appropriate neighbourhood-level parks in lieu of constructing new multi-use ramp facilities over the next five years.
- Indoor skateboarding opportunities should be considered if the City wishes to create a youth recreation space, and validated through discussions with the local skateboarding community.
- Construct one new multi-use bike facility with a specific focus on mountain biking, designed in consultation with local youth and bike sport representatives.
- Develop a Downtown Core Recreation Provision Strategy that serves to identify current gaps in service and addresses engaging more residents in recreational pursuits. The strategy should address working in partnership with other agencies, building local capacity and utilizing available private and public spaces.

Although Future Directions primarily addresses a 5-year horizon, from a parkland supply perspective future population growth and outdoor facilities beyond 2014 will also need to be considered. Depending on the efficiencies achieved within the existing supply of outdoor fields, the application of facility provision levels to forecasted growth could result in the need for an increase in the number of outdoor fields over the long term, which could result in the need for additional parkland.

Considering Mississauga's built-out condition, and with anticipated growth by almost 100,000 persons beyond 2014, the Ninth Line parklands still likely represent the best opportunity for new outdoor facility development looking into the future. As noted in the foregoing

discussion some allocation of recreation needs in the 2014 Recreation Master Plan has been assigned to Park 459.

Minor recreation facilities such as play sites, basketball courts and spray pads are recommended to be provided on a service level standard. The realization of the recommendations contained within the Recreation Master Plan in regard to these facilities will need to be considered in the development of new parks as well as the redevelopment of older ones.

Recommendation #3

- ⇒ The identification of new parkland and redevelopment of older parks should consider and be coordinated with the implementation of recommendations in the *Future Directions Recreation Master Plan* for the provision of sports fields and outdoor recreation facilities to address future population growth.

Recommendation #4

- ⇒ The inventory of Ninth Line parks should be assessed as part of an overall land use review of the area for their capability to accommodate recreation facilities and leisure needs identified in *Future Directions*.

Official Plan Revisions to Parkland Classifications

The City's Strategic Pillar for Change: Completing Our Neighbourhoods speaks to the provision of 'safe neighbourhoods that support a strong, connected and vibrant community - a place where all can live, work and prosper.' Contemporary thinking and placemaking recognizes parks and public spaces as major contributors to City greening; aesthetically pleasing spaces; enlivened streets; and healthy, social, walkable and connected communities.

The concept of a Community Park in urban intensification areas will need to broadly include all types of parks, including traditional parks to support structured recreational activities as well as smaller urban parks and public squares that may offer different forms of leisure pursuits and unstructured activities that appeal to urban dwellers and contribute to the urban form.

The development of new parks in urban intensification areas is not without its challenges however, as parkland assembly may be fragmented and there are competing interests for the available land base, including roads and servicing, other community facilities and infrastructure, and underground parking garages. These uses additionally challenge the design of parks and streetscapes limiting traditional tree planting and facility development opportunities and requiring more innovative and often expensive design and maintenance approaches.

Parks and open spaces are a large part of the public realm which additionally includes the connecting street system comprised of green boulevards, sidewalks, multi-use trails and bicycle lanes. The design of streets is important to the success and quality of life in the downtown, connecting to and extending the function of the open space system, providing safe and attractive connections for

pedestrians and cyclists, and contributing to greening of the city and the expansion of the urban forest canopy.

It is expected that many individual redevelopment/intensification projects will typically provide only limited land for public parks and open spaces. For this reason it is recommended that the City continue to plan its intensification on a precinct basis wherever possible, as has been undertaken in the City Centre through *Downtown 21*, and the *Downtown Growth Area Parkland Provision Strategy*. As part of the planning studies to implement growth management recommendations, a community-based assessment should be used to establish where and how much parkland should be included in redevelopment areas, in consideration of desired urban form, proximity to existing parkland and facilities, demographics, socio-economic factors, and projected growth.

Planning is underway for several key precincts including Inspiration Port Credit, Inspiration Lakeview and Vision Cooksville. To realize the full potential of the parks and open space system and its interrelationship with other aspects of the public realm in these communities, the Parks and Forestry department will need to have a key role in the development of these plans. The recommendations of these studies will need to be closely monitored for their consistency with the recommendations of Future Directions.

Recommendation #5

- ⇒ The existing parkland and open space classifications comprising Destination Park and Community Park are appropriate categories and should continue to be used to describe the hierarchy of City-owned public parks, providing that parks are understood to include all types of public open spaces that support urban 'downtown' living. These would include smaller urban parks, public squares and connecting links as well as active recreation sites. Further articulation of

these park classifications may occur on an area-specific basis to direct planning and development in areas of intensification and redevelopment (e.g. as outlined in the *Downtown Growth Area Parkland Provision Strategy*).

Recommendation #6

- ⇒ The City should continue to develop integrated open space and urban design plans for all new areas of redevelopment and intensification on a 'precinct' basis (Inspiration Port Credit, Inspiration Lakeview, and Vision Cooksville are examples). The recommendations of these studies will need to be closely monitored for their consistency with the recommendations of Future Directions.
- ⇒ For parks, and public and private spaces, these precinct plans should address the location, form, connectivity and characteristics of parkland relative to the existing parks and open space system and consider demographics, socio-economic factors, and projected population forecasts.

Park Provision in the Downtown Growth Area

The Mississauga Growth area includes the intensification areas of the Downtown Core and portions of the Fairview, Cooksville and the Hospital Districts. A Downtown Growth Area Parkland Provision Strategy has been undertaken to identify how much new parkland is required by the year 2041, how the parkland will be acquired, what types of park spaces can be realistically anticipated and where the City should focus their attention for acquisition of parkland within the Growth Area.

Today, the Mississauga Growth Area is currently deficient in park space, which hampers the long-term achievement of a diverse and robust public realm network that is characteristic of successful urban centres. Urban Park spaces are fundamental components of the broader public realm. Investment in parks and the public realm contribute to both the health of a community and have measurable economic benefits that typically exceeds the initial investments. In the face of substantial new growth projected for the Growth Area, this deficiency in park space will be exacerbated if no new park spaces are acquired.

To guide the planning and implementation of parkland and the public realm in the Downtown Growth Area (Downtown Core, Downtown Fairview, Downtown Cooksville and Downtown Hospital Districts), the City should implement the following recommendations of the *Downtown Growth Area Parkland Provision Strategy (DGAPPS)*. The rationale and background analysis and additional discussion on the recommendations is included within the Downtown Growth Area Parkland Provision Strategy.

Recommendation #7

- ⇒ That the City continue to apply its current residential parkland dedication rate of 1.2 hectares per 1,000 people on all new residential developments within the Growth Area.

Recommendation #8

- ⇒ That the City identify a goal of achieving a minimum of 13.7 hectares up to 51.5 hectares of new park space by the year 2041 (a minimum of 9.4 hectares by the year 2031). This translates into the Growth Area accommodating between 5.5 and 12.3 percent of the total growth area in parkland. The City should also update this objective, as population projections are adjusted over time.

Recommendation #9

- ⇒ That every resident be located within a 5 minute walk (400 metres) from a public park outside of the Growth Area, or an Urban Park or Urban Square within the Growth Area.

Recommendation #10

- ⇒ That the City adopt a new hierarchy of urban park spaces that includes Urban Parks, Urban Squares and Pocket Parks.

Recommendation #11

- ⇒ That the City incorporate into its Official Plan, policies to protect the function and inventory, both existing and planned of park spaces/public realm and a planned approach to parkland acquisition.

Recommendation #12

- ⇒ That all significant development proposals on a site greater than 1,000 sq. m. shall include an at-grade land contribution to the public realm network.

Recommendation #13

- ⇒ That for a primarily residential development, not less than 7.0 percent and not more than 25.0 percent, of the net site area shall be set aside for an appropriate park component.

Recommendation #14

- ⇒ That the City commit to a successful tree planting program within urban parks and the public realm network which outlines what tree species to plant, in what locations and how the trees should be planted.

Optimizing Planning Tools

Although the City has achieved an admirable, innovatively designed grouping of parks in the City Centre area, analysis of the parks provision levels completed for the Downtown Growth Area Parkland Provision Strategy reveals that there is a significant undersupply, both in the City Centre and in the broader Downtown Growth area. This is anticipated to continue as populations in the area increase unless additional parkland is acquired. While it may not be possible to offset the current parkland shortfall it will be important moving forward to continue efforts to acquire parkland wherever feasible. This will require a concerted effort in employing all available planning tools as well as enlisting the support of the development community.

The Environmental Scan undertaken for Future Directions has revealed that the mature municipalities of Toronto and Ottawa are utilizing all available planning tools to acquire and develop parkland to meet growth needs (Refer to case studies outlined in Section 3.3.2). Identified measures include use of Section 37 Height and Density Bonus provisions under the Planning Act, which affords additional development rights in exchange for the construction or installation of new community facilities such as parks and community centres, and public realm improvements such as streetscape improvements, transit

shelters or public art. As well both Toronto and Ottawa have developed municipal policies to address area-specific use of a specified portion of the collected Cash-In-Lieu (CIL) funds, and appear to be using CIL funds for the development and redevelopment of parks to meet growth needs.

The City of Mississauga has a Corporate Policy and Procedure to direct the dedication of land, cash-in-lieu of land, or a combination of land and cash. The policy identifies how land dedications and cash-in-lieu payments for parks purposes are made, and the nature and type of acceptable land dedications. The policy reiterates the standards of the Official Plan, and is consistent with the provisions of the Planning Act in the application of a parkland yield, or cash payment, calculated on the basis of, the greater of either 5% of the land area or 1 ha. for every 300 dwelling units, or 2% of the developable land area for office / commercial / industrial land.



Port Credit Waterfront

Recommendation #15

- ⇒ The City should continue to apply all available tools such as use of cash-in-lieu, and density bonusing and alternate provision standards allowed under the Planning Act and enabled by elements of the Official Plan and Zoning By-laws, to optimize parkland securement, development, and redevelopment. The City's policies in this regard should be re-examined to ensure that the best advantage is being achieved from these tools when other factors such as the encouragement of development are considered.

Role of Publicly Accessible Open Space on Private Lands

In denser urban areas, publicly accessible open space on private lands in the form of pocket parks and urban squares plays a key role in the character of an area, typically integrated to create an attractive setting for the building, provide amenities for the occupants, and to augment the public realm. North American cities such as Philadelphia and New York are also engaging private development in the quest to create public spaces through other innovations which may include sponsorship of 'pop-up' or temporary parks in parking spaces or underutilized parking lots, on roof deck spaces, or through lobby 'parks' and indoor market spaces.

As redevelopment and infilling occurs in Mississauga open space areas provided by private development such as urban squares, roof gardens, and landscaped amenity areas will constitute an important part of sustainability measures and the urban design character of new communities. They should be considered important elements toward 'placemaking', City greening and the provision of public or private amenity space. However, privately owned open space should be considered supplementary to, and not a replacement for the required provision of public parks and open space unless its acceptable to the City as a parkland dedication As privately owned lands the long term

future of these spaces as public space for future generations cannot be guaranteed. In addition, the responsibility for future maintenance of these spaces should be determined and Developer Agreements established to direct long term public use and maintenance. Discussions need to take place during the design and approvals stage to ensure that City standards are met.

Recommendation #16

- ⇒ Publicly accessible privately owned open space should be encouraged in new urban infill and redevelopment areas but should be considered supplementary to, and not a replacement for, the required provision of public parks and open space. Open space on private lands including urban squares, roof gardens, and landscaped amenity areas, will constitute an important part of the urban design character of new communities. The approvals process for these spaces should include clear developer agreements to direct long-term use and maintenance of the space.

Park Development

Designing Parks for All Ages and Abilities

In addition to field sports that will be allocated based on a Service Areas assessment, the Future Directions Recreation study will evaluate the need for more local-serving recreation amenities. These include tennis courts, basketball courts and multi-purpose courts, and play sites. These minor outdoor facilities are likely to be able to be accommodated in existing parks and the identified needs for these facilities in each of the Service Areas should be considered in the planned development and redevelopment of parks. The Recreation Master Plan also provides guidance on bike facilities, outdoor pools, and outdoor ice rinks.

To support Provincial and Region of Peel mandates for the encouragement of physical activity, and wellness, the provision of opportunities that encourage informal use, as well as sports, in parks will also be an important consideration in the development and redevelopment. Community consultation undertaken to date indicates a need for certain improvements to encourage and enhance use of parks and trails, particularly by youth and older adults. Suggested improvements include more benches and areas for seating, shade structures, more accessible and looped walking trails, outdoor fitness equipment and play equipment oriented to youth (e.g. climbing structures, larger swings), Wi-Fi® and other technologies in parks, and signage to enable place based learning.

As well, the trend toward the use of parks as outdoor social spaces is evident in Mississauga and consultation with representatives from youth, older adults, and newcomer demographics suggest that parks are increasingly being used as places for meeting and socializing. In the future, the provision of social space will need to be considered in the development or redevelopment of all parks and spaces.

Recommendation #17

- ⇒ In the design of all new parks, and the rejuvenation of older parks, consider use by all-ages and abilities, design for safety using Crime Prevention Through Environmental Design (CPTED) principles, and the provision of facilities and amenities that support social interaction, and unstructured recreation and leisure activities. These may include, as appropriate: child and youth-oriented play facilities; play sites (including traditional play sites and potentially natural play sites); outdoor fitness equipment; informal playing fields; gardens; shaded seating areas (e.g. trees or shade structures); picnic / barbecue facilities; Wi-Fi® hot spots; checker / chess tables; outdoor table tennis; community gardens; leash-free areas; event or performance space (e.g. bandshells); pathways and walking trails; wildlife viewing areas; and interpretation / education areas.

Washroom Facilities in Parks

Consultation with the community during Future Directions has continued to yield requests for the provision of washroom facilities in and water bottle filling stations in parks and along trails. In 2004 the City undertook a Washroom Study to clarify the City's basic level of service with respect to permanent washrooms, and to determine suitable locations within the existing park system for the development of new washroom facilities. The latter was based on a series of criteria that were developed to evaluate park eligibility, including relative weighting that was reflective of the park's functions, availability of servicing, level of use, frequency and duration of attendance, and season of use. Different types of washroom facilities and their associated costs were also evaluated. The ranking and prioritization resulted in recommendations for the provision of new washroom facilities in 15 additional parks which received a high

ranking based on their function as all-day destination parks (e.g. picnic parks or waterfront parks), or high-use for organized team sports, combined with destination facilities such as a spray pad or skateboard facility. The study anticipated these facilities in, as yet, undeveloped parks such as Park 459. Moving forward, the 2004 Washroom Study contains valid criteria for evaluating the eligibility of parks to receive permanent washroom facilities. The evaluation should continue to be applied as new parks are developed, or older parks are re-purposed and their current role and function is altered (for example if recommendations of the Recreation Master Plan for consolidation of sports fields for tournament use are realized). Similar criteria could be developed to evaluate the provision of water bottle filling stations since they require water service as well.

The evaluation applies only to the establishment of permanent washrooms and portable facilities may continue to be provided, as permissible, for special events, and non-serviced sites with regularly scheduled activities.

Recommendation #18

- ⇒ The City's 2004 Washroom Study contains valid criteria for evaluating the eligibility of parks to receive permanent washroom facilities. The evaluation should continue to be applied as new parks are developed, or older parks are re-purposed and their current role and function is altered.
- ⇒ At the next iteration of Future Directions, the recommendations of the 2004 Washroom Study should be reviewed.

Public Engagement

The City continues to engage its residents in consultation on its strategic planning studies as well as on the development of redevelopment of parks through its Placemaking activities. Although the City undertakes a range of activities to solicit opinions and is cognizant of the need to be inclusive and creative to encourage community participation, it is also recognized that there is a need to supplement traditional community meetings which often receive low attendance with other forms of public engagement.

Creative engagement activities that could be considered include:

- use of web-based resident surveys or emailed surveys to target groups;
- use of QR codes on temporary signboards at the park location or nearby community facility, linking to on-line information about a project or a survey;
- 'walking discussions' held at the park site;
- delivering public meeting presentations via WebEx (or equivalent on-line presentations), which allow for off-site participation (including the potential for interaction rather than just viewing);
- use of social media (such as Twitter and Facebook) to solicit input from followers;
- translation of materials into different languages;
- a traveling 'roadshow' with information on the project presented at community centres, shopping centres;
- direct outreach to specific target groups such as older adults, youth and multi-cultural groups through community contacts, including taking the presentation/information to where the audience is (group meetings, events).

The City may already be using some or all of these techniques at various times and the potential increase in public engagement costs would need to be weighed against the type and value to the project involved.

Recommendation #19

- ⇒ Continue to engage the public in all parks development and redevelopment projects to ensure that community preferences and interests are integrated together with recommended facilities, and to fulfill Placemaking objectives. Consideration should be given to different types of public engagement activities such as meetings and open houses, as well as information technology such as Facebook, Twitter and other forms of social media to supplement traditional community approaches. Engaging the public through a range of engagement activities expands the City's reach to the maximum number of potential participants.

Park Redevelopment Criteria, Design Guidelines and Standards

In recognition of both aging park infrastructure in Mississauga and the role that existing parks will play in supporting population growth and changing leisure interests, the 2009 Future Directions Master Plan recommended that a prioritized list of parks for redevelopment be established to inform the capital budget process. The City has embarked on this and is completing a comprehensive inventory and asset replacement plan for parkland and associated facility assets. A lifecycle replacement model is anticipated to be completed by 2014.

It is important to note that a park redevelopment project is different from routine park facility repair and replacement which may happen on a different timeline as a 'one-of' replacement to address safety concerns, or as part of life cycle replacement. Park redevelopment typically addresses the park as a whole and may include changes to

facility types as well as reconfiguration of the design and layout of the park. There may be alignment of the two processes in the event that a park requires a major overhaul of several facilities or operational costs have increased as a result of aging infrastructure. Other factors that may trigger redevelopment include a need for the park and facilities to be more relevant in the context of contemporary leisure trends, or to address anticipated or known recreation needs and interests resulting from changing demographics as a result of intensification, the life-cycle of a neighbourhood or cultural shifts.

Recommendation #20

- ⇒ Establish a prioritized list of older parks for redevelopment and identify annual budgets for systematic parks redevelopment / upgrading within the 10-year capital plan, based on identified priorities and employing additional analytics and assessment. To inform priority setting evaluation criteria should be established and applied. This could include the following considerations (refer to body of the Master Plan for additional details).
 - planned life cycle replacement of major outdoor recreation facilities;
 - implementing the recommendations of *Future Directions Recreation Master Plan*, including the potential for redeployment of underutilized sports fields in existing parks to meet identified needs;
 - implementing the recommendations of the *Credit River Parks Strategy*, the *Waterfront Parks Strategy* the *Natural Heritage and Urban Forest Strategy* and the *Urban Forest Management Plan*, the *Downtown Growth Area Parkland Provision Strategy*, the *Older Adult Plan*, the *Youth Plan*, and the *Cycling Master Plan*.
 - significant changes in community demographics as identified through growth plans or other studies;

- increase in park usage and/or the nature of use has changed and is impacting the carrying capacity of the park or warrants rethinking of park facilities to support new activities.

Recommendation #21

- ⇒ Develop guidelines and standards for landscape, urban design elements, facilities and sustainability measures to be applied to routine facility repair and replacement within parks, and the development and redevelopment of parks. The plans and design guidelines will also be used for budgetary purposes.

Where capacity issues have been noted or when evaluating community requests for park improvements it can be helpful to track and monitor the frequency of use in key parks for a period of time. This type of assessment could be achieved in its simplest form by establishing park pathway counters, and drawing on observations by front-line staff. A user survey could also be employed that collects information on how frequently parks are being used and for what purpose, administered by park volunteers or summer students. Collectively, this information could help to support the argument that parks are well used and valued, as well as identifying those that are potentially over-utilized beyond their carrying capacity, or those that are not well used as they are no longer serving residents needs. The latter two being potential indicators for redevelopment.

Recommendation #22

- ⇒ Consideration should be given to developing and executing a means of tracking park utilization. This type of assessment could be achieved through information technology, by establishing park pathway counters, observations by front-line staff, or a survey of use conducted by volunteers or students. A park utilization assessment tool would be useful in supporting the argument that Mississauga's parks are well used and valued, as well as informing park redevelopment priorities by identifying those parks that are potentially over-utilized beyond their carrying capacity, or those that are not well used as they are no longer serving the needs of residents. Enhanced systems analysis of the City's parks provides confidence not only to residents related to the tax expenditure and services delivery, but also to current and prospective corporate sponsors enhancing stewardship.

Integrating Information Technology into Parks

Dialogue with youth representatives during the study process has indicated a strong interest in the provision of Wi-Fi® hot spots in Destination Parks. This has the most relevance for, and is increasingly found, in community facilities and urban parks in large cities, often provided in partnership with private sponsors. Similar to the process used in the 2004 Washroom Study, the City should consider undertaking an internal study to develop criteria for and conduct an evaluation of suitable locations for the provision of Wi-Fi® hot spots in selected destination parks where coverage is possible, and park usage warrants consideration. This should be accompanied by an investigation of opportunities for partnerships with corporate sponsors or technology service providers.

Other forms of information technology are also being employed in contemporary destination parks which video screens such as the one at Mississauga Celebration Square, digital information boards and videogame tables. These types of features are most appropriate in urban parks such as those in Mississauga's City Centre. These features, however, may significantly alter the character of a park, attract crowds and are vulnerable to vandalism. There may be opportunities for temporary installations in other destination parks as part of special events, although caution should be exercised in locations that may cause disturbance to wildlife or adjacent residences.

Recommendation #23

- ⇒ Through an internal study, the City should develop criteria for and conduct an evaluation of suitable locations for the provision of Wi-Fi® hot spots in selected destination parks, and investigate opportunities for provision of the service in partnership with corporate sponsors or technology service providers.

Trails and Pathways

Trails and pathways in parks continue to be highly used and sought after facilities in Mississauga's parks and open space areas. Comments received about potential improvements that would enhance the use and enjoyment of parks and enhance safety, include: better connectivity and the development of trail loops in the valley parks systems; maintaining trail surfacing; all-season use; lighting of trails; wayfinding and signage, and the provision of additional amenities that support trail use (e.g. benches and rest areas, washrooms and water filling stations); and outdoor fitness equipment. The need to enhance neighbourhood serving parks with short pathway loops that improve access to, and through, parks and encourage walking, was also noted, particularly in regard to encouraging activity levels amongst older adults.

Relative to other facilities, trails and pathways represent one of the best values for dollars invested as they appeal to a range of users and offer high returns in personal enjoyment and health benefits at a relatively low cost per person. Although the City has completed its Cycling Master Plan, the last study that addressed multi-use recreational trails holistically was conducted in 2001. The 2009 Future Directions Parks and Forestry Master Plan recommended an update to this study vis-a-vis a Park Pathway Study. Since then there are additional recommendations related to trails and pathways contained across several studies including a comprehensive study for the Credit River Parks. A Trail Lighting Policy has also been developed.

Considering the continued public interest in trails and pathways and the number of recent studies that are addressing trail development in different locations and the importance of pedestrian movement across open spaces and road right of ways the City should consider the need and value for a City wide pedestrian study. The study would consolidate and integrate the recommendations of other studies as related to multi-use trails and pathways, and pedestrian movement considering user safety and CPTED principles, natural environment protection, and accessibility. It would additionally provide: a hierarchy of recreation trail and pathway types to direct development; provide consistent design standards that address trail and pathway construction; establish maintenance standards and protocols; and provide guidelines for a set of consistent wayfinding, interpretive and regulatory signs within an overall park signage system.

Recommendation #24

- ⇒ The City should plan to continue building towards a continuous and interconnected trail system which builds off of the existing network already established and new trail routes identified in other supporting studies such as the *Waterfront Parks Strategy* and the *Credit River Parks Strategy*.
- ⇒ Considering the continued public interest in trails and pathways and the number of recent studies that are addressing trail development in different locations and the importance of pedestrian movement across open spaces and road right of ways the City should consider the need and value for a City wide pedestrian study.

Increasing Awareness of Parks and Recreation Facilities

Public input during both the 2009 and 2014 Master Plan development suggested that there is a need to increase the level of awareness of parks and recreation resources in the City, together with increased publicity of events and activities that take place in parks. The ongoing need for improvements in this regard was again raised through the current Future Directions dialogue with representatives from community organizations involving youth, older adults and newcomers. The City of Mississauga currently has a substantial amount of information about parks, recreation, and culture facilities and events on its web site, however there may be opportunities to improve the ease of access to this information.

Recommendation #25

- ⇒ The City should investigate and implement opportunities for improved marketing and publicizing of parks and forestry resources, together with programs, events and activities that take place in parks, woodlands and natural areas. The value

of parks (health, economic, environmental) should be a key component of marketing. This should include consideration of improvements to portals on the City's web site and integration of information technology. These efforts should be coordinated across parks, forestry, recreation, library, fire, and culture services.

Increasing Access to Parks

A clear message received during consultation was a need for better transit access to the City's major parks and facilities. The lack of direct bus access to Riverwood, which is identified in the Mississauga Strategic Plan as the city's 'Central Park', was noted, along with other potential opportunities such as a "hop-on-the-bus, hop-off-the-bus" transit ticket during special events or a permanent (peak season) shuttle between the waterfront parks. 'Developing a Transit-oriented City' is a fundamental pillar of the City's Strategic Plan and attention should be paid to establishing strategic route connections to the City's key parks and recreation facilities. Regularly scheduled, affordable and well-promoted transit service to key park destinations would open up access to a range of users who might currently be precluded or deterred from using parks as a result of physical or financial limitations, and could further help to reduce car dependency amongst the general populace.

Recommendation #26

- ⇒ In advancing the implementation of a comprehensive, City-wide transit system that supports the Strategic Plan, the City through inter-departmental dialogue, should consider how to best provide regularly scheduled, affordable and well-promoted transit service to key parks and recreation facilities as a means of increasing public access and as part of reducing car dependency.

Park Operations

Parks Operation Service Levels

Since the 2009 Master Plan was completed Parks Operations has continued to streamline its practices. Park service levels are defined and allocated on the basis of priorities which acknowledge the profile of the park with specialized parks receiving a higher profile and service level than typical neighbourhood parks. Operations staff utilizes the Infor Maintenance Management System to enter work completion tasks on-site and facilitate information sharing. Data collected is used to examine service level adherence, maintenance costs and hours performed for various functions of work.

Dialogue with staff noted that there could be further refinement of defined service levels for parks maintenance which acknowledge the variations in park types and usage within each priority level. For example parks with highly utilized sports fields require a different level of service than a park without sports fields. Similarly, highly designed urban parks and those with garden areas or specialized features require a maintenance level that exceeds that of a typical park. The department has made in-roads in addressing this with support for increased maintenance budget allocations for the City Centre parks.

Recommendation #27

- ⇒ The City should continue to review and refine its service levels for parks operations and maintenance, and consider the development of internal categories within existing defined service levels to be more reflective of the specific maintenance needs of different types of parks, or spaces within parks, based on facilities, function and / or level of usage. These categories may include gardens, waterfront parks, sports fields, urban parks and special event sites, and could result in different maintenance levels within individual sites.

Recommendation #28

- ⇒ The City should consider amendments to the Parks By-law to restrict active recreational uses within parks or areas of parks with substantial horticultural displays such as Kariya Park, Brueckner Rhododendron Gardens, Riverwood and potentially at Park 508 (to be developed on the former Woodlands Nursery property).

Special Events Support

Events and other community activities are opportunities to promote social interaction, enliven parks and public spaces and celebrate Mississauga's cultural diversity and use of parks in Mississauga for community events is increasing. Although there is a special event strategy in place, dialogue with City staff suggests that additional work is still needed in defining and delivering operational support for these events in a manner that is cost effective and beneficial both to event organizers and to Parks Operations. Presently some community events result in unexpected or unplanned increases in park maintenance activities which draw personnel away from regularly scheduled responsibilities.

To provide an appropriate level of operational support, the Parks and Forestry Division in collaboration with the Culture and Recreation Divisions should study how best to support special events in parks including the feasibility of providing a dedicated operational resources team that would undertake activities prior to and following an event, e.g. deliveries, set up, take downs and rehabilitation of the park. The need for deployment of the operational resources should be coordinated in advance at the time of event planning and permitting process so that all relevant costs and charge-backs can be assessed and implemented.

Recommendation #29

- ⇒ To provide an appropriate level of operational support the Parks and Forestry Division in collaboration with the Recreation and Culture Divisions should study how best to support special events in parks including the feasibility of providing a dedicated operational resources team that would undertake activities prior to and following an event, e.g. deliveries, set up, take downs and rehabilitation of the park.

Informal Use of Playing Fields

One issue raised by both staff and community organizations was the need to identify and consistently enforce policies around the use of playing fields for informal pick-up games. It was conveyed that it is sometimes unclear to the public, and to youth in particular, which sports fields are off-limits (e.g. premium, fenced fields) vs. those that are available for use when they are not booked for permitted play. This uncertainty could be resolved by reviewing the inventory of playing fields, determining which are off-limits for casual use, and posting of signs at the facility. The approach may include the posting of temporary signs when fields are unavailable as a result of 'resting' or wet conditions. Fields that are available for casual use should be

identified in the City's Parks By-law and the message conveyed to the public.

Recommendation #30

- ⇒ The City should clarify internally which playing fields are available for informal, pick-up use when not booked vs. those that are restricted or off-limits and develop and implement a means of communicating this information to the public in a manner that reaches the most residents and sports groups. This can be achieved through park signage as well as information technology that includes social media and place based communications using Wi-Fi®.

Marinas

Long-term sustainability of recreational boating and charter boats on Mississauga's waterfront will require an ongoing commitment to marina and harbor functions and operations. The City's long-standing commitment to this is evidenced by major capital projects such as Lakefront Promenade Park and the redevelopment of the Port Credit harbor, and the recent funding of the 2014 dredging operations to reduce sediment levels in the Credit River harbor.

Recommendation #31

- ⇒ Recreational boating and charter boat activities provide a dynamic focal point for Mississauga's waterfront and recreational, economic, and tourism benefits. In support of boating activities, the City should continue its commitment to the management and operations of marinas and the associated public amenity space as well as consider long-term marina and harbor service provision.

Winter Use of Parks

There continues to be an interest by residents in all-season use of parks, including winter. This has been addressed by the City through prioritization of locations for snow removal of key trail linkages and the City operates several outdoor rinks as well as natural rinks in partnership with local residents. Community interest expressed during consultation extends to increasing the number of natural ice rinks in parks, toboggan hills, and providing amenities that support winter activities such as fire pits and warm-up shelters.



Winter at the Lake Ontario Waterfront

Providing for all-season use of selected parks is a means of encouraging outdoor physical activity year-round, and was identified by community representatives as a way of increasing social interaction particularly amongst newcomers to Canada who may feel even more isolated during the winter months. However, the unpredictable nature of winter weather, the cost of specialized facilities and increased operational costs can be significant drawbacks to accommodating this interest in more than a few selected park locations.

Recommendation #32

- ⇒ In developing new parks and redeveloping older parks the City should consider how to best optimize winter use of parks and the trail/pathway system in selected locations where there is sufficient community interest, appropriate infrastructure, and where it is financially viable.

Extended Hours for Parks

Discussion with City staff revealed that there is interest by residents in extending park hours to accommodate different lifestyles, and to further consider 24 hour use of parks. The current Mississauga Parks By-law permits general use of parks between 7AM and 11PM, which is consistent with other GTA municipalities. The City of Toronto park hours are 5.30AM to 12.01AM which accommodates a modest extension of use. In New York City, closing hours differ from neighbourhood to neighbourhood, and range from dusk to 1AM. Night-time use of parks requires additional lighting and surveillance and raises concerns over user safety, and noise and disruption for adjacent residents. As well for trail areas through natural areas night lighting could negatively impact wildlife.

24 hour use of municipal parks is not commonly permitted in most cities for the reasons noted above. It is most applicable to public spaces in urban areas with an active street life and should only be

considered where there is demand and good purpose, surveillance from neighbouring streets, no impact to residential areas, and with stringent enforcement of a Parks By-Law related to use and conduct.

Even without an extension of park hours there is a need to find a balance between park user needs, safety, CPTED principles, wildlife protection, and conflicts with adjacent uses when considering park and pathway lighting. The City through its Pathway Lighting Policy recommends focusing on the lighting of well-used connections between destinations while balancing these issues.



Ice skating at Mississauga Celebration Square

Recommendation #33

- ⇒ The City should selectively consider an extension of park hours to align with contemporary urban lifestyles, either across the park system, in selective parks, or seasonally. If implemented it should be accompanied by stringent enforcement of the Parks Bylaw as it relates to allowable uses and conduct.
- ⇒ The City may wish to review its lighting policy to consider lighting beyond pathway lighting and to review lighting of areas within parks particularly within intensified urban areas where there may be a desire to use parks or public spaces in the evening hours. When determining areas to provide lighting the balancing of user safety, CPTED principles, impacts to wildlife and adjacent land uses, and operational costs should be considered.

Cemeteries

The City of Mississauga currently maintains ten cemeteries. Four cemeteries are in active use however burials are only performed in previously purchased plots. The City has introduced additional columbaria in recent years to meet an increased demand for cremations, which is driven by both a scarcity of land as well as cultural preferences, and continues to evolve its services to meet the needs of a diverse population.

The City's cemeteries are essentially at capacity for burials, and continuing land constraints will limit the number of traditional in-ground burial options available in the coming years in cemeteries across the Greater Toronto Area. The City's response to increased demand includes maximizing the number of saleable plots at existing cemeteries, capitalizing on increased demand for Columbaria niches and exploring the feasibility of additional cemetery lands within the City.

Recommendation #34

- ⇒ The City should, through its Cemetery Operations business analysis, continue to consider its options for a new cemetery location to meet projected needs, as well as other initiatives that address current trends in the bereavement industry as well as resident preferences.

Partnerships

Partnerships are an effective way to facilitate community infrastructure development or improve the efficiency and effectiveness of delivering services and programs, allowing funding organizations to achieve greater results with limited funds. The benefits of partnerships that accrue to both the City and the community are well recognized in Mississauga, and there are a number of partnerships that have developed around common goals and interests, including arts and culture, recreation facilities and programs, and environmental protection and stewardship. These include inter-departmental, community, agency and private sector.

The City of Mississauga has for many years been supported by its government agency partners as well as local community organizations in the delivery of specialized programs and facilities related to parks and forestry services. A key issue identified by the City for the 2014 Future Directions Parks and Forestry Master Plan is the investigation of, and recommendations for, specific types of partnerships in parks and forestry stewardship, including different approaches and models to partnering. The City recognizes a need to move forward with a multi-layered partnership approach to the management of parks and natural areas.

Supporting Existing Partnerships

The delivery of programs and other services through reliable, sustained volunteer efforts is dependent on the long-term viability of the organizations providing them. Although there are now three community grant programs in Mississauga (Community Grants, Arts and Culture, Cultural Festivals and Celebrations) as well as corporate grants, there is no grant stream specifically targeted to organizations that support parks, natural areas and forestry stewardship. Although grant funding has been approved to several organizations on an

annual basis, including in 2014, even the City's most valued partners in parks and environmental services have not received committed multi-year funding in the past.

The City's Living Green Master Plan (LGMP) recommends that the City **"Create an Environmental Community Grants Program" (Action 28)** with a funding structure to support and showcase community-based environmental initiatives. A budget request was made through Parks and Forestry to realize this recommendation. Community interests in Mississauga in addition to environmental stewardship initiatives include community gardens, leash-free areas, urban agriculture, and public gardens. To ensure the inclusion of organizations that partner in the delivery of these services the City should consider focusing a portion of the Grant Program toward parks related initiatives. This could be combined with the proposed Environmental Community Grants Program to be a Parks and Environment Community Grants Program.

Recommendation #35

- ⇒ In looking at effective partnership models the City should first consider how to best support its strongest, most successful community partners who deliver key parks and forestry services that meet the City's strategic goals and who complement the City's own resources. In particular those that provide in-kind services that have a real financial value to the City such as reducing operating costs. This may mean a commitment to sustained annual funding by the City to serve as seed money to organizations that can demonstrate a sound business model and plans.

Recommendation #36

- ⇒ The City should act on and implement the Living Green Master Plan (LGMP) recommendation to **"Create an Environmental Community Grants Program"** as part of the overall Community Grants Program with a funding structure to support and showcase community-based environmental initiatives. The program aims to promote a green culture within the resident community and creates an opportunity to build lifetime interest in the environment with Mississauga's youth. To include and encourage organizations that partner in the delivery of other parks related services the City should consider focusing a portion of the Grant Program toward parks related initiatives. This could be combined with the proposed Environmental Community Grants Program to be a Parks and Environment Community Grants Program.

Strengthening Agency / Stakeholder Partnerships

The City of Mississauga currently partners with its government agency partners including Toronto Region Conservation, Credit Valley Conservation, Halton Region Conservation, the Region of Peel, the Dufferin-Peel Catholic School Board and the Peel District School Board on a wide range of initiatives and projects of mutual benefit and interest. These are well established relationships with roles and responsibilities varying across the agencies depending on the initiative, and ranging from providing input as a stakeholder to being a financial partner in project delivery. These City and agency partnerships are highly successful and valued and have served residents well at both a local and a regional level for many years.

Initiatives with the Region of Peel and the conservation authorities include both strategic planning exercises, such as the Natural Heritage and Urban Forest Strategy, the Urban Forest Management

Plan, as well as major capital projects. A notable ongoing example of the latter is the Lakeview Waterfront Connection which will create a new natural waterfront park and trail connection from lakefill on the eastern Mississauga waterfront. The project is being undertaken by the Region of Peel and Credit Valley Conservation, with support from Toronto and Region Conservation and the City of Mississauga. The City also partners with both the Region and the Conservation Authorities on environmental restoration and planting initiatives.

With respect to new or extended opportunities with the Region of Peel, the Region is spearheading a range of policy development efforts and programs to support active living. The City should partner with the Peel Region Public Health in its effort to promote “Active Living” and leverage the Region as an advocate in providing evidence-based data to inform parks and recreation related decision making at the City (such as the San Francisco model). The Region is working with the United Way to coordinate events that bring the neighbourhood together, including recreational projects. There is an opportunity for the City to leverage the Region’s partnership with the United Way to support play site improvements

Recommendation #37

- ⇒ The City should partner with the Peel Region Public Health in its effort to promote “Active Living” and leverage the Region as an advocate in providing evidence-based data to inform parks and recreation related decision making at the City. The Region is working with the United Way to coordinate events that bring the neighbourhood together, including recreational projects. There is an opportunity for the City to leverage the Region’s partnership with the United Way to support play site improvements.

Recommendation #38

- ⇒ The City should continue to work with the school boards on joint facility development and joint-use agreements where mutually beneficial, and consider expanding its joint-use agreements to include facility maintenance and joint programming.
- ⇒ Where mutually beneficial, partnerships with the school board could be enhanced to allow for long-term student participation in maintaining parks and natural areas, in particular on sites where schools are co-located with parks or adjacent to natural areas.
- ⇒ The school boards should be encouraged to develop work plans within the curriculum that incorporate outdoor education components and build awareness of ecology, stewardship and the natural and cultural heritage of Mississauga.

Support for Volunteerism and Community Involvement

Engaging in community partnerships includes tapping into the support of volunteers who can assist the City in reducing operational requirements. There is a growing interest in Mississauga for residents and the corporate community to want to participate. Through discussion with staff and community stakeholders it was identified that the City should enhance its processes and procedures to increase efficiency and make it easier for volunteer involvement. It was also noted that to be of the most value volunteer efforts should be coordinated and focused on areas of need, and partnerships should be ‘true’ in the sense that volunteers are available when the City needs them. Public education and awareness are essential to getting residents and community organizations on board particularly on environmental issues and partnerships in parks management.

A standardized volunteer program with volunteer recruitment processes and a recognition system would assist in establishing a strong and sustainable volunteer base in Mississauga. This should be augmented by a recognition program that consistently and appropriately acknowledges the efforts of volunteers and donors.

Recommendation #39

- ⇒ The City should develop a Community Services Integrated Volunteer Program to increase efficiency, attract a strong and sustainable volunteer base in Mississauga, realize untapped potential volunteers within the community and make it easier for volunteer involvement. This should be augmented by a recognition program to acknowledge the efforts of volunteers and donors.

The Sponsorship and Corporate Development Division has a mandate to find and support strong community partners on behalf of the entire Community Services Department, administer the Corporate and Community Grants program, and provide support to community organizations. Discussion with several of Parks and Forestry's affiliates in stewardship indicated that they feel well supported in their activities by the City and by Parks and Forestry staff in particular. However, most NGOs don't have capacity or funds to cover operating costs and need sustained sources of funding to be successful over the long-term. It was identified that it would be of benefit to community organizations if the City could provide consistent support and assistance, to: 1) submit grant applications, 2) support volunteer fundraising activities, 3) help seek out external funding partners.

The City of Toronto through its Partnership Development Unit seeks out new community partners and assists community groups with their fundraising projects. More than just a grants program administrator the unit seeks out and channels support and funding from corporations, foundations and philanthropists. Working together with

community organizations they have successfully raised millions of dollars for parks, recreation and urban forestry projects for the benefit of Toronto's residents and visitors.

The Partnership Development Unit website notes that it is currently working with dozens of community groups and other organizations on a range of projects including:

- play sites;
- park improvements;
- tree and garden planting;
- recreation facility improvements; and,
- special projects.

Recommendation #40

- ⇒ The City should investigate the feasibility of an expanded or more clearly identified role for the Sponsorship and Corporate Development Division in assisting the City's affiliate organizations in the following activities 1) grant applications, 2) support for fundraising activities, and 3) seeking out external funding partners and channeling donations.

Growing New Partnerships

The City recognizes the importance of engaging in meaningful partnerships, whether it is with the community, agencies, stakeholders, or other levels of government. For partnerships to be meaningful, investments are required in time and resources, enabling relationships to be nurtured and deepen, and resulting in partners with strong a sense of ownership. From time to time the City receives unsolicited proposals for the development of specialized outdoor recreation facilities. A consistent mechanism and process for evaluating these opportunities is needed.

Recommendation #41

- ⇒ The City should develop formal processes for evaluating partnership opportunities and invitations from external parties, whether they include community groups, agencies, or private sector. This would require formalization of a program and a process requiring organizations to submit a business plan to the City for initiatives of a scale that exceeds that of the Grant Program, or requires a substantial long-term operational commitment.

Public/Non-Profit Partnerships

As demonstrated in the Environmental Scan (see Section 3.0), there is a growing trend in North American cities toward the use of partnerships in parks and recreation, including comprehensive service delivery by increasingly sophisticated not-for-profit organizations such as park foundations and conservancies with a mandate to oversee complex capital projects as well as programming elements (refer to City of Toronto, City of Calgary, and City of Ottawa case studies). It may be premature for the City to consider at this time a partnership model that broadly supports parks services at this time, however such organizations do not develop overnight and a supportive municipal culture is needed to allow the potential for them to evolve. Some of the foregoing recommendations will help in the migration to this model if the City wishes, and if there is interest by the not-for-profit sector. However further investigation is needed to determine the potential factors for success in these models and to evaluate if this is the right direction for the City.

Recommendation #42

- ⇒ The City should investigate the opportunities for, and merits of, cultivating an advanced public/non-profit partnership models in the delivery of parks services such as the City of Calgary Parks Foundation, the City of Toronto Parks People, and the City of Ottawa Community Partnership Major/Minor Capital Programs.

Corporate Sponsors

There are a number of effective community and corporate partners and sponsors in the stewardship of parks and natural areas (volunteer programs for tree planting, naturalization, and clean ups) run by the City and affiliated environmental groups. Many corporations now have responsibility pillars to the environment and to the local community and have established funding to support community initiatives. Currently, corporations seek out the City for funding opportunities. However, the City should be proactive in seeking opportunities to leverage corporate sponsorship and business partner relationships to expand reach activities, community engagement and reduce maintenance and operating costs over time.

Recommendation #43

- ⇒ Through its Sponsorship and Corporate Development Unit the City should be proactive in seeking opportunities to leverage corporate sponsorship and business partner relationships that support stewardship of parks and natural areas.

Public-Private Partnerships

Many community parks Mississauga were initially developed through funding provided by developers to a basic standard defined by the City. Beyond the parks' initial development the City assumed responsibility for parks maintenance and future replacement of facilities. Recently in the City Centre area, the City has developed several urban parks at a higher cost per acre, and with increased longer term maintenance and operational costs.

There is a growing trend in the US toward public private partnerships in the delivery and maintenance of parks and other City improvements through Business Improvement Districts (BIDs). BIDs which are similar to Business Improvement Areas commonly seen in Canada may be overseen by a nonprofit entity, and are typically associated with downtown and streetscape improvements. In the case of the Brooklyn Bridge Park in New York the BID concept extended to development and maintenance of a high profile park that developers can capitalize on to increase their market share. A similar initiative was undertaken by the Hudson River Park Trust with small annual levies assigned to both residential and commercial properties expected to generate \$10million in annual funding to offset the popular waterfront park's operating deficit and fund its rejuvenation.

Recommendation #44

- ⇒ There is a growing trend toward public private partnerships in the development and maintenance of parks and other City improvements through business or neighbourhood improvement districts which develop and apply special tax levies in areas which will receive significant benefit, particularly as a result of increases in real estate value, from major public infrastructure investment. The applicability and trend toward this in Canada should be followed and some investigation undertaken of its potential in Mississauga.

Stewardship Models

The City has a number of park sites which have specialized maintenance needs, several of which are supported by volunteer efforts. The Riverwood site, located on the Credit River valley, has extensive natural valleyland components as well as horticultural gardens on the tablelands. The Riverwood Conservancy, a registered not-for-profit organization, works within an operational agreement with the City to offer a range of programming at the site and to undertake volunteer stewardship work.

Brueckner Rhododendron Gardens (BRG) located on Mississauga's waterfront has an extensive collection of rhododendrons that are a substantial asset to the City. The Brueckner Rhododendron Gardens Stewardship Committee (BRGSC) was subsequently established and maintenance of the gardens is now supported by the BRGSC and its volunteers. The BRGSC works with the City to promote, protect, and preserve this unique public garden by assisting with the planning and maintenance of the Garden, and raising community awareness, involvement and interest.

Park 508 is a recently acquired park site, which has its origins as a horticultural nursery and also has natural environment areas. The Queen Elizabeth II Rose Garden and Kariya Park in the City Centre are garden sites that are maintained by the City.

The City is considering whether a different and integrated approach is warranted for the stewardship of these specialized park sites, as well as for the Credit River Parks which are closely associated with Riverwood. Potential models include: 1) Separate Affiliates (current state); 2) One or more organizations with sub-committees; 3) An overarching parks trust or parks council with consolidated or separate volunteer bases for each site.

The determination of an appropriate stewardship model is subject to more in-depth discussions between the City and the various park stewardship organizations. However it can be noted at this time that if there is to be an increased reliance on volunteer organizations for the maintenance of these valued resources, the City should be prepared to identify and commit to a level of support that will cultivate and sustain long-term partnerships. This is necessary to avoid the challenges which are currently facing many not-for-profit and charitable organizations. During times of economic uncertainty and restraint the same financial limitations that cause municipalities to seek out partnerships affect members, participants, sponsors, and grant programs that support organizations. This results in an uncertain revenue stream potentially affecting the viability of the organization and, as a consequence, jeopardizing both the partnership and the asset.

A discussion and recommendations on how the City can better support volunteerism and advance partnerships is provided in the foregoing sections. These measures are particularly important if the City is interested in moving toward increased responsibilities for existing organizations such as The Riverwood Conservancy or the cultivation of an over-arching parks foundation such as found in Toronto and Calgary.

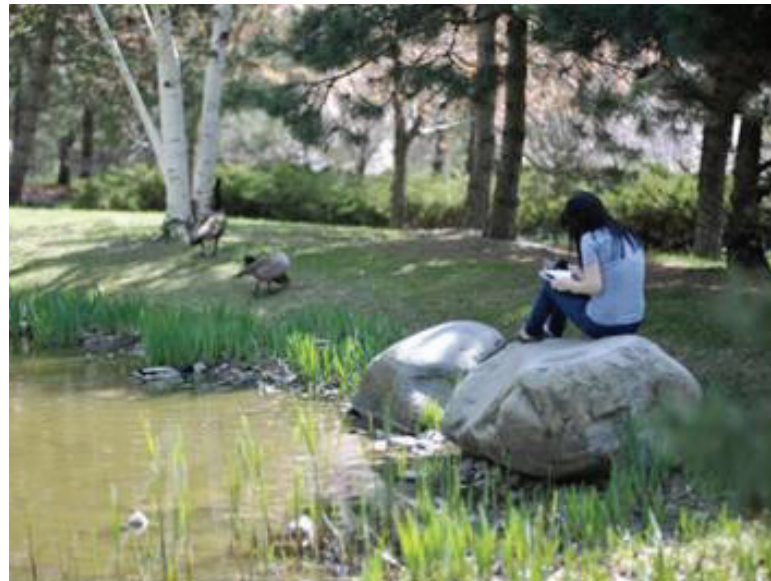
It would also be advisable for the City to complete a management plan for the Brueckner Rhododendron Gardens, and potentially Park 508 so that long-term goals, objectives, public uses and management needs can be determined in consultation with the public, stewardship organizations, interest groups and other stakeholders.

Recommendation #45

- ⇒ The City should study options for an integrated approach for the long-term management and stewardship of the garden sites, and the Credit River Parks in discussion with its community partners which include the BRG Stewardship Committee and The Riverwood Conservancy, and other stakeholders and interest groups.

Recommendation #46

- ⇒ The City should complete a management plan for the Brueckner Rhododendron Gardens, and potentially Park 508 so that long-term goals, objectives, public uses and management needs can be determined in consultation with the public, potential stewardship organizations, and other stakeholders and interest groups.



Kariya Park

Forestry

Natural area management was a key issue during the 2009 Master Plan and the outcome was a series of recommendations that addressed a range of issues related to forestry services, including a recommendation for the preparation of a comprehensive Natural Heritage System Strategy. The City has since completed the study as the Natural Heritage and Urban Forest Strategy (NH&UFS) concurrent with an Urban Forest Management Plan (UFMP) and collectively the two represent a comprehensive plan for action.

The City has embarked on a City-wide program to manage Emerald Ash Borer which is a significant threat to the health of Mississauga's tree canopy. Other ongoing initiatives include amendments to the Tree Permit By-law and Public Tree By-law, new street tree planting and tree replacements, funding for implementation of the Million Tree Program, woodland management programs to preserve natural areas, and tree plantings in partnership with the conservation authorities to increase biodiversity of natural areas.

Challenges facing Forestry services over the term of the Master Plan, and beyond, include management of other threats to the urban forest which include the Asian long-horned beetle, and other pests and diseases. Future invasive species risk response requires continuous monitoring and the development of proactive approaches to minimize costs and preserve tree assets where possible. Management of invasive plant species is also an increasing challenge. Giant Hogweed has attracted considerable public attention however management of buckthorn, garlic mustard, and wild parsnip is equally important. A City-wide invasive species management program is recommended in the Natural Heritage and Urban Forest Strategy.

With the completion and approval of the NH&UFS and the UFMP the City has a set of strategies and actions to direct Forestry services

over the foreseeable future. The recommendations of these plans should be funded and implemented based on identified priorities and in collaboration with the City's partners in environmental protection and management. It is expected that damage from the 2013 ice storm will present unanticipated costs in tree pruning and removal which may require the redeployment of resources and impact the advancement of planned Forestry initiatives.

Recommendation #47

- ⇒ With the completion and approval of the Natural Heritage and Urban Forest Strategy (NH&UFS) and the Urban Forest Management Plan (UFMP), the City has a comprehensive set of strategies and actions to direct Forestry services over the foreseeable future. The recommendations of these plans should be funded and implemented based on identified priorities and in collaboration with the City's partners in environmental protection and management.



Rattray Marsh woodland trail

1.0 Introduction

1.1 Purpose of Plan

Mississauga has engaged in strategic planning for parks and recreation services for some years through its various master plans. The *Parks and Forestry Master Plan* is a component of *Future Directions*, which is a series of studies that direct indoor and outdoor recreation facilities, programs, parks and forestry services, fire and emergency services, and libraries.

The master plans will collectively provide the City with an understanding of what is important to residents; reflect their recreational, social, cultural, informational and educational needs; and establish a clear direction for strategies to address the City's future growth and development over the next few decades. The studies have shared common components of data collection, evaluation of current socio-demographics and forecasted change, and community consultation.

This report represents the 2014 update of the Parks and Forestry Master Plan.

1.2 Overview of Objectives and Methodology

The 2014 *Parks and Forestry Master Plan* will serve to guide the City's decisions regarding sustainable planning and management of parks and natural areas assets for continued enjoyment by its residents and visitors. It will receive a major review on a five-year basis together with the other components of Future Directions.

The *Parks and Forestry Master Plan* is closely tied to the *Future Directions Recreation Master Plan* in that it responds to population forecasts, leisure trends and the needs assessment for recreation facilities and activities which are physically supported by the City's parks and natural areas.

The *Parks and Forestry Master Plan* addresses financial implications and through the use of a common Future Directions evaluation tool suggests priorities to assist the City in delivering the findings and recommendations of the study over the next five years, and beyond.

The *Parks and Forestry Master Plan* was initiated in October 2013, and included an intensive series of consultation activities including staff focus groups, a staff management team workshop, staff key informant interviews, agency key informant interviews and community focus groups. The purpose of these sessions was to identify the current state of parks and forestry services provision in the City, municipal accomplishments since the completion of the 2009 Master Plan, and key challenges moving forward. The consultation period was followed by a scan of trends in parks and forestry provision and examples of best practices in place in other municipalities.

Four public engagement sessions were held in the Spring of 2014 to review the recommendations of the Draft Master Plan.

1.3 Achievements Over the Last Five Years

The City's achievements in Parks and Forestry reflect its vision of protecting, restoring and enhancing Mississauga's natural features and the commitment to the City's strategic pillars of Move, Belong, Connect, Prosper and Green.

Recent highlights initiated by or related to Parks and Forestry activities are summarized below.

City Planning

- Mississauga was recently named the **top mid-sized City of the Future in the Americas** by Foreign Direct Investment (FDi) Magazine, out of 80 contenders in the category. Mississauga was also ranked first for business friendliness, second for economic potential, fourth for Foreign Direct Investment strategy and fourth for infrastructure.
- An update of the City's Official Plan was completed and approved by Council in 2010.
- The City's Cycling Master Plan has been completed and approved.

Park Planning

- The Natural Heritage & Urban Forest Strategy (NH&UFS) and Urban Forest Management Plan (UFMP) are completed and recommend a long-term strategic plan to manage the City's natural areas and urban forest.
- The City has completed the Credit River Parks Strategy which is a comprehensive plan to guide development, management and restoration activities for open space lands in the Credit River valley including a continuous trail connection from the City's north border to Port Credit.

- The Downtown Growth Area Parkland Provision Strategy examined the existing park supply in the Downtown area, and recommends future provision levels and park types, as well as how these parks can be achieved and maintained.
- The City acquired approximately 87.4 hectares (231.5 acres) of parkland between 2009 and 2014.

Park Development

- The development of new parkland and open space included the opening of Scholar's Green, Community Common, O'Connor Park, Sanford Farm Park, Park 492, Samuelson Circle Trail and Stairway Connection, Queensway Trail and the Hershey Sport Dome.
- Redeveloped park sites included Mississauga Celebration Square, Riverwood, Lakeside Park, Harold E. Kennedy Park, Albert McBride Park, Ridgewood Park, Red Oaks Park, Bough Beeches Park, Madiill Common, Meadowvale Conservation Area Pedestrian Bridge and Boardwalk, Port Credit Memorial Park and other various community play sites and pathway systems;
- The City has updated and reprogrammed the highly successful Mississauga Celebration Square which received an Award of Excellence under the 2011 Mississauga Urban Design Awards. Both Parks and Forestry, and Culture Divisions helped to make Mississauga Celebration Square a success.
- O'Connor Park and Scholars' Green were recognized for awards under the 2012 program. Lakeside Park received an Award of Excellence under the 2013 Mississauga Urban Design Awards.
- Planning and design for the updating of Streetsville Village Square has been completed.

- The historic, former Bell Gairdner Estate on Lake Ontario, now renamed the Holcim Waterfront Estate has opened as a banquet facility.
- A Pathway Lighting Policy has been completed and approved by Council.

Park Programming

- There is increasing use of parks in Mississauga for regularly scheduled outdoor programs such as the supervised play sites program, yoga and fitness 'boot camps'. For example, Mississauga Celebration Square recently ran a regular summer evening fitness program.
- The Riverwood Conservancy offers a series of outdoor nature-based programs including discovery walks.



Fitness activities at Mississauga Celebration Square

Park Operations

- Implementation of the Remodeling for the Future Organizational review throughout the Recreation and Parks and Forestry service areas has been completed.
- The implementation of increased operational support for Mississauga Celebration Square was achieved.
- Parks Operations mobile technology for front line staff to digitally input work records in the field to track park maintenance activities and costs is complete.
- Sections of the off-road trail network throughout the City were recorded and are now available on Google Street View.

Environmental

- Mississauga ranked eighth in the World Wildlife Fund's top 10 Canadian cities leading action on climate change.
- The approval of Living Green Master Plan and Peel Climate Change Strategy to implement priority actions to address climate change, including the expansion of public awareness and education and developing a community energy strategy.
- The implementation of the Let Your Green Show Campaign continues to motivate and encourage residents to take environmental action.

Forestry

- An Emerald Ash Borer Management Plan has been developed, with committed funding over 10 years for the treatment, removal and replacement of affected trees. Other pest management programs are in place for: Asian Long-horned Beetle and Gypsy Moths.
- The encroachment management program inspected thousands of properties adjacent to parks and natural areas.

- One Million Trees Mississauga was launched as part of the City of Mississauga's Strategic Plan. Trees will be planted by City staff, partners and volunteers on public property, as well as by individuals, community groups, students, organizations and businesses throughout Mississauga on private. The goal is to plant one million trees by 2032.



Credit River

Partnerships and Stewardship

- The City has forged a partnership with the Peel District School Board and the Dufferin-Peel Catholic District School Board on the joint development and use of shared indoor programming space and outdoor athletic facilities. Mississauga has also sustained its support and foster partnerships with several community organizations in terms of the delivery of specialized programs and facilities. Partnership agreements between the City of Mississauga and the Peel District School Board and the Dufferin-Peel Catholic District School Board for the development and use of shared outdoor athletic facilities are ongoing. There is potential to increase or enhance these partnerships.
- In addition to the Million Tree Program, which has been a successful partnership program in the City, there is also the City's Natural Area Program. The Parks and Forestry Division have been enhancing natural areas in City parks and green spaces since the 1980's. Work through this program is mainly done on altered or degraded land that may possess limited habitat or ecological values. The program encourages regeneration to a more natural state through the planting of tens of thousands trees, shrubs, wildflowers and grasses annually by dedicated volunteers.
- Beautification projects have been undertaken in Meadowvale, Applewood Trail, A.E. Crookes, Port Credit Memorial, Iceland, Mississauga Valley, Levi Creek and Lisgar utilizing thousands of volunteers.
- The City continues to work with Leash-Free Mississauga to support the development of leash free areas within Mississauga.

- The City of Mississauga has also supported community advocacies for managed community gardens in partnership with community-based organizations.
- The City has also partnered with schools to support food-growing opportunities. Examples of these advocacies are the Mississauga Sustainable Urban Agriculture, Community Gardens and School Learning Gardens project, Habitat Garden Education Project and One Million Trees Program.
- In order to foster an integrated approach to natural heritage management, the City continues to work with stewardship groups to provide programs and services in support of environmental education, stewardship, urban forestry, gardening and horticulture.
- The partnerships between the City of Mississauga and Ecosource and the Riverwood Conservancy are noteworthy. Ecosource has a long-standing relationship with the City in the development of community gardens and delivers other educational programs related to the Living Green Master Plan. The City of Mississauga oversees the development, management and operations of Riverwood while the Riverwood Conservancy provides programs and services to the community in nature and environmental education, leadership, gardening and horticulture.
- The City is working in partnership with the Region of Peel under their strategy Changing Course – Creating Supportive Environment for Healthy Living in Peel to engage diverse cultures and develop spaces that better meet the specific recreational needs of diverse populations, as well as a strategy to encourage physical activity.
- The City has a strong Urban Forestry partnership through the Region of Peel Urban Forest Working group, in which all area municipalities participate and health strategically plan to maintain and grow the urban forest in the Region of Peel.
- Mississauga has also forged partnerships with agencies and community organizations to sustain funds towards the adequate long term maintenance of a healthy urban forest. Many of the stewardship programs undertaken in parks and natural areas are spearheaded by Conservation Authorities and not for profit organizations (e.g. Evergreen, Credit River Anglers).



Riverwood

1.4 Vision

The following Parks and Forestry Vision was established in 2013 to guide parkland planning, development and operations.

“People choose Mississauga for its connected, vibrant outdoor public spaces, memorable experiences and recognize it as a leader in natural environment stewardship.”

City of Mississauga Parks and Forestry, 2013

1.5 Mission

The Mission statement of the Parks and Forestry Division is:

“We are a dynamic team of staff, volunteers and partners working together to strengthen individuals, families, our communities and the environment through stewardship and by offering an encouraging lifeline learning, leisure and sustainable recreation experiences.”¹



Kariya Park

¹ City of Mississauga. 2014-2016 Business Plan Update and 2014 Budget. *Parks and Forestry*.

2.0 Plan Foundation

2.1 Linkages to the City Strategic Plan and Other Relevant Documents

The 2014 update of the *Future Directions* studies is preceded by extensive planning related to the City's growth and development, including an updated Official Plan. The current Mississauga *Official Plan* was adopted by City Council on September 29, 2010, pending decisions on appeals that were referred to the Ontario Municipal Board. Until such time, the affected areas of the plan are directed by the 2003 Official Plan.

The City planning approach outlined in the Official Plan includes:

- A new *Urban System* comprised of three distinct, yet, inter-connected components - the Green System, City Structure and Corridors;
- A *City Structure* based on a growth management strategy that identifies functional areas for density, height and appropriate growth: Downtown, Major Nodes, Community Nodes, Corporate Centres, Neighbourhoods, Employment Areas; and, Special Purpose Areas. These functional areas are further organized into a series of *Character Areas*; and,
- *Intensification Areas* where growth will be directed.

In place since 1992, with frequent updates, the City's *Strategic Plan* and *Strategic Action Plan* is the foundation for the City's policies and decision-making, including those related to parks and environmental planning.

The Strategic Plan outlines the following Vision for the Future.

Our Vision for the Future

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

In the City's Strategic Plan, the five '**Strategic Pillars for Change**' consist of:

- Developing A Transit-oriented City
- Ensuring Youth, Older Adults and New Immigrants Thrive
- Completing our Neighbourhoods
- Cultivating Creative and Innovative Businesses
- Living Green

Two of the Strategic Pillars of Change in the *Strategic Action Plan* are particularly applicable to the parks and natural areas.

Completing our Neighbourhoods

Direction – Our Future Mississauga is a beautiful, sustainable City with safe neighbourhoods that support a strong, connected and vibrant community - a place where all can live, work and prosper. People can play as a child, walk to meet a friend, fall in love, raise a family and grow old.

Principle – Mississauga is a City that nurtures a unique quality of life within each neighbourhood, where residents value the beauty and variety of the natural environment, engage in active transportation and support a rich, healthy and prosperous social and cultural mosaic through all stages of the life cycle.

Strategic Goals

- Develop Walkable, Connected Neighbourhoods
- Build Vibrant Communities
- Create Great Public Spaces
- Celebrate our Community
- Provide Mobility
- Build and Maintain Infrastructure
- Nurture “Villages”
- Maintain a Safe City
- Create a Vibrant Downtown

Living Green

Direction – Our Future Mississauga is a City that co-exists in harmony with its ecosystems, where natural areas are enhanced, forests and valleys are protected, the waterfront connects people to Lake Ontario, and communities are nurtured so that future generations enjoy a clean, healthy lifestyle.

Principle – Mississauga is a City that values its shared responsibility to leave a legacy of a clean and healthy natural environment.

Strategic Goals

- Lead and Encourage Environmentally Responsible Approaches
- Conserve, Enhance and Connect Natural Environments
- Promote a Green Culture

The *Living Green Master Plan* is an action plan that prioritizes policies and programs into actions to meet the environmental objectives of the Strategic Plan. The Living Green Master Plan identifies 49 actions for the City and the community to implement over 10 years, and was adopted in 2012.

Other related City planning documents which establish expectations for the future of the parks and open space system include: the *Waterfront Parks Strategy (2008)*; the *Natural Heritage and Urban Forest Strategy (2014)*, the *Urban Forest Management Plan (2014)*, and *Sustainable Living: A Growth Management Strategy for Mississauga*.

The City's planning documents can be viewed on the City of Mississauga web site.

2.2 Background Studies

The background documents that were developed during the study to inform the Mississauga Future Directions Parks and Forestry Master Plan include: the Parks Provision Report, the Environmental Scan, and the Consultation Summary Report.

The Parks Provision report includes the following information:

- Planning Context
- Existing Parkland Supply
- Community Ideas and Interests
- Future Parkland Requirements

The Environmental Scan Report includes:

- Community Context
- Summary of 'Hot Button' Issues
- The Value of Parks
- Trends and Best Practices Review

The Consultation Summary Report is an internal document which includes a summary of who was consulted, what topics were discussed, and key input received from City staff, members of Council and external agency partners.

2.3 Population and Socio-Demographic Profile

Community Services uses Service Areas for planning and tracking the provision of parks, recreation facilities and services, based on logical geographic boundaries that consider smaller planning unit boundaries imbedded within, as well as physical barriers. These Service Areas are referred to in the analyses for Future Directions. The six Service Areas in Mississauga are illustrated on Figure 1, on page 11 of this report.

2.3.1 Historic and Current Population

The estimated population for the City of Mississauga in 2014 is 756,590 persons, up 28,890 or approximately 4% from the estimated population of 727,700 at the time the 2009 Future Directions Master Plans were prepared. The population recorded in the 2011 short-form Census is 713,443, reportedly making Mississauga the 6th largest City in Canada. This represents an increase of 7% over the reported population in the 2006 Census and a 16% increase since the 2001 Census (excluding Census under-coverage).

According to the data contained in the Socio-Demographic Profile report prepared for Future Directions, the greatest population growth between the 2006 and 2011 Census was experienced in Service Area 1 which increased by 13%, with Service Area 2 increasing in population by 9%, followed by Service Area 5 with an increase of 7%. Other Service Areas experienced population growth of less than 5% (i.e., Service Area 3 has increased by 3% while Service Area 6 has increased by 2%). Service Area 4 has remained relatively stable with a small decline of less than 1%.

For the purposes of Future Directions, the estimated 2014 population within each of the six Service Areas is shown on **Table 2.1 2014**

Population by Service Area.

Table 2.1: 2014 Population by Service Area

| Year | Service Areas | | | | | | Total |
|------|---------------|---------|--------|--------|---------|--------|---------|
| | 1 | 2 | 3 | 4 | 5 | 6 | |
| 2014 | 168,530 | 163,300 | 40,650 | 99,650 | 192,740 | 91,720 | 756,590 |

Source: Statistics Canada 2011, Monteith Brown Planning Consultants 2013

2.3.2 Age Structure

In 2011, the median age of Mississauga's population was 38.5 (up from 36.7 in 2006) while the Region of Peel was 36.9 (up from 35.6). For the Province the median age in 2011 was 40.4 years (up from 39.0)¹ which is on par with the rest of Canada, indicating that Mississauga still has a slightly younger population, although aging at a similar rate.

Key shifts in Mississauga's age structure between the 2006 and 2011 census periods were:²

- 24% increase in senior population (65+), with those over the age of 85 (approximately 1.2% of the total population) undergoing a 40% increase.
- 35.5% increase in the 60-65 year old age group.
- 21.6% in the 50-54 year old age group (which was the highest total increase of 10,220 persons).
- 3.3% decrease in the under 14 age group.

These population trends can be expected to continue over the long-term as a result of the continued aging of the "baby-boomers" which is a national trend, coupled with longer life expectancy.

The Socio-Demographic Profile prepared for Future Directions further notes that:³

- the 35-54 year old age group makes up over one third of the overall population and has increased steadily.
- the greatest proportional growth over this time period has been seen in the 55-64 age group which makes up a large portion of the baby boom generation.
- the 35-54 year old and 55+ year old age groups together now make up a majority of the overall population in Mississauga.
- the 10-19, 20-34 and 35-54 age groups experienced some growth in numbers, although the proportion of these cohorts remains relatively unchanged since 2006.
- the population under the age of 10 experienced a decline in population since 2001, as well as a proportion of the overall population.

Seniors, youth and children are key age groups tracked for the purposes of evaluating parks and recreation facility needs. Mapping of age cohorts contained in the 2013 Socio-Demographic Profile report is summarized, below. Mapping of other relevant age cohorts can be viewed in the report.

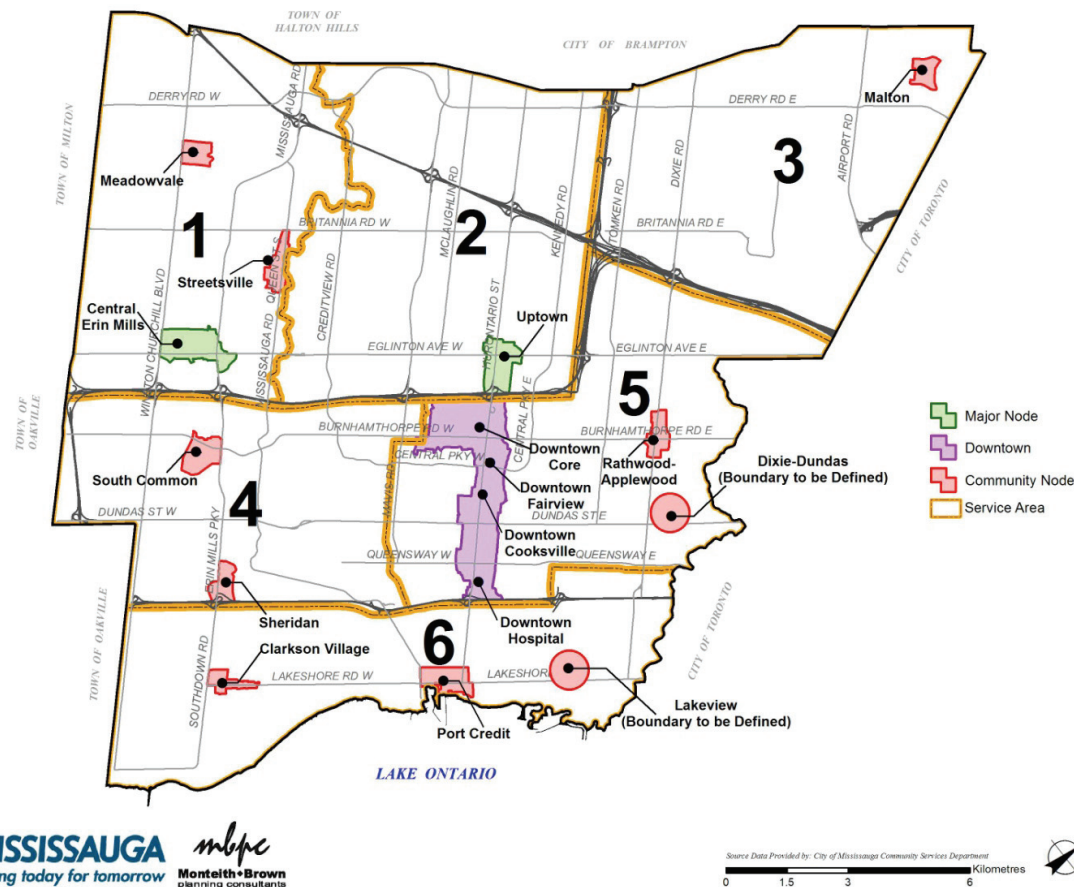
- the highest concentrations of seniors over 70 years of age can be found in Service Area 4 (Erin Mills), Service Area 5 (Applewood and Dixie (north of the Queensway) and Service Area 6 (Lakeview, south of the Queensway).
- the highest concentrations of youth 10-19 years of age can be found in Service Area 1 (Churchill Meadows, in particular), Service Area 2 (East Credit and southern part of Hurontario communities) and Service Area 3.
- the highest concentrations of children 0-9 years of age can be found in Service Area 1 (Churchill Meadows, in particular) and Service Area 3.



Cycling at JC Saddington Park

Figure 1: City of Mississauga Areas of Intensification By Service Area

2014 Future Directions
Intensification Areas



Source: Mississauga Socio Demographic Profile Report, Monteith Brown

2.3.3 Language and Immigration

According to the 2011 Census, 96.5% of residents in Mississauga indicated that they were able to speak one or both of the official languages (English or French). Approximately 47% identified a non-official language, as their mother tongue (first language learned and still understood); with 27% identifying that they spoke a non-official language at home.⁵

The top five unofficial languages spoken across the City in 2011 were Urdu (3%), Polish (2%), Punjabi (2%), Arabic (2%) and Chinese (1%).⁶ Other non-official languages reported spoken at home included: Spanish, Tagalog, Portuguese, Tamil, and Vietnamese. See **Table 2.2: Top 5 Unofficial Languages by Service Area in Mississauga – 2011.**

The National Household Survey (NHS), a voluntary survey conducted in 2011 in conjunction with the short-form Census, contained information related to immigration which is summarized for Mississauga in the Socio-Demographic Profile report. Reportedly, on a City-wide basis, just over half the population of the City (53%) was foreign-born with recent immigrants to Canada (between 2001 and 2011) representing 35% of the total.

Representation of foreign-born population was shared fairly equally across the Service Areas with Service Area 2 and 3 having the largest proportion of foreign-born population (61%) in 2011, closely followed by Service Area 5 (59%). Service Area 6 had the least foreign-born population at 33%.

In 2011 Service Area 3 had the largest proportion of recent immigrants since 2001 (42%), followed by Service Area 5 (38%) and Service Area 1 (36%). Service Area 6 had the least number of recent immigrants at 23%.

Table 2.2: Top 5 Unofficial Languages by Service Area in Mississauga - 2011

| Service Area | Top Five Unofficial Languages Spoken 2011 |
|--------------|--|
| 1 | Urdu (4%), Arabic (2%), Chinese (2%), Mandarin (2%), Polish (2%) |
| 2 | Urdu (4%), Punjabi (3%), Cantonese (3%), Chinese (2%), Arabic (2%) |
| 3 | Punjabi (17%), Urdu (4%), Italian (2%), Gujarati (2%), Hindi (2%) |
| 4 | Urdu (3%), Polish (3%), Mandarin (2%), Chinese (2%), Arabic (1%) |
| 5 | Polish (4%), Urdu (3%), Arabic (3%), Spanish (2%), Tagalog (2%) |
| 6 | Polish (3%), Portuguese (1%), Spanish (1%), Russian (1%), Italian (1%) |

Source: Mississauga Data: 2011 Census Results Language.

Table 2.3: Average Private Household Income by Service Area, 2005 and 2010

| Service Area | Average Income (2005) | Average Income (2010) |
|--------------|-----------------------|-----------------------|
| 1 | \$94,208 | \$102,849 |
| 2 | \$88,036 | \$93,863 |
| 3 | \$62,126 | \$65,630 |
| 4 | \$101,967 | \$101,841 |
| 5 | \$68,014 | \$72,111 |
| 6 | \$102,156 | \$115,819 |

Source: 2005 data is derived from 2009 Future Directions, Monteith Brown Consultants; 2010 data is derived from Future Directions 2014: Socio-demographic Profile. December 2013.

2.3.4 Household Income

The average income of Mississauga residents in 2011 from all households reported in the NHS was \$95,053, up from the 2005 average of \$71,393 reported in the 2009 Future Directions. When compared to the 2010 average income of \$85,772 for the Province as a whole, Mississauga has a higher than average income. The average private household earnings by Service Area is estimated in the Socio-Demographic Profile prepared for the 2014 Future Directions, and compared to the estimated household earnings provided in the 2009 Future Directions, with similar findings. The average household income varies substantially across the City's six (6) Service Areas with Service Area 6 reporting the highest earnings. Service Areas 1 and 4 represent the next highest earnings, with Service Area 1 having surpassed Service Area 4 where household earnings have remained static. Earnings for Service Areas 3 and 5 are the lowest in Mississauga and are now well below the Provincial average where in 2005 they were slightly above. Refer to **Table 2.3: Average Private Household Income by Service Area, 2005 and 2010**.

Despite a City-wide higher than average income in Mississauga, the percentage of persons identified as low income by Statistics Canada was 14% of Mississauga's population, across all age groups, with Service Area 3 (19%) and Service Area 5 (18%) demonstrating the highest percentage of low income population.

2.3.5 Household Formation and Family Structure

Similar to what was reported in 2009; the average household size in Mississauga in 2011 was 3.2 persons while province-wide it was 2.6 persons. The higher than average household size in Mississauga has remained consistent since the 2001 Census.

Data provided in the 2011 Census indicates that there is a significantly higher proportion of households with 4+ persons in Mississauga and Peel in general than in Ontario, which is reflective of its high percentage of ground-related housing. See **Table 2.4: Comparison of Number of Persons per Household**.

Table 2.4: Comparison of Number of Persons per Household (as a % of Total Households)⁷

| Persons per Household | Canada | Ontario | Peel | Mississauga |
|-----------------------|--------|---------|-------|-------------|
| 1 person | 27.6% | 25.2% | 15.4% | 17.7% |
| 2 persons | 34.1% | 32.4% | 24.1% | 25.6% |
| 3 persons | 15.6% | 16.4% | 19.2% | 19.5% |
| 4 persons | 14.3% | 16.0% | 22.6% | 21.6% |
| 5 persons | 5.4% | 6.4% | 10.6% | 9.4% |
| 6+ persons | 2.9% | 2.9% | 2.9% | 6.2% |

Source: Mississauga Data. Households, Families, Marital Status and Housing. http://www5.mississauga.ca/research_catalogue/K4_2011Census_Household_s_Families_Marital_StatusHousing.pdf

2.3.6 Population Forecasts

The City of Mississauga growth forecasts provides population, housing units and employment forecasts for the period 2011 to 2041. The City of Mississauga undertakes growth forecasts to provide input into planning and managing growth in the City and to inform the Development Charges By-law Review, service and infrastructure planning, and to provide input to the Region of Peel's growth allocation exercise. Hemson Consulting Ltd. was retained to update Mississauga's growth forecasts. Their work is outlined in the report titled Long Range Growth Forecasts City of Mississauga 2011 – 2051. In November 2013 Mississauga Council adopted the 'Steady Growth' scenario outlined in Hemson's report.⁸

Highlights from the report that are relevant to parks provision include:

- The City is now in a post-greenfield phase. Mississauga has effectively transitioned from a rapidly growing suburban community to a mature urban community.
- Population growth will be accommodated through intensification and redevelopment within the existing built up area.

- Mississauga will continue to become more focused on higher density housing forms, particularly apartment development in the Downtown Core, infill in Major and Community Nodes and through redevelopment along intensification corridors.
- A projected population of 777,250 by 2019 (Future Directions planning horizon), 784,760 by 2021, and 829,100 by 2031, with most of the growth being directed to nodes, corridors and the downtown core.

According to the Socio-Demographic Profile report prepared for Future Directions, the greatest positive change in forecasted population between the 2014 and 2019 will be experienced in Service Area 5, followed by Service Areas 1, 2 and 6.

Table 2.5: Future Forecasted Population Growth, 2014-2019, following, shows the forecasted population over 5-year increments to 2019, by Service Area. Not captured in the current population estimates are the Inspiration Lakeview and Inspiration Port Credit projects in Service Area 6, which are in the early stages of planning.

Table 2.5: Future Forecasted Population Growth, 2014-2019 (Source: City of Mississauga, 2013)

| Service Area | Year | | | | | | Population Increase | % Growth |
|--------------|---------|---------|---------|---------|---------|---------|---------------------|----------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | | |
| 1 | 168,530 | 170,310 | 171,830 | 172,430 | 172,980 | 173,560 | 5,030 | 3% |
| 2 | 163,300 | 165,100 | 166,200 | 166,720 | 167,210 | 167,780 | 4,480 | 3% |
| 3 | 40,650 | 40,730 | 40,710 | 40,680 | 40,590 | 40,550 | -100 | 0% |
| 4 | 99,650 | 100,090 | 100,190 | 100,160 | 100,070 | 100,000 | 350 | 0% |
| 5 | 192,740 | 192,660 | 194,060 | 196,180 | 198,520 | 201,010 | 8,270 | 4% |
| 6 | 91,720 | 92,360 | 92,910 | 93,480 | 93,950 | 94,350 | 2,630 | 3% |

2.3.7 Intensification

The 2013 study undertaken by Hemson Consulting report titled *Long Range Growth Forecasts City of Mississauga 2011 – 2051* identifies Mississauga as “effectively transitioned from a rapidly growing suburban community to a mature urban community”. With a steady population growth adopted by the City, Mississauga will continue to see intensification and redevelopment within the existing built-up area, particularly in the Downtown Core, along with infill in Major and Community Nodes along intensification corridors.

The overall demographic outlook for the City prepared by Hemson is a gradual slowing of population growth as a result of the build-out of ground-related housing which was largely family-oriented, and a shift to smaller households in higher density units. The Hemson report notes that population will also become more diverse over time as new housing attracts more single person and non-family households in a wider age range than in the past. Tempering this outlook is the understanding that several of the high density residential units developed in the City Centre in recent years have generated a marked number of elementary school-aged children, as noted by the Peel District School Board as part of the study consultation.⁹ This suggests that there is some willingness by couples with children to occupy apartments and condominiums in Mississauga’s downtown, which has an implication for parks and recreation facilities provision.

As illustrated on Table 2.5 previously, the rate of growth in areas of the City is expected to differ considerably. Between 2014 and 2019, Service Area 5 is anticipated to experience the greatest population increase (8,270 persons) as a result of intensification, followed by Service Area 1 (5,030 persons) and Service Area 2 (4,480) while areas 3 and 4 will remain stable. Service Area 6 is expected to grow by 2,630 persons by 2019 however this forecast does not include population increases associated with the Inspiration Port Credit and

Inspiration Lakeview projects. The Lakeview node in particular is anticipated to receive significant intensification. The City is currently working with the community to develop master plans for these areas and monitoring of these plans will be needed to ensure that parkland needs are addressed.

2.4 Trends

2.4.1 Trends in Park Planning and Development

The consideration of existing and emerging trends is important to effectively plan for parks and recreation needs. The 2009 Future Directions studies identified a number of trends related to an aging population, cultural diversity and changing leisure preferences that were of relevance to parks and natural areas development, management, and programming, and provided benchmarking of Mississauga’s response to these trends and influences. The majority of these trends are still relevant today. The following sections provide key highlights of the more notable trends that continue to influence parks and forestry service delivery in the City.

An Expanded Role for Parks and Green Spaces

In Canada’s large urban areas, there is an increasing proportion of residents with less disposable income to purchase leisure services and with the added issue of rising oil prices thereby transportation costs many people will look closer to home for their leisure activities. When combined with an aging population and diversified cultural preferences these trends suggest that there will be greater pressure on locally provided public parks, green spaces and natural areas to meet residents needs for rest, relaxation, recreation and socializing. Consequently parks are increasingly taking on new and expanded roles within the spectrum of recreation facilities.

While parks have long been associated with sports and active recreation, the use of parks and public spaces for arts and cultural activities is on the increase, with parks of all types being used for community and cultural events, performances and as space for art exhibits. This is increasingly evident in Mississauga supported by the City's cultural diversity, community interest and City support for arts and cultural programming. As well, cultural resources that define a community's history and identity include parks, gardens, and landscapes. As a 'community of communities' maintaining a visible presence and continuity of Mississauga's heritage requires preservation and re-purposing of heritage buildings and landscapes. There is an increasing public support for these efforts



Kariya Park officially opened in July of 1992 to honour the eleventh anniversary of Mississauga's twin-city relationship with Kariya, Japan.

An increasing awareness of the value and importance of natural systems in cities is bringing societal shifts in behaviour, adjustments to patterns of urban growth, and new roles for both planners and residents as stewards of the natural environment. Education is critical to realizing this long-term shift and can comprise formal and informal programming, hands-on learning and stewardship opportunities. Parks and natural areas play an important role in environmental education, offering the benefits of direct experience with flora and fauna, the motivation to explore, discover, and learn and providing a valuable resource for closing the educational gap in understanding how our ecosystems interact. Exposing children and youth to nature by providing ready access to parks and natural areas is key to fostering an early sense of stewardship for the natural environment.

As the desire to use local parks increases, revitalization of older parks to align with community interests will be important to increasing opportunities for positive outdoor recreation experiences. Park projects can also help develop community and social capital through engagement of all sectors including youth, families, seniors, different ethnic groups, and different socio-economic groups. Local residents have become increasingly effective stewards and advocates for their parks and natural areas in cities across North America, and organized groups are helping in environmental initiatives and the revitalization of parks from unused, empty places into places for community programs and social interaction.

Trends Related to Intensification

Current approaches to urban planning that influence parks provision include densification, complete communities, smart growth, active transportation and 'living green'. The philosophy behind these approaches is to limit or mitigate the negative effects of urban growth on the natural environment and social communities. Optimizing opportunities in new and redeveloped urban infrastructure to support natural systems and the urban forest by employing low-impact development solutions and integrating greening solutions will be important contributors to these objectives.

With trends suggesting that people will be spending more time in their local communities, there will be increased demands for and usage of existing parks and natural areas, which can have an impact on both the capacity of the park and its facilities as well as on associated operational and maintenance costs. This is true in Mississauga as population growth and migration contribute to increasing urbanization in key areas of the City. In response it will be important to continue to provide a range of green spaces in redeveloping, built-up urban areas. As a consequence the function and form of parks is changing, as evidenced by the recently developed parks in the City Centre area.

While introducing new large parks may be difficult in established areas, smaller "infill" green spaces can still provide usable community social places, single outdoor recreation facilities, and contribute to a connected network of green spaces. These "other" public spaces will likely play a greater role in the future in ensuring continued access to park-like places that fulfill the expanded role of parks and green spaces. Where land bases exist larger brownfield redevelopment projects may yield larger, multi-purpose parks that support more traditional activities in one location.



Outdoor table tennis suits small urban parks

Encouragement of Physical Activity and Social Interaction

Parks, greenbelts and natural areas provide the infrastructure for a public health approach to eliminating sedentary lifestyles and related health problems. There is an increasing prevalence of obesity amongst North Americans of all ages including children and youth, and some ethnic groups are observed to have higher than average obesity rates. Being outdoors is found to be a powerful correlate of mental well-being and access to outdoor recreation facilities, parks and activities is positively associated with increasing physical activity levels amongst all ages. Creating and enhancing amenity spaces which allow for recreation "can result in a 25 percent increase in the percentage of people who exercise at least three times a week," and those that were particularly close were "43 percent more likely to exercise 30 minutes most days than those with poor access." ¹⁰

Being able to conveniently walk from home to destinations such as stores, parks and trails, combined with safe, accessible and aesthetically pleasing surroundings are important factors in increasing physical activity levels for seniors and older adults. By providing parks, municipalities allow residents to be more physically active which directly improves health.

Dialogue with the community suggests that for older adults and newcomers, parks can also play an important role in connecting them to other people, and to the community-at-large, which is key to psychological and emotional well-being. Newcomers can benefit from the opportunities parks provide for social interaction and as spaces that support cultural activities.

Parks also offer children and youth programming opportunities to help with self-identity, and sense of belonging as an antidote to social alienation, vandalism, violence and the social costs associated with these issues. Dialogue with youth in Mississauga has suggested that parks are important to them, providing that the facilities and amenities support social and physical activities of interest to them. Parks and natural areas create opportunities for social interaction. Recreation within communities reduces alienation, loneliness and anti-social behaviour and promotes ethnic and cultural harmony as well as builds strong families.¹¹ Parks have also been known to reduce levels of juvenile delinquency and crime in communities.¹²



Fitness 'boot camp' at Mississauga Celebration Square

Demand for Unstructured Activities

The mandate of municipalities includes ensuring all residents have affordable access to services. With increasingly involved and busy lifestyles people are looking for outdoor activities that can be undertaken at their leisure and which compliment other interests such as sports, nature observation, arts and culture, gardening and dog walking. Parks, green spaces and natural areas can provide no-cost or reasonable cost leisure activities, supporting individuals and families in their efforts for an active lifestyle, and providing opportunities for enjoyable social and outdoor recreational experiences that suit a range of interests.

Of particular interest is the growing trend among municipalities to provide natural play sites and playscapes to meet the public's demand for unstructured activities. Natural play sites have been have received growing interest across Canada. While they have predominantly been developed on private lands and on school properties, natural play sites on municipal lands have been developed in Toronto, Hamilton, and Edmonton. They provide an alternative to structured play sites and integrate natural and built features that may include music, art, and sensory experiences.

Natural play sites provide a range of benefits, both physical and social. The integration of play with a child's natural surroundings creates an appreciation for nature. While the play sites encourage children to be active, activities incorporating the natural environment and topography also help them improve fine motor skills. Social skills and creativity are also developed through sensory play.



Dundas Natural Playground, City of Hamilton

Information Technology

The integration of Information technology in municipal parks is being undertaken in cities across North America, notably in Calgary and New York City. Information technology, which includes mobile applications (Wi-Fi® hot spot) and geographic information systems (GIS) improves services delivery, programming, and enhances the public's experience. While information technology can be costly to implement, it is particularly of value in destination parks and trails, by enabling place based learning and enhancing a person's experience of their natural environment. Information technology is also valuable in urban parks. It can be used to expand the types of amenities and attract a larger more diverse range of visitors, which can thereby increase use and enjoyment of the park.

Beyond enhancing user experience, information technology is also particularly important to enable efficient and effective data collection, monitoring and systems analysis of the usage of the City's parks,

trails, its users, and also their experiences. Enhanced systems analysis of the City's parks provides confidence not only to residents related to the tax expenditure and services delivery, but also to current and prospective corporate sponsors enhancing stewardship.

All Season and 24-Hour Use of Parks

Tied to a number of the aforementioned trends is an increasing interest by residents in the winter and 24 hour use of local parks, green spaces and natural areas. This offers benefits of: expanding low-cost, close to home recreation opportunities; increasing opportunities for individuals of all age groups to be active outdoors year-round and all day; and optimizing the use of parks and open space resources.

All season use of parks was an expressed interest in dialogue with community members of all ages in Mississauga, with suggested park improvements including trail and pathway clearing, community ice rinks and amenities such as fire pits and warming shelters that would encourage use.

There is also increasing pressure in a number of parks to keep the lights on past the current time of 11pm. Introducing 24 hour use would respond to a desire and expectation of the public to improve accessibility of parks in the area. There are opportunities for increasing lighting in parks and trails, and the potential for 24 hour use of parks. Discussions during consultation suggested lighting entrances to parks and important trail linkages while leaving the open and natural areas dark to avoid intrusion on adjacent neighbourhoods and natural areas. Lighting in parks would also need to give consideration to Crime Prevention Through Environmental Design (CPTED) requirements.

Implementation of all-season use of parks can present significant cost challenges, and will likely need to be selectively applied to locations where interest is highest or that offer the most benefit to the most residents. However the costs need to be considered relative to the health and social benefits and in comparison to resources allocated to single purpose outdoor facilities such as sports fields, which have a limited season and are oriented to a narrow range of users.



Evening ice skating at Mississauga Celebration Square

¹ Mississauga Data: 2011 Census Results Age and Sex.
http://www5.mississauga.ca/research_catalogue/K_3_2011_Census_Age_Sex.pdf

² Ibid

³ Monteith Brown Planning Consultants. Future Directions 2014: *Socio-Demographic Profile*. December 2013

⁵ Mississauga Data: 2011 Census Results Language.
http://www5.mississauga.ca/research_catalogue/K_5_2011_Census_Language.pdf

⁶ Monteith Brown Planning Consultants. Future Directions 2014: *Socio-Demographic Profile*. December 2013

⁷ Long Range Growth Forecasts City of Mississauga 2011 – 2051

⁸ Long Range Growth Forecasts City of Mississauga 2011 – 2051

⁹ Personal communication during interview with the Peel District School Board.

¹⁰ Active Living Resource Centre. *Active Facts: Parks, Trails and Recreation*. National Center for Bicycling & Walking. Bethesda, MD

¹¹ Parks and Recreation Ontario, *The Benefits of Parks and Recreation: A Catalogue*. 1992

¹² Edmonton & Area Land Trust, *Municipal Benefits from Natural Areas, Parks and Rural Landscapes*.

3.0 Delivering the Service

3.1 Current Service Delivery

Mississauga effectively planned its growth and has achieved an admirable open space system comprised of 3,187.78 ha (7,877 acres) of parks, greenbelts and open space lands, 270 km (167.4 miles) of trails and pathways, and 2.1 million trees in the City (1 million on public lands and the remaining in private ownership). In addition, there are approximately 2,737 ha¹ (6,763 acres) of natural areas largely concentrated on the valleys of the Credit River, the Etobicoke Creek and Sixteen Mile Creek and the City currently manages 152 publicly owned woodlands and natural areas. Much of these environmental lands offer opportunities for trails, and nature-oriented passive recreation uses, together with their ecological attributes and functions as riverine systems and floodways.

Within the open space system there are more than 500 public parks. As can be seen on Figure 2, following, there is an excellent geographic distribution of parkland, with the City having largely achieved its target objective for the provision of parks within 800 metres of all residential areas over its six Service Areas. The Destination parks and open space offer a diverse range of activities and amenities, from sports to gardens, to cultural events and heritage features, within attractive and well-managed settings. Included in the City's parks and open space system is 22 km of publicly accessible shoreline on Lake Ontario with a diverse array of parks. Use and management of the waterfront parks is directed by the Waterfront Parks Strategy which was completed in 2008, and which still serves as the guiding document.

As the City's population continues to increase there will be expectations for continued levels of service delivery in parks. This will require that areas of the City that are subject to intensification will continue to be provided with the same, or better, quality of parks that are available today, and that older parks are rejuvenated to meet the needs of future residents. These improvements will need to be made with a view to addressing current and emerging recreation trends, identified community needs, and to enhance the design quality, and social and environmental attributes of the park to meet contemporary expectations.

Recreation trends and the reported experience in Mississauga over the past five years suggest that parks and open spaces in the future will be more frequently and intensely used by all ages and that there will be continued interest in no-cost activities such as trails, and for areas in parks which allow for spontaneous as well as programmed uses.

3.1.1 Existing Standards and Classifications

Historically, Mississauga's open space network has consisted of two (2) designations:

- Public Open Space
- Private Open Space

Within the Public Open Space designation the parks classifications in use in the Official Plan for planning and inventory purposes comprise Destination Parks and Community Parks. Other non-parkland public open space lands comprise Greenbelt and Cemeteries.

Private Space, which is generally considered to include lands that are used for private cemeteries, conservation, nursery gardening, agriculture, and golf courses, is also acknowledged for its

contributions to non-intensive, outdoor uses. However these lands are not necessarily accessible to the public.

Existing parkland standards and classifications that have guided new community planning in Mississauga for some time are described below.

- A target provision standard of 1.2 ha. of parkland per 1,000 population for residential districts. This is total for all parks (Destination Parks and Community Parks)
- Parks should be generally accessible for residents within 800 metres from their homes, and be as centrally located within a residential neighbourhood as possible

The park classifications, as confirmed in the 2009 Future Directions Recreation and Parks Master Plan, are provided on **Table 3.1**. Discussions with staff indicate that there are no plans to formally change or adjust the parks planning criteria at this time. However there is currently a study underway for the City of Mississauga which is reviewing parks provision in the Downtown area, including consideration of an area-specific parks typology.

Table 3.1: City of Mississauga Open Space Classification System

| Open Space Classification System |
|---|
| Public Open Space |
| Destination Parks² |
| Accommodate recreation interests of City residents through the provision of major facilities (e.g. golf courses), the preservation of unique historical, cultural, or significant natural areas. They may also meet the need for community-level parkland or serve an area greater than the City. Destination Parks may serve a unique function such as a waterfront park, major tournament sports park, or special use park. |
| Community Parks³ |
| Intended to accommodate recreation interests for the local residential area through provision of sports fields for organized use, space/equipment for unorganized activities and passive use, preservation of woodlands, multi-purpose year round activities (where feasible), visual relief and aesthetic qualities. |
| Greenbelt⁴ |
| Lands designated Greenbelt are generally associated with natural hazards or significant natural areas where development is restricted to protect people and property from damage and to provide for the conservation of the natural heritage features and areas. Permitted uses include passive recreation activities where they are compatible with the viability of the natural area, while respecting appropriate buffers from watercourses and valley slopes. |

3.1.2 Existing Parkland Supply

Table 3.2, following summarizes the 2014 City-wide supply of parks and open space within the classifications commonly used, and based on the lands inventory provided by the City. For comparison purposes to meet current population needs and growth, the supply includes parks that are slated for development or in progress.

Table 3.3 provides a breakdown of the amount of parkland within each of the Service Areas and identifies the per capita rate of provision in 2014, in comparison to the City-wide target (1.2 ha per 1,000 persons), and as a comparison between Service Areas.

Table 3.2: City-wide Supply of Parks and Open Space

| <i>Park or Open Space Type</i> | <i>Supply (ha)*</i> |
|---|-----------------------|
| <i>Destination Parks</i> | 413.93 ha** |
| <i>Community Parks</i> | 1,333.62 ha |
| Total Parks | 1,747.55 ha*** |
| <i>Woodlots (within parks)</i> | 220.20 ha |
| <i>Golf Course</i> | 82.32 ha |
| <i>Greenbelt (incl. non-accessible lands)</i> | 1,130.51 ha |
| <i>Cemeteries</i> | 7.20 ha |
| TOTAL PARKS AND OPEN SPACE | 3,187.78 ha |

Source: City of Mississauga Parks and Open Space Inventory

* Forecasted supply of parks includes parks that are in progress as of 2014

** For the purposes of analyses in this plan Destination Parks excludes Braeburn Golf Course (82.32 ha)

*** Includes the Ninth Line parks now within the City's urban boundary

Table 3.3: Summary of Parks Supply by Service Area

| Year | SERVICE AREA | | | | | | CITY |
|------------------------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | 1 | 2 | 3 | 4 | 5 | 6 | Total |
| Existing Parks Supply | | | | | | | |
| 2014 pop. | 168,530 | 163,300 | 40,650 | 99,650 | 192,740 | 91,720 | 756,590 |
| Destination Parks | - | 157.08* | - | 59.86 | 9.69 | 187.30 | 413.93 |
| Community Parks | 416.38 | 185.32 | 93.59 | 199.97 | 252.22 | 186.14 | 1,333.62 |
| TOTAL PARKS | 416.38 | 342.40 | 93.59 | 259.83 | 261.90 | 373.44 | 1,747.55 |
| ha / 1000 | 2.47 | 2.09 | 2.30 | 2.60 | 1.35 | 4.07 | 2.31 |

* Excluding Braeburn Golf Course (82.32 ha in Service Area 2)

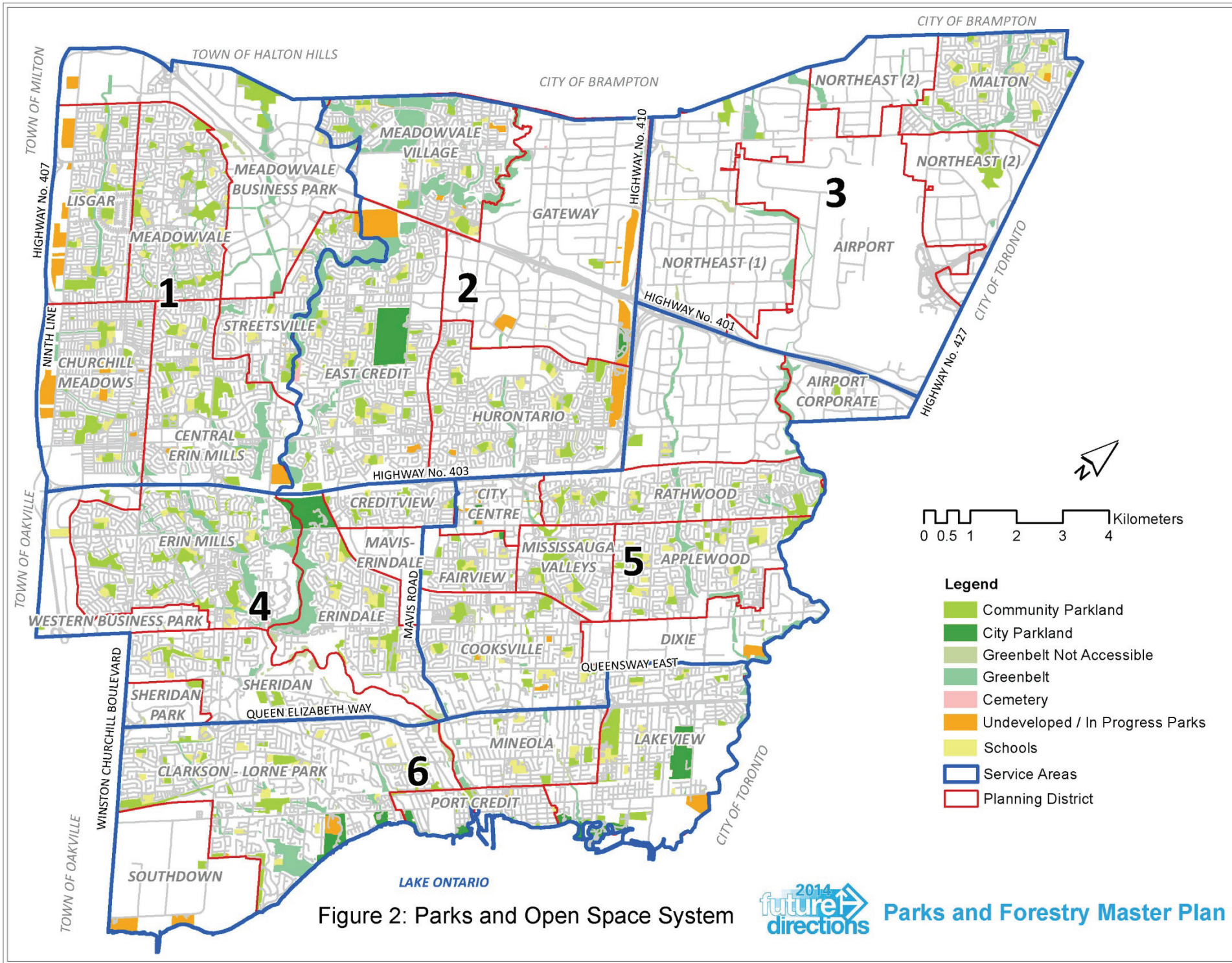


Figure 2: Parks and Open Space System

3.2 Key Areas of Focus

The process for the Future Directions Parks and Forestry Master Plan to date has included an intensive series of consultation activities including staff focus groups, a staff management team workshop, staff key informant interviews, agency key informant interviews and community focus groups. Public engagement sessions will be held in early 2014 once the Draft Master Plan has been completed.

In each of the focus groups and interviews the consultant team asked questions around several hot button issues that were identified by senior management:

Intensification: How should the City deliver park services in intensified areas? What are the challenges for developing parks in areas of intensification and redevelopment?

Stewardship: What are the types of partnerships the City should be getting into? What is the right approach and model for partnerships? How can existing city services and functions be leveraged to support and expand partnership opportunities?

Cultural diversity: How does cultural diversity play a role and influence parks service delivery?

Park development and redevelopment issues: How can the City improve service delivery and address changing demographics and development trends as it relates to park design, development and redevelopment and maintenance?

Quantifying economic benefits of parks: How do parks influence property values; health; municipal revenue among other factors?

Participants at each session were also asked to identify other issues and challenges facing parks and forestry service delivery at the City.

There were a range of issues that emerged as a result of the discussions with all parties, with some common themes emerging.

The following is a high-level summary of the consultation sessions and key areas of focus for the Parks and Forestry Master Plan.

3.2.1 Intensification

Contemporary thinking and placemaking recognizes parks and public spaces as major contributors to City greening; aesthetically pleasing spaces; enlivened streets; and healthy, social, walkable and connected communities. Acquiring sufficient parkland to support the recreation and leisure needs of future residents as the population expands is important, but will be challenging in areas of intensification where there will be limited opportunities for the addition of land. As evidenced in Mississauga's City Centre area, the trend in dense urban areas is toward smaller urban parks and public squares that may offer different forms of leisure pursuits and unstructured activities that appeal to urban dwellers and contribute to the urban form.

Parks, green space and the urban forest are vital components of a healthy urban environment, and are widely marketed as assets by the development industry. However there are competing interests for the available land base, including roads and servicing, other community facilities and infrastructure, and underground parking garages. These uses additionally challenge the design of parks and streetscapes limiting tree planting and facility development opportunities and requiring more innovative and often expensive design and maintenance approaches.

Increases in population may also trigger the need for additional facilities such as community centres and sports fields which are land consumptive. In the core areas the City will be challenged to acquire the amount of parkland that has been identified as necessary to meet active recreation needs. Efforts toward rejuvenation and re-purposing of existing parks will be important, together with the provision of

connections to existing parks via trails, the sidewalk system and transit.

Providing and maintaining a healthy and interconnected urban forest and ecosystem will be additional challenges as urban uses intensify, and risk of environmental threats such as pests and invasive species increase.

With intensified use of existing parks for new types of activities and community events, and with different types of urban parks being developed, operations and maintenance needs will also increase. Designing for long-term sustainability as well as innovation, will be key and the alignment of maintenance service levels with different types of parks will be important.

Creative ways to meet parks and facility needs will be important for responding to intensification and will require ongoing collaboration and dialogue between City departments and with the development industry.



Event at Celebration Square

3.2.2 Stewardship and Partnerships

For more effective delivery of parks services, many municipalities are increasingly entering into partnerships with external agencies that have mandates for related service delivery in the fields of public health, education, and environmental protection. As well they are looking to not for profit community organizations and foundations to assist in the stewardship of parks and natural areas and to deliver related specialized programs.

Discussions during *Future Directions* highlighted that the City currently has a number of successful and committed partners. Partnerships are recognized as both important and necessary. The City would like to enhance and augment their current relationships with new and diverse ones as well as better processes, and a number of ideas for new partnerships, and enhancement of existing ones were proposed. Continuity of funding programs was noted as something that could be improved upon for key partners that the City has come to rely on. There is a growing trend in Mississauga for residents and the corporate community to want to participate. It was noted that to be of the most value, volunteer efforts should be coordinated and focused on areas of need, and partnerships should be 'true' in the sense that they are available when the City needs them.

To ensure that the partnership will be effective, a clear operating and policy framework will be in place to guide activities in a manner that is consistent with the City's corporate objectives. Several partnership programs being undertaken in other municipalities that the City of Mississauga may wish to consider are profiled in Section 3.3 Environmental Scan.

There is also an increasing trend in major North American cities toward partnerships with these types of organizations in the

implementation of capital projects, based on their eligibility and track record in securing sponsorships, donations and non-traditional funding partners. Cities such as Toronto, Calgary and Ottawa have established community partnership programs that support capital projects in parks service delivery.

In the U.S, there is an increasing move toward park trusts that enable the development industry to financially contribute towards the development and long-term maintenance of public infrastructure, including major parks, that provide significant benefit to a specific development area. However, with different tax policies in the U.S. the same opportunities have not yet materialized in a significant way in Canada.



Fountain at Mississauga Celebration Square

3.2.3 Cultural Diversity

Mississauga is culturally diverse which brings a range of different interests and activities into the parks. Non-traditional sports are increasing in popularity, and bring different demands for land area and associated amenities. With a limited land-base to expand facilities, parks of the future will need to be reflective of the demographics of the community, and methods for obtaining relevant analytical data should be employed. Parks should serve diverse ages, abilities and income levels and should be designed as such.

Parks are viewed as opportunities for positive community social interactions and increasing public awareness of parks, facilities, and leisure and recreation programs was viewed as a means of engaging all different cultures. It was noted that the opportunities for a community to provide feedback during design consultations could be improved, perhaps through frontline staff in recreation centres, park user surveys, or the use of mobile technologies. The use of social media is also proving to be a good opportunity to allow the public to provide the City with feedback.

Arts and cultural events are happening more and more in parks. As the population increases so does the demand for these special events. Session discussions brought to light the fact that the increasing frequency of these events in community parks has impacts on their quality, as well as operations staff routines and budgets. In addition to the internal impacts of special events, there are also external impacts to the community adjacent. There needs to be a balance between noise and traffic congestion for residents/tenants in the surrounding area. There is also a need to determine a better way to support special events and to improve the process and efficiency of identifying support needs and delivering support services so the responsibility of operations of events and increased maintenance of parks remain manageable

3.2.4 Park Development/Redevelopment

The City of Mississauga is culturally diverse and along with the rest of Canada is trending toward an aging population, although in the near future the socio-demographic profile will continue to include families, youth and children as a significant component of the population.

There is a desire and public expectations for improved accessibility, innovation and higher quality facilities in both new and rejuvenated parks. Many existing parks are currently geared towards traditional organized sports and activities for children and youth. Moving forward there is a need to ensure that parks are accessible and able to be enjoyed by all segments of the population.

To support older adults and improve accessibility, parks need to be safe, walkable and connected to adjacent land uses, with 'destinations' and amenities within the park where users can rest and enjoy the setting. Frequently suggested park improvements from older adults include outdoor exercise equipment, seating areas, shade structures and gazebos for small gatherings, rest and sun protection; spray pads; more local park pathways, as well as areas within parks for unstructured activities and programming such as tai chi, outdoor fitness and yoga.

As well, Mississauga's youth are looking for different activities and amenities that would encourage them to visit and use parks. Most noted features were youth-oriented play structures (climbing walls and climbing webs are examples), skate facilities, benches and areas for social gathering, and access to WiFi.

Opportunities for increasing lighting in parks and trails, and the potential for 24 hour use of parks were also noted, along with a desire to complete linkages within the City's trail and pathway system. The need to encourage and facilitate winter seasonal use of parks was also identified.

3.2.5 Economic Benefits of Parks

One of the key topics for the 2014 Parks and Forestry Master Plan is a desire to demonstrate the value that parks, open space and natural areas bring to a City, in particular the economic benefits. Quantifying the economic benefits of parks and open spaces would help to better position parks services in relation to other City services and infrastructure needs that compete for both land and budgets, and might contribute to investment and buy-in by the development community. Parks, open spaces, natural areas, forests and even street trees convey social, health and economic benefits that could be better recognized. Further elaboration on these benefits is provided in the Environmental Scan, following.

All successful cities astonish with their human-made and natural beauty. People choose to live and businesses choose to invest in beautiful cities. – Toronto Official Plan

3.3 Environmental Scan

The Future Directions Parks and Forestry Environmental Scan was prepared as a background document to the Parks and Forestry Master Plan. It discusses the key benefits and values of parks, provides a snapshot of Mississauga's current state, provides insight into how other municipalities are addressing similar issues and challenges to Mississauga, and proposes best practices in Parks and Forestry service delivery that the City may wish to consider.

The following sections summarize key findings of the Environmental Scan report, beginning with the benefits and values of parks, open space and natural areas and followed by the Best Practices review aligned along topics that are relevant to Mississauga's Parks and Forestry services.



Cycling at the waterfront

3.3.1 The Benefits and Value of Parks and Open Space and Natural Areas

Since the earliest establishment of towns and cities, parks and public spaces have historically been known as social meeting and gathering places, with trends in the more recent history of City development focusing on physical play and recreation. Parks and public spaces are also well recognized as adding a certain level of aesthetic quality to the neighbourhood as a whole. Although they continue to perform these important roles, a new, holistic view of parks, green spaces and natural areas has emerged which identifies them as contributing to public health benefits, social capital, ecosystem services, and the economics of the greater community. The benefits that parks, open space and natural areas offer accrue to all members of society.

The following sections provide a scan of contemporary literature on the subject.

Health Benefits

There are a number of studies showing that parks and natural areas yield both positive **physical and psychological health benefits** to those who use and live around them. Parks provide a space for many kinds of physical activity and there is a strong correlation between proximity to parks and increased physical activity levels.

World Health Organization and Canadian guidelines have new recommendations for healthy activity levels. Adults aged 18 and older should accumulate at least 150 minutes of moderate- to vigorous intensity aerobic physical activity per week, in sessions of 10 minutes or more. As of 2009 "just over 15% of Canadian adults meet [the] new physical activity guidelines"⁵ This lack of physical activity and increased sedentary lifestyle contribute to increasing obesity levels in Canada as well as North America. Overweight and obese individuals

are at risk of developing a variety of other health issues. One solution to this problem is to provide more parks and play sites in close proximity to where people live. Creating and enhancing amenity spaces which allow for recreation “can result in a 25 percent increase in the percentage of people who exercise at least three times a week and people with the best access to a variety of built and natural facilities were 43 percent more likely to exercise 30 minutes most days than those with poor access.”⁶ Access to parks may encourage residents to be more physically active which directly improves personal health, thereby reducing health spending and related costs.

There are also more subtle ways that parks are beneficial. Physical activity has been known to relieve symptoms of depression and anxiety, and improves a person’s mood and psychological well-being.⁷ Exercise releases chemicals in the brain that may ease anxiety and depression symptoms and it can reduce immune system chemicals that can worsen symptoms. Parks and natural areas are linked to improving respiratory problems such as asthma in both children and adults. Shade from trees in parks can also provide protection from UV radiation, “which has been positively linked to increased incidences of skin cancers.”⁸ As well, interest was expressed by both the general public and from City Councillors that Mississauga parks should have more shade structures. Although shade structures are provided in some parks, there is increased demand for shade structures in more and more parks. This can be attributed to an aging population, greater awareness of health issues related to heat and sun exposure, and increased interest in passive activities such as walking and people-watching.

In addition to these physical benefits, exposure to nature has also been demonstrated to have a positive impact on psychological health. Research shows that children with ADD/ADHD concentrate better and have a general reduction in symptoms after spending time in nature compared to those who didn’t.⁹ It has also been noted that long

suffering dementia and Alzheimer’s patients seem to have decreased symptoms following time in gardens or after horticultural therapy.¹⁰ Nature is soothing for the body and mind. Simply viewing natural landscapes can improve one’s wellbeing. Surgical patients who viewed trees after surgery had shorter hospitalizations, less need for painkillers, and fewer negative comments in the nurse’s notes than those patients who did not.¹¹

In summary, parks provide a number of health benefits, including an area for physical fitness, improving air quality, and aiding in mental health and wellness. In providing these benefits, parks help to **decrease health costs** associated with certain health issues. The Parks Health Benefits Calculator (PHBC) is a means of tabulating the collective economic savings through the use of parks for exercise. Sacramento, California has 5,141 acres of parks and amenities for its residents. Using the PHBC, they determined the medical savings realized by City residents because of park exercise and found that 78,000 people engaged actively enough in parks to improve their health, 72,000 of them were under the age of 65 and 6,000 were older. Medical savings in 2007 were estimated at \$19,872,000.¹²

In parks, families and friends can come together to have fun, celebrate important occasions or just relax and take time out. This immense social value is part of the ‘glue’ of a health society. – Parks and Greenspaces Business Unit, Liverpool City Council

Social Benefits

Parks provide social benefits by helping to build healthy communities, stabilize neighbourhoods, encourage community involvement and strengthen social ties. This value is increasingly referred to as ‘**social capital**’. Residents in neighbourhoods parks have stronger social connections, and neighbourhoods with community gardens are more stable, losing fewer residents over time.¹³ Recreation also reduces alienation, loneliness and anti-social behaviours, promotes harmony, and builds strong families, which form a stronger society.¹⁴ Studies show that “parks are valued even by those who do not use them.” Over half of the respondents of an Edmonton, Alberta study said that they did not use parks themselves, but reported receiving benefits from them anyway. Volunteer initiatives in parks can also be quantified for their benefits. It was estimated that in the province of Alberta the value of volunteer contributions in the year 2000 amounted to \$287.1 million, which is the equivalent to 8,572 person years of employment.¹⁵

In Liverpool, UK more than 30 parks have direct links to community and Friends groups. Their involvement in decision making directly improves community empowerment and well being. 3148 hours were contributed by volunteers in 2009 through Heritage Guiding and Education and 4231 hours worth of volunteer activity in the local Nature Reserves.¹⁶

For example the City of Philadelphia, Pennsylvania tallied the financial contributions made to these groups in 2007 as well as volunteer hours and converted them to a dollar figure (\$18.17/hour). Combining these two figures yielded a community cohesion value of \$8,600,000.¹⁷

Environmental Benefits

Parks, open spaces and natural areas **contribute to a City’s environmental health**. There are a number of ways the environment receives benefits from parks including reducing air and water pollution and reducing the amount of stormwater runoff in urban areas. Trees and plants are very efficient at removing pollutants and particulates from the surrounding air. It was reported in 2011 that the tree canopy in the City of Mississauga sequesters 7,400 tonnes of carbon, stores 203,000 tonnes of carbon, and removes 492 tonnes of air pollution annually. It also helps to reduce energy consumption by 79,000 MBTUS and 7300 MWH annually.¹⁸

A study completed in 1994 noted that trees in New York City “removed an estimated 1,821 metric tons of air pollution.”¹⁹ Plants and trees also help to regulate temperatures in an urban setting.²⁰ Trees can help to mitigate climatic effects, particularly the urban heat island effect.. “The evaporation from a single large tree can produce the cooling effect of ten room-size air conditioners operating 24 hours a day.”²¹

In addition to improving air and water quality, parks and natural areas also regulate urban stormwater. Plants, trees and their surrounding soil “remove polluted particulate matter from the water before it reaches storm sewers.” They absorb nutrients such as nitrogen, phosphorus, and potassium, which pollute streams and lakes.²² and mitigate stormwater issues that can result from the extent of impervious surfaces including roads, sidewalks, parking lots, and rooftops, which prevent water from soaking into the ground.²³ Parkland captures precipitation, slows runoff, allows evaporation, and allows infiltration to recharge groundwater. Thus urban green spaces can function like “miniature storage reservoirs.”²⁴

There are a number of economic benefits derived from the ‘**natural capital**’ contributions that parks and natural areas make. Natural capital is the extension of the economic notion of market-based capital to goods and services relating to the natural environment (ecosystem services). Plants and trees help the urban environment in many ways including pollution mitigation, carbon management, and regulating the microclimate.

The City of Mississauga estimated the structural value of all trees in the City, as of 2008, at \$1.4 billion. The urban forest provides an ecosystem service by removing 429 metric tonnes of air pollution annually. This has been valued at \$4.8 million annually. Trees in the City store 203,000 tonnes of carbon, with an associated value of \$5.8 million annually. Also, according to the *Peel Region Urban Forest Strategy*, Mississauga saved \$1,236,800 annually during heating and cooling seasons due to the climatic regulation of the tree canopy.²⁵

People spend their money, time and energy resources with the expectation of receiving benefits, not for the delivery of services themselves. Citizens don't buy programs or services; they buy the expectation of benefits. – Conceptualizing the Benefit of Public Leisure Services, Jack Harper & Ken Balmer

Washington, D.C., used an Air Quality Calculator to determine that the parks and trees in their City removed 244 tons of carbon dioxide, nitrogen dioxide, ozone, particulate matter, and sulphur dioxide in 2005. Based on the dollar values assigned to these pollutants, the savings was \$1,130,000.²⁶ A closer demonstration of this is a study undertaken by the David Suzuki Foundation²⁷ which examined the value of ecosystem services provided by both the 5,838 hectare Rouge National Park and the area's three major surrounding watersheds, covering a total of 64,623 hectares in the Greater Toronto Area (GTA). The findings of the report reveal that the Rouge and its surrounding watersheds provide an estimated \$115.6 million

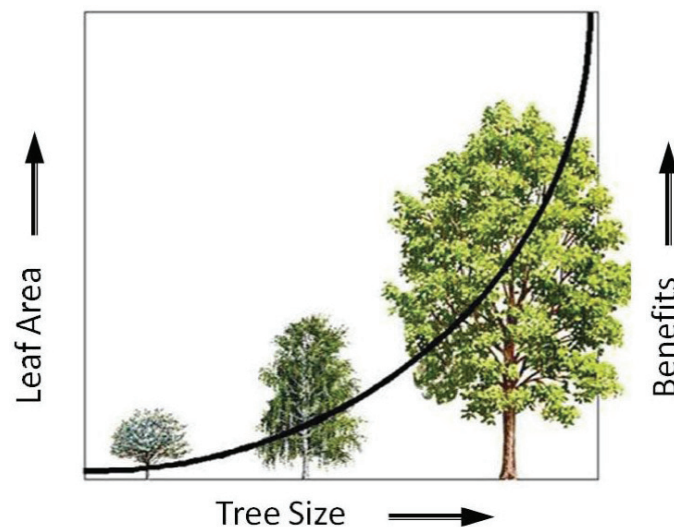


Figure 3: Benefits of Trees as Leaf Area and Tree Size Increases.

Source: City of Mississauga Urban Forestry Management Plan.

(\$2,247 per hectare) in non-market economic benefits for residents in the GTA each year. The ecosystem services that contribute most to the total study area's natural capital assets are pollination services, stored carbon worth, and wetland habitat.

Additionally, parks and natural areas reduce infrastructure costs by mitigating stormwater impacts. Watershed conservation has proved cost-effective in reducing water pollution which results in environmental and financial benefits for communities. Studies show every 10% increase in forest cover in a given area decreases treatment and chemical costs by roughly 20%, until 60% of the area is forested (US EPA)²⁸ Trees more effectively and less expensively manage the flow of stormwater runoff than concrete sewers and ditches. They intercept rainfall, and unpaved areas absorb water,

slowing the rate at which it reaches stormwater facilities.²⁹ By knowing the stormwater retained by parks and what the cost of treating the water would have been, Seattle obtained a total annual Stormwater Retention Value of \$2.3 million for its park system³⁰, which at 6,200 acres is comparable to Mississauga's 6,700 acres of parkland and open space.



Mississauga has an extensive trail and park pathway system that contributes to healthy communities

Economic Benefits

As described in the preceding sections, the economic benefits of parks are frequently referred to in association with health, social and environmental benefits. The following sections examine other key sources that support this position.

Property Values

Crompton's "Proximate Principle" states that the "market value of properties located proximate to a park or open space (POS) are frequently higher than comparable properties located elsewhere,"³¹ which leads to higher property taxes that can be collected by the municipality. This assumption is echoed in the assessment criteria used by the Municipal Property Assessment Corporation (MPAC) which is responsible for property assessment in Ontario. When assessing a property, MPAC looks at the key features of property. There are as many as 200 different factors considered, but 5 major ones that account for 85% of the value. One of those five deals with the location of a property, including its proximity to transit, schools, libraries and parks.³²

As evidence, Credit Valley Conservation (CVC) studied real estate values in Mississauga in an effort to quantify the monetary value that residents place on living near green space.³³ Residential properties were studied that were located within 100 metres of natural spaces using data drawn from the MPAC's databases to carry out a hedonic analysis.

The study resulted in the following findings.

- On average, natural features in south Mississauga increase individual property values by about \$8,010, or about 2.4% of the average property value in the area.
- Natural features in north Mississauga increase individual property values by about \$10,273, or 3.6% of the average property value.
- The closer a home is to the natural feature, the greater the impact of the feature on the home's value.
- In total, the study found that natural features add more than a quarter of a billion dollars (\$255,446,956) to real estate values in just two areas of Mississauga.

This trend was also discovered in the United States. According to the (American) National Association of Home Builders “parks and recreation areas may enhance the values of nearby land up to 15-20 percent,” see the list below for some other statistics to consider:

- The average value of a property adjacent to a greenbelt is 32% more than that of properties that are not.
- Homes facing parks sold for 20% more than those 1 block away.
- Proximity of a park is 5% of the average selling price.
- Greatest value for parks occurs when they are greater than 148 acres.

Similarly, a study of Pennyback Park in Philadelphia saw property values increasing “from about \$1000 per acre at 2,500 feet from the park to \$11,500 per acre at 40 feet from the park.”³⁴ It is important to note that some types of parks are more desirable than others and there are instances where parks can have a negative effect. There is evidence that spaces used for “athletic activities and large social gatherings are much less preferred than natural areas.”³⁵ Parks that are excessively busy, unattractive and poorly maintained, and in

undesirable neighbourhoods, all contribute to a decrease in property values when in close proximity. “Property values near parks are affected primarily by two factors: *distance* and the *quality of the space*,” as for park quality, “beautiful natural resource parks with great trees, trails, meadows, and gardens are markedly valuable to surrounding homes. Excellent recreational facilities are also desirable (though with some reductions in value due to issues of noise, nighttime lighting, and parking),” and parks with dangerous or frightening aspects can reduce nearby property values.”³⁶ Developers of communities also see parks as a huge asset and often use it in their own marketing material.

Private Sector Investment

A second economic benefit of parks and public open spaces is the attraction of private sector investment. A study on intensification undertaken for the Region of Peel³⁷ notes that investment in facilities and public spaces by the public sector can also encourage general intensification by providing sought after services and amenities and increasing the quality of life and market demand to live and work in an area. Part of the attraction of intensification is that it allows people to live in neighbourhoods that they might not ordinarily be able to afford, with access to high quality service and amenities including commercial/retail services, access to cultural and social attractions, parks and public open space and recreational areas. Downtown Brampton and Mississauga City Centre are both noted as prime examples of this effect.

No single park, no matter how large and how well designed, would provide citizens with the beneficial influences of nature; instead parks need to be linked to one another and to surrounding residential neighborhoods. —Frederick Law Olmsted

The High Line, a reclaimed raised rail corridor in New York turned park, is a good example of how an urban park can create an upswing in demand and value of the land surrounding it. By June of 2009 when the first section opened, “dozens of new buildings had already sprouted up around it,” It was predicted that new development around the park “will bring \$4 billion in private investment and \$900 million in revenues to the City over the next 30 years.”³⁸

Tourism

Parks-based tourism revenue generated through park visits and special events is also an economic benefit. In Seattle in 2009, parks-based tourism was a large contributor to the City’s economy.

Approximately 35% of visitor spending was in parks. That year, the collective increase in wealth from park-based tourism was just over \$30 million.³⁹

Direct Use Values

When residents use City owned parks, trails and facilities municipalities also reap economic benefits versus when residents choose amenities provided by the private marketplace. Parks provide value through accommodating activities such as sports, bicycling, skateboarding, walking, picnicking, bench sitting, and visiting the gardens. These are considered ‘direct use values.’ Most of these uses are free of charge, but their value can be calculated by comparing them to prices at commercial facilities. A study undertaken of the 5,000 acres of parks in Boston, Massachusetts found that they provide a number of direct uses. These uses were measured in a telephone survey of residents and then “multiplied by a specific dollar value for each activity. Based on the level of use and those values, it was found that in 2006 the park and recreation system provided a total of \$354,352,000 in direct use value.”⁴⁰

Summary of Benefits

There are a number of benefits that parks and natural areas provide for a City as a whole. These interrelated categories include health, social, environmental, and economic. Health, social and environmental benefits can also result in economic rewards for cities. Direct economic benefits relate to property values, private sector investment, tourism and direct use values.

Following is a snapshot of benefits received from parks and trees.

Health and Social

- Health care savings for physically active users of Sacramento Parks in 2007: \$19,871,863.
- Community Cohesion Value of park supporters in Philadelphia, Pennsylvania in 2007: \$8,600,000.
- In the province of Alberta the value of volunteer contributions in the year 2000 amounted to \$287.1 million, which is the equivalent to 8,572 person years of employment.⁴¹
- In Liverpool, UK, 3148 hours were contributed by volunteers in 2009 through Heritage Guiding and Education and 4,231 hours worth of volunteer activity in the local Nature Reserves.⁴²

Environmental

- The structural value of all trees in Mississauga, as of 2008, was estimated at \$1.4 billion.
- Mississauga’s urban forest provides an ecosystem service by removing 429 metric tonnes of air pollution annually, valued at \$4.8 million annually while carbon storage has an associated value of \$5.8 million annually.
- City of Mississauga saves \$1,236,800 annually (heating and cooling seasons) due to microclimate regulation.

Property Values

- Natural areas in the City of Mississauga increase individual property values from approximately 2.4% to 3.6% of the average property value in the area. Natural features add more than a quarter of a billion dollars (\$255,446,956) to real estate values in North and South Mississauga.
- According to the National Association of Home Builders “parks and recreation areas may enhance the values of nearby land up to 15-20 percent”
- The average value of a property adjacent to a greenbelt is 32% higher than that of properties that are not. Homes facing parks sold for 20% more than those 1 block away. Proximity of a park is 5% of the average selling price. The greatest value for parks occurs when they are larger than 148 acres.⁴³

Private Sector Investment

- The High Line in New York City, New York is predicted to bring \$4 billion in private investment and \$900 million in revenues to the City over the next 30 years.

Tourism

- Seattle, Washington observed in 2009 that the collective increase in wealth from park-based tourism was just over \$30 million.

Direct Use Value

- Boston, Massachusetts found that in 2006 the park and recreation system provided a total of \$354,352,000 in direct use value.

3.3.2 Best Practices Review

The following sections focus on the issues identified by the City with respect to parks and forestry services and further discussed through staff and stakeholder consultation. A scan of how mature cities in North America are addressing similar challenges facing Mississauga is provided, using selected case studies and examples. The success factors and best practices that are pertinent to Mississauga, and which the City may wish to consider in the development of new strategies and policies are highlighted for all topics. A more detailed account of all these examples can be found in Appendix C

Park Planning and Development

Mississauga has entered its mature state as a City, with build-out nearly complete and future prospects of population growth through intensification and infill development. Increases in population will necessitate the continued provision of new parks and recreation facilities. However with a limited land base, parks in new development areas are expected to be smaller and less frequent. Coupled with a now aging park infrastructure in some of the older areas, and without benefit of the development charges the City has realized in the past, these realities bring new financial challenges in the delivery of parks, recreation and forestry services.

As a mature city, Toronto has faced these challenges for many years. With its recent surge in high density residential development the City is employing the use of **multiple planning tools** including parkland dedication and subdivision agreement for parkland acquisition and development. One example is Canoe Landing Park, which is located in a master planned development at City-Place on the Toronto Railway Lands. As a brownfield restoration (railway lands) the land-base for the park was able to be secured through parkland dedication. As part of the Subdivision Agreement the developer was responsible

for the design and construction of the basic park, with Section 37 Height and Density Bonusing provisions under the Planning Act used to provide specialized park amenities, including public art. In this example combining the use of all available planning tools, and the cooperation of the developer has resulted in an outstanding public space. Although Section 37 is not useful in the City Centre area as there is no height limitation in the zoning by-law, it may be a useful tool in the other growth areas of the City.

With respect to the **use of cash-in-lieu for parkland acquisition and development**, Toronto and Ottawa are interesting examples. Toronto has introduced policies for allocation of collected cash-in-lieu payments that split funds equally between parkland acquisition and parkland development, and further on a district and a city-wide basis. The city has also introduced a policy which states that any payments of cash-in-lieu of land be conveyed through the alternative rate provision in excess of 5 percent of the site area will be used to: acquire parkland that is accessible to the area in which the development is located, or to improve parks in the vicinity of the development. Ottawa has also established policies that balance the use of funds between parkland acquisition and park development, and further between City-wide uses and district level. This practice could help the City of Mississauga target funds to areas of need as it intensifies while maintaining a reserve fund for City-wide parkland acquisition.

It is interesting to note that, although interpretation of the Planning Act suggests otherwise, both Toronto and Ottawa have established policies that allow use of cash-in-lieu for park improvements in areas where the funds have been collected. Mississauga may wish to examine this option further as the ability to use cash-in-lieu funding to improve existing parks would be of significant benefit in areas of intensification which may have limited opportunities for new parks.

Refer to the Recommendations section for details of the City of Toronto and Ottawa cash-in-lieu policies.

In reference to **prioritizing parkland development and redevelopment** Toronto has also released the City of Toronto Parks Plan (2013 – 2018) which includes comprehensive actions that will assist in prioritizing park improvements. Key actions include undertaking an inventory of park improvement needs with a 20 year plan for implementation, and committing to more trees and shade in parks using ‘heat vulnerability’ mapping to identify and prioritize locations for tree planting and shade structures. Studies like these could help the City of Mississauga prioritize park redevelopment as well as identifying key locations where tree planting and shade structures would provide the most benefit.

Partnerships

Partnerships are an effective way to facilitate community infrastructure development or improve the efficiency and effectiveness of delivering services and programs to the public. The City of Mississauga has for many years been supported by its community organizations in the delivery of specialized programs and facilities related to parks and forestry services. Through the Future Directions discussion, certain issues were raised in relation to stewardship and partnerships in the management of parks and forestry. These are discussed in this section.

First and foremost, the City would like to **enhance and augment current relationships with existing partners**, while seeking a **process and ideas to encourage new partnerships**.

With respect to this, volunteer organizations often face challenges in sustaining their activities in the absence of sustained sources of funding, staff support or leadership. The continued support from City

staff and sustained levels of funding are viewed by the City's affiliate organizations as essential to their success. Funds that may be generated by the City is leveraged, when possible, to take advantage of regional, provincial or federal grant programs thereby extending an organization's capabilities. Formalizing all community partnerships might help elevate the importance of them and encourage new ones.

A number of opportunities were identified to expand stewardships and partnership programs in the City of Mississauga. Many corporations now have strategic plans with objectives to giving back to the local community through environmental and other community initiatives. This increases volunteer potential for stewardship programs. Similarly, partnerships with both school boards exist in joint facility development, joint use agreements and stewardship and there may be opportunities to expand these opportunities or define new ones. As well, the trend shows that residents of Mississauga want to volunteer particularly with environmental stewardship. Hence, there may be untapped potential within the community and through neighborhood associations.

The City has expressed interest in a strategy and a process to find and organize partners instead of having partners seek the City out. It was also identified that there needs to be an effective alignment of directing volunteers to areas in need of specific work and having them available when needed.

The City of Toronto works with Parks People, which is a not-for-profit organization with goals to serve as the catalyst for better parks across Toronto. The City also has a Partnership development Unit within the Parks, Forestry and Recreation Department. The Partnership Development unit helps grassroots community groups such as Parks People with its fundraising projects, and works with donors from multiple sources, including corporations. The City, through its Partnership Development Unit and Parks People has benefited from

the injection of millions of dollars for parks, recreation, and urban forestry projects. Similarly, Calgary's Parks Foundation is a long-standing not-for-profit organization that was established as an agent of the City of Calgary that since the 1980s has taken a leadership role in the creation, protection and enhancement of the City's parks and green spaces. Lastly the Town of Apex, North Carolina, USA has comprehensive joint use agreements with the county school district to help meet demand by using school building facilities to deliver parks and recreation programs and services.

There are also a number of North American examples of **partnerships oriented to funding of capital projects**, which is an area that Mississauga has not yet ventured into. The City of Ottawa has a Community Partnership for Major/Minor Capital Programs which supports improvements and additions to facilities related to parks and recreation, and cultural facilities on a cost-sharing basis between the City and community groups. Another North American example is the San Francisco Parks Alliance which is a partnership that includes the City, Neighbourhood Parks Council, the San Francisco Parks Trust, and resident representatives. This model uses a P3 funding model to obtain funds from grants and donors for park development, and in turn provides funds to community groups and the City. Similarly, the Brooklyn Bridge Park Corporation is a public private partnership that includes multiple government agencies in the City of New York. This model was successful in creating a financially self-sustaining park that minimizes the City resources for annual operation and maintenance, or eventual capital improvements and replacements.

3.4 Forestry

The urban forest is an important part of the City of Mississauga. It is essential to the lasting success of the City's environmental, social and economic health and well-being. The urban canopy provides important ecosystem services including stormwater mitigation, air and water pollution filtration, carbon sequestration and storage as well as social, health, and economic benefits.

Mississauga has a tree canopy comprising approximately 2.1 million trees. The canopy cover of the urban forest is approximately 15%. Most of the trees are in relatively good health, but are small in stature and the City has begun to recognize how important this urban forest is through its planning and programs. The City has completed a *Natural Heritage and Urban Forest Strategy (NH&UFS)* and an *Urban Forest Management Plan* to help improve the health, sustainability and performance of its public and private urban forest.

A number of challenges and threats to the urban forest exist, and the objectives of the Forestry Unit are to help mitigate, respond and prevent these issues. Invasive species, pests and pathogens have impacted the City's urban forest which causing significant decline in some areas. Trees are often in conflict or competition with municipal infrastructure, and are limited to less than optimal planting areas. Extremes in climatic conditions are also causing stress on the urban forest. In recent years these include heat and drought in the summers, flooding, and ice storm damage in the winter.

Over the next several years key actions identified as priorities in the Urban Forest Management Plan include: monitoring the status of the urban forest, formalizing the involvement of city forestry staff in planning and information sharing related to trees, developing consistent and improved city-wide tree preservation and planting specifications and guidelines, expanding and improving the public

tree inventory, improving street and park tree maintenance operations, developing and implementing a tree risk management protocol, implementing an urban forest pest management plan, and updating the Private Tree Protection By-law to support urban forestry objectives.



Credit River Valley

3.5 Community Ideas and Interests

The City of Mississauga has undertaken a variety of initiatives in order to engage the public, stakeholder and interest groups, as well as City staff. These events helped to provide insight into community values and priorities related to parks and forestry services in Mississauga. The following key points were derived from the 2012 Citizen Satisfaction Survey, which was an online survey conducted with Mississauga residents:

- 1,135 residents were surveyed;
- 75% of the residents expressed overall satisfaction with parks and forestry services in Mississauga;
- Residents overwhelmingly agree that funding environmental initiatives is important, followed by community gardens and expanding public environmental education;
- When asked about whether or not to cut service levels to maintain taxes or raise taxes to maintain service levels, almost an equal number of respondents supported one or the other (33% and 31% respectively).

There were also several community stakeholder focus groups held as part of the Future Directions Master Plans consultation. Community stakeholder and interest group sessions included:

- a Blue Sky Workshop on Intensification, Inclusiveness, and Youth, convened by the Recreation consulting team;
- a Parks and Forestry Community Stakeholder Focus Group which was attended by several of the City's partners in parks, gardens and natural areas stewardship;
- a session on ideas and issues for Youth convened by City staff which engaged youth community contacts in an in-person focus group session and via Twitter; and,

- a survey questionnaire of preferences amongst Older Adults conducted with community contacts by City staff.

Four public open houses were held in the Spring of 2014 to obtain feedback on the Future Directions draft recommendations.

Key areas of focus raised in both the community stakeholder and public sessions included:

- the need for strategic partnerships such as with school boards, corporate sponsors and developers;
- accessibility to parks for all ages, cultures, abilities was relayed as important, including sports fields that are open for informal play without a permit;
- increasing community awareness about Mississauga parks and activities and programs in parks;
- youth-oriented facilities and targeted activities are needed;
- the change in demographics is creating demand for new types of sports and a desire for self-directed activities such as outdoor fitness equipment;
- making parks unique, experiential and multi-seasonal;
- improvements to outreach and methods of communication;
- better security in parks and on pathways, including the clearing of sidewalks and pathways/trails, increased lighting;
- improved park facilities including: more benches, seating and rest areas at parks and trails; improved access to washroom facilities;
- need to improve and complete connectivity of the trails system;
- need to collect data on frequency of park use;
- promotion of local ecological stewardship;
- a variety of opportunities exist for partnerships with local organizations that can provide volunteers for parks.

A more detailed account of comments received from the public engagement sessions can be found in Appendix B.

¹ Mississauga Data, 2013 Land Use.

<http://www.mississauga.ca/portal/residents/mississaugadata>

² 2004 Future Directions for Recreation and Parks (formerly Destination Park)

³ ibid

⁴ Mississauga Plan

⁵ Statistics Canada. *Physical activity levels of Canadian adults, 2007 to 2009*.

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¹⁰ Jarrott, Shannon., Gigliotti, Christina. *Comparing Responses to Horticultural-Based and Traditional Activities in Dementia Care Programs*. *American Journal of Alzheimer's Disease and Other Dementias*. 2010.

¹¹ Sherer, Paul. M. *The Benefits of Parks: Why America Needs More Destination Parks and Open Space*. The Trust for Public Land, 2006

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²³ Sherer, Paul M., *The Benefits of Parks: Why America Needs More Destination Parks and Open Space*. The Trust for Public Land, 2006

²⁴ Harnik, Peter., Welle, Ben., *Measuring the Economic Value of a Destination Park System*. 2009.

²⁵ Toronto and Region Conservation Authority, Region of Peel, Credit Valley Conservation, City of Mississauga, City of Brampton, Town of Caledon. *Peel Region Urban Forest Strategy*. 2011

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4.0 Recommendations

4.1 Park Planning

4.1.1 Parkland Requirements to Address Population Growth

The City's Official Plan target objectives for the provision of a minimum of 1.2 ha of parkland for every 1,000 residents and access to parks within 800m of residential areas have successfully directed the provision of parkland in Mississauga during its formative years. The 1.2 ha provision standard includes all classifications of parkland (Destination Parks and Community Parks). It remains a reasonable target to direct growth moving forward as it approximates the allowable dedications for residential development under the Planning Act which equate to a population based standard of approximately 1.0 ha. / 1000 population.

The objective for the provision of parks within 800m has been largely met across the City, with a few gaps in coverage where physical barriers exist. When Official Plan objectives for a walkable and connected city form are considered, maintaining an 800m provision standard for parks, which is approximately a 10 minute walk, is a realistic target. Notwithstanding, public open space areas in new development areas may be located at less than this distance to achieve urban design objectives.

The estimated population of the City of Mississauga in the year 2014 is 756,590 persons. Using this population figure and the total amount of City and Community Parks of 1,747.55 ha (which excludes other open space types), the per capita supply is approximately 2.31 ha per 1,000 persons, which is above the 1.2 ha target objective. This is made possible by a number of large Destination Parks including a substantial amount of parkland on the City's waterfront, as well as strategic acquisitions such as the Ninth Line parks. It should be noted that some listed parks in the City's inventory include sites with significant natural areas which may be accessible for trails and passive uses, but are not suitable for the development of active recreation facilities such as sports fields; whereas the 1.2 ha per 1000 population provision target was established largely to address recreation needs. Therefore, although the City continues to exceed its per capita target objectives for parkland City-wide, the existing supply should not necessarily be considered sufficient for meeting forecasted active recreation needs in the future. Evaluation of parkland and recreation needs at a Service Area level (or ideally at a community level) is a better determination of whether each area of the City is well-supplied with parkland and positioned to accommodate forecasted population growth.

Table 4.1, following, shows the parkland supply in 2014 for each of the City's six Service Areas (including parks that are currently in progress). It further identifies future parkland requirements for each of the Service Areas using population forecasts that were prepared for the Future Directions studies for planning horizons up to 2036 which consider infilling and redevelopment within a number of nodes throughout the City (Refer to Figure 1 on p 12).

The evaluation indicates that, using the provision target of 1.2 ha. per 1,000 persons, the current 2014 supply of parkland will generally support population growth across the Service Areas to 2036. The exception to this is Service Area 5 which currently has the lowest per

capita supply. Growth in this service area is anticipated to be high as a result of the development of the Downtown. Based on the current forecasted growth to 2036, and to maintain the 1.2 ha per 1,000 persons provision target, there will be a need for an additional 1.6 ha of parkland to be developed in Service Area 5 by 2026, with an escalating need for more parkland up to an additional 26.5 ha when the population reaches the forecasted 240,360 persons.

This exercise is useful only in that it provides a quantitative assessment of current and future parkland both as a baseline and against the City's target provision standard. As illustrated on Figure 1, growth is anticipated to take place through redevelopment in several concentrated areas of the City. When current objectives to achieve attractive, green, livable, and walkable communities are considered, the need for parkland should be more closely evaluated within each of the growth areas. The *Downtown Growth Area Parkland Provision Strategy*, which is currently underway at the City, is specifically examining parkland needs and opportunities within the Downtown (Downtown Core, Downtown Fairview, Downtown Cooksville and Downtown Hospital). Preliminary findings from the study indicate that the Downtown Growth Area which had an estimated population of 33,900 in 2011 is significantly underserved with the parkland per capita approximating only 0.72 ha. per 1,000 persons. As well, the City is currently undertaking master plans for the Inspiration Lakeview and Inspiration Port Credit nodes in Service Area 6. Population growth within these areas may trigger the need for new parks or upgrading of existing parks, as well as recreation facility renewal and/or expansion. Due to the ongoing nature of these projects, park service levels should be more fully considered through detailed planning for these project areas.

Mississauga's strategic city planning documents envision a vibrant downtown with a mix of residential and employment uses, pedestrian and transit-oriented streets, great parks and public spaces, and a

range of venues that support entertainment, arts and culture, dining and shopping. The public open space system and a green, pedestrian-oriented street network is a key element in building the identity of the Downtown, as envisaged in the Downtown 21 Plan. The City has made significant inroads into the development of the planned system of parks which form an emerald necklace in the downtown area, connecting to Riverwood, the City's Central Park, as described in the Strategic Plan. Notable and innovative accomplishments in the past five years in the City Centre area include the rejuvenation of Mississauga Celebration Square, and the development of Scholar's Green and Community Common.

While significant accomplishments in parks development have been achieved in the City Centre area, new parks and public open spaces will continue to be needed to meet the needs of urban dwellers and to achieve objectives for attractive, green, livable, walkable, connected urban communities throughout the City's growth areas.

Recommendation #1

- ⇒ The City should maintain the current tableland parkland standard of 1.2 ha per 1000 population, with access to parks within an 800m distance in residential areas as a minimum standard for new development areas. This standard does not include non-park open spaces such as hazard lands and natural areas, which may be acquired for conservation purposes.

An acquisition strategy and evaluation criteria are key to the identification of priorities for strategic land acquisitions that are essentially competing for the same resources. The City has a process of monitoring opportunities for strategic land acquisitions to meet target objectives for parkland and recreation facilities across the Service Areas, to complete gaps in the publicly owned system of natural areas and greenbelt lands, and to protect and expand public

access to the waterfront. Strategic land acquisition is achieved using accrued cash-in-lieu of parkland dedication funds that are earmarked for land acquisition.

The City's Parkland Acquisition Strategy and evaluation criteria were reviewed and discussed with staff as part of the 2009 Parks and Natural Areas Master Plan. The criteria were slightly modified to better align with the identified priorities of this plan which include: parkland to ensure growth needs are met; strategic acquisitions to support natural areas and green space connectivity; and, strategic connections along the waterfront. At this time the acquisition strategy and evaluation criteria have not been formally adopted.

Recommendation #2

- ⇒ It is recommended that the City continue with its current approach to identifying strategic land acquisitions through its Parkland Acquisition Strategy, and formalize an evaluation criteria and a ranking system, with priorities for acquisition of lands that:
- protect and enhance Natural Areas;
 - support the Waterfront Strategy;
 - support strategic connections along the waterfront;
 - support completion of a continuous trails system;
 - support population growth and sustainable community design (where no or limited opportunities for parkland dedications exist).

Refer to Appendix A for Parkland Acquisition Evaluation Criteria and Ranking System.



Lake Ontario shoreline

Table 4.1: Summary of Parkland Supply to Meet Population Growth

| Population | Service Area | | | | | | City Total |
|---|--------------|---------|--------|---------|---------|---------|---------------|
| | 1 | 2 | 3 | 4 | 5 | 6 | |
| Current Parkland Supply | | | | | | | |
| 2014 pop. | 168,530 | 163,300 | 40,650 | 99,650 | 192,740 | 91,720 | 756,590 |
| Destination Parks | - | 157.08* | - | 59.86 | 9.69 | 187.30 | 413.93 |
| Community Parks | 416.38 | 185.32 | 93.59 | 199.97 | 252.22 | 186.14 | 1,333.62 |
| TOTAL PARKS | 416.38 | 342.40 | 93.59 | 259.83 | 261.90 | 373.44 | 1,747.55 |
| ha / 1000 | 2.47 | 2.09 | 2.30 | 2.60 | 1.35 | 4.07 | 2.31 |
| Future Parkland Requirements by Census Year (to maintain target of 1.2 ha / 1000 persons) | | | | | | | |
| 2019 pop. | 173,560 | 167,780 | 40,550 | 100,000 | 201,010 | 94,350 | 777,250 |
| ha | 208.27 | 201.34 | 48.66 | 120.00 | 241.21 | 113.22 | 932.70 |
| Additional ha Required | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2021 pop. | 174,470 | 168,860 | 40,370 | 99,760 | 206,290 | 95,010 | 784,760 |
| ha | 209.36 | 202.63 | 48.44 | 119.71 | 247.55 | 114.01 | 941.71 |
| Additional ha Required | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2026 pop. | 177,280 | 171,790 | 40,200 | 99,620 | 219,630 | 97,410 | 805,930 |
| ha | 212.74 | 206.15 | 48.24 | 119.54 | 263.56 | 116.89 | 967.12 |
| Additional ha Required | 0 | 0 | 0 | 0 | 1.66 | 0 | 0 |
| 2031 pop. | 180,310 | 174,590 | 40,770 | 100,340 | 231,900 | 101,190 | 829,100 |
| ha | 216.37 | 209.51 | 48.92 | 120.41 | 278.28 | 121.43 | 994.92 |
| Additional ha Required | 0 | 0 | 0 | 0 | 16.38 | 0 | 0 |
| 2036 pop. | 182,990 | 177,570 | 41,470 | 101,160 | 240,360 | 110,450 | 854,000 |
| ha | 219.59 | 213.08 | 49.76 | 121.39 | 288.43 | 132.54 | 1024.80 |
| Additional ha Required | 0 | 0 | 0 | 0 | 26.53 | 0 | 0 |

4.1.2 Parkland to Support Outdoor Recreation Facilities and Activities

Recreation Facilities Needs Assessment

The 2014 Future Directions Recreation Master Plan: provides a projection of outdoor recreation facilities needs over the 5 year term of the Master Plan. These requirements have been reviewed for implications for parkland acquisition in that additional parkland may be required to support the development of major indoor facilities or outdoor sports fields, or the redevelopment of an existing sports field should there be a forecasted need.

The findings of the 2014 Recreation Master Plan indicate that there are limited major outdoor facilities needed over the five year term of the plan. The potential development of an indoor soccer facility and soccer / multi-purpose field and a cricket pitch is noted at Park 459. For outdoor facilities a calculation strictly on the basis of per capita standards as shown on Table 4.2, following, would indicate a need for an increase in outdoor soccer fields as the population increases. However the Recreation Master Plan notes that utilization levels suggest that there is capacity within the existing supply to make up some of the forecasted need to 2019. As well, the Recreation Plan recommends that other efficiencies including improvement to, or redeployment of, existing fields, and the use of artificial turf fields can minimize supply needs.

Table 4.2: Summary of City-wide Facilities Needs with Implications for Land Area

| Outdoor Facility Type | Existing Supply (2014) | Supply Required ¹ (2019) | Fields Needed (Surplus) |
|-------------------------|------------------------|-------------------------------------|-------------------------|
| Soccer Fields | | | |
| Artificial ² | 6 | 6 | 0 |
| Lit Senior ³ | 11 | 17 | 6 |
| Unlit Senior | 90 | 78 | (12) |
| Minor/Mini | 125 | 111 | (14) |
| School ⁴ | 14 | 14 | 0 |
| Ball Diamonds | | | |
| Lit | 43 | 43 | 0 |
| Unlit | 68 | 60 | (8) |
| Cricket Pitches | | | |
| All | 6 | 7.5 | 1.5 |

Source: Derived from 2014 Future Directions Recreation Master Plan with notations as follows:

¹ Derived by applying the proposed service level to the forecasted 2019 population.

² Artificial soccer fields are deemed equivalent to 3 unlit fields

³ Lit Senior soccer fields are deemed equivalent to 1.5 unlit fields and existing supply includes 14 equivalent school fields

⁴ School soccer fields were not assigned a per capita service level.

⁵ Existing cricket pitch supply includes 3 multi-use pitches shared with soccer

The recommendations from the Recreation Master Plan for the provision of indoor and outdoor facilities to meet growth projections to 2019 which may have implications for parkland supply or park redevelopment are listed below. Refer to the Recreation Master Plan for more detailed information on the location of facilities and the rationale surrounding the recommendation.

- If the "smart growth" principles of intensification along the Highway 5/10 corridor are achieved, the development of an urban community centre should be considered in this vicinity with facility components to be determined based upon a needs and feasibility study triggered by opportunities to partner, land redevelopment opportunities, major transit project, etc. Co-location opportunities to establish a community hub should be discussed with social service agencies, Mississauga Public Library, school boards, private sector, etc.
- Work with the Parks & Forestry Division and Mississauga Public Library to establish criteria for evaluating and acquiring surplus school sites, other strategic lands, or collaborative ventures for the purposes of addressing recreational gaps within neighbourhoods (e.g. within the Downtown intensification node).
- In advance of the Square One Older Adult Centre's expiring lease in 2017, undertake an Older Adult Space Provision Study that explores the ability of Mississauga's existing community centres to deliver enhanced services for the 55+ population. Where demands cannot be reasonably served by existing community centres, the Study should examine opportunities to secure integrated and/or stand-alone older adult spaces through creative opportunities such as use of complementary Civic facilities (e.g. Mississauga Public Library), surplus school lands, and/or developments within intensification corridors (e.g. Highway 5/10).
- Pending the outcomes of the City's ongoing internal indoor field analysis along with the land development project currently being prepared for the Hershey SportZone, provide one additional indoor turf field at either the Hershey SportZone or the Park 459 Sports Park.
- Although soccer fields should be targeted at a rate of 1 field per 2,800 residents, additional fields should be provided where supported by: utilization rates experienced after implementation of the Mississauga Sports Field Allocation Policy; achieving the required mix of lit versus unlit fields; the outcome of the Ontario Soccer Association's Long Term Player Development model; removal of school fields; and/or reduced reliance upon lower quality fields embedded within neighbourhoods.
- Proceed with the development of outdoor artificial turf as currently planned for Park 459.
- Evaluate the ability of existing soccer fields to support higher playing capacities (through the installation of irrigation, drainage, lighting, and/or artificial turf systems) while also evaluating underutilized minor and mini soccer fields for their ability to shift organized soccer use to another field and repurpose them for other needed uses or for the purposes of neighbourhood-based program delivery within the park.
- Construct 1 new ball diamond, with additional diamonds being considered if rationalized through further examination of: utilization rates upon the implementation of the Mississauga Sports Field Allocation Strategy; achieving the desired mix of lit versus unlit and softball versus hardball

diamonds; and/or removal of school or neighbourhood diamonds.

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

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

Implications for Parks

Although Future Directions primarily addresses a 5-year horizon, from a parkland supply perspective future population growth and outdoor facilities beyond 2014 will also need to be considered. Depending on the efficiencies achieved within the existing supply of outdoor fields, the application of facility provision levels to forecasted growth could result in the need for an increase in the number of outdoor fields over the long term, which could result in the need for additional parkland.

Considering Mississauga's built-out condition, and with anticipated growth by almost 100,000 persons beyond 2014, the Ninth Line parklands still likely represent the best opportunity for new outdoor facility development looking into the future. As noted in the foregoing discussion some allocation of recreation needs in the 2014 Recreation Master Plan has been assigned to Park 459.

Minor recreation facilities such as play sites, basketball courts and spray pads are recommended to be provided on a service level standard. The realization of the recommendations contained within the Recreation Master Plan in regard to these facilities will need to be considered in the development of new parks as well as the redevelopment of older ones.

Recommendation #3

- ⇒ The identification of new parkland and redevelopment of older parks should consider and be coordinated with the implementation of recommendations in the *Future Directions Recreation Master Plan* for the provision of sports fields and outdoor recreation facilities to address future population growth.

Recommendation #4

- ⇒ The inventory of Ninth Line parks should be assessed as part of an overall land use review of the area for their capability to accommodate recreation facilities and leisure needs identified in *Future Directions*.



Jack Darling Park spray pad

4.1.3 Parkland in Areas of Intensification and Redevelopment

The City's Strategic Pillar for Change: Completing Our Neighbourhoods speaks to the provision of 'safe neighbourhoods that support a strong, connected and vibrant community - a place where all can live, work and prosper'. Parks have long been considered key components of community planning and Mississauga's suburban residential areas have been built around a strong network of parks, schools and greenspaces. The traditional role of parks - that they provide open space for recreational facilities and programs – is widely evident in these areas. Efforts toward rejuvenation and re-purposing of existing parks and the establishment of new parks and public spaces within an enhanced urban fabric will need to be continued in the growth areas of the City in order to maintain parkland per capita target objectives and to address outdoor recreation facilities needs as identified in the *Future Directions* master plans.

The city-wide parks and recreation planning exercises completed for Future Directions are supplemented by more detailed, area-specific studies that address park planning including the *Waterfront Strategy*; *Building Mississauga around Places: A Vision for City Centre Parks and Open Spaces in the 21st Century*; the *Downtown 21* study and the more recent *Downtown Growth Area Parkland Provision Strategy*, and the *Credit River Parks Strategy*.

The *Downtown Growth Area Parkland Provision Strategy* is expected to more specifically articulate an appropriate quantity and type of parkland for the City Centre, Cooksville and Hurontario corridor growth areas.

Contemporary thinking and placemaking recognizes parks and public spaces as major contributors to City greening; aesthetically pleasing spaces; enlivened streets; and healthy, social, walkable and

connected communities. The current parkland and open space classifications comprising Destination Park, Community Park, and Greenbelt contained within the Official Plan are relevant and reflective of the evolution of the City's parks and open space system. However, in the absence of a finer grain of park classification that addresses a more urban context, the concept of a Community Park in urban intensification areas will need to broadly include all types of parks, including traditional parks to support structured recreational activities as well as smaller urban parks and public squares that may offer different forms of leisure pursuits and unstructured activities that appeal to urban dwellers and contribute to the urban form.

A central issue in achieving this in Mississauga is the capacity to essentially "revise" the existing urban form to one based on a new model. With a limited landbase to support new parks, the City will need to consider how to redevelop its extensive, existing park properties to better address recreation and leisure needs for the residents of the future. As well, re-orienting the City's built form should consider opportunities to capitalize on the provision of new park sites as private sector re-development projects come forward.

The development of new parks in urban intensification areas is not without its challenges however, as parkland assembly may be fragmented and there are competing interests for the available land base, including roads and servicing, other community facilities and infrastructure, and underground parking garages. These uses additionally challenge the design of parks and streetscapes limiting traditional tree planting and facility development opportunities and requiring more innovative and often expensive design and maintenance approaches.

Through an incremental development process it will be a challenge to arrive at an optimal, coordinated, and connected parks/trail system particularly if the land redevelopment opportunities that arise are not

suited to creating a complete open space system. It is expected that many individual redevelopment/intensification projects will typically provide only limited land for public parks and open spaces. For this reason it is recommended that the City continue to plan its intensification on a precinct basis wherever possible, as has been undertaken in the City Centre through *Downtown 21* and the *Downtown Growth Area Parkland Provision Strategy*.

Planning is underway for several key nodes including Inspiration Port Credit, Inspiration Lakeview and soon to be, Vision Cooksville. To realize the full potential of the parks and open space system for these communities, the Parks and Forestry Division will need to have a key role in monitoring the population forecasts, timing, and planning of these new communities. As part of these planning studies to implement growth management recommendations, a community-based assessment should be used to establish where and how much parkland should be included in redevelopment areas, in consideration of desired urban form, and proximity to existing parkland and facilities, together with demographics, socio-economic factors, and projected growth.

Research is showing that the populations in the central places of North America's cities are changing with more residents and more families with new and different needs for urban public spaces choosing to reside in them. This is evidenced by the diverse demographics of residents in Mississauga's City Centre area, including young families. Meeting the needs of different urban dwellers will be an important consideration if the true goals of urban placemaking are to be realized.

Official Plan Revisions to Parkland Classifications

To address the needs of a diverse range of users planning for parks in redevelopment areas should not lose sight of the potential need for larger multi-purpose parks to accommodate active recreation where the land base permits. However, many new parks that are acquired in association with new urban infill development are not likely to be of a size that support multiple sports fields, and more creative ways of developing sports fields may be needed outside of traditional parks. Urban parks do not necessarily have to be passive use or decorative only, and in the drive for 'design excellence' consideration of functionality should not be lost. Smaller sites can be designed to be purpose specific, supporting a single sports field, or facilities such as tennis courts, multi-purpose courts, play sites, or outdoor table tennis. These types of facilities might be suited to being developed on sites that are over parking garage roof decks if no other space permits.

The likely success of this approach can be seen in the popularity and usage of the artificial turf green space in Mississauga Celebration Square which is programmed by the Culture Division for events, but also used for informal soccer games. As well requests have been made for consideration of a basketball court in phase two of Scholar's Green development.

Parks and open spaces are a large part of the public realm which additionally includes the connecting street system comprised of green boulevards, sidewalks, multi-use trails and bicycle lanes. The design of streets is important to the success and quality of life in the downtown, connecting to and extending the function of the open space system, providing safe and attractive connections for pedestrians and cyclists, and contributing to greening of the city and the expansion of the urban forest canopy.

Since parks in infill development and intensification areas will tend to focus more on parks as contributors to 'quality of life' than on addressing City-wide recreation facility needs, there will also need to be a corresponding emphasis on the development of pathways, multi-use trails, cycling routes and transit to link new development areas to existing active recreation parks and community facilities within the larger City-wide network.

Planning is underway for several key precincts including Inspiration Port Credit, Inspiration Lakeview and Vision Cooksville. To realize the full potential of the parks and open space system and its interrelationship with other aspects of the public realm in these communities, the Parks and Forestry department will need to have a key role in the development of these plans. The recommendations of these studies will need to be closely monitored for their consistency with the recommendations of Future Directions.

Recommendation #5

- ⇒ The existing parkland and open space classifications comprising Destination Park and Community Park are appropriate categories and should continue to be used to describe the hierarchy of City-owned public parks, providing that parks are understood to include all types of public open spaces that support urban 'downtown' living. These would include smaller urban parks, public squares and connecting links as well as active recreation sites. Further articulation of these park classifications may occur on an area-specific basis to direct planning and development in areas of intensification and redevelopment (e.g. as outlined in the *Downtown Growth Area Parkland Provision Strategy*).

Recommendation #6

- ⇒ The City should continue to develop integrated open space and urban design plans for all new areas of redevelopment and intensification on a 'precinct' basis (Inspiration Port Credit, Inspiration Lakeview, and Vision Cooksville are examples). The recommendations of these studies will need to be closely monitored for their consistency with the recommendations of Future Directions.
- ⇒ For parks, and public and private spaces, these precinct plans should address the location, form, connectivity and characteristics of parkland relative to the existing parks and open space system and consider demographics, socio-economic factors, and projected population forecasts.



Scholar's Green

Park Provision in the Downtown Growth Area

The Mississauga Growth area includes the intensification areas of the Downtown Core and portions of the Fairview, Cooksville and the Hospital Districts. A *Downtown Growth Area Parkland Provision Strategy* has been undertaken to identify how much new parkland is required by the year 2041, how the parkland will be acquired, what types of park spaces can be realistically anticipated and where the City should focus their attention for acquisition of parkland within the Growth Area.

Today, the Mississauga Growth Area is currently deficient in park space, which hampers the long-term achievement of a diverse and robust public realm network that is characteristic of successful urban centres. Urban Park spaces are fundamental components of the broader public realm. Investment in parks and the public realm contribute to both the health of a community and have measurable economic benefits that typically exceeds the initial investments. This deficiency in park space will be exacerbated if no new park spaces are acquired, in the face of substantial new growth projected for the Growth Area.

To guide the planning and implementation of parkland and the public realm in the Downtown Growth Area (Downtown Core, Downtown Fairview, Downtown Cooksville and Downtown Hospital Districts), the City should implement the following recommendations of the *Downtown Growth Area Parkland Provision Strategy (DGAPPS)*. The rationale and background analysis and additional discussion on the recommendations is included within the DGAPPS.

Recommendation #7

- ⇒ That the City continue to apply its current residential parkland dedication rate of 1.2 hectares per 1,000 people on all new residential developments within the Growth Area.

Recommendation #8

- ⇒ That the City identify a goal of achieving a minimum of 13.7 hectares up to 51.5 hectares of new park space by the year 2041 (a minimum of 9.4 hectares by the year 2031). This translates into the Growth Area accommodating between 5.5 and 12.3 percent of the total growth area in parkland. The City should also update this objective, as population projections are adjusted over time.

Recommendation #9

- ⇒ That every resident be located within a 5 minute walk (400 metres) from a public park outside of the Growth Area, or an Urban Park or Urban Square within the Growth Area.

Recommendation #10

- ⇒ That the City adopt a new hierarchy of urban park spaces that includes Urban Parks, Urban Squares and Pocket Parks.

Recommendation #11

- ⇒ That the City incorporate into its Official Plan, policies to protect the function and inventory, both existing and planned of park spaces/public realm and a planned approach to parkland acquisition.

Recommendation #12

- ⇒ That all significant development proposals on a site greater than 1,000 sq. m. shall include an at-grade land contribution to the public realm network.

Recommendation #13

- ⇒ That for a primarily residential development, not less than 7.0 percent and not more than 25.0 percent, of the net site area shall be set aside for an appropriate park component.

Recommendation #14

- ⇒ That the City commit to a successful tree planting program within urban parks and the public realm network which outlines what tree species to plant, in what locations and how the trees should be planted.

Optimizing Planning Tools

As noted in foregoing sections the provision of parkland and open space enhances the quality of life and offers economic, community and environmental benefits which accrue to the individual, the community, the City and the land development industry. Access to parkland and its inherent value becomes even more important in areas of high density population where outdoor private space is limited or non-existent, and the impacts from traffic, noise and density of people are increased. Research has indicated that in dense urban areas proximity to parks becomes more, rather than less, important.

Although the City has achieved an admirable, innovatively designed grouping of parks in the City Centre area, analysis of the parks provision levels completed for the Downtown Growth Area Parkland Provision Strategy reveals that there is a significant undersupply, both in the City Centre and in the broader Downtown Growth area. This is anticipated to continue as populations in the area increase unless substantial additional parkland is acquired. While it may not be possible to offset the current parkland shortfall it will be important moving forward to continue efforts to acquire parkland wherever feasible. This will require a concerted effort in employing all available planning tools as well as enlisting the support of the development community.

The Environmental Scan of best practices undertaken for the Future Directions Parks and Forestry Master Plan has revealed that the mature municipalities of Toronto and Ottawa are utilizing a number of

tools to acquire and develop parkland to meet growth needs, often simultaneously in major area of redevelopment such as Toronto's railway lands. Identified measures include use of Section 37 Height and Density Bonusing provisions under the Planning Act, which affords additional development rights in exchange for the construction or new community facilities such as parks and community centres, and public realm improvements such as streetscape improvements, transit shelters and public art. It should be noted that the City of Mississauga is unable to apply Section 37 policies in the City Centre area as there are currently no height restrictions, although this limitation does not exist in other areas of the City where intensification or redevelopment is anticipated.

Both Toronto and Ottawa have also developed municipal policies to address area-specific use of a specified portion of the collected cash-in-lieu of parkland dedication (CIL) funds. Their CIL policies direct the use of CIL funds for both the development of new parks as well as the redevelopment of existing parks in the vicinity of the development to meet growth needs. (Refer to Examples in Park Planning and Development from Other Municipalities in Appendix C).

Ottawa's policy calls for CIL funds collected through development review to be allocated to eligible projects as follows:

- 60% of the funds paid to be allocated for use in the Ward in which the development is located;
- 40% of the funds paid to be allocated for city-wide purposes.

An eligible project as defined in Ottawa's CIL policy includes:

- Acquisition of land for public park purposes
- Capital projects for the development of new public parks which may include any associated site preparation and drainage; the provision of park facilities, such as, play equipment, sports fields and pathways; or the provision of recreation facilities, such as community centres, indoor pools and arenas.

- Capital projects to increase the capacity of existing public parks and/or recreation facilities to accommodate more intensive public use; the provision of additional park facilities (e.g. play equipment, spray pads and site furniture); and /or the provisions of additional recreation facilities (e.g. the expansion or upgrading of program spaces in community centres, indoor pools and arenas.
- The non-growth component of growth-related capital projects, for Parks Development and Recreation Facilities, identified in the City's Development Charges Background Study.

As far back as 1999, the City of Toronto has applied a policy for the allocation of cash-in-lieu payments that split funds equally between parkland acquisition and parkland development and further between district and city-wide basis, with a resulting 25/25/25/25 split. In addition, the City of Toronto policy states that any payment of cash-in-lieu of parkland to be conveyed through the alternative rate provision (1 ha per 300 units, as provided for under the Planning Act) that is in excess of 5 percent of the site area will be used to either.

- acquire parkland that is accessible to the area in which the development is located or to,
- improve parks in the vicinity of the development.

Cash-in-lieu of parkland funds deposited into the City of Toronto Alternative Parkland Dedication Reserve Fund are tracked according to the ward where the funds were generated.

The City of Mississauga has a Corporate Policy and Procedure to direct the dedication of land, cash-in-lieu of parkland, or a combination of land and cash. The policy identifies how land dedications and cash-in-lieu payments for parks purposes are made, and the nature and type of acceptable land dedications. The policy reiterates the standards of the Official Plan, and is consistent with the provisions of the Planning Act in the application of a parkland yield, or

cash payment, calculated on the basis of, the greater of either 5% of the land area or 1 ha. for every 300 dwelling units, or 2% of the developable land area for office / commercial / industrial land.

The current use of cash-in-lieu (CIL) funds in Mississauga is guided by a corporate decision that directs 60% toward land acquisition and 40% toward facilities and equipment, in accordance with the provisions of the Planning Act. The funds are accrued in a reserve fund, and in the case of the land acquisition reserves, are used for strategic acquisitions that build the parks and natural areas on a City-wide basis.

There is no provision made at present for a specified portion of the CIL funds to remain within the area where the funds are generated. Accrual of funds to a City-wide reserve is common practice for developing municipalities that derive adequate parkland yields from dedications. However this may not be the case in areas of infill and intensification which has driven mature municipalities like Toronto and Ottawa to develop new policy directions to provide for growth needs.

Recommendation #15

- ⇒ The City should continue to apply all available tools such as use of cash-in-lieu, density bonusing and alternate provision standards allowed under the Planning Act and enabled by elements of the Official Plan and Zoning By-laws, to optimize parkland securement, development, and redevelopment. The City's policies in this regard should be re-examined to ensure that the best advantage is being achieved from these tools when other factors such as the encouragement of development are considered.

Role of Publicly Accessible Open Space on Private Lands

In denser urban areas, publicly accessible open space on private lands in the form of pocket parks and urban squares plays a key role in the character of an area, typically integrated to create an attractive setting for the building, provide amenities for the occupants, and to augment the public realm. North American cities such as Philadelphia and New York are also engaging private development in the quest to create public spaces through other innovations which may include sponsorship of 'pop-up' or temporary parks in parking spaces or underutilized parking lots, on roof deck spaces, or through lobby 'parks' and indoor market spaces.

As redevelopment and infilling occurs in Mississauga open space areas provided by private development should constitute an important part of sustainability measures and the urban design character of new communities. They should be considered important elements toward 'placemaking', City greening and the provision of public or private amenity space and, as called for in Mississauga's Official Plan, the development industry should be encouraged to provide them as amenities to both residents and the City.

This type of amenity space may be required through Official Plan Policy or a zoning by-law, or in a competitive market situation may be voluntarily offered to enhance the marketability of the development. The provisions of Section 37 which allow for density bonusing can also be used as incentives.

Privately owned open space, however, should be considered supplementary to, and not a replacement for the required provision of public parks and open space unless it is acceptable to the City as a parkland dedication. As privately owned lands the long term future of these spaces as public space for future generations cannot be guaranteed. In addition, the responsibility for future maintenance of

these spaces should be determined and Developer Agreements established to direct long term public use and maintenance. Discussions need to take place during the design and approvals stage to ensure that City standards are met.



Outdoor chess game

Recommendation #16

- ⇒ Publicly accessible privately owned open space should be encouraged in new urban infill and redevelopment areas but should be considered supplementary to, and not a replacement for, the required provision of public parks and open space. Open space on private lands including urban squares, roof gardens, and landscaped amenity areas, will constitute an important part of the urban design character of new communities. The approvals process for these spaces should include clear developer agreements to direct long-term use and maintenance of the space.

4.2 Park Development

4.2.1 Linkages to Relevant Documents related to Park Development

There are a number of studies that parallel the recommendations of the Parks and Forestry Master Plan including the *Waterfront Parks Strategy*, the *Credit River Parks Strategy*, and the *Downtown Growth Area Parkland Provision Strategy*. The *Waterfront Parks Strategy* is a comprehensive long term plan to manage the future development of Mississauga's Waterfront Parks. The Strategy sets park development priorities, guides park design, recommends programming for each park and identifies criteria for park extension. The *Downtown Growth Area Parkland Provision Strategy* aims to articulate the importance of the pedestrian realm network, assist the City in their understanding of the impacts of anticipated intensification levels on the pedestrian realm, define key planning terms from the Official Plan that influence decision making with respect to new development and the provision of an enhanced pedestrian realm network, and establish the hierarchy of spaces inherent to the creation of a fully functional pedestrian realm network. The goal of the *Credit River Parks Strategy* is to develop a sustainable, innovative and environmentally responsible master plan to guide the planning, development, conservation and management of a contiguous system of publicly owned and publicly accessible parkland and natural areas along the Credit River.

Open spaces include both public and private space as well as on site amenities and are one of the most significant contributors to an area's character and quality of life. It is important that they not only be well designed and beautiful, but also that they be well connected and integrated with adjacent uses and other open spaces.

City of Mississauga Official Plan (9.3.5 Open Spaces and Amenity Areas)

4.2.2 Addressing Leisure and Recreation Interests

Designing Parks for All Ages and Abilities

In addition to field sports that will be allocated based on a Service Area assessment, the Future Directions Recreation Master Plan evaluates the need for more local-serving recreation amenities which include tennis courts, basketball courts / multi-purpose courts which are typically evaluated on a geographic distribution basis of 1 km; and play sites which are typically evaluated on an 800 m service radius (coincidental with the 800 m target for park provision). The forecasted need for these facilities is summarized in the foregoing Section 4.1.2, of this report with further justification provided in the Recreation Master Plan.

These minor outdoor facilities are likely to be able to be accommodated in existing parks and the identified needs for these facilities in each of the Service Areas should be considered in the planned development and redevelopment of parks. The Recreation Master Plan also provides guidance on bike facilities, outdoor pools, and outdoor ice rinks.

To support Provincial and Region of Peel mandates for the encouragement of physical activity, and wellness the provision of opportunities that encourage informal use, as well as sports, in parks will also be an important consideration in the development and redevelopment of parks. Community consultation undertaken to date indicates a need for certain improvements to encourage and enhance use of parks and trails, particularly by youth and older adults. Suggested improvements include more benches and areas for seating, shade structures, more accessible and looped walking trails, outdoor fitness equipment and play equipment oriented to youth (e.g. climbing structures, larger swings), Wi-Fi® and other technologies in parks, and signage to enable place based learning.

There is an increasing trend in Mississauga toward the use of parks as outdoor social spaces which is evident through the well-attended City-run and community cultural events, increased bookings of picnic shelters, and casual use of large parks. Even smaller parks are being utilized for family and community gatherings. Consultation with representatives from youth, older adults, and newcomers suggest that parks are increasingly being used as places for meeting and socializing. In the future, the need for provision of social space at a neighbourhood or community level should be considered in the development or redevelopment of all parks and public spaces. This could be as simple as an open lawn or hard surface area that can serve as multi-purpose space. For destination parks and those that are regularly booked for community events it should consider the inclusion of a bandshell or pavilion that would support small-scale music events, such as the one at Port Credit Memorial Park.

Recommendation #17

- ⇒ In the design of all new parks, and the rejuvenation of older parks, consider use by all-ages and abilities, design for safety using Crime Prevention Through Environmental Design (CPTED) principles, and the provision of facilities and amenities that support social interaction, and unstructured recreation and leisure activities. These may include, as appropriate: child and youth-oriented play facilities; play sites (including traditional play sites and potentially natural play sites); outdoor fitness equipment; informal playing fields; gardens; shaded seating areas (e.g. trees or shade structures); picnic / barbecue facilities; Wi-Fi® hot spots; checker / chess tables; outdoor table tennis; community gardens; leash-free areas; event or performance space (e.g. bandshells); pathways and walking trails; wildlife viewing areas; and interpretation / education areas.

Washroom Facilities in Parks

Consultation with the community during Future Directions has continued to yield requests for the provision of washroom facilities and water bottle filling stations in parks and along trails. In 2004 the City undertook a Washroom Study to clarify the City's basic level of service with respect to permanent washrooms, and to determine suitable locations within the existing park system for the development of new washroom facilities. The latter was based on a series of criteria that were developed to evaluate park eligibility, including relative weighting that was reflective of the park's functions, availability of servicing, level of use, frequency and duration of attendance, and season of use. Different types of washroom facilities and their associated costs were also evaluated. The ranking and prioritization resulted in recommendations for the provision of new washroom facilities in 15 additional parks which received a high ranking based on their function as all-day destination parks (e.g. picnic parks or waterfront parks), or high-use for organized team sports, combined with destination facilities such as a spray pad or multi-use ramp (skateboard) facility. The study anticipated these facilities in, as yet, undeveloped parks such as Park 459. Moving forward, the 2004 Washroom Study contains valid criteria for evaluating the eligibility of parks to receive permanent washroom facilities. The evaluation should continue to be applied as new parks are developed, or older parks are re-purposed and their current role and function is altered (for example if recommendations of the Recreation Master Plan for consolidation of sports fields for tournament use are realized). Similar criteria could be developed to evaluate the provision of water bottle filling stations since they require water service as well.

The evaluation applies only to the establishment of permanent washrooms and portable facilities may continue to be provided, as permissible, for special events, and non-serviced sites with regularly scheduled activities.

Recommendation #18

- ⇒ The City's 2004 Washroom Study contains valid criteria for evaluating the eligibility of parks to receive permanent washroom facilities. The evaluation should continue to be applied as new parks are developed, or older parks are re-purposed and their current role and function is altered.
- ⇒ At the next iteration of Future Directions, the recommendations of the 2004 Washroom Study should be reviewed.

Public Engagement

The City continues to engage its residents in consultation on its strategic planning studies as well as on the development or redevelopment of parks through its Placemaking activities. Although the City undertakes a range of activities to solicit opinions and is cognizant of the need to be inclusive and creative to encourage community participation, it is also recognized that there is a need to supplement traditional community meetings which often receive low attendance with other forms of public engagement.

Creative engagement activities that could be considered includes:

- use of web-based resident surveys or emailed surveys to target groups;
- use of QR codes on temporary signboards at the park location or nearby community facility, linking to on-line information about a project or a survey;
- 'walking discussions' held at the park site;

- delivering public meeting presentations via WebEx (or equivalent on-line presentations), which allow for off-site participation (including the potential for interaction rather than just viewing);
- use of social media (such as Twitter and Facebook) to solicit input from followers;
- translation of materials into different languages;
- a traveling 'roadshow' with information on the project presented at community centres, shopping centres, etc.;
- direct outreach to specific target groups such as older adults, youth and multi-cultural groups through community contacts, including taking the presentation/information to where the audience is (group meetings, events).

The City may already be using some or all of these techniques at various times and the potential increase in public engagement costs would need to be weighed against the type and value of the project involved.

Recommendation #19

- ⇒ Continue to engage the public in all parks development and redevelopment projects to ensure that community preferences and interests are integrated together with recommended facilities, and to fulfill Placemaking objectives. Consideration should be given to different types of public engagement activities such as meetings and open houses, as well as information technology such as Facebook, Twitter and other forms of social media to supplement traditional community approaches. Engaging the public through a range of engagement activities expands the City's reach to the maximum number of potential participants.



Port Credit Memorial Park

4.2.3 Design Guidelines and Standards for Parks

Park Redevelopment Criteria, Design Guidelines and Standards

In recognition of both aging park infrastructure in Mississauga and the role that existing parks will play in supporting both new population growth and changing recreation and leisure interests, the 2009 Future Directions Master Plan recommended that a prioritized list of parks for redevelopment be completed by staff to inform the capital budget process.

Dialogue with City staff has indicated that in order to move the 2009 recommendation for prioritization of park redevelopment forward there is a need to better articulate a set of criteria to direct the identification of priorities. In this discussion it is important to note that a park redevelopment project is different from routine park facility repair and replacement which may happen on a different timeline as a 'one-off' replacement to address safety concerns, or as part of life cycle replacement. A park redevelopment project typically addresses the park as a whole and may include changes to facility types as well as a reconfiguration of the design and layout of the park.

There may be alignment of the two processes in the event that a park requires a major overhaul of several facilities and/or operational costs have increased as a result of aging infrastructure. Other factors that may trigger redevelopment include a need for the park and facilities to be more relevant in the context of contemporary trends, or to address anticipated or known recreation and leisure needs, as discussed in the *2014 Future Directions Parks and Forestry Master Plan*, and *Recreation Master Plan*. These may result from a change in neighbourhood demographics as a result of the typical changeover in the life-cycle of a neighbourhood or as intensification or cultural shifts bring in new residents with new interests. As well, with a limited future land base to support new parks acquisition, the redeployment of older

parks to meet the needs of new residents in areas of intensification will need to be considered. Prioritizing park redevelopment therefore must respond to multiple factors which the City may wish to consider when establishing criteria.

The City has embarked on a park facility repair and replacement inventory which will be developed into a lifecycle model. This is anticipated to be completed by 2015. Following this assessment, the City should embark on a park redevelopment study to develop evaluation criteria and weighting for park redevelopment, followed by the preparation of a list to prioritize parks for redevelopment to inform capital budget requests.

Criteria for park redevelopment may include the following (not necessarily in order of priority) and should be further refined through internal staff research and discussions. The term 'park' is used in its broadest sense and may include parks, greenbelts, gardens and other public open space.

1. The park is identified through an approved master planning exercise as a target for redevelopment, e.g. the Waterfront Parks Strategy, the Credit River Parks Strategy, the Downtown Growth Area Parkland Provision Strategy or a standalone park master plan.
2. There is available space in the park to accommodate new facilities or existing facilities are underutilized and could be redeveloped to meet identified recreation needs (refer to Section 4.1.2 of this report, and the more detailed analysis in the *Future Directions Recreation Master Plan*).
3. Population density and/or demographics in the service area have changed significantly as a result of land use changes or intensification.

4. Park utilization has significantly increased, and/or the nature of use has changed and is impacting the carrying capacity of the park or warrants rethinking of park facilities to support new activities, e.g. special events.
5. Redevelopment of the park is financially prudent considering its age, increases or reductions to operations and maintenance demands, or the planned timing of replacement of major park facilities. This is often needed at the 25-30 year mark but may also be precipitated by catastrophic damage from an event such as flooding or an ice storm.
6. There have been significant changes in neighbourhood socio-demographics as a result of intensification, demographic shifts, or in the age of the neighbourhood which for suburban areas are generally considered to 'turn-over' to the next generation in approximately 25-30 years. (Note: Age cohort mapping based on the 2011 Census is provided in the socio-demographic profile prepared as background to Future Directions. Updated age cohort data is anticipated in 2014).
7. Activities in the park are having a harmful or negative effect on the surrounding community.

Recommendation #20

- ⇒ Establish a prioritized list of older parks for redevelopment and identify annual budgets for systematic parks redevelopment / upgrading within the 10-year capital plan, based on identified priorities and employing additional analytics and assessment. To inform priority setting evaluation criteria should be established and applied. This could include the following considerations (refer to body of the Master Plan for additional details).

- planned life cycle replacement of major outdoor recreation facilities;
- implementing the recommendations of *Future Directions Recreation Master Plan*, including the potential for redeployment of underutilized sports fields in existing parks to meet identified needs;
- implementing the recommendations of the *Credit River Parks Strategy*, the *Waterfront Parks Strategy* the *Natural Heritage and Urban Forest Strategy* and the *Urban Forest Management Plan*, the *Downtown Growth Area Parkland Provision Strategy*, the *Older Adult Plan*, *The Youth Plan*, and the *Cycling Master Plan*;
- significant changes in community demographics as identified through growth plans or other studies;
- increase in park usage and/or the nature of use has changed and is impacting the carrying capacity of the park or warrants rethinking of park facilities to support new activities.

Recommendation #21

- ⇒ Develop guidelines and standards for landscape, urban design elements, facilities and sustainability measures to be applied to routine facility repair and replacement within parks, and the development and redevelopment of parks. The plans and design guidelines will also be used for budgetary purposes.

Tracking Park Utilization

As well, discussion with City staff has suggested that it can be helpful to track and monitor the frequency of use in key parks for a period of time where capacity issues have been noted or when evaluating community requests for park improvements. This type of assessment

could be achieved in its simplest form by establishing park pathway counters, and drawing on observations by front-line staff. A user survey could also be employed that collects information on how frequently parks are being used and for what purpose, administered by park volunteers or summer students. Collectively, this information could help to support the argument that parks are well used and valued, as well as identifying those that are potentially over-utilized beyond their carrying capacity, or those that are not well used as they are no longer serving residents needs. The latter two being potential indicators for redevelopment.

Recommendation #22

- ⇒ Consideration should be given to developing and executing a means of tracking park utilization. This type of assessment could be achieved through information technology, by establishing park pathway counters, observations by front-line staff, or a survey of use conducted by volunteers or students. A park utilization assessment tool would be useful in supporting the argument that Mississauga's parks are well used and valued, as well as informing park redevelopment priorities by identifying those parks that are potentially over-utilized beyond their carrying capacity, or those that are not well used as they are no longer serving the needs of residents. Enhanced systems analysis of the City's parks provides confidence not only to residents related to the tax expenditure and services delivery, but also to current and prospective corporate sponsors enhancing stewardship

Integrating Information Technology into Parks

Dialogue with youth representatives during the study process has indicated a strong interest in the provision of Wi-Fi® hot spots in Destination Parks. This has the most relevance for, and is increasingly found, in community facilities and urban parks in large cities, often provided in partnership with private sponsors. Similar to the process used in the 2004 Washroom Study, the City should consider undertaking an internal study to develop criteria for and conduct an evaluation of suitable locations for the provision of Wi-Fi® hot spots in selected destination parks where coverage is possible, and park usage warrants consideration. This should be accompanied by an investigation of opportunities for partnerships with corporate sponsors or technology service providers.

Other forms of information technology are also being employed in contemporary destination parks including video screens such as the one at Mississauga Celebration Square, digital information boards and videogame tables. These types of features are most appropriate in urban parks such as those in Mississauga's City Centre. These features, however, may significantly alter the character of a park, attract crowds and are vulnerable to vandalism. There may be opportunities for temporary installations in other destination parks as part of special events, although caution should be exercised in locations that may cause disturbance to wildlife or adjacent residences.

Recommendation #23

- ⇒ Through an internal study, the City should develop criteria for and conduct an evaluation of suitable locations for the provision of Wi-Fi® hot spots in selected destination parks, and investigate opportunities for provision of the service in partnership with corporate sponsors or technology service providers.

Trails and Pathways

Trails and pathways in parks continue to be highly used and sought after facilities in Mississauga's parks and open space areas. Comments received about potential improvements that would enhance the use and enjoyment of parks and enhance safety include: better connectivity and the development of trail loops in the valley parks systems; maintaining trail surfacing; all-season use; lighting of trails; wayfinding and signage; and the provision of additional amenities that support trail use (e.g. benches and rest areas, washrooms and water filling stations). The need to enhance neighbourhood serving parks with short pathway loops that improve access to, and through, parks and encourage walking, was also noted, particularly in regard to encouraging activity levels amongst older adults. Tied to this were suggestions to add fitness equipment to trails and pathways in parks. The popularity of the Lake Aquitaine exercise circuit was noted.

It was noted in discussions as well as in the *Credit River Parks Strategy* report that steps should be taken to establish a continuous trail system that will extend along the Credit River from Brampton to Port Credit at Lake Ontario. This continuous network of trails would allow opportunities for recreation, socialization and public education as well as provide continuous natural links for wildlife.

Relative to other facilities, trails and pathways represent one of the best values for dollars invested as they appeal to a range of users and offer high returns in personal enjoyment and health benefits at a relatively low cost per person. Although the City has completed its Cycling Master Plan, the last study that addressed multi-use recreational trails holistically was conducted in 2001. The last study that addressed multi-use recreational trails holistically was conducted in 2001 and the 2009 Future Directions Parks and Forestry Master Plan recommended an update to this study vis-a-vis a Park Pathway

Study. Since then there are additional recommendations related to trails and pathways contained across several studies including a comprehensive study for the Credit River Parks. The purpose of the park pathway study would be to confirm the City-wide trail inventory and validate and consolidate recommendations related to the recreational trail system as developed for the *Cycling Master Plan*, the *Credit River Parks Strategy*, the *Natural Heritage and Urban Forest Strategy*, the *Urban Forest Management Plan*, the *Waterfront Parks Strategy* and other related parks studies within the context of a City-wide recreational trail system.

Considering the continued public interest in trails and pathways and the number of recent studies that are addressing trail development in different locations and the importance of pedestrian movement across open spaces and road right of ways the City should consider the need and value for a citywide pedestrian study.



Lakefront Promenade

The study would consolidate and integrate the recommendations of other studies as related to multi-use trails and pathways, and pedestrian movement considering user safety and CPTED principles, natural environment protection, and accessibility. It would additionally provide: a hierarchy of recreation trail and pathway types to direct development; provide consistent design standards that address trail and pathway construction; establish maintenance standards and protocols; and provide guidelines for a set of consistent wayfinding, interpretive and regulatory signs within an overall park signage system.

The 2009 Future Directions Parks and Forestry Master Plan recommended an update to this study vis-a-vis a Park Pathway Study. Since then there are additional recommendations related to trails and pathways contained across several studies including a comprehensive study for the Credit River Parks. A Trail Lighting Policy has also been developed.

Recommendation #24

- ⇒ The City should plan to continue building towards a continuous and interconnected trail system which builds off of the existing network already established and new trail routes identified in other supporting studies such as the *Waterfront Parks Strategy* and the *Credit River Parks Strategy*.
- ⇒ Considering the continued public interest in trails and pathways and the number of recent studies that are addressing trail development in different locations and the importance of pedestrian movement across open spaces and road right of ways the City should consider the need and value for a City wide pedestrian study.

Increasing Awareness of Parks and Recreation Facilities

Public input during both the 2009 and 2014 Master Plan development suggested that there is a need to increase the level of awareness of parks and recreation resources in the City, together with increased publicity of events and activities that take place in parks. The ongoing need for improvements in this regard was again raised through the current Future Directions dialogue with representatives from community organizations involving youth, older adults and newcomers.

The City of Mississauga currently has a substantial amount of information about parks, recreation, and culture facilities and events on its web site, however there may be opportunities to improve the ease of access to this information. As an example the City of Beverly Hills has an excellent integrated information technology system for promoting City services which for parks and recreation includes interactive GIS mapping of City resources, mapping of Wi-Fi hot spots, a mobile app linking to parks, recreation and culture information, SMS texting service and eNotices that notify of events, press releases and other City business.
<http://www.beverlyhills.org/citygovernment/departments/informationtechnology/>

Other innovations in use by municipalities include the use of QR (quick response) codes on information signboards in parks that link to a park or trail map or additional interpretive information. Additional uses for QR codes include the potential for translation of signage or interpretive information in multiple languages which is an important consideration in a culturally diverse City such as Mississauga. Discussion with the City's IT staff revealed concerns over the potential hijacking or hacking of the QR codes on permanent signs in parks, with preferred locations being inside community buildings where there is better surveillance to prevent vandalism. Other

technologies that can serve the same purpose include proprietary mobile 'apps' or a Wi-Fi® link to web-based information created and supported by the City.

The idea of a special parks event to celebrate Mississauga's upcoming 40th anniversary was also raised including the potential for a 'caravan' style event hosted across multiple locations with a stamped park 'passport'.

Recommendation #25

- ⇒ The City should investigate and implement opportunities for improved marketing and publicizing of parks resources, together with programs, events and activities that take place in parks, woodlands and natural areas. The value of parks (health, economic, environmental) should be a key component of marketing. This should include consideration of improvements to portals on the City's web site and integration of information technology. These efforts should be coordinated across parks, forestry, recreation, library, fire, and culture services.

Increasing Access to Parks

When asked what would increase park usage for all ages and abilities, a clear message received through the recent Future Directions dialogue with representatives from community organizations was a need for better access to the City's major parks and facilities, including improving transit services from existing residential areas. This was a consistent message from youth, older adults and newcomers. The lack of direct bus access to Riverwood, which is identified in the Mississauga Strategic Plan as the City's 'Central Park', was frequently noted, along with other potential opportunities such as a "hop-on-the-bus, hop-off-the-bus" transit ticket during special events or a permanent (peak season) shuttle between the waterfront parks. Improving regular transit to and between the waterfront parks was also a recommendation of the Waterfront Parks Strategy.

As a built-out City there will be limited opportunities to develop new large, multi-purpose parks and with the anticipated population growth there will be a greater reliance on and use of the City's existing parks which may be located some distance away from residential populations. 'Developing a Transit-oriented City' is a fundamental pillar of the City's Strategic Plan and in realizing this goal attention should be paid to establishing strategic route connections to the City's key parks and recreation facilities, in particular those that offer one of a kind or specialized facilities. Regularly scheduled, affordable and well-promoted transit service to key park destinations would open up access to a range of users who might currently be precluded or deterred from using parks as a result of physical or financial limitations, and could further help to reduce car dependency amongst the general populace.

Analyses of park utilization mentioned in the foregoing sections could assist in identifying potential park and community facility destinations which would benefit from improved transit access. (Refer to Recommendation #13)

Recommendation #26

- ⇒ In advancing the implementation of a comprehensive, City-wide transit system that supports the Strategic Plan, the City through inter-departmental dialogue, should work together to provide regularly scheduled, affordable and well-promoted transit service to key parks and recreation facilities as a means of increasing public access and as part of reducing car dependency.



Lake Ontario waterfront

4.3 Parks Operations

4.3.1 Parks Operation Service Levels and Special Management Areas

Since the 2009 Master Plan was completed Parks Operations has continued to streamline its practices. Park service levels are defined and allocated on the basis of priorities which acknowledge the profile of the park with specialized parks receiving a higher profile and service level than typical neighbourhood parks. Operations staff currently utilize the Infor Maintenance Management System (formerly Hansen) to enter work completion tasks on-site and facilitate information sharing. Data collected is used to examine service level adherence, maintenance costs and hours performed for various functions of work. Forestry staff use Hansen to receive and resolve service requests which may result in work order generation for the planting and maintenance of City owned trees.

The Parks and Forestry Business Plan notes that moving forward, staff seek to maximize the capabilities of the Infor system through the establishment of decision support systems (DSS) and other analytics to identify and rectify service level gaps and re-allocate existing resources to improve the consistency of operations City-wide.

Dialogue with staff noted that there could also be further refinement of defined service levels for parks maintenance which acknowledge the variations in park types and usage within each priority level. For example parks with highly utilized sports fields require a different level of service than a park without sports fields. Similarly, the newer highly designed urban parks and those with garden areas or other specialized features require a maintenance level that substantially exceeds that of a typical park. The department has made some in-

roads in addressing this with support for increased maintenance budget allocations for the City Centre parks.

As an example, a key issue raised through the consultation discussions and in communications to the City from the Brueckner Rhododendron Gardens (BRG) Park Stewardship Committee is the need to add a classification of 'garden'. The purpose behind the request is to provide a differentiation between the role and function of a garden as an area for viewing and passive use vs. those of traditional parks (which tend toward recreation). Discussion with staff concluded that introducing a garden classification into the park planning classifications would be an anomaly as other park types are not defined, Community Park and Destination Park being the only park classifications in use in the Official Plan.

It was concluded with staff that there is potentially a better alignment of this concept with refined park service levels, as described in the foregoing paragraphs. It was also discussed that the specific concerns raised at Brueckner Rhododendron Gardens could also be potentially alleviated with more definition within the Parks By-law to permit/prohibit certain uses.

The discussion raises the question of whether maintenance service levels need increasing for gardens, whether they are standalone sites or areas within a park. If so increases in staffing and budget may need to be considered. At present maintenance at BRG is heavily supported by a volunteer group. Concerns over long-term sustainability of the volunteer efforts may be an underlying issue to the request.

It was also suggested that the concept of management zones in parks that define allowable uses as well as management activities would be a useful exercise for the BRG as well as in other strategic parks. This suggests the potential need for management plans or master plans

for sites with complex, multiple roles or sensitive settings, as was completed for Riverwood.

Recommendation #27

- ⇒ The City should continue to review and refine its service levels for parks operations and maintenance, and consider the development of internal categories within existing defined service levels to be more reflective of the specific maintenance needs of different types of parks, or spaces within parks, based on facilities, function and / or level of usage. These categories may include gardens, waterfront parks, sports fields, urban parks and special event sites, and could result in different maintenance levels within individual sites.

Recommendation #28

- ⇒ The City should consider amendments to the Parks By-law to restrict active recreational uses within parks or areas of parks with substantial horticultural displays such as Kariya Park, Brueckner Rhododendron Gardens, Riverwood and potentially at Park 508 (to be developed on the former Woodlands Nursery property).

4.3.2 Special Events Support

Events and other community activities are opportunities to promote social interaction, enliven parks and public spaces and celebrate Mississauga's cultural diversity. Mississauga's parks are increasingly being used for more community events which are taking place in local parks as well as planned venues such as Celebration Square.

The *Event Standards Analysis* and subsequent work being completed by the Culture division provides direction on defining outdoor festivals and events and matching appropriate park venues to particular types

of events. Factors or descriptors that delineate types of events are identified together with the facilities and servicing needed to support them. Dialogue with City staff suggests that additional work is still needed in defining and delivering operational support for these events in a manner that is cost effective and beneficial both to event organizers and to Parks operations staff. Presently some community events result in unexpected or unplanned increases in park maintenance activities which draw personnel away from regularly scheduled responsibilities.

To provide an appropriate level of operational support Parks and Forestry in collaboration with the Culture and Recreation Divisions should study how best to support special events in parks including the feasibility of providing dedicated operational resources team that would undertake activities prior to and following an event, e.g. deliveries, set up, take downs and rehabilitation of the park. The need for deployment of the operational resources should be coordinated in advance at the time of event planning and permitting process so that all relevant costs and charge-backs can be assessed and implemented.

Recommendation #29

- ⇒ To provide an appropriate level of operational support the Parks and Forestry Division in collaboration with the Recreation and Culture Divisions should study how best to support special events in parks including the feasibility of providing a dedicated operational resources team that would undertake activities prior to and following an event, e.g. deliveries, set up, take downs and rehabilitation of the park.



Picnicking at Jack Darling Park

4.3.3 Informal Use of Playing Fields

It was conveyed during consultation that it is sometimes unclear to the public, and to youth in particular, which sports fields are off-limits (e.g. premium, fenced fields) vs. those that are available for use when they are not booked for permitted play.

This uncertainty could be resolved by reviewing the inventory of playing fields, determining which are off-limits for casual use, and posting of signs at the facility. The approach may also need to include the need for posting of temporary signs when fields are unavailable for both casual and permitted use when fields are 'resting' or as a result of wet conditions. Allowable casual use of other fields should be confirmed in the City's Parks By-law and the message conveyed to the public. Messaging of information should be conducted in a manner that reaches the most park users and should consider the

provision of a park conduct sign at parks that welcomes the use of playing fields as well as the posting of regulatory signs at facilities that are off-limits.

Recommendation #30

- ⇒ The City should clarify internally which playing fields are available for informal, pick-up use when not booked vs. those that are restricted off-limits and develop and implement a means of communicating this information to the public in a manner that reaches the most residents and sports groups. This can be achieved through park signage as well as information technology that includes social media and place based communications using Wi-Fi®.

4.3.4 Marinas

The City owns and operates two public marinas on the Lake Ontario waterfront: Lakefront Promenade Marina and Credit Village Marina. Both marinas offer docking and boating facilities along with public amenities, the Credit Village Marina also being located within the vibrant setting of Port Credit Village.

Boating activity provides a dynamic focal point for Mississauga's waterfront. The marinas and harbor areas are popular as local and regional destinations for recreational boating, charter tours, fishing, and visitation. They provide economic benefits to the City and surrounding community derived from: docking and launching fees as well as tourist and visitor revenues to local businesses from transient use, general visitation, and events such as the Salmon Derby. Public support for the continuation of boating on Mississauga's waterfront has been noted in past and ongoing waterfront planning studies such as the *2008 Waterfront Strategy* and *Inspiration Port Credit*.

Long-term sustainability of recreational boating and charter boats on Mississauga's waterfront will require an ongoing commitment to marina and harbor functions and operations. The City's long-standing commitment to this is evidenced by major capital projects such as Lakefront Promenade Park and the redevelopment of the Port Credit harbor, and the recent funding of the 2014 dredging operations to reduce sediment levels in the Credit River harbor.

Recommendation #31

- ⇒ Recreational boating and charter boat activities provide a dynamic focal point for Mississauga's waterfront and recreational, economic, and tourism benefits. In support of boating activities, the City should continue its commitment to the management and operations of marinas and the associated public amenity space as well as consider long-term marina and harbor service provision.

4.3.5 Winter Use of Parks

Consultation during Future Directions noted continued interest by the community in year round use of parks. There continues to be a demand for winter clearing of trails and pathways, which has been addressed by the City through prioritization of locations for snow removal within the system that serve as key linkages between destinations. In addition to its formal outdoor ice skating facilities, the City operates several outdoor ice rinks in partnership with community partners in locations where there is adequate infrastructure. Community interest expressed during consultation extends to increasing the number of natural ice rinks in parks, toboggan hills, and providing amenities that support winter activities such as fire pits and warm-up shelters. However, an increase in facilities and amenities to support winter activities, notably natural ice rinks and fire pits requires more staffing and/or volunteer time.

Providing for all-season use of selected parks is a means of encouraging outdoor physical activity year-round, and was identified by community representatives as a way of increasing social interaction particularly amongst newcomers to Canada who may feel even more isolated during the winter months. However, the unpredictable nature of winter weather, the cost of specialized facilities and increased operational costs can be significant drawbacks to accommodating this interest in more than a few selected park locations.

Recommendation #32

- ⇒ In developing new parks and redeveloping older parks the City should consider how to best optimize winter use of parks and the trail/pathway system in selected locations where there is sufficient community interest, appropriate infrastructure, and where it is financially viable.

4.3.6 Extended Hours for Parks

The current Mississauga Parks By-law permits general use of parks between 7AM and 11PM, which is consistent with its neighbour City of Brampton. Discussion with City staff revealed that there is interest by residents in extending park hours to accommodate different lifestyles, and to further consider 24 hour use of parks. Residents are already using parks and trails after hours and the question was raised whether park hours should be extended. Night-time use of parks would require additional lighting and surveillance and raises concerns over user safety, and noise and disruption for adjacent residents. As well for trail areas through natural areas night lighting could negatively impact wildlife.

Notwithstanding these issues, Mississauga may wish to selectively consider an extension of park hours to align with contemporary urban lifestyles, either across the park system, in selective parks, or seasonally. The City of Toronto park hours are 5.30AM to 12.01AM which accommodates a modest extension of use. In New York City, closing hours differ from neighbourhood to neighbourhood, and range from dusk to 1AM.

24 hour use of municipal parks is not commonly permitted for reasons noted above, although in New York City there are some public squares on private property which are open 24 hours. The applicability of this scenario is most likely to be small public spaces in urban areas with an active street life as opposed to traditional parks, and should only be considered where there is demand and good purpose, surveillance from neighbouring streets, and no impact to residential areas. It should be accompanied by stringent enforcement of the Parks Bylaw as it relates to allowable uses and conduct.

Even without an extension of park hours there is a need to find a balance between park user needs, safety, and conflicts with adjacent uses when considering park lighting. The City through its Pathway Lighting Policy recommends focusing on the lighting of well-used connections between destinations while balancing these issues.

Recommendation #33

- ⇒ The City should selectively consider an extension of park hours to align with contemporary urban lifestyles, either across the park system, in selective parks, or seasonally. If implemented it should be accompanied by stringent enforcement of the Parks Bylaw as it relates to allowable uses and conduct.
- ⇒ The City may wish to review its lighting policy to consider lighting beyond pathway lighting and to review lighting of areas within parks particularly within intensified urban areas

where there may be a desire to use parks or public spaces in the evening hours. When determining areas to provide lighting the balancing of user safety, CPTED principles, impacts to wildlife and adjacent land uses, and operational costs should be considered.



Evening at the Port Credit waterfront

4.4 Cemeteries

The City of Mississauga currently maintains ten cemeteries. Four cemeteries are in active use however burials are only performed in previously purchased plots. The City has introduced additional columbaria in recent years to meet an increased demand for cremations, which is driven by both a scarcity of land as well as cultural preferences, and continues to evolve its services to meet the needs of a diverse population. The balance of the City's cemeteries are closed or historic sites.

The City's cemeteries are essentially at capacity for burials and continuing land constraints will limit the number of traditional in-ground burial options available in the coming years in cemeteries across the Greater Toronto Area. The City's response to increased demand includes maximizing the number of saleable plots at existing cemeteries, capitalizing on increased demand for Columbaria niches and exploring the feasibility of additional cemetery lands within the City.

To continue to provide a full range of interment options to Mississauga residents, a new cemetery site is needed. This is an, as yet, unrealized recommendation from the 2009 Master Plan which warrants continued consideration in this term of the plan.

Recommendation #34

- ⇒ The City should, through its Cemetery Operations business analysis, continue to consider its options for a new cemetery location to meet projected needs, as well as other initiatives that address current trends in the bereavement industry as well as resident preferences.

4.5 Partnerships

Partnerships are an effective way to facilitate community infrastructure development or improve the efficiency and effectiveness of delivering services and programs, allowing funding organizations to achieve greater results with limited funds. For the municipal sector, partners can exist at a number of levels including, inter-governmental, inter-departmental, community and private sector. Partnerships can help build constituency, support and funding for City projects, foster understanding and shared responsibility between interested parties, build social ties within the community, provide a sense of fulfillment and purpose through volunteerism, and help influence social norms.

The City of Mississauga has for many years been supported by its government agency partners as well as local community organizations in the delivery of specialized programs, facilities and services related to parks and forestry. The benefits that accrue to both the City and the community are well recognized in Mississauga, and there are a number of partnerships that have developed around common goals and interests, including arts and culture, recreation facilities and programs, and environmental protection and stewardship.

A key issue identified by the City for the 2014 Future Directions Parks and Forestry Master Plan is the investigation of, and recommendations for, specific types of partnerships in parks and forestry stewardship, including different approaches and models to partnering. The City recognizes a need to move forward with a multi-layered partnership approach to the management of parks and natural areas. Current partnerships and opportunities for enhancement and the potential for migration to new types of partners are discussed in the following sections.

4.5.1 Supporting Existing Partnerships

Strengthening Community Partnerships

The City currently implements a Community Grants program which allows the City of Mississauga to better leverage its financial resources. The City of Mississauga accepts applications annually from community-based arts, culture and recreation organizations for financial support. The available grant funds are distributed annually based on review of applications against defined criteria by an impartial four-member panel.

The delivery of programs and other services through reliable, sustained volunteer efforts is dependent on the long-term viability of the organizations providing them. Although there are now three community grant programs in Mississauga (Community Grants, Arts and Culture, Cultural Festivals and Celebrations) as well as corporate grants, there is no grant stream specifically targeted to organizations that support parks, natural areas and forestry stewardship. Although grant funding has been approved to several organizations on an annual basis, including in 2014, even the City's most valued partners in parks and environmental services have not received committed multi-year funding in the past.

The City's Living Green Master Plan (LGMP) recommends that the City **"Create an Environmental Community Grants Program" (Action 28)** with a funding structure to support and showcase community-based environmental initiatives. A budget request was made through Parks and Forestry to realize this recommendation. This recommendation should be acted upon.

Community interests in Mississauga in addition to environmental initiatives include community gardens, leash-free areas, urban agriculture, and public gardens. To ensure the inclusion of

organizations that partner in the delivery of these services the City should consider focusing a portion of the Grant Program toward parks related initiatives. This could be combined with the proposed Environmental Community Grants Program to be a Parks and Environment Community Grants Program.

Recommendation #35

- ⇒ In looking at effective partnership models the City should first consider how to best support its strongest, most successful community partners who deliver key parks and forestry services that meet the City's strategic goals and who complement the City's own resources. In particular those that provide in-kind services that have a real financial value to the City such as reducing operating costs. This may mean a commitment to sustained annual funding by the City to serve as seed money to organizations that can demonstrate a sound business model and plans.

Recommendation #36

- ⇒ The City should act on and implement the Living Green Master Plan (LGMP) recommendation to **“Create an Environmental Community Grants Program”** as part of the overall Community Grants Program with a funding structure to support and showcase community-based environmental initiatives. The program aims to promote a green culture within the resident community and creates an opportunity to build lifetime interest in the environment with Mississauga's youth. To include and encourage organizations that partner in the delivery of other parks related services the City should consider focusing a portion of the Grant Program toward parks related initiatives. This could be combined with the Environmental Community Grants Program to be a Parks and Environment Community Grants Program.

Strengthening Agency / Stakeholder Partnerships

The City of Mississauga currently partners with its government agency partners including Toronto Region Conservation, Credit Valley Conservation, Halton Region Conservation, the Region of Peel, the Dufferin-Peel Catholic School Board and the Peel District School Board on a wide range of initiatives and projects of mutual benefit and interest. These are well established relationships with roles and responsibilities varying across the agencies depending on the initiative, and ranging from providing input as a stakeholder to being a financial partner in project delivery. These City and agency partnerships are highly successful and valued and have served residents well at both a local and a regional level for many years.

Initiatives with the Region of Peel and the conservation authorities include both strategic planning exercises, such as the Natural Heritage and Urban Forest Strategy and Urban Forest Management Plan as well as major capital projects. A notable ongoing example of the latter is the Lakeview Waterfront Connection which will create a new natural waterfront park and trail connection from lakefill on the eastern Mississauga waterfront. The project is being undertaken by the Region of Peel and Credit Valley Conservation, with support from Toronto and Region Conservation and the City of Mississauga. The City also partners with both the Region and the Conservation Authorities on environmental restoration and planting initiatives.

With respect to extended opportunities with the Region of Peel, the Region is spearheading a range of policy development efforts and programs to support active living. The City should partner with the Peel Region Public Health in its effort to promote “Active Living” and leverage the Region as an advocate in providing evidence-based data to inform parks and recreation related decision making at the City (such as the San Francisco model noted in Examples from Other Municipalities – Appendix C). As well the Region is working with the

United Way to coordinate events that bring the neighbourhood together, including recreational projects. There is an opportunity for the City to leverage the Region's partnership with the United Way to support play site improvements.

Recommendation #37

- ⇒ The City should partner with the Peel Region Public Health in its effort to promote "Active Living" and leverage the Region as an advocate in providing evidence-based data to inform parks and recreation related decision making at the City. The Region is working with the United Way to coordinate events that bring the neighbourhood together, including recreational projects. There is an opportunity for the City to leverage the Region's partnership with the United Way to support play site improvements.

The City has a longstanding relationship with both the Dufferin-Peel Catholic School Board and the Peel District School Board on joint-development and co-location of facilities and joint-use agreements that improve community accessibility to school spaces and facilities. Moving forward, the City should continue working with the school boards and consider expanding upon joint-use agreements to include facility maintenance and joint programming.

From discussions there would also appear to be the potential to increase or enhance partnerships with the school boards around programs that allow student participation in maintaining parks and natural areas, in particular at sites where schools are co-located with parks or adjacent to natural areas. Although these activities are part of current stewardship initiatives, efforts are frequently informal in nature and coordinated school by school. These types of programs are important to fostering a sense of ownership and environmental stewardship among students and could benefit from a more formalized agreement and process at the Board level to allow for a

consistent and sustained commitment. It is important to foster outdoor education and event connecting with Conservation Authorities and stewardship groups about providing it within the City of Mississauga's parkland system to benefit the school boards.

Recommendation #38

- ⇒ The City should continue to work with the school boards on joint facility development and joint-use agreements where mutually beneficial, and consider expanding its joint-use agreements to include facility maintenance and joint programming.
- ⇒ Where mutually beneficial, partnerships with the school board could be enhanced to allow for long-term student participation in maintaining parks and natural areas, in particular on sites where schools are co-located with parks or adjacent to natural areas.
- ⇒ The school boards should be encouraged to develop work plans within the curriculum that incorporate outdoor education components and build awareness of ecology, stewardship and the natural and cultural heritage of Mississauga.

4.5.2 Support for Volunteerism and Community Involvement

Engaging in community partnerships includes tapping into the support of volunteers who can assist the City in reducing operational requirements. There is a growing interest in Mississauga for residents and the corporate community to want to participate. Through discussion with staff and community stakeholders it was identified that the City could enhance its processes and procedures to increase efficiency and make it easier for volunteer involvement. It was also

noted that to be of the most value volunteer efforts should be coordinated and focused on areas of need, and partnerships should be 'true' in the sense that volunteers are available when the City needs them and targeted to areas of need. Public education and awareness are essential to getting residents and community organizations on board particularly on environmental issues and partnerships in parks management.

There is untapped potential within the community, schools, and among neighbourhood associations who have interest and/or capacity and a need for the City to be proactive in communicating partnership development and service delivery opportunities to community organizations and services delivery agencies. Efforts need to be undertaken to provide an effective alignment between the pool of volunteers and 'hot spots' or areas in need of assistance.

A standardized volunteer program with volunteer recruitment processes and a recognition system would assist in establishing a strong and sustainable volunteer base in Mississauga. This should be augmented by a recognition program that consistently and appropriately acknowledges the efforts of volunteers and donors.

Recommendation #39

- ⇒ The City should develop a Community Services Integrated Volunteer Program to increase efficiency, attract a strong and sustainable volunteer base in Mississauga, realize untapped potential volunteers within the community and make it easier for volunteer involvement. This should be augmented by a recognition program to acknowledge the efforts of volunteers and donors.

The Sponsorship and Corporate Development group has a mandate to find and support strong community partners on behalf of the entire Community Services Department, administers the Corporate and

Community Grants program, and provides support to community organizations.

Discussion with several of Parks and Forestry's affiliates in stewardship program delivery indicated that they feel well supported in their activities by the City and by Parks and Forestry staff in particular. However, most NGOs don't have capacity or funds to cover operating costs and need sustained sources of funding to be successful over the long-term.

It was identified that it would be of benefit to community organizations if the City could provide consistent support and assistance to them in 1) grant applications, 2) support volunteer fundraising activities, 3) help seek out external funding partners.

The City of Toronto through its Partnership Development Unit seeks out new community partners and assists community groups with their fundraising projects. More than just a grants program administrator the unit seeks out and channels support and funding from corporations, foundations and philanthropists. Working together with community organizations they have successfully raised millions of dollars for parks, recreation and urban forestry projects for the benefit of Toronto's residents and visitors. The Partnership Development Unit website notes that it is currently working with dozens of community groups and other organizations on a range of projects including:

- play sites
- park improvements
- tree and garden planting
- recreation facility improvements
- special projects

Recommendation #40

- ⇒ The City should investigate the feasibility of an expanded or more clearly identified role for the Sponsorship and Corporate Development Division in assisting the City's affiliate organizations in the following activities 1) grant applications, 2) support for fundraising activities, and 3) seeking out external funding partners and channeling donations.

4.5.3 Growing New Partnerships

Evaluating New Partnership Opportunities

The City recognizes the importance of engaging in meaningful partnerships, whether it is with the community, agencies, stakeholders, or other levels of government. For partnerships to be successful, investments are required in time and resources, enabling relationships to be nurtured, and resulting in partners with strong a sense of ownership. Discussions with Community Services have indicated a desire to be more pro-active in the seeking of partnerships and the channeling of efforts.

The development of a partnership selection process would support alignment among all partners of the partnership's mission, mandate, goals, responsibilities, and expectations. A partnership selection process should include partnership development supports for external funding or other resources that would benefit community groups and potential partners.

As well from time to time the City receives unsolicited proposals for the development of specialized outdoor recreation facilities. A consistent mechanism and process for evaluating these opportunities is needed. The City should develop formal processes for evaluating partnership opportunities and invitations from external parties,

whether they include community groups, agencies, schools, or the Region. This may require formalization of a program and a process requiring organizations to submit a business plan for the City to consideration (e.g. the Ottawa Community Partnership Major/Minor Capital Programs).

Recommendation #41

- ⇒ The City should develop formal processes for evaluating partnership opportunities and invitations from external parties, whether they include community groups, agencies, or private sector. This would require formalization of a program and a process requiring organizations to submit a business plan to the City for initiatives of a scale that exceeds that of the Grant Program, or requires a substantial long-term operational commitment.

Public/Non-Profit Partnerships

As demonstrated in the Environmental Scan (Section 3.0), there is a growing trend in North American cities toward the use of partnerships in parks and recreation, including comprehensive service delivery by increasingly sophisticated not-for-profit organizations such as park foundations with a mandate to oversee complex capital projects as well as programming elements (refer to Toronto, Calgary, Ottawa case studies in Appendix C). It may be premature for the City to consider a partnership model that broadly supports parks services at this time, however such organizations do not develop overnight and a supportive municipal culture is needed to allow the potential for them to evolve. Some of the foregoing recommendations will help in the migration to this model if the City wishes, and if there is interest by the not-for-profit sector. Further investigation is needed to determine the potential factors for success in these models and to evaluate if this is the right direction for the City.

Recommendation #42

- ⇒ The City should investigate the opportunities for, and merits of, cultivating an advanced public/non-profit partnership models in the delivery of parks services such as the City of Calgary Parks Foundation, the City of Toronto Parks People, and the City of Ottawa Community Partnership Major/Minor Capital Programs.

Corporate Sponsors

There are a number of effective community and corporate partners and sponsors in the stewardship of parks and natural areas (volunteer programs for tree planting, naturalization, and clean ups) run by the City and affiliated environmental groups. Many corporations now have responsibility pillars to the environment and to the local community and have established funding to support community initiatives. Currently, corporations seek out the City for funding opportunities. However, the City should be proactive in seeking opportunities to leverage corporate sponsorship and business partner relationships to expand reach activities, community engagement and reduce maintenance and operating costs over time.

Recommendation #43

- ⇒ Through its Sponsorship and Corporate Development Unit the City should be proactive in seeking opportunities to leverage corporate sponsorship and business partner relationships that support stewardship of parks and natural areas.

Public-Private Partnerships

Many community parks Mississauga were initially developed through funding provided by developers to a basic standard defined by the City. Beyond the parks' initial development the City assumed

responsibility for parks maintenance and future replacement of facilities. Recently in the City Centre area, the City has developed several urban parks at a higher cost per acre, and with increased longer term maintenance and operational costs. There is a growing trend in the US toward public private partnerships in the delivery and maintenance of parks and other city improvements through Business Improvement Districts (BIDs). BIDs which are similar to Business Improvement Areas commonly seen in Canada may be overseen by a nonprofit entity, and are typically associated with downtown and streetscape improvements. In the case of the Brooklyn Bridge Park in New York the BID concept extended to development and maintenance of a high profile park that developers can capitalize on to increase their market share.

A similar initiative was undertaken by the Hudson River Park Trust with small annual tax levies assigned to both residential and commercial properties expected to generate \$10 million in annual funding to offset the popular waterfront park's operating deficit and fund its rejuvenation. The proposal for the Neighbourhood Improvement District (NID) was preceded by a study that determined the escalated value of real estate in proximity to the park. This trend should be watched and some investigation undertaken of its potential in Mississauga.

Recommendation #44

- ⇒ There is a growing trend toward public private partnerships in the development and maintenance of parks and other City improvements through business or neighbourhood improvement districts which develop and apply special tax levies in areas which will receive significant benefit, particularly as a result of increases in real estate value, from major public infrastructure investment. The applicability and trend toward this in Canada should be followed and some investigation undertaken of its potential in Mississauga.

4.5.4 Park Stewardship Models

The City has a number of park sites which have specialized maintenance needs, several of which are supported by volunteer efforts. The Riverwood site, located on the Credit River valley, has extensive natural valleyland components as well as horticultural gardens on the tablelands. The Riverwood Conservancy, a registered not-for-profit organization, works within an operational agreement with the City to offer a range of programming at the site and to undertake volunteer stewardship work.

Brueckner Rhododendron Gardens (BRG) located on Mississauga's waterfront has an extensive collection of rhododendrons that are a substantial asset to the City. The Brueckner Rhododendron Gardens Stewardship Committee (BRGSC) was subsequently established and maintenance of the gardens is now supported by the BRGSC and its volunteers. The BRGSC works with the City to promote, protect, and preserve this unique public garden by assisting with the planning and maintenance of the Garden, and raising community awareness, involvement and interest.

Park 508 is a recently acquired park site on the waterfront, which has its origins as a horticultural nursery and also has natural environment areas. The Queen Elizabeth II Rose Garden and Kariya Park in the City Centre are garden sites that are maintained by the City.

The City is considering whether a different and integrated approach is warranted for the stewardship of these specialized garden sites, as well as for the Credit River Parks which are closely associated with Riverwood. Potential models include: 1) Separate Affiliates (current state); 2) One or more organizations with sub-committees; 3) An overarching parks trust or parks council with consolidated or separate volunteer bases for each site.



Kariya Park

Determination of an appropriate stewardship model is subject to more in-depth discussions between the City and the various park stewardship organizations. However it can be noted at this time that if there is to be an increased reliance on volunteer organizations for the maintenance of these valued resources, the City should be prepared to identify and commit to a level of support that will cultivate and sustain long-term partnerships. This is necessary to avoid the challenges which are currently facing many not-for-profit and

charitable organizations. During times of economic uncertainty and restraint the same financial limitations that cause municipalities to seek out partnerships affect members, participants, sponsors, and grant programs that support organizations. This results in an uncertain revenue stream potentially affecting the viability of the organization and, as a consequence, jeopardizing both the partnership and the asset. An example of this is the Toronto Botanical Garden (TBG), which has been a valued fixture in Toronto since the 1950s. Under the care of the TBG significant improvements have been made to the former Civic Garden Centre building and property, the capital asset value of which accrues to the City as owner. In spite of the success and reputation of this renowned facility, a recent decrease in membership and donations combined with minimal City funding has left TBG with an operating deficit and the future of the garden facility and programs is uncertain.

These measures are particularly important if the City is interested in moving toward increased responsibilities for existing organizations such as The Riverwood Conservancy or the cultivation of an over-arching parks foundation such as in Toronto or Calgary. It would also be advisable for the City to complete a management plan for the Brueckner Rhododendron Gardens, and potentially Park 508 so that long-term goals, objectives, public uses and management needs can be determined in consultation with the public, stewardship organizations, interest groups and other stakeholders.

Recommendation #45

- ⇒ The City should study options for an integrated approach for the long-term management and stewardship of the garden sites and the Credit River Parks in discussion with its community partners which include the BRG Stewardship Committee and The Riverwood Conservancy, and other stakeholders and interest groups.

Recommendation #46

- ⇒ The City should complete a management plan for the Brueckner Rhododendron Gardens, and potentially Park 508 so that long-term goals, objectives, public uses and management needs can be determined in consultation with the public, potential stewardship organizations, and other stakeholders and interest groups.



Brueckner Rhododendron Gardens

4.6 Forestry

4.6.1 Ongoing Challenges and Strategies

The Forestry unit is responsible for the planting, inspection and maintenance of over one million City owned trees, vegetation management of boulevard areas, and the protection and preservation of natural assets through invasive species management, woodland restoration and enforcement of applicable By-laws. Forestry staff is also responsible for community engagement, education and awareness related to forestry and natural area management.

Natural area management was a key issue at the time of the 2009 Master Plan and the outcome was a series of recommendations that addressed a range of issues related to forestry services, including recommendation for the preparation of a comprehensive Natural Heritage System Strategy. The City has since completed the Natural Heritage and Urban Forest Strategy, NH&UFS), concurrent with an Urban Forest Management Plan (UFMP).

Other ongoing initiatives identified by the Forestry unit include amendments to the Tree Permit By-law and Public Tree By-law, new street tree planting and tree replacements, implementation of the Million Tree Program, woodland management programs to preserve natural areas, invasive species and pest management. Forestry also undertakes tree plantings and restoration in partnership with the conservation authorities, school groups, not-for profit organizations, and local businesses. Much of the urban forest is contained on private property. A Private Tree By-law was approved in 2013 following an extensive public process.

Challenges facing Forestry services over the term of the Master Plan, and beyond, include management of Emerald Ash Borer, the Asian long-horned beetle, and other pests and diseases which are a significant threat to the health of Mississauga's tree canopy and that of other area municipalities. The City has identified and embarked on a City-wide program which includes treatment of a percentage of the City's Ash trees, while removing and replacing others over a ten-year period. The Emerald Ash Borer Management Plan is funded through a special tax levy. Other threats to the urban forest include the Asian long-horned beetle, and Gypsy moth as well as other pathogens that are having an impact on the urban canopy. Future invasive species risk response requires continuous monitoring and the development of proactive approaches to minimize costs and preserve tree assets where possible. Management of invasive plant species is also an increasing challenge. Giant Hogweed has attracted considerable public attention; however management of buckthorn, garlic mustard, wild parsnip is equally important. Efforts are currently focused on parks, publicly accessed spaces but limited in natural areas. A City-wide invasive species management program is recommended in the NHHS.

With the completion and approval of the NH&UFS and the UFMP the City has a comprehensive set of strategies and actions to direct Forestry services over the foreseeable future. The recommendations of these plans should be funded and implemented based on identified priorities and in collaboration with the City's partners in environmental protection and management.

Streetscapes and dense urban areas are challenging environments for trees which are often being outcompeted by other infrastructure and land uses. The use of new technologies in tree planting (e.g. Silva Cell, structural soil) is needed to support tree growth and ensure their sustainability, particularly in streetscape conditions. As well there are opportunities for better interdepartmental co-operation with

respect to street tree planting & the impacts of road widenings. Additional measures that are needed include education and dialogue with other departmental staff, developer education, and the development of consistent and supportive guidelines and standards for tree planting. It was also noted through site observations that better practices for tree planting in parks could be employed. Good maintenance practices and planting techniques can reduce vulnerability to pests. The recommendations of the Urban Forest Management Plan provide some guidance on best practices.

Discussion with Forestry staff over potential impacts from intensification projects indicated that large in-fill homes with increased lot coverage are resulting in a loss of trees and vegetation and increased hard surfaces. These have an impact on overall urban forest cover, loss of habitat, increasing the urban heat island effect, reducing permeability and impacting stormwater drainage. There are examples of policies in other municipalities (e.g. City of Toronto) to curb these impacts which the City should review and consider integrating into its zoning by-laws.

With the completion and approval of the NH&UFS and the UFS the City has a comprehensive set of strategies and actions to direct Forestry services over the foreseeable future. The recommendations of these plans should be funded and implemented based on identified priorities, and in collaboration with the City's partners in environmental protection and management.

It is expected that damage from the 2013 winter ice storm will present unanticipated effort and costs in tree pruning and removal which may require the redeployment of resources and impact the advancement of planned Forestry initiatives.

Recommendation #47

- ⇒ With the completion and approval of the Natural Heritage and Urban Forest Strategy (NH&UFS) and the Urban Forest Management Plan (UFMP), the City has a comprehensive set of strategies and actions to direct Forestry services over the foreseeable future. The recommendations of these plans should be funded and implemented based on identified priorities, and in collaboration with the City's partners in environmental protection and management.



Credit River

Glossary

Accessibility

Accessibility allows people with disabilities to experience what those without disabilities can. Accessibility in Ontario is directed by the Accessibility for Ontarians with Disabilities Act, 2005 and the accompanying Integrated Accessibility Standard which addresses both information communication and the built environment.

Active Transportation (AT)

Refers to any form of human-powered transportation – walking, cycling, using a wheelchair, in-line skating or skateboarding.

Amenities

A desirable or useful facility of a building or place.

Beautification

The act of making something more attractive or pleasing.

Best Practices

Procedures that are accepted or prescribed as being correct or most effective.

Canopy Cover

The proportion of land area that lies directly beneath the crown or canopy of trees and tall shrubs. The extent of urban forest canopy cover is typically expressed as a percentage of land area. It is generally recognized that increasing canopy cover is an objective of urban forest management.

Cash-in-Lieu of Parkland Dedication

In new developments or redevelopments, developers and builders will be required to either set aside a certain amount of land for parkland (parkland dedication) or alternatively they pay cash-in-lieu of parkland dedication

Character Areas

The term 'Character Areas' has replaced the term 'Planning Districts' in the City of Mississauga.

City Planning

The planning and control of the construction, growth, and development of a City or town.

City Structure

City structure is based on a growth management strategy that identifies functional areas for density, height and appropriate growth.

Community Parks

Community Parks are intended to accommodate recreation interests for the local residential area through provision of sports fields for organized use, space/ equipment for unorganized activities and passive use, preservation of woodlands, multi-purpose year round activities (where feasible), visual relief and aesthetic qualities.

Destination (City) Parks

Accommodate recreation interests of City residents through the provision of major facilities (e.g. golf courses), the preservation of unique historical, cultural, or significant natural areas. They may also meet the need for community-level parkland or serve an area greater than the City. Destination Parks may serve a unique function such as a waterfront park, major tournament sports park, or special use park.

Ecosystem Services

Ecosystem Services is a term used to describe the processes of nature needed to support the health and survival of humans.

Emerald Ash Borer Management Plan

The City of Mississauga has been inspecting parks, street trees, and woodlots and identifying trees for treatment and removal/replacement that were affected by Emerald Ash Borer which is a non-native insect that is damaging ash trees.

Encroachment Management Program

The City of Mississauga has been monitoring the intrusion of property owners on, under or over the ground space of an adjacent City-owned property such as parklands, greenbelts, road allowances and easements.

Forestry

Forestry is the practice of creating, managing, using, and conserving trees and forests and their associated resources to meet desired goals, needs, and values. In the City of Mississauga the Forestry unit is responsible for the for the planting, inspection and maintenance of over one million City owned trees, vegetation management of boulevard areas, the protection and preservation of natural assets through invasive species management, woodland restoration and enforcement of applicable By-laws, and community engagement and education related to forestry.

Greenbelt

The area within the Province of Ontario Greenbelt Plan includes lands within, and builds upon the ecological protections provided by, the Niagara Escarpment Plan (NEP) and the Oak Ridges Moraine Conservation Plan (ORMCP). It also complements and supports other Provincial level initiatives such as the Parkway Belt West Plan and the Rouge North Management Plan.

Greenfield Development

Greenfield Development occurs on clean and undeveloped land on the urban periphery. Undeveloped land could include rural, agricultural or unused areas outside of the urban boundary.

Hedonic Value Analysis

A model identifying price factors according to the premise that price is determined both by internal characteristics of the goods being sold and external factors affecting it. In this report it refers to the escalation in housing prices that reflect the value of local environmental attributes such as parks and natural areas.

Infill Development

Development that is sited on vacant or undeveloped land within an existing community, and that is enclosed by other types of development.

Intensification

Development or redevelopment of an existing building, site or area within an existing urban area at a density higher than what currently exists.

Invasive Species

Non-native or exotic species that originate from other countries or regions (commonly plants and insects). Those that threaten our environment, economy or society by disrupting local ecosystems are known as "invasive species."

Master Plan

A Master Plan is an evolving long-term planning document. It establishes the framework and key elements of a City reflecting a vision created and adopted in an open process.

Multiuse Recreational Trail

A multi-purpose path whether paved or unpaved, designed to permit the use of pedestrians and non-motorized conveyances, except motorized wheelchairs, unless otherwise posted.

Natural Capital

Natural Capital is the extension of the economic notion of market-based capital to goods and services relating to the natural environment.

Natural Heritage System

A system made up of natural heritage features and areas, linked by natural corridors which are necessary to maintain biological and geological diversity, natural functions, viable populations of indigenous species and ecosystems. (PPS)

Official Plan

A statutory document widely used in Ontario which sets out the land use policy directions for long-term growth and development in a municipality.

Open Space Classification System

The Open Space Classification System helps to delineate the different types of public lands within the City of Mississauga.

Pathways

A route of travel for pedestrians that serves a functional purpose.

Parks Community Development Coordinator

The Coordinator is responsible for Community Engagement and liaising with community groups.

Parks Development

In the City of Mississauga the Parks Development unit is responsible for the ongoing development of parks as well as upgrades and redevelopment of older parks with aging facilities.

Parks Operations

In the City of Mississauga the Parks Operations unit maintains parks, open spaces, play sites, trail systems, sports fields etc.

Parks Planning

In the City of Mississauga the Parks Planning unit is responsible for the strategic planning of parks in the municipality.

Public Engagement

The collaboration between people and groups who draw on knowledge and resources brought by all involved.

QR Code

QR code (abbreviated from Quick Response Code) is the trademark for a type of matrix or two-dimensional barcode. A barcode is an optically machine-readable label that is attached to an item that records and stores information related to that item. Scanning of the QR code with a computer or handheld communication device establishes a link to the information on an internet web-site.

Recreation

Activity done for enjoyment when one is not working.

Recreation Sports Unit

The Recreation Sports Unit is responsible for allocation and programming of the City's athletic fields.

Right-of-Way

A portion of land granted through an easement or other legal mechanism for transportation purposes, such as for a rail line, highway or roadway. A right-of-way is reserved for the purposes of maintenance or expansion of existing services. Rights-of-way may also be granted to utility companies to permit the laying of utilities such as electric power transmission lines (hydro wires) or natural gas pipelines.

Silva Cell

The Silva Cell is a proprietary, modular suspended pavement system that holds unlimited amounts of lightly compacted soil while supporting traffic loads beneath paving. The healthy soil housed within the Silva Cell serves two important functions: growing large trees and treating stormwater onsite.

Street Trees

Municipally owned trees, typically found within the road right-of-way along roadsides and in boulevards, tree planters (pits) and front yards.

Structural Soil

A growing medium that can be compacted to pavement design and installation requirements while permitting root growth of trees.

Stewardship

In this report, the practice of working to conserve, manage, monitor, advocate for, and/or educate the public about their local environments. This also involves volunteering and partnerships for parks and natural areas.

Strategic Plan

Strategic plans allow municipalities to set out actions to help achieve their vision for the future.

Sustainable Planning

Sustainable planning and development is about meeting the needs of today without compromising the needs of future generations.

Trail

A route of travel that provides a recreational experience and may include other modes of transport including bicycles, etc.

Transit-oriented City

The transit oriented City is a mixed-use residential and commercial area designed to maximize access to public transport, and often incorporates features to encourage transit ridership.

Urban

According to Statistics Canada an urban area in Canada is an area with a population of at least 1,000 people and with no fewer than 400 persons per square km.

Urban Forest

All trees, shrubs, and understory plants, as well as the soil to sustain them, located on public and private property within a given jurisdiction. This includes trees in natural areas as well as trees in more manicured areas such as parks, yards and boulevards.

Urban Heat Island Effect

A developed area having consistently higher temperatures than surrounding areas because of a greater retention of heat from buildings, concrete, and asphalt. Trees, grass and vegetation provide shading and cooling and help to reduce the urban heat island effect.

Urban System

The City of Mississauga's Urban System is comprised of three distinct yet interconnected components – the Green System, City Structure and Corridors.

Volunteerism

The use or involvement of volunteer labour especially in community services.

Wi-Fi®

A technology that allows an electronic device to exchange data or connect to the internet wirelessly using radio waves.

Appendix A – Parkland Acquisition and Evaluation Criteria

| Rationale | | Ranking | | Maximum Score Possible | Score |
|--|---|---------|---|------------------------|-------|
| Protects and Enhances Natural Area System | | | | | |
| 1 | Natural Area (as identified in the Natural Areas Survey) See Note #2 | 15 | Significant Natural Site | 15 | |
| | | 10 | Special Management Area / Natural Area | | |
| | | 5 | Linkage | | |
| | | 0 | Not Applicable | | |
| 2 | Other lands not in NAS, but contributing or having potential to contribute to ecosystem functions. See Note #2. | 10 | Location contiguous with / proximal to other natural areas with potential for restoration | 10 | |
| | | 5 | Location not contiguous with / proximal to other natural areas but with potential for restoration | | |
| | | 0 | Not Applicable | | |
| Contributes to a Connected Open Space System / Trails System | | | | | |
| 3 | Supports the Waterfront Parks Strategy | 15 | Waterfront property | 15 | |
| | | 5 | Is tangent to a waterfront property | | |
| | | 0 | Not Applicable | | |
| 4 | Supports trail development | 15 | Provides a continuous linkage within an existing system | 15 | |
| | | 10 | Provides multiple trail opportunities (e.g. a looped trail system) | | |
| | | 5 | Provides for a single trail | | |
| | | 0 | Not applicable | | |
| Provides for Population Growth and/or Sustainable Community Design | | | | | |
| 5 | Provides park or facility needs for existing / anticipated underserved area | 15 | Supports population growth, sustainable community design where no / limited dedications exist (based on geographic distance or population provision standard) | 15 | |
| | | 10 | Provides parkland / facility / public amenity space in an underserved area (based on geographic distance or population provision standard) | | |
| | | 0 | Not applicable | | |
| 6 | Protects or Expands function of existing park / enhances existing residential or employment area | 10 | Protects / expands function of existing parkland (e.g. increases street frontage by more than 50%;significantly increases size of park; significantly enhances existing residential / employment area | 10 | |
| | | 5 | Protects / expands function of existing parkland (e.g. increases street frontage by less than 50%; increases size of park; enhances existing residential / employment area | | |
| | | 0 | Not Applicable | | |

| Rationale | | | Ranking | Maximum Score Possible | Score |
|---|--|----|---|------------------------|-------|
| Provides for Population Growth and/or Sustainable Community Design (cont'd) | | | | | |
| 7 | Provides recreational opportunities on a Community / city-wide basis | 10 | Major recreation (1 lit sports facility, 2 or more unlit sports facilities; or major event / festival / picnic sites) | | |
| | | 5 | Minor outdoor recreation (1 unlit sports field, minor community event / picnic site) | | |
| | | 0 | Not applicable | | |
| | | | EVALUATION SCORE | | |

| Additional Acquisition Considerations | | | | | |
|---------------------------------------|-----------------------------------|-------|---|-------|--|
| 8 | Commitments made | 15 | Existing parkland lease | 15 | |
| | | 10 | Council approved | | |
| | | 0 | Not applicable | | |
| 9 | Cost of land / capital investment | 0 | Low (e.g. non-developable land; agricultural land) | (-15) | |
| | | (-5) | Moderate (e.g. constrained or vacant land, greenbelt within residential properties) | | |
| | | (-10) | Moderately high (e.g. active commercial / residential uses, contaminated lands with high remediation costs) | | |
| | | (-15) | High (e.g. active commercial / residential uses, contaminated lands with high remediation costs) | | |
| | | | EVALUATION SCORE | | |

Notes:

1. Acquisition Evaluation Criteria and Ranking is to be used for properties to be acquired by purchase only, and evaluation is only applicable to properties that the City has interest in acquiring.
2. If a property scores in Category 1 it cannot score in Category 2.
3. In addition to the scoring, consideration will also be given to opportunities for acquisition of the land, i.e. land that is immediately availability or anticipated to be available in the short to medium term may be ranked higher than lands for which acquisition is desirable but not foreseeable.
4. Land costs will need to be adjusted periodically to reflect market conditions.

Appendix B: Public Engagement Comments

The following are comments received from the four public engagement sessions held to present the draft Future Directions for Parks and Forestry

| Public Comments | Future Directions Parks and Forestry Plan Response |
|--|---|
| Population Growth / Intensification | |
| The challenges of intensification were noted. How will new parks be achieved in development/redevelopment areas? | The Plan recommends that the City maintains its current parkland provision standards (Recommendation #1) and continue to use all available planning tools to acquire new parkland (Recommendation #15). Specific parkland needs in areas of intensification will be determined on an area-specific basis as part of the planning process (Recommendation #6). |
| The parkland acquisition strategy needs to consider lands within the Sixteen Mile Creek (HRCA) sub-watershed. | The City's Parkland Acquisition Strategy (Recommendation #2) is a city-wide strategy that addresses the acquisition of open space for a range of purposes including parkland acquisition, trail development and protection and enhancement of the natural heritage system. |
| Changing Demographics | |
| Would like to see more water fountains, increased access to washrooms, benches, shade areas, and exercise stations in parks and along trails, to support older adults in particular. | Recommendation #17 addresses the provision of these types of amenities. The City completed a Washroom Study in 2004 which contains criteria for locating washrooms in parks and which will continue to be applied to new parks and the updating of older ones (Recommendation #18). |
| There is increasing interest in community gardens. Does the City support them? If so, perhaps there could be a tool lending program. | The City has several community garden locations which are supported through its community affiliate, Ecosource. The City's <i>Living Green Master Plan</i> (2012) supports the development of a community garden in each neighbourhood. Information on community gardens is available on the City's website at: http://www.mississauga.ca/portal/residents/preserveourparks |
| Support for the idea of parks being more inclusive and having open space for walking trails, community gardens, and unprogrammed activities that support social interaction. | Recommendation #17 addresses the provision of self-directed activities and amenities that appeal to all ages and abilities and to increase the use of parks as social spaces. |

| Public Comments | Future Directions Parks and Forestry Plan Response |
|---|--|
| Park and Trails Development | |
| Trails are liked and well-used. Would like to see more connections made to and between existing parks, in particular in neighbourhoods with fewer facilities and amenities. | Recommendation #24 supports working towards the development of a continuous and interconnected trail system. |
| Need to consider the increasing interests in cricket, pickleball (outdoor as well as indoor), outdoor volleyball, tennis, disc golf. Facilities should be multi-purpose wherever possible. | The development of new parks and updating of older parks will be aligned with the recommendations of the Recreation Master Plan (Recommendation #3). The City will continue to use Placemaking consultation activities to engage the public in park development and redevelopment projects (Recommendation #19). |
| Are there opportunities for the integration of mobile technologies into parks and facilities? | Recommendation #23 proposes that the City develop criteria for evaluating suitable locations for the provision of Wi-Fi hot spots in selected destination parks. |
| Youth would like to see more playground equipment and non-sport activities in parks that are oriented to their age group. | Recommendation #17 addresses the provision of these types of amenities in parks. Refer also to the recommendations of the <i>Future Directions Recreation Master Plan</i> . |
| There is increasing interest in using parks year-round for activities such as snowshoeing, tobogganing, ice skating and cross-country skiing. | Recommendation #32 proposes that the City consider how best to optimize winter use of parks and the trail/pathway system in selected locations where there is sufficient community interest, appropriate infrastructure and it is financially viable. |
| Marketing / Awareness | |
| The City web site contains excellent information about parks and facilities and many parks are 'gems'. There could be additional information and awareness about the parks system provided in the parks themselves, utilizing technology (e.g. enabled by smartphones). | Recommendation #25 speaks to the enhancement of the marketing and publicizing of parks and their associated programs, events and activities, including the potential use of integrated information technology. |
| Parks Operations and Maintenance | |
| Consider the addition of covered, animal proof bins such as the ones at Brueckner Rhododendron Gardens in other heavily used parks. | Recommendation #21 recommends that the City develop guidelines and standards for landscape and facility design standards to address operational efficiencies and sustainability measures. This could be a consideration. |

| Public Comments | Future Directions Parks and Forestry Plan Response |
|--|--|
| Consider adding or increasing lighting in parks and along trails. | The City has an existing Pathway Lighting Policy which determines which parks and trails are lit, considering the balancing of park user needs, safety, CPTED principles, wildlife protection and conflicts with adjacent uses. Recommendation #33 recommends reviewing the lighting policy in consideration of potentially extending hours of use in selected parks. |
| Partnerships / Stewardship | |
| Would like to strengthen existing partnerships, with school boards in particular, to better utilize existing lands and facilities. | The Plan contains several recommendations around strengthening of existing partnerships with other service providers, including Region of Peel (Recommendation #37), and the School Boards (Recommendation #38). |
| Are there opportunities for individual/community sponsorship of park benches? | The City has an existing Bench and Tree Donation program. Information is provided at: http://www.mississauga.ca/portal/residents/greengifts |
| Stewardship and community partnerships are important. Consider creating volunteer networks that are facility or neighbourhood based to create a strong local base. | The Plan recommends developing a Community Services Integrated Volunteer Program to increase efficiency, and attract a strong and sustainable volunteer base (Recommendation #39). This suggestion could be a consideration. |
| Opportunities for volunteer activities could be advertised and promoted more on the City's website. | The Plan recommends developing a Community Services Integrated Volunteer Program to increase efficiency, and attract a strong and sustainable volunteer base (Recommendation #39), and this suggestion could be a consideration. |
| Consider the potential for corporate sponsorship as a means of improving parks and trails, e.g. pavilions, bridges, shade structures, tree planting, etc. | The City has some existing corporate sponsors and donors. The Plan recommends that the City be proactive in seeking out corporate sponsors (Recommendation #43) to assist in park stewardship, and also to investigate the potential for more formalized public-private partnerships in parks development (Recommendation #44). |
| Forestry | |
| Consider how to increase participation in the One Million Trees program, e.g. through better promotion and targeted participation (schools). | The Plan supports the recommendations of the Natural Heritage System and Urban Forest Strategy which address how to enhance the urban canopy (Recommendation #47). Recommendation #25 speaks to the enhancement of the marketing and publicizing of parks and their associated programs, events and activities. |

| Public Comments | Future Directions Parks and Forestry Plan Response |
|---|---|
| Expansion of the urban canopy needs to be considered. | The Plan supports the recommendations of the Natural Heritage System and Urban Forest Strategy which address how to enhance the urban canopy (Recommendation #47). |
| Plan Implementation | |
| How will the plan recommendations be implemented and prioritized? | The Future Directions plans are reviewed, prioritized and implemented as part of the Capital Budget process. |
| Were outstanding recommendations carried forward from the 2009 Plans and are the results being monitored? | Outstanding recommendations from the 2009 Future Directions Master Plans were reviewed and assessed and if still relevant, were modified or carried forward into the 2014 Plans. Implementation is monitored annually and the Plans are reviewed every 5 years. |

Appendix C: Best Practice Examples from Other Municipalities

Examples in Park Planning and Development from Other Municipalities

| City | Case Study and Factors of Success | Best Practices to Consider |
|--|---|---|
| Parks Acquisition and Development - Use of Cash-in-Lieu | | |
| City of Toronto, ON | <p>In areas of development / redevelopment the Alternate Requirement clause under Section 42 of the Planning Act provides municipalities with authority to require either land or cash-in-lieu payment up to 1 ha per 300 residential units. In 1999, the City of Toronto adopted an interim policy on the allocation of cash-in-lieu payments that split funds equally between parkland acquisition and parkland development and further between district and City-wide basis (25/25/25/25). This policy remains in place.¹ In addition, the City has introduced a policy for cash-in-lieu payments which states that any payment of cash-in-lieu of land to be conveyed through the alternative rate provision in excess of 5 percent of the site area will be used to:</p> <ul style="list-style-type: none"> - <u>acquire</u> parkland that is accessible to the area in which the development is located or to - <u>improve</u> parks in the vicinity of the development.² <p>The City is using cash-in-lieu to target park improvements in specific areas of need, and leveraging City expenditures to obtain private investment. Example: Greenwood Park - The City of Toronto recently installed its first covered artificial ice outdoor hockey rink as part of a \$4 M park renovation that also included a new leisure skating path and improvements to the existing outdoor pool facilities, community garden, playground and baseball diamond. A private sponsor donated \$300,000 towards the rink, with the balance of the funding coming from the City's state of good repair budget and cash-in-lieu fund.³</p> | <ul style="list-style-type: none"> • This model for use of cash-in-lieu as derived from application of Section 42 Alternate Requirement clause balances use of funds between parkland acquisition and park development and further between City-wide uses and district level. • It interprets the Planning Act in this regard as allowing use of cash-in-lieu for park improvements and focuses the district portion of the allocation on either parkland acquisition or parks improvement in the vicinity of the development. • The advantage of this approach is that parkland acquisition and improvements are directly tied to areas of population increase. |

| City | Case Study and Factors of Success | Best Practices to Consider |
|---|--|---|
| Parks Acquisition and Development - Use of Cash-in-Lieu (cont'd) | | |
| City of Ottawa, ON | <p>The City of Ottawa has established the following policies for use of cash-in-lieu funds.</p> <ol style="list-style-type: none"> 1. Cash-in-lieu shall only be used for 'eligible projects' permitted by the Planning Act as further defined by City Policy (see below). 2. Cash-in-lieu funds collected through the development review will be allocated as follows: sixty percent (60%) of the funds paid will be allocated to use in the Ward in which the development is located and forty percent (40%) of the funds paid will be allocated for City-wide purposes. <p><u>Eligible project means</u> (note third bullet allows for park improvements):</p> <ul style="list-style-type: none"> - Acquisition of land for public park purposes - Capital projects for the development of new public parks which may include any associated site preparation and drainage; the provision of park facilities, such as, play equipment, sports fields and pathways; or the provision of recreation facilities, such as community centres, indoor pools and arenas. - Capital projects to increase the capacity of existing public parks and/or recreation facilities to accommodate more intensive public use; the provision of additional park facilities (e.g. play equipment, spray pads and site furniture); and /or the provisions of additional recreation facilities (e.g. the expansion or upgrading of program spaces in community centres, indoor pools and arenas. - The non-growth component of growth-related capital projects, for Parks Development and Recreation Facilities, identified in the City's Development Charges Background Study. | <ul style="list-style-type: none"> • This model for use of cash-in-lieu derived from application of Section 42, balances use of funds between parkland acquisition and park development, and further between City-wide uses and district level. • It interprets the Planning Act in this regard as allowing use of cash-in-lieu for park improvements such as play equipment, spray pads and site furnishings, as well as recreation facility improvements. |

| City | Case Study and Factors of Success | Best Practice to Adapt |
|--|---|---|
| Parks Acquisition and Development - Use of Planning Tools | | |
| City of Toronto, ON | <p>Canoe Landing Park, an 8 ha park in the Concord Adex master planned development City-Place (total area of 18 ha), on the Toronto Railway Lands. As a brownfield restoration (railway lands) the land-base for the park was able to be secured through parkland dedication. The park features two multi-purpose sports fields, a water play feature, pathways, seating areas, and public art. As part of the Subdivision Agreement the developer was responsible for the design and construction of the basic park. Park upgrades which included a water play, artificial turf and sports field lighting, seat walls and public art components developed by the City using Section 37 funds (\$930,000 of \$4M collected). The approach of combining all available planning tools in the development of Canoe Landing Park has resulted in an outstanding public space. It exceeds typical community park standards in providing both recreation facilities and innovations and is an amenity for both residents and visitors.</p> | <ul style="list-style-type: none"> The example demonstrates use of multiple planning tools including Parkland Dedication, Subdivision Agreement, and Use of Section 37 Funds. Section 37 of the Planning Act which pertains to Height and Density Bonusing affords additional development rights in exchange for the construction or installation of public realm improvements (e.g. transit shelters, public art) and/or new community facilities (parks, day-cares, community centres). <i>Note:</i> The City of Mississauga is unable to apply Section 37 policies in the City Centre area as there are currently no height restrictions in the zoning by-law. |
| Prioritizing Park Development / Redevelopment | | |
| City of Toronto, ON | <p>The City of Toronto Parks Plan (2013-2018) includes comprehensive actions that will assist in prioritizing park improvements. The following are key noteworthy actions:</p> <ul style="list-style-type: none"> Commitment to undertaking an inventory of park improvement needs and a 20 year plan for implementation. The implementation plan will consider population data and principles of equity to assist in prioritization. Commitment to increasing shade in parks, using 'heat vulnerability' mapping to identify and prioritize locations for tree planting and shade structures. | <ul style="list-style-type: none"> These approaches use analytics and quantifiable data to inform the prioritization of park improvements, allowing better informed and defensible decisions. |

| City | Case Study and Factors of Success | Best Practice to Consider |
|---|---|--|
| Prioritizing Park Development / Redevelopment (cont'd) | | |
| City of Minneapolis, MN, USA | <p>The Minneapolis Park and Recreation Board (MPRB) prioritizes the replacement and repair of its facilities or amenities through its Capital Improvement Program (CIP) that guides long-term investment and rehabilitation in the park system. The Parks and Recreation Board of Minneapolis, is currently preparing building on trends and recommendations identified in its Comprehensive Plan for parks and recreation facilities to develop a series of detailed parks and recreation Activity Plans that examine each facility type, and identify new facilities and upgrades to existing facilities.</p> <p>An Activity Team, reviews a group of similar activities such as court sports, and evaluates programs and facilities in the park system that support those activities. This evaluation then informs the development of a plan to provide a sustainable level of service for the activity.</p> <p>The plans are used to prioritize decisions and to inform the Capital Improvement Program (capital budget). Current/past plans are a Field Sports Plan, Court Sports Plan, Skate Park Plan and Urban Agriculture Plan. Future areas of focus include a winter recreation plan, and an environmental program plan. The plans are prepared with extensive community and sports group input, together with analysis of trends, community demographics, and programs and infrastructure assessment.</p> | <ul style="list-style-type: none"> • This approach moves away from per capita standards to identify sustainable service levels based on other criteria including community interest, socio- demographics, and infrastructure assessment. • The detailed evaluation which builds on the recommendation of a parks and recreation master plan level study allows an informed decision about what a sustainable level of service is for the activity. It replaces per capita standards with an approach that acknowledges that the City is not homogeneous and interests and participation levels in activities differ by community. • The outcomes and decisions are directly tied to the City's capital improvement program to guide long-term development and rehabilitation. |

Partnership Models in Other Municipalities

| City | Partnership Model and Factors of Success | Best Practice to Consider |
|--------------------------------|--|---|
| City of Ottawa, ON | <p>The Ottawa Community Partnership Major/Minor Capital Programs supports major capital improvements and additions to facilities related to parks and recreation on a cost-sharing basis between the City and community groups, as well as minor capital improvements to parks, recreation, and cultural facilities. For Capital Program, the project may relate to an asset that is owned by the City, or operated by a community partner who delivers service on behalf of the City. The program applies to capital programs for new facilities, renovations and expansions. The program requires that proposals be supported by a business plan that can guarantee the long-term sustainability and operation of the facility.</p> | <ul style="list-style-type: none"> • This funding and partnership model enables community groups to support the development of, or improvements to capital assets, including either existing or new specialized facilities. • The program reduces the City's financial contributions and leverages funding from other sources. |
| City of Toronto, ON | <p>Parks People is a not-for-profit organization with goals to serve as the catalyst for better parks across Toronto, based on the premise that when residents get involved, parks get better. The organization is working with 100 park friends groups, City workers and other partners to plant trees and add gardens, fix broken infrastructure and get more people out to parks. The organization presently has several major funding partners including: Evergreen Foundation; the Home Depot Foundation; and the W. Garfield Weston Foundation. As an example the W. Garfield Weston Foundation is partnering with Parks People by providing up to \$5 million in aggregate for Toronto's parks over a period of three-years for "transformational projects that enhance Toronto's greenspaces and build innovative new partnership models. The program is designed to generate a broad range of ideas and encourage private-public partnerships in conserving and sustaining parks in the City of Toronto". Parks People also provides 'how to' best practice and guidelines for community initiatives such as building an outdoor ice rink.</p> | <ul style="list-style-type: none"> • This funding and partnership model encourages private investment in public parks, and enables community groups to generate and be involved in park improvement projects that range from facility repair to transformational projects. • The organization brings together community-based ideas and efforts for local park improvements with funding from sponsors. |
| City of San Francisco, CA, USA | <p>The San Francisco Parks Alliance (SFPA) is a partnership that includes the City, Neighbourhood Parks Council, the San Francisco Parks Trust, and resident representatives. The Alliance uses a P3 Funding Model to obtain funds from grants and donors for park redevelopment, and in turn provides funds to community groups and the City. Money that is provided to the City is used to enhance and improve existing parks, open spaces, and</p> | <ul style="list-style-type: none"> • The model leverages partnerships through a single credible and well-regarded community-based organization with the resources, leadership, and complementary skills and objectives to mobilize community efforts. |

| City | Partnership Model and Factors of Success | Best Practice to Consider |
|------------------------|--|---|
| | recreational areas. The Alliance is well regarded and possesses strong credibility within the community. Through its community building programs and partnerships, the Alliance has developed a strong relationship with community groups, residents, and corporations. SFPA has the resources to lead philanthropic efforts and the capabilities of attracting sizeable private donations due to their profile and ability to communicate the positive benefits of parks development. Engagement is undertaken in partnership with 100 community groups to engage residents. | <ul style="list-style-type: none"> Through its policy program SFPA provides qualitative community-based research on park user needs to add to quantitative City data, to assist in making informed decisions about development/redevelopment in the parks and green open spaces. Policy development and decision making is data driven, and incorporates qualitative and quantitative community based research data to help inform municipal expenditures in parks. |
| New York City, NY, USA | The Brooklyn Bridge Park Corporation is a public private partnership that includes multiple governmental agencies. A Park Improvement District was established surrounding the park as part of redevelopment activities in the area. The partnership model was successful in creating a financially self-sustaining park that minimizes the City resources for annual operation and maintenance or eventual capital improvements and replacements. Messaging was communicated to the businesses within the district with regards to the benefits that the park would bring to local businesses and maintenance and operating expenses were recovered by ground rent, pilot project fees, and other revenue sources throughout the first phase of construction. | <ul style="list-style-type: none"> The model towards partnerships with private sector for community improvements, including parks, is increasing in the United States and is emerging in Canada. The community improvement districts include public spaces and commercial areas and increases the responsibility of businesses in maintaining public spaces. The model employs a diverse range of potential revenue-generating strategies. |

| City | Partnership Model and Factors of Success | Best Practice to Consider |
|-----------------------------|--|--|
| City of Calgary, AL | Parks Foundation Calgary (PFC), Calgary, ON Foundation Calgary (PFC) is a non-profit organization established in 1985, as an agent for The City of Calgary, to facilitate the creation, protection and enhancement of the City's parks and green spaces, and encouragement of amateur sport. Since its inception in 1985 the PFC has overseen \$150 M in capital development and improvements, and sport recreation program expansion. The foundation is overseen by a volunteer Board of Governors, with several committees overseeing the allocation of donated funds for specific project types, e.g. playgrounds, horticultural programs in parks, bench donations, and amateur sport. | <ul style="list-style-type: none"> This model employs a single window approach to coordinating and allocating donations, contributions and volunteer efforts targeted for parks and recreation. The committee, which includes City staff and community members, prioritizes projects in areas of most need. The foundation oversees City-wide initiatives (greenways, trails) as well as grants to community groups for projects, which are accompanied by volunteer involvement. |
| City of Toronto, ON | Toronto has a Partnership Development Unit within the Parks, Forestry & Recreation Department. The Partnership Development Unit helps grassroots community groups such as Parks People with their fundraising projects, and works with donors from corporations, foundations and philanthropists. The Partnership Development unit has successfully leveraged millions of dollars for parks, recreation and urban forestry projects. | <ul style="list-style-type: none"> The model makes it easier for donors and sponsors to channel their contributions through one organization. The model enables residents and community groups to directly support identified City-building projects. |
| Town of Apex, NC, USA | The community of Apex, North Carolina has significant demand for recreational programs due to an increase of children and adolescents in the past 10 years. To meet this demand, the parks and recreation department uses school facilities to deliver parks and recreation programs and services in the form of comprehensive Joint use agreements with the county school district . Long-term agreements are written for 25 year terms, are available only to municipalities, and involve only the use of outdoor fields and facilities. Under long-term agreements, municipalities use school facilities at no cost during non-school hours in exchange for maintenance of the outdoor fields and areas designated within the agreement. | <ul style="list-style-type: none"> The model shows that for joint use agreements to work there must be cooperation and effort by all parties involved, clearly stated objectives, and the pursuit of mutually beneficial outcomes. The model recognizes the importance of positive relationships as being critical to the success of joint use. Having a shared vision and acknowledgement of the greater public health benefit can serve to elevate the value of joint use agreements and guide how they are implemented. |

¹ City of Toronto Staff Report: Parks, Forestry and Recreation – Capital Program – the Backlog in Needed Repairs Continues to Grow, January 23, 2009

² Staff Report for Action on Parkland Acquisitions from 1998-2009

³ Scrivener, Leslie. *Greenwood Park gets a needed makeover*. Toronto Star, Sunday November 24, 2013, p. A8



2014 future directions

Master Plan for Recreation
Final Report – May 2014

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2014 Future Directions for Recreation

FINAL REPORT
May 13, 2014

Prepared for:
Community Services Department, City of Mississauga



Prepared by:



*in
association
with*

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Table of Contents

| | |
|---|-----------|
| Executive Summary | i |
| Introduction | 1 |
| Purpose of the 2014 Future Directions | 1 |
| Vision Statement | 1 |
| Methodology | 1 |
| Achievements over the Past 5 Years..... | 2 |
| Plan Foundation | 3 |
| Alignment with the Strategic Plan | 3 |
| Demographics | 4 |
| Trends and Promising Practices | 9 |
| Consultations..... | 25 |
| Background Studies | 28 |
| Capital Infrastructure Needs | 29 |
| Community Centres | 30 |
| Arenas / Ice Pads | 34 |
| Indoor Aquatics..... | 37 |
| Gymnasiums..... | 45 |
| Community & Program Delivery Space | 49 |
| Youth-Priority Space..... | 51 |
| Older Adults Priority Space | 53 |
| Fitness Space..... | 56 |
| Indoor Turf | 59 |
| Outdoor Soccer Fields..... | 62 |
| Ball Diamonds | 67 |
| Cricket Pitches..... | 70 |
| Other Field Sports | 71 |
| Tennis Courts | 73 |
| Basketball & Multi-Purpose Courts | 76 |

| | |
|--|------------|
| Play Sites | 78 |
| Outdoor Aquatics | 81 |
| Multi-Use Ramps | 84 |
| BMX & Mountain Biking Parks | 86 |
| Outdoor Ice Rinks | 87 |
| Municipal Golf Courses | 88 |
| Other Capital Requirements..... | 89 |
| Delivering the Service | 90 |
| Overview | 90 |
| Innovation & Service Excellence..... | 92 |
| Areas of Growth and Intensification | 95 |
| Inclusive Services | 101 |
| The Aging Population..... | 108 |
| Maximizing Facility Utilization | 113 |
| Positioning Recreation as Essential to the Quality of Life | 119 |
| Sport for Life & Athletic Development | 125 |
| Appendix A: Public Engagement Comments..... | 130 |

List of Tables

| | |
|---|----|
| Table 1: 5 Year Population Change & Current Population Estimate by Service Area | 4 |
| Table 2: Projected Population Growth, 2014 – 2019 | 5 |
| Table 3: Projected Population Growth, 2014-2031 | 5 |
| Table 4: Projected Proportion of Population by Age Cohort, 2011-2031 | 7 |
| Table 5: Top 5 Unofficial Languages Spoken by Service Area, 2011 | 7 |
| Table 6: Proportion of Immigrants by Service Area, 2001 – 2011 | 8 |
| Table 7: Average Private Household Income by Service Area, 2010 | 8 |
| Table 8: Low Income Population by Service Area, 2010 | 8 |
| Table 9: List of Documents Reviewed | 28 |
| Table 10: Regional Ice Pad Provision..... | 34 |
| Table 11: Regional Indoor Aquatic Centre Provision | 39 |

| | |
|--|-----|
| Table 12: Regional Gymnasium Provision | 47 |
| Table 13: Regional Provision of Fitness Centres | 57 |
| Table 14: Regional Soccer Field Provision | 63 |
| Table 15: Regional Ball Diamond Provision | 67 |
| Table 16: Regional Cricket Pitch Provision | 70 |
| Table 17: Regional Tennis Court Provision | 73 |
| Table 18: Regional Basketball Court Provision | 76 |
| Table 19: Regional Play Site Provision | 78 |
| Table 20: Regional Spray Pad Provision..... | 81 |
| Table 21: Regional Skateboard Park Provision..... | 84 |
| Table 22: Regional Outdoor Ice Rink Provision | 87 |
| Table 23: Mississauga Strategic Plan Pillars & Current Recreation Initiatives | 92 |
| Table 24: Participation in Programs for Residents with Disabilities/Mobility and Rehabilitation Needs..... | 103 |
| Table 25: Membership in Affiliated Older Adult & Seniors Clubs..... | 109 |
| Table 26: Aquatics, Programs & Fitness Registered Program Fill Rates, 2011-2012 | 113 |
| Table 27: Swim to Survive Participation with Local Schools | 115 |
| Table 28: Aquatic, Fitness & Therapeutic Memberships Sold, 2011-2012..... | 115 |
| Table 29: Recreation as Being Essential to Quality of Life – Indicators | 122 |
| Table 30: Initiatives & Intended Outcomes of the Sport Plan & Sport Tourism Strategy | 127 |

List of Figures

| | |
|---|---|
| Figure 1: Future Directions Project Methodology | 2 |
| Figure 2: City of Mississauga Strategic Pillars for Change..... | 3 |
| Figure 3: Population by Age Group, 2001 – 2011 | 6 |
| Figure 4: Proportion of Population, 2001 – 2011..... | 6 |

List of Maps

| | |
|---|----|
| Map 1: City of Mississauga Service Area Boundaries..... | 4 |
| Map 2: Intensification Areas in Mississauga | 12 |

| | |
|--|----|
| Map 3: Distribution of Community Centres | 31 |
| Map 4: Distribution of Arenas | 35 |
| Map 5: Distribution of Indoor Aquatic Centres | 38 |
| Map 6: Distribution of Gymnasium Space | 46 |
| Map 7: Distribution of Tennis Courts | 74 |
| Map 8: Distribution of Basketball & Multi-Use Courts | 77 |
| Map 9: Distribution of Play Sites..... | 79 |
| Map 10: Distribution of Outdoor Aquatic Facilities | 82 |

Executive Summary

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

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

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

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

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

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

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

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

Recommendations

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

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

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

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

Balancing Needed Outdoor Recreation Facilities with Future Growth

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

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

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

Recommendations

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

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

Strengthening Mississauga's Culture of Innovation & Service Excellence

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

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

Recommendations

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

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

Service Delivery in the Context of Growth & Intensification

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

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

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

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

Recommendations

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

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

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

The Importance of Inclusion in Recreation

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

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

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

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

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

Recommendations

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

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

Encouraging Participation Amongst the Aging Population

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

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

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

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

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

Recommendations

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

Maximizing Utilization of Existing Infrastructure & Services

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

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

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

Recommendations

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

Positioning Recreation as Essential to Quality of Life

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

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

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

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

Recommendations

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

Facilitating Sport & Athletic Development

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

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

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

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

Recommendations

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

Section 1: Introduction

Purpose of the 2014 Future Directions

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

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

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

Vision Statement

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

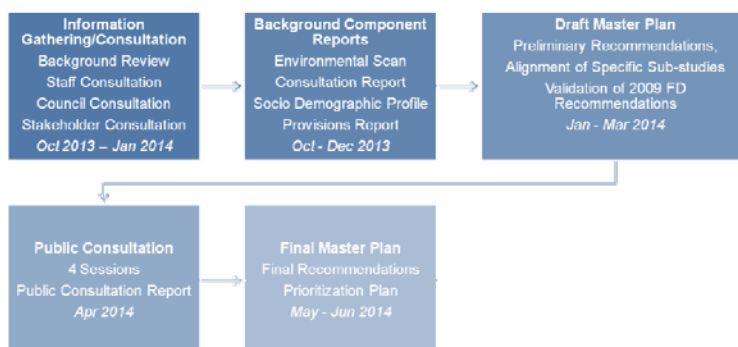
Recreation Division Vision

Keeping Mississauga healthy, active and connected.

Methodology

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

Figure 1: Future Directions Project Methodology



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

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

Achievements over the Past 5 Years

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

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

Section 2: Plan Foundation

Alignment with the Strategic Plan

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

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



Our Vision for the Future

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

A place where people choose to be.

City of Mississauga Strategic Plan, 2009

Figure 2: City of Mississauga Strategic Pillars for Change



Source: City of Mississauga Strategic Plan, 2009

Demographics

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

Map 1: City of Mississauga Service Area Boundaries



City-wide Population Growth

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

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

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

Source: Statistics Canada Census, 2011

Note: Projected population include Census net under-coverage

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

Projected Population

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

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

Table 2: Projected Population Growth, 2014 – 2019

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

Table 3: Projected Population Growth, 2014-2031

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

Source: City of Mississauga, 2013

Note: Projections include Census net under-coverage

Population by Age Group

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

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



Figure 3: Population by Age Group, 2001 – 2011

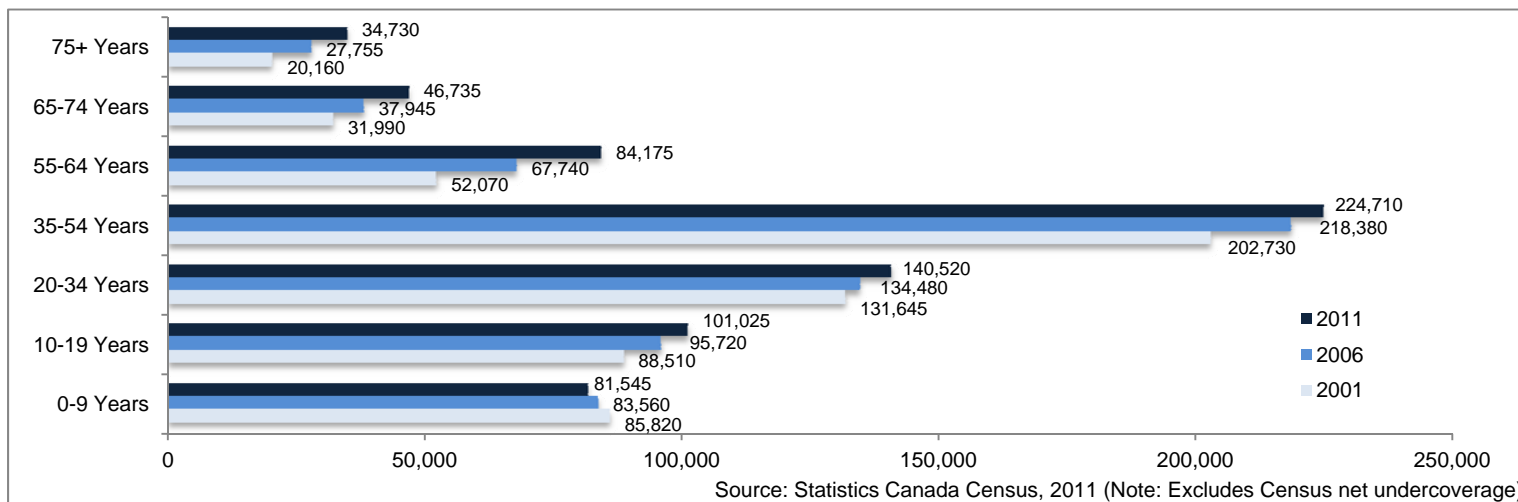
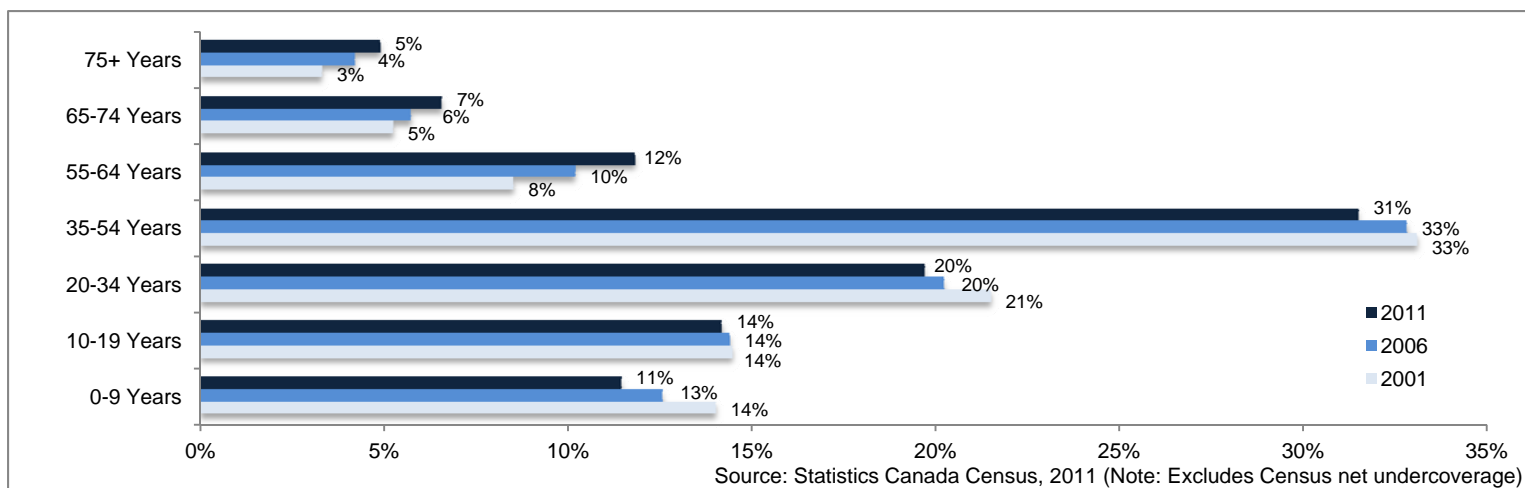


Figure 4: Proportion of Population, 2001 – 2011



Projected Changes to Age Cohort Proportions

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

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

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

Source: City of Mississauga, 2009

Note: Includes Census net under-coverage

Language & Immigration

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

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

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

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

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

Source: Statistics Canada Census, 2011

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

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

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

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

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

Source: Statistics Canada NHS, 2011

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

Household Income & Size

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

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

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

Source: Statistics Canada Census, 2011

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

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

Table 8: Low Income Population by Service Area, 2010

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

Source: Statistics Canada NHS, 2011

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

Education

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

Trends and Promising Practices

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

Positioning Recreation as Essential to the Quality of Life

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

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

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

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

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

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

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

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

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



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

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

Repositioning Parks & Recreation as Essential to Quality of Life

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

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

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



Intensification of Urban Areas

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

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

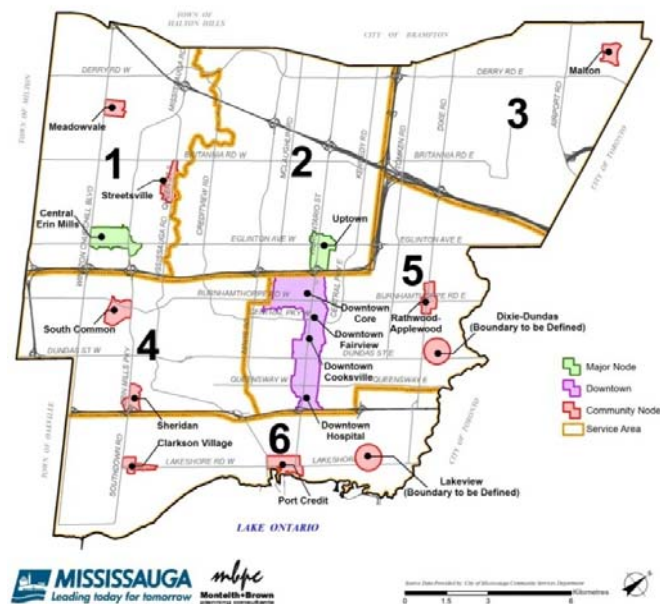
- The Central Erin Mills node in Service Area 1 will add 850 new residents by 2019 and 4,200 residents by 2031.
- The Uptown node in Service Area 2 is expected to add 1,700 new residents by 2019, and 7,400 residents by 2031.
- Over 7,800 more people are expected to live in Service Area 5's Downtown node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

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

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

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

Map 2: Intensification Areas in Mississauga



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

From the Backyard to the Public Domain

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

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

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



Maintaining a Recreational Presence

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

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

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

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

Refocusing on the Neighbourhood

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

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

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

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

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

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

Finding the Space

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

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

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

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

Delivery of Inclusive Services

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

Economic Influences

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

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

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

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

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

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

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

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

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

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

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

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

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

Different Recreational Demands to Consider

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

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

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

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

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

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

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

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

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

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

Overcoming Challenges for Residents with Disabilities

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

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

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

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

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

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

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

After-School Programming

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

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

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

Aging Demographic

A Recreational Profile of Older Adults

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

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

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

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

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

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

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

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



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

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

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

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

Design Considerations for Older Adults

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

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

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

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

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

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

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

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

Maximizing Utilization of Existing Infrastructure and Services

Aging Infrastructure

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

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

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

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

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

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

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

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

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

Multi-Use Facilities

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

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

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

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

Sport & Athletic Development

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

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

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

Consultations

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

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

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

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

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

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

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

Background Studies

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

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

Table 9: List of Documents Reviewed

Provincial Legislation

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

Strategic Policy Documents

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

Recreation-Related Reports

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

Other Documents

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



Section 4: Capital Infrastructure Needs

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

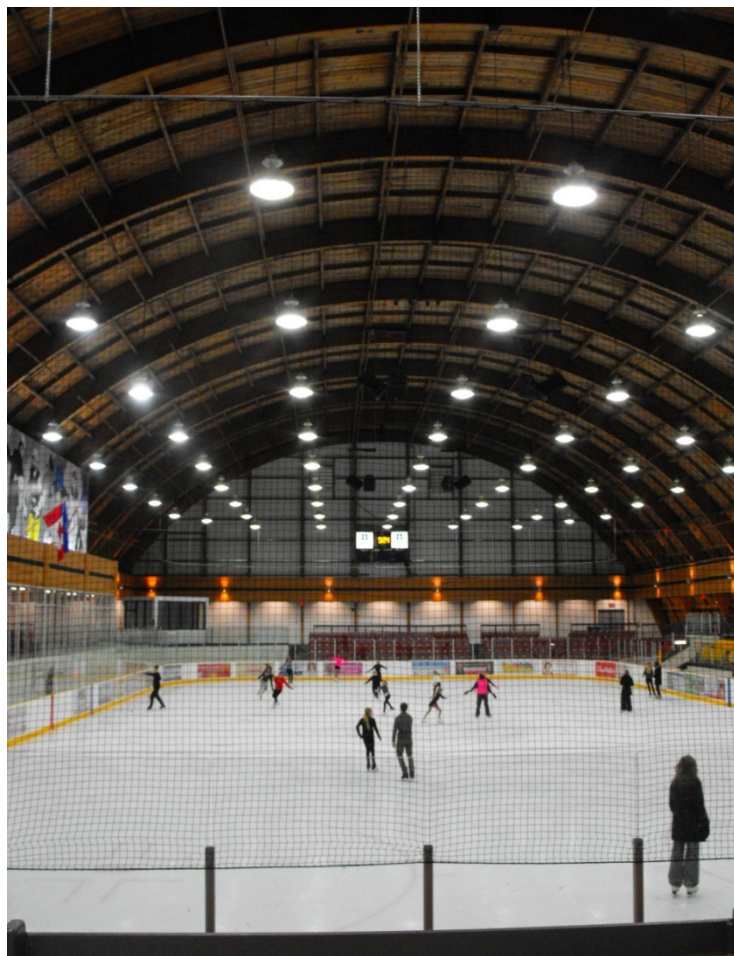
This Section contains an assessment of the City's capital recreation infrastructure consisting of indoor and outdoor recreational facilities.

Goal Statement – Indoor Recreation Facilities:

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

Goal Statement – Outdoor Recreation Facilities:

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



Community Centres

Supply

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

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

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

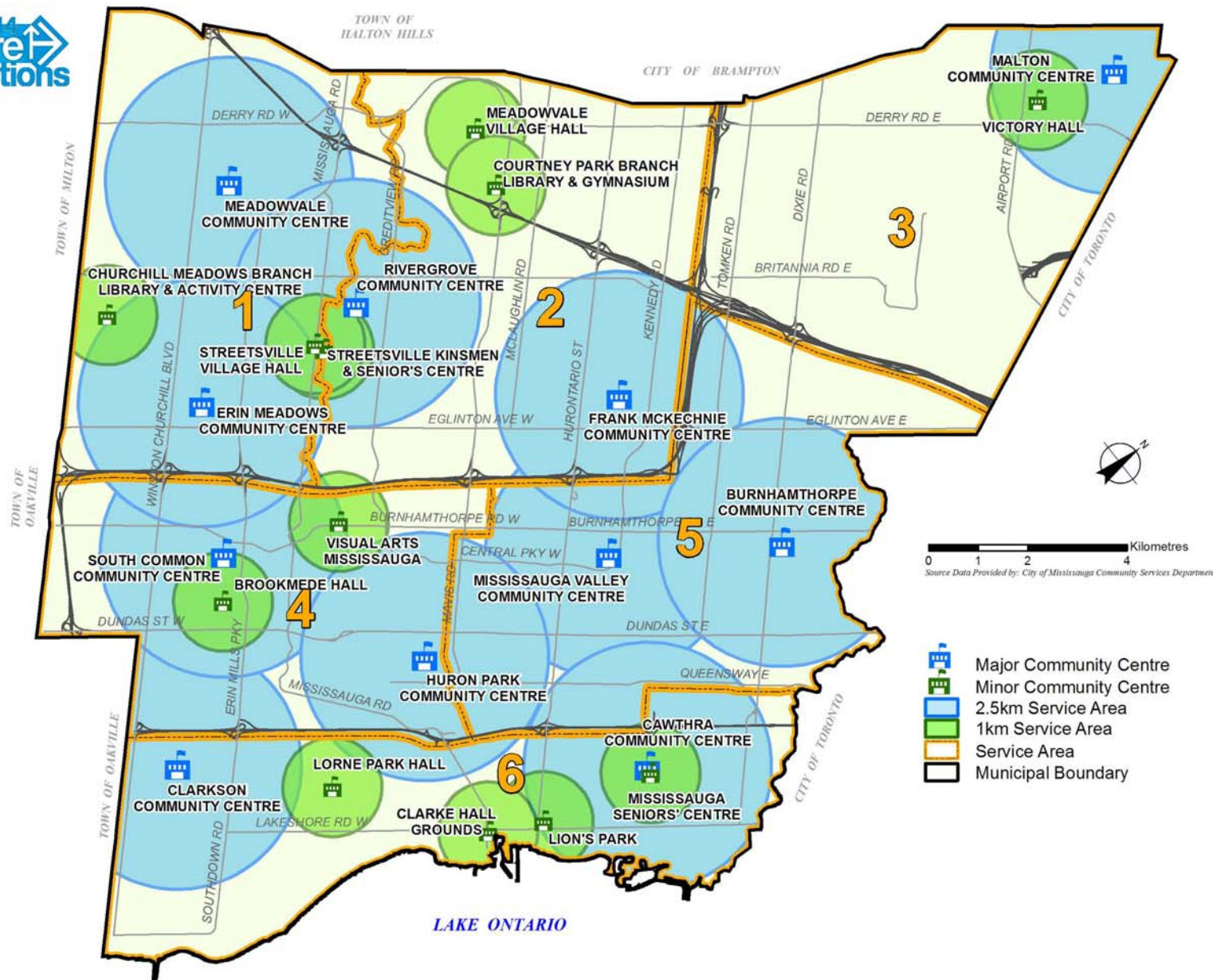
The City also operates 12 minor community centres comprising a number of single purpose venues suited to meetings, gatherings and more limited program delivery opportunities.

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

Needs Assessments

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

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



Map 3: Distribution of Community Centres

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

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

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

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

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

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

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

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

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

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

CAPITAL Recommendations

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

Arenas / Ice Pads

Supply

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

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

The City's arenas consist of the following templates:

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

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

Market Conditions

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

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

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

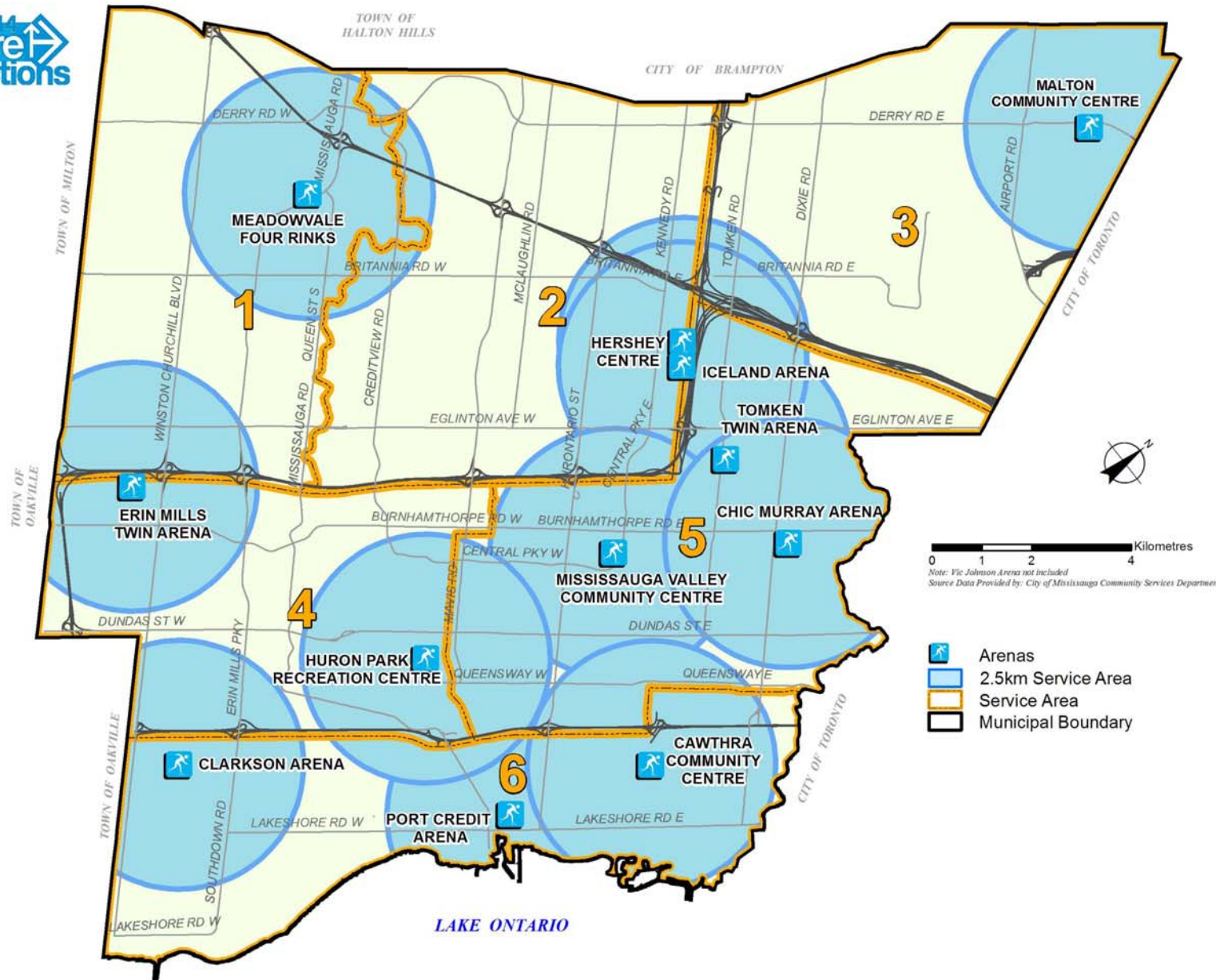
Mississauga's current service level is 1 ice pad per 30,264 population, recognizing that the actual service level for community use is actually less due to the unavailability of some ice pads at the Hershey Centre.

Table 10: Regional Ice Pad Provision

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

Note: Service level rounded to the nearest 500 residents.

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



Needs Assessments

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

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



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

CAPITAL Recommendations

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

Indoor Aquatics

Supply

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

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

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

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

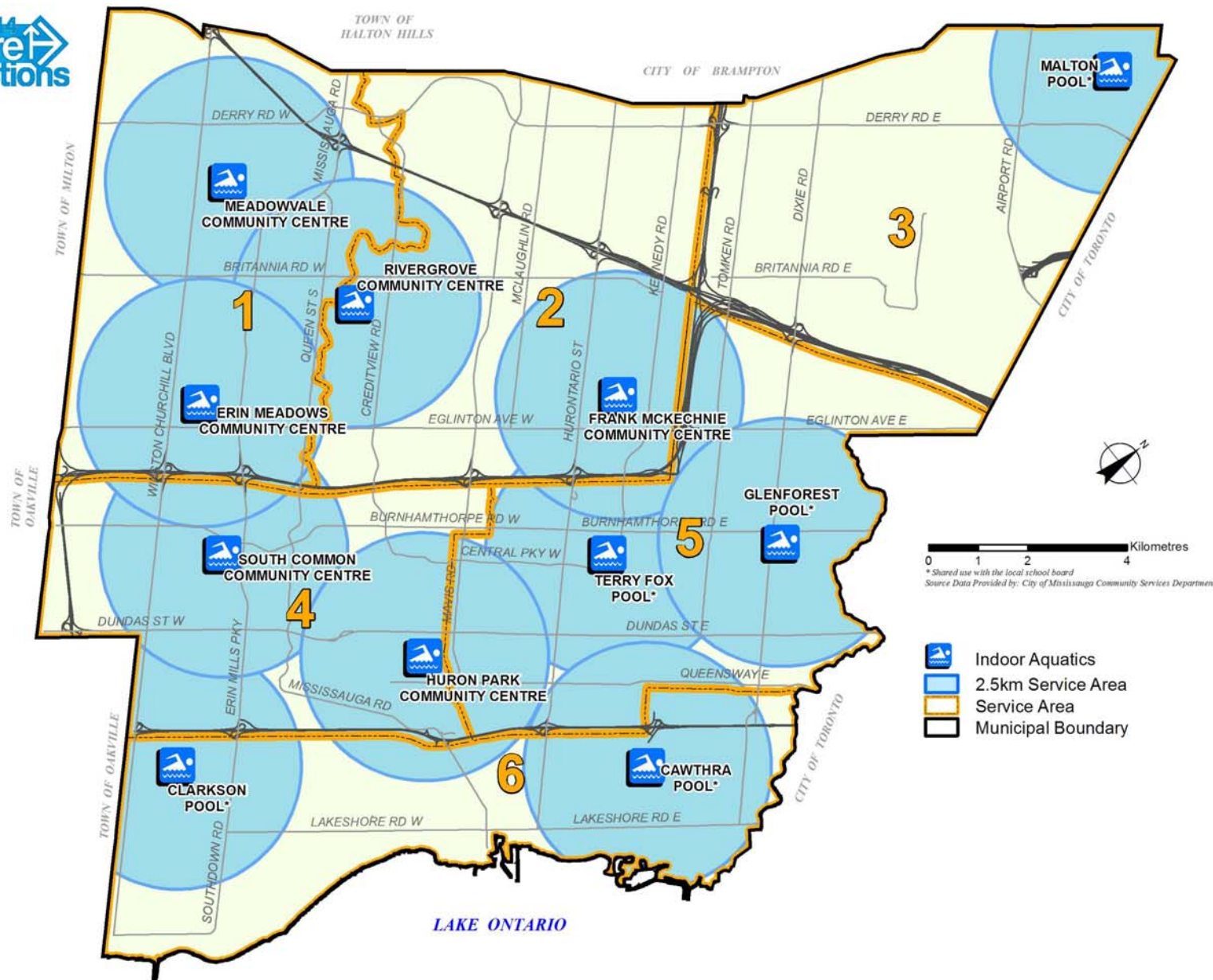
| Indoor Aquatics Centre | Pool Type |
|---|-------------------------------------|
| Malton Community Centre | 25 metre lane Therapeutic |
| Meadowvale Community Centre | 25 metre lane Therapeutic (2016) |
| Mississauga Valley Community Centre (Terry Fox Pool) | 25 metre lane Therapeutic |
| Rivergrove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

* shared use pool with local school board

Market Conditions

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

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



Map 5: Distribution of Indoor Aquatic Centres

Table 11: Regional Indoor Aquatic Centre Provision

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

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



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

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

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

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

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

Needs Assessments

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Shared-use Pools

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

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

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

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

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

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



CAPITAL Recommendations

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

Gymnasiums

Supply

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

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

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

* shared with school and thus counted as 0.5 gyms

** undersized gyms and thus counted as 0.5 gyms



Market Conditions

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

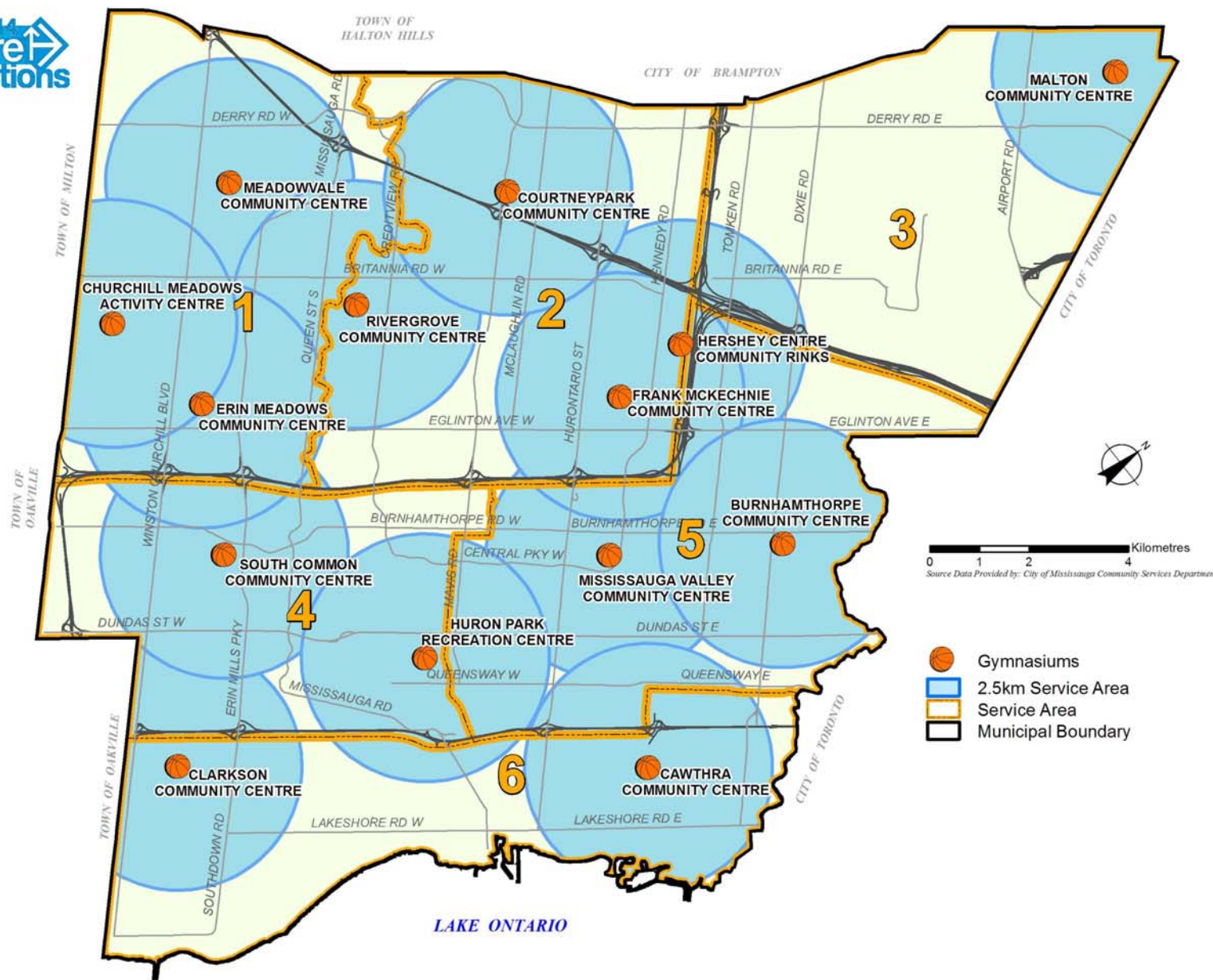


Table 12: Regional Gymnasium Provision

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

Note: Service level rounded to the nearest 500 residents.

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

Needs Assessments

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

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

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

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

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

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

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

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

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

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

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

CAPITAL Recommendations

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

Community & Program Delivery Space

Supply

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

Market Conditions

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

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



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

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

Needs Assessments

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

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

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

CAPITAL Recommendations

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

Youth-Priority Space

Supply

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

Market Conditions

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

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

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

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

Needs Assessments

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

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

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

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

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

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

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

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

CAPITAL Recommendations

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



Older Adults Priority Space

Supply

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

Market Conditions

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

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

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

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

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

Needs Assessments

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



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

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

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

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

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

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

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

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

CAPITAL Recommendations

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

Fitness Space

Supply

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

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



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

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

Market Conditions

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

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

Table 13: Regional Provision of Fitness Centres

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

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

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

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

Needs Assessments

Full Service Fitness Centres

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

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

Studios, Walking Tracks & Squash

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

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

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

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

CAPITAL Recommendations

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

Indoor Turf

Supply

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

Market Conditions

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

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

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

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



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

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

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

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

Needs Assessments

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

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

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

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

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

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

CAPITAL Recommendations

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

Outdoor Soccer Fields

Supply

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

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

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

Source: City of Mississauga, 2013

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

Market Conditions

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

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

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

Table 14: Regional Soccer Field Provision

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

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

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

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

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

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

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

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

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

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

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

Needs Assessments

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

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

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

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

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

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

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

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

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

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

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

CAPITAL Recommendations

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

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



Ball Diamonds

Supply

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

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

Source: City of Mississauga, 2013

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

Market Conditions

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

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

Table 15: Regional Ball Diamond Provision

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

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

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

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

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

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

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

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

Needs Assessments

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

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



CAPITAL Recommendations

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

Cricket Pitches

Supply

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

Market Conditions

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

Table 16: Regional Cricket Pitch Provision

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

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



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

Needs Assessments

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

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

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

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

CAPITAL Recommendations

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

Other Field Sports

Supply

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

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

Market Conditions

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

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

Needs Assessments

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

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

CAPITAL Recommendations

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



Tennis Courts

Supply

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

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



Market Conditions

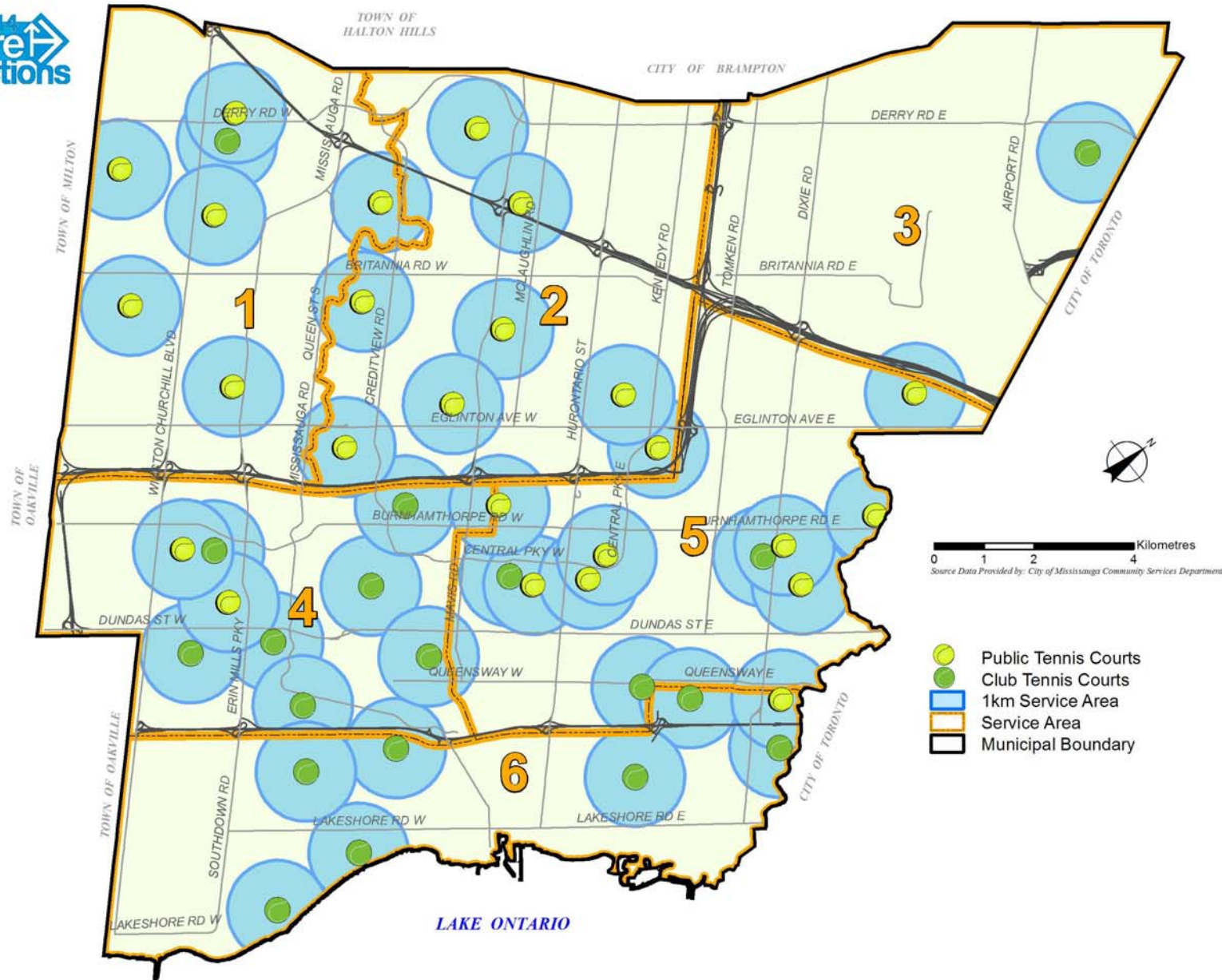
Participation in tennis varies greatly from community to community and province to province. By many accounts, tennis is not considered a growth sport though there is research that suggests club-based play is on the rise. Mississauga's service level of courts presently stands at one court per 5,563 which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

Table 17: Regional Tennis Court Provision

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

Note: Service level rounded to the nearest 100 residents

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



Needs Assessments

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

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

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

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

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

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

CAPITAL Recommendations

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

Basketball & Multi-Purpose Courts

Supply

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

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

Market Conditions

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

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

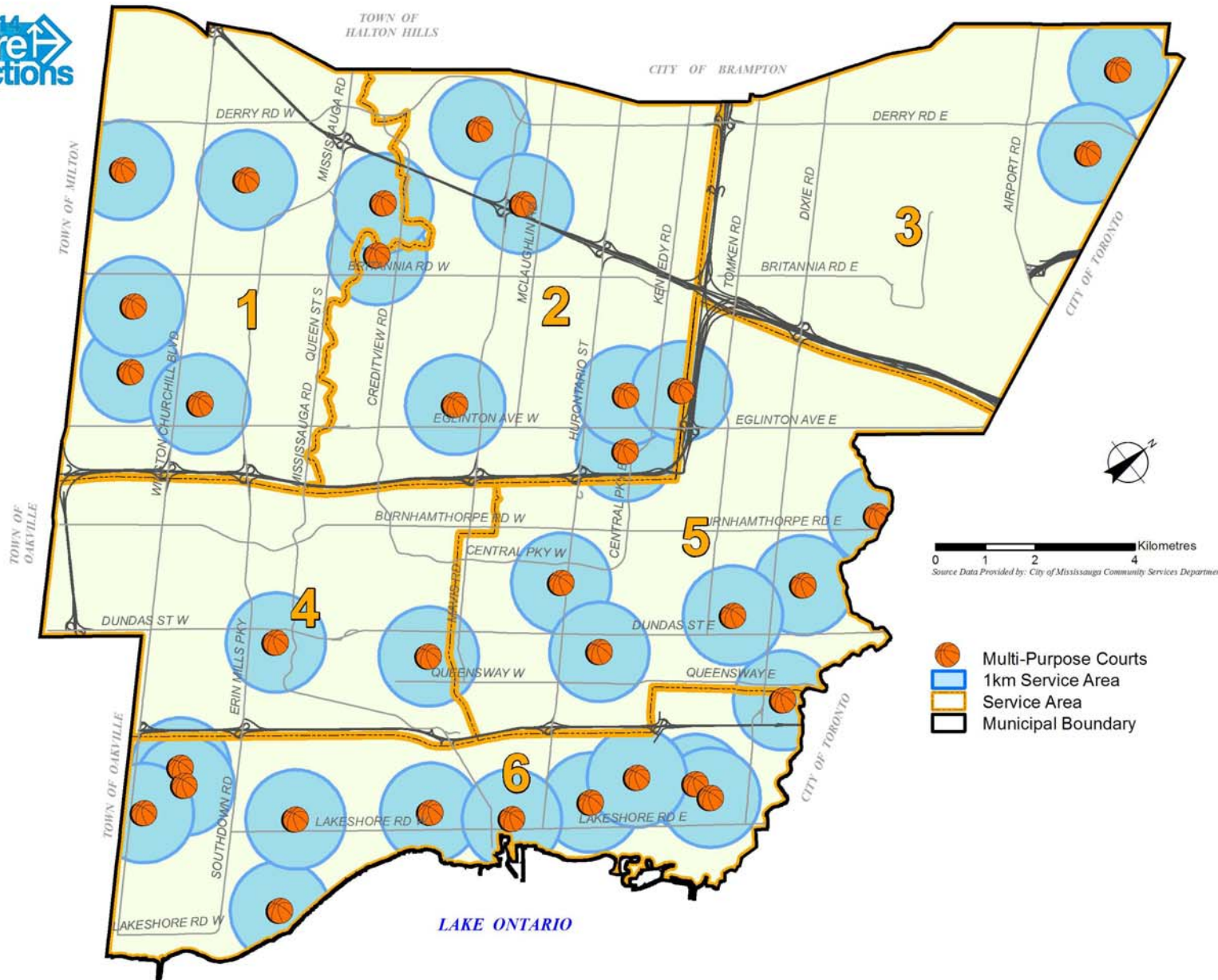
Table 18: Regional Basketball Court Provision

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

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

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





Needs Assessments

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

| Service Area | Provision of Courts |
|--------------|---------------------|
| 1 | 1 : 11,623 |
| 2 | 1 : 13,608 |
| 3 | 1 : 5,420 |

| Service Area | Provision of Courts |
|------------------|---------------------|
| 4 | 1 : 22,144 |
| 5 | 1 : 24,093 |
| 6 | 1 : 4,169 |
| City-Wide | 1 : 11,045 |

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

CAPITAL Recommendations

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

Play Sites

Supply

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

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

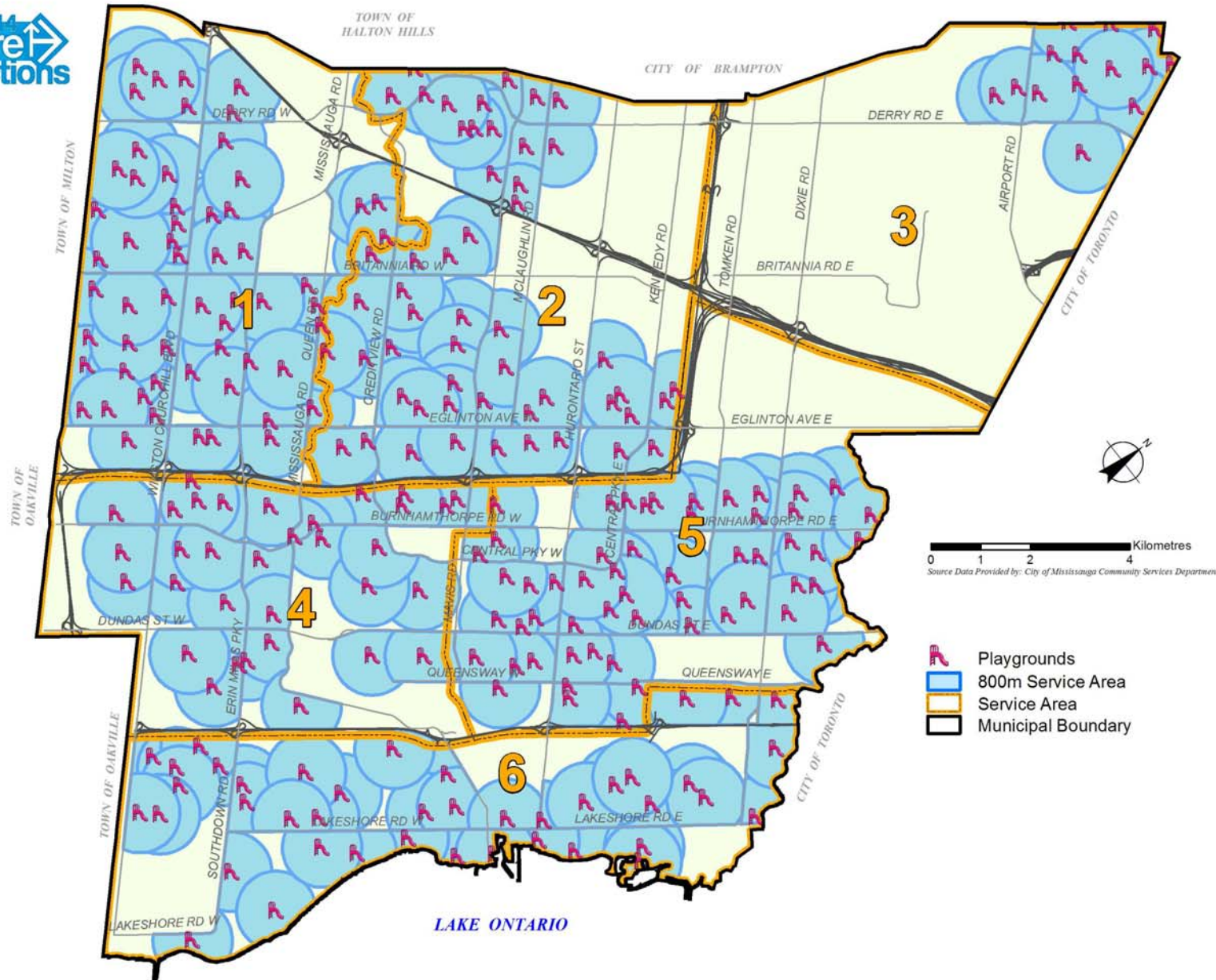
Market Conditions

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

Table 19: Regional Play Site Provision

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

Note: Service level rounded to the nearest 100 residents.



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

Needs Assessments

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

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

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

CAPITAL Recommendations

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

Outdoor Aquatics

Supply

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

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

Market Conditions

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

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

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

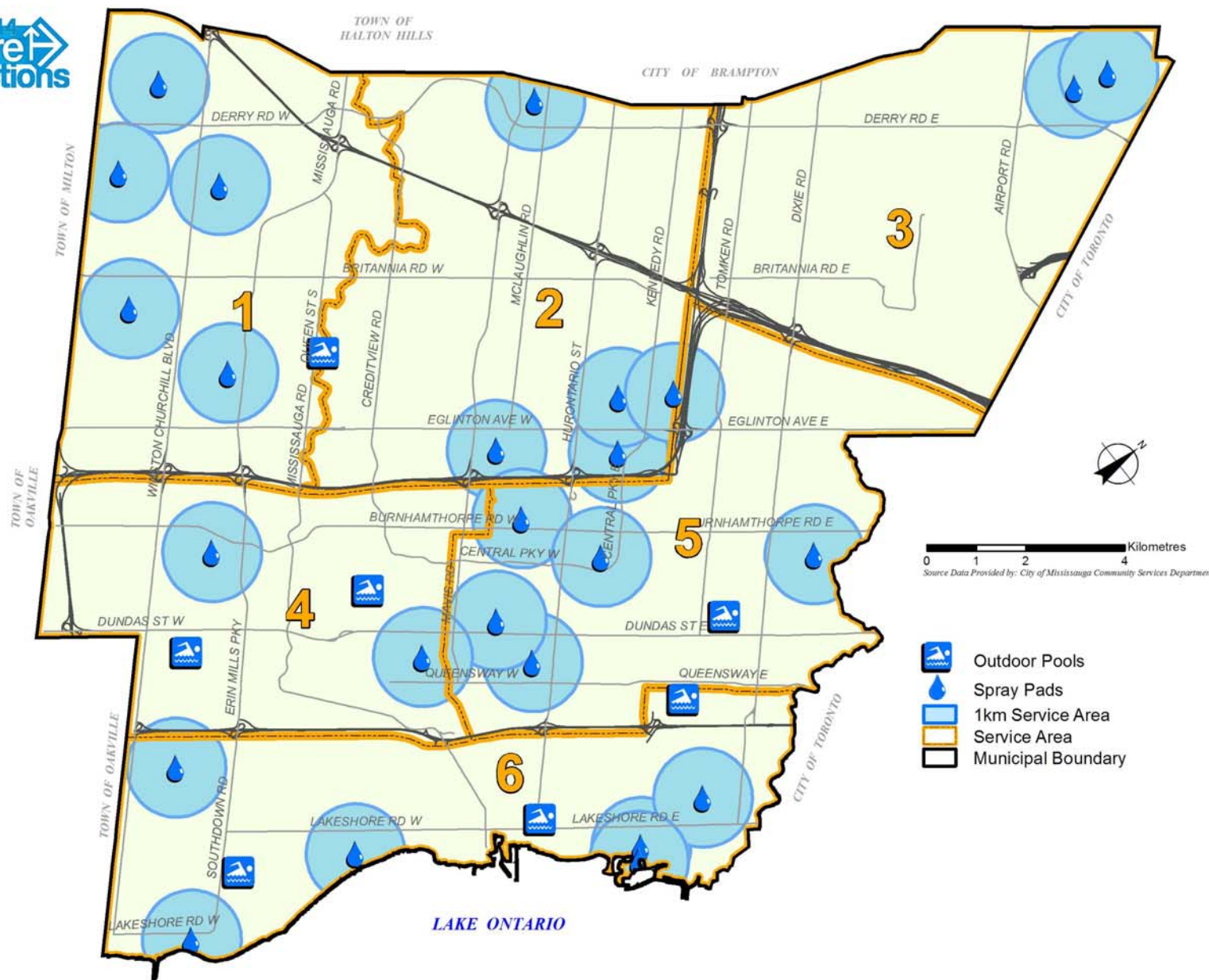
Mississauga's service level is one spray pad per 30,264 residents, a level of service that has improved considerably since the 2009 Future Directions with the addition of six new spray pads since then. With fewer municipalities constructing outdoor pools, benchmarking was relegated to spray pad facilities.

Table 20: Regional Spray Pad Provision

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

Note: Service level rounded to the nearest 100 residents.

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



Needs Assessments

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

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

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

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

CAPITAL Recommendations

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



Multi-Use Ramps

Supply

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

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

Market Conditions

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



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

Table 21: Regional Skateboard Park Provision

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

Note: Service level rounded to the nearest 500 residents.

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

Needs Assessments

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

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

CAPITAL Recommendations

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



BMX & Mountain Biking Parks

Supply

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

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

Market Conditions

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

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

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

Needs Assessments

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

CAPITAL Recommendations

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



Outdoor Ice Rinks

Supply

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

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

Market Conditions

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

Table 22: Regional Outdoor Ice Rink Provision

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

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

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

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

Needs Assessments

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

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

CAPITAL Recommendations

No capital recommendations have been made for outdoor skating rinks.

Municipal Golf Courses

Supply

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

Market Conditions

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

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

Needs Assessments

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

CAPITAL Recommendations

No capital recommendations have been made for municipal golf courses.



Other Capital Requirements

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

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

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



Section 3: Delivering the Service

Overview

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

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

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

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

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

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

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

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



Innovation & Service Excellence

Goal Statement:

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

Overview

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

Table 23: Mississauga Strategic Plan Pillars & Current Recreation Initiatives

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

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

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

Why Innovate

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

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

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

Current State

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

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

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

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

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

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

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

www.conferenceboard.ca.

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

Maintaining Momentum in Innovation and Service Excellence

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



SERVICE Recommendations

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

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

Areas of Growth and Intensification

Goal Statement:

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

Current State

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

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

Community Engagement

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

1. Gather Intelligence on the Neighbourhood and Service Area

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

2. Inventory Community Groups and Agencies

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

3. Communications and Co-Leadership

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

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

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

5. Focus Groups with Residents

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

6. Identify Leaders and Early Adaptors in the Neighbourhood

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

7. Begin the Conversations

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

8. Resourcing the Plan

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

9. Program Development and Training

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

10. Implementation and Evaluation

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

Demographics, Research and Stakeholder Input

Demographic Inputs:

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

Related Intelligence:

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

Stakeholder Input:

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

Mississauga Delivers

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

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

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

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

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



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

A Look at Other Jurisdictions

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

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

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

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

Service Delivery Emphasis 2014 to 2019

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

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

SERVICE Recommendations

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

requiring social supports as well as an aging neighbourhood.

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

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

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

Inclusive Services

Goal Statement:

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

Current State

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

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

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

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

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

Demographics, Research and Stakeholder Input

Demographic Inputs:

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

²⁸ Toronto Public Health, 2001

Related Intelligence:

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

Stakeholder Input:

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

Mississauga Delivers

Including Residents from Low Income Backgrounds

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

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

²⁹ Ministry of Child and Youth Services – Cultural Competency Tool

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

Therapeutic Line of Business

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

Including Residents with Disabilities and Chronic Conditions

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

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

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

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

Including Residents from Predominant Cultures

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

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

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

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

Volunteer Strategy

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

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

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

A Look at Other Jurisdictions

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

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

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

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

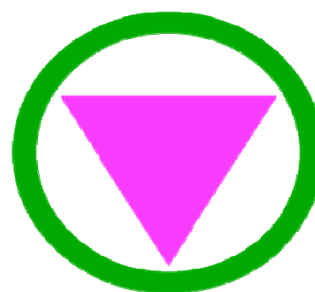
Diversity Leadership – The Royal Bank of Canada sees the strategic advantage in reaching out to diverse markets from a business perspective. The bank maintains the support of a Diversity Council that meets quarterly to review the status and the respective results of diversity initiatives. The Bank of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

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

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

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

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



Service Delivery Emphasis 2014 – 2019

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

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

SERVICE Recommendations

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

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

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

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



The Aging Population

Goal Statement

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

Current State

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

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

Demographics, Research and Stakeholder Input

Demographic Input:

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

Related Intelligence:

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

Stakeholder Input:

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

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

Mississauga Delivers

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

Table 25: Membership in Affiliated Older Adult & Seniors Clubs

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

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



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

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



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

A Look at Other Jurisdictions

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

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

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

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

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

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

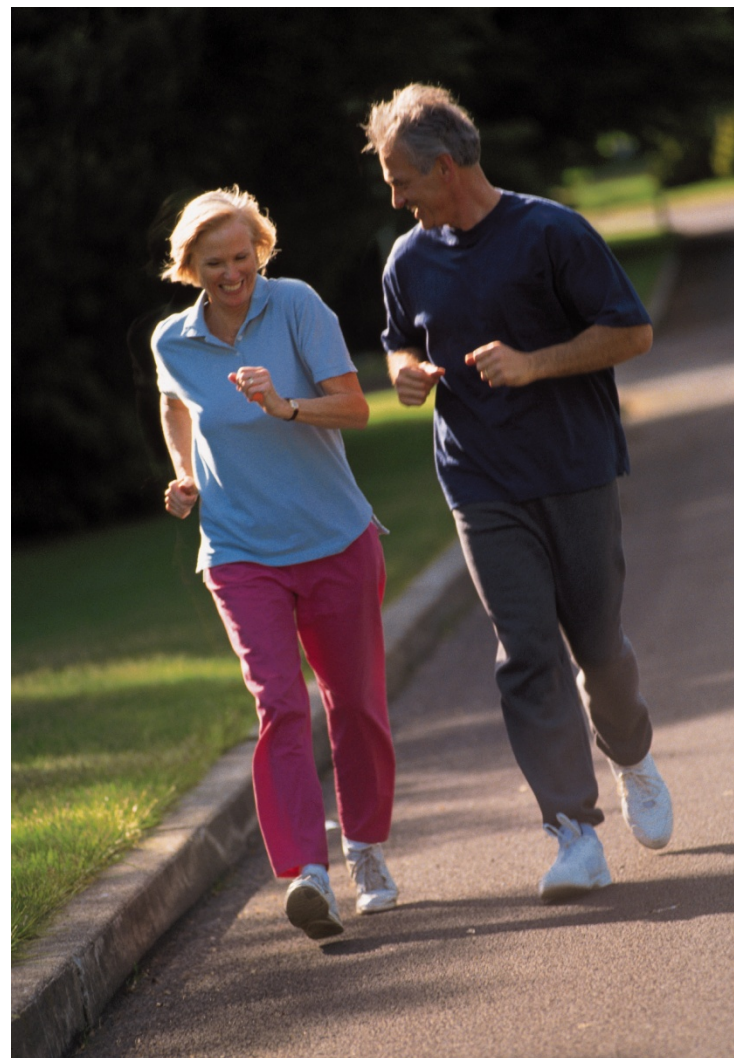
Service Delivery Emphasis 2014 - 2019

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

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

SERVICE Recommendations

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



Maximizing Facility Utilization

Goal Statement:

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

Current State

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



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

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

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

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

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

Research and Stakeholder Input

Related Intelligence:

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

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

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

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

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

Stakeholder Input:

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

Mississauga Delivers

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

Swim to Survive and Drowning Prevention

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

Table 27: Swim to Survive Participation with Local Schools

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

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

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

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

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

Memberships

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

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

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

Physical Inactivity

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

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

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

Strong Neighbourhoods

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

Implementation of High Five and Principles of Healthy Child Development

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

Mississauga Youth Plan

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

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

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

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

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

Alternate Revenue Strategies

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

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

A Look at Other Jurisdictions

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

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

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

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

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

Service Delivery Emphasis 2014 - 2019

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

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

SERVICE Recommendations

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

Positioning Recreation as Essential to the Quality of Life

Goal Statement

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

Current State

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

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

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

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



Research and Stakeholder Input

Related Intelligence:

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

Stakeholder Input:

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

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

Federal Government

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

Public Health Agency of Canada (PHAC)

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

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

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

Provincial Government – Ministry of Tourism, Culture and Sport

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

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

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

Regional Levels of Government

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

Municipal Recreation – Local Councils and the Administration

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

Mid-management and Frontline Staff

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

Stakeholders and Volunteers

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

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

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

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

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

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

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

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

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

Mississauga Delivers

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

Children & Youth

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

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

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



Older Adults

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

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

Complete Communities

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

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

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

A Look at Other Jurisdictions

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

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

Service Delivery Emphasis 2014 – 2019

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

SERVICE Recommendations

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

Sport for Life & Athletic Development

Goal Statement:

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

Current State

Sport Development and Sport Tourism

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

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

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

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

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

Canadian Sport for Life

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

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

Long-Term Athlete Development

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

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

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

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

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

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

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

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

Mississauga Delivers

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

Sport Plan and Sport Tourism Initiatives 2014 -2019

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

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

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

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

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

A Look at Other Jurisdictions

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

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

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



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

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

Service Delivery Emphasis 2014 - 2019

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

SERVICE Recommendations

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



Appendix A: Public Engagement Comments

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

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

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

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

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

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

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



2014 future directions

Implementation Guide for Library Services
May 2014

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This Implementation Guide is a planning tool to be used in conjunction with the capital recommendations contained within Mississauga's 2014 Future Directions for Library Services. City and Library 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:

Service Area

Identifies the impacted Future Directions geographic planning service area.

Implementation Trigger

Refers to the factors that should be considered prior to initiating the recommendation.

Suggested Start Time

Refers to the time frame that implementation of a recommendation should commence. 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. Recommendations are listed under each key area of focus in order of suggested time period of initiation.

Section Most Responsible

Identifies those business units 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

Identifies recommendations that have cost implications to either capital and/or operating budgets. Where applicable, the capital costs are in 2014 dollars and are considered preliminary estimates subject to change given, among other things, future market conditions; program design; and regulatory policies. Estimates do not reflect the cost of associated land acquisition. Also noted is whether or not the recommendation has an impact on the operating budget. It is anticipated that the specific operating cost impact for each recommendation would be provided through the Corporate Business Plan and annual Budget Review processes, including detailed operating costs such as labour, maintenance, utilities, etc..

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section Most Responsible | Capital Costs | Additional Operating Costs |
|-------------------------------|---|-----------------|---|----------------------|--|---------------|----------------------------|
| SERVICE DELIVERY MODEL | | | | | | | |
| 1a | <p><i>Undertake an organizational review that includes the following:</i></p> <p>Ensure that staff receives training in the use of mobile technologies, including tablets, eReaders, and similar devices.</p> | All | Meeting customer expectations | Ongoing | Library Leadership Team, Managers | \$150,000* | Yes |
| 1b | <p><i>Undertake an organizational review that includes the following:</i></p> <p>Investigate retail models for customer service such as roving reference with tablets, improved displays, interactive training in the use of electronic devices and services, new facility design (e.g., Apple store model), etc.</p> | All | Meeting customer expectations; Central Library revitalization | Short-Term | Library Leadership Team, Managers | See Rec. #1a | Yes |
| 1c | <p><i>Undertake an organizational review that includes the following:</i></p> <p>Create specialist positions and teams throughout the system, such as an electronic/virtual services team and centralized selection team.</p> | All | Alignment with Service Delivery Model; updated job descriptions | Short-Term | Library Leadership Team, Managers | See Rec. #1a | Yes |
| 1d | <p><i>Undertake an organizational review that includes the following:</i></p> <p>Create key secondments and/or task teams to lead the following:</p> <ul style="list-style-type: none"> • immediate revision of the website • staff (and public) training specific to mobile technology devices • collection de-selection • collection management metrics (see Recommendation #11) • marketing metrics specific to user satisfaction (see Recommendation #11). | All | Alignment with Service Delivery Model and Electronic Strategy; implementation of new ILS; demand for physical space | Short-Term | Library Leadership Team, Managers | See Rec. #1a | Yes |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section Most Responsible | Capital Costs | Additional Operating Costs |
|-----------------------|--|-----------------|--|----------------------|---|-------------------------------------|----------------------------|
| 1e | <i>Undertake an organizational review that includes the following:</i> Update and create new library job descriptions, as required. | All | Alignment with service delivery model, technological changes | Short-Term | Library Leadership Team, Managers | See Rec. #1a | Yes |
| 2 | Enhance customer intelligence to create effective marketing initiatives. | All | Alignment with related initiatives to improve awareness ; Right tech tools | Short-Term | Marketing (Specialist) | See Rec. #1a | Yes |
| 3 | Conduct reviews of public hours to align with the Library's business planning process. | All | Public demand for new hours; operational efficiencies; Alignment with related initiatives; Financial receptivity | Short-Term | Library Leadership Team, Managers, Task Team | See Rec. #1 | Yes |
| FACILITY MODEL | | | | | | | |
| 4 | Prioritize the provision of library spaces that are accessible, adaptable, and strengthen the role of the Mississauga Library System as a community hub. (see Recommendation #9) | All | Function of existing libraries; alignment with service delivery model | Ongoing | Managers | N/A | No |
| 6 | Support a target of 0.46 square feet of library space per capita to meet current and future needs. | All | Population growth | Ongoing | Library Leadership Team, Board with Support from Business Planning | Funded (Pending DC By-law Approval) | Yes |
| 9 | Continue the facility revitalization project to ensure that Mississauga's Libraries remain accessible, modern, and responsive to changing needs. (see Recommendation #4) | All | Funding opportunities; Age/condition of libraries | Ongoing | Managers | | Yes |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section Most Responsible | Capital Costs | Additional Operating Costs |
|--------|---|-----------------|---|----------------------|--------------------------------|--------------------------|----------------------------|
| 5 | Explore the feasibility of "Express Libraries" as a third-tier in the Library's facility model for areas of significant residential intensification and high resident traffic locations (e.g. transit locations). | All | Residential intensification and transit hub development; linkage to secondary plan processes; lack of availability of space for "traditional" library; assessment of feasibility for Express Libraries. | Short-Term | Library Leadership Team | N/A | No |
| 8 | Implement the Mississauga Central Library Feasibility Study. | 5 | Changes in role of Central Library, population growth, customer expectations, life cycle cost, intensification, service delivery model, other development opportunities | Medium-Term | Director, Area Manager | Subject to Business Plan | Yes |
| 7 | Begin planning for the replacement of the Cooksville Library, to be constructed post-2019. | 5 | Forecasted population growth in area; increased usage of existing library; availability of external funds. | Long-Term | Director, Area Manager | See Rec. #6 | Yes |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section Most Responsible | Capital Costs | Additional Operating Costs |
|----------------------------|---|-----------------|--|----------------------|--|---------------|----------------------------|
| COLLECTION STRATEGY | | | | | | | |
| 12 | Continue the steady expansion of electronic products and services, as supported by user interest, trends, and funding availability. (see Recommendation #10) | All | Response to current and future demand for new formats, as well as changing demographics; refresh of Service Delivery Model | Ongoing | Collections Manager | See Rec. #10 | Yes |
| 10 | Accelerate the collection growth initiative by moving toward an annual funding level of \$4.25 per capita and a total collection size of 2.0 items per capita over the life of this Plan. | All | Below average per capita spending levels; meeting customer expectations | Short-Term | Director, Library Leadership Team | N/A | Yes** |
| 11 | Acquire and utilize better metrics through the use of a centralized collection management service to manage all aspects of collections. | All | Implementation of new ILS; response to changing trends in library demand; refresh of Service Delivery Model. | Short-Term | Shared Services, Collections Manager | N/A | Yes |
| ELECTRONIC STRATEGY | | | | | | | |
| 15 | Establish a makerspace pilot project and seek community and business partners to help deliver this and other technology-related services. | All | Partnership opportunities; Central Library revitalization; Leveraging existing work and success of pilot. | Ongoing | Library Leadership Team, Managers, Makerspace Task Team | \$106,000 | Yes |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section Most Responsible | Capital Costs | Additional Operating Costs |
|--------|---|-----------------|--|----------------------|--|---------------|----------------------------|
| 13 | Fast-track the development and implementation of a mobile strategy to enhance user access and service delivery. | All | Availability of new mobile applications and technologies; Response to changing trends in library access; Dependent on MDM Strategy Implementation | Short-Term | Library Leadership Team | Funded*** | Yes |
| 14 | Overhaul the Library's website. | All | Meeting customer expectations; corporate initiatives; refresh of Service Delivery Model. | Short-Term | Shared Services, Marketing (Specialist) | \$100,000 | Yes |

Notes: * = Capital Costs of \$150,000 includes Recommendations #1a to #1e and #3

** = Collection: \$150,000 per annum in operating budget

*** = Initiative underway and funded.



2014 future directions

Implementation Guide for Parks and Forestry May 2014

This Implementation Guide is a planning tool to be used in conjunction with the capital recommendations contained within Mississauga's 2014 Future Directions for Recreation. 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:

Service Area

Identifies the impacted Future Directions geographic planning service area.

Implementation Trigger

Refers to the factors that should be considered prior to initiating the recommendation.

Suggested Start Time

Refers to the time frame that implementation of a recommendation should commence. 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. Recommendations are listed under each key area of focus in order of suggested time period of initiation.

Section Most Responsible

Identifies those business units 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

Identifies recommendations that have cost implications to either capital and/or operating budgets. Where applicable, the capital costs are in 2014 dollars and are considered preliminary estimates subject to change given, among other things, future market conditions; program design; and regulatory policies. Estimates do not reflect the cost of associated land acquisition. Also noted is whether or not the recommendation has an impact on the operating budget. It is anticipated that the specific operating cost impact for each recommendation would be provided through the Corporate Business Plan and annual Budget Review processes, including detailed operating costs such as labour, maintenance, utilities, etc.

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Capital Costs | Additional Operating Cost |
|----------------|--|-----------------|--|----------------------|---|--|---------------------------|
| CAPITAL | | | | | | | |
| | | | | | | | |
| 2 | Parkland Acquisition It is recommended that the City continue with its current approach to identifying strategic land acquisitions through its Parkland Acquisition Strategy, and formalize an evaluation criteria and a ranking system, with priorities for acquisition of lands that: <ul style="list-style-type: none"> - protect and enhance Natural Areas; - support the Waterfront Parks Strategy; - support strategic connections along the waterfront; - support completion of a continuous trails system; - support population growth and sustainable community design (where no or limited opportunities for parkland dedications exist). (Section 4.1.1) | All | <ul style="list-style-type: none"> Ongoing as part of Parkland Acquisition Strategy, and the <i>Natural Heritage System Strategy</i>. | Ongoing | Park Planning | CIL Funded | Y |
| 24 | Trails and Pathways The City should plan to continue building towards a continuous and interconnected trail system which builds off of the existing network already established and new trail routes identified in other supporting studies such as the <i>Waterfront Parks Strategy</i> and the <i>Credit River Parks Strategy</i> . Considering the continued public interest in trails and pathways and the number of recent studies that are addressing trail development in different locations and the importance of pedestrian movement across open spaces and road right of ways the City should consider the need and value for a City wide pedestrian study. (Section 4.2.3) | All | <ul style="list-style-type: none"> Alignment with green space acquisition and implementation of the Cycling Master Plan | Ongoing | Park Development (In Collaboration With Cycling Office) | \$4,700,000 (Pending DC By-law Approval) / + \$31,500,000 | Y |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Capital Costs | Additional Operating Cost |
|--------|--|-----------------|--|----------------------|---------------------------------------|---|---------------------------|
| 20 | Park Redevelopment Establish a prioritized list of older parks for redevelopment and identify annual budgets for systematic parks redevelopment / upgrading within the 10-year capital plan, based on identified priorities and employing additional analytics and assessment. To inform priority setting evaluation criteria should be established and applied. <i>(Section 4.2.3)</i> | All | <ul style="list-style-type: none"> Infrastructure / facility replacement; alignment to pop. growth and demographics | Short Term | Park Planning / Park Development | \$17,000,000 Major Redevelopment in 2014 - 2023 Capital Budget Request | Y |
| 23 | Information Technology Through an internal study, the City should develop criteria for and conduct an evaluation of suitable locations for the provision of Wi-Fi® hot spots in selected destination parks, and investigate opportunities for provision of the service in partnership with corporate sponsors or technology service providers. <i>(Section 4.2.3)</i> | All | <ul style="list-style-type: none"> Response to identified need through staff/public consultation; Align with park redevelopment plans. | Short Term | Park Development | N/A | Y |
| 34 | Cemeteries The City should, through its Cemetery Operations business analysis, continue to consider its options for a new cemetery location to meet projected needs, as well as other initiatives that address current trends in the bereavement industry as well as resident preferences. <i>(Section 4.4)</i> | All | <ul style="list-style-type: none"> Ongoing initiative | Short Term | Park Operations (Cemetery Operations) | Subject to Assessment | Y |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Capital Costs | Additional Operating Cost |
|--------------------------------------|---|-----------------|--|----------------------|-----------------------------|--|---------------------------|
| POLICIES, STANDARDS / BEST PRACTICES | | | | | | | |
| • | | | | | | | |
| 1 | Parkland Standards The City should maintain the current tableland parkland standard of 1.2 ha per 1000 population, with access to parks within an 800m distance in residential areas as a <u>minimum</u> standard for new development areas. This standard does not include non-park open spaces such as hazard lands and natural areas, which may be acquired for conservation purposes. <i>(Section 4.1.1)</i> | All | <ul style="list-style-type: none"> Area and site specific development and redevelopment plans | Ongoing | Park Planning | Variable | N/A |
| 3 | Alignment with Recreation Plan The identification of new parkland and redevelopment of older parks should consider and be coordinated with the implementation of recommendations in the <i>Future Directions Recreation Master Plan</i> for the provision of sports fields and outdoor recreation facilities to address future population growth. <i>(Section 4.1.2)</i> | All | <ul style="list-style-type: none"> Implementation of Recreation Master Plan recommendations | Ongoing | Park Planning | See Recreation Future Directions Master Plan | N/A |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Capital Costs | Additional Operating Cost |
|--------|---|------------------------|--|----------------------|---|---------------|---------------------------|
| 5 | <p>Official Plan Revisions to Parkland Classifications</p> <p>The existing parkland and open space classifications comprising Destination Park and Community Park are appropriate categories and should continue to be used to describe the hierarchy of City-owned public parks, providing that parks are understood to include all types of public open spaces that support urban 'downtown' living. These would include smaller urban parks, public squares and connecting links as well as active recreation sites. Further articulation of these park classifications may occur on an area-specific basis to direct planning and development in areas of intensification and redevelopment (e.g. as outlined in the <i>Downtown Growth Area Parkland Provision Strategy</i>). (Section 4.1.3)</p> | All | <ul style="list-style-type: none"> Area and site specific development and redevelopment plans | Ongoing | Park Planning (In Collaboration With Planning and Building) | N/A | Y |
| 6 | <p>Parkland to Support Growth</p> <p>The City should continue to develop integrated open space and urban design plans for all new areas of redevelopment and intensification on a 'precinct' basis (Inspiration Port Credit, Inspiration Lakeview, and Vision Cooksville are examples). The recommendations of these studies will need to be closely monitored for their consistency with the recommendations of Future Directions.</p> <p>For parks, and public and private spaces, these precinct plans should address the location, form, connectivity and characteristics of parkland relative to the existing parks and open space system and consider demographics, socio-economic factors, and projected population forecasts. (Section 4.1.3)</p> | All (primarily 5,6) | <ul style="list-style-type: none"> Area and site specific development and redevelopment plans | Ongoing | Park Planning | CIL Funded | N/A |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Capital Costs | Additional Operating Cost |
|--------|--|-----------------|--|----------------------|---|---------------|---------------------------|
| 7 | Downtown Growth Area Parkland That the City continue to apply its current residential parkland dedication rate of 1.2 hectares per 1,000 people on all new residential developments within the Growth Area. <i>(Section 4.1.3)</i> | 5 | <ul style="list-style-type: none"> Area and site specific development and redevelopment plans | Ongoing | Park Planning | CIL Funded | N/A |
| 8 | Downtown Growth Area Parkland That the City identify a goal of achieving a minimum of 13.7 hectares up to 51.5 hectares of new park space by the year 2041 (a minimum of 9.4 hectares by the year 2031). This translates into the Growth Area accommodating between 5.5 and 12.3 percent of the total growth area in parkland. The City should also update this objective, as population projections are adjusted over time. <i>(Section 4.1.3)</i> | 5 | <ul style="list-style-type: none"> Area and site specific development and redevelopment plans | Ongoing | Park Planning | CIL Funded | N/A |
| 9 | Downtown Growth Area Parkland That every resident be located within a 5 minute walk (400 metres) from a public park outside of the Growth Area, or an Urban Park or Urban Square within the Growth Area. <i>(Section 4.1.3)</i> | 5 | <ul style="list-style-type: none"> Area and site specific development and redevelopment plans | Ongoing | Park Planning | CIL Funded | N/A |
| 12 | Downtown Growth Area Parkland That all significant development proposals on a site greater than 1,000 sq. m. shall include an at-grade land contribution to the public realm network. <i>(Section 4.1.3)</i> | 5 | <ul style="list-style-type: none"> Area and site specific development and redevelopment plans | Ongoing | Park Planning (In Collaboration With Planning and Building) | N/A | N/A |
| 13 | Downtown Growth Area Parkland That for a primarily residential development, not less than 7.0 percent and not more than 25.0 percent, of the net site area shall be set aside for an appropriate park component. <i>(Section 4.1.3)</i> | 5 | <ul style="list-style-type: none"> Area and site specific development and redevelopment plans | Ongoing | Park Planning (In Collaboration With Planning and Building) | CIL Funded | N/A |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Capital Costs | Additional Operating Cost |
|--------|--|-----------------|--|----------------------|---|---------------|---------------------------|
| 14 | Downtown Growth Area Tree Planting That the City commit to a successful tree planting program within urban parks and the public realm network which outlines what tree species to plant, in what locations and how the trees should be planted. <i>(Section 4.1.3)</i> | 5 | <ul style="list-style-type: none"> Implementation of One Million Trees, and Emerald Ash Borer Management programs | Ongoing | Forestry | Variable | N/A |
| 15 | Optimizing Planning Tools The City should continue to apply all available tools such as use of cash-in-lieu, and density bonusing and alternate provision standards allowed under the Planning Act and enabled by elements of the Official Plan and Zoning By-laws, to optimize parkland securement, development, and redevelopment. The City's policies in this regard should be re-examined to ensure that the best advantage is being achieved from these tools when other factors such as the encouragement of development are considered. <i>(Section 4.1.3)</i> | All | <ul style="list-style-type: none"> Area and site specific development and redevelopment plans | Ongoing | Park Planning (In Collaboration With Planning and Building) | N/A | N/A |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Capital Costs | Additional Operating Cost |
|--------|---|-----------------|--|----------------------|-----------------------------|---------------|---------------------------|
| 17 | <p>Designing Parks for All Ages and Abilities</p> <p>In the design of all new parks, and the rejuvenation of older parks, consider use by all-ages and abilities, design for safety using Crime Prevention Through Environmental Design (CPTED) principles, and the provision of facilities and amenities that support social interaction, and unstructured recreation and leisure activities. These may include, as appropriate: child and youth-oriented play facilities; play sites (including traditional play sites and potentially natural play sites); outdoor fitness equipment; informal playing fields; gardens; shaded seating areas (e.g. trees or shade structures); picnic / barbecue facilities; Wi-Fi® hot spots; checker / chess tables; outdoor table tennis; community gardens; leash-free areas; event or performance space (e.g. bandshells); pathways and walking trails; wildlife viewing areas; and interpretation / education areas.</p> <p>(Section 4.2.1)</p> | All | <ul style="list-style-type: none"> Park development and redevelopment plans | Ongoing | Park Development | Variable | N/A |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Capital Costs | Additional Operating Cost |
|--------|--|-----------------|--|----------------------|---|---|---------------------------|
| 19 | Public Engagement Continue to engage the public in all parks development and redevelopment projects to ensure that community preferences and interests are integrated together with recommended facilities, and to fulfill Placemaking objectives. Consideration should be given to different types of public engagement activities such as meetings and open houses, as well as information technology such as Facebook, Twitter and other forms of social media to supplement traditional community approaches. Engaging the public through a range of engagement activities expands the City's reach to the maximum number of potential participants. <i>(Section 4.2.1)</i> | All | <ul style="list-style-type: none"> Park development and redevelopment plans | Ongoing | Park Planning | N/A | N/A |
| 26 | Access to Parks In advancing the implementation of a comprehensive, City-wide transit system that supports the Strategic Plan, the City through inter-departmental dialogue, should consider how to best provide regularly scheduled, affordable and well-promoted transit service to key parks and recreation facilities as a means of increasing public access and as part of reducing car dependency. <i>(Section 4.2.3)</i> | All | <ul style="list-style-type: none"> In tandem with transit plans | Ongoing | Park Planning (In Collaboration With Transit) | Subject to Assessment and Consideration to Existing Transit Plans | N/A |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Capital Costs | Additional Operating Cost |
|--------|---|-----------------|---|----------------------|---|---------------|---------------------------|
| 47 | Forestry With the completion and approval of the Natural Heritage and Urban Forest Strategy (NH& UFS), and the Urban Forest Management Plan (UFMP) the City has a comprehensive set of strategies and actions to direct Forestry services over the foreseeable future. The recommendations of these plans should be funded and implemented based on identified priorities and in collaboration with the City's partners in environmental protection and management. <i>(Section 4.6)</i> | All | <ul style="list-style-type: none"> Identified priorities in (NH&UFS) and UFMP | Ongoing | Park Planning (NH&UFS) Forestry (UFMP) | Variable | Y |
| 4 | Ninth Line Parks The inventory of Ninth Line parks should be assessed as part of an overall land use review of the area for their capability to accommodate recreation facilities and leisure needs identified in <i>Future Directions</i> . <i>(Section 4.1.2)</i> | 1 | <ul style="list-style-type: none"> Implementation of Park 459 and Recreation Master Plan recommendations | Short Term | Park Planning | Variable | NA |
| 10 | Downtown Growth Area Parkland That the City adopt a new hierarchy of urban park spaces that includes Urban Parks, Urban Squares and Pocket Parks. <i>(Section 4.1.3)</i> | 5 | <ul style="list-style-type: none"> Area and site specific development and redevelopment plans | Short Term | Park Planning | N/A | Y |
| 11 | Official Plan Revisions to Parkland Classifications That the City incorporate into its Official Plan policies to protect the function and inventory, both existing and planned of park spaces/public realm and a planned approach to parkland acquisition. <i>(Section 4.1.3)</i> | All | <ul style="list-style-type: none"> Area and site specific development and redevelopment plans | Short Term | Park Planning (In Collaboration With Planning and Building) | N/A | N/A |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Capital Costs | Additional Operating Cost |
|--------|---|-----------------|--|----------------------|-----------------------------|---------------|---------------------------|
| 16 | Role of Publicly Accessible Private Open Space Publicly accessible privately owned open space should be encouraged in new urban infill and redevelopment areas but should be considered supplementary to, and not a replacement for, the required provision of public parks and open space. Open space on private lands including urban squares, roof gardens, and landscaped amenity areas, will constitute an important part of the urban design character of new communities. The approvals process for these spaces should include clear developer agreements to direct long-term use and maintenance of the space. <i>(Section 4.1.3)</i> | All | <ul style="list-style-type: none"> Area and site specific development and redevelopment plans | Short Term | Park Planning | N/A | No |
| 21 | Design Guidelines and Standards for Parks Develop guidelines and standards for landscape, urban design elements, facilities and sustainability measures to be applied to routine facility repair and replacement within parks, and the development and redevelopment of parks. The plans and design guidelines will also be used for budgetary purposes. <i>(Section 4.2.3)</i> | All | <ul style="list-style-type: none"> Response to aging infrastructure, and sustainability goals | Short Term | Park Development | N/A | N/A |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Capital Costs | Additional Operating Cost |
|--------|--|-----------------|--|----------------------|--|-----------------------|---------------------------|
| 22 | <p>Park Utilization Tracking</p> <p>Consideration should be given to developing and executing a means of tracking park utilization. This type of assessment could be achieved through information technology, by establishing park pathway counters, observations by front-line staff, or a survey of use conducted by volunteers or students. A park utilization assessment tool would be useful in supporting the argument that Mississauga's parks are well used and valued, as well as informing park redevelopment priorities by identifying those parks that are potentially over-utilized beyond their carrying capacity, or those that are not well used as they are no longer serving the needs of residents. Enhanced systems analysis of the City's parks provides confidence not only to residents related to the tax expenditure and services delivery, but also to current and prospective corporate sponsors enhancing stewardship.</p> <p>(Section 4.2.3)</p> | All | <ul style="list-style-type: none"> To inform park development and redevelopment plans | Short Term | Park Planning | Subject to Assessment | Y |
| 25 | <p>Marketing and Awareness</p> <p>The City should investigate and implement opportunities for improved marketing and publicizing of parks and forestry resources, together with programs, events and activities that take place in parks, woodlands and natural areas. The value of parks (health, economic, environmental) should be a key component of marketing. This should include consideration of improvements to portals on the City's web site and integration of information technology. These efforts should be coordinated across parks, forestry, recreation, library, fire, and culture services.</p> <p>(Section 4.2.3)</p> | All | <ul style="list-style-type: none"> Response to identified need through staff/public consultation. Carried forward from 2009 Future Directions | Short Term | Park Planning (In Collaboration With Business Development) | N/A | Y |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Capital Costs | Additional Operating Cost |
|----------------------------------|---|-----------------|---|----------------------|----------------------------------|---------------|---------------------------|
| 18 | <p>Washrooms in Parks</p> <p>The City's 2004 Washroom Study contains valid criteria for evaluating the eligibility of parks to receive permanent washroom facilities. The evaluation should continue to be applied as new parks are developed, or older parks are re-purposed and their current role and function is altered.</p> <p>At the next iteration of Future Directions, the recommendations of the 2004 Washroom Study should be reviewed.</p> <p>(Section 4.2.1)</p> | All | <ul style="list-style-type: none"> Park development and redevelopment plans | Medium Term | Park Planning | N/A | N/A |
| OPERATIONAL / PROGRAMMING | | | | | | | |
| 31 | <p>Marinas</p> <p>Recreational boating and charter boat activities provide a dynamic focal point for Mississauga's waterfront and recreational, economic, and tourism benefits. In support of boating activities, the City should continue its commitment to the management and operations of marinas and the associated public amenity space as well as consider long-term marina and harbor service provision.</p> <p>(Section 4.3.4)</p> | 6 | <ul style="list-style-type: none"> Response to identified need through staff/public consultation. In association with waterfront development plans. | Ongoing | Park Planning | \$100,000 | Y |
| 32 | <p>Winter Use of Parks</p> <p>In developing new parks and redeveloping older parks the City should consider how to best optimize winter use of parks and the trail/pathway system in selected locations where there is sufficient community interest, appropriate infrastructure, and where it is financially viable.</p> <p>(Section 4.3.5)</p> | All | <ul style="list-style-type: none"> Response to identified need through staff/public consultation. | Ongoing | Park Planning / Park Development | N/A | Y |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Capital Costs | Additional Operating Cost |
|--------|--|-----------------|--|----------------------|--|---------------|---------------------------|
| 27 | Park Operations Service Levels The City should continue to review and refine its service levels for parks operations and maintenance, and consider the development of internal categories within existing defined service levels to be more reflective of the specific maintenance needs of different types of parks, or spaces within parks, based on facilities, function and / or level of usage. These categories may include gardens, waterfront parks, sports fields, urban parks and special event sites, and could result in different maintenance levels within individual sites. <i>(Section 4.3.1)</i> | All | <ul style="list-style-type: none"> Response to identified need through staff/public consultation. Carried forward from 2009 Future Directions | Short Term | Park Operations | N/A | No |
| 28 | Parks By-Law The City should consider amendments to the Parks By-law to restrict active recreational uses within parks or areas of parks with substantial horticultural displays such as Kariya Park, Brueckner Rhododendron Gardens, Riverwood and potentially at Park 508 (to be developed on the former Woodlands Nursery property). <i>(Section 4.3.1)</i> | All | <ul style="list-style-type: none"> Response to identified need through staff/public consultation. | Short Term | Park Operations | N/A | N/A |
| 30 | Informal Use of Playing Fields The City should clarify internally which playing fields are available for informal, pick-up use when not booked vs. those that are restricted or off-limits and develop and implement a means of communicating this information to the public in a manner that reaches the most residents and sports groups. This can be achieved through park signage as well as information technology that includes social media and place based communications using Wi-Fi®. <i>(Section 4.3.3)</i> | All | <ul style="list-style-type: none"> Response to identified need through staff/public consultation. | Short Term | Park Operations (In Collaboration With Sports) | N/A | N/A |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Capital Costs | Additional Operating Cost |
|--------|--|-----------------|--|----------------------|-----------------------------|---------------|---------------------------|
| 29 | Special Events Support To provide an appropriate level of operational support the Parks and Forestry Division in collaboration with the Recreation and Culture Divisions should study how best to support special events in parks including the feasibility of providing a dedicated operational resources team that would undertake activities prior to and following an event, e.g. deliveries, set up, take downs and rehabilitation of the park. <i>(Section 4.3.2)</i> | All | <ul style="list-style-type: none"> Response to identified need through staff/public consultation. | Medium Term | Park Operations | N/A | Y |
| 33 | Extended Hours for Parks The City should selectively consider an extension of park hours to align with contemporary urban lifestyles, either across the park system, in selective parks, or seasonally. If implemented it should be accompanied by stringent enforcement of the Parks Bylaw as it relates to allowable uses and conduct. The City may wish to review its lighting policy to consider lighting beyond pathway lighting and to review lighting of areas within parks particularly within intensified urban areas where there may be a desire to use parks or public spaces in the evening hours. When determining areas to provide lighting the balancing of user safety, CPTED principles, impacts to wildlife and adjacent land uses, and operational costs should be considered. <i>(Section 4.3.6)</i> | All | <ul style="list-style-type: none"> Response to identified need through staff/public consultation. | Medium Term | Park Planning | N/A | Y |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Capital Costs | Additional Operating Cost |
|---------------------|--|-----------------|--|----------------------|--|---------------|---------------------------|
| PARTNERSHIPS | | | | | | | |
| 43 | Corporate Sponsors Through its Sponsorship and Corporate Development Unit the City should be proactive in seeking opportunities to leverage corporate sponsorship and business partner relationships that support stewardship of parks and natural areas. <i>(Section 4.5.3)</i> | All | <ul style="list-style-type: none"> Response to identified need through staff/public consultation. | Ongoing | Sponsorship and Corporate Development/Parks & Forestry Leadership Team | N/A | No |
| 35 | Support for Existing Partnerships In looking at effective partnership models the City should first consider how to best support its strongest, most successful community partners who deliver key parks and forestry services that meet the City's strategic goals and who complement the City's own resources. In particular those that provide in-kind services that have a real financial value to the City such as reducing operating costs. This may mean a commitment to sustained annual funding by the City to serve as seed money to organizations that can demonstrate a sound business model and plans. <i>(Section 4.5.1)</i> | All | <ul style="list-style-type: none"> Response to identified need through staff/public consultation. | Short Term | Park Operations | N/A | No |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Capital Costs | Additional Operating Cost |
|--------|--|-----------------|--|----------------------|--|-----------------------|---------------------------|
| 36 | <p>Environmental Grants</p> <p>The City should act on and implement the Living Green Master Plan (LGMP) recommendation to “Create an Environmental Community Grants Program” as part of the overall Community Grants Program with a funding structure to support and showcase community-based environmental initiatives. The program aims to promote a green culture within the resident community and creates an opportunity to build lifetime interest in the environment with Mississauga's youth. To include and encourage organizations that partner in the delivery of other parks related services the City should consider focusing a portion of the Grant Program toward parks related initiatives. This could be combined with the proposed Environmental Community Grants Program to be a Parks and Environment Community Grants Program.</p> <p><i>(Section 4.5.1)</i></p> | All | <ul style="list-style-type: none"> Recommendation of Living Green Master Plan | Short Term | Environment | Subject to Assessment | No |
| 37 | <p>Region of Peel</p> <p>The City should partner with the Peel Region Public Health in its effort to promote “Active Living” and leverage the Region as an advocate in providing evidence-based data to inform parks and recreation related decision making at the City. The Region is working with the United Way to coordinate events that bring the neighbourhood together, including recreational projects. There is an opportunity for the City to leverage the Region's partnership with the United Way to support play site improvements.</p> <p><i>(Section 4.5.1)</i></p> | All | <ul style="list-style-type: none"> Response to identified need through staff/public consultation. | Short Term | Park Planning (Long Term Planning) / Park Development (Play Sites) | N/A | NA |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Capital Costs | Additional Operating Cost |
|--------|---|-----------------|--|----------------------|---|---------------|---|
| 38 | School Boards The City should continue to work with the school boards on joint facility development and joint-use agreements where mutually beneficial, and consider expanding its joint-use agreements to include facility maintenance and joint programming. Where mutually beneficial, partnerships with the school board could be enhanced to allow for long-term student participation in maintaining parks and natural areas, in particular on sites where schools are co-located with parks or adjacent to natural areas. The school boards should be encouraged to develop work plans within the curriculum that incorporate outdoor education components and build awareness of ecology, stewardship and the natural and cultural heritage of Mississauga. <i>(Section 4.5.1)</i> | All | <ul style="list-style-type: none"> Response to identified need through staff/public consultation. | Short Term | Park Planning | N/A | No |
| 39 | Integrated Volunteer Program The City should develop a Community Services Integrated Volunteer Program to increase efficiency, attract a strong and sustainable volunteer base in Mississauga, realize untapped potential volunteers within the community and make it easier for volunteer involvement. This should be augmented by a recognition program to acknowledge the efforts of volunteers and donors. <i>(Section 4.5.2)</i> | All | <ul style="list-style-type: none"> Response to identified need through staff/public consultation. | Short Term | Client Services/Park Operations/Forestry Operations | N/A | No operating impact associated with volunteers. |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Capital Costs | Additional Operating Cost |
|--------|--|-----------------|--|----------------------|---------------------------------------|---------------|---------------------------|
| 40 | Support for Affiliate Organizations The City should investigate the feasibility of an expanded or more clearly identified role for the Sponsorship and Corporate Development Division in assisting the City's affiliate organizations in the following activities 1) grant applications, 2) support for fundraising activities, and 3) seeking out external funding partners and channeling donations. <i>(Section 4.5.2)</i> | All | <ul style="list-style-type: none"> Response to identified need through staff/public consultation. | Short Term | Sponsorship and Corporate Development | N/A | No |
| 45 | Stewardship Models The City should study options for an integrated approach for the long-term management / stewardship of the garden sites, and the Credit River Parks in discussion with its community partners which include the BRG Stewardship Committee and The Riverwood Conservancy, and other stakeholders and interest groups. <i>(Section 4.5.4)</i> | All | <ul style="list-style-type: none"> Response to identified need through staff/public consultation. | Short Term | Park Operations | N/A | No |
| 46 | Garden Special Management Areas The City should complete a management plan for the Brueckner Rhododendron Gardens, and potentially Park 508 so that long-term goals, objectives, public uses and management needs can be determined in consultation with the public, potential stewardship organizations, and other stakeholders and interest groups. <i>(Section 4.5.4)</i> | 6 | <ul style="list-style-type: none"> Response to identified need through staff/public consultation. | Short Term | Park Operations | N/A | N/A |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Capital Costs | Additional Operating Cost |
|--------|--|-----------------|--|----------------------|--|---------------|---------------------------|
| 42 | Public / Non-Profit Partnerships The City should investigate the opportunities for, and merits of, cultivating an advanced public/non-profit partnership models in the delivery of parks services such as the City of Calgary Parks Foundation, the City of Toronto Parks People, and the City of Ottawa Community Partnership Major/Minor Capital Programs. <i>(Section 4.5.3)</i> | All | <ul style="list-style-type: none"> Response to identified need through staff/public consultation. | Medium Term | Parks & Forestry Leadership Team / Park Operations | N/A | No |
| 44 | Public-Private Partnerships There is a growing trend toward public private partnerships in the development and maintenance of parks and other City improvements through business or neighbourhood improvement districts which develop and apply special tax levies in areas which will receive significant benefit, particularly as a result of increases in real estate value, from major public infrastructure investment. The applicability and trend toward this in Canada should be followed and some investigation undertaken of its potential in Mississauga. <i>(Section 4.5.3)</i> | All | <ul style="list-style-type: none"> Response to identified need through staff/public consultation. | Medium Term | Parks & Forestry Leadership Team/Business Planning | N/A | No |
| 41 | Evaluating New Partnerships The City should develop formal processes for evaluating partnership opportunities and invitations from external parties, whether they include community groups, agencies, or private sector. This would require formalization of a program and a process requiring organizations to submit a business plan to the City for initiatives of a scale that exceeds that of the Grant Program, or requires a substantial long-term operational commitment. <i>(Section 4.5.3)</i> | All | <ul style="list-style-type: none"> Response to identified need through staff/public consultation. | Long Term | Business Planning | N/A | No |



2014 future directions

Implementation Guide for Recreation
May 2014

This Implementation Guide is a planning tool to be used in conjunction with the capital recommendations contained within Mississauga's 2014 Future Directions for Recreation. 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:

Service Area

Identifies the impacted Future Directions geographic planning service area.

Implementation Trigger

Refers to the factors that should be considered prior to initiating the recommendation.

Suggested Start Time

Refers to the time frame that implementation of a recommendation should commence. 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. Recommendations are listed under each key area of focus in order of suggested time period of initiation.

Section Most Responsible

Identifies those business units 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

Identifies recommendations that have cost implications to either capital and/or operating budgets. Where applicable, the capital costs are in 2014 dollars and are considered preliminary estimates subject to change given, among other things, future market conditions; program design; and regulatory policies. Estimates do not reflect the cost of associated land acquisition. Also noted is whether or not the recommendation has an impact on the operating budget. It is anticipated that the specific operating cost impact for each recommendation would be provided through the Corporate Business Plan and annual Budget Review processes, including detailed operating costs such as labour, maintenance, utilities, etc.

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Estimated Capital Costs | Additional Operating Cost |
|-------------------------------------|--|-----------------|---|----------------------|---|--|---------------------------|
| CAPITAL | | | | | | | |
| INDOOR RECREATION FACILITIES | | | | | | | |
| 3 | Work with the Parks & Forestry Division and Mississauga Public Library to establish criteria for evaluating and acquiring surplus school sites, other strategic lands, or collaborative ventures for the purposes of addressing recreational gaps within neighbourhoods (e.g. within the Downtown intensification node). | All | <ul style="list-style-type: none"> • Availability of school lands • Partnership Opportunity • Availability of Staff Time | Ongoing | Leadership teams: Park Planning, Recreation | N/A | No |
| 5 | Provision of a new pool in Service Area 1 and/or Service Area 5 (as net additions over and above the existing supply) should only be pursued on a 'provision by opportunity to partner' basis with adjacent municipalities, the YMCA or other suitable third party provided that the financial feasibility, ability to guarantee reasonable public access, and the impact on existing City aquatic centres is appropriate to justify a municipal investment. | 1 and 5 | <ul style="list-style-type: none"> • Population Growth • Partnership Opportunity • Infrastructure Projects • Latent/unmet demand in nearby indoor aquatic centres | Ongoing | Business Planning | See Rec #1, #10 | No |
| 10 | Community and program delivery space should be considered in tandem with the development of major community recreation space (e.g. if the City proceeds with an indoor turf facility at Park 459 or pursues the development of a stand-alone older adult facility), or explored as part of private high density land development projects in areas of intensification. | All | <ul style="list-style-type: none"> • Population Growth • Infrastructure Projects | Ongoing | Business Planning | \$10,600,000 (Pending DC By-law Approval) | Yes |
| 13 | New full-service fitness centres should only be considered where they demonstrate a clear benefit to the value and the overall experience offered to members, such as within facilities containing an indoor pool and/or gymnasium. | All | <ul style="list-style-type: none"> • Population / Fitness Market Segment Growth • Infrastructure Projects | Ongoing | Fitness Functional Team, Recreation Leadership Team | See Rec. #10 | Yes |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Estimated Capital Costs | Additional Operating Cost |
|--------|--|-----------------|---|----------------------|--|-------------------------|---------------------------|
| 14 | When embarking on a new or renovated community centre and/or arena project, the feasibility study should also evaluate an indoor walking track as part of the design consideration. | All | <ul style="list-style-type: none"> Population Growth Infrastructure Projects | Ongoing | Fitness Functional Team | See #10 | Yes |
| 9 | Provision of a gymnasium as part of an indoor turf facility at Park 459 (if constructed) should be explored, on the basis that the gym will result in logical cross-programming opportunities and be synergistic to the facility's function as a whole. | 1 | <ul style="list-style-type: none"> Population Growth Infrastructure Projects | Short-Term | Sports Unit, Business Planning | See #10 | Yes |
| 11 | In addition to exploring youth space using the neighbourhood-based model advanced through Future Directions, evaluate the feasibility of integrating youth space if proceeding with the development of an indoor turf facility at Park 459 to address needs in the northwest. | 1 | <ul style="list-style-type: none"> Population Growth Infrastructure Projects | Short-Term | Community Development, Community Programmers, | See Rec #10 | Y |
| 12 | In advance of the Square One Older Adult Centre's expiring lease in 2017, undertake an Older Adult Space Provision Study that explores the ability of Mississauga's existing community centres to deliver enhanced services for the 55+ population. Where demands cannot be reasonably served by existing community centres, the Study should examine opportunities to secure integrated and/or stand-alone older adult spaces through creative opportunities such as use of complementary Civic facilities (e.g. Mississauga Public Library), surplus school lands, and/or developments within intensification corridors (e.g. Highway 5/10). | All | <ul style="list-style-type: none"> Availability of Staff Time Partnership opportunities for joint space | Short-Term | Community Development-Older Adult | \$40,000 | No |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Estimated Capital Costs | Additional Operating Cost |
|--------|--|-----------------|---|------------------------------|--|---|---------------------------|
| 15 | Pending the outcomes of the City's ongoing internal indoor field analysis along with the land development project currently being prepared for the Hershey SportZone, provide one additional indoor turf field at either the Hershey SportZone or the Park 459 Sports Park. | 1 or 5 | <ul style="list-style-type: none"> Population Growth Latent/unmet demand at Hershey SportZone Infrastructure Projects | Short-Term | Business Planning Sport Unit | \$5,000,000 (Pending DC By-law Approval) | Yes |
| 2 | Work with non-municipal recreation, cultural, health and social service providers to identify facilities that could potentially fit and provide needed opportunities within the holistic neighbourhood delivery model. | All | <ul style="list-style-type: none"> Partnership Opportunity Availability of Staff Time | Medium-Term | Community & Neighbourhood Development | N/A | No |
| 7 | Evaluate the architectural and financial feasibility of relocating the Cawthra Park shared-used pool to the Carmen Corbassen Community Centre. | 6 | <ul style="list-style-type: none"> Population Growth Infrastructure Projects | Medium-Term | Business Planning, Recreation Leadership Team | \$15,000,000* (Pending DC By-law Approval) | Yes |
| 8 | Evaluate the feasibility of providing therapeutic tanks as part of major aquatic centre development and rejuvenation projects, including if proceeding with the relocation of shared-use pools to the Carmen Corbassen and/or Burnhamthorpe Community Centres. | 5 and 6 | <ul style="list-style-type: none"> Population Growth Infrastructure Projects | Medium-Term / Long-Term | District Manager (Aquatics; Fitness; Therapeutic) / Recreation Leadership Team | See Rec #5, #6 | Yes |
| 1 | If the "smart growth" principles of intensification along the Highway 5/10 corridor are achieved, the development of an urban community centre should be considered in this vicinity with facility components to be determined <u>based upon a needs and feasibility study</u> triggered by opportunities to partner, land redevelopment opportunities, major transit project, etc. Co-location opportunities to establish a community hub should be discussed with social service agencies, Mississauga Public Library, school boards, private sector, etc. | All | <ul style="list-style-type: none"> Population Growth Partnership Opportunity Land Development/ Redevelopment Projects Infrastructure Projects | Long-Term | Recreation Leadership Team, Park Planning | Subject to Feasibility Study | Yes |
| 4 | If the prime time ice utilization rate falls below 85%, undertake a feasibility study to determine alternative strategies for making the best use of surplus arena capacity. | All | <ul style="list-style-type: none"> Decrease in arena utilization and/or rentals Unsustainable arena financial performance | Long-Term (Pending Triggers) | Business Planning, Recreation Leadership Team, Sports Unit | N/A | Yes |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Estimated Capital Costs | Additional Operating Cost |
|--------------------------------------|---|-----------------|---|----------------------|--|---|---------------------------|
| 6 | Evaluate the architectural and financial feasibility of relocating the Glenforest shared-used pool to the Burnhamthorpe Community Centre, in consultation with the School Board and the Mississauga Aquatic Club. | 5 | <ul style="list-style-type: none"> Population Growth Infrastructure Projects | Long-Term | Business Planning, Recreation Leadership Team | <i>Subject to Feasibility Study</i> | Yes |
| OUTDOOR RECREATION FACILITIES | | | | | | | |
| 16 | Although soccer fields should be targeted at a rate of 1 field per 2,800 residents, additional fields should be provided where supported by: utilization rates experienced after implementation of the Mississauga Sports Field Allocation Policy; achieving the required mix of lit versus unlit fields; the outcome of the Ontario Soccer Association's Long Term Player Development model; removal of school fields; and/or reduced reliance upon lower quality fields embedded within neighbourhoods. | All | <ul style="list-style-type: none"> Population Growth Latent/unmet demand at Hershey SportZone Infrastructure Projects | Ongoing | Sports Unit | <i>\$911,000** (Pending DC By-law Approval)</i> | Yes |
| 18 | Evaluate the ability of existing soccer fields to support higher playing capacities (through the installation of irrigation, drainage, lighting, and/or artificial turf systems) while also evaluating underutilized minor and mini soccer fields for their ability to shift organized soccer use to another field and repurpose them for other needed uses or for the purposes of neighbourhood-based program delivery within the park. | All | <ul style="list-style-type: none"> Population Growth Parkland / sports field rejuvenation projects Surplus or unmet demand at outdoor fields Implementation of the CS4L Model by groups | Ongoing | Sports Unit, Community Development | <i>Variable</i> | Yes |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Estimated Capital Costs | Additional Operating Cost |
|--------|--|------------------|---|----------------------|---|-------------------------|---------------------------|
| 20 | Conduct needed improvements to selected ball diamonds aimed at maximizing quality of play while identifying underutilized diamonds that should be focused on casual play or repurposed to other needed uses, including lower quality fields embedded within neighbourhoods. | All | <ul style="list-style-type: none"> Population Growth Parkland / sports field rejuvenation projects Surplus or unmet demand at outdoor fields | Ongoing | Sports Unit, Community Development, Park Development | Variable | Yes |
| 21 | Identify opportunities to strategically consolidate the number of ball diamond locations in favour of developing additional multi-diamond venues capable of meeting sport development and sport tourism objectives. | All | <ul style="list-style-type: none"> Population Growth Park development or rejuvenation projects Infrastructure Projects | Ongoing | Sports Unit, Park Planning, Park Development | Variable | Yes |
| 26 | New play sites should be provided on the basis of ensuring walkability, where residential areas have access within 800 metres unobstructed by major pedestrian barriers. | All | <ul style="list-style-type: none"> Population Growth Park development or rejuvenation projects | Ongoing | Community Development, Park Planning, Park Development | Variable | Yes |
| 27 | In areas of intensification, the City should work with the land development industry to integrate play sites as part of higher density development projects given that new parkland will be increasingly difficult to find in established areas. | All | <ul style="list-style-type: none"> Population Growth Partnership Opportunity Land Development/ Redevelopment Projects | Ongoing | Community Development, Park Planning | Variable | Yes |
| 29 | Through the City's play site replacement program, rejuvenated play sites should integrate accessible/barrier-free features. | All | <ul style="list-style-type: none"> Park and play site development or rejuvenation projects | Ongoing | Park Planning, Park Development | Variable | Yes |
| 30 | Future spray pads should be provided only in instances where fitting into destination-type or waterfront park developments, in areas of intensification through agreements with the land development industry, and where combined with civic infrastructure serving a dual purpose (e.g. public art or fountains in landscaped parks). | To Be Determined | <ul style="list-style-type: none"> Population Growth Park development or rejuvenation projects Infrastructure Projects | Ongoing | Park Planning, Recreation, | Variable | Yes |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Estimated Capital Costs | Additional Operating Cost |
|--------|---|------------------|---|---|--|--|---------------------------|
| 31 | Provide small-scale satellite skateboarding venues in appropriate neighbourhood-level parks in lieu of constructing new multi-use ramp facilities over the next five years. | All | <ul style="list-style-type: none"> Park development and rejuvenation projects | Ongoing | Park Planning, Park Development, Community Development | Variable | Yes |
| 17 | Proceed with the development of outdoor artificial turf as currently planned for Park 459. | 1 | <ul style="list-style-type: none"> Population Growth Latent/unmet demand at other outdoor turf fields Infrastructure Projects | Short-Term | Recreation Leadership Team, Parks Planning | \$1,925,000 (Pending DC By-law Approval) | Yes |
| 23 | Construct a multi-use field at Park 459 to provide a venue prioritized for alternative field sports. | 1 | <ul style="list-style-type: none"> Population Growth Latent/unmet demand at other outdoor turf fields Infrastructure Projects | Short-Term | Sports Unit, Park Planning | \$934,000 (Pending DC By-law Approval) | Yes |
| 28 | Provide at least one fully accessible play site in each Service Area, suggesting that Service Areas 2, 3 and 5 should be the priority areas for new barrier-free play sites. | 2, 3 and 5 | <ul style="list-style-type: none"> Population Growth Park development or rejuvenation projects | Short-Term/ Medium-Term / Long-Term | Park Planning | \$500,000 / DC Unit Cost (Number of Units Pending Assessment) | Yes |
| 19 | Construct 1 new ball diamond, with additional diamonds being considered if rationalized through further examination of: utilization rates upon the implementation of the Mississauga Sports Field Allocation Strategy; achieving the desired mix of lit versus lit and softball versus hardball diamonds; and/or removal of school or neighbourhood diamonds. | To Be Determined | <ul style="list-style-type: none"> Population Growth Park development or rejuvenation projects Latent/unmet demand at other outdoor fields | Medium-Term | Sports Unit, Park Planning, Park Development | \$1,015,701 (Pending DC By-law Approval) | Yes |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Estimated Capital Costs | Additional Operating Cost |
|--------|--|------------------|---|--------------------------------|--|---|---------------------------|
| 22 | The City should explore the provision of new cricket pitches at Park 459, a location in Service Area 3 and/or south of the Highway 403 corridor. | 1, 3 and 5 | <ul style="list-style-type: none"> Population Growth Park development or rejuvenation projects | Medium-Term | Sports Unit, Park Planning | \$580,000 (Pending DC By-law Approval) + \$580,000 | Yes |
| 24 | Target a total of 19 additional tennis courts, subject to evaluation of utilization rates, confirmation of community demand, geographic distribution, and opportunities that present themselves through park development and redevelopment activities. The current provision of public courts in Service Areas 3 and 6 suggests these are areas of gap. Additional community club courts should be considered on a case-by-case basis, particularly where the opportunity to partner exists. | To Be Determined | <ul style="list-style-type: none"> Population Growth Park development or rejuvenation projects Confirming demand through community engagement | Medium-Term / Long-Term | Sports Unit, Park Planning | \$767,000 (Pending DC By-law Approval) / Subject to evaluation of demand + \$2,786,000 | Yes |
| 25 | A total of 10 new basketball/multi-purpose courts should be constructed over the next five years, subject to confirmation of community demand and distributional assessments. | All | <ul style="list-style-type: none"> Population Growth Park development or rejuvenation projects Confirming demand through community engagement | Medium-Term / Long-Term | Sports Unit, Park Planning | \$225,000 (Pending DC By-law Approval) / Subject to evaluation of demand + \$95,000 | Yes |
| 33 | Construct one new multi-use bike park with a specific focus on mountain biking, designed in consultation with local youth and bike sport representatives. | To Be Determined | <ul style="list-style-type: none"> Population Growth Confirming demand through community engagement Park development and rejuvenation projects | Medium-Term | Community Development, Park Planning, Sports Unit | \$325,000 | No |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Estimated Capital Costs | Additional Operating Cost |
|--|--|------------------|--|----------------------|--|-------------------------|---------------------------|
| 32 | Indoor skateboarding opportunities should be considered if the City wishes to create a youth recreation space, and validated through discussions with the local skateboarding community. | To Be Determined | <ul style="list-style-type: none"> Population Growth Confirming demand through community engagement Infrastructure Projects | Long-Term | Community Development | N/A | Yes |
| SERVICE DELIVERY | | | | | | | |
| INNOVATION & SERVICE DELIVERY | | | | | | | |
| 34 | Develop and enhance innovation and service excellence in the Recreation Division: | All | See 34a to 34g | | | | |
| 34 b | Learn from other innovators within the field of recreation. | All | <ul style="list-style-type: none"> Availability of Staff Time Participation in PRO In Progress | Ongoing | Recreation Leadership Team, Manager Client Services | N/A | No |
| 34 f | Evaluate resource needs, efficiencies and the return on the investment of staff time and resources. | All | <ul style="list-style-type: none"> Availability of Staff Time In Progress | Ongoing | Recreation Leadership Team, Managers, Functional Teams | N/A | No |
| 34 c | Focus on service excellence by developing a common service vision and evaluating customer experiences. | All | <ul style="list-style-type: none"> Availability of Staff Time In Progress | Short-Term | Customer Service Excellence Team, Recreation Leadership Team | N/A | No |
| 34 d | Target where innovation could solve significant challenges within recreation. | All | <ul style="list-style-type: none"> Availability of Staff Time In Progress | Short-Term | Recreation Leadership Team, Functional Teams | N/A | No |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Estimated Capital Costs | Additional Operating Cost |
|--------|---|-----------------|---|--------------------------|--|-------------------------|---------------------------|
| 34 g | Recognize and reward innovations in recreation. | All | <ul style="list-style-type: none"> • Availability of Staff Time • In Progress | Short-Term | Recreation Leadership Team, Managers, | N/A | No |
| 34 e | Refine performance measures and respective accountabilities. | All | <ul style="list-style-type: none"> • Availability of Staff Time • In Progress | Short-Term | Recreation Leadership Team Business Planning | N/A | No |
| 34 a | Development of training and tools (annual staff conference, full implementation of High Five Quality Assurance model, define an appropriate innovation process, revisit internal staff training opportunities at a minimum). | All | <ul style="list-style-type: none"> • Availability of Staff Time • In Progress | Medium-Term | Recreation Leadership Team, Training and Development | N/A | No |
| 35 | Advance recommendations in the Strong Neighbourhood Strategy by developing pilots and evaluating the merits of more localized service delivery and engagement efforts in 5 neighbourhoods. The City may consider pilots in intensified neighbourhoods, neighbourhoods requiring social supports as well as an aging neighbourhood. | All | <ul style="list-style-type: none"> • Availability of Staff Time | Short-Term / Medium-Term | Community Development | N/A | Yes |
| 35 a | Familiarize staff and volunteers with other successful initiatives to increase recreational opportunities in intensified areas in order to provide some inspiration, prompt creative thinking, identify needed training and develop support networks. | All | <ul style="list-style-type: none"> • Availability of Staff Time | Short-Term | Recreation Leadership Team, | N/A | No |
| 35 b | Host a forum with respective community agencies and institutions to pilot a multi-service community hub utilizing international best practices in central neighbourhood spaces to increase programs and supportive initiatives within neighbourhoods and articulate opportunities to work better together at the neighbourhood level. | All | <ul style="list-style-type: none"> • Availability of Staff Time | Medium-Term | Community Development | N/A | No |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Estimated Capital Costs | Additional Operating Cost |
|--|--|-----------------|--|----------------------|--|-------------------------|---------------------------|
| 36 | Develop a Downtown Core Recreation Provision Strategy that serves to identify current gaps in service and addresses engaging more residents in recreational pursuits. The strategy should address working in partnership with other agencies, building local capacity and utilizing available private and public spaces. | All | <ul style="list-style-type: none"> • Availability of Staff Time • Occurrence of Intensification • Inspiration Cooksville | Short-Term | Business Planning | N/A | No |
| 37 | Ensure that the Recreation Division is represented through the Inspiration planning processes, along with other appropriate development projects, that are undertaken within Mississauga. | All | <ul style="list-style-type: none"> • Land Development/ Redevelopment Projects • Infrastructure Projects | Short-Term | Recreation Leadership Team, Director | N/A | No |
| DELIVERY OF INCLUSIVE SERVICES TO ALL | | | | | | | |
| 38 | Develop a Diversity/Inclusion Policy and Practice model for the delivery/enabling of recreation programs and services that addresses, but is not limited to, the following elements: | All | <ul style="list-style-type: none"> • Continued socio-economic diversification of the City • Availability of Staff Time | Ongoing | Community Development, Community Programmers | N/A | Yes |
| 42 | Expand partnerships with groups that provide services to persons with disabilities to enable a seamless system and barrier free access to recreation and sport pursuits. | All | <ul style="list-style-type: none"> • Conformity with Accessibility legislation • Partnership Opportunity • Availability of Staff Time | Ongoing | Community Development, Therapeutic Functional Team | N/A | No |
| 43 | Continue to develop partnerships in reaching more residents with disabilities, quantify participation numbers on an annual basis, and monitor the effectiveness of inclusion policies, practices and program offerings. | All | <ul style="list-style-type: none"> • Availability of Staff Time | Ongoing | Community Development, Therapeutic Functional Team | N/A | No |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Estimated Capital Costs | Additional Operating Cost |
|--------|---|-----------------|--|----------------------|--|-------------------------|---------------------------|
| 38 a | Form a reference group of representatives from diverse populations to ensure recreation programs and services are reflective of the changing needs of the community. | All | <ul style="list-style-type: none"> Availability of Staff Time | Short-Term | Community Development, Community Programmers | N/A | No |
| 38 c | Create a staff centred Diversity Team in the Community Services Commission to ensure that the development of programs and services respects the diversity of the City and further that there is an open internal culture that is supportive and welcoming to diverse staff, volunteers and participants. | All | <ul style="list-style-type: none"> Availability of Staff Time | Short-Term | Recreation Leadership Team, Community Development | N/A | No |
| 41 | Investigate the opportunities to develop Purchase of Service Agreements (POS) with Peel Region Social Services to ensure that their clients have full access to recreational opportunities within Mississauga. | All | <ul style="list-style-type: none"> Availability of Staff Time | Short-Term | Community Development, High 5 Team Recreation Leadership Team | N/A | No |
| 45 | Complete a Space Study regarding the use of public spaces in providing recreational opportunities and community hubs for older adults (also see Recommendation #12). | All | <ul style="list-style-type: none"> Availability of Staff Time | Short-Term | Community Development | N/A | No |
| 38 b | Develop recreation services marketing plans for each of the predominant diverse populations within Mississauga. | All | <ul style="list-style-type: none"> Availability of Staff Time | Medium-Term | Business Development, Community Development, Community Programmers | N/A | No |
| 39 | Complete research on the preferred sports of predominant diverse populations and observe as to how unpermitted spaces are being utilized within Mississauga. Meet with the relevant community organizations and leaders to determine if there is a current interest in sport development and how the use of existing facilities can be maximized for non-traditional sport opportunities. | All | <ul style="list-style-type: none"> Availability of Staff Time | Medium-Term | Sports Unit | N/A | No |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Estimated Capital Costs | Additional Operating Cost |
|---------------------------|--|-----------------|--|----------------------|---|-------------------------|---------------------------|
| 40 | Evaluate the effectiveness of all current approaches to include residents from low income backgrounds in recreational pursuits in Mississauga. | All | <ul style="list-style-type: none"> • Availability of Staff Time • Work plan | Medium-Term | Community Development, Business Planning, Customer Service Centre | N/A | No |
| 44 | Expand on the support to community groups through the completion of the Volunteer Development Strategy, which will include but not be limited to the recruitment, selection, training, retention and recognition of volunteers and an evaluation of the existing approach. | All | <ul style="list-style-type: none"> • Decline in Volunteerism • Partnership Opportunity • Availability of Staff Time • Ontario Summer Games • Pan Am | Medium-Term | Sport Unit, Community Development | \$15,000 | Yes |
| AGING DEMOGRAPHICS | | | | | | | |
| 47 | Provide and enable more therapeutic and wellness opportunities in City facilities as outlined in the Therapeutic Line of Business Plan, considering the expected increase in disabilities as a result of the aging population. | All | <ul style="list-style-type: none"> • Growth in older adult age cohorts and service needs • Infrastructure Projects • Assign PMR's to LOB action plans | Ongoing | Therapeutic Functional Team | N/A | N/A |
| 46 | Segment recreational opportunities offered to older adults by age cohort considering abilities, interests, physical capabilities and trends. | All | <ul style="list-style-type: none"> • Growth in older adult age cohorts and service needs | Medium-Term | Community Programmers | N/A | N/A |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Estimated Capital Costs | Additional Operating Cost |
|--|--|-----------------|---|--------------------------|--|-------------------------|---------------------------|
| 48 | Revisit pricing of recreational programs service as part of the ongoing review of the user pay model, considering life expectancies, active retirement interests and average amounts of discretionary incomes in Mississauga. | All | <ul style="list-style-type: none"> Ability to meet Financial Performance Objectives Availability of Staff Time | Long-Term | Business Planning | N/A | N/A |
| MAXIMIZING UTILIZATION OF EXISTING INFRASTRUCTURE & SERVICES | | | | | | | |
| 50 | Develop partnerships with Library Services, Culture and other agencies toward joint program delivery to meet a broader range of interests. | All | <ul style="list-style-type: none"> Partnership Opportunity Availability of Staff Time | Ongoing | Community Programmers, Director | N/A | N/A |
| 52 | Host annual open houses in each community centre to engage residents and prompt them to experience the programs that the division offers. | All | <ul style="list-style-type: none"> Partnership Opportunity Availability of Staff Time | Ongoing | District Operations Facility Managers | N/A | N/A |
| 49 | Evaluate the number of programs, services and rental opportunities that need to be added, maintained or compressed (responding to market demand) with the view of achieving an 85% fill rate of available space within community centres. Incremental targets to be set and achieved over a number of years in underutilized facilities. | All | <ul style="list-style-type: none"> Ability to achieve desired Fill Rates and Facility Utilization Availability of Staff Time EDS Dashboard | Short-Term / Medium-Term | Business Planning, Functional Teams | N/A | N/A |
| 51 | Brand the division to have less of a corporate look and more of a community appeal. | All | <ul style="list-style-type: none"> Availability of Staff Time | Medium-Term | Business Development, Marketing | N/A | N/A |
| POSITIONING RECREATION AS ESSENTIAL INFRASTRUCTURE & SERVICES | | | | | | | |
| 54 | Continue to collect data on the growth of recreation provision in Mississauga, participation and satisfaction levels with a view to continuous improvement and better positioning in the delivery of services. | All | <ul style="list-style-type: none"> Availability of Staff Time Client service group forming CS Excellence group Capacity | Ongoing | Client Services, Business Development, Marketing | N/A | N/A |

| Rec. # | Recommendation | Service Area(s) | Implementation Trigger(s) | Suggested Start Time | Section(s) Most Responsible | Estimated Capital Costs | Additional Operating Cost |
|---|---|-----------------|--|-------------------------|-----------------------------|-------------------------|---------------------------|
| 55 | Develop a communications plan on messaging the benefits of participating in recreational pursuits by all age groups as well as the overall benefits to the community as a whole. | All | <ul style="list-style-type: none"> • Availability of Staff Time • Corporate branding rollout | Short-Term | Business Development | N/A | N/A |
| 53 | Facilitate conversations with all recreation and sport providers, respective businesses and agencies to discuss quantifying the economic impacts of recreation and sport in Mississauga. | All | <ul style="list-style-type: none"> • Partnership Opportunity • Availability of Staff Time | Long-Term | Sports Unit, Sponsorship | N/A | N/A |
| SPORT & ATHLETIC DEVELOPMENT | | | | | | | |
| 56 | Determine the applicability and implications of the Canadian Sport for Life Model (CS4L) and the Long Term Athlete Development Program (LTAD) on the sport delivery system and sport assets in Mississauga. | All | <ul style="list-style-type: none"> • Availability of Staff Time • Community Sport | Medium-Term / Long-Term | Sport Unit | N/A | N/A |
| 57 | Work with surrounding municipalities to develop a Regional Sport Event Hosting Plan to compliment the Sport Tourism Strategy. | All | <ul style="list-style-type: none"> • Partnership Opportunity • Availability of Staff Time • Infrastructure Projects | Long-Term | Sport Unit | N/A | Yes |

Notes:

* Cawthra Pool - Figure includes tax and DC funded portion for relocation of the pool.

** Soccer Fields – 9 out of 11 fields moved beyond short-term/medium-term. Figure noted in table reflects two within the short-term/medium-term.