



# Recreation

2019-2022 Business Plan  
& 2019 Budget

# Foreword

## 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, historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be.

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a forty year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into the 17 Services Areas (including the Stormwater Program) that are outlined in this Plan. The 2019-2022 Business Plan and 2019 Budget detail how and where the City plans to allocate resources to deliver programs and services.

The City is committed to providing programs and services cost-effectively. In this Plan we have outlined measures that will help us assess the quality, efficiency and customer satisfaction that our services achieve. The results help inform decisions on resource allocation and direct program offerings, and improve service delivery to ensure our vision is efficiently realized.



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## Executive Summary of Recreation

**Mission:** We keep Mississauga residents healthy, active and connected in partnership with the community.

### Services we provide:

The Recreation Division connects citizens, staff and Mississauga communities to one another through programming, infrastructure and recreational opportunities. The Division prides itself on identifying the diverse needs of residents within Mississauga communities, and builds its service mix in response to those needs.

The Recreation Division provides service to residents and customers through the following:

- Delivery of registration and drop-in recreational programs
- Community partnerships and affiliations
- Recreational facilities operations and facility rentals
- Sponsorship and grants
- Sport and tourism initiatives
- Banquet and food services
- Supporting community events

### Interesting facts about this service:

- 13,300,000 visits a year to recreation facilities
- Over 180,000 yearly program hours
- 35,000 yearly hours of arena rentals

- 137,000 yearly hours of facility room usage
- Over 80,000 golf rounds a year
- Over 36,000 memberships sold each year
- Over 100,000 visits to after school drop-in sessions

### Highlights of the Business Plan include:

- Infrastructure renewal and redevelopment activities as a key priority to optimize the supply of facilities in a manner that is best suited to reflect current market and operating conditions.
- Commitment to providing inclusive programs and services to complement the demographics of Mississauga's diverse population
- Dedication to providing high quality programs and services that are accessible, fiscally responsible and maximize the use of our infrastructure

Net Investment (\$000's)	2019	2020	2021	2022
Operating	26,537	28,373	29,745	30,807
Capital	21,551	14,121	20,922	18,204
Full Time Equivalents	853.6	879.8	879.8	879.8

# Core Services

## Vision, Mission, Goals of Service and Service Delivery Model

### Vision

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

### Mission

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

### Goals of Service

Increasing participation levels and customer retention are the key measures of success in our Division's ability to respond to the needs of the community. It is important that our offerings continue to be inclusive, high quality, innovative and fiscally responsible. In addition, Recreation strives to:

1. **Maintain our Recreation Facility Needs:** Infrastructure renewal and redevelopment activities are a key priority to ensure optimization of the supply and condition of facilities for current market and operating conditions
2. **Promote Access & Inclusion:** Through targeted and focused efforts to include marginalized populations, further identify opportunities, understand the barriers and remove them to increase participation
3. **Increase Service Delivery for Youth & Older Adults:** While all age groups benefit from participating in recreational activities, youth and older adults are a priority as their completion of programs is lower than that of other age groups
4. **Strengthen our Programs and Services:** Continued quality assurance in program delivery and dedication to ensure the cost recovery model is fiscally aligned to the services provided

### Service Delivery Model



## Current Service Levels and Trends

Recreation operates and programs 11 major community centres and 12 smaller centres; 13 arenas representing 25 ice pads; 11 indoor pools; seven outdoor pools; and the Paramount Fine Foods Centre. Recreation allocates and maintains partnerships for the use of 229 soccer fields and 125 ball diamonds in addition to other outdoor sport amenities.

Recreation's primary service is the delivery of community, aquatic, fitness and therapeutic programs. Recreation also provides the following services:

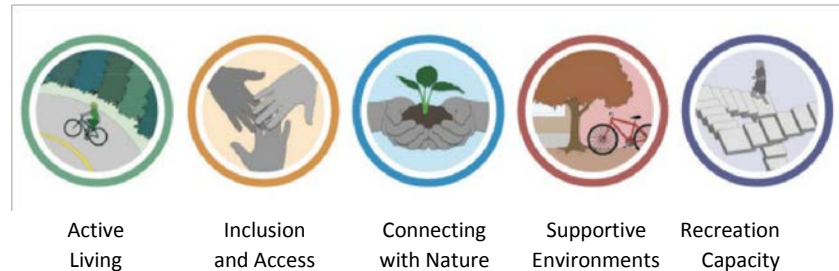
- Community Partnerships & Affiliations
- Recreational Facilities Operations & Facility Rentals
- Food Vending Operations
- Food Catering & Restaurant Services
- Grants Administration
- Sports Tourism Development
- Promotion & Awareness Campaigns
- Corporate Sponsorship Management
- Business Operations (Analytics, Forecasts, Budget)
- Standards, Compliance & Training
- Service Delivery Reviews
- City-wide Tourism Support and Planning

Recreation is a high profile and valued City service. In 2017, the Recreation Division attracted 13.3 million visitors to all of its facilities and offered 180,000 hours of programming along with countless hours of access to fitness centres, arenas, and indoor and outdoor public swimming. The diverse range of programs and services offered are enjoyed and valued by residents of all ages, regardless of ability, language preference and ethnicity.

## Service Level Trends

- **Aging Infrastructure** requires attention. Many of Recreation's facilities and equipment are near or beyond lifecycle and require funding to maintain a state of good repair
- **Aging Population** trends will amplify the need for services that engage and meet the needs of this segment
- **Relationships with Diverse Cultures** are being established at the neighbourhood and community level to reduce the barriers to participation and create a sense of belonging
- **Establishing a Balance** between affordability, access and cost recovery as labor and operating costs increase
- **Engagement of Youth** is a priority to ensure positive behaviours and to facilitate a lifetime of participation in healthy, active lifestyles
- **Keeping Pace with Growth** to ensure that the City's recreation services keep pace with the increase and diversity of its population
- **Alignment to the Framework for Recreation in Canada** to address the challenges of sedentary living and obesity through recreation capacity, active living, inclusion and access

## Goals of the Framework for Recreation in Canada



*Source: Framework for Recreation in Canada, 2015*

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## Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability.

### Balanced Scorecard

A Balanced Scorecard groups measures in four key areas of an organization's performance: financial, customer, employee, and business process. By paying attention to all four areas, an organization can retain balance in its performance and ensure that it is moving toward the attainment of its goals.

Below are descriptions of the measures this service area's Balanced Scorecard takes into account. The Balanced Scorecard that follows shows trends since 2015 and expected outcomes up to 2022.

### Financial Measures

*Cost Recovery* percentage is the ratio of Recreation's total revenue to total expenses. A percentage that is stable or growing indicates a healthy financial state. Recreation works to maintain or incrementally increase cost recovery while growing utilization, customer retention and customer satisfaction.

*Grant Funding* measures the donations and grants that Recreation receives. Increasing grant funding offsets Recreation's expenses, thus increasing cost recovery.

*Revenue to part-time Labour* is the ratio of all revenues to part-time labour expenses. With much of Recreation's services dependent on part-time labour, this is an important metric to show the efficiency with which programs are offered.

With the recent increase to minimum wage, cost recovery and revenue to part-time labour will be impacted as expenses will increase and fees will need to continue being affordable for residents.

### Customer Measures

*Customer Satisfaction* is a percentage obtained through the exit surveys sent to Recreation customers. *Resident satisfaction with Recreation* is obtained through the city-wide biennial citizen satisfaction survey. Recreation is committed to achieving optimal satisfaction among its customers, users, and all city residents.

The other main metric for Recreation from a customer perspective is customer growth and retention. This is measured through membership sales, active memberships, programming hours, and program fill rate.

### Employee Measures

The *job engagement index* is a measure which indicates the extent to which employees value, enjoy and believe in what they do. *Employee engagement survey participation* is a measure indicating the percentage of employees participating in the Employee Engagement Survey. It is important to the City that employees continue to participate in this survey to provide feedback on their jobs, work areas and the organization overall.

*Training and Development Hours* identify how many total hours Recreation employees spend improving their credentials and attending workshops. This metric monitors Recreation's commitment to its employee's development. The implementation of the HIGH FIVE® program increased training hours in 2015. The decrease in 2016 is a return to normal levels. Improvements such as offering training modules online have reduced the number of in-person training hours offered in 2017.

### Internal Business Process Measures

The measure of *total facility rental hours and utilization* provides an indication of the extent to which rental rooms are being used and identifies areas for growing this business.

*Foot traffic* metrics indicate whether the population of citizens who come into community centres is increasing or decreasing, and generally if Recreation is successful in increasing the opportunities for people to be active.

## Balanced Scorecard

Measures for Recreation	2015 (Actual)	2016 (Actual)	2017 (Actual)	2018 (Plan)	2019 (Plan)	2020 (Plan)	2021 (Plan)	2022 (Plan)
<b>Financial:</b>								
Cost Recovery	67%	67%	66%	64%	64%	64%	64%	64%
Grant Funding Secured	\$0.7M	\$1.8M	\$0.7M	\$0.9M	\$1.0M	\$1.1M	\$1.2M	\$1.3M
Revenue to Part-time Labour Ratio	\$2.87:1	\$2.89:1	\$2.83:1	\$2.80:1	\$2.80:1	\$2.80:1	\$2.80:1	\$2.80:1
<b>Customer:</b>								
Customer Satisfaction	86%	87%	91%	90%	90%	90%	90%	90%
Membership Sales	\$2.8M	\$3.3M	\$3.6M	\$3.9M	\$4.2M	\$4.5M	\$4.8M	\$5.2M
Active Memberships	37,605	35,216	36,184	37,000	38,000	39,000	40,000	41,000
Programming Hours	168,729	175,449	183,667	191,000	198,500	206,000	213,500	221,000
Program Fill Rate	69%	68%	71%	75%	75%	75%	75%	75%
Resident Satisfaction with Recreation	80%	N/A	86%	N/A	90%	N/A	90%	N/A
<b>Employee:</b>								
Training and Development Hours (In-Person)	1,249	1,016	799	800	800	800	800	800
Employee Engagement - Job Engagement Index	66%	N/A	N/A	75%	N/A	N/A	80%	N/A
Employee Engagement Survey Participation	86%	N/A	N/A	90%	N/A	N/A	90%	N/A
<b>Internal Business Process:</b>								
Facility Rental Utilization	29%	29%	32%	35%	38%	41%	44%	48%
Facility Rental Hours	129,245	127,773	137,052	142,000	147,000	152,000	157,000	162,000
Foot Traffic at Facilities	11.7M	12.6M	13.3M	13.8M	14.3M	14.8M	15.3M	15.8M



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## Awards and Achievements

### Paramount Fine Foods Centre

On February 21, 2018 the City of Mississauga announced a new agreement for naming rights and food services with Paramount Fine Foods. The agreement includes the spectator arena, community ice rinks, fieldhouse and outdoor sport fields. The entire complex is now known as Paramount Fine Foods Centre. Also on July 1, 2018 the Recreation Division took over the operations of the entire complex, previously under third-party management. These changes will create efficiencies and improve operational results for the Division.



*The Paramount Fine Foods Centre*

### Ontario 55+ Summer Games

The Ontario 55+ Summer Games were hosted in Mississauga August 10-12. This biennial multi-sport event had over 1,000 participants from across Ontario. There were 18 events hosted at nine venues including pickle ball, golf, bowling, and more. Over 300 volunteers contributed by welcoming participants, assisting

in the production of the opening ceremonies, officiating sport competitions and providing information to guests.

### National Youth Week Events across Mississauga

From May 1-7, 2018, the City of Mississauga celebrated National Youth Week. The weeklong festival is dedicated to the celebration of youth and their active participation in the community. It empowers youth to make a difference within their community through music, film, the arts, culture and sport. There was a wide variety of events led by youth for youth including a city-wide talent competition, basketball tournaments, paint night, smoothie night, swim night, a community barbeque and more. Over 1,800 youth attended the events across the city.

### Provincial Funding for Newcomer Program Welcome Home to Mississauga Roadshow

The City of Mississauga was awarded \$70,000 in funding from the Government of Ontario to help newcomers settle in the community. The funding will support the Welcome Home to Mississauga Roadshow, a three-year program provided by the City's Community Services Department to engage new residents.

Beginning in spring 2018, the program will help newcomers to:

- Find community services online, both before and after they arrive in Mississauga
- Access information about Mississauga at pop-up kiosks at different community events
- Attend events designed to meet local residents, such as community dinners
- Participate in the community storytelling project The Story of Mississauga

## 2021 Ontario Parasport Games

The City of Mississauga was selected in 2018 to host another provincial games event: the 2021 Ontario Parasport Games. This is a great legacy event to follow the success and investment in the 2015 Parapan Am Games. The Parasport event is anticipated to have 500-600 athletes participating in as many as 11 sports over three days in June, 2021. Recreation has already engaged the Parasport community in Mississauga to assist with planning and execution of the event and expect to provide an outstanding participant experience in 2021.

## Tourism Master Plan

The Recreation Division presented Mississauga's new Tourism Master Plan in late 2017 and began implementing the plan in 2018. Endorsed by Council, the five-year plan provides a vision for tourism in Mississauga.

Funded jointly by the City and its regional tourism organization, Tourism Toronto, the master plan guides future tourism efforts, provides strategic direction to help elevate Mississauga as a tourist destination and identifies key initiatives to promote positive visitor experiences.



*Tourism Master Plan*



*Mississauga Residents Learning CPR at Celebration Square*

## #SaugaCPR

The Recreation team in collaboration with community partners hosted a CPR day and family fun event on July 11 at Mississauga Celebration Square. Prior to the event, 83 teams of four participated in a 24 hours cardiopulmonary resuscitation (CPR) relay that ended just as the community event began. The event featured a CPR class with over 100 participants, a mock emergency involving cooperation between Recreation's lifeguard team, Mississauga Fire & Emergency Services, and Peel Paramedics, and a countdown to the end of the CPR relay led by Mayor Bonnie Crombie and Members of Council. In total, over 1,000 people attended the event.

# The 2019-2022 Business Plan Outlook

## Planning for the Future

Recreation prides itself on planning for the future and adapting to current trends, situations and opportunities. In 2018, Recreation initiated the next update to the Future Directions Master Plan which will guide service by setting both short term and long term priorities.

Future Directions for Recreation focuses on the following areas that are deemed to be the most significant priorities to address over the next 10 years:

**Recreation Facility Needs:** The City of Mississauga is already proceeding with the design and construction of the new community centre in Churchill Meadows area, anticipated to open in 2020. Located in the northwest quadrant of the city, amenities will include an indoor aquatics centre, triple gymnasium, fitness centre and program rooms. The master plan emphasizes infrastructure renewal and redevelopment activities as a key priority over the next 10 years while optimizing the supply of facilities in a manner that is best suited to reflect current market and operating conditions.



*Meadowvale Community Centre Pool*

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



*Personal training at South Common Community Centre*



**Service Delivery for Youth and Older Adults:** Providing youth, teens and older adults with the necessary supports is a notable focus for the City of Mississauga. While all age groups benefit from participating in recreational activities, youth and older adults are a priority as their participation levels is often lower than other age groups. However, it is important that these individuals continue their participation to achieve the benefits of recreation at these critical life stages.



*Older adult fitness class at Huron Park Recreation*

In addition to these focus areas, the 2018 Future Directions Master Plan for Recreation explores a number of other topics including quality assurance frameworks, healthy food initiatives, the role of the City in golf course operations, core service levels, maintaining a state of good repair, and delivering recreation in areas of population intensification.

### Engaging our Community

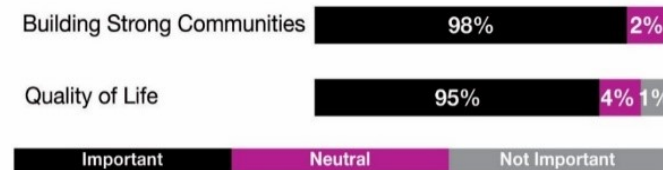
Future Directions provided an exciting opportunity for residents, stakeholders and City staff to help shape the vision of Mississauga's recreation system. Community engagement is at the core of the Future Directions planning process with the

following consultation activities taking place throughout the plan's preparation:

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

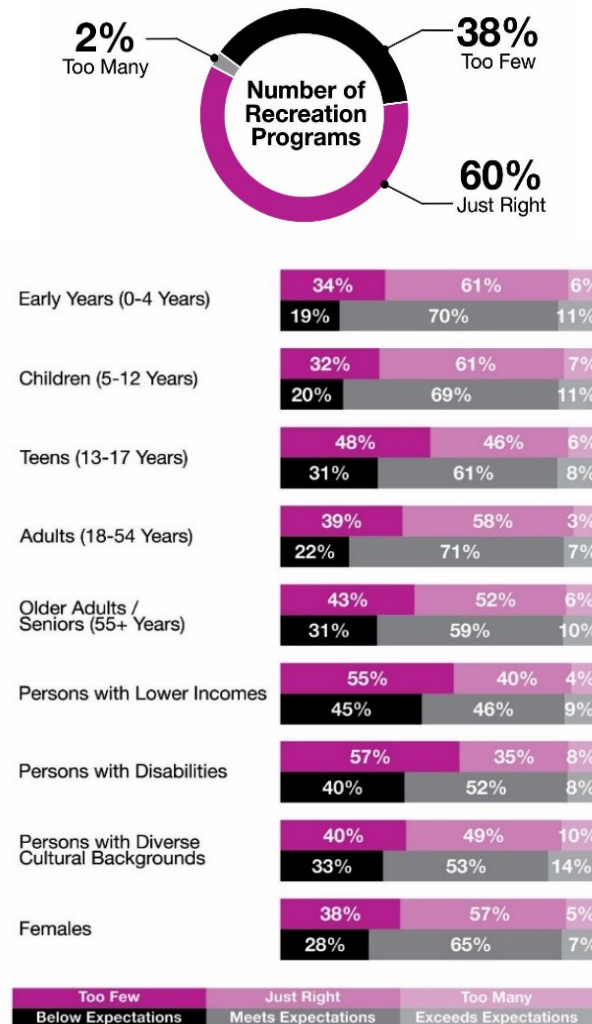
A public survey was made available to the general public between June 15 and July 7, 2017 to inform the 2018 *Future Directions* service areas of Recreation, Parks & Forestry, and Library Services. A total of 1,758 surveys were completed.

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



**Satisfaction with Recreation:** Respondents rated the number of recreation programs within their neighbourhood and surrounding area, with three out of five respondents (60 per cent) stating that the number of programs is “just right.” On the other hand, 38 per cent said that there were “too few” program opportunities and only two per cent said that there were “too many” programs.

## Future Directions Survey Results Infographic:



On an ongoing basis, Recreation continues to reach residents in a variety of ways:

- Informative websites that provide residents with programming and service details
- Use of social media sites to engage, interact, expand reach and build community
- Monthly e-newsletters that provide program information on recreation services, news and events to 110,000 subscribers
- Obtaining customer feedback through the collection of over 100,000 survey responses
- Supporting approximately 300 community groups that provide a variety of programs, services and events
- Providing grants that empower and support the delivery of activities

In addition, Recreation ensures alignment to community needs and the City's strategic pillars through:

- Sport Plan
- Tourism Master Plan
- Youth Strategy
- Older Adult Plan
- Eight Line of Business Plans

### Funding Tourism – Municipal Accommodation Tax (MAT)

On February 7, 2018, Council approved the implementation of a Municipal Accommodation Tax (MAT). Effective April 1, 2018, this four per cent tax is applied to short-term rental accommodations provided for a continuous period of 30 days or less. The administration of this tax will produce \$9.8 million in revenues annually in 2019 which will be shared with Tourism Toronto. This new source of funding will be used to advance the City's Tourism Master Plan, and provide sustainable funding for program related and capital investments.

The Province requires 50 per cent of the revenues be directed to an eligible tourism entity, with an agreement established for the use of the funds for tourism-specific events.

Staff are currently pursuing an agreement with Tourism Toronto under the following framework:

- Establishment of an attraction/incentive fund for Sport and Cultural Events
- Long-term funding of the City's Tourism unit and visitor guide
- Marketing funds directed towards the City's tourism campaigns
- Establishment of a reserve fund for large future investments and/or partnerships

The remaining 50 per cent of revenues will be used by the City to fund tourism-specific capital and programming initiatives. In 2019, staff have identified \$2.4 million in operating costs that are eligible for use of the MAT funds. This includes Culture Festival and Event Grants, Tourism unit and establishing a Music City Plan within the Culture Division. The remaining funds will be directed to a tourism capital infrastructure reserve for new or expanded tourism assets.

As part of the annual Business Plan and budget process, Council will approve the allocation of funds from the MAT reserves to the City's operating and capital budgets. This new source of revenue

reduces the reliance on the tax base while further strengthening Mississauga as a tourist destination city.



*Carassauga, one of the City's Largest Multicultural Festival*

Municipal Accommodation Tax (MAT)	2019 Budget (\$Million)
Gross Revenue	9.80
Administration Cost	(0.10)
<b>Net Revenue</b>	<b>9.70</b>
<b>Distribution of MAT Net Revenue:</b>	
Tourism Toronto 50%	4.85
City of Mississauga* 50%	4.85
<b>Net Revenue</b>	<b>9.70</b>

* Planned City of Mississauga Expenditures	2019 Budget (\$Million)
Music City Plan	0.10
Culture Festival and Event Grants	1.80
Tourism Office	0.50
Contribution to MAT Reserve Fund	2.45
<b>Total Planned City Expenditures</b>	<b>4.85</b>

## Finding Efficiencies

### Lean Program

The City's Lean Program focuses on strengthening the organization's culture of continuous improvement and instills Lean concepts and principles as a way of work in every Service Area. The program focuses on maximizing customer value and minimizing waste along with empowering staff at all levels to problem-solve on a daily basis.

Since becoming permanent in 2016, the Lean program has delivered significant results. Over 350 staff have received introductory White Belt Training; two staff have received intermediate Yellow Belt Training, and three staff have received advanced Green Belt Training. Four projects and 205 small improvements have produced such enhancements as improved customer experience, faster processing times, higher quality and lower costs.

Some highlights of the many projects and small improvements completed include:

- Improving the sport surface allocation process reducing lead time by 67 per cent and staff effort by 56 per cent
- Installing an access system for clients to access satellite facilities without an operator having to drive there to unlock the building
- Reviewing the facility booking process to improve customer service: reducing call duration and eliminating tentative contracts
- Improving the summer camp hiring process to reduce lead time by 31 days and reduce staff time required by 17 per cent

Completed Initiatives					Total Benefits	
Improvement Type	2014-2016	2017	September 2018	Total	Type	Total
Small Improvement	81	84	40	205	Cost Savings and Avoidance	\$284,619
Rapid Improvement	0	0	2	2	Customer Service Improvements	131
Project	1	0	3	4	Safety Improvements	33
<b>Total</b>	82	84	46	211	Environmental Improvements	50
In-Progress Initiative	Goals of the Initiative					
Allocated Facility/Park Bookings	<ul style="list-style-type: none"> <li>• Improve the intake process for the customer – one form for all</li> <li>• Decrease the amount of follow up with customers by 50%</li> <li>• Establish timelines for all departments that are in line with one another</li> <li>• Minimize the duplication of work between city staff by 75%</li> <li>• Minimize how often a customer calls back for updates by 50%</li> </ul>					

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## Advancing the City's Strategic Plan

Recreation and its business plan are advancing the strategic vision for the City of Mississauga in the following ways:

### move - developing a transit oriented city

Recreation continues to support a transit oriented city through the Freedom pass. The Freedom pass is offered in partnership with MiWay and gives youth aged 12-15 free admission to all outdoor pools and public transit during the summer months.

### belong - ensuring youth, older adults and new immigrants thrive

Recreation provides opportunities to engage and integrate youth, older adults and newcomers to the city in meaningful, healthy and socially-based activities. The division is currently preparing an update to the youth and older adult plans to ensure recreation services remain current to their needs and requirements. In 2019, Recreation has requested funding for an Inclusion Strategy in an effort to promote access to recreation services for all residents.

### connect - completing our neighbourhoods

Recreation provides an essential community service that is part of the spectrum of creating strong neighbourhoods and connecting our residents to our services. Recreation is making targeted and focused efforts to include marginalized populations by promoting opportunities, understanding any barriers and removing them as much as possible.

Additionally, in the 2019-2022 Business Plan, Recreation has requested funding for the development and operations of Churchill Meadows Community Centre.

### prosper - cultivating creative and innovative businesses

Recreation is a facilitator of community and economic development objectives, given that the availability of recreation services is something that employers and employees consider when locating within a city.

### green - living green

Recreation provides exposure to outdoor and natural settings, and recreation facilities are often showcased as an example of sustainable building designs. Maximizing the use of technology to support environmentally friendly initiatives is a crucial aspect of Recreation's future.



## Transforming our Business with Technology

Technology is integral to connecting Mississauga residents with our programs and services. The following outlines the contents of our IT road map, which aims to position us for a modern and technologically advanced future:

- **CLASS Replacement** – Recreation continues to evaluate vendors and options to replace or upgrade the current CLASS system for registration, programming and facility scheduling software. This project continues to be the largest initiative in technology for the division
- **Next Generation Digital Signage** – by the end of 2019, significant strides will be made by Recreation on the lifecycle replacement of digital signage across the city including network enhancements and potential partnerships with media companies and other private entities
- **Part-Time Hour Management System** – Recreation employs part-time employees representing 496 full-time equivalents. This system will link scheduling, payroll and auditing to improve efficiency and accuracy of our part-time payroll

## Maintaining Our Infrastructure

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

**Arenas:** There are a total of 25 ice pads provided at 13 arenas throughout Mississauga as well as one covered outdoor ice pad at Burnhamthorpe Community Centre.



*Children's skating program at Iceland Mississauga*

**Aquatic Facilities:** Recreation operates 11 indoor aquatic centres that collectively provide 19 tanks, including two that are presently integrated with two local schools through an agreement with the school board. Additionally, Recreation operates seven outdoor pools. A new indoor aquatic centre, approved for construction as part of the community centre in the city's northwest (Churchill Meadows area), is scheduled to be open by the year 2020.

**Fitness Space:** The City provides 12 fitness and active living centres that provide space for fitness training, active living programs, indoor walking and squash. Of the supply, seven are club-format fitness centres featuring amenities such as exercise machines, free weights and personal training services.



*Meadowvale Community Centre*

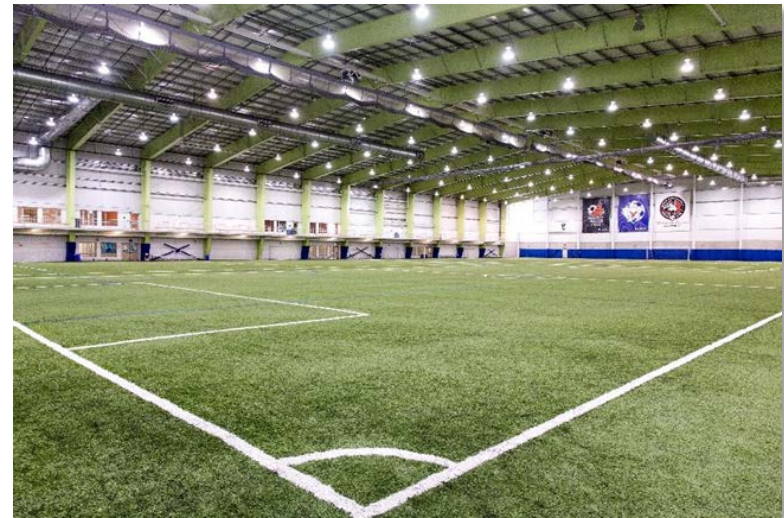
**Gymnasiums and Multi-purpose program space:** Recreation offers 14 gymnasiums, 61 multi-purpose activity spaces (e.g., meeting rooms, youth/seniors areas, arts and craft space) and 112 auditoriums of varying size that are located at community centres, arenas, halls, libraries, and other facilities across Mississauga.

**Indoor Artificial Turf Fields:** Paramount Fine Foods Centre's field house contains an International Federation of Association Football (FIFA) regulation field along with a separate air-supported structure (bubble) enclosing one artificial turf soccer field located onsite. As part of Park 459 in Mississauga's northwest (Churchill Meadows area), the City has approved plans through which one of the planned FIFA regulation size artificial turf fields will be designed to allow for a seasonal air-

supported structure to be installed during winter. The indoor field is expected to be operational by the year 2020.

To ensure our Recreation facilities and equipment are safe, well maintained and meet the needs of our residents in 2019, facility and infrastructure priorities will include:

- The development of Churchill Meadows Community Centre
- The redevelopment of Burnhamthorpe Community Centre
- Pylon sign modernization and redevelopment
- The development of Malton Community Hub in partnership with the Region of Peel
- Lifecycle replacement of facilities, vehicles and equipment



*Indoor Turf Fieldhouse at the Paramount Fine Foods Centre*

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## Managing Our Human Resources

### Workforce Analytics

All staff in Recreation are non-unionized. This includes all front-line operations and programming staff, as well as management, divisional, and administration staff. Full-time and part-time staff are an average of 43 and 28 years old respectively. Over the past five years the Division experienced 2,264 new hires and 39 retirements. Succession planning and strong hiring practices will continue as 12.5 per cent of staff are eligible for retirement in the next four years.

### Our Structure

The organizational structure to support our business goals consists of:

*North and South District Operations*, which ensure the safe operations of the 11 major community centres and 25 additional buildings in which Recreation provides programs and services.

*Program Delivery, Training and Volunteers* provides programs and services in support of our vision "more people, connected more often, through programs and services that reflect our communities' needs." Collectively, the team provides programming in the areas of aquatics, therapeutics, fitness, camps and community programs.

*Sport, Customer Service Centre, Tourism, Community Development and Paramount Fine Foods Centre* serves as the primary point of contact for all sport-related activities and opportunities in Mississauga. Responsible for the management and allocation of indoor/outdoor sport facilities; advisor and advocate for community sport groups; sport program development; and facilitation of sport related events and event management at the multi-purpose sports and entertainment complex.

*Business Planning* provides support to all Divisions within the Community Services Department to provide sponsorship, marketing and digital support, avenues of cost reduction and opportunities to generate revenue.

### Our Talent

Recreation uses a combination of full-time, part-time, and contract staff as well as partners and volunteers to deliver high quality recreation services to residents and customers.

Recreation is composed of 339 full-time staff members as well as many part-time staff representing 496 full-time equivalents. Quite frequently, a part-time job in recreation may be a person's first employment experience. As an employer of our city's youth, we strive to set them up with the professional, social, and leadership skills required for success in the future.

Our full-time staff come from a diverse variety of backgrounds with degrees, diplomas, and professional accreditations.

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### Critical Roles/Functions to Achieve Business Goals

Recreation provides a diverse range of

- Recreation Program Delivery
- Community Partnerships & Affiliations
- Recreational Facilities Operations & Facility Rentals
- Food Vending Operations
- Food Catering & Restaurant Services
- Recreation Customer Service
- Grants Administration
- Sports Tourism Development
- Promotion & Awareness Campaigns
- Corporate Sponsorship Management
- Federal & Provincial Government Grants Application Processing
- Business Operations (Analytics, Forecasts, Budget)
- Standards, Compliance & Training
- Service Delivery Reviews (Business Advisors)

### Talent Needs

Recreation continues to invest in people to better align staff resources with the diversity of Mississauga. Staffing for the new Churchill Meadows Community Centre and realigning the budget of Meadowvale Community Centre to actual performance have resulted in an increase of 18.8 Full Time Equivalents (FTEs).

### Proposed FullTime Equivalent (FTE) Staffing Distribution by Program

Program	2018	2019	2020	2021	2022
Aquatic, Therapeutic and Fitness Programming	228.8	221.8	221.8	221.8	221.8
Recreation Divisional Support	97.5	91.2	91.2	91.2	91.2
Recreation Facilities & Programs	508.5	540.6	566.8	566.8	566.8
<b>Total Service Distribution</b>	<b>834.8</b>	<b>853.6</b>	<b>879.8</b>	<b>879.8</b>	<b>879.8</b>

Note: Numbers may not balance due to rounding.

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2019-2022 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The Recreation budget for 2018 was \$26.9 million and the proposed budget for 2019 is \$26.5 million.

The net operating impact of the 2019 proposed budget for the Recreation Division is a decrease of \$0.4 million which represents a two per cent decrease from 2018.

## Total Changes to Maintain Current Service Levels

The total impact of maintaining service levels is an increase of \$0.7 million.

- Labour costs are projected to increase \$3.2 million reflecting economic adjustment increases, labour adjustments and other fringe benefit changes. \$1.8 million increase is due to elimination of third party management, offset by lower contractor costs
- Transaction costs associated with the collection of business revenues \$0.8 million
- Rate increases for Fees and Grants \$0.8 million
- Reversal of Ontario Summer Games 55+ budget \$0.1 million
- Transfer to maintenance Reserve Fund \$0.1 million
- Funding from Municipal Accommodation Tax reserve fund \$0.5 million

## Efficiencies and Cost Savings

Recreation has identified \$1.2 million in cost savings and efficiencies in the 2019 Budget in these areas:

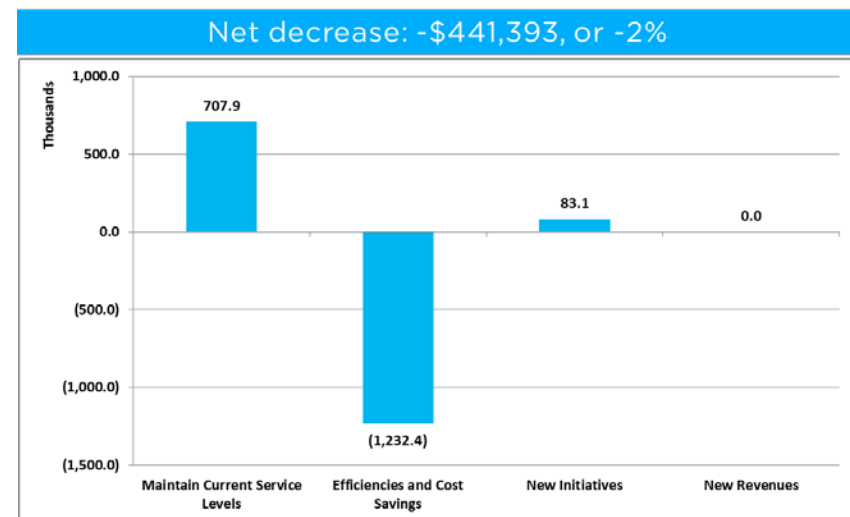
- Reductions in utility costs and consumption

- Organizational Review that eliminated duplication and inefficiencies in staffing allocation and facility operations
- Various divisional support reductions and streamlining of processes
- Elimination of third-party operations agreement at the Paramount Fine Foods Centre

## New Initiatives

- Staffing costs in preparation for the opening of the new Churchill Meadows Community Centre

## Proposed Changes to 2019 Net Operating Budget by Category (\$000's)



## Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2019-2022, as well as the 2018 Budget and 2017 Actuals by major program within the Service Area.

### Proposed Budget by Program

Description	2017 Actuals (\$000's)	2018 Budget (\$000's)	2019 Proposed Budget (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>						
Aquatics Fitness Therapeutic Programs	10,941	11,429	11,823	12,022	12,218	12,419
REC Divisional Support Services	20,940	18,996	12,334	12,242	12,146	12,052
Recreation Facilities & Programs	41,183	45,016	52,083	53,052	54,009	54,935
<b>Total Expenditures</b>	<b>73,064</b>	<b>75,441</b>	<b>76,239</b>	<b>77,316</b>	<b>78,373</b>	<b>79,406</b>
<b>Revenues</b>	<b>(49,569)</b>	<b>(48,462)</b>	<b>(49,286)</b>	<b>(49,286)</b>	<b>(49,286)</b>	<b>(49,286)</b>
Transfers From Reserves and Reserve Funds	0	0	(500)	(504)	(508)	(512)
New Initiatives and New Revenues			83	847	1,165	1,199
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>23,496</b>	<b>26,978</b>	<b>26,537</b>	<b>28,373</b>	<b>29,745</b>	<b>30,807</b>
Expenditures Budget - Changes by Year			1%	1%	1%	1%
Proposed Net Budget - Changes by Year			(2%)	7%	5%	4%

Note: Numbers may not balance due to rounding.



## Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour; operational costs; and facility, IT and support) and revenues are shown by category with the approved 2018 budget for comparison. The three columns to the far right of the table show the totals proposed for 2019 and their dollar and percentage changes over 2018.

## Summary of Proposed 2019 Budget

Description	2018 Approved Budget (\$000's)	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Years Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	2019 Proposed Budget (\$000's)	\$ Change Over 2018	% Change Over 2018
Labour and Benefits	50,982	3,235	(148)	0	0	869	0	54,937	3,955	8%
Operational Costs	24,461	(1,241)	(1,084)	0	0	0	0	22,136	(2,325)	(10%)
Facility, IT and Support	(2)	37	0	0	0	0	0	35	37	(1,657%)
<b>Total Gross</b>	<b>75,441</b>	<b>2,031</b>	<b>(1,232)</b>	<b>0</b>	<b>0</b>	<b>869</b>	<b>0</b>	<b>77,108</b>	<b>1,667</b>	<b>2%</b>
<b>Total Revenues</b>	<b>(48,462)</b>	<b>(1,323)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(786)</b>	<b>0</b>	<b>(50,071)</b>	<b>(2,109)</b>	<b>4%</b>
<b>Total Net</b>	<b>26,978</b>	<b>708</b>	<b>(1,232)</b>	<b>0</b>	<b>0</b>	<b>83</b>	<b>0</b>	<b>26,537</b>	<b>(441)</b>	<b>(2%)</b>

## Summary of Proposed 2019 Budget and 2020-2022

Description	2017 Actuals (\$000's)	2018 Approved Budget (\$000's)	2019 Proposed Budget (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022 Forecast (\$000's)
Labour and Benefits	46,912	50,982	54,937	57,413	58,678	59,675
Operational Costs	26,082	24,461	22,136	22,738	22,876	22,972
Facility, IT and Support	70	(2)	35	42	30	18
<b>Total Gross</b>	<b>73,064</b>	<b>75,441</b>	<b>77,108</b>	<b>80,193</b>	<b>81,583</b>	<b>82,664</b>
<b>Total Revenues</b>	<b>(49,569)</b>	<b>(48,462)</b>	<b>(50,571)</b>	<b>(51,821)</b>	<b>(51,839)</b>	<b>(51,857)</b>
<b>Total Net</b>	<b>23,496</b>	<b>26,978</b>	<b>26,537</b>	<b>28,373</b>	<b>29,745</b>	<b>30,807</b>

Note: Numbers may not balance due to rounding.

## Proposed Cost Increase Required to Maintain Current Service Levels

The following table provides detailed highlights of budget changes by major cost and revenue category. It identifies the net changes to maintain existing service levels, taking into account efficiencies, cost savings, and cost increases arising from prior year decisions.

Category	2018 Budget (\$000's)	2019 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
<b>Labour and Benefits</b>	<b>50,982</b>	<b>54,069</b>	<b>3,086</b>	Increase/Decrease Reflects Labour Adjustments, Change to 3rd Party Management Agreement and Other Fringe Benefit Changes
Administration and Support Costs	(2)	35	37	Minimum wage impacts related to cleaning services
Advertising & Promotions	432	419	(12)	(\$12) Elimination of 2018 Ontario Summer Games 55+ Budget
Communication Costs	96	108	12	(\$10) Efficiencies and cost savings initiatives \$22 Paramount Fine Food Centre offset by increased revenues
Contractor & Professional Services	5,813	3,269	(2,544)	(\$2,520) Elimination of 3rd Party Management with a portion offset by labour costs (\$18) Efficiencies and cost savings initiatives
Equipment Costs & Maintenance Agreements	674	648	(26)	(\$15) Efficiencies and cost savings initiatives (\$11) Elimination of 2018 Ontario Summer Games 55+ Budget
Finance Other	981	1,713	732	\$769 Costs associated with the collection of revenues through the use of payment cards are allocated to respective business areas from Financial Transactions (\$37) Elimination of 2018 Ontario Summer Games 55+ Budget
Materials, Supplies & Other Services	3,827	4,302	475	(\$192) Elimination of 2018 Ontario Summer Games 55+ Budget \$560 Changes to 3rd Party Management offset by contractor costs and revenues \$100 Community Centre Grant associated costs
Occupancy & City Costs	11,895	10,875	(1,020)	(\$786) Utility Decreases (\$190) Elimination of 2018 Ontario Summer Games 55+ Budget
Staff Development	113	115	1	
Transfers To Reserves and Reserve Funds	124	217	93	Transfer to Maintenance Reserve Fund
Transportation Costs	506	470	(36)	(\$39) Elimination of 2018 Ontario Summer Games 55+ Budget
<b>Subtotal - Other Operating</b>	<b>24,459</b>	<b>22,171</b>	<b>(2,288)</b>	
Total Revenues	(48,462)	(49,286)	(824)	\$700 Rates and Fees Increases (\$533) Elimination of 2018 Ontario Summer Games 55+ Budget \$300 Realignment of Program budget, offset by increased revenues and costs \$300 Community Centre Grant Increases \$50 Sponsorship Revenue Increases
Transfers From Reserves and Reserve Funds	0	(500)	(500)	Funding from Municipal Accommodation Tax Reserve Fund for Tourism related programs and initiatives
<b>Subtotal - Revenues</b>	<b>(48,462)</b>	<b>(49,286)</b>	<b>(1,323)</b>	
<b>Total</b>	<b>26,978</b>	<b>26,954</b>	<b>(524)</b>	

Note: Numbers may not balance due to rounding.



## Proposed New Initiatives and New Revenues

This table presents the costs by Budget Request (BR) for proposed new initiatives. Each BR is numbered. Detailed descriptions of each Request can be found in the pages following the table.

Description	BR #	2019 FTE Impact	2019 Proposed Budget (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022 Forecast (\$000's)	2019 to 2022 FTE Impact	2019 to 2022 Capital (\$000's)
<b>New Initiatives</b>								
Churchill Meadows Community Centre	5348	1.0	83	847	1,165	1,199	27.2	18,569
Meadowvale Community Centre Realignment	5488	15.0	0	0	0	0	15.0	0
<b>Total New Initiatives</b>		<b>16.0</b>	<b>83</b>	<b>847</b>	<b>1,165</b>	<b>1,199</b>	<b>42.2</b>	<b>18,569</b>
<b>Total New Initiatives and New Revenues</b>		<b>16.0</b>	<b>83</b>	<b>847</b>	<b>1,165</b>	<b>1,199</b>	<b>42.2</b>	<b>18,569</b>

Note: Numbers may not balance due to rounding.

**Proposed Initiative**

Churchill Meadows Community Centre

**Department**

Community Services Department

**Service Area**

Recreation

**Description of Budget Request**

The City began development of Churchill Meadows Community Centre & Park in Spring 2018. The Community Centre will serve residents of this community and the rest of the City and will include a triple gymnasium, a six-lane, 25-metre indoor pool and warm water therapeutic tank, multi-purpose spaces, teaching kitchen, change rooms servicing the adjacent turf sport fields and seasonal dome and various other supporting amenities.

**Required Annual Operating Investment**

Impacts (\$000s)	2019	2020	2021	2022
Gross Expenditures	83.1	2,078.6	2,396.8	2,430.7
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	1,231.7	1,231.7	1,231.7
Tax Levy Requirements	83.1	846.9	1,165.1	1,199.0
* Net Change in \$		763.8	318.2	34.0
FTEs	1.0	27.2	27.2	27.2

*\*In each year, all values are cumulative, not incremental.*

**Required Capital Investment**

Total Capital (\$000s)	2018 & Prior	2019	2020	2021	2022 & Beyond
Expenditures	22,270.9	15,346.2	3,223.0	0.0	0.0

**Why Staff Recommend this Initiative**

To meet the City's provision standards, to accommodate population growth, changes in demographics and to address community needs, the Future Directions Master Plans (2009 and 2014) identified the need for a recreational facility in the Churchill Meadows area. The requested funding would support achieving the end goal for a recreational space that meets the needs of residents in the area and supports the City's Strategic Pillars of Belong, Connect and Green.

**Details of Service Change**

The Churchill Meadows Community Centre will provide a new indoor recreational facility in this area that will include a gymnasium, 25 meter indoor pool and warm water tank, multi-purpose spaces, community meeting space, and various other supporting amenities. This Community Centre will be constructed as part of a larger project in tandem with Parks & Forestry which will provide community residents with two artificial turf soccer pitches, a seasonal dome, natural area enhancements, site servicing, infrastructure and parking as well as other supporting amenities.

**Service Impact**

It is estimated that the provision of gymnasium, multi-purpose spaces, an indoor 25-metre pool and warm water tank, washrooms plus ancillary supporting amenities would require a building of 66,000 square feet and based on design, construction, site servicing of today and contingency costs such a project is currently budgeted at \$40.84 million in capital.

**Proposed Initiative**

Meadowvale Community Centre  
Realignment

**Department**

Community Services Department

**Service Area**

Recreation

**Description of Budget Request**

The current budget for Meadowvale Community Centre reflects the facility's performance prior to the renovation. Upon reopening in 2016, the newly renovated facility has experienced growth in foot traffic, registered programs, memberships and room rental revenue. Additionally, the increases in square footage and revenue have resulted in higher part-time labour costs. Staff are requesting an increase in the part-time labour budget, offset by an increase in the facility's revenue.

**Required Annual Operating Investment**

Impacts (\$000s)	2019	2020	2021	2022
Gross Expenditures	785.5	799.3	813.3	827.5
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	785.5	799.3	813.3	827.5
Tax Levy Requirements	0.0	0.0	0.0	0.0
* Net Change in \$		0.0	0.0	0.0
FTEs	15.0	15.0	15.0	15.0

*\*In each year, all values are cumulative, not incremental.*

**Required Capital Investment**

Total Capital (\$000s)	2018 & Prior	2019	2020	2021	2022 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Staff are recommending this initiative to align the part-time salary and revenue budget to actual performance. This will result in a net zero impact to the 2019 budget.

**Details of Service Change**

The extensive renovations and resulting expansion of the Community Centre along with the addition of the Meadowvale Library have changed the part-time staff requirements for programming, front desk Customer Service coverage and Operations cleaning and maintenance of the facility. The building has doubled in square footage; a therapy pool was added, expanded fitness, full-sized gymnasium, as well as multiple program rooms and the Library. These changes have resulted in expanded registered programs, membership growth in both fitness and pool as well as an increase in room rentals from the previously existing Community Centre.

**Service Impact**

This initiative will align the 2019 budget to actual performance. The change is a result of the facility's increase in all areas of operations including fitness, pool, community programs, camps, and rentals. The request is a realignment exercise to adjust budget to reflect actuals. This will result in a net zero impact to the 2019 budget.

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## Proposed Capital Budget

This section summarizes the forecast 10-year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast.

### Proposed 2019-2028 Capital Budget by Program

Program Expenditures	2019 Proposed Budget (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022 Forecast (\$000's)	2023-2028 Forecast (\$000's)	Total 2019-2028 (\$000's)
Recreation Infrastructure Projects	19,871	13,441	19,642	17,524	92,493	162,971
Recreation Vehicles and Equipment	1,680	680	1,280	680	4,920	9,240
<b>Total</b>	<b>21,551</b>	<b>14,121</b>	<b>20,922</b>	<b>18,204</b>	<b>97,413</b>	<b>172,211</b>

### Proposed 2019-2028 Capital Forecast Highlights:

- The opening of the Churchill Meadows Community Centre (2020)
- Lifecycle replacement of facility program, vehicles, and equipment
- Major facility Infrastructure projects include: Burnhamthorpe Community Centre and Pool relocation; Carmen Corbasson Community Centre and pool relocation; South Common Community Centre; Huron Park Community Centre; Mississauga Valley Community Centre; and Cooksville Community Centre

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**Proposed 2019-2028 Capital Budget by Funding Source**

The following table provides the funding sources proposed to fund the capital portion of the proposed 2019-2022 Business Plan and 2019 Budget and the consolidated forecast for 2023-2028.

<b>Funding</b>	<b>2019 Proposed Budget (\$000's)</b>	<b>2020 Forecast (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022 Forecast (\$000's)</b>	<b>2023-2028 Forecast (\$000's)</b>	<b>Total 2019-2028 (\$000's)</b>
Tax Capital	13,612	9,098	19,122	9,484	74,833	126,149
Planning Act Reserve Funds	3,000	0	0	5,000	15,750	23,750
Development Charges	3,839	5,023	1,800	3,708	6,561	20,931
Gas Tax	1,000	0	0	0	249	1,249
Other Reserves & Reserve Funds	100	0	0	12	20	132
<b>Total</b>	<b>21,551</b>	<b>14,121</b>	<b>20,922</b>	<b>18,204</b>	<b>97,413</b>	<b>172,211</b>

Note: Numbers may not balance due to rounding. □

## Proposed 2019 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2019.

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMPF04255	Community Parks Phase 1 Site Servicing,Park Amenities Churchill Meadows CC	7,346	0	7,346	Development Charges,Planning Act Reserve Funds,Tax Capital
CMPF04275	Community Parks Phase 1 Site Servicing,Park Amenities Churchill Meadows Pool	8,000	0	8,000	Tax Capital
CMRC00044	Various Golf Course Maintenance	105	0	105	Tax Capital
CMRC00079	Renovations and rehabilitation projects	600	0	600	Tax Capital
CMRC00087	Burnhamthorpe CC Indoor Pool Redevelopment	500	0	500	Tax Capital
CMRC00092	BraeBen Golf Course Upgrade Irrigation System	60	0	60	Tax Capital
CMRC006244	Pylon Sign Redevelopment	160	0	160	Tax Capital
CMRC006963	Recreation Inclusion Strategy	100	0	100	Other Reserves & Reserve Funds
CMRC007487	Malton Community Hub	3,000	0	3,000	Tax Capital
<b>Total</b>		<b>19,871</b>	<b>0</b>	<b>19,871</b>	

Program: Recreation Vehicles and Equipment

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMRC00068	Program Furniture and Equipment	680	0	680	Tax Capital
CMRC04633	Emergency Generator	1,000	0	1,000	Gas Tax
<b>Total</b>		<b>1,680</b>	<b>0</b>	<b>1,680</b>	



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**Proposed 2020-2022 Capital Budget by Sub-Program**

The following tables provide a listing of capital forecast by sub-program for 2020-2022.

Sub-Program	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022 Forecast (\$000's)
<b>Recreation Infrastructure Projects</b>			
REC Facilities Improvements	12,686	18,787	17,299
REC Facilities Maintenance	755	855	105
REC Studies	0	0	120
<b>Subtotal</b>	<b>13,441</b>	<b>19,642</b>	<b>17,524</b>

Sub-Program	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022 Forecast (\$000's)
<b>Recreation Vehicles and Equipment</b>			
REC Vehicles & Equipment	680	1,280	680
<b>Subtotal</b>	<b>680</b>	<b>1,280</b>	<b>680</b>
<b>Total Expenditures</b>	<b>14,121</b>	<b>20,922</b>	<b>18,204</b>

Note: Numbers may not balance due to rounding.  
Numbers are net.