
General Committee

Date

2018/12/05

Time

9:00 AM

Location

Civic Centre, Council Chamber,
300 City Centre Drive, Mississauga, Ontario, L5B 3C1

Members

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

Contact

Stephanie Smith, Legislative Coordinator, Legislative Services
905-615-3200 ext. 3795
Email stephanie.smith@mississauga.ca

Find it Online

<http://www.mississauga.ca/portal/cityhall/generalcommittee>

GENERAL COMMITTEE INDEX - DECEMBER 5, 2018**1. CALL TO ORDER****2. APPROVAL OF AGENDA****3. DECLARATION OF CONFLICT OF INTEREST****4. PRESENTATIONS**

- 4.1. Gary Kent, Commissioner, Corporate Services and Chief Financial Officer to acknowledge that the Mississauga Civic Centre was awarded the Energy Star certification for 2018

5. DEPUTATIONS

- 5.1. Community Services staff to present their 2019 Future Directions Master Plans, items 8.1 to 8.5: (55 minutes)
- a) Shari Lichterman, Director, Recreation
 - b) Jodi Robillos, Director, Parks and Forestry
 - c) Lori Kelly, Director, Library Services
 - d) Paul Damaso, Director, Arts and Culture
 - e) Tim Beckett, Fire Chief, Fire and Emergency Services

6. PUBLIC QUESTION PERIOD - 15 Minute Limit (5 minutes per speaker)

Pursuant to Section 42 of the Council Procedure By-law 0139-2013, as amended: General Committee may grant permission to a member of the public to ask a question of General Committee, with the following provisions:

- 1. The question must pertain to a specific item on the current agenda and the speaker will state which item the question is related to.
- 2. A person asking a question shall limit any background explanation to two (2) statements, followed by the question.
- 3. The total speaking time shall be five (5) minutes maximum, per speaker.

7. CONSENT AGENDA**8. MATTERS TO BE CONSIDERED**

- 8.1. 2019 Future Directions Draft Recreation Master Plan Update
- 8.2. 2019 Future Directions Draft Parks & Forestry Master Plan Update
- 8.3. 2019 Future Directions Draft Library Master Plan Update
- 8.4. 2019 Future Directions Draft Culture Master Plan Update.

-
- 8.5. 2019 Future Directions Draft Fire & Emergency Services Master Plan Update
- 8.6. All-Way Stop - Edwyna Drive/Ozzie Drive and Oscar Peterson Boulevard (Ward 10)
- 8.7. 2017 Annual Report for Access Requests under the Municipal Freedom of Information and Protection of Privacy Act
- 8.8. Strike Off of Taxes Deemed Uncollectible
9. **ADVISORY COMMITTEE REPORTS**
- 9.1. Heritage Advisory Committee Report 7 - 2018 - July 10, 2018
- 9.2. Heritage Advisory Committee Report 8 - 2018 - September 11, 2018
- 9.3. Heritage Advisory Committee Report 9 - 2018 - November 13, 2018
- 9.4. Traffic Safety Council Report 6 - 2018 - November 28, 2018
10. **MATTERS PERTAINING TO REGION OF PEEL COUNCIL**
11. **COUNCILLORS' ENQUIRIES**
12. **OTHER BUSINESS/ANNOUNCEMENTS**
13. **CLOSED SESSION** – Nil
14. **ADJOURNMENT**

City of Mississauga Corporate Report



Date: 2018/11/06

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
2018/12/05

Subject

2019 Future Directions Draft Recreation Master Plan Update

Recommendation

That the draft recommendations contained in the 2019 Future Directions Draft Recreation Master Plan appended to the Corporate Report dated November 6, 2018 from the Commissioner of Community Services entitled "2019 Future Directions Draft Recreation Master Plan Update" be referred to a public information centre for review and input.

Report Highlights

- The 2019 Future Directions Draft Recreation Master Plan has a five to ten year planning horizon with a twenty-one year outlook to 2041.
- The Master Plan assesses current and future capital and service delivery opportunities.
- The Master Plan addresses intensification and growth and provides specific directions the City should pursue to ensure adequate supporting infrastructure, services and programming.
- The draft recommendations require public and stakeholder input before being finalized and prioritized.
- The implementation is phased over the five to ten year planning horizon following ongoing validation and capacity to fund.

Background

Future Directions is the Master Plan document that directs the provision of facilities, services and programs for Recreation. To remain relevant and effective, the Master Plan is updated every five years. Last reviewed in 2014, the Master Plan is currently under review and will help guide the direction of Recreation over the next five to ten years with a twenty one year outlook.

General Committee	2018/11/06	2
-------------------	------------	---

The final plan will include an implementation guide that is considered to be practical, measurable and within the budget framework.

Monteith Brown Planning Consultants and Tucker Reid Associates were engaged to complete the 2019 Future Directions Master Plan for Recreation. Below is an outline of the key phases and timelines for the Project.

Project Methodology and Timelines

Timeframe

January – November 2017

April – June 2017

October 2017 – October 2018

December 5, 2018

December 2018 – January 2019

February 2019

Project Phase

Background Reports

Information Gathering | Staff, Council, Stakeholder and Public Engagement

Draft Report, Financial Assessment and Review Process

Draft Interim Report to General Committee

Public Feedback

Final Report to Council for Approval

Demographics

Between the 1996 and 2016 Census periods, the City of Mississauga's recorded population has grown from 544,382 to 721,599 persons which amounts to a growth of more than 177,000 persons or a 33 percent increase over a 20 year period. Mississauga's population is forecasted to reach 878,000 people by the year 2041, which translates to approximately 156,000 new residents or a 22 percent rate of growth.

The City's Service Area 5 (see Appendix 1 for a map of all the Service Areas) is expected to accommodate the greatest share of city-wide population growth with over 43,000 new residents by the year 2041. Service Areas 1 and 2 are projected to each add approximately 17,000 residents. Service Area 3 and 4 are anticipated to have the least amount of growth at only 1,000 and 8,000 new residents respectively.

Service Area 6 is forecasted to increase by approximately 33,000 residents including the preliminary growth forecasted for Inspiration Port Credit and Lakeview development projects in the south. The City's Recreation services will have to be responsive to the anticipated growth in nodes and corridors and to higher order transit initiatives.

The following are further details of the key directions within the Draft Recreation Master Plan. The full lists of recommendations are contained within the appended 2019 Future Directions Recreation Draft Interim Report (see Appendix 2)

General Committee	2018/11/06	3
-------------------	------------	---

Areas of Focus

Capital Infrastructure Needs

The 2019 Recreation Master Plan emphasizes infrastructure renewal and redevelopment activities as a key priority over the next 10 years. Some of the priority development projects include:

- Expansion of Burnhamthorpe CC and Carmen Corbasson CC to include aquatic and fitness facilities.
- Redevelopment of South Common Community Centre.
- Improvements to Huron Park Community Centre and Mississauga Valley Community Centre.
- Future options for a Cooksville Community Centre.

Affordable Access

A large number of Mississauga residents are not able to afford participating in recreation and sport. In order to offer affordable program options, the recommendations within this area of focus include:

- Working with other agencies to understand the barriers to participation and provide low cost programming.
- Evaluate our offering of low-cost/no-cost programming.
- Continue to offer ActiveAssist fee subsidy program, improving administration and the application process.

Inclusion

A strong percentage of residents know how to access services and fully understand the importance of participation. Others may not be able to access services for a variety of reasons including not feeling welcomed, physical accessibility and the feeling that activities are not representative of their interests. The role of the City is to make targeted and focused efforts to include marginalized populations. In order to achieve this, recommendations within this area of focus include:

- Improve barrier-free and therapeutic options to participate through new partnerships and programs.
- Develop an Inclusion Strategy for Recreation to define service levels and needs.
- Consult with the community and partners.

Service Delivery for Youth and Older Adults

All age groups benefit from participating in recreational activities; youth and older adults are a priority as their participation levels often drop off at a certain point. It is important to ensure consideration when planning activities and opportunities that these individuals continue their participation to achieve the benefits of recreation at a critical life stage.

General Committee	2018/11/06	4
-------------------	------------	---

Recommendations for Service Delivery for Youth

- Prepare an update to the Youth Plan so that recreation services remain current to the needs of youth and teens.
- Develop clear strategies for engaging youth who aren't participating in structured activities.
- Consult with and develop a reference group with youth and youth groups to advise and provide input and feedback.

Recommendations for Service Delivery for Older Adults

- Prepare an update to the Mississauga Older Adult Plan.
- Review structure and governance model for Mississauga Seniors Centre to ensure we are meeting the needs of a more active, engaged older adult.
- Continue to develop partnerships and programs as this demographic grows, including in the areas of therapeutic programming.

Public Information Centre

There will be a public information centre which will be held on:

- December 11, 2018 from 6:00 pm – 9:00 pm at the L.C. Taylor Auditorium, Mississauga Valley Community Centre; and
- December 13, 2018 from 6:00 pm – 9:00 pm at the Youth/Senior Room, Meadowvale Community Centre.

In addition to the public information centre, the Master Plan will be posted at <https://yoursay.mississauga.ca/yourfuture> where the public can provide comments and input via an online survey.

Environmental Sustainability

The 2019 Future Directions Master Plan for Recreation supports the City's Living Green Master Plan and Climate Change mitigation and/or adaptation efforts by building to the City's green building standards that mitigate the effects of climate change when building new facilities or renovating existing facilities.

Strategic Plan

The 2019 Future Directions Master Plan for Recreation supports the City's Corporate Strategic Plan and its recommendations will advance the pillars of Belong, Connect, Prosper and Green.

Financial Impact

The financial impact of the Master Plans will be addressed in subsequent stages of the project. The implementation and funding of initiatives will be subject to approval of the annual budget and business plan.

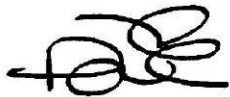
Conclusion

The Master Plans respond to themes of: intensification; population growth; changing demographics; effective service delivery and Strategic Plan alignment. The next steps in the planning process include public engagement in December 2018 – February 2019 and the development of the Implementation Plan. These steps will form the basis of the final report, anticipated in February 2019.

Attachments

Appendix 1: Future Direction Service Area Map

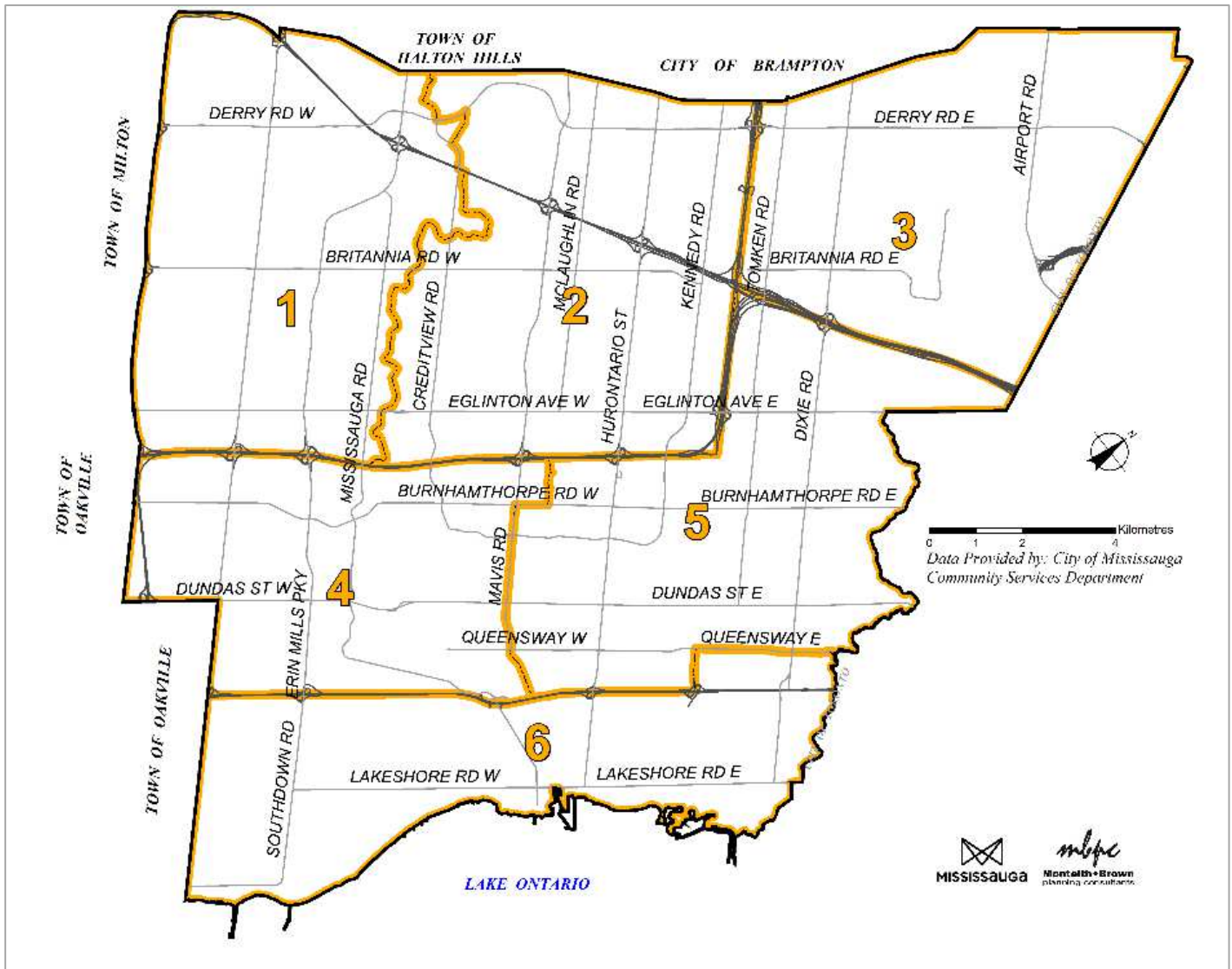
Appendix 2: 2019 Future Directions Recreation Draft Interim Report



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

Prepared by: Kelly Reichheld, Manager, Sport and Community Development

City of Mississauga Service Area Boundaries





2019 Recreation Master Plan

[THIS PAGE HAS BEEN INTENTIONALLY LEFT BLANK]



Acknowledgements

Mississauga City Council

Bonnie Crombie	Mayor
Jim Tovey	Ward 1
Karen Ras	Ward 2
Chris Fonseca	Ward 3
John Kovac	Ward 4
Carolyn Parrish	Ward 5
Ron Starr	Ward 6
Nando Iannicca	Ward 7

Matt Mahoney	Ward 8
Pat Saito	Ward 9
Sue McFadden	Ward 10
George Carlson	Ward 11
David Cook (Interim Councillor)	Ward 1
Stephen Dasko (Councillor Elect)	Ward 1
Dipika Damerla (Councillor Elect)	Ward 7

Project Steering Committee

Paul Mitcham	Commissioner, Community Services
Tim Beckett	Fire Chief, Fire and Emergency Services
Michael Cleland	Director, Environment
Paul Damaso	Director, Arts & Culture
Shari Lichterman	Director, Recreation

Jodi Robillos	Director, Parks & Forestry
Lori Kelly	Director, Library Services
Jeff Jackson	Director, Finance and Treasurer
Maurice Swaby	Manager, Business Planning

Project Core Team

Tracey Martino	Executive Officer, Fire and Emergency Services
Mary Bracken	Supervisor, Environment Initiatives, Environment
Mojan Jianfar	Planner, Culture
Kelly Reichheld	Manager, Sport & Community Development
Teresa Kerr	Planner, Parks & Forestry

Sue Coles	Manager, Library Facilities & Operations
Mai Lu	Business Consultant, Library Services
Mike Menary	Manager, Library Planning & Analysis
Debbie MacDonald	Business Advisor, Business Planning
Arlene D'Costa	Business Advisor, Business Planning

Acknowledgements (continued)

Project Resource Staff

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

Staff no longer with the City of Mississauga

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

Project Consultants

Monteith Brown Planning Consultants Ltd.
Tucker-Reid & Associates

We would like to thank all the residents, stakeholders and organizations that participated by providing input through our surveys and various consultation events. We truly appreciate your time and input. We would also like to thank City staff who contributed directly and indirectly to the completion of this Plan. This Master Plan would not have been possible without your assistance.

Table of Contents

Executive Summary	i	Indoor Artificial Turf Fields	41
Introduction	1	Outdoor Recreation Facilities	43
Methodology	3	Other Capital Requirements	46
Achievements over the Last 5 Years	3	Delivering the Service	47
Plan Foundation	4	Recreation Facility Development Strategies	48
<i>Future Directions'</i> Consultation Initiatives	5	Access and Inclusion	48
Alignment with the Mississauga Strategic Plan	6	Service Delivery for Youth and Older Adults	58
Alignment with the Framework for Recreation in Canada	7	Expanded Program Quality Initiatives	60
Demographics	8	Validating Mandates for Selected Services	63
Selected Trends in Recreation	12	Core Services and Specialty Programming	68
Background Studies	23	Recreation Needs in Intensification Areas	69
Capital Infrastructure Needs	24	Funding the Master Plan	76
Arenas	25	Appendix: Community Engagement Summary	80
Indoor Aquatic Centres	28	Overview of Consultation Initiatives	80
Fitness Space	30	Project Portal & Awareness Efforts	81
Gymnasiums	34	2017 Citizen Satisfaction Survey	82
Multi-Purpose Program Space	36	Public Survey	83
Youth Space	37	Stakeholder Focus Groups	87
Older Adult Space	38		

List of Tables

Table 1: Population Growth by Service Area, 2019-2028	9	Table 6: Participation in Free Programs, 2015-2017	52
Table 2: City of Mississauga Age Distribution, 2006-2016.....	10	Table 7: Participation Rates in Inclusion Support Programs, 2014-2016.....	53
Table 3: Census Age Data by Service Area, 2016.....	10	Table 8: Therapeutic Memberships, 2015-2017	54
Table 4: List of Documents Reviewed for the Recreation Master Plan	23	Table 9: Older Adult Club and Program Information, 2015-2017	59
Table 5: City of Mississauga Fitness Membership Information	32	Table 10: City of Mississauga Golf Course Operations Summary	67

List of Figures

Figure 1: <i>Future Directions</i> Project Methodology	3	Figure 2: City of Mississauga Vision and Strategic Pillars for Change.....	6
--	---	--	---

List of Maps

Map 1: City of Mississauga Service Area Boundaries	8	Map 4: Fitness Space Distribution and Service Levels	33
Map 2: Arena Distribution and Service Levels	26	Map 5: Gymnasium Distribution and Service Levels.....	35
Map 3: Indoor Aquatic Centre Distribution and Service Levels	28		

2019 Recreation Master Plan Executive Summary

Executive Summary

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

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

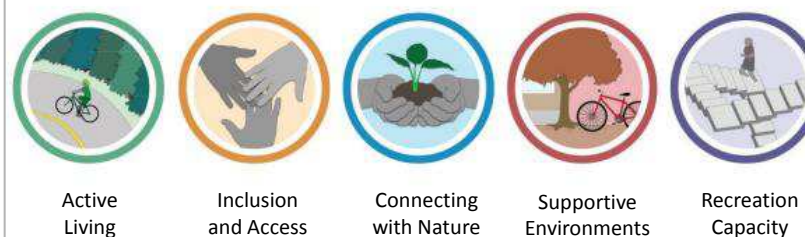
The Recreation Master Plan has been written in support of national, provincial and local frameworks. Most notably is that recommendations contained herein are complementary to most, if not all, Strategic Pillars of the City of Mississauga's Strategic Plan. Also of importance is the Master Plan's alignment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

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

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

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

Goals of the Framework for Recreation in Canada



Source: Framework for Recreation in Canada, 2015



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

Plan Foundation

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

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

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

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

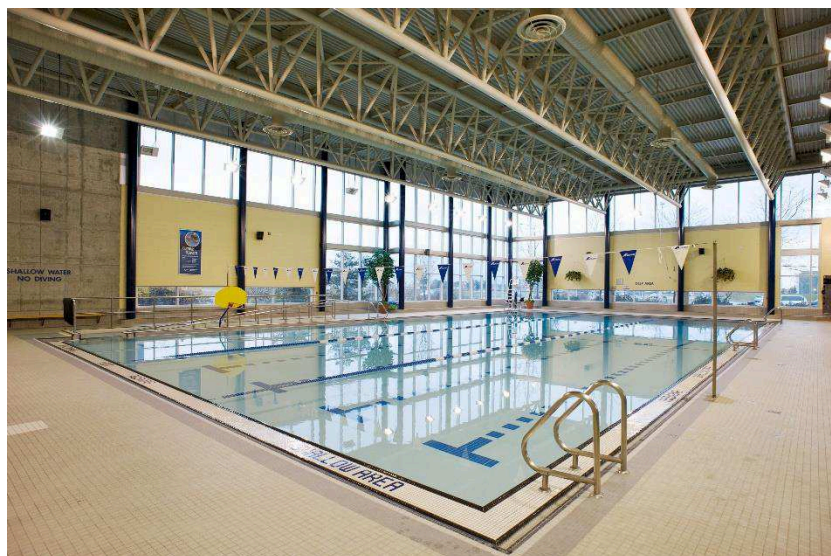
Future Directions uses the year 2016 population of 746,000 persons as its baseline. Over the outlook of the plan, Mississauga's population is expected to grow by 50,000 people to reach 796,000 by the year 2026. Many of those new residents are expected to live in the higher density Downtown and the designated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



Photo Credit: City of Mississauga

Capital Infrastructure Needs

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



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

Repurpose an Ice Pad

1

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

2

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

3

Relocate & Rebuild Aquatic Centres

Relocate the Glenforest School Pool to Burnhamthorpe Community Centre.

4

Relocate the Cawthra School Pool to Carmen Corbasson Community Centre.

5

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

6

Enhance Mississauga's Fitness Centres

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

7

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

8

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

9

Enlarge the South Common Community Centre Gymnasium

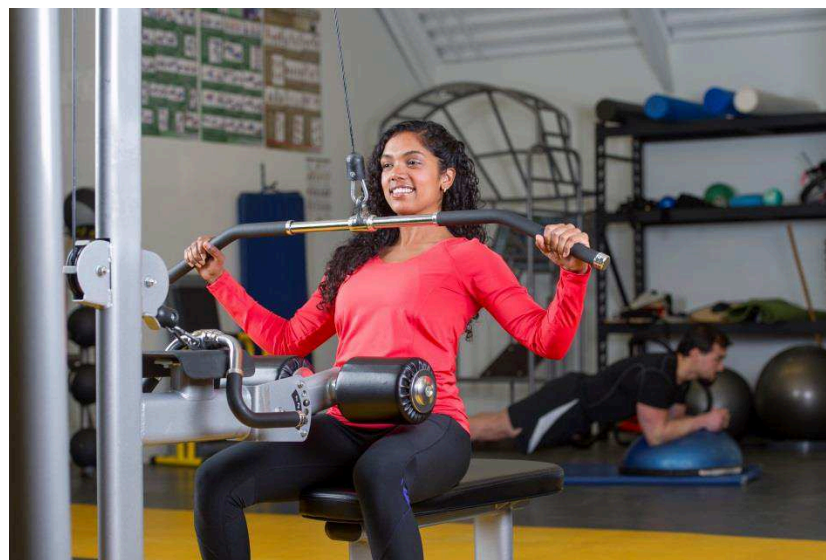
Subsequent to efforts to increase public access to school gymnasiums during evening and weekend hours, enlarge the gymnasium at South Common Community Centre as part of a major renewal and reconstruction project.

10

A Good Supply of Multi-Purpose Rooms

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

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



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

Spaces for Youth & Older Adults

11

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

12

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

13

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

14

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



Mississauga Senior Citizens' Centre
Photo Credit: City of Mississauga

15

Monitor Needs for Indoor Turf

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

Co-ordinated and Regular Planning

16

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

17

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



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

Delivering the Service

Promoting Access and Inclusion

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

Affordable Opportunities to Participate

18

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

19

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

20

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

Improving Barrier-Free & Therapeutic Options to Participate

21

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

22

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

23

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



Photo Credit: City of Mississauga

Taking an Inclusionary Approach

24

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

25

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

26

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



Photo Credit: City of Mississauga

Service Delivery for Youth and Older Adults

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

27

Serving Older Adults

Prepare an update to the Mississauga Older Adult Plan.

28

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

29

Serving Youth

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

30

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

Other Recommendations

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

31

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

32

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

33

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



Photo Credit: City of Mississauga

34

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

35

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

36

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

37

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



Photo Credit: City of Mississauga

Funding the Master Plan

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

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

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

Partnerships

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

Federal and Provincial Grants

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

Development Charges

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

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

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

Capital Reserves

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

Debt Financing

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

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

Introduction

Section 1: Introduction

Since 1999, the City of Mississauga has prepared *Future Directions* master plans evaluating local recreation, parks and library facilities and services every five years. This 2019 *Future Directions* is the fifth version. Building upon work completed through the 2014 *Future Directions*, the 2019 *Future Directions* undertakes a comprehensive assessment of the Mississauga's community services system through five distinct, yet inter-related, master plans:

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

This document represents the 2019 *Future Directions* for Recreation (also referred to as the Recreation Master Plan). The purpose of this Master Plan is to guide the City of Mississauga in delivering future recreation facilities, programs and services to the year 2028, although a longer-term outlook (i.e., to the year 2041) is taken in certain instances to ensure that actions are appropriate for future generations.

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

– Framework for Recreation in Canada, 2015

The City of Mississauga's Recreation Division Vision and Mission help to provide a focused and coordinated approach to ensuring recreation goals are met. The goal of the *Future Directions* for Recreation is to develop an innovative and fiscally responsible plan that will guide the future direction of recreation facilities, programs and services.

Recreation Division Vision

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

Recreation Division Mission

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

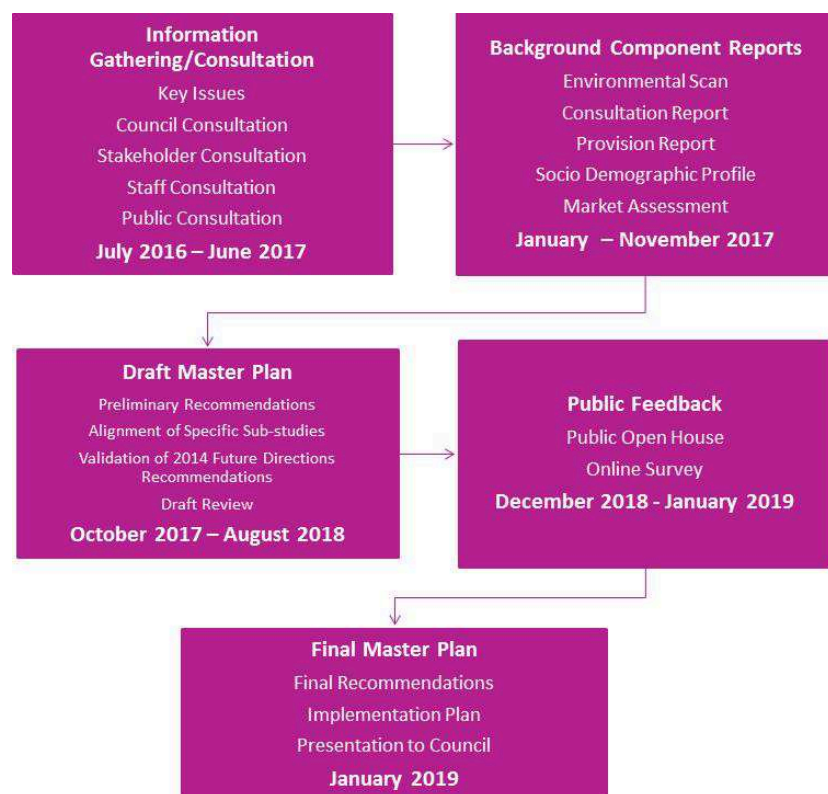


Fun Swim at Applewood Outdoor Pool
Photo Credit: City of Mississauga

Methodology

The Master Plan's methodology considers a number of key inputs based on research, consultation and needs assessments. It benefits from Mississauga's efforts in compiling and tracking specific utilization data for various "lines of business" that have provided insights into user travel characteristics, market penetration rates, and capacity fill rates. While previous master plans considered utilization and capture rates, the availability and comprehensiveness of the data has become more extensive and reliable for the 2019 Recreation Master Plan.

Figure 1: Future Directions Project Methodology



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

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

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

Achievements over the Last 5 Years

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

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

Plan Foundation

Section 2: Plan Foundation

***Future Directions'* Consultation Initiatives**

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

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

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

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

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

Alignment with the Mississauga Strategic Plan

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

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

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

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

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



Source: City of Mississauga Strategic Plan, 2009

Alignment with the Framework for Recreation in Canada

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

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

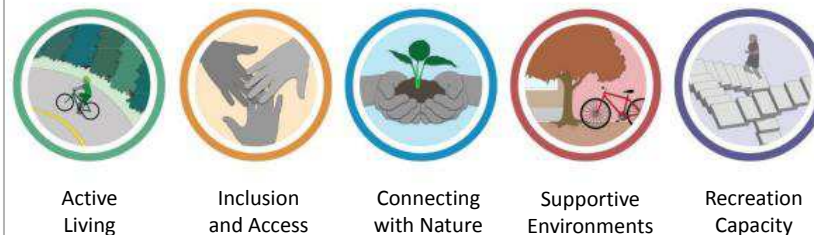
This renewed focus provides the rationale for investing in an evolved recreation strategy, and describes the need for collaboration with other initiatives in a variety of sectors. The FRC provides a new vision for recreation and suggests some common ways of thinking about the renewal of recreation, based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

Vision for Recreation in Canada

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

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

Goals of the Framework for Recreation in Canada



Source: Framework for Recreation in Canada, 2015

Demographics

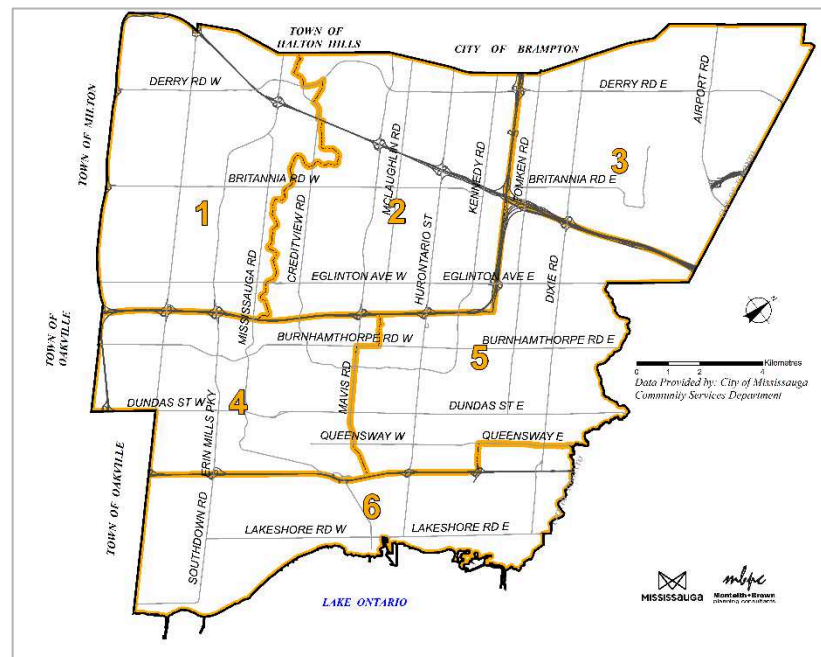
The demographics presented in this section are largely based on Statistics Canada data as well as forecasting work undertaken by the City of Mississauga. For the purposes of comparative analysis, the Master Plan relies upon the City's six Service Areas used in previous *Future Directions*.

Historical & Current Population

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

Recognizing that the census population totals reflected above do not equate to the actual population due to 'undercoverage' (i.e., the term Statistics Canada uses to account for missing information and margin of error when compiling census data), Statistics Canada issues an 'undercount' figure or 'undercoverage rate' specific to a geographic area (usually at the Census Metropolitan Area level). While an undercoverage rate has yet to be assigned for the most recent census period specific to the Toronto CMA – within which Mississauga is located – the City of Mississauga's previous undercoverage rate of 3.5 per cent is applied based on advice from the City's Planning Strategies Division. This results in a 2016 Census population of 745,840 persons, including estimated net census undercoverage.

Map 1: City of Mississauga Service Area Boundaries



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

¹ Statistics Canada Census, 2001-2016

² City of Mississauga, Planning Strategies Division. 2018 Growth Forecast. July 24, 2018.

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

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

Note: Figures include census undercount

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

Projected Population Growth

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

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

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

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

Community Age Profile

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

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

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

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

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

Note: Totals may not add due to Statistics Canada rounding practices

Source: Statistics Canada Census, 2006, 2011, 2016

Table 3: Census Age Data by Service Area, 2016

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

Notes: Census boundaries do not align with service area boundaries so numbers are not exact; data suppression and rounding of data at the census boundary level so totals do not match the 2016 Census population.

Source: City of Mississauga Planning Strategies Division, 2017

Cultural Characteristics

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

Nearly 10 per cent reported that one or both official languages and a non-official language were most spoken at home, doubling the figure reported in 2006. The top five unofficial languages spoken across the city in 2016 were Urdu (3.6 per cent), Mandarin (2.9 per cent), Arabic (2.6 per cent), Polish (2.4 per cent), and Punjabi (2.0 per cent).

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

Household Income

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

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

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

Education

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

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



Photo Credit: City of Mississauga

Selected Trends in Recreation

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

Trends in Recreation Facility Development

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

Aging Infrastructure: Infrastructure province-wide has been underfunded for years and recreation facilities are no exception. Many recreation facilities were built between 1956 and 1980, with a number constructed to celebrate Canada's Centennial year alongside many of the other projects constructed with funding from senior levels of government. However, several facilities in Ontario now require repairs and renovations, and are generally costly to maintain due to facility inefficiencies. A 2006 study by Parks and Recreation Ontario identified that 30-50 per cent of recreation facilities in Ontario are near the end of their useful life³ while another study estimated that the cost

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



Meadowvale Community Centre
Photo Credit: Perkins + Will



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

³ Parks and Recreation Ontario. 2006. Ontario Sport and Recreation Infrastructure Study.

⁴ Parks and Recreation Ontario. 2007. Investing in Healthy and Active Ontarians through Recreation and Parks Infrastructure.

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

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

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



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

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

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

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

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

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

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

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



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

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

Trends Relating to Access and Inclusion

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

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

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

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

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



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

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

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



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

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

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

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



Trends Relating to Service Delivery for Youth and Older Adults

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

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

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

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

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

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

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

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



Photo Credit: City of Mississauga

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

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

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

Trends Relating to Recreation Needs in Areas of Intensification

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

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

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

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

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

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

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

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

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

In maintaining the dynamic nature of parks and recreation spaces and re-establishing them as focal points in redeveloping areas, the use of such services to form centralized community hubs is a key for high density developments. Public spaces should be inviting, accessible, bright, safe, and designed on a human scale. Key considerations in the planning of urban spaces include location, microclimate, surrounding land uses, and proximity to key destinations and amenities. Other factors such as accessibility, street views, seating, and vegetation contribute to the design of these spaces.

Refocusing on the Neighbourhood: A trend to better understand localized recreation needs and strengthen neighbourhoods has gained momentum in Ontario in recent years, particularly in growth areas where the defined sense of place/community is critical. The purpose from a parks and recreation service provision perspective is to animate neighbourhoods and increase recreational activity as well as to work with groups to self-determine and organize their own neighbourhood based activities. The City of London's Strengthening Neighbourhoods Strategy encourages resident participation and engagement to strengthen neighbourhoods through community grants that fund volunteer-driven neighbourhood improvement activities, Adopt-A-Park program, and so on. This localized focus is combined with the City's Place-making Guidelines oriented to the development of communities that offer a distinct character, a strong sense of

community and a context for healthy lifestyles and a high quality of life, of which neighbourhood-based recreation activities are a part of.

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

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

Finding the Space: The quality of all neighbourhood life is influenced by four significant factors: the community services offered within the community; the social relations among residents and other

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

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

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

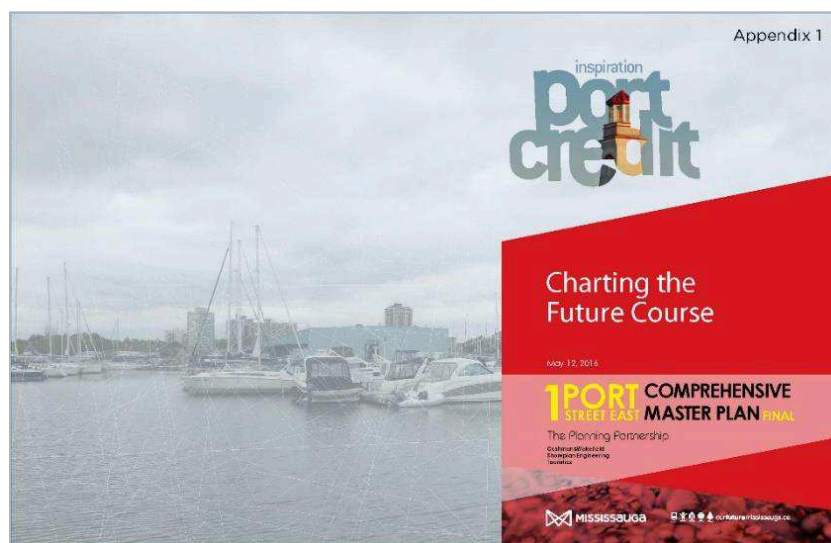
⁷ Roman, Caterina Gouvis and Gretchen E. Moore. 2004. Measuring Local Institutions and Organizations: The Role of Community Institutional Capacity in Social Capital. Urban Institute – Justice Policy Centre.



Adidas Futsal Park, Tokyo
Photo Credit: FIFA.com



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



Inspiration planning documents guiding intensification and redevelopment

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

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

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

Background Studies

A number of documents and provincial policies that affect Mississauga's growth and land uses have been taken into account during the preparation of the 2019 Recreation Master Plan. Mississauga has also proactively undertaken numerous studies and carried out the creation of new facilities and programs to plan for, and keep up with needs to meet the demands of its burgeoning and diversifying population. *Future Directions* is used, in conjunction with other documents, to guide planning and decision-making in the City of Mississauga.

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



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

Provincial Legislation

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

Strategic Policy Documents

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

Recreation-Related Reports

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

Other Documents

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

Capital Infrastructure Needs

Section 3: Capital Infrastructure Needs

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

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



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

Arenas

There are a total of 25 ice pads provided at 13 arenas throughout Mississauga. All of these facilities are operated by the City with the exception of the Vic Johnson Arena that is overseen by a third party operator. Although Burnhamthorpe Community Centre's outdoor covered rink is not included in the supply, this rink is a bookable space that alleviates a degree of pressure on arenas in the area.

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

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

Substantial capacity exists within Mississauga's arena system when factoring peak and shoulder periods, and there is a concern that persisting declines in year-over-year arena usage poses a challenge in operational efficiency and sustainability. Somewhat encouraging is stable registrations in the City-delivered skating and hockey programs. The 3,800 hours that went unused during peak season months roughly equates to 200 hours per week of arena time going unrented or unprogrammed. Further, the 81 per cent utilization rate shows that there is likely an oversupply of ice pads and, in fact, triggers an analysis of whether to adjust the existing arena supply – such as repurposing an ice pad(s) – as per the 2012 Arena Provision

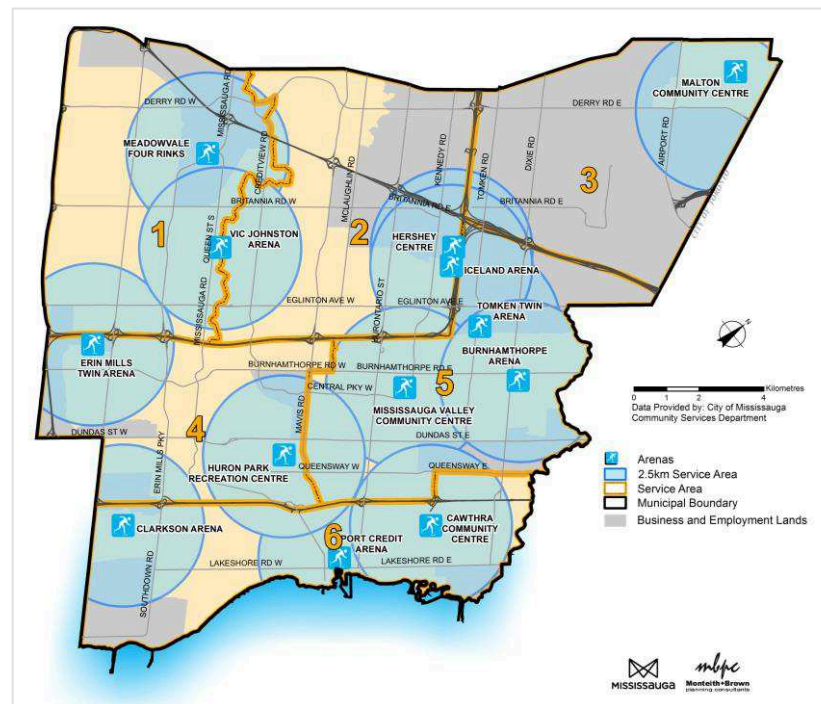
Strategy.⁹ Generally speaking, the 200 hours of unused time would mean that 3 ice pads worth of time are idle.

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

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

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

Map 2: Arena Distribution and Service Levels



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

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

⁹ City of Mississauga. 2012 Arena Provision Strategy. pp.40.

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

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

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

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

Recommendations

1

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

2

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



Hockey at Iceland Mississauga
Photo Credit: City of Mississauga.

Indoor Aquatic Centres

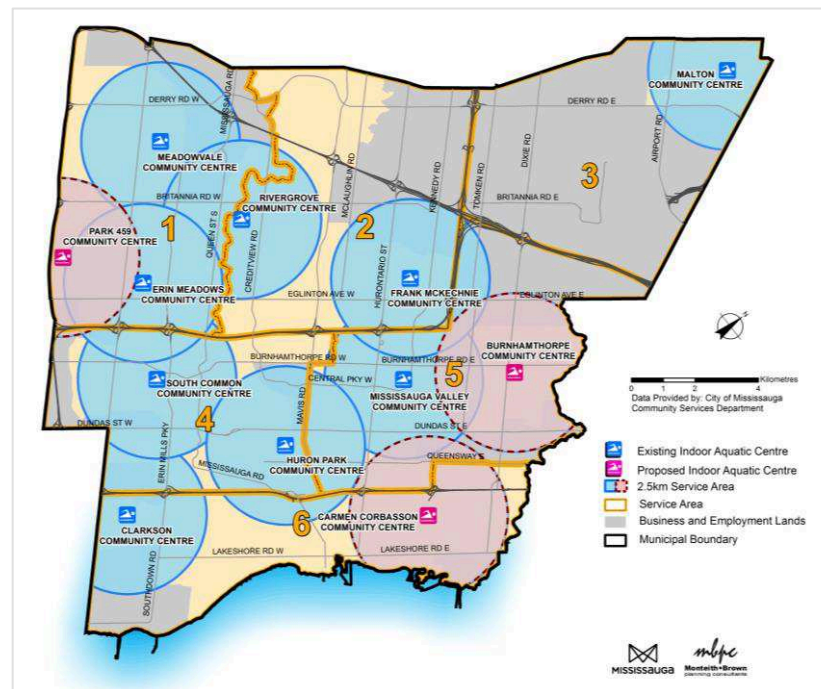
The City of Mississauga operates 11 indoor aquatics centres that collectively provide 19 tanks, including two that are presently integrated with two local schools through an agreement with the school board. A new indoor aquatic centre, approved for construction as part of the future Churchill Meadows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

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

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

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

Map 3: Indoor Aquatic Centre Distribution and Service Levels



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

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

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

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

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

Recommendations

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



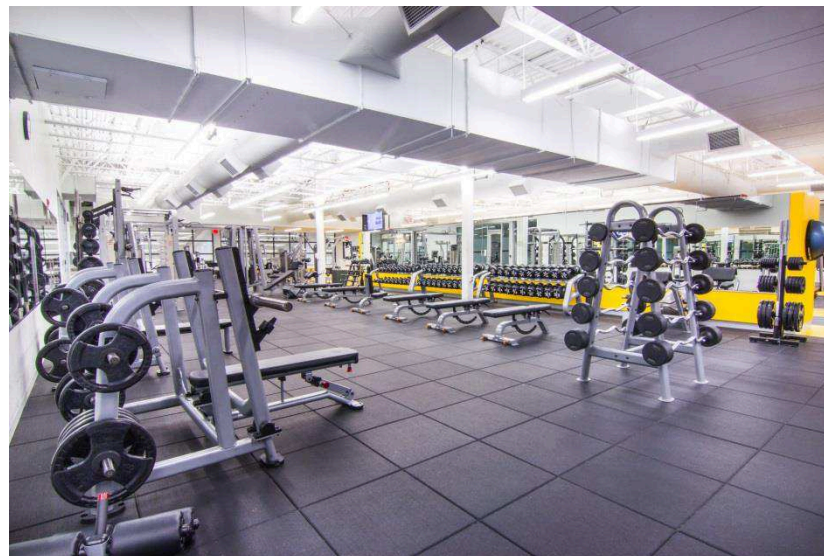
Clarkson Community Centre Pool
Photo Credit: City of Mississauga

Fitness Space

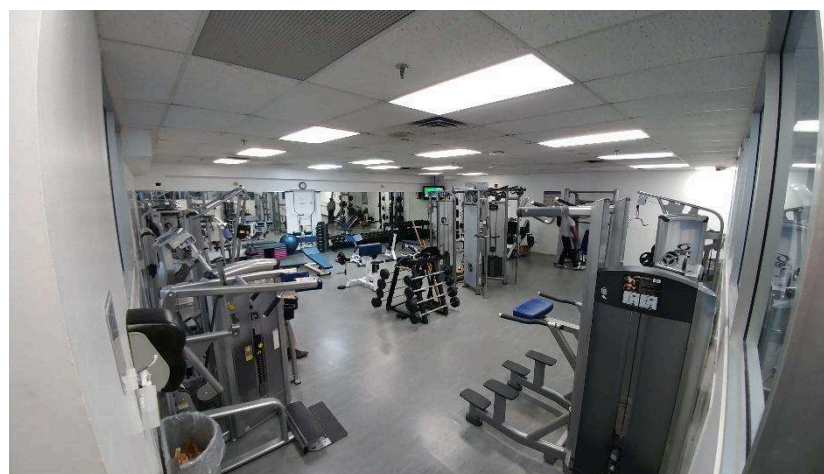
The City provides 12 fitness and active living centres that provide space for fitness training, active living programs, indoor walking and squash. Of the supply, seven are club-format fitness centres featuring amenities such as exercise machines, free weights and personal training services. Outdoor fitness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

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

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



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



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

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

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

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

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

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

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

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

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

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

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

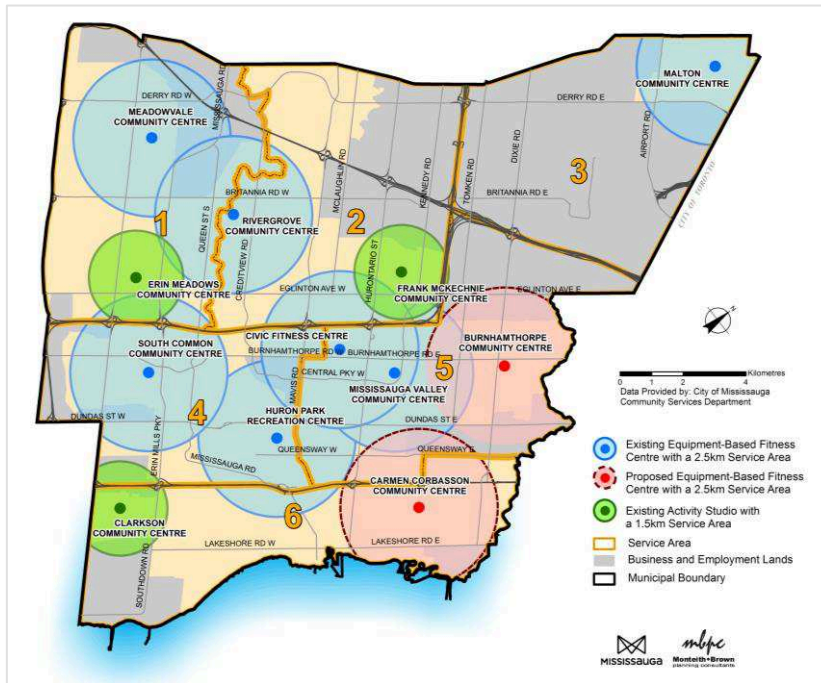
In summary, memberships are growing while uses per unique client overall should increase to reap the benefits of membership entitlements.

Table 5: City of Mississauga Fitness Membership Information

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

Source: City of Mississauga, 2018

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

Map 4: Fitness Space Distribution and Service Levels

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

Note: Table only includes equipment-based fitness centres

* Reflects 2028 supply and service level with recommended club-format fitness centre additions at the Burnhamthorpe and Carmen Corbasson Community Centres

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

Recommendations

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

Gymnasiums

Mississauga offers gymnasiums at 14 locations throughout the city that provide a total of 21 gym spaces. After considering programming limitations associated with joint-use agreements with schools and size limitations at some facilities (relative to the City's other full size gyms), the effective supply of gymnasiums stands at 15.5. In addition to municipal gymnasiums, the City facilitates access to school board gymnasiums for public usage during evenings and weekends.

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

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

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

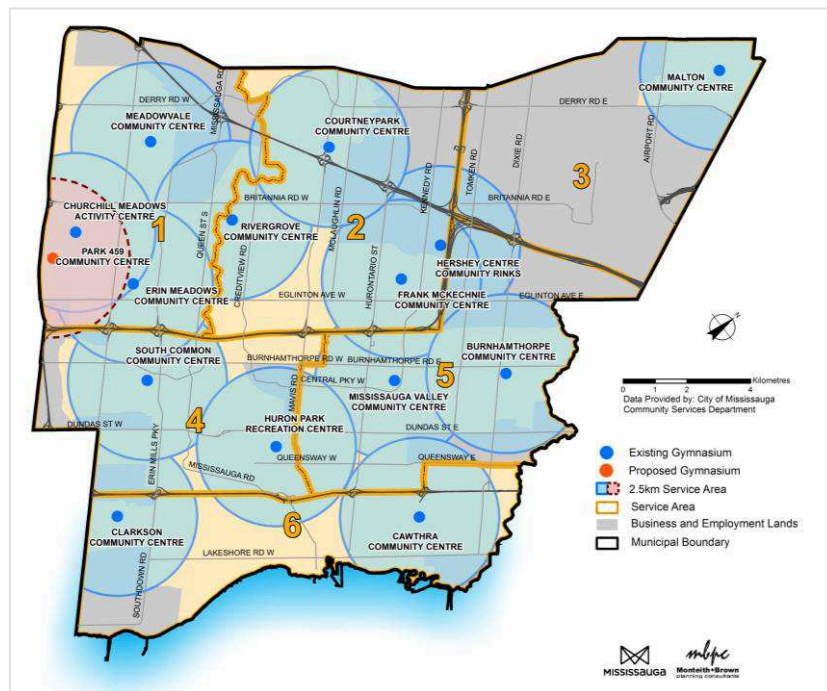
Future Directions – as with many master plans across the province – does not apply a service level standard for gymnasiums due to varying degrees of access to school gyms. The planned addition of a

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

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

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

Map 5: Gymnasium Distribution and Service Levels



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

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

Recommendations

9

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



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

Multi-Purpose Program Space

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

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

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

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

Recommendations

10

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

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

Youth Space

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

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

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

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

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

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

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

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

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

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

Recommendations

11

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



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

Older Adult Space

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

Similarly, the City should provide space oriented for 55+ programming in conjunction with the pool construction project at Burnhamthorpe Community Centre. Such an older adult-focused space would be a strong complement to therapeutic programs taking place in the new pool and other areas of the expanded facility. Should site constraints preclude addition of priority space for older adults and youth (the latter as discussed in preceding pages), consideration may be given to prioritizing older adult programming in the room during the daytime and for youth programming after school hours.

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

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

Recommendations

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

Indoor Artificial Turf Fields

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

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

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

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

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

The new indoor field at Park 459 will bring Mississauga's supply to 3 full indoor fields and essentially addresses needs based on previously available data. Park 459 will reabsorb some of the users playing elsewhere in the western GTA back into Mississauga, however, the popularity of indoor field sports is such that demand could once again

outpace available capacity after the new field is built. Until utilization and hourly needs data similar to that provided for 2014 *Future Directions* becomes available, the preferred strategy for the 10 year outlook is to evaluate take-up and any outstanding demand for indoor field time after Park 459 is operational. At the time of Park 459's scheduled opening in 2020, the City's service level will improve to approximately 1 indoor field per 270,000. In the event that subsequent business planning – through the 2024 *Future Directions* or a turf-specific study – rationalizes a fourth indoor turf field in Mississauga, the City should investigate the potential of installing an air-supported structure (dome or bubble) over an existing outdoor artificial turf field located on municipal or school board property - options include:

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

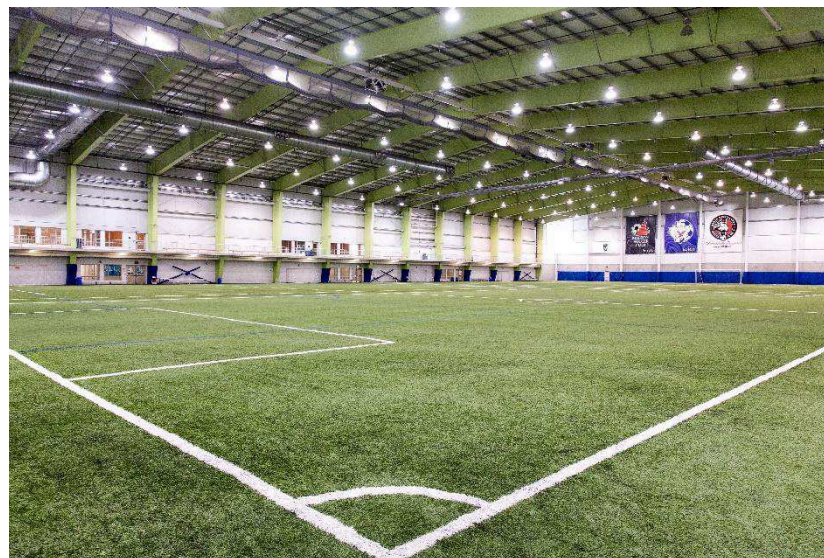
Recommendations

15

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

Recommendations

collaboration with an institutional partner.



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

Outdoor Recreation Facilities

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



2019 *Future Directions* for Parks and Forestry Cover Page

Field Sports

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

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

Spray Pads

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

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

Multi-Use Pads / Basketball Courts

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

Tennis/Pickleball

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

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

Outdoor Fitness Equipment

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

Sand Volleyball

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

Playgrounds

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

Skateboard / Bike Parks

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

Leash Free Areas

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

Recommendations

16

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

Other Capital Requirements

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

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

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

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

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

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

Recommendations

17

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

Delivering the Service

Section 4: Delivering the Service

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

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

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

Recreation Facility Development Strategies

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

Access and Inclusion

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

Affordability

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

These integrated and coordinated approaches include:

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

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

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

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

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



Photo Credit: City of Mississauga

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

Advancing Access to Affordable Recreation in Durham (AAARD)

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

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

Source: Advancing Access to Affordable Recreation in Durham

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

Recommendations

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

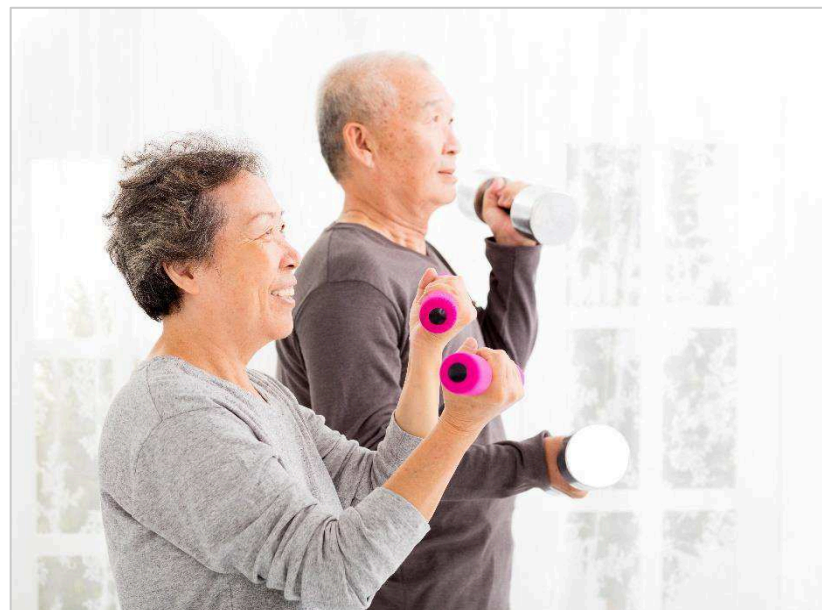


Photo Credit: City of Mississauga

City of Mississauga Active Assist Policy and the Jerry Love Fund

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

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

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

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

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

Review of Free Program Complement

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

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

Table 6: Participation in Free Programs, 2015-2017

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

Source: City of Mississauga, 2018

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

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

Recommendations

20

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

Services for Persons with Disabilities

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

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

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

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

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

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

Source: City of Mississauga, 2018

Selected observations at the local level include:

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



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

Recommendations

21

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

Therapeutic Partnerships

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

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

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

Trillium Health Partners

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

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

Mississauga Halton Local Health Info Network (MHLHIN)

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

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

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

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

Table 8: Therapeutic Memberships, 2015-2017

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

Source: City of Mississauga, 2018

Recommendations

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

Building Strong Neighbourhoods

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

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

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

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

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

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

Recommendations

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

Welcoming Newcomers & Diverse Cultures

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

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

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

Town of Richmond Hill: Organizational Change First

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

City of Toronto: The Equity Lens

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

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

Town of Ajax: Diversity and Community Engagement Plan

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

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

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



Photo Credit: City of Mississauga

Mississauga: Diversity and Inclusion Committee

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

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

Recommendations

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

Service Delivery for Youth and Older Adults

Supporting Age-Friendly Initiatives

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

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

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

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

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

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

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

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

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

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

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

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

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

Source: City of Mississauga, 2018

Selected observations at the local level include:

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

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

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

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

Recommendations

Recommendations

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

Maintaining Youth-Friendly Platinum Status

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

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

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

Recommendations

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

Expanded Program Quality Initiatives

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



The best way to play™

addressing risk management issues in the delivery of service.¹³

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

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

Recommendations

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

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



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

Quality Assurance in Sport

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

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

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

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

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

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

Validating Mandates for Selected Services

Healthy Food Initiatives

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

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

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

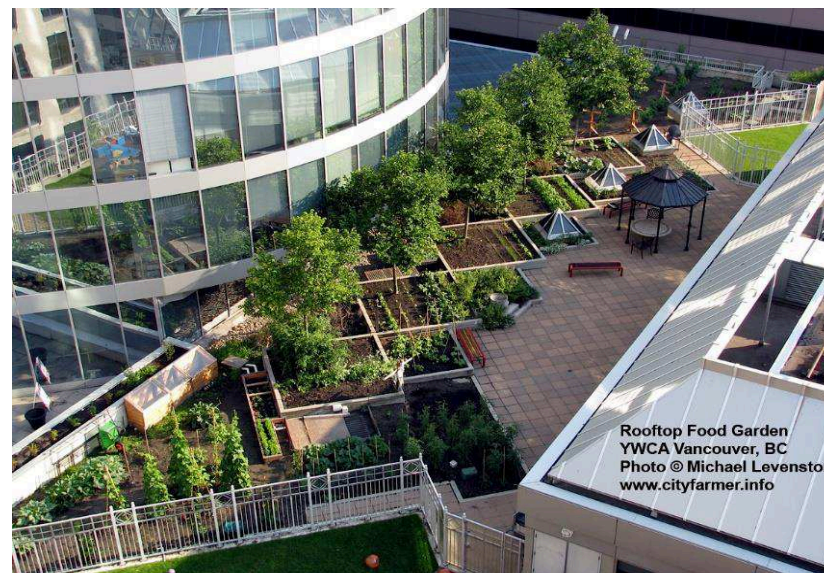
- More than 80 per cent of foods sold are to be the healthiest options and have higher levels of essential nutrients.
- Less than 20 per cent of foods sold have slightly higher levels of sugar and fats.
- Efforts should be made to obtain food produced in Ontario.
- School boards should consider the environmental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

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

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

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

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



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

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

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

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

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

Selected observations at the local level include:

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

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

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

Recommendations

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

Revenue & Cost Recovery Philosophy for Golf Operations

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

The role of the municipality in golf operations is to:

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

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

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

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

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

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

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

Selected observations at the local level include:

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

Table 10: City of Mississauga Golf Course Operations Summary

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

Source: City of Mississauga, 2018

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

Recommendations

34

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



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

Core Services and Specialty Programming

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

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

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

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

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

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

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

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

Recommendations

35

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



David Ramsey Outdoor Pool
Photo Credit: City of Mississauga

Recreation Needs in Intensification Areas

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

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

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

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

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

Port Credit & Lakeview (Service Area 6)

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

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

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

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



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

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



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

Cooksville (Service Area 5)

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

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

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

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

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

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

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

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



Photo Credit: ARUP Engineers and AL_A

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

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

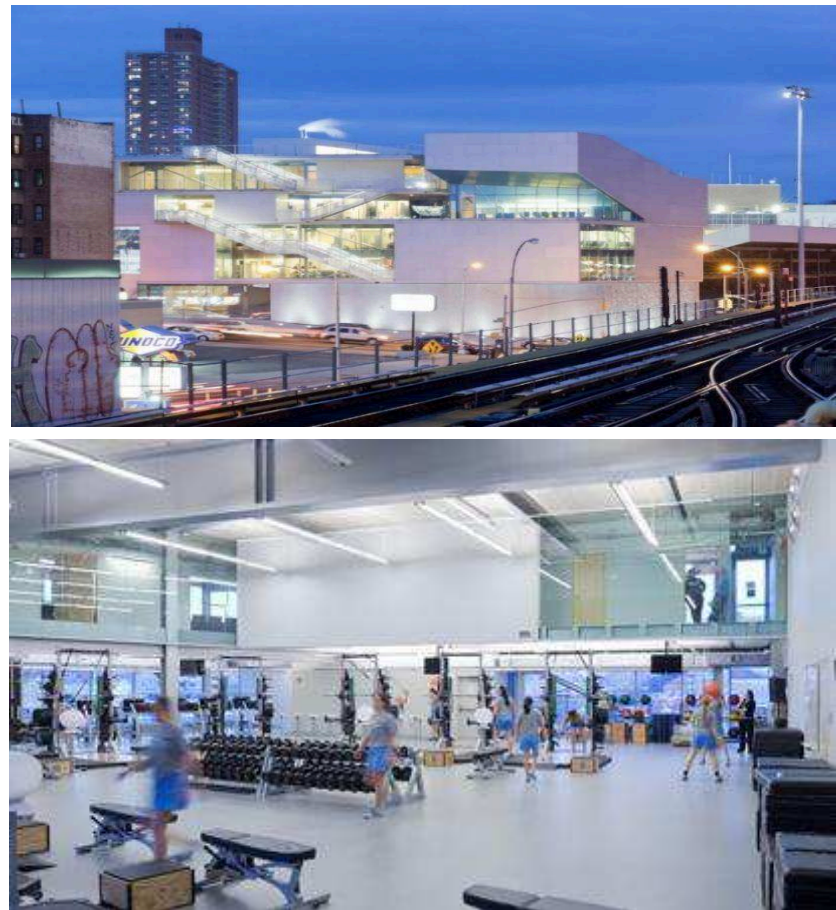


Photo Credits: Steven Holl Architects

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

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

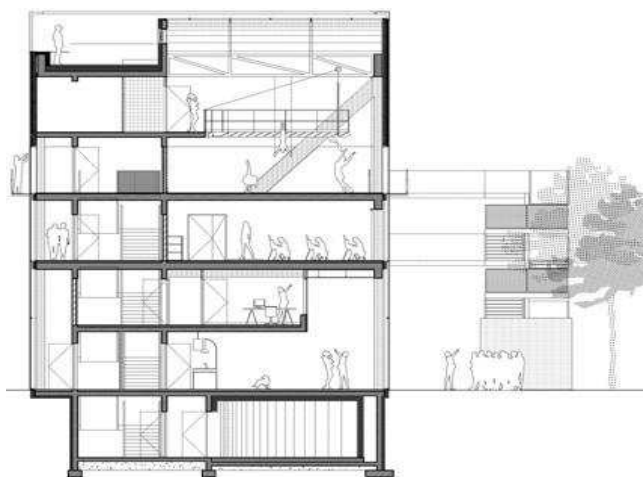


Photo Credits: BRUTHER Architects

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

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



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

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

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



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

Chicago – Jones Preparatory School “A Vertical Opportunity”

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



Jones Preparatory School, Chicago
Photo Credits: Perkins + Will

Vancouver – The Roundhouse “Responding to Culture and Heritage”

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



The Roundhouse, Vancouver
Photo Credits: Roundhouse, VIA Architecture

Recommendations

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

Funding the Master Plan

Section 5: Funding the Master Plan

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

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

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

Partnerships

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

Federal and Provincial Grants

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

Development Charges

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

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

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

Capital Reserves

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

Debt Financing

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

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



Mississauga Celebration Square
Photo Credit: City of Mississauga

Appendix



What can Community Services be?

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

We want to hear from you.

Your input will help shape these City Plans for the future.



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

To find out more, visit mississauga.ca/yourfuture



<https://yoursay.mississauga.ca/yourfuture>

yourfuture@mississauga.ca

MISSISSAUGA

Home: What Can Community Services Be?

What Can Community Services Be?

What can The Library be?

About the project

Mississauga is a place that nurtures a sense of quality of life, where our residents can enjoy opportunities for a vibrant, healthy, social future through all stages of their lives. Our vision is a beautiful, sustainable city with safe neighbourhoods that support living, connected and vibrant communities.

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

We want to hear from you

We would like to get a better understanding of what is important to you when it comes to these services. Your input will help shape these City Plans for the future.

You'll combine your ideas with other relevant data inputs and trends to guide how we spend our time, resources and funds on community services. Help us understand what is important when it comes to Culture, Recreation, Library, Parks, Forestry, Fire and Emergency Services.

- What services do you want more of?
- What are your expectations for the future?
- What services are you happy with?
- What do you feel needs to change?
- What are some new things you'd like to see in the future?

Consultation process

Ideas	Review	Feedback	Approval
Phase 1: Idea Generation April - June 2017 yoursay	Phase 2: Review July - December 2017 yoursay	Phase 3: Feedback February - March 2018 yoursay	Phase 4: Approval June 2018 yoursay

Phase 1: Idea Generation

Share your ideas:

- Survey:** Click here to take the Community Services Survey
- In person:** Attend our consultation sessions (details will be posted here soon).
- By email:** Share your ideas and input in an email.
- By phone:** Give us a call at 905-874-1011.

Timeline

- Gathering Insights:** April to June 2017
Gather insights, ideas and thoughts about services users want.
- Develop Draft Master Plans:** July to January 2018
The information collected from our public consultations will be shared with other agencies of city to show the strength of each Plan.
- Public Feedback:** February to March 2018
We will share the Draft Master Plans online and through in-person sessions for your thoughts and feedback.

More information

What is the project about?
What is the purpose of the project?
Why is the project important?
What will the City do with the input provided?
How often are these plans reviewed?

Current Plans

- Library Master Plan (2015-2020) (pdf)
- Parks & Forestry Master Plan (2015-2020) (pdf)
- Recreation Master Plan (2015-2020) (pdf)
- Fire Services Master Plan (2015-2020) (pdf)

Videos - Services in Action

Who's listening

City of Mississauga & Customer Service

Role: Project Leader

Organization: City of Mississauga

Phone: 905-874-1011

Email: yourfuture@mississauga.ca

Share your Feedback

TERMS AND CONDITIONS | PRIVACY POLICY | INFORMATION POLICY | ACCESSIBILITY | TECHNICAL SUPPORT | 905-874-1011

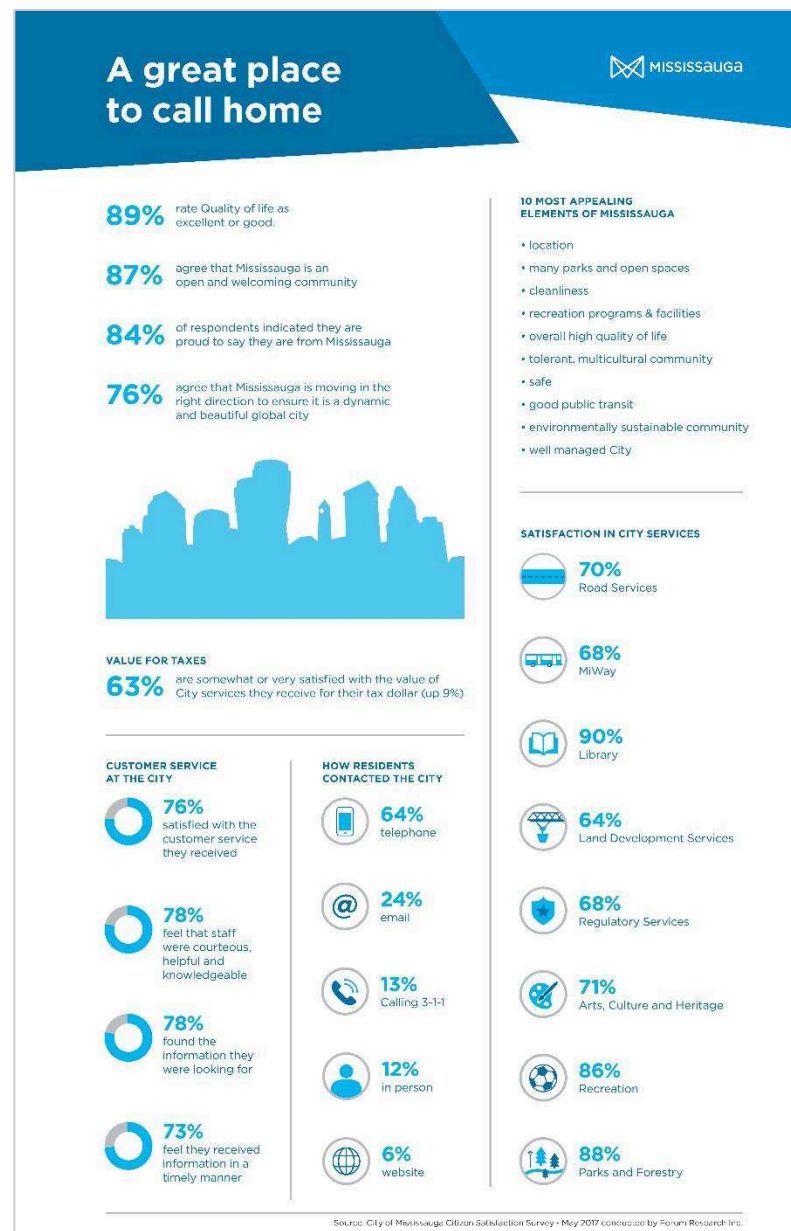
2017 Citizen Satisfaction Survey

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

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

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

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



Page from the 2017 Citizen Satisfaction Survey

Public Survey

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

Importance of Recreation Services

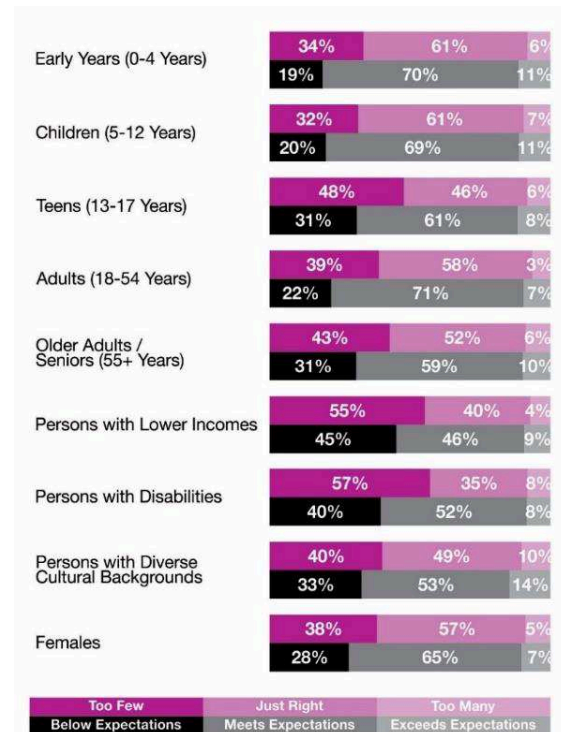
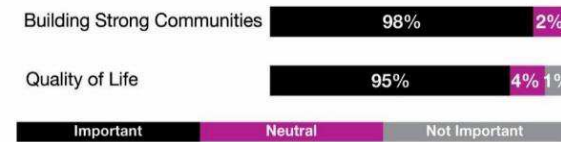
95 per cent of respondents stated that recreation is important or very important to their quality of life, compared to less than 1 per cent that believed otherwise (the remainder were neutral on the topic). Slightly more respondents indicated that recreation is important to building strong communities,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

Satisfaction with Recreation Programs

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

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

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



Public Survey Results

Participation & Barriers to Recreation Activities

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



24%

Programs are not available at a convenient time



17%

The fees are too expensive



16%

I do not have enough time

Public Survey Results: Barriers to Participating in Recreation

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

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



19%

Facility / Program not offered in Mississauga



17%

Closer to work or school

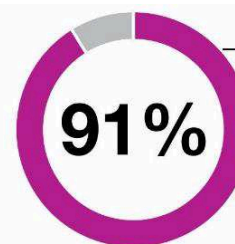


17%

Programs are not available at a convenient time

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

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



of respondents visited a indoor recreation centre (e.g., community centre arena, indoor pool, etc.) in the past 12 months.

Public Survey Results

Access & Inclusion

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

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

76% of respondents felt that the City's recreation programs and facilities are inclusive of many abilities and interests.

76%

73% of respondents felt that the City's recreation programs and facilities are reflective of community needs.

73%

64% of respondents felt that the City's recreation programs and facilities are affordable.

64%

Public Survey Results: Agreement with Statements Regarding Inclusion & Needs

Investment in Recreation Facilities

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

Alignment between Recreation & Library Services

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



42%

Indoor Swimming Pools



36%

Trails



36%

Playgrounds

Public Survey Results: Support for Investment in Recreation Facilities

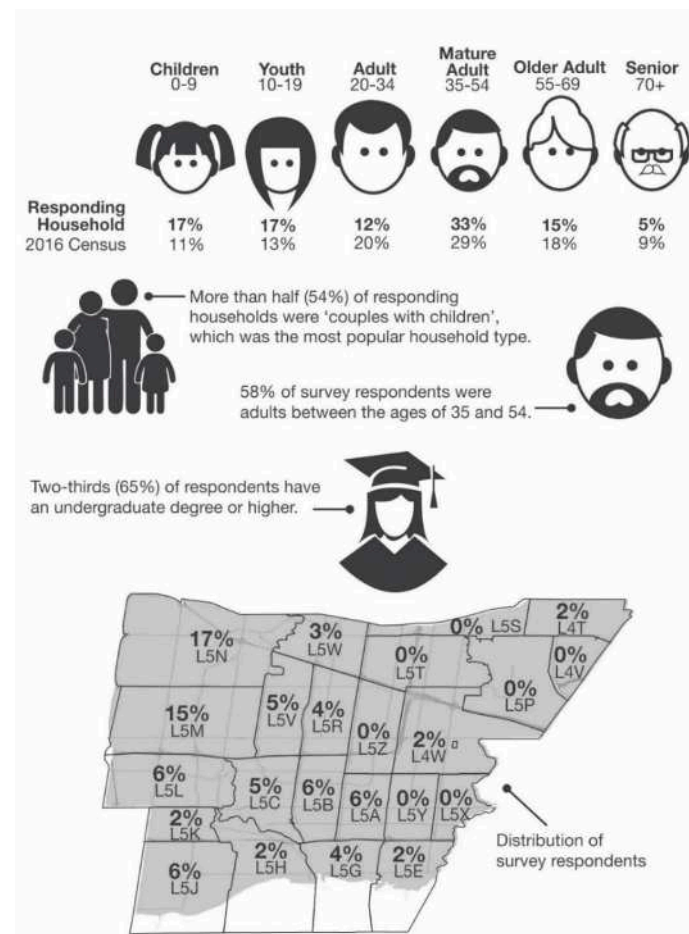
Survey Demographics

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

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

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

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



Public Survey Results: Survey Sample Characteristics

Stakeholder Focus Groups

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

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

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

First Nations Focus Group

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

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

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

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

Health Services Focus Group

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

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

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

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

Sports Associations Focus Group

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

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

have a single point of contact at the City to coordinate their requests.

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

Older Adult Panel & Youth Council Focus Groups

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

City of Mississauga

Corporate Report



Date: 2018/11/15

To: Chair and Members of General Committee

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

Meeting date:
2018/12/05

Subject

2019 Future Directions Draft Parks & Forestry Master Plan Update

Recommendation

That the draft recommendations contained in the 2019 Future Directions Draft Recreation Master Plan appended to the Corporate Report dated November 15, 2018 from the Commissioner of Community Services entitled “2019 Future Directions Draft Parks & Forestry Master Plan Update” be referred to a public information centre for review and input.

Report Highlights

- The 2019 Future Directions Draft Parks & Forestry Master Plan has a five to ten year planning horizon with a twenty-one year outlook to 2041.
- The master plan assesses current and future capital and service delivery opportunities.
- The master plan addresses intensification and growth and provides specific directions the City should pursue to ensure adequate supporting infrastructure.
- The draft recommendations require public and stakeholder input before being finalized and prioritized.
- The implementation is phased over the five to ten year planning horizon following ongoing validation and capacity to fund.

Background

Future Directions is the Master Plan document that directs the provision of facilities, services and programs for Parks & Forestry. To remain relevant and effective the Master Plan is updated every five years. Last reviewed in 2014, the Master Plan is currently under review and will help guide the direction for Parks & Forestry over the next five to ten years with a twenty one year outlook. The final plan will include an implementation guide that is considered to be practical, measurable and within the budget framework.

Monteith Brown Planning Consultants and Dillon Consulting were engaged to complete the 2019 Future Directions Master Plan for Parks & Forestry. Below is an outline of the key phases and timelines for the Project.

General Committee	2018/11/15	2
-------------------	------------	---

Project Methodology and Timelines

Timeframe	Project Phase
Jan - Nov 2017	Background Reports
Apr – Jun 2017	Information Gathering Staff, Council, Stakeholder and Public Engagement
Oct 2017 – Oct 2018	Draft Report, Financial Assessment and Review Process
Dec 5, 2018	Draft Interim Report to General Committee
Dec 2018 – Jan 2019	Public Feedback
Feb 2019	Final Report to Council for Approval

Demographics

Between the 1996 and 2016 Census periods, the City of Mississauga's recorded population has grown from 544,382 to 721,599 persons which amounts to a growth of more than 177,000 persons or a 33 percent increase over a 20 year period. Mississauga's population is forecasted to reach 878,000 people by the year 2041, which translates to approximately 156,000 new residents or a 22 percent rate of growth.

The City's Service Area 5 (see Appendix 1 for a map of all Service Areas) is expected to accommodate the greatest share of city-wide population growth with over 43,000 new residents by the year 2041. Service Areas 1 and 2 are projected to each add approximately 17,000 residents. Service Areas 3 and 4 are anticipated to have the least amount of growth at only 1,000 and 8,000 new residents respectively. Service Area 6 is forecasted to increase by approximately 33,000 residents including the preliminary growth forecasted for Inspiration Port Credit and Lakeview development projects in the south. The City's Recreation services will have to be responsive to the anticipated growth in nodes and corridors and to higher order transit initiatives.

The following are further details of the key directions within the Draft Recreation Master Plan. The full lists of recommendations are contained within the appended 2019 Future Directions Recreation Draft Interim Report (See Appendix 2, unattached).

Areas of Focus

1. Growing, Connecting and Developing Parkland

Recommendations under this area of focus respond to an increasing need for land acquisition and conveyance of land through development. This includes utilizing an updated parkland acquisition evaluation criteria, completing a strategy for the Cooksville Creek corridor, developing a policy to address how and where the City should encourage POPS (Privately Owned Public Spaces), examining the implications of developing parkland on road slab or underground parking structures, and updating the City's parkland classification system to include urban parks and sub-categories of greenlands.

2. Protection and Enhancement of Natural Areas

Recommendations under this area of focus include continuing to address the need for

General Committee	2018/11/15	3
-------------------	------------	---

further aerial spray programs, combatting invasive species, growing our tree canopy collaborating with other City departments to establish maintenance standards for upgraded streetscapes and planters, as well as reviewing and updating both the Public and Private Tree By-law's every 5 years to ensure conformity with current urban forestry practices.

3. Outdoor Recreation Opportunities

Recommendations under this area of focus speak to the need to improve how the City utilizes existing outdoor recreational facilities via converting turf fields to artificial fields, exploring options to light fields where appropriate, looking for locations for tournament facilities, and working with local sports groups on how to better use existing facilities such as tennis courts, ball diamonds, and rectangular turf fields.

4. Enhancing Park Experiences

Recommendations under this area of focus include effectively prioritizing redevelopment/upgrading of existing parks, considering how to better utilize parks in the winter, review park hours, and develop guidelines for the siting of hydration stations, shade structures, and washrooms. In addition, this area of focus recommends improving waste diversion programs, parking congestion, park signage and expansion of food/beverage services in parks where appropriate.

5. Community Engagement and Park Stewardship

Recommendations under this area of focus include improvements to how the City markets its parks, as well as increased engagement of residents and community groups, streamline process for evaluating partnership opportunities, and ensuring long term sustainability of stewardship programs.

6. Climate Change Resiliency

Ongoing development of park design standards should include measures to address climate change in parks, open spaces and greenlands.

7. Cemeteries

This area of focus recommends that the City confirm a site for a new cemetery location as well as complete a city-wide cemetery and crematorium feasibility study to assess market trends.

Public Information Centre

There will be a public information centre which will be held on:

- December 11, 2018, from 6:00pm – 9:00pm at the L.C Taylor Auditorium, Mississauga Valley Community Centre; and
- December 13, 2018 from 6:00pm – 9:00pm at the Youth/Senior Room, Meadowvale Community Centre.

In addition to the public information centre, the Master Plan will be posted at <https://yoursay.mississauga.ca/yourfuture> where the public can provide comments and input via an online survey.

General Committee	2018/11/15	4
-------------------	------------	---

Environmental Sustainability

The 2019 Future Directions Master Plan for Parks & Forestry supports the City's Living Green Master Plan and Climate Change mitigation and/or adaptation efforts by improving park design standards to address climate change in parks, open spaces and greenlands, improving waste reduction rates, parking congestion within parks, and recommending that the City implement guidelines for hydration stations and shade structures within parks.

Strategic Plan

The 2019 Future Directions Master Plan for Parks & Forestry supports the City's Corporate Strategic Plan as its recommendations will advance all five pillars of Move, Belong, Connect, Prosper and Green.

Financial Impact

The financial impact of the Master Plans will be addressed in subsequent stages of the project. The implementation and funding of initiatives will be approved subject to the annual budgeted business plan.


Conclusion

The Master Plan responds to themes of: intensification; population growth; changing demographics; effective service delivery; environmental sustainability; and Strategic Plan alignment. The next steps in the planning process include public engagement in December 2018 - January 2019 and the development of the Implementation Plan. These steps will form the basis of the final report, anticipated in January 2019.

Attachments

Appendix 1: Future Directions Service Area Map

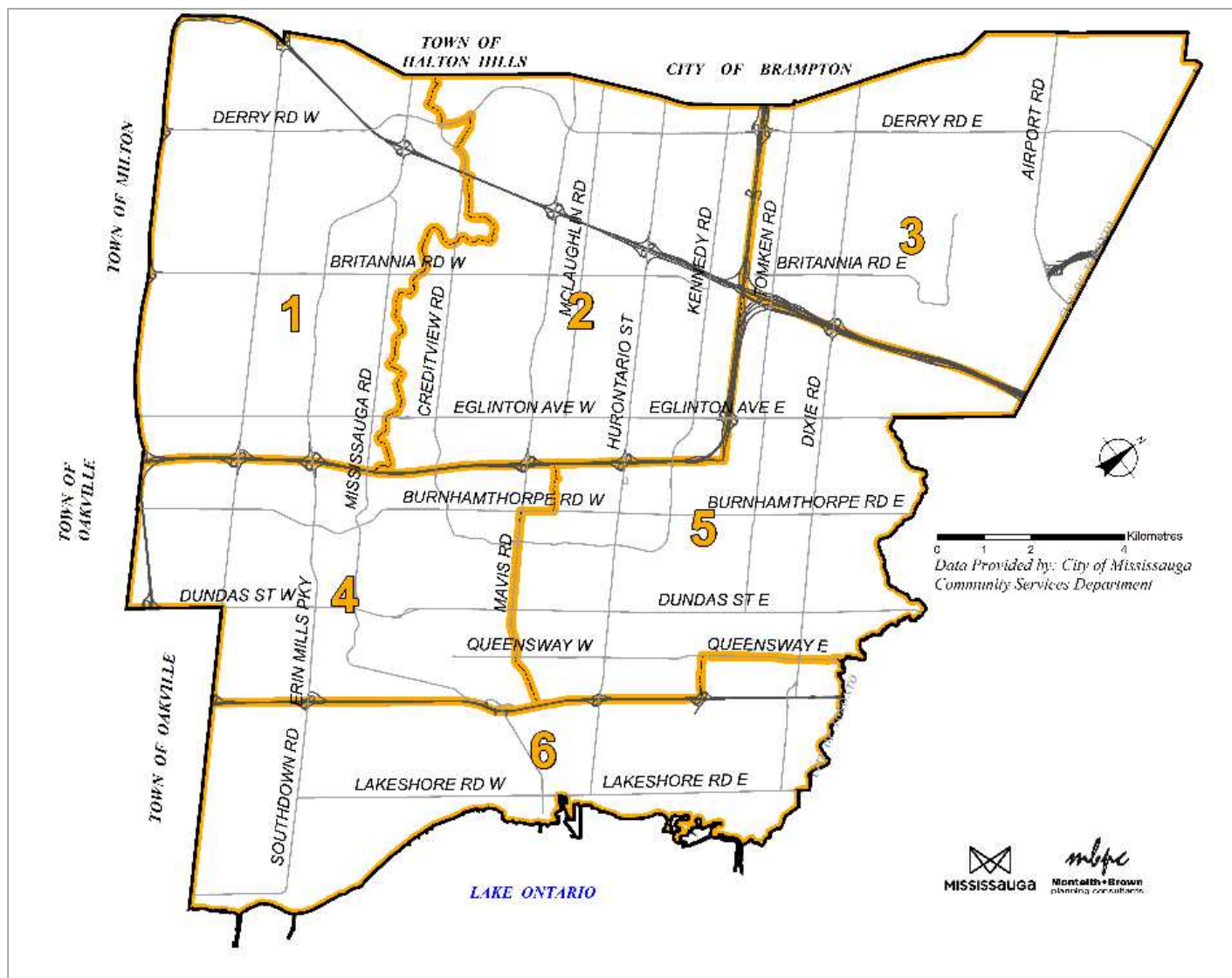
Appendix 2: 2019 Future Directions Parks & Forestry Draft Interim Report

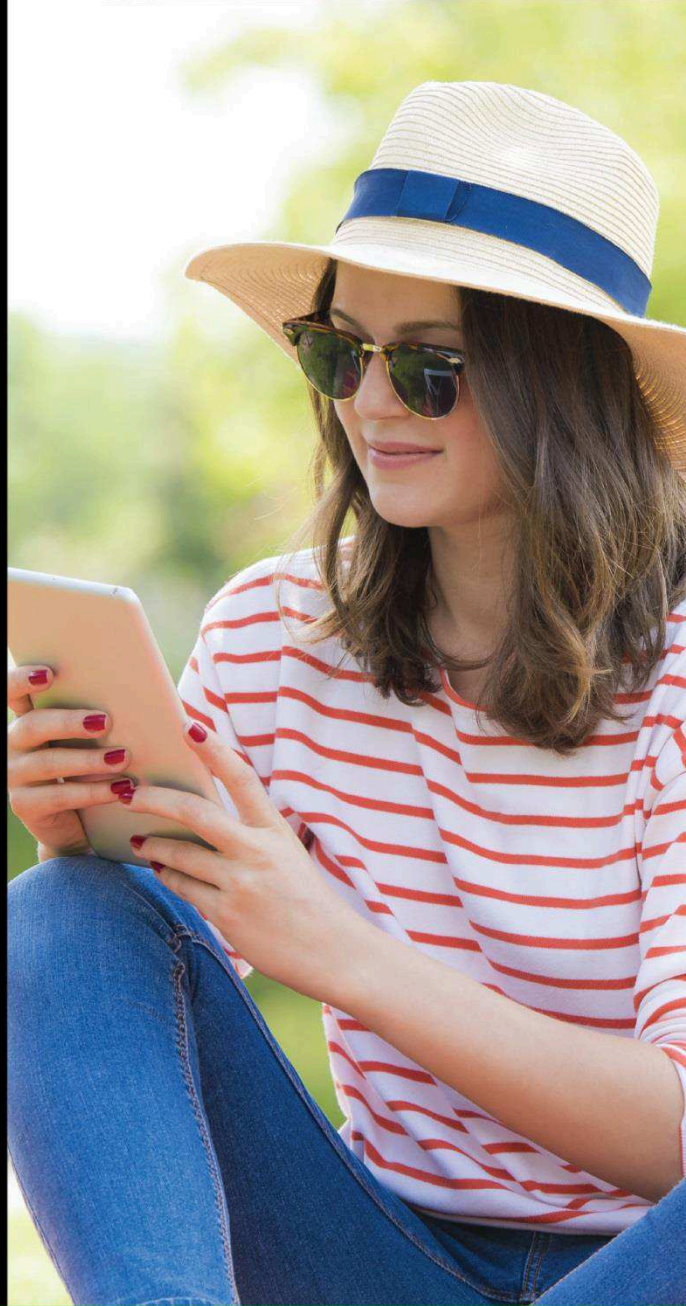


Paul Mitcham, P. Eng, MBA, Commissioner of Community Services

Prepared by: Matthew Shilton, Planner, Community Services

Appendix 1: City of Mississauga Service Area Boundaries





2019 Parks and Forestry Master Plan

[THIS PAGE HAS BEEN INTENTIONALLY LEFT BLANK]



Acknowledgements

Mississauga City Council

Bonnie Crombie	Mayor
Jim Tovey	Ward 1
Karen Ras	Ward 2
Chris Fonseca	Ward 3
John Kovac	Ward 4
Carolyn Parrish	Ward 5
Ron Starr	Ward 6
Nando Iannicca	Ward 7

Matt Mahoney	Ward 8
Pat Saito	Ward 9
Sue McFadden	Ward 10
George Carlson	Ward 11
David Cook (Interim Councillor)	Ward 1
Stephen Dasko (Councillor Elect)	Ward 1
Dipika Damerla (Councillor Elect)	Ward 7

Project Steering Committee

Paul Mitcham	Commissioner, Community Services
Tim Beckett	Fire Chief, Fire and Emergency Services
Michael Cleland	Director, Environment
Paul Damaso	Director, Arts & Culture
Shari Lichterman	Director, Recreation

Jodi Robillos	Director, Parks & Forestry
Lori Kelly	Director, Library Services
Jeff Jackson	Director, Finance and Treasurer
Maurice Swaby	Manager, Business Planning

Project Core Team

Tracey Martino	Executive Officer, Fire and Emergency Services
Mary Bracken	Supervisor, Environment Initiatives, Environment
Mojan Jianfar	Planner, Culture
Kelly Reichheld	Manager, Sport & Community Development
Teresa Kerr	Planner, Parks & Forestry

Sue Coles	Manager, Library Facilities & Operations
Mai Lu	Business Consultant, Library Services
Mike Menary	Manager, Library Planning & Analysis
Debbie MacDonald	Business Advisor, Business Planning
Arlene D'Costa	Business Advisor, Business Planning

Acknowledgements (continued)

Project Resource Staff

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

Staff no longer with the City of Mississauga

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

Project Consultants

Monteith Brown Planning Consultants Ltd.
Dillon Consulting Limited

We would like to thank all the residents, stakeholders and organizations that participated by providing input through our surveys and various consultation events. We truly appreciate your time and input. We would also like to thank City staff who contributed directly and indirectly to the completion of this Plan. This Master Plan would not have been possible without your assistance.

Table of Contents

Executive Summary	i
Introduction	1
Purpose of the Parks and Forestry Master Plan	3
Methodology	3
Achievements over the Last 5 Years and Planning for the Future	5
Parks and Forestry Division	9
Benefits of Parks and Forestry	10
Plan Foundation	15
Demographics	16
Background Studies	21
Alignment with the Mississauga Strategic Plan	22
Consultation Initiatives	22
Trends in Parks and Forestry	25
Areas of Focus and Recommendations	30
Growing, Connecting and Developing Parkland	31
Protection and Enhancement of Natural Areas/Urban Forest	42
Outdoor Recreation Opportunities	46
Enhancing Park Experiences	82
Community Engagement and Park Stewardship	95
Climate Change Resiliency	101
Cemeteries	102
Funding the Master Plan	104

Appendix A: Community Engagement Summary..... 108

Overview of Consultation Initiatives	108
Project Portal & Awareness Efforts	109
2017 Citizen Satisfaction Survey	110
Public Survey	111
Stakeholder Focus Groups	115
External Agency Interviews	118

Appendix B: Parkland Securement Evaluation Criteria for Future Directions..... 125

List of Tables

Table 1: Population Growth by Service Area, 2019-2028	18	Table 8: Ball Diamond Service Levels	55
Table 2: City of Mississauga Age Distribution, 2006-2016.....	19	Table 9: Cricket Pitch Service Levels	58
Table 3: Census Age Data by Service Area, 2016.....	19	Table 10: Spray Pad Service Levels.....	60
Table 4: List of Documents Reviewed.....	21	Table 11: Basketball Courts/Hoops Service Levels	62
Table 5: Parkland Required to Support Forecasted Population Growth.....	33	Table 12: Tennis Court Service Levels	65
Table 6: Outdoor Artificial Turf Distribution & Service Levels.....	49	Table 13: Outdoor Fitness Equipment Service Levels	69
Table 7: Rectangular Field Service Levels.....	52	Table 14: Sand Volleyball Court Service Levels	71

List of Figures

Figure 1: <i>Future Directions</i> Project Methodology	4	Figure 2: City of Mississauga Vision and Strategic Pillars for Change.....	22
--	---	--	----

List of Maps

Map 1: City of Mississauga Service Area Boundaries	17	Map 10: Basketball Courts/Hoops Distribution	62
Map 2: City of Mississauga Current Parkland Supply	32	Map 11: Distribution of Tennis Courts.....	64
Map 3: City of Mississauga Growth Areas	34	Map 12: Outdoor Fitness Equipment Distribution	69
Map 4: Natural Grass Rectangular Fields by Condition Index Value	53	Map 13: Sand Volleyball Court Distribution	71
Map 5: Infrequently Used Natural Grass Rectangular Fields	53	Map 14: Distribution of Play Sites	73
Map 6: Distribution of Ball Diamonds by Condition Index Value	55	Map 15: Distribution of Multi-Use Ramps & Bike Parks	75
Map 7: Distribution of Infrequently Used Diamonds.....	56	Map 16: Distribution of Leash Free Zones.....	76
Map 8: Cricket Pitch Distribution and Service Levels.....	58	Map 17: Distribution of Refrigerated Outdoor Ice Skating Rinks.....	78
Map 9: Outdoor Pool and Spray Pad Distribution	60		

2019 Parks & Forestry Master Plan Executive Summary

Executive Summary

The City of Mississauga has achieved an admirable open space system comprised of more than 3,100 hectares of parkland and other open space. Mississauga's parks and forestry system is an integral part of the health of the City, measured both by the wellbeing of residents and the strength of ecosystems. Mississauga's parks, public spaces and open space areas support a diverse range of recreation, leisure and cultural activities. Their many attributes include vibrant urban spaces, leading edge sports facilities, beautiful gardens, multi-use trail and pathway systems, significant natural areas and heritage sites. According to the 2017 Citizen Satisfaction Survey, the City's many parks and open spaces ranked second in the top 10 most appealing elements of Mississauga.

This 2019 *Future Directions* for Parks and Forestry (referred to as the Parks and Forestry Master Plan) guides the City of Mississauga in delivering future parks and forestry services over a five year period to the year 2023, although a longer-term outlook (i.e. to the year 2038) is taken in certain instances to ensure that actions are appropriate for future generations. In addition, outdoor recreation facilities are now a component of the Parks and Forestry Master Plan (whereas they were part of Future Directions for Recreation in the past).

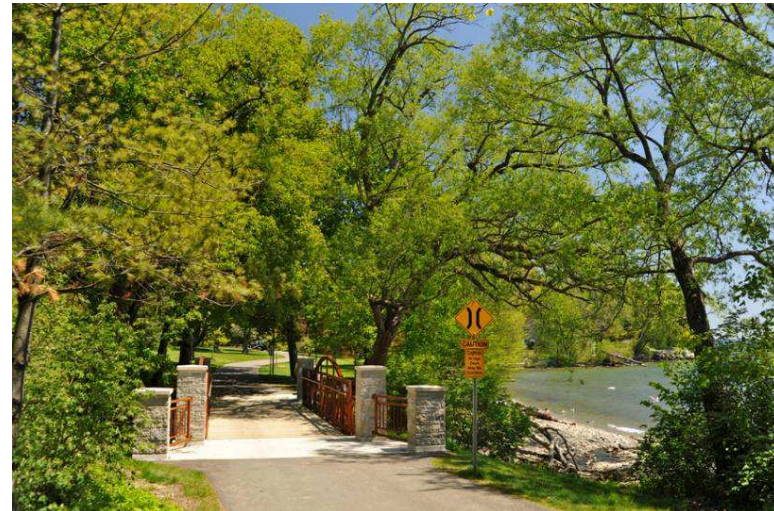
The City of Mississauga's Parks and Forestry Division has a vision that emphasizes the positive experiences that parks and the urban forest afford to the quality of life. The goal of the **Parks and Forestry Master Plan** is to develop an innovative and fiscally and environmentally responsible plan that will guide the future direction of parklands, open spaces, forestry services and related programs and services.

Parks and Forestry Division Vision

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

Parks and Forestry Division Mission

We are a dynamic team that protects the natural environment and creates great public spaces to make healthy and happy communities



Waterfront Trail through Brueckner Rhododendron Gardens
Photo Credit: City of Mississauga

The Master Plan helps to direct the Parks and Forestry Division's decisions when considering the City's growing population, changing demographics, new trends, and public needs as it relates to parks and natural areas. By addressing these important elements a framework has been developed to effectively respond to existing and anticipated pressures. The Master Plan strategically outlines a set of guiding recommendations under seven areas of focus, which support the Division's vision and mission:

1. Growing, Connecting and Developing Parkland
2. Protection and Enhancement of Natural Areas
3. Outdoor Recreation Opportunities
4. Enhancing Park Experiences
5. Community Engagement and Park Stewardship
6. Climate Change Resiliency
7. Cemeteries



Waterfront Trail through Lakefront Promenade
Photo Credit: City of Mississauga

Growing, Connecting and Developing Parkland

1

Use updated evaluation criteria, acquisition factors and funding analysis developed in the City-Wide Parks Provision Strategy to identify, rank and recommend properties to secure for parks and open space purposes.

2

The City should develop comprehensive plans for the waterfront development sites that address both local needs for parkland in new development areas as well as opportunities for destination parks sites.

3

The City should develop a plan to identify specific uses for parkland along the 9th Line Corridor and look for opportunities to connect new and existing parkland to create dynamic, connected spaces that meet both passive and active recreational needs.

4

Complete a strategy for the Cooksville Creek corridor to examine issues including, but not limited to: management of natural areas, park use potential, parkland deficiencies in the Downtown growth corridor, trail network completion and connections to existing parks.

5

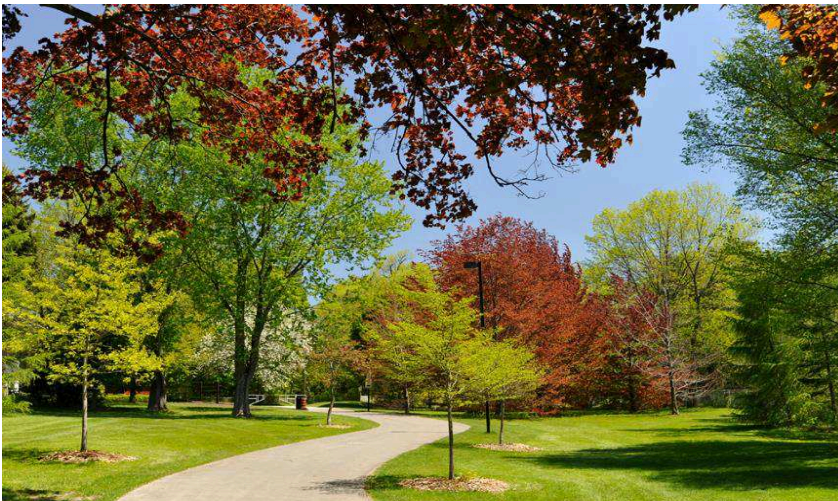
Develop a policy to address the provision of Privately Owned Public Space (POPS) where public parkland cannot be achieved, or to enhance the public realm.

6

Examine the implications of developing parkland on roof slab or underground parking structures when constraint-free parkland cannot be achieved. The study will include at a minimum location criteria, design considerations, best practices review, capital and operating costs (including implications for trees related to the life cycle of underground parking structures), ownership considerations (stratified ownership, easement) and principles by which requests can be evaluated.

7

Update the existing park/open space classifications. New categories to include Urban Parks, and sub-categories of Greenlands. The City will incorporate these new categories into the Official Plan and apply the classifications to the existing inventory of parks and open spaces to inform development and redevelopment decisions and maintenance standards.



Brueckner Rhododendron Gardens
Photo Credit: City of Mississauga

8

Protection and Enhancement of Natural Areas

Undertake a review of the Urban Forest Management Plan. The recommendations of the Urban Forest Management Plan (2014) should continue to be implemented based on identified priorities.

9

Work in collaboration with Planning & Building, and Transportation & Works Departments to support the update and implementation of the Natural Heritage and Urban Forest Strategy (2014).

10

Finalize and implement site-specific targeted invasive species work in accordance with the Draft Invasive Species Management Plan (2018).

11

Continue to assess the need for implementation of an aerial spray program approximately every 7–10 years to mitigate the impact of defoliating pests city-wide based on defined criteria and infestation levels. Levels are measured annually and aerial spray should be planned and budgeted for accordingly.

12

In collaboration with Planning & Building and Transportation & Works Departments, develop/update city design and maintenance standards for trees, shrubs and perennials in urban locations (e.g., streetscapes and planters).

13

Update Private and Public Tree By-laws every 5 years to ensure they reflect current best practices and urban forestry standards.

14

Outdoor Recreation Opportunities

Refine the field classification system to address field quality and construction and consistent maintenance standards.

15

Explore the ability to convert two existing natural grass fields to artificial turf in service area 5 subject to further discussions with prospective partners, user groups and community associations. Sites to consider include (but are not limited to) Mississauga Valley, Dr. Martin Dobkin Community Park, Rathwood District park and Brickyard Park.

16

Continue to explore public-private partnership opportunities for boxed soccer and, if successful, expand to other locations in the city.

17

Revise the City's service level standard to one rectangular field per 3,000 population - inclusive of artificial and natural turf fields - to guide future facility planning exercises.

18

Install field lighting and irrigation systems at three existing natural grass fields located in Service Area 5 (sites selected with the input of local field users and community associations to consider parks).

19

Support the Recreation Division in engaging rectangular field users to discuss reasons why certain fields are receiving little to no usage during the course of the playing season, and whether selected improvements at such fields could alleviate pressures for field time that groups may be facing. Based on these discussions, the City should explore whether any adjustments are required to maintenance schedules and capital reinvestment activities for these underutilized fields, or whether such fields are better repurposed for other neighbourhood-level recreational activities.

20

Investigate opportunities, including Birchwood Park, to replace ball diamonds that will be lost within Service Area 6 due to redevelopment.

21

Consider amalgamating between four and eight underutilized/low quality neighbourhood diamonds and reallocate their usage to a new tournament complex that contains a minimum of four lit diamonds. Consultation with user groups is required to determine the size and type of diamonds, amenities to be provided and preferred location of a new complex.



Informal Soccer Game
Photo Credit: City of Mississauga

22

Install lighting at two cricket pitches (subject to due diligence that confirms ability and appropriateness of doing so based on site conditions, proximity to surrounding land uses, and confirmation of increase in field capacity). As development charges do not currently cover costs, recovery of lighting costs should be investigated through partnerships or capital contributions from cricket groups, a capital improvement surcharge on field rentals, rental premium for lit hours and/or other means.

23

Given the growing demand for casual/drop-in participation in field sports, and to promote “active living,” smaller-scale cricket pitches or batting cages should continue to be considered in neighbourhood-serving parks - particularly those located in high demand areas - in order to facilitate practice and recreational cricket play and to relieve pressure on the larger cricket grounds.

24

Future major/larger scale spray pads should be provided only in instances where fitting into destination-type or waterfront park developments, and in areas of intensification. Smaller-scale spray pads should also be constructed in new parks and through park redevelopments to meet local demand.

25

Construct one new multi-use pad in Service Area 4 and two new multi-use pads in Service Area 5.

26

Undertake condition assessments for all multi-use courts for which Condition Index values have not been determined.

27

Maintain the historical service level target of one tennis court per 5,000 population. In doing so, the City would need a total of 15 new tennis courts by the year 2028 - ideally be located in growth areas such as the Ninth Line, Downtown intensification areas, Inspiration Areas, and/or areas with geographic gaps in public tennis court distribution.

28

Support the Recreation Division by monitoring existing Community Tennis Club membership and participation rates. Discuss opportunities to consolidate community groups and clubhouse locations where club membership falls below 75 players per court.

29

Consider amalgamating a minimum of four underutilized/low quality neighbourhood tennis courts and reallocate their usage to a new complex that contains a minimum of four lit courts- located north of Highway 403.



Baseball at Lakefront Promenade Park
Photo Credit: City of Mississauga

30

Include pickleball lines where feasible when public tennis courts are being re-surfaced. New tennis courts should be evaluated to determine opportunities to jointly meet tennis and pickleball needs.

31

Consider opportunities to provide a dedicated outdoor pickleball facility. A location should be chosen that can accommodate between six and eight pickleball courts. Provision of amenities over and above court conversions should be jointly funded by the City and pickleball organizations that would use the complex.

32

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

33

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

34

Playgrounds should be provided within 800 metres of residential areas or 400metres in identified intensification zones, unimpeded by major pedestrian barriers. Of these, one all-inclusive, barrier-free play site should be constructed in Service Area 2, as well as one adventure/natural play site, designed to specifications developed by the City and in accordance with site conditions of the selected park(s).

35

The City is moving towards accessibility in all play sites. In all future new or redeveloped play sites, accessible elements should be added and may include accessible swings, equipment features, routes and cost effective, accessible safety surfacing.

36

Explore ways to integrate nature theming/natural elements into play sites to increase play value and to support environmental and climate change awareness.

37

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



Port Credit Memorial Park Playground
Photo Credit: City of Mississauga



Lakefront Promenade Marina
Photo Credit: Dillon Consulting

38

Continue to plan for the development of additional leash-free zones using criteria in the City's Policy for Leash-Free Zones. Six new locations should be targeted to improve the city-wide distribution and increase the supply.

39

Develop a leash-free zone model that can be applied to smaller parks or urban spaces in areas of intensification on a case by case basis, or requested as part of developer agreements.

40

An update to the Recreational Boating Capacity and Demand Study (2015) should be undertaken to investigate the potential expansion of the Lakefront Promenade Marina and/or development of a new marina location to address the demand for boat slips. The results of the study will be subject to the outcome and impacts from the possible redevelopment of the 1 Port Street East Marina.

41

Refine the 2015 Mississauga Marina Business Case Study recommendations for a future marina at 1 Port Street East and ensure the feasibility of a full-service, publicly-owned marina prior to making a decision on the development approach.

42

Engage school boards in discussions to explore the joint development and maintenance of sport fields and hard surface courts, such as multi-use pads, basketball courts and tennis courts.

43

Prioritize outdoor recreational amenities for re-development and/or replacement using condition index criteria. Amenities should be prioritized for capital funding when their condition reaches poor condition.

44

Develop an Outdoor Recreation Facility Lighting Policy to provide consistency in constructing light standards and criteria to guide where lighting will be recommended.

45

Enhancing Park Experiences

Confirm priorities for the redevelopment/upgrading of existing, older parks to support: growth and intensification, changing demographics, cultural influences, opportunities for self-directed and informal activities, and climate change resiliency. Priority will be given to older parks that are adjacent to new parkland undergoing the Master Planning process, in order that a comprehensive approach is undertaken. Examples include the JJ Plaus Park/1 Port Street East redevelopment and the JC Saddington/70 Mississauga Road redevelopment.

46

When 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.

47

Review and consider an extension of park hours to align with contemporary urban lifestyles, either across the park system, in selective parks, or seasonally.

48

Complete the 2018 Washroom Study to direct the criteria for and provision of washrooms in parks. Test implementation of new standards or innovations (including temporary facilities) through pilot projects.

49

Develop guidelines for the provision and location of hydration stations in parks. Test the implementation through pilot projects.

50

Develop criteria, shade options and funding strategy for the provision of a variety of types of shade structures and support for shade as a requirement for basic park development.

51

Implement the strategy to integrate consistent park signage and identity for all City of Mississauga parks based on the Park Signage Standards Manual (2016). As part of the park signage strategy, explore unique theme branding for the Credit River Valley Trail and Waterfront Trail and a destination waterfront hub for parks within the Port Credit area.

52

Improve park waste diversion rates through park user education, improved waste receptacle design, signage (i.e., branding for dog waste) and operational support.

53

Mitigate parking congestion at parks by seeking vehicle diversion strategies. Use the criteria established in the City's Parking Master Plan and Implementation Strategy to identify various parking improvement options including parking agreements, improving temporary parking during events and evaluating paid parking where appropriate.

54

Through implementation of the Cycling Master Plan Update (2018), the Waterfront Park Strategy Refresh (in progress), and the Credit River Parks Strategy (2013), the City should continue to plan for and develop a continuous and interconnected trail and pathway system, including wayfinding signage, in its parks and greenlands.



Skating at Celebration Square
Photo Credit: City of Mississauga

55

Expand the provision of food and beverage services in City parks to enhance the park user experience with a priority on destination and waterfront parks.

56

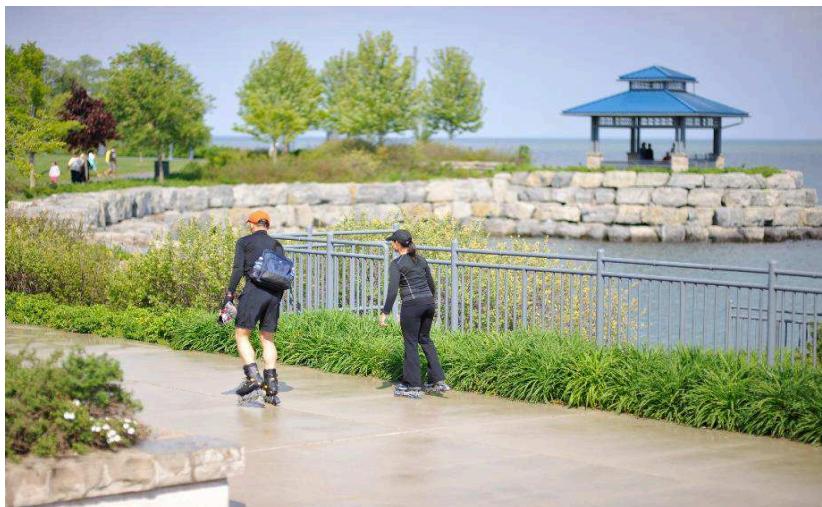
Create an inventory of heritage assets found within parks. A use analysis study should be completed for these assets and incorporates work already completed in existing master plans.

57

Investigate opportunities and partnerships for new/redeveloped infrastructure to support kayaking, canoeing, rowing and stand-up paddle boards - with rentals, storage, and launch areas.

58

Complete the technical and environmental shoreline studies required to support non-motorized water sport amenities on Mississauga's waterfront.



Waterfront Trail in St. Lawrence Park
Photo Credit: City of Mississauga

59

Community Engagement and Park Stewardship

Develop marketing tactics, educational materials and partnerships to heighten awareness of the importance of Mississauga's urban forest, street trees and natural areas and to encourage supportive best practices on private property.

60

Expand the engagement of residents and community groups in the stewardship of the urban forest and work with partners to expand efforts on public lands.

61

Proceed with the development of the Stewardship Plan including the establishment of a Community Services Integrated Volunteer Program.

62

Develop formal processes for evaluating partnership opportunities and invitations from external parties, whether they include community groups, agencies or the private sector. This would require a business plan for initiatives of a scale that exceeds that of the City's grant programs, or requires a substantial long-term operational commitment.

63

Investigate opportunities and the use of new partnerships (i.e. public/non-profit and public-private partnerships) to successfully support the delivery of parks services.

64

Complete a management plan for the Brueckner Rhododendron Gardens 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.

65

Climate Change Resiliency

The ongoing development of park design standards should include measures to address climate change resiliency in parks, open spaces and greenlands.

66

Cemeteries

Based on the completed business analysis, confirm the site for a new cemetery location to meet needs over the long term. The site should be designed and developed through a site Master Plan to realize its full business potential and to best serve Mississauga's diverse cultural communities. Potential partnerships should be investigated.

67

Complete the city-wide Cemetery and Crematorium Feasibility Study to assess market trends and financial analysis of potential initiatives for all of Mississauga's existing cemeteries, addressing forecasted needs in the bereavement industry and opportunities to offset maintenance costs through revenue generation.

68

Pursue arboretum / memorial forest components in conjunction with basic park development plans. These features provide the centralization of memorial trees in one location and a place for spiritual connection to nature.



Brueckner Rhododendron Gardens
Photo Credit: City of Mississauga



Fishing in Port Credit
Source: City of Mississauga

Funding the Master Plan

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

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

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

Partnerships

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

Federal and Provincial Grants

The City receives funding from both Federal and Provincial levels of government. Much of this funding is targeted to specific programs by

the granting authorities, and every effort is made to use these funds for our priority projects.

Development Charges

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

Capital Reserves

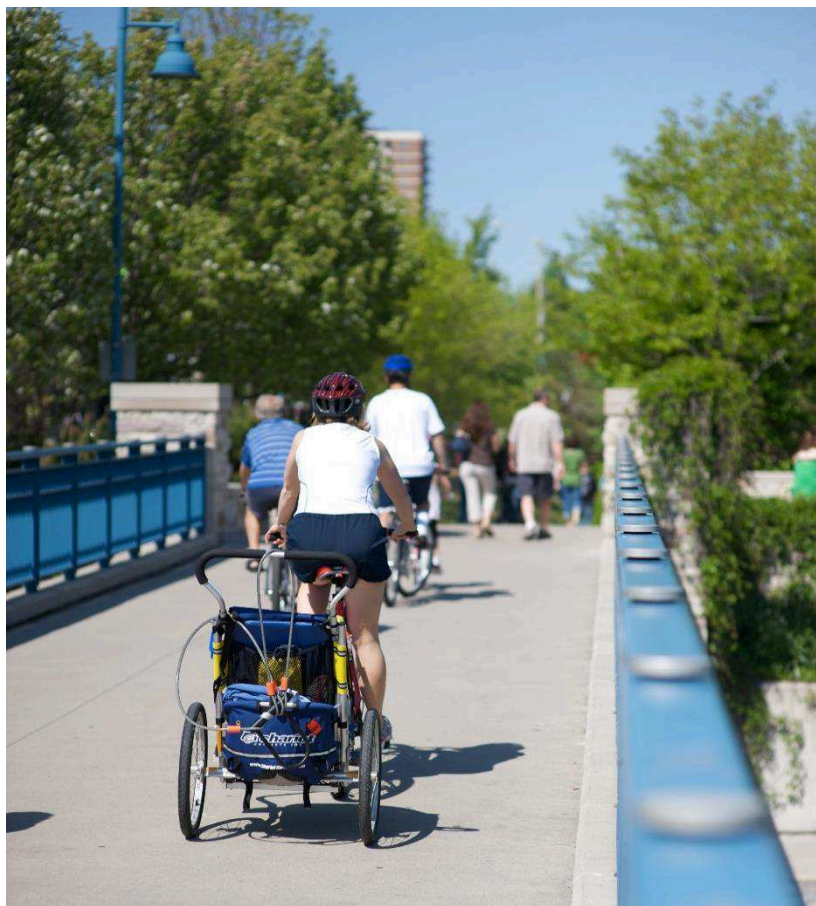
Reserves and Reserve Funds are created to assist with long-term financial stability and financial planning. The City has a long history of prudently managing its Reserves and Reserve Funds. One of the purposes for maintaining strong reserve funds is to make provisions for sustaining existing infrastructure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

Debt Financing

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

With all of the City’s competing priorities, choices must be made. The 2019-2022 Business Plan and Budget provides detail with respect to which Master Plan projects are currently proposed for funding. Projects identified in the Master Plan that do not have funding sources identified yet will be brought forward in future budget cycles for

approval as viable funding sources become available. Each year, Council will direct which projects can be funded based on business cases and project plans through the annual Business Planning process.



Cyclists in Port Credit
Photo Credit: City of Mississauga

Introduction

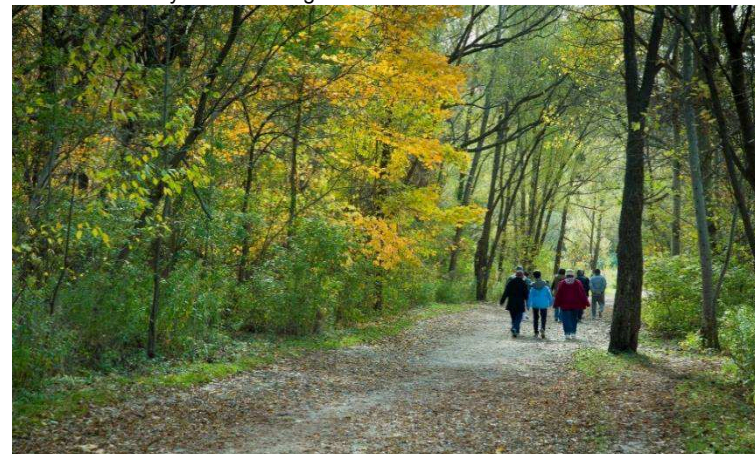
Section 1: Introduction

Mississauga residents highly value the City's beautiful and well managed parks, public spaces and open space areas. Parks and open spaces support a diverse range of recreation, leisure and cultural activities. Their many attributes include vibrant urban spaces, leading edge sports facilities, beautiful gardens, multi-use trail and pathway systems, significant natural areas and heritage sites. The natural heritage system, which includes the Lake Ontario waterfront, river and stream corridors, wetlands, prairie, meadow and woodlands comprise the City's greenlands. Collectively the parks and greenlands (and the associated urban forest) are important contributors to the city's environmental sustainability, economic growth, social and physical well-being, and quality of life. Through the efforts of the Parks and Forestry Division, a comprehensive and well-managed delivery of services will continue to protect and enhance this legacy for future generations.

The City has engaged in strategic planning for parks and recreation services for many years through its various master plans and strategies. The Parks and Forestry Master Plan is a component of *Future Directions*, a series of integrated studies that direct parks and forestry, recreation facilities and programs, culture, fire and emergency services, and libraries. The master plans are completed every five years with a 25 year outlook and inform the Capital Budget and Development Charges process. The Master Plans have shared components of data collection, socio-demographic analysis, growth forecasts, needs analyses and community consultation.



Port Credit Memorial Park
Photo Credit: City of Mississauga



Culham Trail, Mississauga
Photo Credit: City of Mississauga

Purpose of the Parks and Forestry Master Plan

The purpose of this Master Plan is to guide the City of Mississauga in delivering future Parks and Forestry services over a ten year period to the year 2028, although a longer-term outlook (i.e., to the year 2041) is taken in certain instances to ensure that actions are appropriate for future generations. For the first time in the *Future Directions* series, outdoor recreation facilities are contained in the Parks and Forestry Master Plan.

The City of Mississauga's Parks and Forestry Division has a vision that emphasizes the positive experiences that parks and the urban forest afford to the quality of life. The goal of the Parks and Forestry Master Plan is to develop an innovative and fiscally and environmentally responsible plan that will guide the future direction of parklands, open spaces, forestry services and related programs and services.

As Mississauga moves forward into new phases of growth, redevelopment and intensification are changing the city's urban fabric—most notably in the Downtown, along the waterfront in Lakeview and Port Credit, as well as in major nodes in the Uptown and Central Erin Mills. Parks and greenlands continue to be critical components of city-building in high density areas where space is at a premium. New forms of public spaces offer exciting opportunities to animate and enliven urban areas. However, the City will need to adapt and change the way certain parks and outdoor recreation facilities are designed and delivered in order to provide future parks in areas of redevelopment.

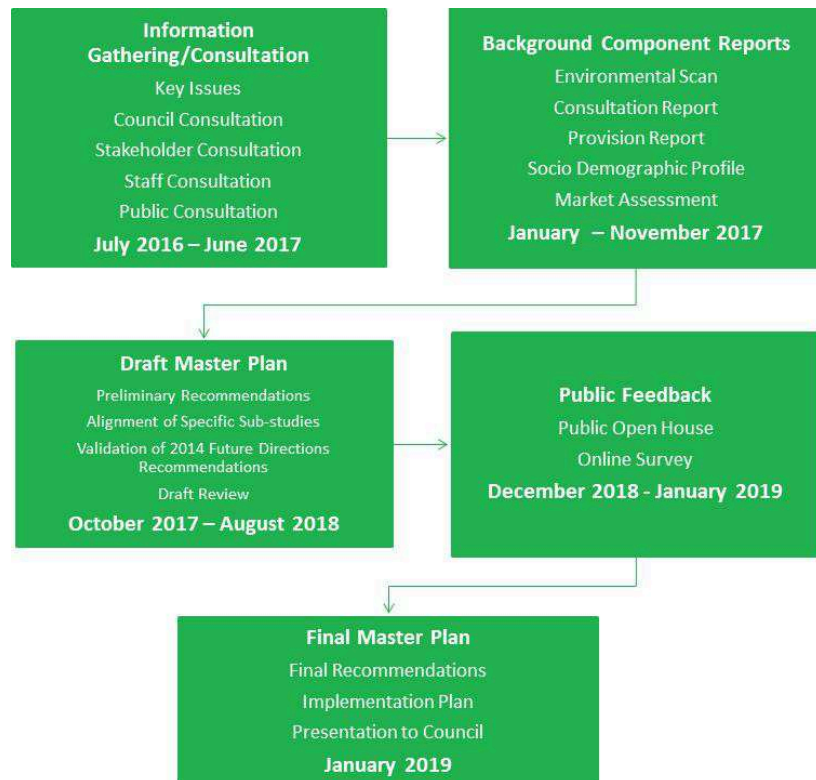
Increasing use of parks for gatherings and events, an aging population, the desire for self-directed activities, changing recreation trends, and a mandate to encourage people of all ages to be physically active all continues to drive the enhancement and redevelopment of Mississauga's older parks. The effects of climate change are also creating ongoing challenges for parks and the urban forest with more severe weather events, flooding, rising temperatures, and increases in invasive species.

The key issues explored in the Parks and Forestry Master Plan reflect these challenges, recommending actions and strategies to address them. They were examined within the plan in the context of trends, key insights and examples of best practices from other jurisdictions. They were also examined through consultation with staff, Members of Council and community stakeholders. Not all recommendations from this plan are scheduled to happen immediately or in the short term but instead will be phased in their implementation.

Methodology

The Parks and Forestry Master Plan's methodology considers a number of key inputs based on research, consultation and needs assessments. The study was initiated with a series of consultation activities. These sessions identified the current state of Parks and Forestry services, recent accomplishments, key challenges, and areas of focus for the 2019 *Parks and Forestry Master Plan*. The consultation period was followed by research into trends in Parks and Forestry services provision and examples of best practices from other municipalities.

The findings of the outdoor recreation facilities assessment are included in the Parks and Forestry Master Plan. This exercise benefited from the City of Mississauga's efforts to compile and track specific utilization data for various "lines of business" that have provided insights into user travel characteristics, market penetration rates and capacity fill rates. While previous master plans considered utilization and capture rates, the availability and comprehensiveness of the data has become more extensive and reliable for the 2019 *Parks and Forestry Master Plan* studies.

Figure 1: Future Directions Project Methodology

Based on direction from the City, there are a number of capital and service delivery assessments that are deemed to be the most significant priorities that the City will be working to address over the Future Directions five-year period. Areas of focus for the Parks and Forestry Master Plan include:

1. Growing, Connecting and Developing Parkland

- a. Parkland acquisition and development in growth areas
- b. Urbanization and intensification

- c. Competing interests for parkland (i.e., addressing competing interests and priorities for urban space from other types of city infrastructure)
- d. Park classifications and service areas
- e. Infrastructure replacement funding
- f. Strategy alignment

2. Protection and Enhancement of Natural Areas

- a. Natural heritage system/urban forest
- b. Natural areas awareness
- c. Invasive species

3. Outdoor Recreation Opportunities

- a. Park sport field utilization
- b. Sport field lease plans and school field agreements
- c. Provision standards for recreation facilities (both formal and casual use)
- d. Opportunities for additional recreational services and facilities (e.g. trails, recreation infrastructure, marine facilities etc.)

4. Enhancing Park Experiences

- a. Park Improvements
- b. Emerging trends for park services (e.g., 24-hour use, washrooms, outdoor community centres, Wi-Fi in parks, adventure/natural play sites, community gardens, sports lighting, shade in parks, water re-fill stations, picnic tables and benches, built heritage)
- c. Technology in parks
- d. Parking standards
- e. Accessibility requirements (i.e., identifying new ways to improve and effectively implement the requirements of the Accessibility for Ontarians with Disabilities Act)

- f. Encouragement of active living and health benefits of parks
- g. Information on commemorative park names
- h. Socio-demographic impacts on parks (e.g., diversity, addressing at risk individuals, homelessness, age-friendly)

5. Community Engagement and Park Stewardship

- a. Stewardship model

6. Climate Change Resiliency

- a. Climate change and potential impacts to Parks and Forestry facilities, services, assets and infrastructure (e.g., flooding, extreme weather, heat, drought, invasive species)

7. Cemeteries

- a. Changes to end of life needs in cemeteries



Jack Darling Park
Photo Credit: City of Mississauga

Achievements over the Last 5 Years and Planning for the Future

The Parks and Forestry Division has accomplished much since the last Master Plan was completed in 2014, developing dynamic new parks and facilities, expanding multi-use trails, continuing to protect and increase the urban forest, and introducing new technologies to improve parks and forestry operations. These initiatives are informed by the City's overarching Strategic Plan, as well as specialized studies. They include: the Natural Heritage and Urban Forest Strategy, the Urban Forest Management Plan, the Living Green Master Plan, the Credit River Parks Strategy, updates of the Cycling Master Plan and Waterfront Parks Strategy, the Recreational Boating Demand Study, and the Draft Invasive Species Management Plan. Other studies that are closely related to parks and forestry services include the Recreation Master Plan, the Culture Master Plan, the Tourism Master Plan, the Youth Plan, and the Older Adult Plan.

Recent achievements and initiatives that the Parks and Forestry Division is undertaking are identified and summarized below.

Growing, Connecting and Developing Parkland

- Completed the Port Credit Harbour West Parks Class environmental assessment, allowing for the future development of the Marina Park site
- Completed the Downtown Growth Area Parkland Provision Strategy, recommending future provision levels and park types in response to anticipated population growth
- The City Wide Parks Provision Strategy continues to identify and prioritize properties to acquire to support Council-approved Park Planning strategies and projected population growth
- Expansion of the Provincial Greenlands is under review, based on recent changes to provincial legislation

- The former Willow Glen School property, acquired from the Peel District School Board in 2016, will be redeveloped to provide both a Community Park and residential development
- Refresh of the 2008 Waterfront Parks Strategy is underway and scheduled for completion in 2019
- The Paul Coffey Park Master Plan and Transition Plan was completed which included park development, woodlot invasive species management and facility redevelopment
- Since 2012, the City has reclaimed 7.3 acres (2.9 hectares) of land through the Encroachment program and has acquired 81.7 acres (33.1 hectares) of open space through dedication and purchase
- Opened new parks including: Garcia, McCracken and Union Community Parks. The redevelopment of Malton Village Park is complete
- Development of Danville Park, and Hancock Woodlands are complete. Lakeshore Corridor Trail, Park 317, and the Churchill Meadows Community Centre and Phase One Park (Park 459) are underway
- Final development plans for Marina Park, Lakeshore Road underpass connection, and the Rivergate easement are underway
- Ongoing implementation of the City of Mississauga Parks: Signage Standards Manual 2015
- Completion and implementation of the Draft *Invasive Species Management Plan* in 2018 is planned to ensure proactive and sustainable management of the City's natural assets
- Ongoing implementation of recommendations in the Natural Heritage & Urban Forest Strategy and the Urban Forest Management Plan
- Ongoing implementation of the One Million Trees Mississauga program, in collaboration with volunteers, community groups, students, organizations and businesses, with over 260,000 trees planted to date
- Increased the urban forest from 15 per cent to 19 per cent since 2007 (per a 2014 report entitled "An Assessment of Urban Forest Canopy Mississauga, Ontario")
- The ongoing inventory of Park Trees, to be completed in 2018, will assess the health of trees in parks and establish a lifecycle maintenance program based on results
- There is ongoing expansion of natural areas through the City's woodlands and natural areas enhancement and restoration program, e.g., development and monitoring of the tallgrass prairie at Jack Darling Memorial Park
- Continuous implementation of Young Tree Structural Pruning Program to ensure trees that are recently planted are developing sustainably, and to correct any deficiencies that could potentially threaten their long-term survival
- Completion of the Aerial Spray Program
- Completed vegetation inventories at Brueckner Rhododendron Gardens and Hancock Woodlands

Protection and Enhancement of Natural Areas

- Ongoing implementation of the Emerald Ash Borer (EAB) Management Plan to mitigate the impacts on City-owned trees, including removals, stumping, replacement plantings and woodlot mitigation and restoration works

Outdoor Recreation Opportunities

- New outdoor facilities include new tennis courts at Churchill Meadows along with new volleyball courts at Malton Village Park, Union Park and Lakefront Promenade
- The City partnered with the Peel District School Board for the development of an artificial turf sports field and all-weather track facility at Clarkson Park, along with four shared-use lit tennis courts at Port Credit Secondary School
- The City completed a number of projects funded through the Canada Infrastructure Program 150 such as nine play site redevelopments and a spray pad at Lake Aquitaine
- Mississauga became the first city in Canada to provide a Boxed Soccer Pitch
- A new Leash-Free Zone policy was developed and implemented after Council approval of the Leash-Free Zone Review (2016)
- Hosted the Ontario Summer Games at many of the City's sports facilities including the newly constructed beach volleyball courts at Lakefront Promenade
- Plan approved for two lit artificial turf fields for Park 459
- Construction of two cricket pitches at Danville Park

Enhancing Park Experiences

- New pedestrian bridges at Lakeview Golf Course; Hindhead Park and Rhododendron Gardens
- The City completed 14 trail reconstructions; dock and trail renovation at Lake Aquitaine; Riverwood entryway and building renovations and accessibility improvements
- Updated a city-wide condition assessment of all pedestrian bridges in 2016 to prioritize life cycle replacement needs

- Annual updates to the city-wide condition assessment for all 263 play sites to maintain the inventory and compliance with Canadian Standards Association (CSA)
- Condition assessments of 505 parks is currently underway to complete the inventory of assets on a component level to inform a Capital Replacement model
- Development of guidelines is underway for new park signage standards that incorporate consistent branding for park signage in the City's parks
- Construction is underway for 8 – 10 sites to receive Wi-Fi through the iParks Plan, which will provide service to park users and facilitate the collection of park usage data
- Completed service level reviews and developed and implemented new portfolios to improve consistency across the City (e.g., turf maintenance, horticulture, urban parks, natural sports fields sanitation and winter maintenance, and various sport facilities such as tennis and artificial turf)

Community Engagement and Park Stewardship

- Continuing to partner with organizations such as Local Enhancement and Appreciation of Forests (LEAF) on urban forestry outreach, programming and resident workshops
- Ongoing partnerships with the school boards on the joint development and shared use of indoor and outdoor facilities
- The City continues to work with Leash-Free Mississauga on the development and operation of new and existing leash-free zones, under a new partnership arrangement
- Continued city-wide stewardship, education, conservation, and naturalization opportunities through tree planting events, community clean-ups, and volunteer-supported initiatives

- The City has partnered on Swiftwatch a citizen monitoring program for Chimney Swifts, an endangered bird species
- There is ongoing collaboration with The Riverwood Conservancy and Ecosource to enhance stewardship programs, including new gardening and instructional areas at Hancock Woodlands
- The City partnered with the Greater Toronto Airport Authority to construct an airplane viewing lookout at Danville Park and to commemorate the Boeing Corporation's history in Malton
- There is ongoing permitted programming of parks for supervised play sites programs, yoga and fitness camps, as well as annual events and community activities in parks
- The Riverwood Conservancy offers a series of outdoor nature-based programs such as Discovery walks

Continuous Improvement

- Implemented Hat-F mobile technology for Forestry staff to enhance service to residents by providing more data for informed decision making
- LEAN principles continues to be implemented in Parks and Forestry with over 190 staff receiving white belt training
- Low impact development technology to retain stormwater on site is in place for park developments
- The continued implementation of a city-wide, centralized waste management program more effectively uses resources year-round and allows the redeployment of technical staff

Awards and Recognition

The following Parks and Forestry projects have recently been nominated for, or have received, awards.

- Lakeside Park: Award of Excellence, Urban Design Awards
- Mississauga Celebration Square: International Making Cities Livable Healthy Cities for All – Neighbourhood Plaza Award
- Mississauga Celebration Square: nominated for the Canadian Institute of Planners "Great Places in Canada" Award
- McEwan Terrace Garden, Riverwood: Canadian Association of Landscape Architects Regional Merit Award
- Streetsville Village Square: Ontario Builders Awards
- The Credit River Parks Strategy: Regional Citation for Planning and Analysis, Canadian Society of Landscape Architects
- Natural Heritage and Urban Forestry Strategy: Nomination for The Credits – Heritage Mississauga Awards

The Parks and Forestry Division
focuses on three main areas:
Services, Facilities and Programs:

**Parks and
Forestry
Services**

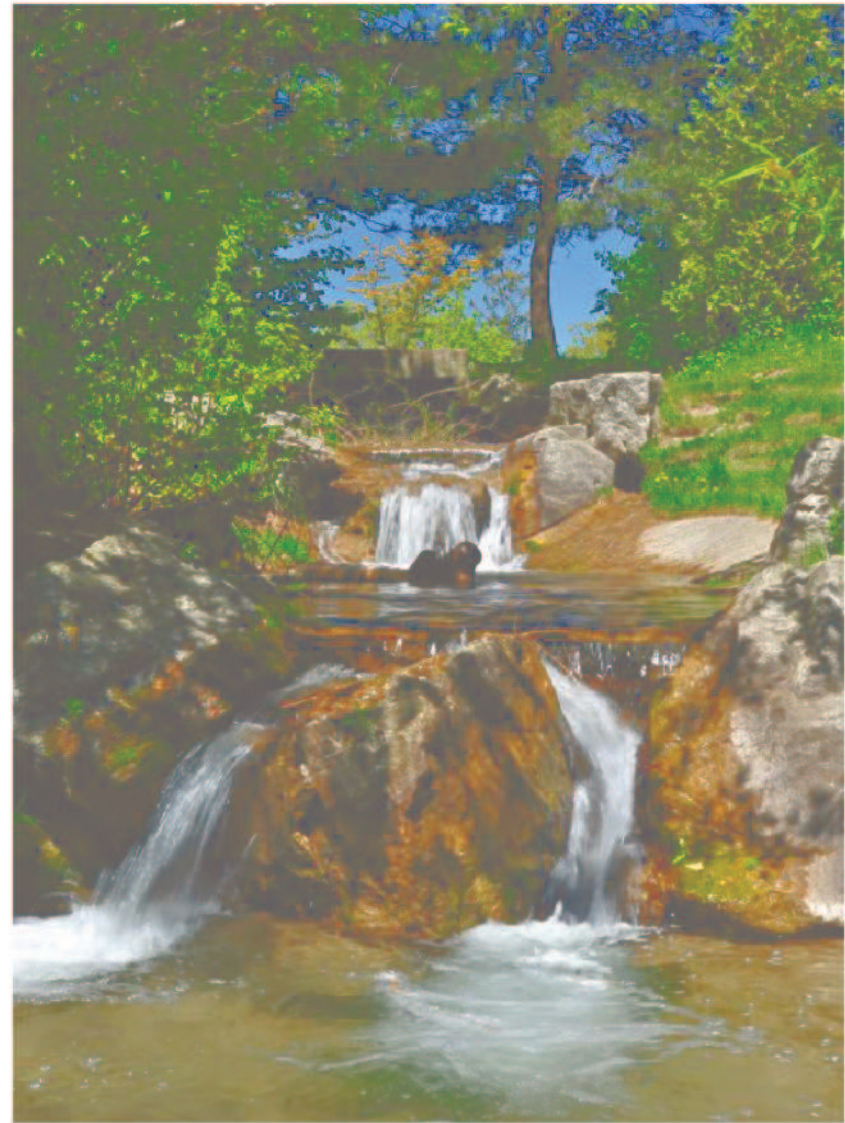
Park Planning
Park
Development
Park Operations
Forestry
Operations

**Parks and
Forestry
Facilities**

505 Parks
368 Sports Fields
11 Cemeteries
327 km of trails
3,100 hectares of
parkland

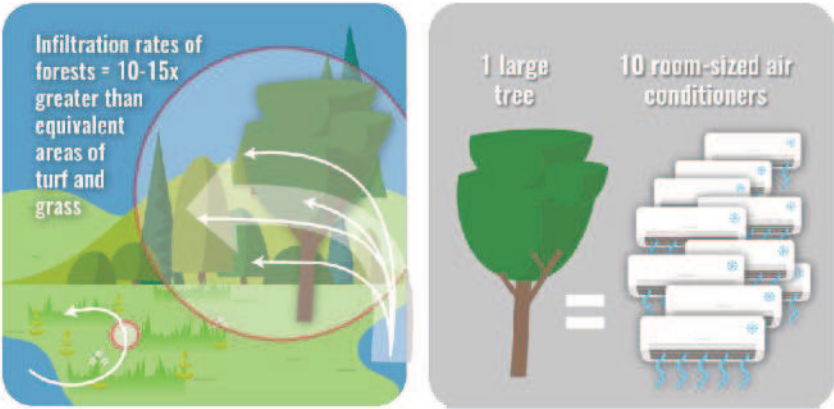
**Parks and
Forestry
Programs**

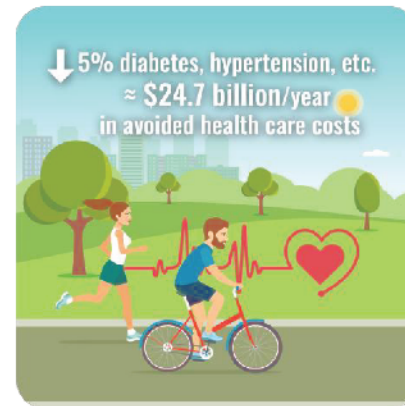
One Million
Trees
Mississauga
Aerial Spray
Program
Park Tree
Planting Program
Invasive Plant
Monitoring and
Management
Program











increased value to properties, attracting potential home buyers to the area.

Home buyers are also attracted to parks. The closer a home is to a park or natural area, the greater the positive impact on the home's value. The National Association of Realtors conducted a survey and the findings noted that "57 per cent of voters would choose a home close to parks and open space over one that was not."¹⁵



Spray pad at Lakeside Park
Photo Credit: Insauga.com

Outdoor Skating at Celebration Square, City of Mississauga
Photo Credit: Toronto4kids



¹⁵ City Parks Forum. 2002. How Cities Use Parks for...Economic Development. American Planning Association.

Plan Foundation

Section 2: Plan Foundation

Demographics

The demographics presented in this section are largely based on Statistics Canada data as well as forecasting work undertaken by the City of Mississauga. For the purposes of comparative analysis, the Master Plan relies upon the City's six Service Areas that have been used in previous Parks and Forestry and Recreation Master Plans. Given the service area variations in population as a result of growth plans, the City will be considering different geographies for analysis in the 2023 iteration of the master plans.

Historical & Current Population

Between the 1996 and 2016 census periods, Mississauga's recorded population grew from 544,382 to 721,599 residents (unadjusted for net census undercoverage).¹⁶ This amounts to growth of more than 177,000 residents (or a 33 per cent increase) over that 20 year period. The city's annualized growth rate has been 0.2 per cent over the past five years (8,150 new residents in total, compared to the 2011 census recorded figure) and annualized growth of 0.8 per cent over the past 10 years (53,000 new residents since the 2006 census).

Recognizing that the census population totals reflected above do not equate to the actual population due to "undercoverage" (i.e., the term Statistics Canada uses to account for missing information and margin of error when compiling census data), Statistics Canada issues an "undercount" figure or "undercoverage rate" specific to a geographic area (usually at the Census Metropolitan Area level).

While an undercoverage rate has yet to be assigned for the most recent census period specific to the Toronto CMA—within which

¹⁶ Statistics Canada Census, 2001-2016.

Mississauga is located—the City of Mississauga's previous undercoverage rate of 3.5 per cent is applied (based on advice from the City's Planning Strategies Division). This results in a 2016 census population of 745,840 residents, including estimated net census undercoverage.

For the purposes of *Future Directions* - and to ensure consistency with forecasts employed by other City documents – the Planning Strategies Division's population forecast of 759,000 is used as the baseline year (2019) for this Master Plan.¹⁷



Streetsville Village Square, Mississauga
Photo Credit: City of Mississauga

¹⁷ City of Mississauga, Planning Strategies Division. 2018 Growth Forecast. July 24, 2018.

Map 1: City of Mississauga Service Area Boundaries

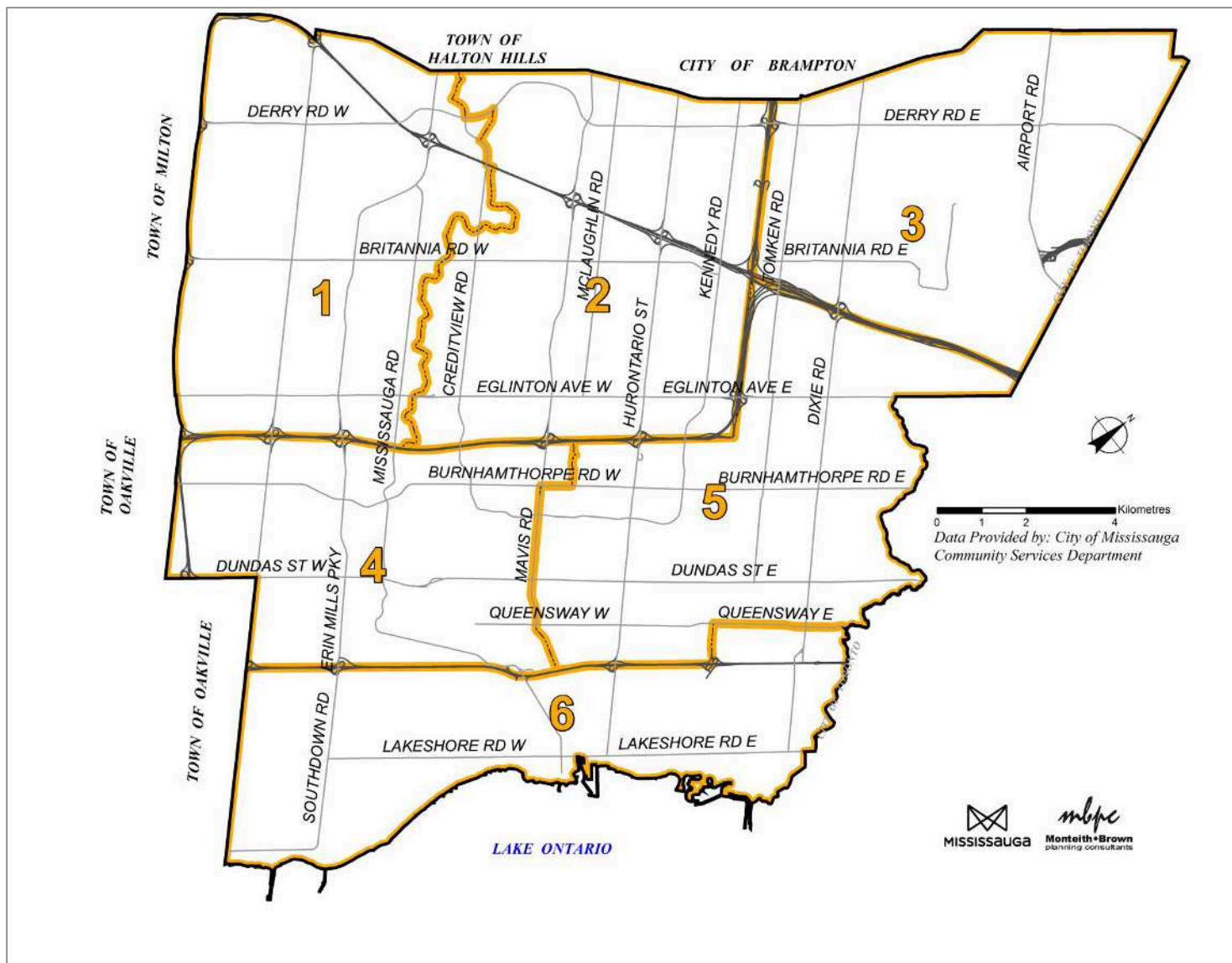


Table 1: Population Growth by Service Area, 2019-2028

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

Note: figures include census undercount

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

Projected Population Growth

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

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

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

Community Age Profile

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

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

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

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

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

Note: Totals may not add due to Statistics Canada rounding practices.

Source: Statistics Canada Census, 2006, 2011, 2016

Table 3: Census Age Data by Service Area, 2016

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

Notes: Census boundaries do not align with service area boundaries so numbers are not exact; data suppression and rounding of data at the census boundary level so totals do not match the 2016 census population.

Source: City of Mississauga Planning Strategies Division, 2017

Cultural Characteristics

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

Nearly 10 per cent reported that one or both official languages and a non-official language were most spoken at home, doubling the figure reported in 2006. The top five unofficial languages spoken across the city in 2016 were Urdu (3.6 per cent), Mandarin (2.9 per cent), Arabic (2.6 per cent), Polish (2.4 per cent), and Punjabi (2.0 per cent).

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

Household Income

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

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

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

Education

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

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



All Inclusive Barrier Free Natural Play Site at Jaycee Park
Photo Credit: City of Mississauga

Background Studies

A number of documents and provincial policies affect Mississauga's growth and land uses; these were taken into account during the preparation of the 2019 *Parks and Forestry Master Plan*. The City of 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 growing and diversifying population. The Parks and Forestry Master Plan will be used, in conjunction with other documents, to guide the City of Mississauga's planning and decision-making.

To be effective, the Parks and Forestry Master Plan must align with corporate objectives and be synergistic with land use planning policies. Information contained in these documents will be used to provide baseline content for the plan, while integrating and/or reinforcing appropriate findings that support the provision of services within Parks and Forestry. Related studies that have been completed or are underway at the City are shown in Table 4.

Table 4: List of Documents Reviewed

Provincial Legislation

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

Strategic Policy Documents

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

Parks and Forestry-Related Reports

- An Assessment of Urban Forest Canopy, Mississauga
- Credit River Parks Strategy
- Downtown Growth Area Park Provision Strategy
- Natural Areas Survey
- Natural Heritage and Urban Forest Strategy
- Park Utilization Study
- Port Credit Harbour West Parks Environmental Study
- Recreational Boating Demand and Capacity Study
- Sport Field and Sport Court Facility Provision Strategy
- Sport Plan
- Urban Forest Management Plan
- Waterfront Parks Strategy

Other Documents

- A Study of Youth in Peel
- Dundas Connects Master Plan
- Inspiration Lakeview
- Inspiration Port Credit
- Mississauga Accessibility Design Handbook
- Mississauga Accessibility Plan and Facility Accessibility Design Standards
- Mississauga Communications Master Plan
- Mississauga Cycling Master Plan Update
- Mississauga Downtown 21 Master Plan
- Mississauga Living Green Master Plan
- Mississauga Older Adult Plan
- Mississauga Parking Master Plan and Implementation Strategy
- Mississauga Pricing Strategy
- Mississauga Youth Plan
- MyMalton Community Vision
- Re-Imagining the Mall: Realizing Healthy and Complete Communities
- Shaping Ninth Line Growth Management Analysis
- Shaping Ninth Line Urban Design Guidelines
- Vision Cooksville

Alignment with the Mississauga Strategic Plan

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

The Strategic Pillars reflect a common purpose: a collective desire for success in leadership, quality of life and civic pride—all of which are relevant to *Future Directions* for Parks and Forestry. In fact, all Strategic Pillars have the ability to be influenced by the local Parks and Forestry system. For example, Parks and Forestry services support:

- The “Move” Pillar by providing trails and cycling paths in parks and greenlands, which contribute to creating a multi-modal city and support active transportation
- The “Belong” Pillar by providing outdoor spaces to engage and integrate youth, older adults and newcomers to the city in meaningful, healthy and socially-based activities
- The “Connect” Pillar by providing an essential community service that is part of the spectrum of creating strong neighbourhoods
- The “Prosper” Pillar by facilitating community and economic development objectives, given that parklands can increase property values and are a characteristic that employers and employees consider when locating within a city
- The “Green” Pillar, given that parkland provides exposure to outdoor and natural settings, and are integral components of sustainable communities

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



Source: City of Mississauga Strategic Plan, 2009.

Consultation Initiatives

Fundamental to the success of *Future Directions* was a strategic consultation program consisting of engagement tools that were carefully selected to be effective, accessible and efficient means of communication. Community engagement is at the core of the *Future Directions* master plan process, so the following consultation activities took place throughout the plan's preparation:

- Creating awareness of *Future Directions*
- Public survey
- Creation of a project website
- Stakeholder focus groups
- Members of Council and key opinion leader interviews
- Interviews with external agencies
- Parks and Forestry Division staff workshops

Each consultation tool was designed to engage different audiences and therefore involved a broad range of processes and questions. Through these discussions, a number of broad themes emerged for the Parks and Forestry Master Plan. While not intended to be exhaustive, the following list identifies themes that were raised during the consultation activities. They are listed in no particular order.

- **Improvements to Existing Parks and Trails:** Requests were received for replacing benches; more pathway lighting; trail improvements (surfacing); paved off-road trails; more waste receptacles; more/better quality washrooms; shade/shelters; enhanced connections between walking and biking trails; naturalization and trees.
- **Enhancing the Park Experience:** Consider parks for all ages and abilities including by providing: newer and more innovative, fitness-oriented play equipment; natural/adventure play sites; accessible play sites; more benches, picnic tables and seating areas; shade trees or shelters; water refill stations; walking/nature trail loops; educational/interpretive opportunities; Wi-Fi technology; beautification and gardens; more naturalization, including wildflower meadows; more winter-use facilities or better winter access in parks.
- **More Opportunities for Casual Use:** Requests were received for concrete ping pong tables, basketball courts, outdoor gym equipment, leash-free zones and spray pads.
- **Park Classifications:** A feeling among some that current classifications may not reflect the current and future variety of park options, particularly in areas of intensification.
- **Land Ranking Methodology:** Requires updating to align with priorities for acquisition (city-wide and in intensification areas).
- **Importance of Parks:** Need a better understanding and way to communicate the benefits of parks and trees to offset other competing priorities for land/resources. Also, many people

were of the opinion that parks are as important as other civic infrastructure and an integral part of streetscapes.

- **Health Benefits:** With growing acknowledgement by other levels of government of the health benefits of parks and trees, it was pointed out that municipalities may be able to access health-related funding programs as they become available.
- **Park Development/Redevelopment:** The City requires more evidence-based tools to plan and rationalize what is needed on a park-by-park basis (e.g., proactive criteria to justify budget requests, park usage data to inform priority locations). Reliance on lifecycle facility replacement and existing provision levels may not always align with area demographics and community interests. Increasing the number of smaller parks in urban areas would also assist in access to parkland.
- **Facility Provision Standards:** Existing provision standards for programmed facilities should be confirmed, and benchmarking standards or rationalization of distribution for non-programmed facilities should be found (e.g., for leash-free zones, outdoor fitness equipment, accessible play sites, adventure play sites, beach volleyball, informal sports fields) and lighting of facilities (cricket, tennis).
- **Commemorative Plaques and Park Naming:** A policy review will be undertaken to complete a rationale for when/where commemorative naming will be used.
- **Operational Service Standards:** Adding parkland to the inventory increases operational services. The City has Service Standards to address different classes of parks, including field maintenance standards. There is pressure to extend the playing season of sports fields (impacting field quality) and to allow more casual use. There are increasing expectations from residents for rapid response time to maintenance issues. Look at creating flexible fields to accommodate more uses.

- **Leash-Free Zones:** This is now a City responsibility for development and maintenance. A Provision Standard would assist in forecasting of needs.
- **Garbage/waste management** including disposal of dog waste is an issue.
- **Events and Gatherings:** Use of parks for large events and gatherings is increasing and there is more demand for picnic areas than available. Turn out does not always reflect bookings, which makes pre-planning for park set-up challenging.
- **Stewardship:** Recommendations are needed on ways to leverage volunteerism in parks and further develop stewardship partners through a city-wide strategy. A Stewardship Strategy is underway to determine what future stewardship framework would benefit the City.
- **Cemeteries:** There should be a mandatory increase in the number of sites for cemeteries including properties with unfunded built heritage structures. Mississauga and the GTA are running out of space for cemeteries. Cultural interests add new expectations to cemetery service delivery and end of life celebrations.
- **Natural Heritage System/Urban forest:** Identify opportunities to implement the Natural Heritage & Urban Forest Strategy's goals of enhancing, maintaining and protecting biodiversity within and expanding the natural heritage system and urban forest in Mississauga.
- **Natural Areas Awareness:** Discuss the value of natural areas in the urban context and identify opportunities for creating and increasing awareness, such as promoting the benefits of trees and natural areas.
- **Invasive species:** Consider the strategic priority to mitigate the effects of existing and future invasive species when producing recommendations in other areas, i.e., Draft *Invasive Species Management Plan* (2018).
- **Climate Change:** Recommend approaches to strategically manage extreme weather events/changes that can potentially impact Parks and Forestry's facilities, services, assets and infrastructure, as well as the park user experience in Mississauga.
- **Recreational Boating Facilities:** The 2015 Recreational Boating Demand Study notes that the City's marinas are full and there is outstanding demand. The Marina Action Plan and the 2008 Waterfront Parks Strategy are being updated (Waterfront Parks Strategy Refresh 2018). There are opportunities to enhance the waterfront to better support water activities such as paddling, rowing, kayaking, and canoeing.
- **Street Trees:** There is a need to update City standards and guidelines to better address the sustainability of tree planting in urban areas (e.g., streetscapes and other hard landscapes). The standards should be communicated to the development industry, and compliance required.
- **Habitat Enhancement:** In addition to the expansion of woodlands and forest, there are city-wide opportunities for the creation of other types of habitat such as meadow and prairie.

Trends in Parks and Forestry

As cities grow, the role that parks and natural areas have to play for the residents and the city as a whole is evolving. Mississauga's population growth through intensification means there are fewer opportunities for large park spaces and increased demands on existing ones. The social life of urban dwellers, increasing cultural diversity, aging populations and expectations for high quality of life create new demands and expectations for the way parks are designed and used. As well, the impacts of climate change on parks and the environment, and the difficulties of sustaining trees in urban areas, present new challenges for urban forestry. These trends and influences impact capacity and maintenance costs and suggest a need for new and creative ways to acquire and develop parkland, and for managing the urban forest.

The following sections discuss the emerging and growing trends of park elements and the role that parks and natural areas will play in Mississauga as it transitions to a more urban, populous city.



Skating at Celebration Square, City of Mississauga
Photo Credit: Dillon Consulting

Unprogrammed Activities/Parks as Outdoor Community Centres

The role of parks and public spaces in urban areas is changing. These spaces are smaller by necessity but are expected to provide a multitude of uses to a variety of park users. They provide space for community gathering, physical fitness, socialization and contemplation for all ages and abilities, as well as a space for pet exercise. There is increasing interest in community events, community gardens, adventure/natural play sites, outdoor fitness equipment, unprogrammed facilities, winter use of parks and leash-free zones.

Parks are social places and one element that brings people together is community gardens. Community gardens play an important role in the casual use of parks and are well supported in the City of Mississauga. They support food security and urban agriculture interests, provide opportunities for social interaction and can be used by a variety of age groups. A second trend is to provide unprogrammed facilities in parks. These elements can be considered as social catalysts, as well as physical fitness, in certain cases. Interactions can be spontaneous or planned - either way, they are attractive to many park users. Some examples include outdoor table tennis, checkers/chess tables, skateboarding, play sites, sports courts, basketball hoops, bocce, sand volleyball and boxed artificial turf soccer fields.

In terms of physical fitness, there are a few ways that parks can cater to a wide audience. The first is through adventure/natural play sites. These structures are emerging in playscapes across Canada as alternatives to traditional play site design. Adventure/natural play sites mix traditional play components with natural materials such as logs, boulders, woodchips and interesting grading. The aim is to reconnect children with nature and to provide multi-sensory, tactile and stimulating environments.

A feature that may appeal to more mature audiences is outdoor fitness equipment. These provide alternatives to traditional fitness facilities by locating human powered equipment in parks. They can

either be placed in a cluster to mimic an outdoor gym or along a trail or pathway to create a workout circuit. They can be as simple as bars, benches or instructional signs for body weight, resistance and cardio workouts.

The demand for the provision of leash-free zones for dogs is also on the increase in municipalities across North America. Many people in cities, including dense urban cores, own dogs. With limited private space they are looking to public parks as places to exercise and socialize their pets. The City has developed and operates a number of leash-free zones in its parks, in partnership with Leash-Free Mississauga.

Increasing Service Standards and Expectations

Mississauga has an extensive inventory of existing parks. Many of them have elements that are nearing or have reached the end of their lifecycle, and there are additional elements that are desired by the public or are important for the comfort of park users. Aging infrastructure is a current issue. The Parks and Forestry Division's Park Asset Management Plan and Capital Prioritization Scoring Methodology are informing improvements to sports fields, play sites and other infrastructure in Mississauga's parks.

Amenities that are in demand in Mississauga and across the GTA are those that add to park user comfort. They include washrooms and hydration stations (drinking fountains or water refill stations), which are important for health needs and provide park users with the ability to stay in parks for extended periods of time. Other in-demand park elements include seating, shade and lighting. As the population ages, the need for more frequent intervals to stop and rest along park pathways has increased. Site furnishings also provide opportunities to help distinguish parks from each other using design and structure, telling the contextual story or providing whimsical ways of experiencing the space.

Provision of shade in parks is becoming important as the effects of climate change are increasingly apparent. The sun's radiation is increasingly strong and the number of hot days are said to be on the

rise. Shade trees and shelters provide park users with protection from the sun and heat, and other climatic elements.

Extended use of parks beyond daylight hours is also on the rise in some cities, including 24-hour use of parks. Lighting of parks and trails provides access to residents who may not be able to visit or use them during regular hours, as well as during the winter months when length of daylight is decreased. Night time use of parks is not without risk to users, however, and increases maintenance and surveillance obligations, particularly in non-urban locations that lack evening activity. The City of Mississauga has developed a reasonable and balanced park and trail lighting policy in consideration of these issues.

A demand for the winter use of parks is growing. People want to be able to use parks in all seasons. This would mean a higher level of service for trail and related amenity maintenance. There are ways to make it easier for seasonal users (e.g., snow removal, salting of asphalt trails). However, it is not practical to maintain all trails. Trails can be signed and used at one's own risk. Trails that are not cleared could also be used for cross-country skiing or snowshoeing.

Newer parks already take accessibility into account in their design. Older parks undergoing redevelopment will need to make changes for compliance with the Accessibility for Ontarians with Disabilities Act.

Sport Field and Sport Courts

Mississauga is diversifying and its population is increasing. There is a corresponding demand for outdoor sports fields and sports courts.

Space for unprogrammed sports is increasingly in demand, as evidenced by the success of the informal, artificial turf field at Mississauga's Celebration Square and the boxed soccer field at Community Common. These types of facilities take up less space than full-size sports fields and can be used for multiple activities.

Artificial turf is increasingly being used to allow for more intense use of both programmed and unprogrammed field space. Multi-use or overlapping fields/courts also help maximize the amount of space

available for multiple sports or uses. This approach is being adopted by Mississauga and other municipalities throughout North America as a means of optimizing available space for sports fields.

Alternative Park and Field Spaces in Areas of Intensification

As Mississauga's population grows through intensified development it will become increasingly difficult to find the land base needed to support large parks, particularly those of a size to support field sports. In dense urban areas, North American municipalities are turning to alternative types of spaces to provide for the leisure and recreation needs of inner city residents. These include: use of rooftops and roof slabs (e.g., above parking garages) for green space; creating pop-up parks or installing portable (boxed) fields in corners of underutilized parking lots; and re-purposing streets, either permanently or temporarily, as shared spaces for vehicles and people. While most non-park spaces are best suited to passive use areas and small play sites, there is an emerging trend toward the use of rooftops for community sport fields and sport courts in locations where there is insufficient ground level space. These facilities can be particularly effective if planned in tandem with multi-storey indoor community recreation or cultural facilities.



Daniel's Boxed Soccer Pitch, Mississauga City Centre
Photo Credit: Mississauga.com

Theming and Commemoration

As the importance of parks grows, the need to enhance the user experience in parks grows as well. Theming in parks and commemoration through place or facility names provide opportunities to highlight Mississauga's history and identity.

Theming allows certain parks to take on their own personality and tell a unique story. The story can be about Indigenous people, natural heritage features and wildlife, or cultural elements that may be or have been in the area. Some examples of elements that support theming include: trail markers, plaques, interpretive signage, public art and other educational opportunities.

Commemorative naming provides communities with the opportunity to immortalize people and history by memorializing them in a public setting through naming or renaming parks or built facilities. The downside to renaming parks and facilities is people may become attached to an existing park name. As well, benches, plaques and trees are frequently used for personal memorials. However, issues can arise when these features are vandalized or require replacement.

Mississauga is in the process of developing a policy for commemorative naming and plaques, and is looking to shift commemoration beyond plaques on benches and trees to dedicated places such as a memorial forest or a memorial wall.



Protecting Natural Areas

As noted in the above sections, a city's urban forest is an important natural asset that delivers a range of social, environmental, health and economic benefits. There is an ongoing need for protection of the City's parks, street trees and natural areas for future generations by preventing or mitigation of damage from environmental threats and overuse by people. Management approaches include: **invasive species management** (e.g., Emerald Ash Borer, Gypsy Moth, Cankerworm and non-native plants); **mitigating the impacts of climate change** such as drought, flooding, and ice storms; and on-going management of natural areas for the **protection of at-risk plants and wildlife**.

Other supportive measures include transforming parts of existing parks into **natural spaces that** support more diverse habitats (including woodlands, wetlands, prairie and meadows). Once established, these areas require less maintenance, provide extended habitat for urban plants and animals, increase stormwater infiltration on-site, and can offer enhanced experiences and educational opportunities for park users.

Natural environment awareness and education on the value and benefits of the urban forest and natural areas is an important aspect of protection. A well-informed community will understand the importance of parks and forests and champion stewardship. Social media, informal outreach through daily activities and development of more formal outreach programs can all help to expand natural environment awareness. The Parks and Forestry Division has a dedicated full-time position for the marketing, promotion and communication of parks and natural areas assets.



Ice Storm Damage
Photo Credit: City of Mississauga



Culham Trail is part of Mississauga's Greenlands
Photo Credit: City of Mississauga

Areas of Focus and Recommendations

Section 3: Areas of Focus and Recommendations

Growing, Connecting and Developing Parkland

Existing City-Wide Parkland Supply

The City of Mississauga has achieved an admirable open space system comprised of more than 3,100 hectares of parkland and other open space. According to the 2017 Citizen Satisfaction Survey, the City's many parks and open spaces ranked second in the top 10 most appealing elements of Mississauga. 'Location/close to amenities' was ranked first by survey respondents.

The City's parks and open space system includes 368 sports fields, 263 play sites, two marinas, two golf courses and 11 publicly owned cemeteries. Included are 26 waterfront parks situated along the City's 21.5 kilometre Lake Ontario shoreline. In addition, there are 300 publicly owned woodlands and natural areas covering 1,124 hectares.¹⁸ Map 2 illustrates an excellent geographic distribution of parkland over Mississauga's residential districts within the six Service Areas used in *Future Directions*.

The City's parks and open spaces offer a diverse range of features within attractive and well-managed settings, including natural areas, sports facilities, gardens, cultural events and heritage buildings. Parkland standards and classifications that have guided new community planning in Mississauga for some time are:

A target provision minimum standard of 1.2 hectares per 1,000 residents for residential districts

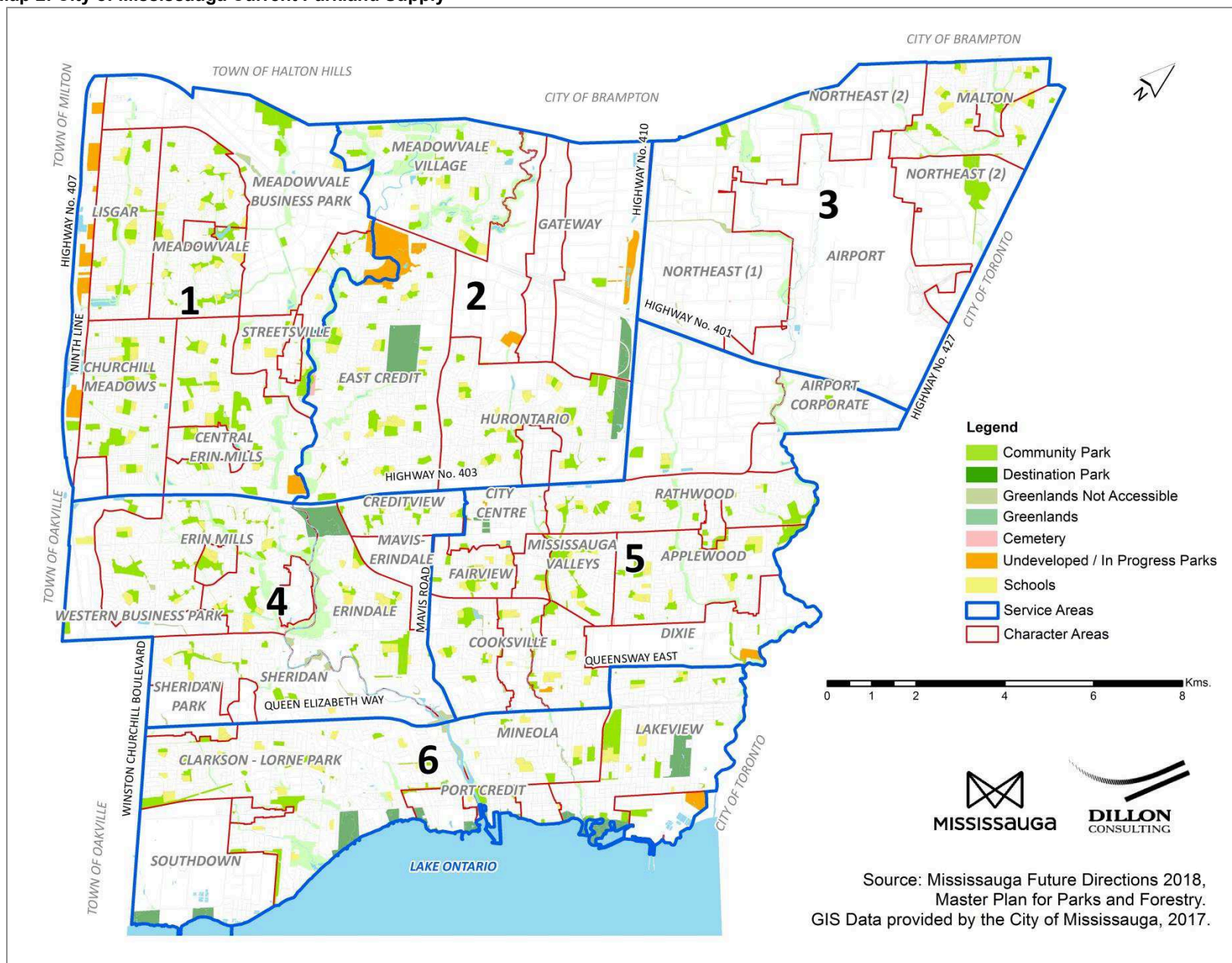
- The goal of having parks be accessible for residents within 800 metres from their homes and as centrally located within a residential neighbourhood as possible

The estimated population for Mississauga in the year 2019 is 759,000. Using this population figure and the parkland total of 1,791.25 hectares,¹⁹ (excluding other open space types) the current city-wide per capita supply is 2.36 hectares per 1,000 residents. This is above the 1.2 hectares per 1,000 residents target objective and slightly above the calculated supply standard of 2.31 hectares in 2014. It is made possible by a number of large Destination Parks, including a substantial amount of parkland on the waterfront.

The target of 1.2 hectares per 1,000 residents was established largely to address active recreation needs. Therefore, the existing supply should not necessarily be considered sufficient for meeting all recreation needs in the future. Evaluation at both a Service Area and a local level is a better determination of whether each area of the city is well-supplied with parkland and positioned to accommodate forecasted population growth.

¹⁸ Mississauga Parks & Forestry 2017–2020 Business Plan

¹⁹ Note: Parkland total is based on 2018 existing parkland (including developed and undeveloped parks) as provided by the City of Mississauga July 31, 2018.

Map 2: City of Mississauga Current Parkland Supply

Parkland Supply by Service Area

Table 5 identifies future parkland requirements for each of the Service Areas to maintain a minimum target of 1.2 hectares per 1,000 residents. The analysis indicates that the current supply of parkland is expected to support long-term population growth across the Service Areas with the exception of Service Area 5, where population growth is anticipated to be high as a result of intensification in the Downtown.

This exercise is useful only as an assessment of parkland against the City's population-based provision target. An online public survey conducted for the 2019 *Parks and Forestry Master Plan* process indicated that 97 per cent of respondents (of 1,758 completed surveys) feel that parks are important or very important to their quality of life. A lesser number (72 per cent) felt that there is a sufficient number of parks within their neighbourhood or surrounding area. This suggests that moving forward, areas of the city that are subject to intensification will need to have the same, or better, quality of parks that are available today. Growth is anticipated to take place in several concentrated areas of the city (refer to Map 3).

Since the 1990s, service levels for parks and recreation facilities have been assessed using the six Service Areas shown on Map 3. However, intensification is changing the population distribution and characteristics of the Service Areas (in particular, Service Area 5), which were created when Mississauga was more suburban. For city planning purposes, neighbourhood-level units (or Character Areas) are used. This allows for closer monitoring of population changes and growth forecasts at a local level.

To align with city planning practices and to effectively plan for new parks in areas of intensification, the Parks and Forestry Division is considering moving toward the use of different service areas for the assessment of park provision levels (possibly on a Character Area basis). This should be evaluated prior to the next iteration of the Parks and Forestry Master Plan.

Table 5: Parkland Required to Support Forecasted Population Growth

	Service Area					
	1	2	3	4	5	6
*Existing Parkland (ha)	410.11	375.47	96.59	262.61	271.04	375.39
2019 pop.	172,000	151,000	32,000	102,000	198,000	104,000
Parkland per capita (ha/1,000 residents)	2.38	2.49	3.02	2.57	1.37	3.61
2028 pop.	182,000	158,000	33,000	106,000	217,000	116,000
Parkland to maintain 1.2 ha/1,000 residents	218.40	189.60	39.60	127.20	260.40	139.20
Additional parkland (ha)	-	-	-	-	-	-
2041 pop.	189,000	168,000	33,000	110,000	241,000	137,000
Parkland to maintain 1.2 ha/1,000 residents	226.80	201.60	39.60	132.00	289.20	164.40
Additional Parkland	-	-	-	-	18.16	-

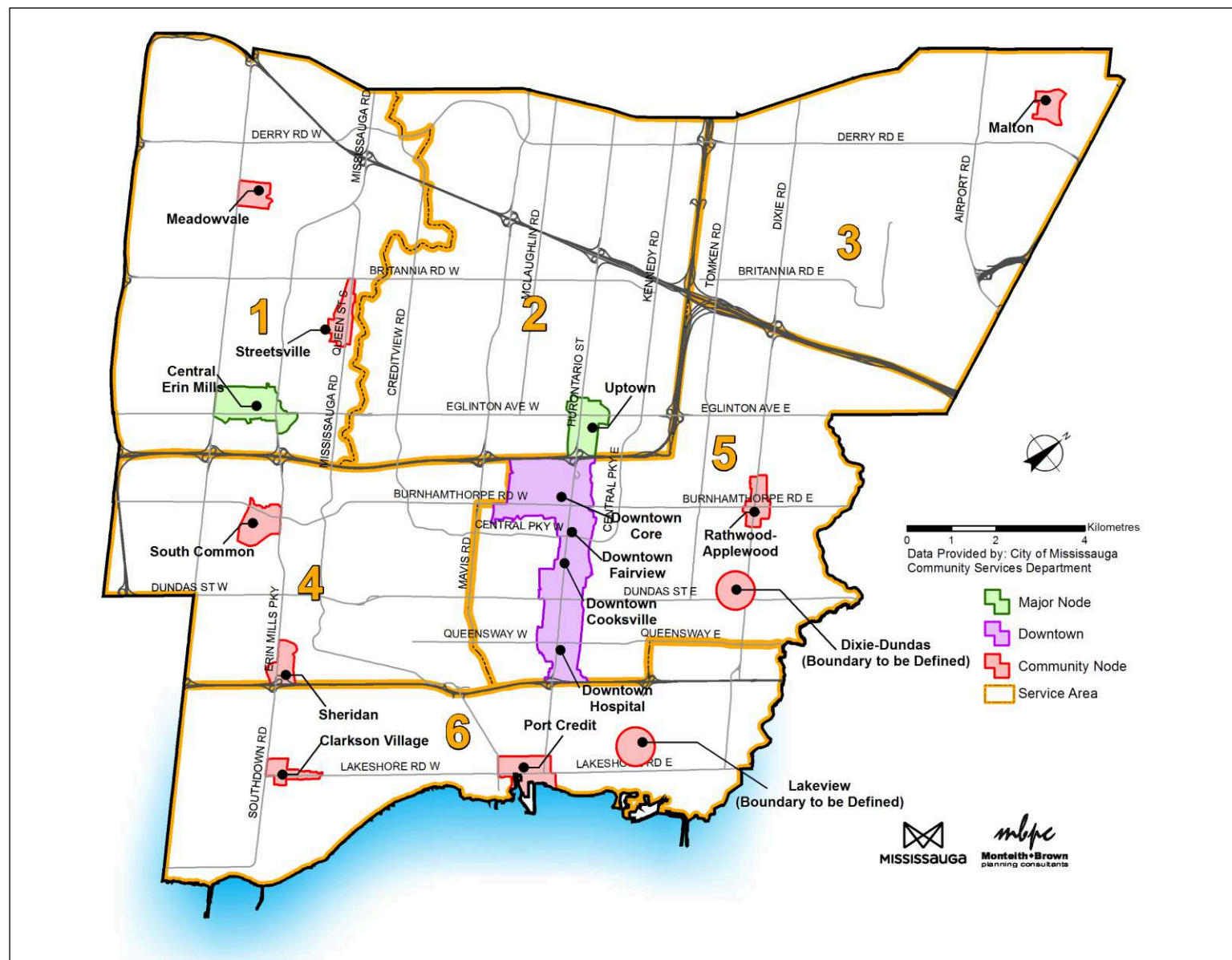
Note: Population figures include census undercount.

*Existing Parkland per Service Area includes developed and undeveloped parks, provided by the City of Mississauga, July 31, 2018.

Source of population figures: City of Mississauga, Planning Strategies Division. 2018.

Source of parkland totals: City of Mississauga Parks Planning (2018) Analysis completed by Dillon Consulting.

Map 3: City of Mississauga Growth Areas



Provision Level Targets

Measuring parkland per capita is a common and useful tool for monitoring how a municipality is achieving its goals in comparison to historical standards of supply and future projections. When assessed city-wide, Mississauga has achieved an overall per capita standard of approximately 2.36 hectares of parkland per 1,000 residents. However, some listed parks in the City's inventory include sites with significant natural areas that are used for trails and passive uses, but not for active recreation. An accurate assessment of the parkland supply would need to net out the areas of parkland that are not publicly accessible.

As identified in Table 5, all Service Areas within the city currently exceed the minimum target level of 1.2 hectares of parkland per 1,000 residents. However, growth is anticipated to take place through redevelopment in concentrated areas of the city. Parks are an important aspect of Official Plan objectives for these areas to be attractive, livable and walkable. In addition to quantity of parkland, the City also uses a walkability target with parks recommended to be located within 800 metres of residential areas. Therefore, irrespective of the overall parkland supply in a given area, the need for local parks should continue to be closely evaluated within each of the growth areas at the time of their planning and development. With infill development anticipated to be dense, most sites and local area plans are not expected to be able to generate a parkland dedication at the 1.2 hectares per 1,000 target. Different criteria should be used for these areas.

A parkland target of 12 per cent of the total land area in the Downtown Growth Area is recommended. This is comparable to dense urban areas identified in the Downtown Growth Area Parks Provisions Strategy (DGAPPS) such as: New York's Lower Manhattan (11.56 per cent), Downtown Ottawa (10.36 per cent) and Downtown Portland (10.26 per cent). Markham's planning for its Langstaff Gateway area

identifies 14 per cent of the total area as public Parkland, while the Vaughan Metropolitan Area identifies 15 per cent.²⁰

To guide the planning and implementation of parkland and the public realm in the Downtown Growth Areas, the City will seek to:

- include at-grade land contributions to the public realm network on all significant development proposals where sites are greater than 1,000 square metres
- ensure that, for primarily residential development, not less than 7.0 per cent and not more than 25.0 per cent of the net site area will be set aside for an appropriate park component



Meadowvale Community Centre and Park
Photo Credit: Lisa Logan Photography, Canadian Architect

²⁰ Downtown Growth Area Park Provision Strategy. The Planning Partnership. 2015.

The Inspiration projects identify comparable provision targets to the DGAPPS. The 70 Mississauga Road Draft Master Plan recommends 16 per cent of the total area as public parkland and the Lakeview Inspiration Master Plan identifies six per cent, of parkland supplemented by other types of open space, and the existing nearby waterfront parks. This suggests that, when applied to a development scenario (in consideration of factors such as mixed land uses and housing densities), the DGAPPS target is achievable.

It is recommended that the City continue to maintain the current tableland parkland targets (1.2 hectares per 1,000 residents and access to parks within 800 metres) as the minimum standard for non-urban Character Areas (as defined by the Official Plan). This standard does not include non-park open spaces such as hazard lands and natural areas. For urban Character Areas with identified residential growth, a minimum target of 12 per cent of parkland should be used as the benchmark together with access to parks or public open spaces within 400-800 m distance.

For areas undergoing growth and intensification, master plans should continue to be completed that integrate land use planning, urban design, and parks and open space planning. Inspiration Port Credit, Inspiration Lakeview, the Downtown Growth Areas and Ninth Line are important examples. The parks and open space component should address the location, form, connectivity and characteristics of parks and public spaces, considering proximity to existing parks and greenlands, population forecasts and recreation needs. To effectively plan for new parks in intensification areas, parkland provision levels should also be assessed on a Character Area basis. Priority will be given to establishing trail connections for the Credit River Valley, Mississauga Waterfront and Ninth Line lands.

The City must apply all available planning tools to optimize parkland securement, development, and redevelopment, such as: use of cash-in-lieu of parkland fees, density bonusing (Section 37), and alternate provision standards allowed under the Planning Act and enabled by elements of the Official Plan and Zoning Bylaws.

Parks Provision Strategy

The City monitors opportunities for strategic land acquisitions to meet targets for parkland, as well as objectives for natural area protection and enhancement through its City-Wide Parks Provision Strategy. Land purchase is achieved using accrued cash-in-lieu of parkland funds that are earmarked for land acquisition. The criteria contained in the acquisition strategy was updated in 2017 to better align with growth needs (refer to Appendix B).

Recommendations

1

Use updated evaluation criteria, acquisition factors and funding analysis developed in the City-Wide Parks Provision Strategy to identify, rank and recommend properties to secure for parks and open space purposes.



Meadowvale Community Centre and Park
Photo Credit: Lisa Logan Photography, Canadian Architect

Growth Areas

Downtown Growth Area

In 2014, the City completed the Downtown Growth Area Park Provision Strategy (DGAPPS) with objectives to identify:

- How much new parkland is required to the year 2041
- How that parkland will be acquired
- What types of park spaces can be realistically anticipated
- Where the City should focus its attention for acquisition of parkland

The Study Area was identified as the City's Downtown Growth Area, as shown on Map 3. The Downtown Growth Area is comprised of the following four Character Areas identified, from north to south, as:

- Downtown Core
- Downtown Fairview
- Downtown Cooksville
- Downtown Hospital

Recommendations within DGAPPS include that the City continue to apply its residential parkland dedication rate of 1.2 hectares per 1,000 residents on all new residential developments within the Growth Area. The DGAPPS also recommends that public parks be provided within 400 to 800 metres (a five- to 10-minute walk) for every resident within the Growth Area.

The DGAPPS analyzes existing parks and open space supply in each of the four Character Areas and concludes that there is a parkland deficit. To address the deficit, a minimum target of 12 per cent of parkland should be used.

70 Mississauga Road

The western portion of Port Credit, located on the west side of the Credit River, contains the former Imperial Oil property at 70 Mississauga Road (29 hectares), which is recognized as a strategic brownfield redevelopment site by the City. The 2015 Inspiration Port Credit study envisions an "urban neighbourhood of landscapes, meeting places, living, working, learning and drawing people to the water's edge to play" and prioritizes green space and public access to the waterfront. A destination park is recommended along the site's Lake Ontario frontage with connections to the existing JC Saddington Park.

A draft master plan prepared by West Village Partners Inc. proposes a mixed-use community with a variety of housing forms including townhouses and condominiums, retail and commercial space. The plan delivers approximately 2,500 new residential units and 16 per cent of the site area (4.64 hectares) is dedicated as parkland.²¹

The following types of green space are proposed:

- A new regional waterfront park along the lakefront that protects public access to the shoreline and serves as an important east-west open space, connecting J.C. Saddington Park and Ben Machree Park.
- Green corridors that serve as buffers between the neighbourhoods abutting the site and as connectors to the shoreline from Lakeshore Road West.
- Small "greens" throughout the residential areas of the site comprised of courtyards, squares, private gardens and community parks.

1 Port Street East

The Inspiration Port Credit study included the development of a master plan for 1 Port Street East. This site is owned by Canada

²¹ Port Credit West Village Draft Master Plan, Urban Strategies Inc. March 2017.

Lands Company and is currently operating as the Port Credit Harbour Marina. The plans for the site envision that the lands be developed for an iconic and vibrant waterfront community with a full service marina and public open space on the water's edge.

The master plan was approved by Council on June 8, 2016. A draft Official Plan Amendment (OPA) was subsequently developed. The forecasted population ranges between approximately 1,770 and 2,265 new residents.²² The current OPA, as amended by the City, includes a continuous water's edge promenade (minimum width of 15 metres) linking JJ Plaus Park with the Waterfront Trail and St. Lawrence Park. It provides additional open space designations for: the full width of the pier from JJ Plaus Park to the water's edge (minimum area of 0.3 hectares exclusive of the waterfront promenade and adjacent streets); and an additional area at the foot of the pier having a minimum of 40 metres and a site area of 0.13 hectares.

Inspiration Lakeview

The Lakeview area is located in west Mississauga on Lake Ontario. It was the subject of Inspiration Lakeview Master Plan, received by Council in June 2014. Draft Official Plan policies in support of the Master Plan were developed in 2016. The total Lakeview Area as addressed in the Lakeview Local Area Plan²³ comprises approximately 1,147 hectares with an existing population of 22,750. Inspiration Lakeview will add an estimated projection of 15,000 to 20,000 people over the next 30 years.²⁴

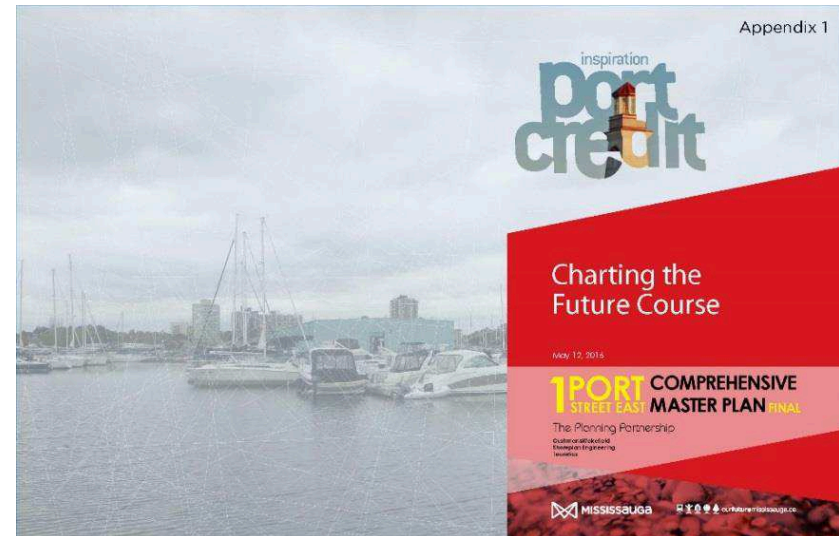
Inspiration Lakeview lands is the largest undeveloped waterfront property under single ownership in the City. It roughly totals 99 hectares (245 acres) in size and consists of the former Ontario Power Generation (OPG) Lakeview Generating Station lands (64 hectares)

²² Charting the Future Course. 1 Port Street East Comprehensive Master Plan Final Draft, City of Mississauga. April, 2016.

²³ Mississauga Official Plan – Lakeview Local Area Plan. City of Mississauga. July 2016.

²⁴ Inspiration Lakeview Master Plan. Urban Strategies Inc. 2014.

and the adjacent lands which are comprised of the Lakeview business employment area (35 hectares).



Inspiration planning documents guiding intensification and redevelopment

Inspiration Lakeview is planned as a sustainable new community on the waterfront with residential housing, retail and commercial uses, a publicly accessible shoreline and new naturalized waterfront area extending from the OPG lands to Marie Curtis Park.²⁵ This shoreline is a naturalized conservation area known as the Lakeview Waterfront Connection (LWC). It is currently being constructed just to the east of Inspiration Lakeview which provides wildlife habitat and passive waterfront recreation opportunities. The project is a joint effort between the Region of Peel and Credit Valley Conservation.

Of the 99 hectares of site area, the Inspiration Lakeview Master Plan identifies 36.4 hectares of open space. This consists of 13 hectares of public parkland and 5.9 hectares of private open space, with the balance as right-of-way and hazard lands. The proposed parkland supply represents approximately 6 per cent of the total area and includes both waterfront parkland and local parks. The nearby parks (Lakefront Promenade, LWC, Marie Curtis Park etc.) will also provide recreation opportunities for the Lakeview community.

Recommendations

- 2** The City should develop comprehensive plans for the waterfront development sites that address both local needs for parkland in new development areas as well as opportunities for destination parks sites.

Ninth Line Lands

The Ninth Line Lands on Mississauga's western boundary were moved from the Town of Milton to the City of Mississauga in 2010 and represent the last remaining area of undeveloped land in the city. The boundaries of this growth area are Highway 401 to the north, Ninth Line to the east, the Highway 407/Ninth Line crossover to the south

²⁵ Inspiration Lakeview Master Plan. Urban Strategies Inc. 2014.

and Highway 407 to the west. The Ninth Line Lands comprise a total of approximately 350 hectares, of which 110 hectares are considered developable. The current Ninth Line Neighbourhood land use concept is estimated to accommodate approximately 3,500 housing units, 8,500 residents and 510 jobs.²⁶

A significant amount of the proposed Ninth Line Neighbourhood is occupied by Greenlands or Public Open Space. The City currently owns 83 hectares of land within the growth area, which was acquired by the City in 2002 from the Province of Ontario. Two significant Public Open Spaces have been identified in the Ninth Line Neighbourhood plan, including a large park at the south end and a smaller open space at the north end, in association with an existing heritage house. The Ninth Line Neighbourhood plan also envisions a continuous multi-use trail running parallel to the Transitway from Highway 401 to Eglinton Avenue.²⁷

Recommendations

- 3** The City should develop a plan to identify specific uses for parkland along the 9th Line Corridor and look for opportunities to connect new and existing parkland to create dynamic, connected spaces that meet both passive and active recreational needs.

Hurontario/Main Street Corridor

The Hurontario/Main Street Corridor will link Urban Growth Centres in the City of Mississauga and the City of Brampton. It is envisioned as high-density, pedestrian and transit friendly development in targeted

²⁶ Shaping Ninth Line Growth Management Analysis. Hemson Consulting Limited. May 2017.

²⁷ Shaping Ninth Line Urban Design Guidelines (DRAFT). City of Mississauga. June 2017.

areas along the corridor, with a light rapid transit (LRT) system as the first priority for infrastructure investment.

Cooksville Creek Parks

The Cooksville Creek watershed is an urban watershed located entirely within Mississauga. The watershed has been under urban development pressure since the 1940s when it transitioned to its current condition of residential and industrial/commercial uses (60 per cent residential, 34 per cent industrial/commercial, six per cent open space).²⁸ Significant growth is projected to occur in the Downtown Cooksville area, adding further pressure on the limited Cooksville Creek greenspace to provide both flood control and parks and recreation functions.

Parks and greenspace planning within and adjacent to the Cooksville Creek Corridor would benefit from a comprehensive parks strategy to examine issues including but not limited to:

- Management of natural areas, considering issues such as flooding, stormwater management, invasive species management, habitat restoration and enhancement
- Recreational potential of, and improvements to, existing parks to meet growth needs
- Strategic land acquisitions to protect and enhance the corridor's functions and address parkland deficiencies

As the City continues to develop its parkland it will seek to incorporate policies into the Official Plan to protect the function and inventory, both existing and planned, of parks/open spaces, and a planned approach to parkland acquisition.

²⁸ Cooksville Creek Flood Evaluation Master Plan EA. Aquafor Beech Ltd. 2012

Recommendations

4

Complete a strategy for the Cooksville Creek corridor to examine issues including, but not limited to: management of natural areas, park use potential, parkland deficiencies in the Downtown growth corridor, trail network completion and connections to existing parks.

Privately Owned Public Space (POPS)

The Downtown Growth Area Park Provision Strategy identifies a number of planning tools that are available to achieve new park space in intensification areas. These include use of:

- Policies in the Official Plan and other required studies
- Parkland dedication/cash-in-lieu of land
- Development agreements
- Development charges
- Height and density bonusing
- Site plan control
- Parks on structures/strata parks
- Privately owned public open space

Privately Owned Public Space (POPS) refers to privately owned and maintained outdoor space that is universally accessible and open to the public. Using the Downtown Growth Area Parks Provision Strategy as guidance, the City should develop a policy to address acceptance of portions of privately owned properties as public open space.

This may include requiring such conditions as:

- Lands that remain in private ownership are covenanted as public space
- The park is built to municipal standards and specifications
- The park is maintained to municipal standards
- An agreement for the foregoing is in place

- A discounted dedication value due to the presence of encumbrances such as below ground infrastructure

There is increasing pressure for public spaces to be developed on parking garages or other roof slab construction in areas of urban intensification. This is a potential solution for achieving new parks, facilities or programmable space in areas with land constraints. However, this type of development brings encumbrances and long-term risks associated with strata ownership, maintenance and infrastructure replacement. Specific policies should be developed to address whether these types of spaces can be effectively and sustainably developed as part of the public open space system.



Square One POPS
Photo Credit: City of Mississauga

Recommendations

5

Develop a policy to address the provision of Privately Owned Public Space (POPS) where public parkland cannot be achieved, or to enhance the public realm.

Recommendations

6

Examine the implications of developing parkland on roof slab or underground parking structures when constraint-free parkland cannot be achieved. The study will include at a minimum location criteria, design considerations, best practices review, capital and operating costs (including implications for trees related to the life cycle of underground parking structures), ownership considerations (stratified ownership, easement) and principles by which requests can be evaluated.

Parks and Open Space Classifications

Mississauga's open space network consists of two Official Plan designations: Public Open Space and Private Open Space.²⁹ The Public Open Space designations in use for planning and inventory purposes are: Destination Parks, Community Parks, Greenlands and Cemeteries. Private Open Space is generally considered to include lands used for private cemeteries, conservation, nursery, gardening, agriculture and golf courses. These lands may contribute to non-intensive, outdoor uses, but are not always accessible to the public.

There is a need to expand the existing open space classifications to include new forms of parks and urban spaces that are occurring in areas of infill and intensification. These include the types of parks recommended in the Downtown Growth Area Park Provision Strategy (DGAPPS).³⁰ They include Urban Parks/Urban Squares as well as smaller public open space areas that provide animation, diversity and interest to an urban centre. These spaces are defined in DGAPPS as Pocket Parks, Sliver Open Spaces, Courtyards and Connecting Links, and may be provided as elements of Privately Owned Public Space.

²⁹ Mississauga Official Plan – Part 3, 11.2.4 Open Space

³⁰ Ibid, Downtown Growth Area Park Provision Strategy

These types of urban parks are suited to the denser form of urban development that is anticipated in the Downtown and other growth areas in Mississauga.

Discussion with City staff also identified that there is a need for sub-categories of Greenlands to better address the recreational functionality and capacity of natural areas within the parks system. The application of Greenlands sub-classifications will require careful consideration of what is allowable as parkland dedication under the Planning Act.

Table 6 provides a summary of proposed open space classifications. The new parks and open space classifications should be refined and used to guide future parks and open space planning. Once finalized the classifications should be applied to the existing inventory of parks and greenlands to inform development and redevelopment decisions and maintenance standards.

Recommendations

- 7** Update the existing park/open space classifications. New categories to include Urban Parks, and sub-categories of Greenlands. The City will incorporate these new categories into the Official Plan and apply the classifications to the existing inventory of parks and open spaces to inform development and redevelopment decisions and maintenance standards.

Protection and Enhancement of Natural Areas/Urban Forest

The Parks and Forestry Division is responsible for the planting and maintenance of trees on City property (streets, parks and woodlands), as well as the protection and preservation of natural areas. Implementation is achieved through tree inspections and management

practices, invasive species management, woodland restoration, and enforcement of applicable by-laws. Forestry personnel also respond to unforeseen events such as ice storms that may impact trees.

With the completion and approval of the Natural Heritage and Urban Forest Strategy (NH & UFS) and the Urban Forest Management Plan (UFMP) in 2014, the City has a comprehensive set of strategies and actions to direct Natural Heritage and Urban Forest services over the foreseeable future. The recommendations of the NH & UFS and the UFMP should continue to be implemented based on identified priorities in the plans.

Recommendations

- 8** Undertake a review of the Urban Forest Management Plan. The recommendations of the Urban Forest Management Plan (2014) should continue to be implemented based on identified priorities.
- 9** Work in collaboration with Planning & Building, and Transportation & Works Departments to support the update and implementation of the Natural Heritage and Urban Forest Strategy (2014).

The following sections outline specific areas of focus in natural heritage and urban forest management over the next five years.

Invasive Species Management

Invasive species pose a variety of challenges to Mississauga's urban forest. The Emerald Ash Borer (EAB) has devastated the urban forest by killing ash trees or requiring their removal, leaving noticeable gaps in the urban forest canopy across Mississauga. The Emerald Ash Borer (EAB) Active Management Plan (2012) is directing the City's

efforts to control this pest. The Parks and Forestry Division has inspected City-owned ash trees to identify which trees are infested by EAB and must be removed from City property and those that may be treated to prevent infestation. These include trees on streets, in parks and in woodlots. The Asian Long Horned Beetle is another species that has had a great impact on the urban forest around the airport. The City has completed an aerial spray program to control gypsy moth and cankerworm in 2018.

Management of non-native invasive plant species in natural areas is also an ongoing challenge. Homeowner education is important to prevent the spread of invasive plant species into natural areas. There are also opportunities for appropriately trained volunteers to participate in the removal of invasive species in selected areas.

A key recommendation from the NH & UFS was to prepare a strategy for invasive species management. This is accomplished with the Draft Invasive Species Management Plan and Implementation Strategy, scheduled for completion in 2018. The strategy identifies priority invasive species and directs efforts over the next 15 years to several priority sites. Efforts in the Draft Invasive Species Management Plan are focused on:

- Management of species with the greatest potential to impact Natural Areas and threaten human health
- Management on sites that are flagship Significant Natural Areas

The recommendations from the Draft Invasive Species Management Plan also propose that there be a continued dialogue with the City of Mississauga's partners in environmental management about: prioritizing management efforts, developing a landowner contact program, identifying safe and easily understood management techniques for the general public, and implementing invasive species control for priority areas.

The City will continue to assess the need for implementation of an aerial spray program approximately every 7–10 years to mitigate the

impact of defoliating pests city-wide based on defined criteria and infestation levels. Levels are measured annually and aerial spray should be planned and budgeted for accordingly.

Recommendations

10

Finalize and implement site-specific targeted invasive species work in accordance with the Draft Invasive Species Management Plan (2018).

11

Continue to assess the need for implementation of an aerial spray program approximately every 7–10 years to mitigate the impact of defoliating pests city-wide based on defined criteria and infestation levels. Levels are measured annually and aerial spray should be planned and budgeted for accordingly.

Sustainability of the Urban Forest

Urban trees, particularly those located in areas of intensification and along rapid transit corridors, are subject to compromising conditions that impact their survival and growth to maturity. Sustainability is critical for urban street trees in areas of intensification and along rapid transit corridors, which are subject to compromising conditions that impact their growth to maturity. Most of these challenges are related to design (e.g., soil volume, planting techniques), spacing, tree species and quality, protection during construction and conflicts with utilities (both above and below ground). The policy/guidelines should direct that development will locate and organize utilities to minimize their impact on the property and on surrounding properties, and in consideration of the safety and attractiveness of streets, parks and open spaces, and to improve sustainability of street trees.

Despite the challenges, urban trees are also an integral part of the public realm. The public realm is any portion of the urban environment that is publicly accessible for use and enjoyment which include: streetscapes, parks and open spaces.



Urban Forest Management
Photo Credit: City of Mississauga

Greater survival rates are possible if appropriate species and locations are selected and best practices employed during the design and installation stages, followed by an appropriate maintenance regime. Parks and Forestry personnel work internally to resolve these issues. However, a documented set of standards would assist with identifying City requirements to the development industry. The design and maintenance standards should consider advanced technologies to promote sustainability and climate change resiliency and be made available to the development industry for implementation in the site plan and development approval process. The standards should be developed and implemented collaboratively with Planning & Building and Transportation & Works Departments and made available for implementation in the site plan and development approval process.

The downtown Civic precinct is an area of the city where a higher level of design and maintenance for vegetation and tree planting (e.g., streetscapes, planters) is required. The City should define a precinct and establish specific standards for this area. The boundaries should consider the Living Arts Centre, City Hall and the Central Library.

Recommendations

12

In collaboration with Planning & Building and Transportation & Works Departments, develop/update City design and maintenance standards for trees, shrubs and perennials in urban locations (e.g., streetscapes and planters).

Private/Public Tree Bylaws

Although the City is responsible for approximately 250,000 trees on its streets and in its open spaces, more than half of Mississauga's existing urban forest canopy is on private lands and outside of the City's direct control (although addressed through the Private Trees Bylaw). There is an ongoing need to monitor and evaluate the effectiveness of the City's Private and Public Tree Bylaws to meet urban forest protection and expansion objectives.

Recommendations

13

Update Private and Public Tree By-laws every 5 years to ensure they reflect current best practices and urban forestry standards.

Tree Inventory

The City has recently embarked on documenting their Park Tree Inventory. It is scheduled for completion in the summer of 2018. The update to the current City Street Tree inventory (2007) is beginning this year with an expected completion of 2020-2021. As noted in the Natural Heritage and Urban Forest Strategy, maintaining an updated street and park tree inventory is important to inform priorities, maintenance cycles, species lists and street tree replacement.

Natural Park Space

An increasing trend in the Municipal Park Provision is to transition spaces that were once manicured lawns into naturalized pockets of plantings (of trees and shrubs), prairie and meadows. These areas are not only aesthetically interesting, but they also: provide extended habitat for animals and insects (including pollinators), increase the urban forest canopy, have a greater ability to infiltrate and filter rainfall and stormwater runoff, reduce erosion, and are more cost effective and environmentally sound to maintain as they require less mowing and attention.

In association with Credit Valley Conservation, Toronto and Region Conservation Authority, not-for profit organizations and corporate and volunteer efforts, the Parks and Forestry Division has been enhancing natural areas in City parks and green spaces since the 1980s. Recent naturalization sites include: Applewood Hills Greenlands, Creditview Wetland, Erindale Park, Huron Park, Jack Darling Memorial Park, King's Park, Paul Coffey Park, Meadowood, Mullet Creek Park, Rathwood District Park and South Common Park.

The City of Mississauga Urban Forest Management Plan (2014) recommends prioritizing naturalization opportunities based on:

- Adjacency to the existing Natural Heritage System or connection between Natural Heritage System areas
- Areas identified through conservation authority subwatershed plans, as well as Credit Valley Conservation's Draft Natural

Heritage System, Landscape Scale Analysis, the Lake Ontario Integrated Shoreline Strategy and Credit River Parks Strategy

- Dovetailing of these priorities with known urban forest expansion opportunities

Much of the City's naturalization efforts to date have focused on the expansion of the urban tree canopy. There are additional opportunities to create other types of habitat that are in short supply in the city including meadow and prairie. The Credit River Watershed and surrounding area historically contained pockets of tallgrass prairie, along with with oak savanna and related woodland ecosystems. The City has an area of prairie restoration in Jack Darling Memorial Park.

Although noted as part of the natural heritage system, meadows and prairies were not specifically targeted in the City's Natural Heritage and Urban Forest Strategy. The establishment of true tallgrass prairie is complex. However, meadow environments are easier to develop and manage. Many opportunities to create meadow exist throughout the city including large parks, constrained urban parks where tree planting may be challenged, school sites, and along utility and road corridors.



Fresh Air Fitness class at Celebration Square
Photo Credit: City of Mississauga



Active sports fields, baseball diamonds
Photo Credit: Monteith Brown Planning Consultants

Outdoor Recreation Opportunities

The City of Mississauga maintains an extensive infrastructure of outdoor recreation facilities within its parks system. The City and its community partners deliver a wide range of community programs and services within these facilities to local residents, but many are also used for non-programmed, spontaneous forms of usage that animate neighbourhoods and encourage residents to be healthy. The network of recreational infrastructure is a key part of the overall civic structure that collectively functions as nodes, hubs and destinations of activity.

Historically, assessments of outdoor recreation facilities were included as part of *Future Directions* for Recreation. This 2019 *Parks and Forestry Master Plan* is the first that integrates park-based recreation facilities, given the interrelated nature of the parks and recreation system. Assessments contained herein build upon planning methodologies contained in the previous iterations of *Future Directions* for Recreation, through which detailed rationale has lent support to the creation of service level standards (where applicable) and recommendations. Most outdoor recreation facility assessments have been analyzed geographically using the City's six Service Areas and this approach is maintained for the 2019 *Parks and Forestry Master Plan* given the historical precedent.

Improve the Existing Outdoor Sport Field Classification System

The pages that follow analyze the need for outdoor rectangular fields, ball diamonds and cricket pitches. These assessments reveal that there is a significant number of sports fields that are substantially underutilized for organized play, while pressures are being placed on certain (usually higher quality or strategically located) sports fields. There may be several reasons why an organization is not making use of a given field, such as:

- Design or sizing not suitable for the desired level of play
- Limited parking or insufficient level of amenity relative to preferred destinations

- Incompatibility with surrounding land uses (e.g., playout lines are too close to an adjacent residence, park is shared with a school and results in degraded field quality)
- Preference for multi-field venues to allow more convenient scheduling
- Insufficient demand, particularly at a localized neighbourhood level

Many municipalities use a field classification system for natural turf fields, denoting field quality and construction in addition to size. Full size “premier” lit, irrigated and amended root zone fields receive the highest classification (depending on terminology this could be a Category 1 field, Class A, or similar), while unimproved, natural turf “practice level” fields receive the lowest classification (Category 5, Class D, or similar). The classification system is also used to inform the maintenance regime.

The City of Mississauga should further review and improve the existing sports field classification system to help categorize the quality of the existing and future stock of sports fields. The system will classify the distinction and quality of field, as well as level of maintenance and fee structure for the fields in the City’s inventory.

A sports field classification system allows municipalities to assign higher costs for their higher quality fields in order to offset maintenance costs. The system can set realistic expectations for organizations for what they are getting when they rent a field. Some municipalities show their sports field and even sport court classifications on the rental cost page. Others go as far as to note the exact maintenance standard for each field.

Recommendations

14

Refine the field classification system to address field quality and construction and consistent maintenance standards.



Active sports fields, soccer
Photo Credit: City of Mississauga

Outdoor Artificial Turf Fields

The City owns six artificial turf fields, four of which are located at the Mississauga Sportzone and Iceland complexes. The remaining turf fields are at Huron Park and the Courteneypark Athletic Fields. Also included in the supply is one artificial turf field at Loyola Catholic Secondary School that is permitted by the City, as well as a turf field at Clarkson Park that is expected to open in 2018 (through a partnership with the Peel District School Board). Another two lit artificial turf fields approved for construction at Park 459 are expected to be operational for the 2021 season, with the potential of a third lit, artificial, multi-use field being planned for in future phases of the development.

Artificial turf fields are becoming increasingly prevalent in Ontario, particularly among mid- to large-size municipalities, but also in areas with growing land scarcity and/or strong participation rates in field sports. Although soccer is a major user of these fields, the multi-use nature and hardiness of artificial turf fields makes them attractive to football, rugby, field lacrosse, field hockey and Ultimate Frisbee users. These sports often have difficulty in accessing soccer fields (their seasons often run in the spring and fall when wet weather makes fields vulnerable to damage from intensive use), and they can be challenged by the quality and availability of school fields that they tend to rely heavily on.

The number of hours used across Mississauga's artificial turf fields is trending upwards after a period of decline between 2011 and 2013. In 2014, Mississauga experienced peak bookings with 8,700 hours used at the turf fields (2016 usage stood at 8,200 hours used). The most recent usage figure is over 2,000 hours greater than the six-year low that occurred in 2012.

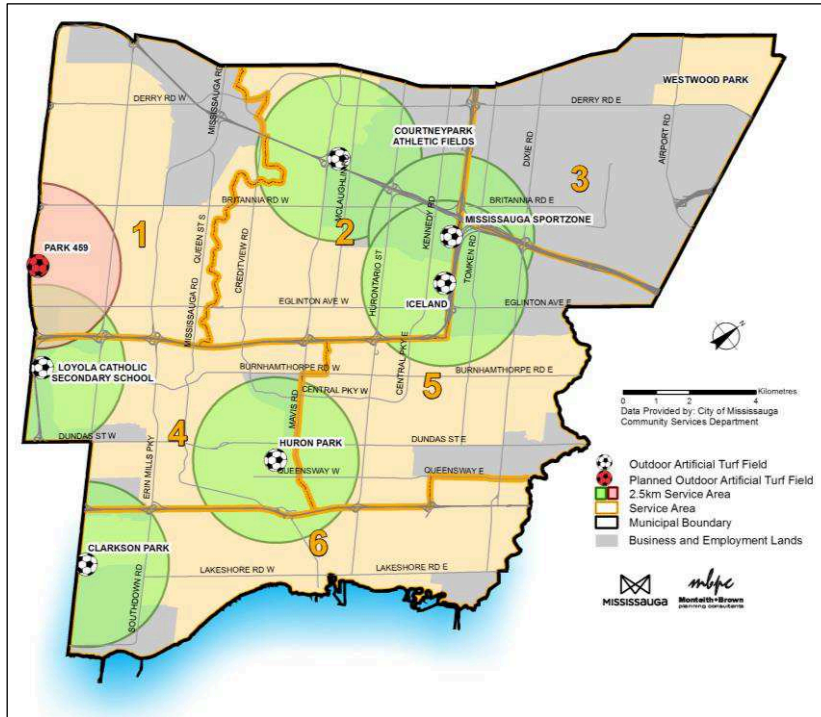
There are no generally accepted service level standards guiding the provision of artificial turf fields, with fields available across municipalities of highly varying populations. The City of Mississauga is in a strong position over the 10-year outlook with the planned additions to the supply of artificial turf fields.



Iceland Outdoor Artificial Turf Fields
Photo Credit: Google Maps



Boxed Soccer Field at Community Common
Photo Credit: Metro News

Table 6: Outdoor Artificial Turf Distribution & Service Levels

Service Area	Supply	2019 Provision Level	2028 Provision Level
1	2*	0	1 : 91,000
2	5	1 : 30,200	1 : 31,600
3	0	0	0
4	2	1 : 51,000	1 : 53,000
5	0	0	
6	1**	1 : 104,000	1 : 116,000
City-Wide	10*	1 : 94,900	1 : 81,200

* Includes two turf fields approved for Park 459 in 2021

** Includes one turf field under construction at Clarkson Park

With the additions of three artificial fields at Clarkson Park and Park 459 in the next three years, the City's service ratio will improve from 1:95,000 at present to 1:81,200 by the year 2028, while also strengthening geographic distribution in most parts of Mississauga. Each Service Area will soon have at least one artificial field with the exception of Service Areas 3 and 5, noting that many residential areas in the latter are located in proximity to the fields at Mississauga Sportzone, Iceland, Huron Park and Clarkson Park. Furthermore, the fact that 2016 usage levels are 6 per cent lower (500 hours) than 2011 levels across the system means that capacity presumably exists within the artificial turf system to capture additional usage (i.e., demand is presently not constrained).

Despite the addition of the three new fields, reasonable geographic distribution and the current utilization profile, there is merit in exploring additional artificial fields where:

- A cost-sharing and/or joint-use agreement is negotiated with a third party, such as a secondary or post-secondary institution
- The City wishes to attain program/scheduling consistencies and efficiencies throughout the season by having a field capable of accommodating heavy use without needing to rest it, and to minimize disruptions due to inclement weather
- Lifecycle renewal of an existing natural grass field is required and an upgrade to artificial turf is supported through business planning
- Fields are located in areas of intensification and attracting high levels of usage
- Participation growth in field sports other than soccer—such as football, field hockey, and field lacrosse—is such that a multi-use field configuration is required to address these needs in the peak summer months

Service Area 5 is an excellent example of where artificial turf field supplies need to be bolstered despite capacity that exists in the supply today. The Natural Grass Rectangular Field assessments

presented in the pages that follow highlight considerable service level pressures that are, and will continue to be, placed on Service Area 5 for rectangular fields. Unfortunately, improving rectangular field service levels through new field construction in Service Area 5 is challenging due to land scarcity, which makes it cost-prohibitive to add net new fields to the supply. With 25,000 additional persons forecasted to live in Service Area 5 over the next 10 years, existing fields can be expected to face added pressures depending on the household age mix that is ultimately attracted to the Downtown. Apart from a costly strategy of purchasing new land for sport fields, the primary means to increase field capacities is to carry out improvements to existing fields (such as installing field lighting and irrigation/drainage systems, and conversion of grass fields to artificial turf, all of which are intended to minimize field “resting” periods).

With no artificial turf fields presently in Service Area 5, a minimum of two natural grass fields should be converted to artificial turf. Good candidates for conversion include rectangular fields at Mississauga Valley Park and Dr. Martin Dobkin Park, given the parks are well-suited to handle the added level of intensity and there is a possibility that the school boards may have an interest in collaborating to provide turf (they have schools onsite). This would result in all Service Areas having at least one artificial turf field, with the exception of Malton (Service Area 3).

Building on the notion of leveraging partnerships with school boards and other third parties, new artificial turf field construction should be explored where partnerships can be negotiated through new land and/or facility developments. The joint-development model identified through *Future Directions* and the 2017 Recreational Indoor Facility Infrastructure Strategy for a future community centre in Cooksville is an example of such an opportunity (albeit this is presently forecasted for development beyond the 10-year outlook). It is not only an opportunity for Service Area 5, but all areas of the city where joint development and usage of fields could be pursued (e.g., Inspiration areas).

There is also merit in continuing to explore smaller artificial turf field templates conducive to pick-up play or smaller format games (such as three-on-three). The successful boxed soccer pilot project at Community Common was attractive for unstructured usage, as well as for addressing latent demand for play outside of the organized club structure. The boxed pitch recently negotiated with the Daniels Corporation forms an excellent model moving forward to maximize use of land and cost-sharing principles. Additional smaller format artificial turf fields could therefore be well-suited to areas of intensification to withstand volume of use and indirectly bolsters provision levels, particularly where pressures are greater such as in Service Area 5. Creative partnerships to place fields on top of roof structures as a means simply to accommodate opportunities where land is scarce could also be well suited.

Based on observed usage and measured success, at least one additional pop-up field—either in a boxed or open field template—should be considered within the next five years, preferably in an area of higher density and where sufficient open space is available (in order to gauge interest in pickup play). Given that certain sport field users have stated that fees at existing artificial fields are cost-prohibitive to increasing their bookings, smaller format artificial turf also provides an opportunity to discern whether user groups will capitalize on greater cost flexibility if/when using non-regulation pitches for practices and training.

Recommendations

15

Explore the ability to convert two existing natural grass fields to artificial turf in Service Area 5 subject to further discussions with prospective partners, user groups and community associations. Sites to consider include (but are not limited to) Mississauga Valley, Dr. Martin Dobkin Community Park, Rathwood District Park and Brickyard Park.

Recommendations

16

Continue to explore public-private partnership opportunities for boxed soccer and, if successful, expand to other locations in the city.

Natural Grass Rectangular Fields

The City of Mississauga provides 211 rectangular fields within its parks system, including five with a multi-purpose design equipped with football uprights. Consistent with previous planning approaches and supported by utilization data, lit fields are considered to be the equivalent of 1.5 unlit fields due to extended hours of play available in the evening. The City-owned effective rectangular field supply is thus considered to be 216.5 unlit equivalents.

Nearly 53,000 hours were used across the City's natural grass rectangular fields (soccer and football) in 2016, including fields permitted at schools. Between 2011 and 2016, usage has fluctuated between a high of 55,000 hours (2011) to a low of 46,000 hours (2012). In Mississauga, there are approximately 11,800 players registered with major groups. This continues a decreasing trend noted in the 2014 *Future Directions* where the 14,250 minor soccer players was also lower relative to 2012 registrations. With Mississauga groups reporting 3,600 fewer players compared to 2012 registrations, this amounts to a 24 per cent reduction in the number of players, which, on a percentage basis, is a rate of decline considerably greater than that experienced by the Peel-Halton Soccer Association (-10 per cent) and provincial registrations as a whole (-four per cent) over the same period of time. The City's observational study conducted in 2017 found that 37 per cent of observed time at soccer fields was being used for casual, unstructured activities, suggesting that fields are being used a fair degree beyond organized soccer programs.

The City is in a strong position to deliver on rectangular field needs with its bolstered level of service relative to years past, the recent implementation of the Sport Field Allocation Policy that improves scheduling efficiencies and the planned addition of artificial turf at Park 459 to add 6.0 unlit equivalent fields to the supply by the year 2021. Based on the fact that 2016 usage levels are nine per cent lower (4,500 hours) than 2013 levels across the system, as well as the fact that affiliate group registrations are in a continued trend of decline, it is presumable that capacity exists within the rectangular field system to accommodate additional usage (i.e., demand is presently not constrained). This is further evident with such a considerable portion (38 per cent) of the field supply being infrequently used.

Accordingly, it is recommended that the City's historical standard of 1:2,800 be adjusted to one soccer field per 3,000 population to better reflect the capacity that exists in the system. A revised standard also accounts for factors like aging population trends and challenges that the City will face in acquiring large parcels of land required for rectangular fields, as most areas of Mississauga are now built-up.



Sports field complex at Churchill Meadows Common Park
Photo Credit: Google Maps

Table 7: Rectangular Field Service Levels

Service Area	Natural Turf Supply	2019 Provision Level	2028 Provision Level
1	67	1 : 2,600	1 : 2,700
2	50.5	1 : 3,000	1 : 3,100
3	13.5	1 : 2,400	1 : 2,400
4	31.5	1 : 3,200	1 : 3,400
5	33.5	1 : 6,000	1 : 6,500
6	20.5	1 : 5,100	1 : 5,659
City-Wide	216.5	1 : 3,500	1 : 3,800

Service Area	Artificial & Natural Turf Supply	2019 Provision Level	2028 Provision Level
1	73*	1 : 2,600	1 : 2,500
2	65.5	1 : 2,300	1 : 2,400
3	13.5	1 : 2,400	1 : 2,400
4	37.5	1 : 2,700	1 : 2,900
5	33.5	1 : 6,000	1 : 6,500
6	23.5	1 : 4,400	1 : 5,000
City-Wide	246.5*	1 : 3,200	1 : 3,300

* Reflects 2021 supply when two artificial turf fields are added to Park 459

Notes: Unlit equivalent supply shown, excluding permitted school fields as they account for less than four per cent of all hours booked. Provision Level rounded to nearest 100 persons.

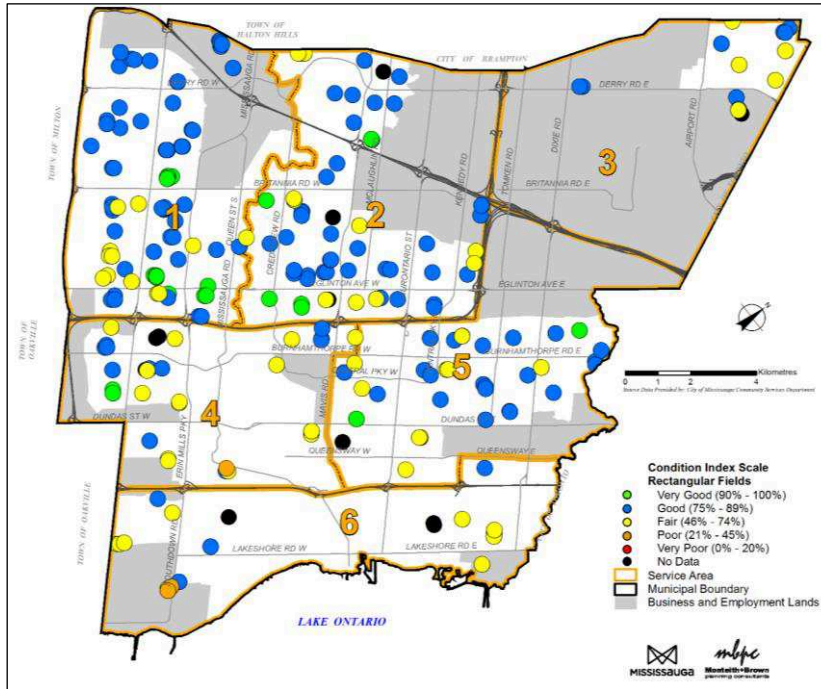


Active sports fields, soccer
Photo Credit: City of Mississauga

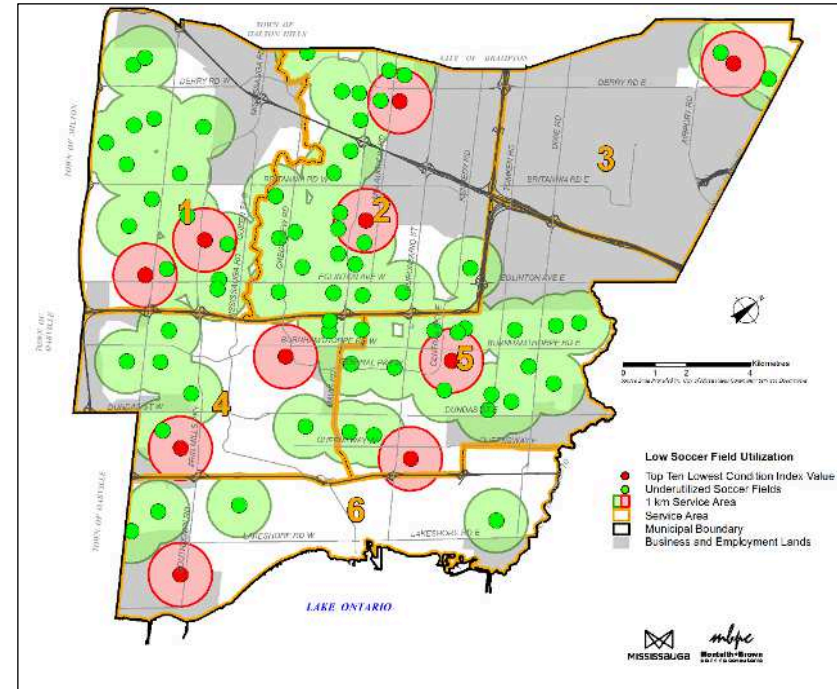
The renewal of existing natural grass rectangular fields—and encouraging greater usage to take place within them—stands out as a more pressing priority compared to new field construction. A review of the Condition Index values assigned to the supply of existing grass fields, illustrated spatially through Map 4 reveals:

- 24 fields (11 per cent) are rated in **Very Good** condition
- 129 fields (60 per cent) are rated in **Good** condition
- 60 fields (28 per cent) are rated in **Fair** condition
- Three fields (one per cent) are rated in **Poor** condition³¹

³¹ City of Mississauga. Overall Condition Index Dataset spreadsheet provided May 2017. Condition Index Values categorized as Very Good (CI = 90 per cent to 100 per cent), Good (CI = 75 per cent to 89 per cent), Fair (CI = 46 per cent to 74 per cent), Poor (CI = 21 per cent to 45 per cent), and Poor (CI = 0 per cent to 20 per cent).

Map 4: Natural Grass Rectangular Fields by Condition Index Value

The 83 rectangular fields receiving little to no permitted usage during the playing season are shown through Map 4 in relation to those with the 10 lowest condition index values. Most infrequently used fields with overlapping catchment area are contained in Service Areas 1, 2 and 5. Given that nearly one out of every four rectangular fields receives less than 35 hours of permitted usage in a season, this could be resulting in a sizeable inefficiency - not only in terms of operational and maintenance costs, but also in terms of use of the land itself if there are other recreational pressures that would better be addressed.

Map 5: Infrequently Used Natural Grass Rectangular Fields

Note: map only shows fields receiving less than 35 hours of use annually

The City should therefore undertake specific consultations with rectangular field users to determine why certain fields are not being used to their capacity and whether selected improvements at such fields would result in better use of these facilities. The intent of these discussions is to maximize the usage potential of the rectangular field system and allow the City to make sound financial investments relating to capital renewal (along with ongoing operations and maintenance activities throughout the entire field system). For example, if a field is underutilized and groups are not able or willing to make use of it, then the resources assigned to that field are better reallocated to another field that is under greater pressure (or reallocated to another recreational use altogether).

A better understanding is required as to why the quantum of underutilized fields is what it is. It is acknowledged that a degree of underutilization is acceptable in a rectangular field system in order to allow for “field rotations” that enable grass to regenerate, non-use due to weather conditions (e.g., rain storms), and good distribution of facilities. With respect to the latter, however, the mapping of underutilized fields illustrates the extent of service duplication.

Recommendations

- 17** Revise the City’s service level standard to one rectangular field per 3,000 population - inclusive of artificial and natural turf fields - to guide future facility planning exercises.
- 18** Install field lighting and irrigation systems at three existing natural grass fields located in Service Area 5 (sites selected with the input of local field users and community associations to consider their compatibility within existing parks).
- 19** Support the Recreation Division in engaging rectangular field users to discuss reasons why certain fields are receiving little to no usage during the course of the playing season, and whether selected improvements at such fields could alleviate pressures for field time that groups may be facing. Based on these discussions, the City should explore whether any adjustments are required to maintenance schedules and capital reinvestment activities for these underutilized fields, or whether such fields are better repurposed for other neighbourhood-level recreational activities.

Ball Diamonds

The City of Mississauga provides a total of 129 ball diamonds within its parks system, consisting of baseball diamonds, softball and multi-purpose diamonds, and a universal diamond. Consistent with previous planning approaches and supported by utilization data, the 42 lit diamonds are considered to be the equivalent of 2.0 unlit diamonds due to extended hours of play available in the evening. The effective supply of municipal diamonds is thus considered to be 171.0 unlit equivalents.

Between 2011 and 2013, hours used at the City’s ball diamonds decreased from 61,800 hours to 53,000 hours. In 2014, usage jumped back over the 60,000-hour mark, but has again been slowly decreasing with 57,200 hours used in 2016. Nevertheless, usage at the City-wide and Service Area level shows that hours used are generally consistent in the 57,000 to 62,000 range, apart from the low point in 2013. The City’s observational study conducted in 2017 witnessed 48 per cent of time at ball diamonds being used for casual, unstructured activities, suggesting that residents are using diamonds a fair degree beyond organized ball programs.

There are 3,659 players registered with Mississauga’s major ball groups, continuing a decreasing trend recorded in the 2014 *Future Directions*. Based on current registrations, there are 400 fewer players compared to 2013, equating to a 10 per cent decline among local affiliates. It is unknown whether affiliate registrations reflect overall ball participation trends in Mississauga (i.e., factoring non-affiliate groups whose players are not captured in the City database). The three year declining registration in Mississauga is in contrast to provincial trends. In Ontario, baseball has been making a resurgence in the past three years after a substantial period of decline in the early 2000s.

The City of Mississauga has historically applied a provision standard of one ball diamond per 5,000 population, a level of service that the City is presently exceeding. In fact, the current supply of diamonds meets the provision standard over *Future Directions*’ 10-year outlook with all but one Service Areas falling within the 1:5,000 ratio (Service Area 5 is the lone outlier).

Table 8: Ball Diamond Service Levels

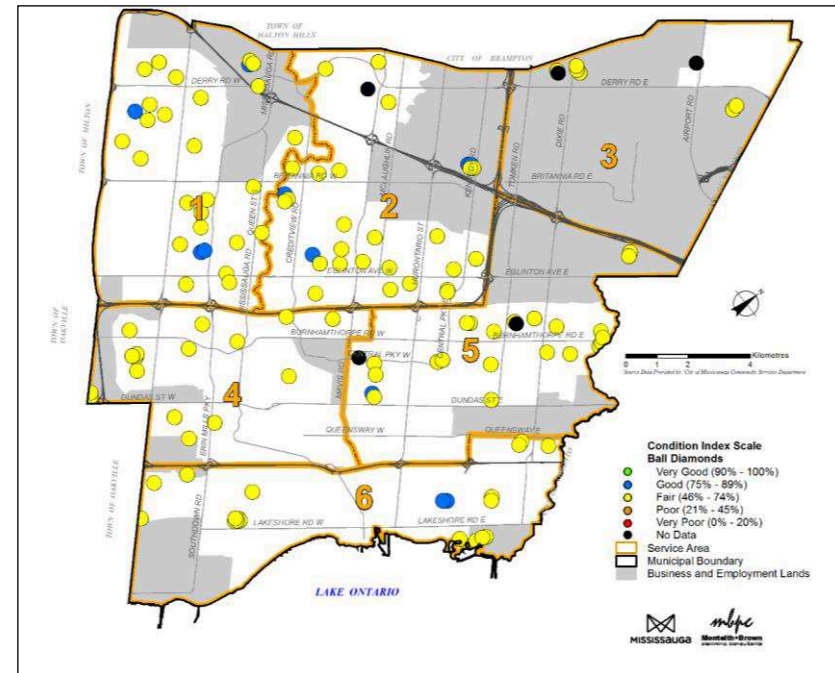
Service Area	Supply	2019 Provision Level	2028 Provision Level
1	36	1 : 4,800	1 : 5,100
2	38	1 : 4,000	1 : 4,200
3	12	1 : 2,700	1 : 2,800
4	30	1 : 3,400	1 : 3,500
5	32	1 : 6,200	1 : 6,800
6	23	1 : 4,500	1 : 5,000
City-Wide	171	1 : 4,400	1 : 4,800

Notes: Unlit equivalent supply shown, excluding permitted school diamonds. Provision Level rounded to nearest 100 persons.

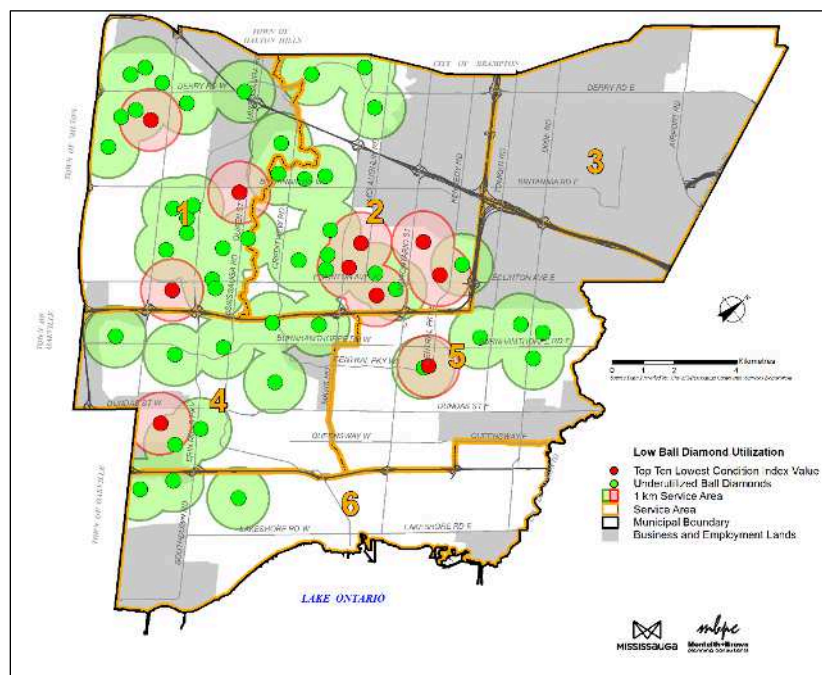
Revitalization of existing diamonds is advanced as the primary means of increasing ball diamond capacity, particularly given that 92 per cent of the City's diamonds are rated as "Fair" under the parameters of the City's Condition Index and the remainder are rated as being "Good." (Map 6). Only four diamonds, however, have Condition Index values below 50 per cent, meaning that the lifecycle state of the diamonds is generally good (although this does not necessarily imply the desired design quality or level of amenity being sought by groups).

Through the stakeholder survey and workshops, ball groups also seem to emphasize quality over quantity. Although there were some groups that stated a need for additional diamonds, more commonly expressed sentiments were for providing more multi-diamond venues, providing more lit diamonds and integrating more amenities—namely washrooms, parking and benches—within ball parks. Certain groups also reported challenges in being able to access the "right type" of diamonds based on size and design specifications pertaining to softball and hardball for children, youth and adult play. As noted in the utilization analysis, over half of the ball diamond supply is used very little by organized users.

Map 6: Distribution of Ball Diamonds by Condition Index Value



When exploring the opinions of ball groups regarding the need for additional diamonds of the "right type," the desired quality, and that are co-located together, attention is first turned to facility quality in relation to usage. Map 7 shows that diamonds receiving less than 35 hours of use in an entire season are largely concentrated between the Britannia Road and Highway 403 corridor in Service Areas 1 and 2. There is also a concentration of ball diamonds getting little use occurring in the Lisgar neighbourhood in Mississauga's northwest. When correlating diamonds with the 10 lowest Condition Index scores against the low utilization diamonds, the Hurontario neighbourhood in the southeast quadrant of Service Area 2 stands out in particular.

Map 7: Distribution of Infrequently Used Diamonds

Note: map only shows diamonds receiving less than 35 hours of use annually

In terms of multi-diamond venue provision, every Service Area—with the exception of Service Area 5—has at least one ball complex containing three or more diamonds. Considering the low utilization among many diamonds, along with the fact that all but a few diamonds are rated in a Fair condition and will thus require some form of renewal towards the end and beyond the 10-year outlook, there is merit in consolidating the diamond supply. Consolidation whereby the same number of diamonds is retained, but at fewer parks, lends support for the creation of at least one additional multi-diamond complex. This would bring about certain benefits, including:

- addressing the stated needs of ball organizations, including the ability to deliver amenities such as lighting, washrooms, seating, parking, and so on within a purpose-built ball park

- strengthening tournament and sport tourism opportunities in Mississauga
- attaining cost-efficiencies in operations (i.e., having to maintain fewer sites in favour of centralizing maintenance efforts in more multi-diamond complexes)
- providing opportunities to repurpose relocated ball diamonds to needs that are better suited to surrounding neighbourhoods, particularly in mature communities where use of the ball diamonds may be affected by an older age profile or where supporting amenities such as parking are non-existent or limited

The challenge with creating a quality ball diamond complex will undoubtedly be securing the land required. Optimally, a future complex should have a minimum of four diamonds arranged in a “pinwheel” configuration to maximize use of land. Also, all diamonds should be lit (noting four lit diamonds would mean that eight unlit neighbourhood diamonds would be relocated there, when factoring unlit equivalent capacity). Additional consultations should be arranged with ball user groups to determine diamond sizes, potential locations, possible capital contributions towards the complex and whether the complex is intended for hardball, softball or both.

Additionally, the City could employ a strategy to replace underutilized diamonds in favour of lighting others in the inventory. Given unlit equivalent parameters, every existing diamond where field lighting is installed would offset the removal of one diamond elsewhere. Over the 10-year outlook, the City should investigate opportunities, including Birchwood Park, to replace any ball diamonds that will be lost due to redevelopment. Doing so results in no net change to the unlit equivalent diamond supply and positions the City to accommodate demands for adult play. Given the considerable overlapping catchments of infrequently used diamonds north of the Highway 403 corridor, the City should investigate which diamonds are best suited for relocation to a complex and removal in favour of lighting diamonds elsewhere.



"Cloverleaf" or "Pinwheel" diamond configuration
Photo Credit: Monteith Brown Planning Consultants

Recommendations

- 20** Investigate opportunities, including Birchwood Park, to replace ball diamonds that will be lost within Service Area 6 due to redevelopment.
- 21** Consider amalgamating between four and eight underutilized/low quality neighbourhood diamonds and reallocate their usage to a new tournament complex that contains a minimum of four lit diamonds. Consultations with user groups is required to determine the size and type of diamonds, amenities to be provided and preferred location of a new complex.

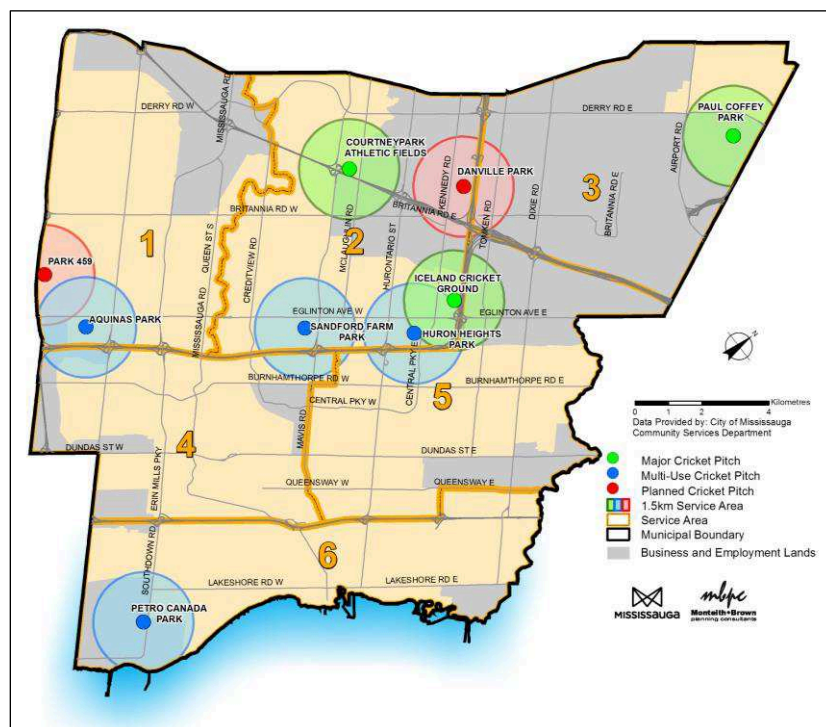
Cricket Pitches

The City of Mississauga provides seven unlit cricket pitches—three dedicated full pitches and four multi-use pitches shared with soccer. The City is presently constructing two international regulation cricket grounds at Danville Park that will contain 10 turf wickets and are expected to be ready during the 2018 season. Initial concepts for Park 459's future phases have also shown room exists for an overlay.

Cricket is experiencing considerable growth in Canada—particularly in the GTA—which is being driven by the nation's diverse cultural demographics, especially from South Asian and Caribbean countries where the sport is popular. Nearly 3,400 hours were booked across Mississauga's cricket pitches in 2016—almost 1,000 more hours than recorded in 2011. The vast majority of usage occurs on the weekend; 75 per cent of all hours take place on Fridays, Saturdays and Sundays. This is largely due to the time requirement associated with games, which can span a minimum of three hours, limiting the ability of groups to use pitches on weekdays during the spring and late fall seasons (especially as all pitches are unlit). Unsurprisingly, the three dedicated pitches at Iceland, Courtneypark and Paul Coffey Park receive the greatest share of usage.

Mississauga's historical service level standard is one cricket field per 100,000 residents. While the City is slightly below that threshold at the moment, the planned addition of the two new international cricket fields in 2018 will bring the City back in line with its service standard over the 10 and 25 year outlooks. The strong service levels are attributable to cricket pitches in Service Areas 2 and 3, which offset deficiencies from a lack of pitches in Service Area 4 and 5. Lighting of certain cricket pitches will further extend the time periods when cricket can be played (i.e., into the evening during weekdays and weekends, thus expanding the equivalent supply of cricket pitches to accommodate participation increases over time).

Map 8: Cricket Pitch Distribution and Service Levels



Iceland Sports Field, Mississauga Ramblers Cricket Club
Photo Credit: Mississauga Ramblers Cricket Club

The City-wide provision level results in a greater emphasis being placed on improvement of existing cricket pitches. Through discussions with cricket users, the City should investigate improving amenities at strategic cricket pitches, with the most significant amenity being the installation of lighting at appropriate venues. Good candidates are the future Danville Park pitches, Courtney Park, Paul Coffey and Iceland. This could help alleviate the demand for weekend League T-20 matches (three- to four-hour booking). Workshop discussions also stated that comfort amenities such as washrooms and shade structures would be appropriate for players and spectators, given the multi-hour length of the games.

Table 9: Cricket Pitch Service Levels

Service Area	Supply	2019 Provision Level	2028 Provision Level
1	1	1 : 172,000	1 : 182,000
2	6*	1 : 37,700	1 : 26,300
3	1	1 : 32,000	1 : 33,000
4	0	0	0
5	0	0	0
6	1	1 : 104,000	1 : 116,000
City-Wide	7	1 : 108,400	1 : 90,200

* Includes two cricket grounds planned at Danville Park, scheduled to open in 2018
Note: Provision Level rounded to nearest 100 persons.

Future new cricket pitches could also be contemplated following the completion of the Danville grounds and lighting/amenity upgrades to existing pitches. In light of cricket's local popularity, the potential exists for additional demands to be placed on the system though the City will first need to understand the impact of Danville Park and lighting prior to making a determination whether to build new pitches. In the event that new pitches are deemed to be required, Park 459 is the most logical option given that its future phased plans demonstrate that an overlay is possible and the fact that Service Area 1's service level is well below the 1:100,000 target despite having a large target market for the sport (based on its multi-cultural makeup).

Because of growing casual/drop-in participation in field sports, future neighbourhood and community-serving park designs and redevelopments should consider smaller-scale pitches or batting cages for cricket, particularly in areas with high South Asian and West Indian populations. Doing so could facilitate practice and recreational cricket play and potentially relieve a degree of pressure on the larger cricket grounds. Batting cages would also be complementary to the City's higher quality cricket grounds.

Recommendations

22 Install lighting at two cricket pitches (subject to due diligence that confirms ability and appropriateness of doing so based on site conditions, proximity to surrounding land uses, and confirmation of increase in field capacity). As development charges do not currently cover costs, recovery of lighting costs should be investigated through partnerships or capital contributions from cricket groups, a capital improvement surcharge on field rentals, rental premium for lit hours and/or other means.

23 Given the growing demand for casual/drop-in participation in field sports, and to promote "active living," smaller-scale cricket pitches or batting cages should continue to be considered in neighbourhood-serving parks - particularly those located in high demand areas - in order to facilitate practice and recreational cricket play and to relieve pressure on the larger cricket grounds.

Outdoor Aquatics Infrastructure - Outdoor Pools

The City of Mississauga operates seven outdoor swimming pools, all of which are rectangular tanks with six lanes; certain pools also incorporate spray features as ancillary amenities.

From a quality perspective, Mississauga's outdoor pools are in excellent condition with nearly \$30 million having been reinvested in them since 2011. The Don McLean Westacres pool was the most recent reconstruction project in 2014, while the other six outdoor pools were beneficiaries of \$12 million in federal stimulus through the 2011 Recreational Infrastructure Canada program. Based on registered program and drop-in swim growth, renewal of the outdoor pools appears to have attracted greater interest from residents seeking outdoor aquatic opportunities, while reconciling most—if not all—issues associated with lifecycle.

Drop-in visits at the City's outdoor pools has increased substantially in recent years. Over 32,200 drop-in swims took place in 2016, representing a 41 per cent increase (+8,000 visits). Program registration growth has been more stable. The 2,500 total lesson registrants recorded in 2016 represent a growth of 18 per cent (+400 registrants) compared to 2013, however, lesson fill rates stand at 58 per cent.

Whereas most municipalities invested in outdoor pools between the 1960s and 1980s, the increasing shift towards building indoor aquatic centres substantially decreased outdoor pool construction projects across Ontario. Pursuit of spray pad and other outdoor water play facilities further contributed to a move away from outdoor pools. Municipalities that had constructed outdoor pools thirty to forty years prior were now facing major lifecycle issues and contemplating whether to reinvest in their outdoor pools versus moving to more cost-effective spray pads that tend to have much lower operating costs.

The quality of Mississauga's outdoor pool system now exceeds the quality found in most communities in the province. Net new additions to the outdoor pool supply are not necessary due to the level of recent reinvestment, nor are they supported by program demands (given that

Areas of Focus and Recommendations

there are fewer than 3,000 outdoor lesson and water exercise registrations taking place across Mississauga, despite an ability of the pools to collectively accommodate nearly twice as many registrations). Limited and declining rental hours also do not lend a case through which to expand the supply.

Furthermore, the City’s outdoor pool supply, in tandem with over two dozen spray pads, yields considerable coverage and provides most areas of Mississauga with access to some form of outdoor aquatic experience (Map 9).



Lions Club of Credit Valley Outdoor Pool
Photo Credit: City of Mississauga

Map 9: Outdoor Pool and Spray Pad Distribution

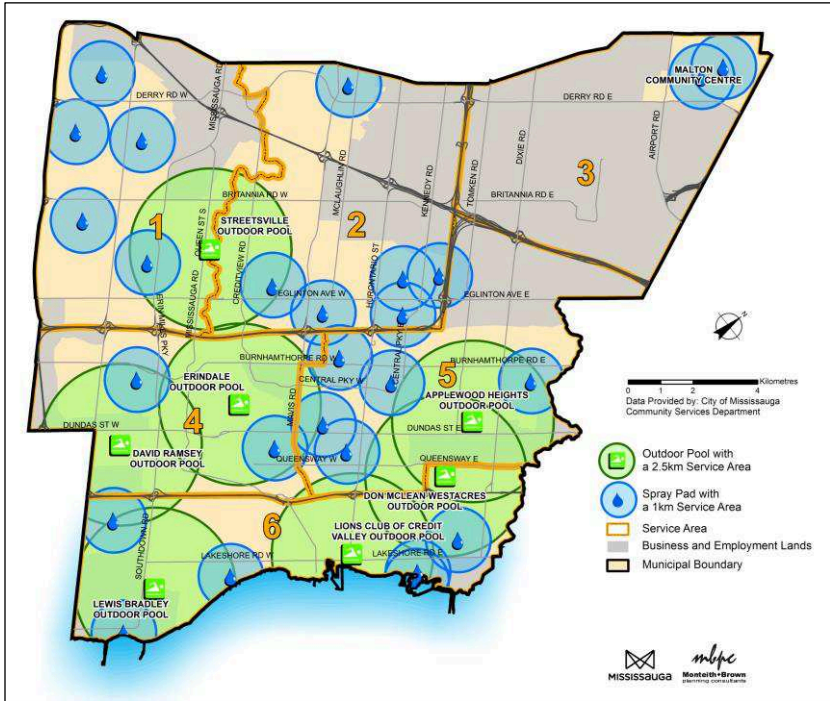


Table 10: Spray Pad Service Levels

Service Area	Supply	2019 Provision Level	2028 Provision Level
1	5	1 : 34,400	1 : 36,400
2	6	1 : 25,200	1 : 26,300
3	2	1 : 6,400	1 : 16,500
4	2	1 : 20,400	1 : 53,000
5	5	1 : 39,600	1 : 43,400
6	6	1 : 20,800	1 : 19,300
City-Wide	26	1 : 29,200	1 : 31,200

Note: table reflects only reflects spray pad supplies and service levels (outdoor pools excluded).

Outdoor Aquatics Infrastructure - Spray Pads

Mississauga provides spray pads in 26 parks (Map 9), resulting in a service level of one per 29,200. This is a slight improvement compared to the service level recorded for the 2014 *Future Directions* (as a result of one new spray pad being added to the supply since then), and also remains above the City's historical service standard of one spray pad per 35,000 population. In fact, all but Service Area 5 exceed the historical service level standard. Therefore, the City remains well supplied in terms of provision by population and has improved its geographic coverage across Mississauga over the years, suggesting the current supply is adequate for the next 10 years based on historical provision practices. That said, there are certain gaps noted in Service Areas 2, 4 and 5 though these are offset to a degree by Mississauga's revitalized outdoor pool system.

On a go-forward basis, any spray pads designed as "major" or "destination" type facilities should 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.

On the other hand, Parks and Forestry staff are increasingly receiving requests for spray pads to serve more localized, neighbourhood-level needs. Certain municipalities such as Milton have augmented their comprehensive play site with a selected number of "cooling stations" located within neighbourhood-serving parks. These cooling stations consist of a few basic water spray/misting features. Parks and Forestry staff indicate an openness to considering smaller scale spray pad features at a localized level in recognition of the volume of requests from residents, but also because of opportunities to provide relief for growing frequency of extreme heat events (resulting from changing climatic conditions) occurring in southern Ontario.

Before integrating smaller scale spray pads or other cooling features as a basic level of park design/redevelopment, the City needs to carry

out a functional assessment of the capital, operating and lifecycle costs of extending basic spray features at a neighbourhood level, given the financial implications could be substantial. Understanding the true costs of infrastructure servicing, facility construction and renewal, and utilities is required at a minimum so that park budgets can sustainably accommodate an extension of this level of service.

Recommendations

24

Future major/larger scale spray pads should be provided only in instances where fitting into destination-type or waterfront park developments, and in areas of intensification. Smaller-scale spray pads should be constructed in new parks and through park redevelopments to meet local demand.



Celebration Square, Mississauga
Photo Credit: City of Mississauga

Basketball and Multi-Use Pads

The City of Mississauga provides full court multi-purpose pads and half-court basketball pads with hoops. Basketball hoops are factored as being the equivalent of 0.5 full courts (to be consistent with historical approaches to *Future Directions*). Multi-purpose pads and basketball hoops are distributed across 108 park locations in Mississauga, equalling a supply of 71.5 full court equivalents.

The City does not actively permit or program multi-use courts and thus no quantitative data is available. The City's observational exercise, however, revealed that courts across the city were in use an average of 29 per cent of times when random visits were undertaken. Service Areas 1 and 2 had the strongest observed use of courts at 50 per cent and 39 per cent of times visited respectively, while Service Areas 3 and 6 had the lowest observed use (both were below 16 per cent). The observational exercise also revealed that, on a city-wide basis, basketball courts were most likely to be used by males (91 per cent of all observed users) and by those between the ages of five and 24 (88 per cent of all observed users).

Peel Region has helped to produce national and international calibre basketball players, some of whom grew up playing on the City's outdoor courts and in its gymnasiums. The local popularity of basketball is fueled by factors such as its affordability and access to free outdoor courts, growth in the City's immigrant population from countries with a high interest in basketball, a large Toronto Raptors fan base in the G.T.A., and a strengthened national program (as evidenced by growing numbers of Canadians playing in the NBA and WNBA). Although the City does not directly program its multi-purpose courts and hoops, basketball programs are offered within a number of municipal gymnasiums.

Map 10: Basketball Courts/Hoops Distribution

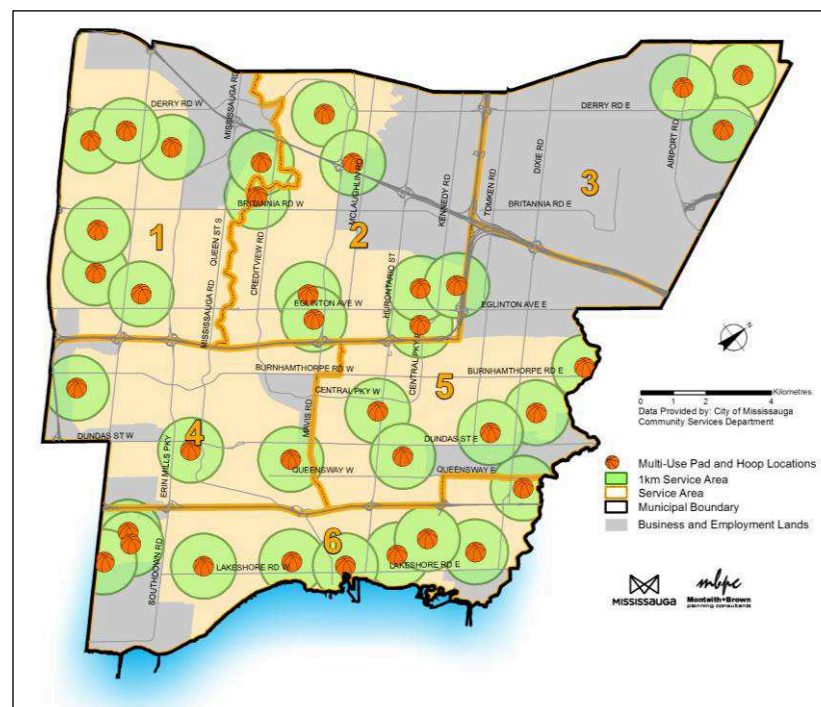


Table 11: Basketball Courts/Hoops Service Levels

Service Area	Supply	2019 Provision Level	2028 Provision Level
1	15	1 : 11,500	1 : 12,100
2	12.5	1 : 12,100	1 : 12,600
3	9.5	1 : 3,400	1 : 3,500
4	5.5	1 : 18,500	1 : 19,300
5	8	1 : 24,700	1 : 27,100
6	21	1 : 5,000	1 : 5,500
City-Wide	71.5	1 : 10,600	1 : 11,400

Notes: Full court equivalent supply shown. Provision Level rounded to nearest 100 persons.

Provision levels are and will continue to noticeably lag in Service Areas 4 and 5 barring any additions to the supply. A geographic gap is also noted in Service Area 4 where no courts are available northeast of the Dundas Street and Mississauga Road corridors. This will be a concern in both Service Areas moving forward, as the number of children and youth 19 years and under is expected to grow in both of these areas (most notably in Service Area 5) and could compound pressures being placed on their court supply. On a city-wide basis, basketball courts are optimally provided in a manner that achieves strong geographic coverage given their primary users (children and youth) often rely on non-motorized forms of travel to reach their destinations.

The preferred strategy moving forward is to construct a minimum of one new multi-use pad in Service Area 4 - preferably in the aforementioned geographic gap - along with a minimum of two new multi-use pads in Service Area 5 (to be located in proximity to the Hurontario Street and Tomken Road corridors). Doing so would improve provision levels in Service Areas 4 and 5 to 1:16,300 and 1:21,700, respectively, by the year 2028. The City-wide provision level would then result in a 1:10,900 ratio, thereby retaining a similar level of service compared to present day.

There is also merit in engaging the school boards to discuss joint-provision strategies. Consultations with school representatives suggested the boards viewed partnering on hard surface courts as a future opportunity, using a 'non-traditional' model, especially in areas of intensification (note: such courts would be over and above those recommended above and would result in an improved provision level in currently under-served areas such as Service Areas 4 and 5).

In tandem with new construction, the City should renew all seven courts that are in poor construction, plus an additional four courts rated in Fair condition but that have a condition index that suggests they have less than 50 per cent of their useful life remaining.

Recommendations

25

Construct one new multi-use pad in Service Area 4 and two new multi-use pads in Service Area 5.

26

Undertake condition assessments for all multi-use courts for which Condition Index values have not been determined.



Basketball net

Photo Credit: Monteith Brown Planning Consultants

Tennis Courts

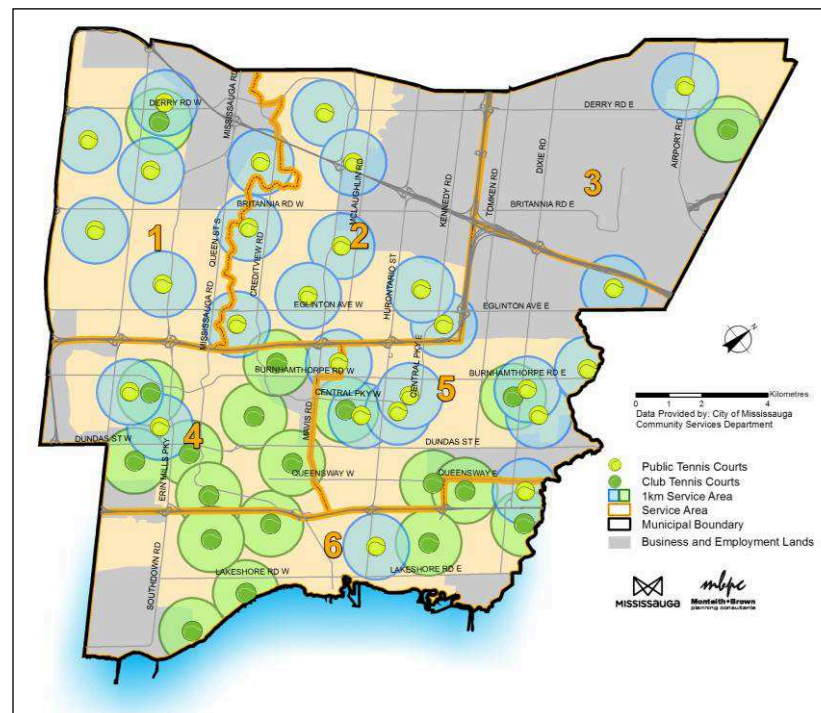
The City of Mississauga provides 146 tennis courts for use by the general public and community tennis clubs. The supply is split approximately evenly between public tennis courts (76) and community tennis courts (70). The City's service level by population ranks sixth among benchmarked municipalities.

There was a total of 5,155 members affiliated with community tennis clubs operating in Mississauga in 2016, representing a five per cent decrease (nearly 270 members) from the prior season. Of this total, 92 per cent are Mississauga residents.

The City does not actively permit or program its public tennis courts and thus no quantitative data is available. The City's observational exercise, however, revealed that courts across the City were in use 40 per cent of times on average when random visits were undertaken, making them the most used facilities that were documented. Service Areas 1 and 2 had the strongest observed use of courts at 51 per cent and 53 per cent of times visited respectively, while Service Area 3 had the lowest observed use (three per cent). The observational exercise revealed that, on a city-wide basis, tennis courts were most likely to be used by males (70 per cent of all observed users) and by those above the age of 25 (61 per cent of all observed users).

The City has bolstered its supply of tennis courts by 10 courts since the 2014 *Future Directions* was completed and in doing so, has kept pace with its historical service level target of 1:5,000 population. The current supply will keep this service level within the targeted range, albeit slightly below at 1:5,500 by the year 2028. Geographic distribution appears reasonable, particularly when considering that many tennis court users have a greater ability to drive to parks (compared to basketball court users for example). In striving to maintain its 1:5,000 service level target, the City would need a total of 15 new tennis courts by the year 2028 - ideally located in growth areas such as the Ninth Line, Downtown intensification areas, Inspiration Areas and/or areas with geographic gaps in public tennis court distribution.

Map 11: Distribution of Tennis Courts



There are a number of factors to consider prior to consolidating and/or relocating club courts. Industry rule of thumb dictates that one club tennis court can support between 75 and 100 frequent tennis players; with 5,100+ members in local tennis clubs, the City is servicing needs at the upper end of the spectrum at a rate of 1 court per 74 members. While this may not infer surplus capacity for the system as a whole, the City is faced with a wide ratio of players per courts—anywhere from 1:32 players to 1:203 players between the clubs (with only the Erin Mills Tennis Club servicing its members in the optimal range of 1:75-100 players). This means certain clubs are under a greater degree of pressure than others. For instance, there are seven tennis clubs whose membership levels are below 150 members, the minimum number of players required to support two club courts.

Table 12: Tennis Court Service Levels

		Provision Level – ALL COURTS	
Service Area	Supply	2019	2028
1	28	1 : 6,100	1 : 6,500
2	20	1 : 7,500	1 : 7,900
3	6	1 : 5,300	1 : 5,500
4	30	1 : 3,400	1 : 3,500
5	32	1 : 6,200	1 : 6,800
6	30	1 : 3,500	1 : 3,900
City-Wide	146	1 : 5,199	1 : 5,600

		Provision Level – Club Courts	
Service Area	Supply	2019	2028
1	4	1 : 43,000	1 : 45,500
2	0	0	0
3	4	1 : 8,000	1 : 8,200
4	26	1 : 3,900	1 : 4,100
5	12	1 : 16,500	1 : 18,100
6	24	1 : 4,300	1 : 4,800
City-Wide	70	1 : 10,800	1 : 11,600

		Provision Level – Public Courts	
Service Area	Supply	2019	2028
1	24	1 : 7,200	1 : 7,600
2	20	1 : 7,500	1 : 7,900
3	2	1 : 16,000	1 : 16,500
4	4	1 : 25,500	1 : 26,500
5	20	1 : 9,900	1 : 10,800
6	6	1 : 17,300	1 : 19,300
City-Wide	76	1 : 10,000	1 : 10,700

Note: Provision Levels rounded to nearest 100 persons.

Although city-wide coverage of courts as a whole is strong, the distribution of club courts is heavily skewed to the south, while public courts are skewed to the north. Also of note: Service Area 2 is the only service area that presently does not have any club courts. Investigating ways to reconcile the imbalance of club and public court distribution across the city is a priority initiative, including conversion of certain club courts to public courts and vice versa. For example, there may be opportunity to consolidate some of the smaller community tennis clubs in the south and repurpose some courts to public use, while community tennis clubs could be added in the north (Courtneypark is a potential location to convert the existing public courts for club use).

A minimum of two courts at a given park is required to support club-based play, although parks containing one to two courts primarily service a neighbourhood-level catchment regardless of whether they are public or club courts. Access to two courts for a club, however, limits how large a club can grow and the scale of programs it can deliver. Seven of Mississauga's tennis clubs have access to just two courts within their respective locations.

Tennis clubs with the five lowest membership figures are all located south of Dundas Street, with the lone exception being the Malton Tennis Club. Of particular interest are the Westacres and Mohawk Tennis Clubs in Service Area 5 that have overlapping service catchments and have a collective membership of 218 players and four courts between them, suggesting there is surplus capacity of one club court in the immediate area. A similar situation exists with the Shoreline and the Meadowwood Tennis Clubs. These clubs are located near each other and their collective memberships of nearly 300 players have access to five courts, resulting in a surplus capacity of one court (under a 1:75 player standard).

As such, the City's Recreation Division should encourage tennis clubs—including but not limited to those clubs discussed above—to explore options for amalgamation in order to better match supply to demand. There is a very real likelihood that tennis clubs are competing for a finite base of players and this heavy market saturation and

competition is affecting the ability of clubs to grow sustainably over time. It is emphasized that no net change to the actual number of club courts is being recommended, but rather consolidating the number of locations where club courts are provided. There may be a situation, however, whereby a portion of the club court supply is reallocated to a new community tennis club located north of the Highway 403 corridor and/or converted to a dedicated pickleball venue (as will be discussed in the following pages).

There may be a risk of losing certain members that joined on the basis of being able to walk to their club. However, there is a strong chance for a net gain of players, given that the same resources are being directed to fewer locations results in greater investment potential per club complex. As it stands, greater than one out of every three club courts is rated in “Fair” condition, meaning considerable capital reinvestment looms ahead; thus, the City and its tennis clubs may be able to achieve a better “bang for their buck” by reinvesting in a consolidated supply. By funding a greater level of amenity through efficiency gains, a net gain in members is possible as research suggests frequent tennis players are drawn to clubs with better court conditions and better availability. Additionally, clubs with larger memberships often contain players with a more diverse range of skill sets, enabling players to compete against others of a similar skill level (which is important to many players).

Experience in other communities suggests that formation of tennis clubs historically tended to be along social lines. Therefore, the City should take a lead role in bringing clubs together and facilitating discussions regarding common interests and objectives, growing memberships to a point where a more robust degree of programming can be offered, and servicing needs beyond the neighbourhood level as a means to increase operational sustainability, volunteer levels and longevity of the clubs.

As a point of departure, clubs with two courts should be a primary focus of consolidation (either with each other or integrated into larger clubs). Any vacated club courts should be retained for public use in order to sustain geographic distribution and the overall service level

throughout the planning period (as well as to improve the supply of publicly accessible tennis courts in the south end of the city). Until the tennis clubs themselves are engaged in such discussions, it would not be appropriate to recommend specifically which courts should be subject to consolidation activities.

Recommendations

27

Maintain the historical service level target of one tennis court per 5,000 population. In doing so, the City would need a total of 15 new tennis courts by the year 2028 - ideally be located in growth areas such as the Ninth Line, Downtown intensification areas, Inspiration Areas, and/or areas with geographic gaps in public tennis court distribution.

28

Support the Recreation Division by monitoring existing Community Tennis Club membership and participation rates. Discuss opportunities to consolidate community groups and clubhouse locations where club membership falls below 75 players per court.

29

Consider amalgamating a minimum of four underutilized/low quality neighbourhood tennis courts and reallocate their usage to a new complex that contains a minimum of four lit courts- located north of Highway 403.

Pickleball Courts

The City does not provide any dedicated pickleball courts within its parks. However, the City undertook a pilot project in 2016 at Mississauga Valley where two tennis courts were lined for pickleball to make it a multi-use court; they subsequently lined the remaining two courts in 2017. Additionally, the Sheridan Tennis Club recently lined two of its tennis courts to allow pickleball. Apart from the City of Hamilton, none of the benchmarked municipalities provide dedicated pickleball courts, though certain communities accommodate pickleball on multi-use tennis courts (as is the case in Mississauga).

Pickleball is an emerging sport, similar in nature to tennis, but played with a slower ball, smaller racquets and outdoor courts. This effect results in reduced pressures on body joints and suits the ability of many older adults to have an enjoyable experience. Pickleball has become one of the fastest growing sports in the GTA and throughout Canada, with Pickleball Canada estimating 75 per cent growth in the number of participants over the past three years (from 60,000 to 105,000 players). The number of pickleball courts has increased three-fold from 2,000 to 6,000. What once was a casual, energetic activity, Pickleball has grown in popularity as many older adults (including baby boomers) and seniors seek active leisure opportunities.

The Mississauga Valley's outdoor pickleball pilot project has been well received by local pickleball enthusiasts and has resulted in plans for the City to extend multi-use lining to additional courts there. At this time, the majority of pickleball demand has been observed for indoor play, although there is a growing trend towards provision of outdoor opportunities and the Pickleball Mississauga Association has expressed its interest in having a dedicated pickleball venue in Mississauga. The 2017 observational exercise found pickleball courts in use just two per cent of the time when random visits were undertaken; a total of 56 people were observed (the vast majority of whom were over 40 years of age).



Pickleball Courts, Mississauga.
Photo Credit: City of Mississauga

Given the reported success of the Mississauga Valley pilot project, there is justification to expand the pilot project to another area(s) of the city. A multi-use court template is preferred until the City is able to quantify outdoor pickleball demand more precisely. Although a number of tennis clubs interviewed do not see a role for themselves in providing pickleball, many clubs in Ontario are accommodating the sport to bolster their membership levels (and to retain members that find tennis has become too difficult to play). Future discussions with local community tennis clubs - possibly in conjunction with consultations with these groups as has been recommended through *Future Directions* - is warranted to determine if their memberships are seeking pickleball opportunities and whether clubs can integrate pickleball programs into their service offerings.

Extension of the multi-use pickleball/tennis court pilot should be undertaken in Service Areas 4 and/or 6, given the concentration of older adults living there. Continued monitoring of pickleball activity at these locations should be undertaken to determine whether investment in dedicated outdoor pickleball courts is warranted within the 10 year planning horizon.

Assuming strong utilization levels in the pilot projects, there is opportunity to convert at least one vacated tennis club court location to pickleball (stemming from a recommended consolidation of south-end tennis club locations whereby club-based tennis is transitioned to form larger clubs). As noted in the tennis assessment, parks having only two club courts are the recommended candidates for relocation; a two-court complex ultimately selected for relocation should also subsequently be considered for conversion to dedicated pickleball courts. Between six and eight dedicated pickleball courts can usually be accommodated over two former tennis courts. A joint funding plan between the City and a third party is recommended in the event requests are brought forward for capital investments beyond court conversions, notably built structures such as washrooms, club house and storage sheds.

The Pickleball Mississauga Association has expressed an interest in a centrally located pickleball venue. At this time, however, it is not appropriate to recommend specifically which tennis courts should be permanently converted to dedicated pickleball courts. As recommended in the tennis assessments, the City will need to engage community tennis clubs to discuss consolidation opportunities in terms of the number of parks providing club-based play. Pickleball users should also be consulted, either separately or as part of joint discussions with tennis clubs. Only after the City and tennis clubs identify any parks no longer suitable for club-play should a subsequent investigation be initiated to determine a park suited for a dedicated pickleball complex, considering factors such as the need for parking and other required amenities.

Recommendations

30

Include pickleball lines where feasible when public tennis courts are being re-surfaced. New tennis courts should be evaluated to determine opportunities to jointly meet tennis and pickleball needs.

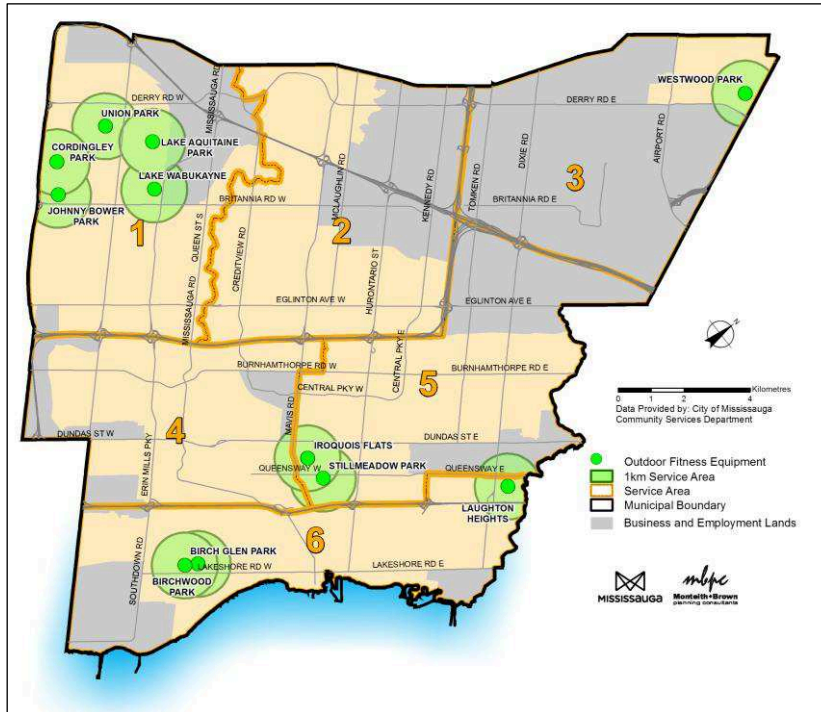
31

Consider opportunities to provide a dedicated outdoor pickleball facility. A location should be chosen that can accommodate between six and eight pickleball courts. Provision of amenities over and above court conversions should be jointly funded by the City and pickleball organizations that would use the complex.

Outdoor Fitness Equipment

The City of Mississauga is ahead of the curve when it comes to the provision of outdoor fitness infrastructure and programming. Its Fresh Air Fitness program is a free structured activity within selected parks (e.g., Celebration Square) that is oriented to active living and wellness in the form of an outdoor group fitness class. In 2010, the City invested in its first outdoor fitness circuit at Lake Aquitaine Park using equipment geared primarily towards stretching; it has since expanded the provision of outdoor fitness equipment in the past two years to other locations throughout Mississauga.

There are now 11 parks in total that have some form of outdoor fitness equipment. The Fresh Air Fitness project now consists of circuits, clustered equipment (which is the majority of all installations), measured/mapped path loops and park benches that are supported by instructional signage and website support. Through the Canada 150 Community Infrastructure Program, the City is tying expansion of Fresh Air Fitness projects with playground redevelopments to a further 18 sites across Mississauga with the aforementioned paths, equipment and/or signage components.

Map 12: Outdoor Fitness Equipment Distribution**Table 13: Outdoor Fitness Equipment Service Levels**

Service Area	Supply	2019 Provision Level	2028 Provision Level
1	5	1 : 6,000	1 : 6,300
2	0	0	0
3	1	1 : 51,000	1 : 53,000
4	0	0	0
5	2	1 : 52,000	1 : 58,000
6	3	1 : 31,600	1 : 27,000
City-Wide	11	1 : 69,000	1 : 73,800

Notes: Provision Level rounded to nearest 100 person; does not include planned sites.

Outdoor fitness facilities are part of a growing trend in North American park designs, as municipalities explore ways in which to engage people in physical activity. Outdoor fitness loops have existed for some time (sometimes referred to as “vita parcours,” dating back to European origins), with a growing number of Canadian municipalities integrating outdoor exercise equipment that is designed to withstand extreme temperature and inclement weather conditions into their parks.

Provision of outdoor fitness equipment is congruent with municipal philosophies centred on physical activity. In many instances, integration of equipment in parks results in exercise opportunities that are attractive since they are in a natural, aesthetically pleasing setting and they are generally free to use (which engages individuals that do not have a fitness club membership). There is evidence that outdoor fitness experiences are growing in popularity, particularly as they pertain to long distance endurance; many residents pursue personal goals for full/half marathon or biathlon/triathlon activities. In addition to Mississauga, research and site visits to parks across Ontario reveals that Toronto, Newmarket, Oshawa, Petawawa, Middlesex Centre are but a few examples of municipalities providing outdoor fitness equipment. By all indications, it appears that residents in those communities are making use of those facilities.

Outdoor fitness classes appear to be popular in Mississauga as well. Weekly estimates of participation in Fresh Air Fitness programs ranges from 200 to 1,000 people (weather is a factor), though estimated average attendance is 600 participants per week across the summer’s 12-13 week run time. By all accounts, participants appear pleased with the quality of the classes. They seem to attract a number of families and newcomers who, in turn, get exposure to civic services.

As a new service embraced by a select few municipalities in the province, there are no service standards to guide facility provisioning. It is also difficult to quantify localized demand for outdoor fitness equipment because:

- Outdoor fitness training was not explicitly heard through the *Future Directions* community engagements (though many people may not have heard about these facilities which impacts the conversation).
- As a largely non-programmed, self-directed facility, utilization data specific to Mississauga's outdoor fitness equipment is not formally collected, though there is an opportunity to monitor such use through future Park Amenity Surveys (observational exercises) undertaken by the City in the future.
- Existing levels of service vary widely between each of the six Service Areas, resulting in an inability to create a City-wide standard.

The City has received infrastructure funding to develop outdoor fitness areas in over half a dozen parks, including installations of more resilient surfacing. The City has aligned these investments with parks that require play site renewal and has plans to add over a dozen new sites for Fresh Air Fitness. Given that the City has approved funding to develop multiple new outdoor fitness areas (which will presumably result in fitness equipment being available in all Service Areas) and assuming the City carries through with its expansion of Fresh Air Fitness programming, outdoor fitness opportunities are well positioned over the next 10 years. The focus should therefore be to monitor the popularity and use of these facilities and programs, as noted above, in order to provide baseline data to inform assessments carried out for the next *Future Directions* cycle.

Recommendations

32

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



Outdoor Fitness at Lake Aquitaine Park, Mississauga
Photo Credit: Mississauga News

Sand Volleyball Courts

The City of Mississauga provides eight sand volleyball courts across four parks. Of the total, four courts are co-located together at the Lakefront Promenade with the remaining courts distributed across Huron Park, Malton Village and Mississauga Valley.

Sand volleyball is most frequently associated as a beach activity, but strategically located courts can also be successful in a park setting. Municipalities and private sector court operators often provide sand courts in waterfront parks and beaches—as is the case with Mississauga’s Lakefront Promenade—which attracts users to waterfront areas, but can also generate revenues from sand volleyball tournaments and regular league play. Provision of courts in community or destination parks, particularly those surrounded by higher concentrations of younger adult populations, is another way to diversify the activities taking place in a park.

The City permits use of sand courts at Huron Park and Lakefront Promenade where approximately 200 hours of permitted usage took place in 2016, growing from the 130 hours used in 2014. Over this time, three-quarters of permitted usage has come from commercial or non-residents groups, along with some private rentals by Mississauga residents (five per cent of total bookings) and more limited usage by school boards and City departments. It is noted, however, that the Lakefront Promenade courts were not available during 2016 due to the Ontario Summer Games and thus the community only had access to Huron Park courts that year. The 2017 observational exercise found volleyball courts in use 11 per cent of the time when random visits were undertaken, through which a total of 361 people were observed (the majority of whom were between 15 and 39 years of age). Of the observed times in use, 61 per cent was for casual forms of volleyball and 24 per cent was non-volleyball use, whereas just 12 per cent came from organized users.

Map 13: Sand Volleyball Court Distribution

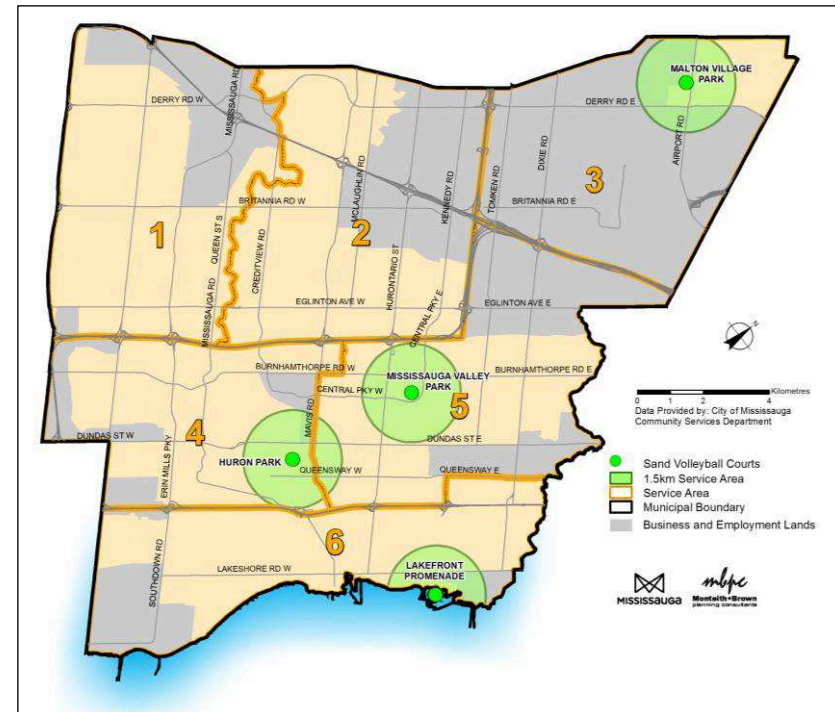


Table 14: Sand Volleyball Court Service Levels

Service Area	Supply	2019 Provision Level	2028 Provision Level
1	0	0	0
2	0	0	0
3	1	1 : 32,000	1 : 33,000
4	2	1 : 51,000	1 : 53,000
5	1	1 : 198,000	1 : 217,000
6	4	1 : 26,000	1 : 29,000
City-Wide	8	1 : 94,900	1 : 101,500

Notes: Provision Level rounded to nearest 100 persons.

With fewer than 200 hours of permitted use occurring annually - the majority of which is used by commercial and non-resident organizations—and modest amount of drop-in usage of sand courts shown through the City’s observational exercise, there is little justification to recommend additional volleyball courts in Mississauga.

That said, sand volleyball courts represent a low capital and operational investment relative to many outdoor recreation facilities and the City could target provision of courts in a strategic manner that addresses geographic distribution or where there is a younger age profile. Northwest Mississauga is one such area with a younger age profile and a current absence of sand courts; Park 459 is a logical candidate site as it could be a multi-seasonal volleyball venue in conjunction with the triple gymnasium planned there. As well, the park has a general focus on outdoor recreation and fitness and parking is available. The Downtown core is another potential location as its higher density housing mix (e.g., condominiums, apartments) tends to be attractive to younger buyers/renters. The post-secondary student market there (Sheridan College) may also be drawn to use sand courts for fun, socialization and physical activity.

Recommendations

33

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

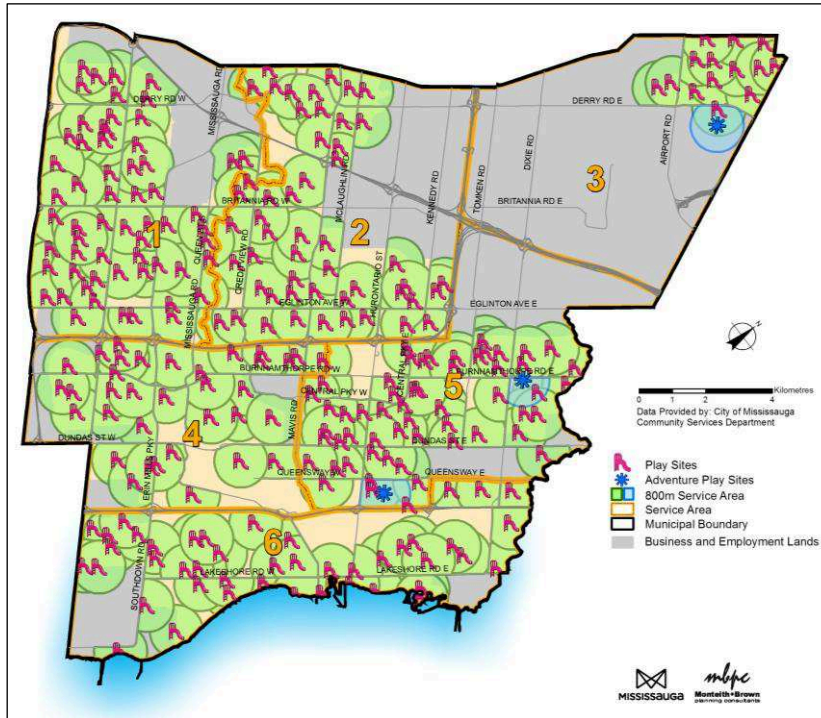
Play Sites

The City of Mississauga provides a total of 263 play sites, out of which five are designed as all-inclusive, barrier-free play sites, and with many others providing accessible elements.

The City has created three categories of play sites for our inventory:

- **All-inclusive Barrier-free Play Sites:** this is the “premium standard” in terms of accessible play sites. They include unique play equipment designs, rubber surfacing, parking and proximity to accessible washrooms where feasible. Mississauga currently has five located at Port Credit Memorial Park, Zonta Meadows, Jaycee Park, Paul Coffey and O’Connor Park. An additional all-inclusive, barrier-free play site will be built at River Grove, thereby providing one in each Service Area. The locations of these facilities were chosen due to the options to easily incorporate the facilities into communities and to provide service to a large catchment area. Proximity to parking, community centres, and access to various transportation options were considerations.
- **Accessible Community Play Sites:** The City is moving towards increased playground accessibility. In response to the Integrated Accessibility Standards Regulation, the City’s Playground Redevelopment Program may include accessible swings, accessible equipment features, accessible routes and engineered wood fibre (mulch) safety surfacing in all future new or playground redevelopments. To date, the City has over 100 accessible community play sites.
- **Community Play Sites:** all other play sites.

In keeping with the City’s historical approach, 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 or 400 metres in identified intensification zones, unobstructed by major pedestrian barriers such as arterial or collector roads, highways, rivers, rail lines, and so on.

Map 14: Distribution of Play Sites

All-inclusive barrier-free play sites are the premium standard in terms of accessible play sites and include unique play equipment designs, rubber surfacing, parking and proximity to accessible washrooms, where feasible. Only Service Area 2 is without an accessible play site; therefore, one such structure should be constructed there. The City is moving towards increased playground accessibility in as many locations as possible. In all future new or redeveloped play sites, inclusive elements will be added and may include accessible swings, accessible equipment features, accessible routes and engineered wood fibre (mulch) safety surfacing. Doing so reinforces the City's best practices for inclusive play opportunities as it evolves its design of play structures to stimulate the physical and cognitive abilities of children by incorporating accessible elements (in addition to traditional slides, monkey bars and swing sets).

A current trend across Canada is the installation of adventure or natural play sites as alternatives to traditional play site design. Traditional play structures (e.g., ropes, slides) are complemented with natural materials such as logs, boulders, woodchips and the use of creative grading. It is the aim of such play sites to reconnect children with nature and to provide multi-sensory, tactile and stimulating environments.



Hancock Woodland Adventure / Natural Play Site, Mississauga
Photo Credit: City of Mississauga

The City currently provides three adventure play sites at Jaycee Park, Hancock Woodlands and Paul Coffey Park. Adventure play sites are relatively new levels of service, and thus there are no generally accepted provisioning standards that can be used to compare Mississauga. Municipalities are instead strategically proceeding with such play sites where:

- Interest in a natural play site is expressed through public visioning for park development and redevelopment projects

- There is alignment with a broader thematic design for the park (e.g., a natural or environmentally-focused theme)
- Where natural or topographic elements exist and there may be a desire to “blend” the play site into the surroundings

Based on these and other criteria that may emerge, the City should continue with pilot projects for natural play sites prior to evaluating expansion of the level of service based on cost versus level of use.

Recommendations

34 Playgrounds should be provided within 800 metres of residential areas or 400metres in identified intensification zones, unimpeded by major pedestrian barriers. Of these, one all-inclusive, barrier-free play site should be constructed in Service Area 2, as well as one adventure/natural play site, designed to specifications developed by the City and in accordance with site conditions of the selected park(s).

35 The City is moving towards accessibility in all play sites. In all future new or redeveloped play sites, accessible elements should be added and may include accessible swings, equipment features, routes and cost effective, accessible safety surfacing.

36 Explore ways to integrate nature theming/natural elements into play sites to increase play value and to support environmental and climate change awareness.

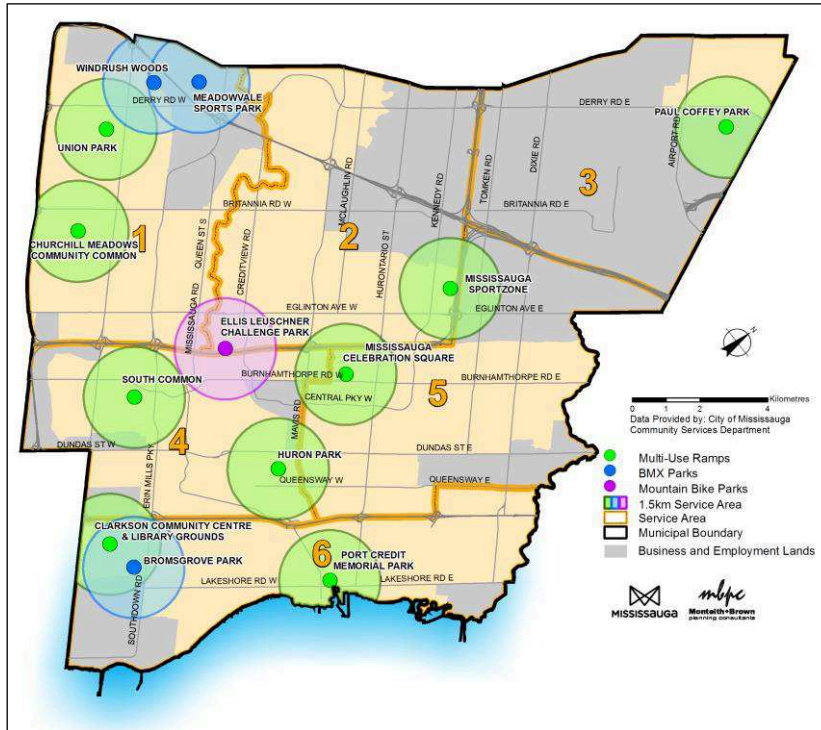
Multi-Use Ramps, BMX Parks & Mountain Biking Parks

There are a total of nine multi-use ramps (skateboard parks) in Mississauga. 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, reducing damage to municipal infrastructure and private property where skateboarders may have otherwise frequented.

The resulting service level of one per 84,000 is an improvement over the 1:94,500 ratio recorded in 2014, due to the addition of a new multi-use ramp in the city's northwest (created in response to a burgeoning population of children and teens in that area). The service level at both the current time and at the end of the master planning period will remain above the City's historical target of providing one multi-use ramp per 100,000 population. Combined with strong geographic distribution resulting from the fact that there is at least one multi-use ramp in each Service Area, no major multi-use ramps are required over the next 10 years.



Iceland Skate Park, Mississauga
Photo Credit: Chase March

Map 15: Distribution of Multi-Use Ramps & Bike Parks

Moving forward, *Future Directions* continues to support the provision of smaller-scale, beginner-level satellite skateboarding amenities at the neighbourhood level through use of only a few basic elements (e.g., simple rails and curbs integrated within park design). Doing so will reduce a degree of pressure on the larger multi-use ramps by allowing beginners to hone their skills on a skateboard, scooter or bike while supplementing geographic coverage offered through the multi-use ramp supply.

The City provides three dirt jump parks for BMX, along with the Ellis Leuschner Challenge Park for mountain biking. As non-programmed facilities, the City does not collect utilization data for its dirt jump and challenge parks. Nor are there set standards given their specialized

nature. *Future Directions* in 2009 and 2014 both recommended a multi-use biking venue with a proposed designated mountain bike course to gauge interest in the activity, though this has not been pursued. Combined with the fact that no feedback pertaining to bike parks was received through the community engagement process, the current supply is anticipated to suffice over the current planning period. The City would re-evaluate the development of such a facility only in the event it receives requests to do so.

Recommendations

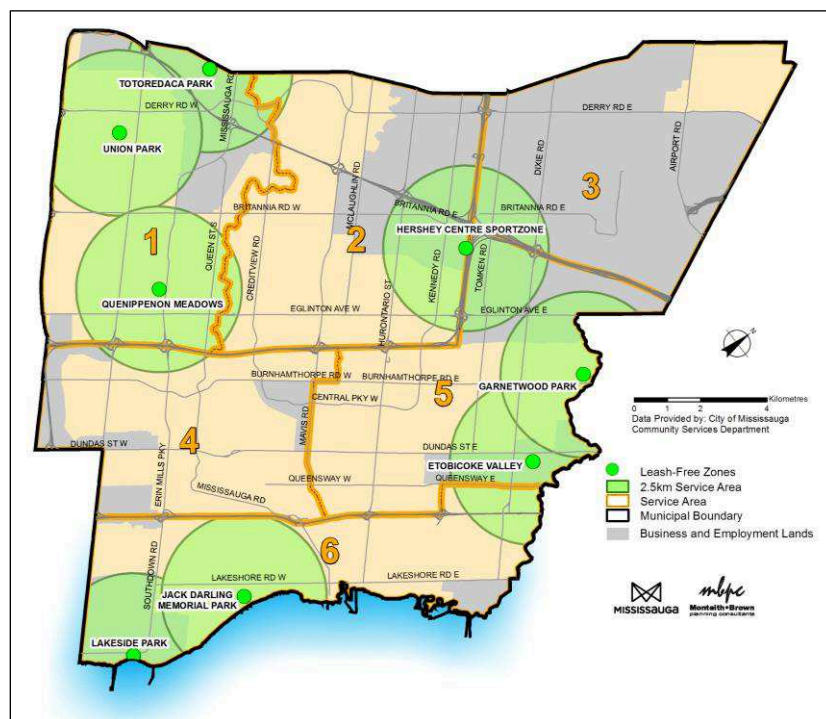
37

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

Leash Free Zones

The City works with Leash-Free Mississauga to oversee and operate leash-free zones. The City is responsible for the development and core operational costs (e.g., grass-cutting). Leash-Free Mississauga provides funding of non-core operational or capital costs (e.g., portolet rentals) and upgrades to the facility beyond the City's standard. Although it is not mandatory to use the leash-free zones, Leash-Free Mississauga charges a fee for membership to defray operational costs.

There are eight existing leash-free zones in parks across the city, plus a small exercise area at Community Common. Distribution ranges from one to three leash-free zones within each of the City's service areas, with the exception of Service Areas 3 and 4, which currently have none. When a 2.5-kilometre service radius (comparable to other drive-to recreation facilities) is applied, there are a number of gaps in coverage city-wide (Refer to Map 16).

Map 16: Distribution of Leash Free Zones

Note: small dog area at Community Commons not shown

Through *Future Directions*, the City requested the investigation of a service standard for leash-free zones. A 2016 Corporate report specific to Leash-Free Zones estimates that there are 75,000 dogs and owners in Mississauga.³² Assuming this reasonably reflects actual numbers, 30 per cent of all Mississauga households—based on the 2016 census private dwelling count—have at least one dog. This rate of dog ownership would be higher than a 2013 Ipsos study that revealed 23 per cent of Canadian households own a dog.³³

³² Ibid, City of Mississauga Corporate Report dated May 31, 2016.

³³ Ipsos Public Affairs. May 2013. Pet Ownership is the “Cat’s Meow” in Canada.

A scan of GTA municipalities indicates that typically there are no measurable provision standards for the development of leash-free zones in parks. Most municipalities provide them on a case-by-case basis, in partnership with volunteer organizations. Business planning exercises often guide provision of leash-free zones, considering broad factors including geographic distribution, resident requests, and the availability of suitable locations.

Notwithstanding the lack of formal provision standards, some indicators for future provision levels can be derived from examining trends, the existing standard of supply in Mississauga and benchmarking against other municipalities.

The service level in Mississauga is one leash-free zone for every 84,000 residents. Benchmarked against other GTA municipalities, this is lower than some of the smaller municipalities (Halton Hills, Oakville, Milton and Burlington) whose service levels range from 1:30,600 to 1:61,100. It is comparable to Hamilton’s 1:89,500 whereas Toronto has a provision level of 1:41,500 (2016 figures). Using an approach of maintaining provision at the current 1:84,000 level, the City’s forecasted population growth of 878,400 by 2041 would generate a need for 1.5 (one to two) new leash-free zones.

The 2016 Corporate report on Leash-Free Zones recommends adding six new Leash-Free Zones to improve the geographic distribution and increase the provision level.³⁴ Park locations currently under consideration for new leash-free zones are:

- Danville Park (one for small dogs and one for big dogs)
- Camilla Park
- Paul Coffey Park
- Springbank Meadow
- Potential location within Ninth Line lands

³⁴ City of Mississauga, Parks, Business Planning. Leash-Free Zones: Review and Recommendations. February 26, 2016.

If developed, these six additional locations would increase the supply of leash-free zones to 14 and improve the city-wide coverage. Using the 2041 population forecast of 878,400, and assuming no additional leash-free zones are developed, this will increase the City's service level to 1:62,742. This is more comparable to other municipalities in the Greater Toronto Area. However, application of a population-based standard on its own does not account for dog ownership in the city (it includes residents that do not own a pet), nor does it take into consideration whether or not the City's existing leash-free zones are being used to capacity. Conversely, it does not consider actual demand, geographic distribution, impacts of intensification and other social factors. Therefore, moving forward, the use of a per capita standard in the manner of other recreational facilities to determine the provision of leash-free zones is not recommended. Instead a business case approach should continue to be applied with the following considerations:

- Equitable geographic distribution and a reasonable travel time (leash-free zones are typically considered "drive-to" destinations)
- Where public demand for a leash-free zone in the park is substantial enough to warrant provision
- Where it is demonstrated that a LFZ is being used at capacity, identifying parks within the Service Area for a new LFZ should be considered (capacity could be measured in terms of the number of users relative to the park size, the degree of degradation to the park due to volume of use, and so on)
- Continued partnering with a willing community organization, such as Leash-Free Mississauga, with the ability and resources to assist in the operation of leash-free zones

As well, the City's Policy for Leash-Free Zones (LFZ) (draft at the time of this report) recommends a number of site-specific criteria that should continue to be considered in site searches.

The majority of the City's leash-free zones are located peripherally to the Downtown core. With an increasing number of higher density developments in the Downtown and other intensification areas of the city, substantial pressures could be generated for leash-free zones.

Research from the Trust for Public Land suggests that leash-free parks are growing faster than any other type of park in America's largest cities, with the number of leash-free parks growing 20 per cent in the past five years. Urban communities that provide leash-free zones have found such parks are used extensively, particularly by those living in medium to higher density developments with small or no backyards. People also benefit greatly from leash-free zones, as they are a place to gather with individuals sharing similar interests and often where newcomers to a community can meet others (or where people who are otherwise living in isolation can meet others). With pet ownership rates rising among the older adult and seniors population (generally thought to be occurring for companionship associated with empty nesters and widowers), leash-free zones can play an important role for older adults to create or maintain interaction with others and minimize risk of social isolation.

The City should consider developing a model for small leash-free zones that can be incorporated into urban parks. These types of facilities on private lands might also be requested from the development community.

Recommendations

38

Continue to plan for the development of additional leash-free zones using criteria in the City's Policy for Leash-Free Zones. Six new locations should be targeted to improve the city-wide distribution and increase the supply.

Recommendations

39

Develop a leash-free zone model that can be applied to smaller parks or urban spaces in areas of intensification on a case by case basis.

Outdoor Ice Rinks

Celebration Square is the City's premier outdoor skating destination that has a mechanical refrigeration system. There are two other artificial ice surfaces located in Service Areas 4 and 5.

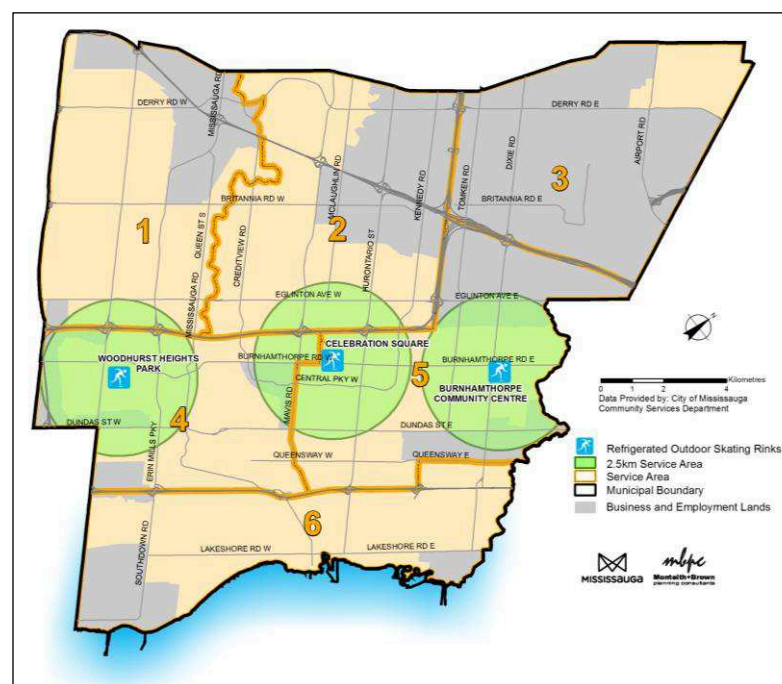
Additionally, there are 78 natural ice rinks located in various parks this past year. The natural ice rinks are based on a volunteer program where residents apply to the City to manage a neighbourhood rink and the City provides the material (i.e., boards) to set up the rink. This is further detailed through the Natural Ice Rink Program Policy. The amount of natural ice rinks change every year. The 78 rinks represents those parks in the inventory that offer opportunities to establish a rink not the amount operating in one single season (for example, there are 31 rinks for the ongoing 2017/18 season).

Outdoor "natural" ice skating opportunities are becoming increasingly difficult to provide due to global climate change. Uncertain and warming weather conditions have impacted provision of outdoor ice, with many municipalities (who are choosing to provide outdoor skating opportunities) looking at artificial refrigeration or synthetic ice surfaces. These surfaces are able to operate for a longer season, but come at a high cost to build and operate compared to natural ice. Consultations revealed a moderate degree of interest in providing additional outdoor rinks on the basis of enabling more winter-time recreational opportunities.

Each Service Area has multiple ice rinks, resulting in strong geographic distribution and a service level of one outdoor rink per 9,700 persons - an improvement over the 1:10,500 ratio recorded in 2014. As a non-programmed facility, utilization data is not collected for

drop-in skating rinks and there are no set service level standards for outdoor skating rinks. The City's provision is satisfactory based on the additions to its supply, the distribution it has achieved and the fact that Mississauga 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 new outdoor ice as part of a major economic development or civic enhancement initiative, such as its ongoing Waterfront Strategy. Rink development(s) should 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.

Map 17: Distribution of Refrigerated Outdoor Ice Skating Rinks



Note: natural and volunteer maintained rinks not shown.

With no provisional level required, no capital recommendations have been made for outdoor skating rinks.

Recreational Boating Facilities

Mississauga has three marinas and one private yacht club. Two marinas are City-owned: Lakefront Promenade Marina, located at the east end of the Mississauga waterfront along Lake Ontario; and Credit Village Marina, located in Port Credit along the Credit River. The Port Credit Harbour Marina, located in Port Credit, is owned by the Canada Lands Company. The Port Credit Yacht Club is a private club located just west of Lakefront Promenade Marina. Across the facilities there are 1,198 boat slips with the following breakdown:

- Lakefront Promenade Marina: 176 seasonal
- Credit Village Marina (excluding Marina Park): 15 seasonal, 49 transient
- Port Credit Harbour Marina: 575 seasonal
- Port Credit Yacht Club: 383 seasonal ³⁵

Development of marinas and recreational boating facilities in Mississauga is guided by the Recreational Boating Demand and Capacity Study (2015), which assessed the existing capacity of facilities in the region and forecasted market demand to 2035, in five year increments. It is recommended that the Study be refreshed on a five-year cycle to allow for an updating of boater demand at existing facilities (based on monitoring of slip renewals and wait lists), as well as an updating of regional trends and market forecasts.

The Recreational Boating Demand and Capacity Study noted that the marinas are full with outstanding demand, forecasting a trend toward larger boats in the future. Port Credit Harbour Marina is one of few deep water harbours on the north shore of Lake Ontario. The 1 Port Street East redevelopment proposes re-working the marina to meet some of the future demand and to address functional issues. As well, there may be a future need to either consider the expansion of the Lakefront Promenade Marina and/or to find a new marina location.

³⁵ Recreational Boating Demand and Capacity Study. Shoreplan. 2015

Capital dock assessments have been completed for the Credit Village and Lakefront Promenade marinas.

Recommendations

40

An update to the Recreational Boating Capacity and Demand Study (2015) should be undertaken to investigate the potential expansion of the Lakefront Promenade Marina and/or development of a new marina location to address the demand for boat slips. The results of the study will be subject to the outcome and impacts from the possible redevelopment of the 1 Port Street East Marina.

41

Refine the 2015 Mississauga Marina Business Case Study recommendations for a future marina at 1 Port Street East and ensure the feasibility of a full-service, publicly-owned marina prior to making a decision on the development approach.



Lakefront Promenade Park, Mississauga
Photo Credit: City of Mississauga

Other Capital Requirements

The City of Mississauga may be pressed for additional outdoor recreation facilities within its parks system that are not currently of sufficient demand to warrant a specific recommendation in *Future Directions*. The City may explore “one-off” facilities or amenities through facility and park design on an opportunity-basis where site considerations make sense or where there is a desire to try something new. Such demands may arise for existing activities/facilities or for those that evolve according to future trends and preferences. Examples include (but are not necessarily recommended through *Future Directions* given an absence of quantifiable business planning inputs) capitalizing on visual points of interest in parks or other public spaces through viewing areas for scenic vistas or airplane travel routes near the airport, trekking within utility easements (e.g., hydro corridors), freestyle ski terrain and tobogganing hills, and emerging extreme sports.

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

- Local/regional/provincial trends pertaining to usage and popularity of the activity/facility
- Examples of delivery models in other municipalities
- Local demand for the activity/facility
- 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
- Funding sources that are available, including implications on the tax base
- The willingness and ability of the requesting organization to provide the service if provided with appropriate municipal supports

There are also facilities and services that the City has historically provided but whose usage may (or already has substantively) diminish(ed) due to factors such as declining rates of participation (both locally and provincially), deteriorating facility conditions, competition with the private sector, or evolutions to a community-based delivery model. Examples of such activities in a number of municipalities (i.e., not necessarily Mississauga) include lawn bowling and curling clubs, bocce, certain indoor racquet sports, horseshoe pits, and so on, where participation trends have not always kept pace with other types of sports. Using a similar set of criteria listed in the bullets above, the City should evaluate any of its core facility or service areas where lower rates of participation and use call into question the operational and fiscal sustainability of delivering the service.

Through the master planning process, both City staff and certain stakeholders have also referenced facility lighting practices in terms of design and policy consideration. Whether for sports fields or sport courts, lighting facilities comes with a capital and operating cost to the

City and requires consideration of factors such as compatibility with adjacent uses, hours of operation, and the degree of cost recovery. The City should develop a policy on outdoor recreation facility lighting that encompasses where such amenities should be provided and the appropriate conditions that must be met prior to doing so, as well as how to fund capital and operating costs of the service. A benchmark scan of municipal practices across Ontario would aid in this process.

Recommendations

- 42** Engage school boards in discussions to explore the joint development and maintenance of sport fields and hard surface courts, such as multi-use pads, basketball courts and tennis courts.
- 43** Prioritize outdoor recreational amenities for re-development and/or replacement using condition index criteria. Amenities should be prioritized for capital funding when their condition reaches poor condition.
- 44** Develop an Outdoor Recreation Facility Lighting Policy to provide consistency in constructing light standards and criteria to guide where lighting will be recommended.



Paul Coffey Play Site



Harold E. Kennedy Park
Photo Credit: City of Mississauga

Enhancing Park Experiences

Recreation trends and the reported experience in Mississauga over the past decade suggest that parks and open spaces in the future will be more frequently and intensely used by all ages. There is continued public interest in having access to no-fee, self-directed activities in parks such as spray pads, play facilities, outdoor fitness equipment, informal sports fields, and place-based learning opportunities.

As part of the online survey conducted for *Future Directions*, 62 per cent of respondents indicated that the parks, trails, natural areas and/or public green spaces in the Mississauga require upgrades or capital improvements. The most often requested improvements noted during the survey process and from the community included:

- Better maintenance
- More benches, picnic tables, seating areas
- Washrooms
- Drinking fountains and water refill stations
- Shade trees or shelters, including sports field spectator areas
- Walking/nature trail loops
- Exercise opportunities
- Educational/interpretive opportunities
- Wi-Fi technology
- Beautification and gardens
- More naturalization, including wildflower meadows
- More winter-use facilities or better winter access in parks
- Waterfront access

As the city urbanizes, there is also an interest in 24-hour use of parks and the City is currently developing a policy to address the potential extension of park hours on a city-wide basis, or in selective parks. If implemented, this should be accompanied by a stringent enforcement of the Parks Bylaw as it relates to allowable uses and conduct. Should extended park hours be considered, the City should review its lighting policy particularly within intensified urban areas where there may be a desire to use parks or public spaces in the evening hours. Conversely, areas or fringe parks can be considered for "lights out." When determining areas to provide lighting, consideration should be given to

the balancing of user safety, CPTED principles, impacts to wildlife and adjacent land uses, and operational costs.

Strategies to address Wi-Fi and other smart technology in parks—including webcams, live streaming and virtual reality tours—are also underway at the City, with several priority parks identified for implementation of Wi-Fi in 2017. A strategy to address winter use of parks and pathways, as recommended in the 2014 *Future Directions*, has yet to be initiated.

A number of the requests for park improvements exceed the City's current standard for park development. Notwithstanding, there is an overall need to consider the ideal park experience that the City should be providing for its users, one which reflects Mississauga's identity as an urban city. Parks should be considerate of all ages and abilities and provide amenities that will encourage use and enjoyment. The City is developing policies to address many of the interests and pressures raised through the consultation process. However, with over 500 existing parks, it is challenging for the City to prioritize where budget dollars are best placed.



Garnetwood Park, Mississauga
Photo Credit: City of Mississauga

To inform its 10-year capital budget process, the Parks and Forestry Division has embarked on a multi-year phased Park Asset Management Plan which includes a conditions assessment of park amenities (e.g., sports fields/courts, play facilities), street trees, and linear assets (e.g., retaining walls, shoreline treatments, docks, fencing), and other park amenities (e.g., benches and signage). Capital projects are also informed by the Capital Prioritization Scoring Methodology, which considers other factors including asset replacement, growth related recreation requirements and communities in need.

These are critical tools which should continue to be refined and updated to inform asset replacement and park redevelopment. However, the process would benefit from a focused look at priority sites for wholesale park redevelopment or upgrading over a 10-year period. Such a study can be conducted by using existing collected data and considering the recommendations of other related studies, such as: Waterfront Parks Strategy, Credit River Parks Strategy, the Downtown Growth Area Parkland Provision Strategy, and Cooksville Creek Parks Strategy (once completed). The study can also be tested through public consultation.

Priority should be given to existing, older parks that will support growth and intensification and those that are adjacent to new parkland undergoing the Master Planning process. Examples include JJ Plaus Park/1 Port St E redevelopment and the J.C. Saddington/70 Mississauga Road redevelopment.

The City will continue to update guidelines and standards for park facilities, which include sustainability measures as well as landscape and urban design elements. The guidelines and standards will be used when developing and redeveloping parks, routine facility repair and replacement within parks, and for budgetary purposes.

Recommendations

45

Confirm priorities for the redevelopment/upgrading of existing, older parks to support: growth and intensification, changing demographics, cultural influences, opportunities for self-directed and informal activities, and climate change resiliency. Priority will be given to older parks that are adjacent to new parkland undergoing the Master Planning process, in order that a comprehensive approach is undertaken. Examples include the JJ Plaus Park/1 Port Street East redevelopment and the JC Saddington/70 Mississauga Road redevelopment.

46

When 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.

47

Review and consider an extension of park hours to align with contemporary urban lifestyles, either across the park system, in selective parks, or seasonally.

Community Gathering Space

There is a trend toward the use of parks as social spaces (or “outdoor community centres”), as evidenced in Mississauga through: the well-attended City-run and community events and outdoor fitness activities, increased bookings of picnic shelters and casual use of large parks. Small parks are being used for family and community social gatherings. An area of study for the City is the identification of appropriate locations in parks to support community and neighbourhood activities, as well as City or regional serving events. This type of evaluation can be undertaken through either the park development or redevelopment process.

This suggests that there is a need for flexible and multi-purpose outdoor community gathering areas in public parks, particularly in high-density residential areas where personal, private space is limited. Such spaces could host one-off events, as well as ongoing community events and activities (e.g., cultural festivals, open-air markets, movie nights, music events). When not programmed with activities, such a space could be used for casual congregation and socializing. Amenities such as moveable tables and chairs, planters, reading areas, chess tables and sunshades in parks would provide opportunities for informal socialization.

Washrooms

The need for washrooms in public places is universal, and they are one of the most requested improvements for parks in Mississauga. Demand is expected to increase as the population ages. Seniors, pregnant women and young children are groups who benefit from increased access to washrooms in parks. As well, specific health issues, such as Crohn’s disease, colitis, irritable bowel syndrome, and some forms of cancer may preclude residents of all ages from going out in public if there are no washrooms readily available.

In response, municipalities and health-related organizations are considering ways to increase public access to washrooms. Crohn’s and Colitis Canada has initiated a nation-wide GoHere program. This innovative initiative is a partnership with businesses to increase

washroom access for people who live with medical conditions. The GoHere Washroom Locator App helps people find the closest available washroom, anywhere in Canada, with accompanying signs and decals identifying participating businesses. Municipalities are encouraged to participate, and the City of Mississauga was one of the first cities to initiate the GoHere Washroom Finder App in 2016.

Since 2004 the provision of washrooms in Mississauga’s parks is directed by a Washroom Study that clarifies the City’s level of service with respect to permanent washrooms, evaluates different types of washroom facilities and identifies suitable locations within the existing park system. The latter is based on a series of criteria that were developed to evaluate park eligibility, including a 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.

With the implementation of two remaining sites, the City has completed the recommendations of the 2004 Washroom Study and is currently updating it to identify new locations to install washrooms. The cost of building standalone washroom buildings in parks can be prohibitive. The 2018 Washroom Study is examining alternative types of facilities to address residents’ needs—including accessibility needs and cultural influences, as well as cost-effective design solutions to reduce capital or operating costs. These solutions may include universal washrooms, pay per use, portable toilets, waterless vault evaporator systems and the use of lower cost energy solutions such as solar power or LED lighting.

Recommendations

48

Complete the 2018 Washroom Study to direct the criteria for and provision of washrooms in parks. Test implementation of new standards or innovations (including temporary facilities) through pilot projects.

Hydration Stations

Although carrying a personal water bottle is becoming common, having access to hydration stations (e.g., drinking fountains or water bottle re-fill stations) increases opportunities for hydration and allows people to use parks and trails for longer periods of time.

Hydration stations are typically installed in parks with water and sanitary servicing where large numbers of people congregate. They require frequent cleaning and maintenance to reduce health risks, are prone to vandalism and increase park maintenance costs. Notwithstanding, drinking fountains and water bottle refill stations are increasingly being provided in parks and public spaces across North America to discourage use of disposable bottles, and to encourage a healthy lifestyle. There are a variety of fixtures available, including some dedicated to water bottle refilling and some with several faucets at different heights to suit a range of users. Examples of these fixtures exist in Erindale Park and Garnetwood Park.

Recommendations

49

Develop guidelines for the provision and location of hydration stations in parks. Test the implementation through pilot projects.

Shade in Parks

Shade or the provision of shade shelters is one of the top requested items for improvements to City parks according to both surveys and direct requests to the City. There are several approaches for providing shade in parks. The first is the provision of more planted shade trees in parks. The City of Mississauga has been making significant progress toward increasing its tree canopy.

There is an opportunity for the City of Mississauga to evaluate its parks based on heat vulnerability by doing an air photo interpretation

as well as field level analysis to see which parks would benefit from the provision of shade. Trees are an excellent and sustainable source of shade and natural cooling in parks and the opportunity should be taken to provide as many trees as possible. There are also ways to gain instant shade through the construction of shade structures which are also an option to provide shade in parks. Areas where users may seek shade include spectator areas of sports fields, play sites, seating areas and picnic areas. Mississauga's Canopy Cover Reassessment could be used to inform this exercise.

Shade structures can take the form of permanent pavilions (of varying sizes) or "sailcloth" type shelters that are installed seasonally. The latter are being designed for use at sports facilities and play sites where shade is lacking, either as a permanent solution or as an interim measure while shade trees are maturing. A scan of municipalities in the Greater Toronto Area did not reveal any per capita standards for shade structures; however, the City of Brampton has adopted a policy for shade structures in parks. It includes the provision of shade structures at a ratio of one for every two new neighbourhood parks, location criteria and an application process for residents to request shade structures in existing parks.



Shade Structure at Port Credit Memorial Park, Mississauga
Photo Credit: City of Mississauga

Recommendations

50

Develop criteria, shade options and funding strategy for the provision of a variety of types of shade structures and support for shade as a requirement for basic park development.

Information Technology in Parks

Through its Internet Technology service area, the City of Mississauga has been working to improve its use of technology in the delivery of services to meet the needs of the city, citizens and businesses. There are more than 95 locations across the city with access to free public use Wi-Fi network through Wireless Mississauga. As well, a number of the City's services are now being provided on a self-serve basis via the Internet. In response to trends and operational demands, Community Services has a number of initiatives underway using internet technology to streamline operations and enhance services to Mississauga residents. For Parks and Forestry these include:

- Forestry interactive mapping
- Hat-F mobile technology for Forestry staff
- HAT-P and PIBE (Parks Information Business Enhancements) allowing for additional mobile access and usage
- Park Asset Management Plan
- Contractor Mobile Work Order System
- GPS sensors on Parks and Forestry vehicles
- Marina software
- Automated grass crews (Pilot)
- iParks (Park utilization technologies)
- iParks (Wi-Fi)



Solar Powered Charging Stations in Bryant Park, New York.
Photo Credit: Bryant Park Blog

As part of a plan to encourage new users to the parks and trail system and to maximize their experience, the City's iParks Plan will provide Wi-Fi to select parks within the city. These are identified in the iParks Initiative Business Case, as: Mississauga Sports Zone, Jack Darling Memorial Park, Riverwood, Danville Park, Park 459, Erindale Park, Paul Coffey Park, Huron Park and Mississauga Valley Park. The accompanying park utilization aspect of the iParks Plan will use traffic counters and wireless technology to collect park usage data and user information. This will be used to optimize maintenance levels, prioritize budget requests and to plan future parks/park renewals. Future information technology initiatives on the horizon for the Parks and Forestry Division during the five-year term of the plan include:

- Solar charging stations in parks (ability to charge smartphones and tablets)
- Smart technology in parks (trails/digital screens/Wi-Fi stations)
- Live park webcams streamed to website (e.g., mouth of Credit River)
- Virtual reality tours (provide historic views of interesting park sites and features)

- Leveraging new technology to enhance current tracking and monitoring of parkland usage to better predict lifecycle replacement and maintenance needs of City assets

To date, this type of assessment has been piloted through the use of automated counting technologies and field surveys conducted by students. Continued development of park utilization assessment tools will demonstrate that the City's parks are well used and valued and determine peak periods of use. It will inform park redevelopment priorities by identifying those parks that are potentially being used beyond their carrying capacity, or those amenities 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 could also be used to target current and prospective corporate sponsors.

Accessibility/Inclusive Design

The City's Multi-Year Accessibility Plan (2012-2017) and annual reports demonstrate the City's commitment to accessibility. Mississauga's 2015 Facility Accessibility Design Standards outlines standards for all new and renovated City-owned, leased or operated facilities to comply with the Integrated Accessibility Standards Regulation (Ontario Regulation 191/11). These include requirements for making outdoor recreation facilities accessible in accordance with the Design of Public Spaces Standard. The Ontario Building Code also plays an integral role in incorporating accessibility features into the built environment not captured under the Design of Public Spaces Standard Regulation. The City has aligned with the Province's goal to become fully accessible by 2025.

The City's play site redevelopment program incorporates accessible play features as part of the playground replacement program for community parks. The Mississauga 2016 Report on the Accessibility Plan identifies a number of recent, notable achievements toward improving accessibility in its outdoor spaces. These include:

- Five park projects resulted in accessibility improvements (Huron Park, Ridgeway Community Courts, Huron Park Picnic Shelter, Lake Aquitaine spray pad, Paul Coffey Park)
- Eight parks received accessible outdoor fitness equipment with accessible instructions, including access to instructions using QR codes
- Nine existing trails received paving and reconstruction, and three new trails were constructed
- Eighteen play sites received improvements to accessibility

The City should continue to integrate accessibility standards through development/redevelopment of park assets and facilities in accordance with best practices and the Integrated Accessibility Standards Regulation (Ontario Regulation 191/11), as well as in consultation with the Accessibility Advisory Committee. In doing so, the City should encourage the use of best practices and the development of innovative design.



All-inclusive, Barrier Free Play Site at Jaycee Park
Photo Credit: City of Mississauga

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

Signage and Wayfinding

More or better signage (wayfinding and park identity) were noted by 22 per cent of the online survey respondents as needed improvements to enhance Mississauga's parks and trails. The City has been working towards consistent park signage through its Park Signage Standards Manual (2016). Implementation of signage in the City's parks will be phased through a multi-year program.

Building on this work, more could be accomplished toward the development of wayfinding signage, including the potential establishment of themes for unique areas such as the waterfront or Credit River parks and trails. As well, criteria need to be developed for the use and location of digital signage in parks.

Recommendations

51

Implement the strategy to integrate consistent park signage and identity for all City of Mississauga parks based on the Park Signage Standards Manual (2016). As part of the park signage strategy, explore unique theme branding for the Credit River Valley Trail and Waterfront Trail and a destination waterfront hub for parks within the Port Credit area.

Commemorative Park Naming

City property and facilities are named or dedicated by Council, based on specific criteria and in consideration of any public comment. The City's Facility Naming Policy, which establishes the process and criteria for facility naming, renaming or dedication (commemoration of a portion of a facility), is being updated in 2017. Changes to the policy include a new section specific to heritage properties developed in consultation with the Heritage Advisory Committee. For the purposes of the policy, "facilities" refers to all City property and facilities (including parkland and open space, trails, sports facilities, and structures that are owned, leased, licensed or occupied/operated by the City). The policy provides opportunity for the public to suggest names to honour an individual or event/place through a submissions process. The installation of commemorative plaques and unveiling ceremonies is directed by the related City Plaques Policy (in draft format) and the Official City Openings/Event Policy.



Plaque at Jack Darling Memorial Park
Photo Credit: City of Mississauga

Criteria for commemorative naming includes preference for names which:

- Have a direct relationship with the facility, i.e., reflect the geographical location of the facility
- Recognize the historical significance of the area, i.e., reflect the history of the area
- Honour the original inhabitants of the facility by using the family name or the name used by the original inhabitants to describe the facility
- Reflect unique characteristics of the site, such as ecological or scenic qualities
- Are in keeping with a specific theme
- Recognize the donation or sponsorship contribution of an individual or organization to the particular facility when an agreement is not in place
- Honour (a minimum of one year posthumously) an individual who has made significant positive contributions to their local community, the City of Mississauga, the Province of Ontario or Canada

Waste Management

Waste and litter removal in parks is a significant cost to the Parks and Forestry Division. To respond to these pressures, front line staff participated in the Lean Parks Waste Management project in 2014, which resulted in over 50 recommendations to improve how waste was picked up and disposed of. Recommendations included a centralized approach to waste management, optimized routes, improved shift scheduling and partnering with the Region of Peel to dispose of waste at the Region's Integrated Waste Management Facility at no charge.

Moving forward, opportunities exist to improve park waste diversion rates through park user education, improved waste receptacle design, signage (i.e., branding for dog waste) and operational support.

Recommendations

52

Improve park waste diversion rates through park user education, improved waste receptacle design, signage (i.e., branding for dog waste) and operational support.

Special Events

Special events are opportunities to enliven parks and public spaces, celebrate Mississauga's diverse culture and attract visitation to the city. The City's parks are increasingly in demand as places to host outdoor events that extend from community run events to concerts, festivals, and sports competitions. Event parks need to consider compatibility with adjacent land uses and have suitable infrastructure including: access to parking and transit, electrical connections, water and sewer connections, public washrooms and shade.



Light Up the Square, Celebration Square, Mississauga
Photo Credit: InSauga.com

The City should complete an analysis to understand appropriate locations for, and necessary infrastructure requirements and upgrades to support, the hosting of large scale festivals and sporting competitions in City parks. Requirements may include, but are not limited to: spectator services such as seating, washrooms and shade structures; high quality playing fields; and the provision of food services. This work recognizes the importance of increasing tourism in Mississauga and supports Culture’s Outdoor Live Music Venue Study (completion January 2018), as well as recommendations found in The Sports Plan (2013), Sport Tourism Strategy (2013), Culture Plan (2009) (2018), and Tourism Master Plan (2017).

Increasing Alternative Modes of Access to Parks

With increasing use of parks for special events and group gatherings, there is high demand for on-site parking, particularly on the waterfront, and in Destination Parks. In most sports oriented parks, on-site parking is provided and therefore the demand is usually not problematic. However strategies are needed at other highly used park sites to mitigate parking congestion and to employ vehicle diversion strategies. Opportunities under discussion include pay for parking at selected parks.

The City’s Parking Master Plan and Implementation Strategy will outline the criteria for when paid parking should be considered in parks including implementation considerations. The Plan will not formally recommend a list of parks where paid parking should be implemented, instead Park Planning will use the identified criteria and identify the list of parks where paid parking will be considered. The Plan’s identified criteria will at a minimum determine: when and where paid parking is appropriate, a fee structure, implementation and communication strategy, reinvestment of revenues and relationship with Municipal Parking operations and enforcement.

As well, in a multi-modal city, alternate means of accessing parks and municipal facilities should be encouraged and provided for. This may include improving on-road cycling facilities and multi-use trails, as outlined in the Cycling Master Plan, and improving transit access.

“Developing a Transit-oriented City” is a fundamental pillar of the City’s Strategic Plan and attention should be paid to establishing strategic transit 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. Other opportunities include hop-on/hop-off ticketing or use of shuttles during special events or times of peak use.

Recommendations

53

Mitigate parking congestion at parks by seeking vehicle diversion strategies. Use the criteria established in the City’s Parking Master Plan and Implementation Strategy to identify various parking improvement options including parking agreements, improving temporary parking during events and evaluating paid parking where appropriate.

Trails and Pathways

Mississauga has a growing network of trails and pathways in its parks and open spaces and they continue to be highly used and sought after facilities. Trails (29 per cent) and walkways (21 per cent) were among the top mentioned “Best Features of Parks/Naturalized Areas Visited Most Often” in the telephone survey conducted for *Future Directions*. Walking/jogging/running (66 per cent) was the most mentioned activity, followed by recreational cycling (20 per cent). The need for enhanced connections between walking and biking trails was noted by respondents in the online survey. The survey also identified a number of improvements that would enhance the use and enjoyment of trails and pathways including: more benches and rest areas, washrooms, walkway lighting, water filling stations and signage (wayfinding or park identity signage).

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. The City is currently completing an update of the Cycling Master Plan that includes multi-use trails and pathways. There are recommendations for trails and pathways contained across other studies as well. The completion of the Credit Valley Trail (an east-west trail along the Lake Ontario shoreline) and a route connecting the Ninth Line parklands are priorities for the City.

Recommendations

- 54** Through implementation of the Cycling Master Plan Update (2018), the Waterfront Park Strategy Refresh (in progress), and the Credit River Parks Strategy (2013), the City should continue to plan for and develop a continuous and interconnected trail and pathway system, including wayfinding signage, in its parks and greenlands.



Meadowvale Conservation Area
Photo Credit: City of Mississauga

Food and Beverage Services

The desire to have access to food and beverage services in selected parks was noted during community stakeholder consultations. The waterfront in particular is a location of demand. However, visitation to sports-oriented parks, garden parks and other destination parks would also be enhanced with access to food and beverages. There are a number of opportunities for the City to introduce food and beverage services into parks through private operators. These include: mobile food vendors (e.g., ice cream trucks, food trucks, food stands) who pay through permits, teahouses or concessions in leased park buildings or structures, and standalone restaurants.

For permanent buildings, unless the site is well used year-round, there can be challenges with sustaining private operators in such facilities. Potential locations would need to be examined carefully and backed through a business analysis.



Food Trucks at Mississauga Celebration Square
Photo Credit: City of Mississauga

Recommendations

55

Expand the provision of food and beverage services in City parks to enhance the park user experience with a priority on destination and waterfront parks.

Heritage Assets in Parks

Heritage buildings and structures in parks are inherited assets and the Parks and Forestry Division, in collaboration with Facilities and Property Management Division, is responsible for the maintenance and upkeep of these structures. Historic buildings in parks can offer unique opportunities for interpretation and education about a site, and can serve as activity generators. However, they can have significant capital and operational cost implications. These challenges are often addressed on a case-by-case basis, with adaptive re-use determined in collaboration with a community organization or through an expression of interest. Invariably, the buildings are leased rather than retained for municipal uses while the site may still be open to public uses.

Examples in Mississauga include the Leslie Log House in Hewick Meadows Park, which is maintained and operated by the Streetsville Historical Society (who also occupies it for offices); Riverwood, which is now managed and operated in association with the Riverwood Conservancy; and the Adamson Estate residence which is currently leased to a private school. A recent example is the plan for the future Small Arms Building in Not Yet Named Park P-358 (the Arsenal Lands), which is within the future park area but will be programmed for an external use.



Leslie Log House
Photo Credit: City of Mississauga

A holistic approach to the management of heritage resources in parks would be to undertake a site master plan to determine optimal uses for both buildings and the site—whether public, private or both. A master plan also provides for the preparation of guidelines to direct adaptive re-use of the buildings and site development in a manner that is consistent with heritage conservation objectives. A master plan can also recommend building demolition if no appropriate adaptive reuse exists.

The City should identify key priority park sites with heritage assets and undertake master plans to identify long-term sustainable uses for the buildings and sites. Alternately, an optimal use study (or studies) could be completed for one or more of the City's portfolio of heritage buildings for sites where master plans are not needed or already exist.

Sites that would benefit from a master plan include the Adamson Estate, Harding Waterfront Estate, and Not Yet Named Park P-358 (the Arsenal Lands) which is adjacent to the recently acquired Small Arms Building. These are identified as priority sites for master plans in the 2018 Waterfront Parks Strategy Refresh.

Recommendations

56

Create an inventory of heritage assets found within parks. A use analysis study should be completed for these assets and incorporates work already completed in existing master plans.

Waterfront Parks

The City of Mississauga's 26 existing waterfront parks have excellent facilities and have been regularly updated and improved consistent with the 2008 Waterfront Parks Strategy. The most significant changes for the current 2017 Waterfront Parks Strategy refresh involve the parkland associated with redevelopment initiatives at 70 Mississauga Road and 1 Port Street East, Inspiration Lakeview, the Lakeview Waterfront Connection and Not Yet Named Park P-358 (the Arsenal Lands.)

Other aspects of the waterfront parks that are being addressed through the Waterfront Parks Strategy Refresh and other studies include opportunities for new or redeveloped infrastructure to support: kayaking, canoeing and stand-up paddle boards; climate change resiliency; improvements to cycling facilities; wayfinding and signage improvements; and expansion of the Waterfront Trail.

In addition to its marinas, the city is the home of four boating clubs (Mississauga Bladewarriors Dragon Boat Team, Mississauga Sailing Club, The Don Rowing Club, and the Mississauga Canoe Club.) There are opportunities within the waterfront parks for new or redeveloped infrastructure to non-motorized sports with the potential for rentals, storage and hand launch areas, such as kayaking, canoeing, rowing and stand-up paddle boards. There has also been some interest expressed in the establishment of a two kilometre long flatwater paddling course along Mississauga's waterfront to support both recreational and competitive users. The City is currently investigating the feasibility of this type of facility.



Harding Waterfront Estate
Photo Credit: City of Mississauga



Cooksville Creek
Photo Credit: Credit Reserve Association

The following are key high-level recommendations from the Waterfront Parks Strategy Refresh, subject to completion of the study process. Many are applicable on a city-wide basis and these are captured in the Parks and Forestry Master Plan. Recommendations with new capital budget implications are highlighted as recommendations of the Master Plan.

Park Master/Management Plans

- Undertake Master Plans for parks with key heritage assets, e.g., J.C. Saddington Park (pumphouse buildings) and Adamson Estate (barn).
- Work with Toronto Region Conservation to identify a program for Not Yet Named Park P-358 (the Arsenal Lands) and to prepare a Master Plan that will direct park development.
- Prepare a Master Plan for JJ Plaus Park (including the Credit Village Marina).
- Undertake a Master Plan for Harding Waterfront Estate for the non-event portion of the site. This would include a Management Plan for the woodlot considering opportunities for trails and public access.
- Undertake a Master Plan for Richard's Memorial Park to show the interface between the future renovated pumping station, the potential daylighting of Lornewood Creek, upgrades to the picnic shelter and washrooms, natural heritage enhancements and the addition of park pathways and beach access.

Non-motorized Water Sports

- Investigate opportunities for new/redeveloped infrastructure to support kayaking, canoeing, rowing and stand-up paddle boards—with rentals, storage and launch areas.
- Complete the technical and environmental shoreline studies required to support non-motorized water sport amenities on Mississauga's waterfront.

Multi-Modal System

- Complete improvements to the pedestrian and cycling network along the waterfront recommended in the Cycling Master Plan update, Transportation Demand Management Strategy and the Pedestrian Strategy. Improvements may include: pedestrian lighting, twinning of the waterfront trail in selected locations, bike lanes, proposed secondary and off-road routes into the Waterfront Parks, bike parking and repair stations, and directional signage.
- Investigate the potential for a weekend "park hopper" bus and/or partnership with Mississauga Transit for the waterfront parks in the summer during peak park use times.

Climate Change Resiliency

- Monitor shoreline conditions and naturalize as appropriate while balancing the need to mitigate and adapt to: climate change, requirements for public access, ensuring public safety, the desire for recreation and (in accordance with the 2015 Lake Ontario Integrated Shoreline Study) the desire to improve the resiliency of the shoreline.

Arts and Culture

- Coordinate the implementation of public art with the Public Art Master Plan (2016–2020). The waterfront is one of five zones for future and temporary zones for future public art projects.
- Identify potential locations in parks or along the Waterfront Trail for locations for Public Art and Interpretation according to the curatorial themes for the Waterfront: First Nations, Aviation, Industrial, Naval and Military Heritage, Contemporary Explorations and Water and the Environment.
- Include public art in the preliminary designs and budgets for new Destination Parks and existing Heritage properties according to the Public Art Master Plan (2016–2020).

Park Amenities

- Consider opportunities for Wi-Fi hot spots in strategic and appropriate priority parks and destination parks along the Waterfront for public use, in addition to the already identified Jack Darling Memorial Park.

Recommendations

57 Investigate opportunities and partnerships for new/redeveloped infrastructure to support kayaking, canoeing, rowing and stand-up paddle boards—with rentals, storage, and launch areas.

58 Complete the technical and environmental shoreline studies required to support non-motorized water sport amenities on Mississauga's waterfront.

Engaging the public through a range of activities expands the City's reach to the maximum number of potential participants. Consideration should be given to a range of public engagement activities, including the use of information technology and social media, to reach out to the maximum number of potential participants. 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.

Natural Areas Awareness and Stewardship

The Parks and Forestry Division manages and maintains over 300 woodland areas and enhances natural areas in City parks and green spaces with the support of volunteers. The City's Natural Areas Survey (NAS) identifies and inventories woodlands, wetlands, creek and stream corridors on an ongoing basis, recommending strategies and guidelines for their future protection. Tens of thousands of trees, shrubs, wildflowers and grasses are planted annually through the City's planting and naturalization programs. To date, more than 260,000 trees have been planted toward the City's goal of One Million Trees planted in Mississauga by 2032.

In support of these initiatives, and to heighten awareness of environmental issues, it will continue to be important to educate people in Mississauga on the value of natural areas in the urban context. When residents are educated and care about the natural heritage system, it can foster a sense of ownership. The Parks and Forestry Division is responsible for community engagement, education and awareness related to forestry and natural area management, and has a dedicated marketing coordinator. Strategies include leveraging social media, using daily planning and activities to reach out to the community, and expanding outreach and stewardship programs with various stakeholders. Current efforts are focused on planting and naturalization on public lands, heightening awareness of the benefits to all of the City's urban forest, street trees, and natural areas, and on educating the younger generation.

Community Engagement and Park Stewardship

Community Engagement

The City engages its residents in consultation on its strategic planning studies as well as on the development or redevelopment of parks through its Placemaking activities. 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. These may include: translation of materials into multiple languages, site walks, user intercept surveys, "pop-up" open houses or traveling displays located at different municipal facilities, interactive web-based mapping and surveys, and use of social media to advertise events and to solicit feedback.

Areas of Focus and Recommendations

The City should continue to investigate and implement opportunities for improved marketing and publicizing of parks and forestry resources with programs, events and activities that take place in parks, woodlands and natural areas. This should include consideration of improvements to portals on the City's website and integration of information technology. Based on practices in other municipalities, these could include: publication of tree inventories and urban forest health reports; city-wide web-based mapping of naturalization areas and other enhancement projects; informational and instructional videos; and expanding opportunities for on-site education (e.g., interpretive signage, walks and talks, tree identification tags).

The City currently has some information available to residents on these topics, although it is spread across the Urban Forestry and One Million Trees websites in a variety of formats (i.e., web-based material, downloadable PDFs and links to partner web-sites). A focused communication strategy with the consolidation of simple, easy-to-read and readily accessible materials is recommended to advance this objective. Both web-based and print material may be needed to reach a full audience.

As well, it is recommended that public education and awareness efforts be extended to a comprehensive communication strategy to encourage stewardship and best practices on private property. The campaign should contain information on such topics as: the value and benefits (social, health, environmental and economic) of trees and natural areas; impacts of urban development and climate change; and interpretation of policies related to private tree protection and encroachment on natural areas. In collaboration with the City's partners in environmental stewardship, it should provide suggestions to residents and other landowners for supportive best practices on private property (e.g., "backyard" habitat, native and drought-tolerant plant species, low-impact development measures, tree maintenance, invasive species management, water management, and so on).



Mississauga Tree Planting
Photo Credits: City of Mississauga

Recommendations

59

Develop marketing tactics, educational materials and partnerships to heighten awareness of the importance of Mississauga's urban forest, street trees and natural areas and to encourage supportive best practices on private property.

60

Expand the engagement of residents and community groups in the stewardship of the urban forest and work with partners to expand efforts on public lands.

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. The City recognizes a need to move forward with a multi-layered partnership approach to the development and management of its parks and natural areas.

There are a number of types of partnerships that are suited to municipal park, recreation and forestry initiatives. These are described below.

Agency partnerships: Agency partnerships (which in Mississauga includes the Region of Peel, the school boards and the conservation authorities) typically extend to the development and programming of parks and facilities and the protection and stewardship of parks and natural assets.

Public/non-profit partnerships: These partnerships involve a range of assistance from community-based partner organizations who can also help to encourage and maintain resident interest in parks and natural areas. Their contributions can include park improvements, tree planting, natural area management, education and awareness, and delivery of programs.

Corporate sponsors: These are strategic partnerships between municipalities and prominent corporations to provide additional levels of service or infrastructure.

Public-private partnerships: These types of partnerships are typically associated with major facility and site development beyond the standard of service that a municipality alone would provide or can afford.

Provincial/Federal government partnerships: Higher levels of government may offer funding partnerships to municipalities.

The following sections describe opportunities for the City to strengthen partnerships in the delivery of its parks and forestry services.

Strengthening Agency Partnerships

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

While the Region of Peel does not have a mandate for parks and recreation, the Integrated Planning Division oversees many areas that are potentially relevant to the delivery of parks and forestry services,

such as: Greenlands securement, natural systems planning, growth plan and greenbelt conformity, climate change, food security and agriculture. There are areas of mutual interest with the City of Mississauga, including: urban agriculture, community gardens, urban forest strategies, active living, and climate change adaptation and mitigation.

Peel Region Public Health is taking an increased advocacy role in the development of policies, programs and design of the built environment to support healthy, active living. Regional research on these topics can lend insights into new directions for lower tier municipalities. There is an opportunity to leverage partnerships and programs that exist at the regional level into municipal parks and recreation initiatives.

The City should continue to work with the Region of Peel and Peel Region Public Health as advocates in providing evidence-based data to inform parks and recreation related decisions, and to take advantage of beneficial partnerships, programs and initiatives as opportunities arise.

Mississauga's long-standing partnerships with the school boards on joint facility development and use will remain important, especially as land becomes scarce. Traditional school and park layouts will be challenging in areas of intensification and models more appropriate to vertical communities will need to be considered. As well, high-rise developments are being designed for and attracting families. This may create opportunities for partnerships between the private sector, municipalities and school boards to create mutually beneficial spaces that are geared towards the needs of families. The existing partnerships with the school boards could also be enhanced to allow for student participation in parks and greenlands stewardship. This is particularly relevant on sites where schools are co-located with parks or adjacent to natural areas. The school boards should also 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.



Conservation Youth Corps
Photo Credit: Credit Valley Conservation

Supporting Community Partnerships/Volunteerism

The delivery of programs and other services through volunteer efforts is dependent on the long-term viability of the organizations providing them. For partnerships to be meaningful and sustainable, investments are required in time and resources by both parties. When looking at effective community partnership models, the City should first consider how to best support its most successful partners who deliver key parks and forestry services that align to the City's goals and complement its resources—in particular, those that provide in-kind services that have a real financial value to the City, such as reducing operating costs. Long-term partnerships with community organizations 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. It has been previously stated by the City of Mississauga's community partners that the economic uncertainties and financial limitations that cause municipalities to seek out partnerships also affect the membership, donations and grant programs that support non-profit organizations.



Hillside Park Community Garden, Partnership with Ecosource
Photo Credit: Mississauga News

Through the Living Green Master Plan (LGMP), the City has created an Environmental Grants Program to support and showcase community-based environmental initiatives, which, to date, focuses on community gardens. To include and encourage organizations that partner in the delivery of other parks and forestry related services, the City should consider focusing a portion of the Environmental Grants Program on parks related initiatives, i.e., as a Parks and Environment Grants Program.

Community partnerships include tapping into the support of volunteers. However, to be of the most value, volunteer efforts should be coordinated and focused on specific areas of need. Residents, community organizations and corporate sponsors need to be aware of opportunities to volunteer. Processes, such as safety training or police checks, need to be streamlined. A volunteer program with standardized recruitment processes would increase efficiency, attract a strong and sustainable volunteer base in Mississauga, realize untapped potential volunteers within the community and make it

easier for potential volunteers to get involved. This should be augmented by a recognition program that consistently and appropriately acknowledges the efforts of volunteers and donors.

Recommendations

61

Proceed with the development of the Stewardship Plan including the establishment of a Community Services Integrated Volunteer Program.

Evaluating Unsolicited Partnership Opportunities

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 and invitations from external parties is needed, whether they are from community groups, agencies or the private sector.

This would require formalization of a program and a process requiring organizations to submit a business plan for initiatives of a scale that exceeds that of the City's grant programs, or requires a substantial long-term operational commitment.

Recommendations

62

Develop formal processes for evaluating partnership opportunities and invitations from external parties, whether they include community groups, agencies or the private sector. This would require a business plan for initiatives of a scale that exceeds that of the City's grant programs, or requires a substantial long-term operational commitment.

New Partnerships

There is a trend in North American cities toward the establishment of sophisticated not-for-profit entities including city-wide park foundations, as well as “friends of” groups and conservancies who can serve as an over-arching organization to other community organizations. They may also have a mandate to participate in park development projects and stewardship initiatives. Examples include the Calgary Parks Foundation and the Toronto Parks People. These types of organizations do not develop overnight and a supportive municipal culture is needed to allow for one to evolve. Some of the previously mentioned tools related to supporting community organizations may help in the migration to this model if the City wishes and if there is interest by the non-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 of Mississauga.

There are a number of corporate partners and sponsors involved in the stewardship of the City’s parks and natural areas. 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 sponsorship and donation opportunities. However, through the Sponsorship and Corporate Development Unit, the City could be proactive in seeking opportunities to develop long-term, on-going relationships with interested corporate sponsors.

In some North American cities undergoing renewal or intensification, business or neighbourhood improvement districts have been established to develop parks and other City improvements. This approach may be used to develop policies, forge public-private partnerships and apply special tax levies in areas that will receive significant benefit (e.g., increases in real estate value) from public infrastructure investment. The applicability and trend toward this in Canada should be followed and some investigation undertaken of its potential in Mississauga.

Recommendations

63

Investigate opportunities and the use of new partnerships (i.e. public/non-profit and public –private partnerships) to successfully support the delivery of parks services.

Site Specific Partnerships

There are a number of opportunities in Mississauga for the establishment or continuation of partnerships in the development, management and use of specific sites.

The Britannia Farm site on Hurontario Street, which is owned and managed by the Peel District School Board, offers a unique partnership opportunity for the City and the Board. The Britannia Farm Master Plan Refresh (2016) proposes a continuation of the site for educational purposes, merging agriculture, heritage interpretation and outdoor environmental themes, with the potential for some public access. Through the implementation of the Master Plan, the City has interests in securing public access to the existing trail system, as well as in developing an extension of the Cooksville Creek trail to connect with the city-wide network. Future partnership opportunities may also exist to make use of the property during evenings, weekends and summer months for uses such as community gardens, evening fitness classes, summer day camps or other programmed activities.

Brueckner Rhododendron Gardens (BRG), located on Mississauga’s waterfront, has an extensive collection of rhododendrons that are a unique asset for the City. Maintenance of the gardens is supported by the Brueckner Rhododendron Gardens Stewardship Committee (BRGSC). It is recommended that the City complete a management plan for the Brueckner Rhododendron Gardens to examine long-term goals, objectives, public uses, management needs and a sustainable stewardship plan.

Hancock Woodlands has its origins as a horticultural nursery and also has natural environment areas. The park was acquired in 2010 and recently rejuvenated in partnership with The Riverwood Conservancy and Ecosource Canada, following the preparation of a master plan.

The Zonta Club of Mississauga, City of Mississauga and the Province of Ontario through partnership and fundraising efforts revitalized the park and there is a continued partnership effort on the maintenance of the gardens as well.

The Queen Elizabeth II Rose Garden and Kariya Park are garden sites in the City Centre that are maintained by the City.

The City is considering whether a different and integrated approach is warranted for the long-term stewardship of these specialized garden park sites, as well as for the Credit River Parks which are closely associated with Riverwood. The determination of an appropriate stewardship model is subject to further research and in-depth discussions with various park stewardship organizations. Partnering with non-profit organizations can provide access to grant funding and sponsorships that municipalities alone cannot access. As previously noted, 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.

Recommendations

64

Complete a management plan for the Brueckner Rhododendron Gardens 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
Photo Credit: Dillon Consulting

Climate Change Resiliency

Climate change is a top-of-mind subject and management of the affects must be tackled on a number of fronts. For Parks and Forestry services, this includes approaches to strategically managing the potential for (and adverse affects from) intense and frequent weather events that impact parks, trails and natural areas. Recent notable occurrences in the Greater Toronto Area include ice and wind storms, as well as intense rain events that have resulted in higher lake levels and increased stormwater runoff.

The City's Corporate Climate Risk Assessment Report identified a number of risks that can be expected due to climate change. These include: hotter summers and warmer winters, more annual precipitation, more intense rainfall events and more freeze-thaw cycles. Evidence of these risks are embodied in the persistently high lake levels see on Lake Ontario in 2017 which have damaged shorelines, obscured water hazards, impacted park usage and affected normal harbour operations. Marina Park, St. Lawrence Park,

and Lakefront Promenade were all affected by the high lake levels. Mitigation of these risks requires significant measures including shoreline and infrastructure improvements at waterfront parks. The Climate Risk Assessment Report further identifies 320 specific risks for Parks and Forestry services, related to:

- Flooding
- Damage to, or loss of assets
- Impacts to water quality
- An increase in plant pests and diseases
- Impacts to turf and vegetation from droughts and extended seasons
- Higher operational demands due to extended seasons

A number of the identified risks and threats related to health, sustainability and resiliency of the City's urban forest are anticipated and addressed in other guiding documents, including: the Natural Heritage and Urban Forest Strategy and the Draft Invasive Species Management Plan (2018). The ongoing implementation of recommendations from these plans should take an adaptive management approach to monitoring the impacts of and adapting strategies to mitigate increased threats as a result of climate change.

The Peel Region Climate Change Strategy outlines a number of actions that can help mitigate and adapt to climate change including:

- addressing water, natural heritage and land management issues through integrated watershed management
- preserving and expanding the urban forest through tree planting and naturalization, which will counter the effects of greenhouse gases
- maintaining and restoring natural habitats, trees and naturalized spaces
- support for local food production initiatives³⁶

³⁶ Peel Region. 2011. Peel Climate Change Strategy – A Strategic Plan for Climate Change for the Geographic Region of Peel.

Specific to parks, the ongoing development of parks and facility design guidelines should include measures to address climate change risk and resiliency. These may include, but not be limited to: increasing permeability of surfaces; increasing vegetation around stormwater areas and adjacent areas that have low permeability, such as roads and parking lots; hardy species lists; targets for tree canopy/soft landscape areas and naturalization. Implementation may be tested as one or more demonstration areas or pilot projects.

Recommendations

65

The ongoing development of park design standards should include measures to address climate change resiliency in parks, open spaces and greenlands.

Cemeteries

Cemeteries are repositories of history and cultural record. Residents of many large cities use their cemeteries as part of the parks system, particularly those that are well designed or historic. Cemeteries are also being used for other events, such as self-guided or paid walking tours, weddings and summer concerts. Toronto's Mount Pleasant Cemetery is widely used by local residents for walking and cycling. Proximity to the cemetery has also become a draw for condo developers and buyers due to the promise that it will remain a green space for the foreseeable future.

Cultural influences add new expectations to cemetery service delivery in Mississauga and throughout the GTA, continuing to drive demand for burials, cremations and places to scatter ashes. The bereavement industry has responded by providing crematoriums, columbaria, smaller burial plots, scattering gardens and options for green or natural burials. As a result, new cemeteries are designed and existing ones revitalized with more landscaping and heightened visual aesthetics to facilitate visitation.

Mississauga currently maintains 10 cemeteries, active (accepting burials and cremations) and closed and including properties with built heritage structures. The City currently has five active cemeteries. Three of these cemeteries have space for additional interments, but capacity is limited. Following completion of a Business Analysis, the City is confirming a new cemetery site, which will be designed and developed through a site Master Plan to realize its full business potential and to best serve Mississauga's diverse cultural communities.

The City of Mississauga is also completing a Cemetery and Crematorium Feasibility Analysis to assess market trends and financial analysis for all of the existing City-owned cemeteries. The study is examining forecasted needs in the bereavement industry and opportunities to offset maintenance costs through revenue generation.

The development of an arboretum/memorial forest is a recommendation of Mississauga's Urban Forest Management Plan (2014). The report identifies it as a unique opportunity to provide a centralized place of natural respite and reflection for the memorial of loved ones, with opportunities to educate and engage the community on the benefits and care of native trees and shrubs that can grow in Mississauga. The recommendation has been followed through with the preparation of the Mississauga Arboretum and Memorial Forest Master Plan (2017). The City may want to seek the support of its agency and community partners in environmental stewardship to develop and maintain such a facility.

Recommendations

66

Based on the completed business analysis, confirm the site for a new cemetery location to meet needs over the long term. The site should be designed and developed through a site Master Plan to realize its full business potential and to best serve Mississauga's diverse cultural communities. Potential partnerships should be investigated.

67

Complete the city-wide Cemetery and Crematorium Feasibility Study to assess market trends and financial analysis of potential initiatives for all of Mississauga's existing cemeteries, addressing forecasted needs in the bereavement industry and opportunities to offset maintenance costs through revenue generation.

68

Pursue arboretum / memorial forest components in conjunction with basic park development plans. These features provide the centralization of memorial trees in one location and a place for spiritual connection to nature.

Funding the Master Plan

Section 4: Funding the Master Plan

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

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

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

Partnerships

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

Federal and Provincial Grants

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

Development Charges

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

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

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

Capital Reserves

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

Debt Financing

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

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



Mississauga Celebration Square
Photo Credit: City of Mississauga

Appendices



What can Community Services be?

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

We want to hear from you.

Your input will help shape these City Plans for the future.



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

To find out more, visit mississauga.ca/yourfuture



<https://yoursay.mississauga.ca/yourfuture>,

yourfuture@mississauga.ca

MISSISSAUGA

Current Projects | Sign In | Register

Home - What Can Community Services Be?

What Can Community Services Be?

What can The Library be?

About the project

Mississauga is a place that restores a unique quality of life, where our residents can enjoy opportunities for a vibrant, healthy, social lifestyle through all aspects of their lives. Our vision is a beautiful, sustainable city with safe neighbourhoods that support strong, meaningful and diverse communities.

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

We want to hear from you

We would like to get a better understanding of what is important to you when it comes to these services. Your input will help shape these City Plans for the future.

Don't combine your ideas with other relevant ideas. Input was made to guide how we spend our time, resources and build on community priorities. Help us understand what is important when it comes to Culture, Recreation, Library, Parks, Forestry, Fire and Emergency Services.

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

Consultation process

Phase	Overview	Feedback	Approval
Phase 1: Idea Generation April - June 2017 UPDATING	Phase 2: Review July - December 2017 UPDATING	Phase 3: Feedback February - March 2018 UPDATING	Phase 4: Implementation June 2018 UPDATING

Phase 1: Idea Generation

Show your ideas:

- Survey:** Click here to take the Community Services Survey
- In person:** Attend our consultation sessions (details will be posted here soon)
- By email:** Share your ideas and input on an [idea card](#)
- By phone:** Give us a call at 3-1-1

Share this Survey

Contact Plans

- Library Master Plan (2016-2021) pdf
- Parks & Forestry Master Plan (2016-2021) pdf
- Recreation Master Plan (2016-2021) pdf
- Fire & Emergency Master Plan (2016-2021) pdf

Watch - Services in Action

Watch

Who's listening

City of Mississauga & Ontario Fire Services

Mississauga

Organization: City of Mississauga

Phone: 311

Email: yourfuture@mississauga.ca

Start your Feedback

TERMS AND CONDITIONS | PRIVACY POLICY | MODERATION POLICY | ACCESSIBILITY | TECHNICAL SUPPORT | SITE MAP

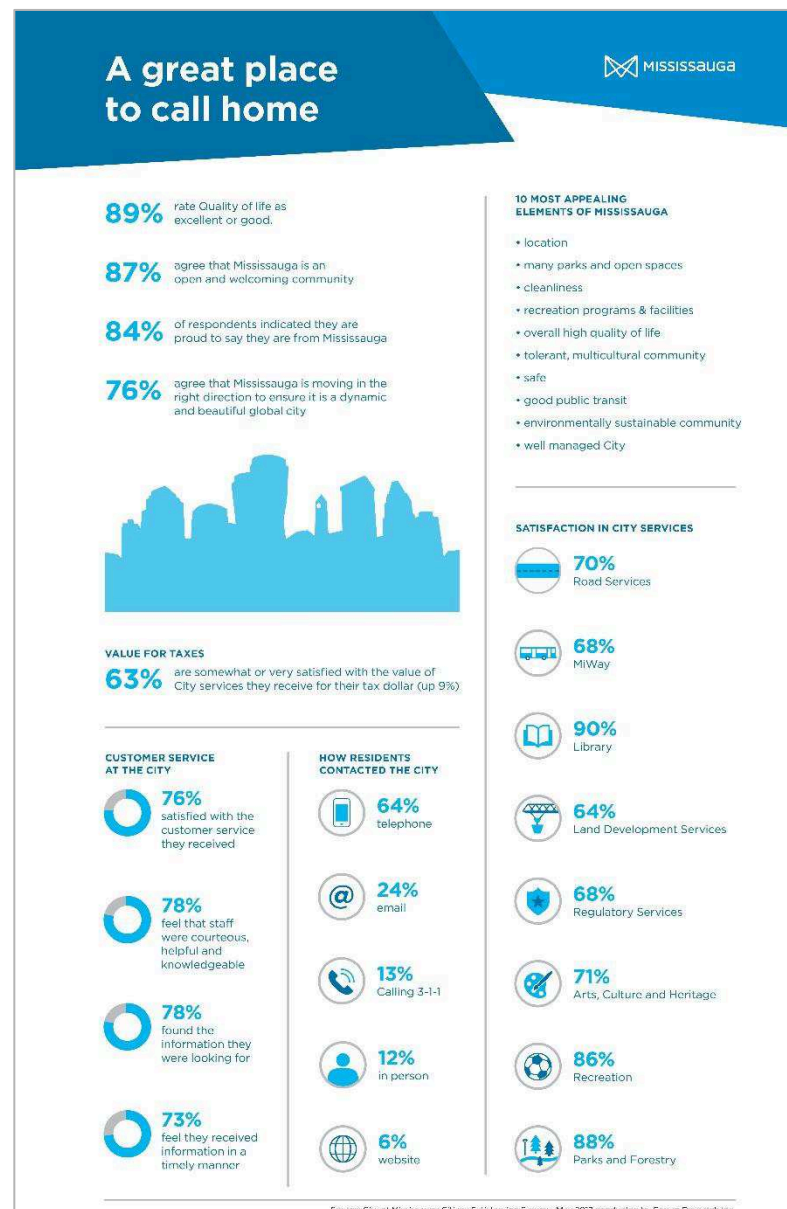
2017 Citizen Satisfaction Survey

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

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

Citizen Satisfaction Survey findings related specifically to the City's Parks and Forestry services included:

- Most residents are satisfied with Parks and Forestry services in Mississauga (88 per cent). Moreover, there has been a significant increase in the proportion of people that are satisfied since 2015 of nine per cent.
- Maintenance and upkeep of parks and open spaces saw the largest increase over 2015 results with 83 per cent indicating they were satisfied (up 45 per cent). Conversely, Washroom facilities remained the area where residents were least satisfied at 57 per cent, down three per cent from 2015.
- All categories in Parks and Forestry services have high levels of satisfaction, and all categories have experienced similar responses or modest declines compared to 2015. Washroom facilities has the lowest proportion of residents, indicating high levels of satisfaction (57 per cent), while having "outdoor places where people can be active all year round" was the only category with a significant decline (-8 per cent).



Page from the 2017 Citizen Satisfaction Survey

Public Survey

A public survey was made available to the general public between June 15 and July 7, 2017 to inform the 2019 *Parks and Forestry Master Plan* service areas of Recreation, Parks and Forestry, and Library Services. A total of 1,758 surveys were completed.

Importance of Parks and Natural Areas

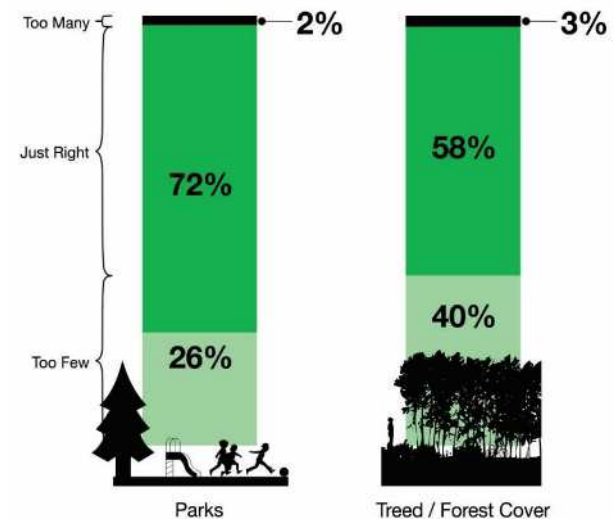
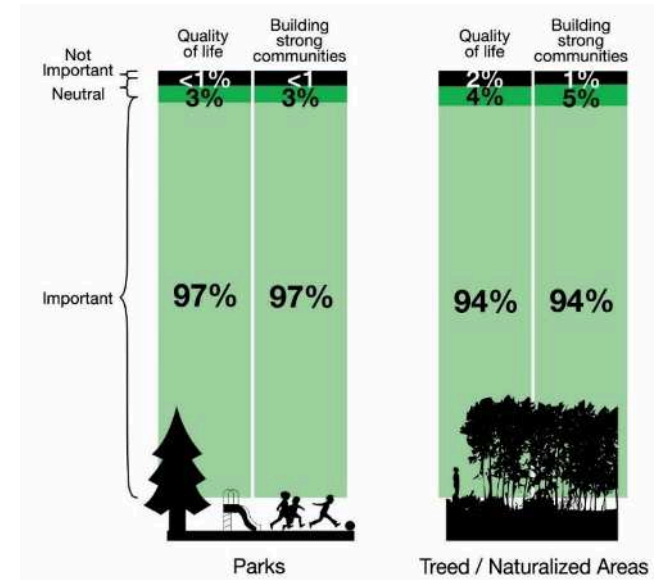
97 per cent of respondents stated that parks were important or very important to their quality of life while only 0.5 per cent stated that parks were not important at all or somewhat important (the remaining 2.5 per cent stated they were neutral on the topic). A slightly lower, yet demonstrably large proportion of the survey sample placed importance on trees, forests, creeks and other natural areas at 94 per cent, while 1.5 per cent stated that these things were unimportant to their quality of life.

Respondents then rated how important of a role parks play in building strong communities within Mississauga, through which 97 per cent stated that parks play an important or very important role. With respect to naturalized areas, 94 per cent viewed these assets as important to building strong communities at. Less than one per cent of respondents viewed parks and naturalized areas as being unimportant elements of community building and fewer than 2.5 per cent were neutral on the subject.

Satisfaction with the Supply

Respondents rated the number of parks within their neighbourhood and surrounding area, with nearly three out of every four respondents indicating that the number of parks is “just right.” Conversely, 26 per cent suggested there were too few parks and only two per cent believe that there are too many parks in the vicinity of their homes.

When asked to rate the amount of tree/forest cover in their neighbourhood and surrounding area, 58 per cent stated it was just right, while 40 per cent responded that the coverage was insufficient and the remaining three per cent stated that there was too much tree/forest cover.



Public Survey Results

Participation & Barriers to Parks Activities

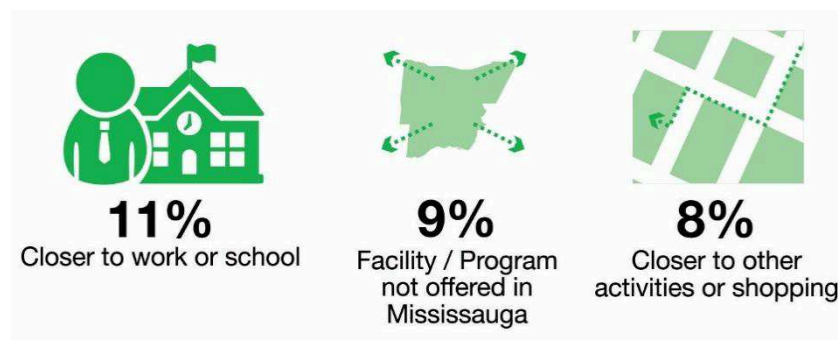
Two out of every three respondents are able to participate in parks, recreation and library-related activities as often as they would like. The most common barriers noted specifically for the sample's participation in parks-related activities consisted of: not being aware of what facilities and programs are available (13 per cent), lack of time (12 per cent), programs not offered at a convenient time (seven per cent) and parks not being located close enough to home.



Public Survey Results: Barriers to Participating in Park-based Activities

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

Over half of the survey sample (54 per cent) regularly and consistently use parks, recreation facilities or libraries located within Mississauga, while 46 per cent indicate that they regularly make use of these services in other communities. Common reasons cited for travelling to parks outside Mississauga include those parks being closer to places of work or school (11 per cent), followed by the facility/program not being offered in Mississauga (nine per cent) and the fact that the park is closer to other activities or shopping (eight per cent). Other reasons cited included: the quality of facility or program is superior in the other community; parks were used for tournaments, special events or for travel teams; and having some sort of "connection" to the other community (all of which individually accounted for seven per cent of the sample).



Public Survey Results: Reasons for Leaving Mississauga to Participate in Park-based Activities

Park Usage

Of all survey respondents, 95 per cent have used a park located within the City of Mississauga during the past twelve months, whereas only five per cent had not. Understandably, a lower percentage report visiting a forest, woodlot or other naturalized area in the City, given that these can be perceived as not accessible or difficult terrain to navigate. However, they were still visited by 68 per cent of respondents, while Conservation Areas were used by 60 per cent of respondents.



Public Survey Results: Visits to Parks and Open Spaces

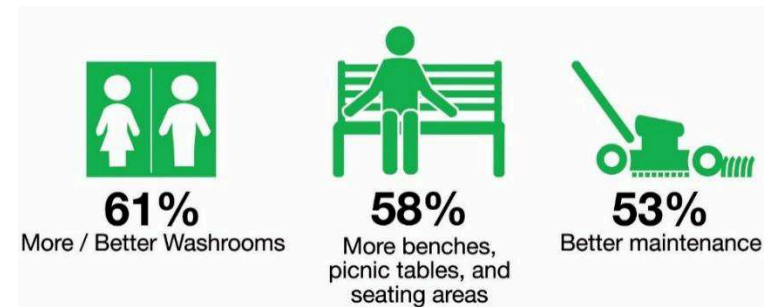
Park Improvements

Respondents were asked if their household believed that the parks, trails, natural areas and/or public green spaces that they use in the City of Mississauga required upgrades or capital improvements. Out of responding households, 61 per cent stated “Yes” and 39 per cent stated “No.”

Of the respondents that desired upgrades or greater investment (838 respondents in total), the most frequent requests for improvements or upgrades pertained to a need for more or better washrooms (61 per cent), followed by more benches, picnic tables and seating areas (58 per cent) and better maintenance (53 per cent). Other notable mentions included more trees and shade shelters (47 per cent), more winter-use facilities or better winter access in parks (46 per cent),

more activities for children and youth (42 per cent) and greater integration of Wi-Fi within parks (37 per cent).

Respondents were asked if they had any ideas for improvements to parks beyond those listed through survey questions. Some comments that were mentioned included: ensuring that parks and trails remain accessible, supplying cleaner washrooms, supplying proper garbage disposal in natural areas and no littering signs, ensuring dogs are kept on leash in parks, enhanced connections between walking and biking trails, more outdoor public spaces with seating and shelter and more naturalized areas, among others.



Public Survey Results: Ideas to Improve Parks and Open Spaces

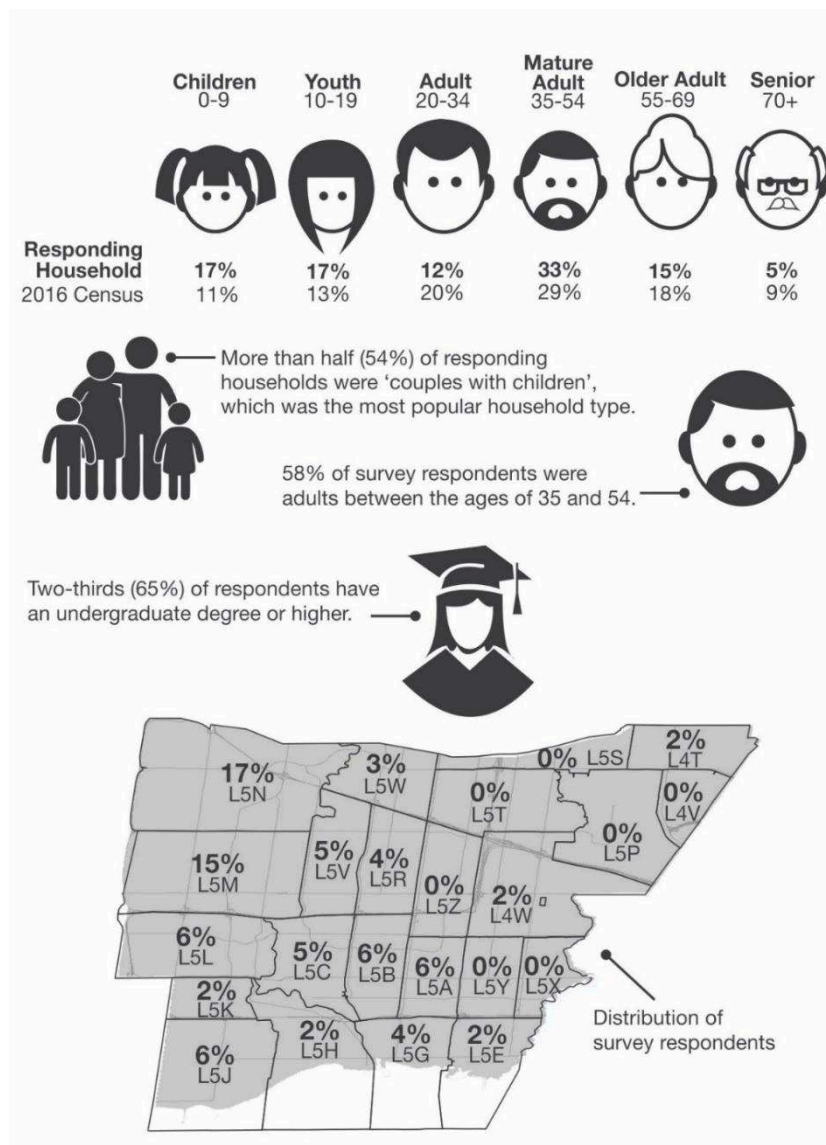
Survey Demographics

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

- Females were more likely to complete the survey than males, with 72 per cent of all responses coming from females and 28 per cent from males.
- Respondents between 35 and 54 years of age accounted for 58 per cent of all surveys while 54 per cent lived in households with couples and children, thereby suggesting families had strong representation in the survey. By comparison, respondents between 20 and 34 accounted for

24 per cent of the sample, while residents 55 years and above accounted for 27 per cent. In terms of household structure, couples living together constituted 17 per cent of responses and adults living alone another nine per cent.

- The survey had strong representation from residents having some form of post-secondary education as 38 per cent of the sample reported an undergraduate degree as their highest level of education, 27 per cent possessed a post-graduate degree and another 27 per cent had college diploma.
- Residents living in Mississauga longer than 20 years comprised 46 per cent of the sample, while those living in Mississauga between 11 and 20 years represented another 26 per cent (indicating the survey was completed by well-established residents). New residents to the city living in Mississauga less than five years accounted for 12 per cent of all responses.
- Respondents speaking English most regularly in their households accounted for 92 per cent of the survey, followed by French (six per cent), Mandarin (four per cent) and other dialects.
- Nearly one out of every three surveys were submitted by households located northwest of the Highway 403 and the Credit River. Households mostly residing north of the QEW, but between the Credit River and Mavis Road accounted for 23 per cent of responses, while 14 per cent of responses came from households predominantly living south of the QEW.



Public Survey Results: Survey Sample Characteristics

Stakeholder Focus Groups

Two separate focus groups were held with representatives of local community and environmental focused associations on June 14, 2017 at Mississauga Valley Community Centre and June 15, 2017 at Iceland. The following is a synopsis of key themes discussed during each session.

Focus Group	Representatives
Ratepayers, Business Improvement Area and Community Associations	<ul style="list-style-type: none"> – Credit Reserve Association – Diversity and Inclusion Advisory Committee (two) – Leash Free Mississauga – Living Arts Centre – Port Credit Community Foundation – Town of Port Credit Association – Sheridan College – Community members at large (two)
Environmental Organizations	<ul style="list-style-type: none"> – Association for Canadian Educational Resources – Credit River Alliance – Credit River Anglers Association – Riverwood Conservancy – Sierra Club of Peel – TD Bank – Community members at large (one)

Ratepayer, Business Improvement Area and Community Associations Focus Group

Representatives from seven local community associations and two community members participated in a discussion regarding future needs. The diverse nature of these groups resulted in a broad range of topics being covered, with key points of discussion noted below.

What Mississauga is Doing Well

- City safe cycling committee; connectivity of trails and bike routes
- Parks and greenspaces, open passive greenspace
- Programs: major park areas, events, nature programs
- Lake Aquitaine Park outdoor fitness equipment (for both youth and older adults)
- Smaller parks, recent parks and redeveloped (e.g., Port Credit), City builds great new parks
- Erindale Park: natural area, river setting
- Riverwood and Visual Arts Mississauga
- Neighbourhoods have good park distribution
- Newer parks have walking circuits
- Addressing AODA requirements

Issues/Challenges and Opportunities for Improvement

- **Educational Opportunities:** There are opportunities to enhance the park experience by adding interpretive and educational components such as signage, web-based information, and cultural/artistic elements about European and First Nations heritage, cultural diversity and natural areas.
- **City Greening and Beautification:** There are opportunities to supplement the One Million Trees program with other types of naturalization and habitat enhancement, e.g., meadows, as well as greening/beautification in boulevards, parking lots, highways, and horticultural gardens in parks.
- **All-Ages Parks:** Need to consider facilities for all ages in neighbourhood park development and redevelopment, including: providing basic necessities that will encourage year-round use and enjoyment of parks (washrooms, shade through trees and shelters, benches/seating areas, trail loops, opportunities for movies or music events, more interesting and

diverse play structures), and passive open space (for kite flying and kicking a ball around).

- **Public Transit:** Need dependable, affordable public transit that connects to key parks and community facilities in order to encourage people to use transit and to get out and enjoy parks and recreation facilities. This is particularly important for seniors.
- **Parks in Redevelopment Areas:** Parks need to be properly defined in redevelopment areas and not allowed to be leftover open space. Where larger parks are not feasible, there is a need to offset with more, smaller, interesting urban parks for sitting and respite.
- **Urban Agriculture:** There are opportunities to integrate urban agriculture and community garden components in parks, utility greenspace and on rooftops.
- **Integration of Parks with Other Services:** Parks are an integral part of Mississauga's identity. There are opportunities to better integrate with other civic infrastructure and to promote programs, facilities and events through web-based and other marketing efforts. Libraries are a good example of successful outreach and communication of programs. Parks can be linked to tourism and business development opportunities, e.g., have revenue generating components such as food services or teahouses in larger parks.
- **Leash-free Areas:** Will need more of these as the City expands upwards. Dogs are popular even in high-rises. The areas need to be large enough for dogs to run free and to throw a ball. If there were more opportunities to see dogs at play, it would help to educate residents who are less comfortable with dogs.
- **Community Engagement:** There is a need to improve how the City engages local residents in park planning and deciding what facilities should be included in park improvements. More

involvement at a local level could lead to better utilization of parks as well as long-term interest in stewardship, fundraising, and so on.

- **Partnerships:** Existing partnerships with community organizations are good. However, the process of volunteering is onerous for both volunteers and organizations due to regulations (health and safety, police screening, and so on). There is a need to seek out opportunities for corporate involvement and school partnerships at all levels—including universities, colleges, and high schools—and leverage student community hours for volunteerism. There could be a sharing of information between community organizations with more experienced volunteers assisting start-ups (volunteer mentoring).

Environmental Organizations Focus Group

Representatives from seven organizations with an environmental focus attended the session. Key points of discussion are listed below.

What Mississauga is Doing Well

- Street tree planting and maintenance
- One Million Trees Mississauga
- Expansion of Forestry department (forestry technology has advanced, inventories are being done)
- The trail system particularly in the Credit River Valley (Credit River Parks Strategy is carefully done, scientifically based and sensitive to the watershed)
- Community gardens well supported in Mississauga and draw in all ages
- Peel Environmental youth alliance engaging people in forward looking environmental issues and Youth, hands on, involved
- Key parks acquisitions and new park initiatives (Riverwood, Hancock Property, Lakeview Park, Not Yet Named Park P-358 (the Arsenal Lands)

Issues/Challenges and Opportunities for Improvement

- Credit River Anglers are concerned about the number of trees planted on the West Bank/river mouth, which limits access for fisherman, boaters. They are looking to protect the boat launches and parking lot for boaters. Businesses will suffer because of the loss of fishing opportunities.
- There are a lot of neglected small woodlots. They appear run down, there are a lot of dead trees and they are full of invasive species.
- Need to see street tree replacement happen faster. For example, stagger replacements so that streetscapes do not appear clear cut.
- Losing biodiversity in urban areas: need to get rid of the invasive species. People don't realize the importance of this, removal and replacement with native species.
- Re-naturalize and strengthen the linkages between green spaces (acquire or work with land owners.) Need to promote widespread education on things like invasive species like Phragmites. Everyone needs to be involved to look after the community.
- City needs a strategy for engaging volunteers. Need to encourage residents and corporations to become involved through education.
- Need better community education and explanations for why things are done (e.g., the purpose and function of stormwater management ponds).
- Would like to see the City be more open to community involvement in some activities. Citizen science volunteers could be given more responsibility for baseline monitoring/assessments of trees). The community could take responsibility for actively looking after green space. Could designate specific neighbourhood parks for participation.
- Increasing biodiversity of SWM ponds, maintenance, and removal of invasive species could be improved.
- Put environment and parks first. The City of Mississauga website's top 10 best new stories rarely has environmental/park news. Mostly about City events and community events.
- Take little more seriously what the City owns, i.e., progressive maintenance vs. letting things fall into worse repair.
- There is a lack of signature gateways OR beautification to show you've entered into Mississauga. May need MTO cooperation for highways. Perhaps sponsored by companies to foster stewardship with communities.
- Off-leash dogs are a problem chasing deer.
- People need education on the science behind environmental issues: e.g., the urban canopy and best species, plant sustainably, reducing urban heat sinks. Need outreach to the population about how important this is.
- Recognition of the importance of the watershed and linkages, looking at the whole system for what can be done to enhance, protect, and restore and how residents can contribute (driveway runoff, reduce litter, and so on).
- Need to have an overview of the watershed as a whole and the quality of it. Data should be centralized and overarching instead of being fragmented. Would be helpful in determining planting opportunities. Policies haven't been publicized or clarified for residents to be able to do things.
- Archaeological sites aren't included in this study and they should be. If more people knew about the sites they could protect them (it was noted that legislation prevents archaeological sites from being disclosed publicly).

- Society does not always understand and quantify the value of natural spaces. TD has a publication—Value for Urban Forests. There needs to be better recognition of importance of green spaces. Cost of built environment versus natural environment as capital investment. Trent University has completed a study on the happiness index for more time spent in natural areas. Need to measure the benefits.

External Agency Interviews

Interviews were scheduled with three external agencies on June 14, 2017. Involved were local school boards, conservation authorities and the Region of Peel. Discussions with First Nations representatives were separately conducted on May 18 and June 12, 2017. The following summarizes major points of discussion for each session.

Focus Group	Representatives
Region of Peel	<ul style="list-style-type: none"> – Integrated Planning Division – Peel Public Health, Built Environment Team – Development Services
School Boards	<ul style="list-style-type: none"> – Dufferin Peel Catholic District School Board – Peel District School Board
Conservation Authorities	<ul style="list-style-type: none"> – Conservation Halton – Credit Valley Conservation – Toronto Region Conservation Authority
First Nations	<ul style="list-style-type: none"> – Huron Wendt First Nations – Mississaugas of the Credit First Nations

Region of Peel Interview

- The Region's Integrated Planning Division oversees many areas that are potentially relevant to *Future Directions* for Parks and Forestry such as Greenlands securement, urban forest strategy, growth plan and Greenlands conformity, climate change, agriculture and aggregate extraction.

- The Region provides a supportive role and takes regional initiatives to roll into local planning and implementation, providing an opportunity to leverage partnerships that exist at the regional level and continue to evolve them. Regional research can similarly lend insights into new directions for its lower tier municipalities and other partners. While the Region does not have a mandate for parks and recreation, there are peripheral interests, including topics such as: encompassing climate change adaptation and mitigation, the emergence of urban agriculture and how it can be supported through municipal parks systems, and the fact that municipalities can leverage the Region's experience in having community gardens in parks.
- Greenland securement has a cumulative funding program presently with a balance of \$750K, given that a substantive reserve has been built up. The Region averages two to four project completions per year and always has several initiatives in the pipeline, but note challenges in securement within urbanized communities. The Region is renewing Greenland securement agreements including those in the City of Mississauga.
- Natural systems planning is another area of mutual interest between the upper and lower tier municipalities, a topic that bodes well with climate change and role of parks system in supporting adaptation and mitigation strategies. Compliance with the Greenlands and Urban River Valley policies will also be important moving forward.
- Of note, the Region has established an Office of Climate Change and Energy Management that is responsible for managing the Corporate Climate Change Steering Committee, as well as the Community Climate Change Steering Committee. Peel has a Climate Change Strategy as well.

- The Integrated Planning Division is looking to create a Peel Region map to show a bigger picture of parks system in relation to broader region.
- There are limited resources available for urban forestry in the absence of a formalized program at the regional level, but the Region is increasingly prompting public works to consider urban forestry. The Region formed working groups with Conservation Authorities and municipalities to pool resources and annually implement projects such as a tree planting prioritization tool, tree canopy assessments, and so on. They note that the tree canopy stands at 34 per cent region wide and 18 per cent in Mississauga, but the Region does not set a target given how challenging it is to achieve one.
- Public Health has a consultative role and can support utilitarian physical activity and the food environment (an example for the latter is encouraging access to water refill and providing guidance about what is sold in parks and facilities). Public health nurses work closely with schools and hear there is an opportunity to connect collaboratively with recreation centres.
- Participants indicated that they would like to see the City take a broader approach to park designs to be more universal for all age groups. In particular, they would like to look at areas with high concentration of seniors and, based on observations, it would seem seniors require greater access to washrooms, benches and areas for social interaction. Public Health is starting to look at the design of parks in relation to long-term care facilities, dementia and so on.
- The Region's Development Services Staff work in the field of Parks and Forestry centres on implementation and technical review through site plan applications and protection/preservation plans. They hope to find ways to streamline development approvals with the City. The Region has policies specific to Greenlands including what should be protected, the types of studies that are required and so on.

For recent applications, the Region is finding that certain site alterations are being proposed to mitigate the removal of woodlots, but unfortunately there is no clear evidence that such measures in fact offset complete or partial loss of woodlot.

- Comes down to coordination issues between the three groups (region, CA, city) so things get passed by—ROPA 27 updated natural heritage policies and what is "Regional Core Greenland."
- The City has very strong Greenland provisions, but the Region historically permitted active recreation in Greenlands. The Region has since changed this policy after mapping how many sports fields existed in proximity to or within the Greenlands system.
- Staff suggest that the City could consider measuring "natural capital" and natural assets using the methodology developed through the Natural Assets Initiative, which monitors stormwater management value to natural cover. Peel Region is one of five jurisdictions in Canada that is monitoring this.
- Participants are supportive of proactive dialogue taking place throughout design and implementation stages of various initiatives undertaken by themselves or the City.

School Boards Interview

- Traditional school models and layouts will not be able to be delivered in areas of intensification, but rather schools and the City will need to look at models such as those in Toronto centred on vertical communities. Representatives have read that developers are gearing more of their developments to families, which may create opportunities for partnerships between the private sector, municipalities and school boards to create mutually beneficial spaces that are geared to the needs of families.

- The Peel District School Board (PDSB) is bursting at the seams and cannot find sufficient space in areas where schools are needed the most, the downtown/city centre being the most underserved which is likely a result of immigration from non-Catholic countries. It would like to build a new school in the city centre as soon as possible because they are bussing students out of the downtown at present. They note that the Ashgrove site is being held, and also note that there is a site available in Churchill Meadows, but have no plan to build a school there. They have requested schools in Inspiration Lakeview, Imperial Oil, Shaping Ninth Line, Rogers' developments and are willing to partner based on a non-traditional model.
- Conversely, the Dufferin-Peel Catholic District School Board (DPCDSB) is attracting new students, which may be also related to immigration patterns. That school board has surplus capacity in the city centre and does not have plans to build any new schools in Mississauga. DPCDSB is presently undertaking a Long-Term Facilities Master Plan (targeting approval in the coming months) that will make recommendations on school needs and strategies to address surplus capacity. Already confirmed are school closures at St. Dunston and St. Gertrude that are scheduled this year. Following the closures, their Board of Trustees will need to declare the schools as surplus prior to them being available for sale to the public board, the City, or another prospective landowner.
- Joint use agreements with DPCDSB seem to be working with respect to pools and sports fields and thus continue to be highly supportive of partnerships with the City. Thoughts are that partnerships could be extended to office and administrative spaces, given that certain schools in older areas have empty classrooms that could be repurposed for municipal use where needed. DPCDSB is also willing to explore additional partnerships to convert existing natural grass sports fields to artificial turf. They cite positive partnerships at St. Aloysius, St. Marcellinus (field, library and swim program), St. Joan of Arc (joint community program rooms), and Loyola (artificial turf field). Both boards discussed whether facility provision partnerships could be extended beyond sports fields to include outdoor basketball and tennis courts.
- There is also opportunity to explore integration of parks and recreational programming into the school curriculum by way of joint use and joint operating agreements. There is one school that runs a regional sports program through Huron Park Recreation Centre's arenas and sports fields. This successful program is used by 200 children, of which 80 are in hockey programs.
- Both boards have a formalized partnership policy identifying criteria, license agreement and recovery fee. They feel there is room to improve negotiated agreements because parties are often operating on different timetables and need better agreements. They wonder if partners even want to be in schools given all the conflicting uses and activities.
- Schools conduct community partnership meetings once a year for planning purposes, but unfortunately do not tend to get a lot of municipal representation. They are discussing internally how to get word out and communicate what boards are doing. They acknowledge that the primary barriers to partnerships and joint developments relate to funding and timing, neither of which are under their direct control. The Ministry of Education demands that students have to be in neighbourhoods before a school can be built, which means schools have to build as soon as funding is provided, and therefore, it is difficult to plan in advance and align timing with a municipal development project. The PDSB also notes that another issue in sharing school space is that it cannot always rely on space being available in existing schools as they may have capacity in a given year, but in the next year they need to reclaim the space back from a partner because of unanticipated student growth.

- A number of schools indicate that they have underutilized parking lots, since the elimination of Grade 13/OAC a number of years ago. However, zoning by-law requirements for parking in school zones are out of date (Brampton and Caledon were specifically mentioned) and therefore municipalities should consider parking reductions through future Zoning Bylaw updates or a review of parking standards.
- PDSB mentions that it does not pay Cash-in-Lieu (CIL) monies in Caledon or Brampton, and indicates that it does not feel it is fair that the City of Mississauga charges CIL. They believe sports fields on school properties add to municipal green space and the sports field inventory.
- Both boards discussed the need to find ways to encourage more students to walk to school rather than being driven in order to improve health factors among children. They recognize, however, that this is a cultural mindset that needs to be shifted (but could be difficult given the number of households with two working parents, the commuter lifestyle, and perceived concerns about community safety impeding a willingness to allow children to walk to school).

Conservation Authorities Interview

The three Conservation Authorities with jurisdiction in Mississauga are Credit Valley Conservation (largest landholdings), Toronto Region Conservation and Halton Region Conservation. All have a good, productive relationship with the City and collaborate on both City and CA led projects, and CA strategic plans. Notes from the interview are summarized as follows.

- TRCA is currently completing an update of its Terrestrial Natural Heritage Study which is examining a watershed-wide strategy for restoration and will include identifying key linkages and site-specific restoration opportunities. The CA is also identifying a regional network of trails and greenspaces. The city's target to achieve local parks within a five-minute

walk could be expanded to a target for access to regional greenspace.

- Credit Valley Conservation (CVC), Toronto and Region Conservation Authority (TRCA) and the Region of Peel are working with the City on the Lakeview project (lake fill, shoreline and wetland restoration) to implement the Credit Parks Strategy.
- CVC is most closely aligned to the City due to the extent of area within its jurisdiction and shared strategies. CVC is working with Mississauga to implement the Credit River Parks Strategy. Completion of the connections which would facilitate the Credit River Trail is a top priority.
- TRCA collaborated with the City on the Burnhamthorpe neighbourhood SNAP project. Would like to see more opportunities for neighbourhood-focused retrofits.
- Halton Region Conservation interfaces with Mississauga on the Ninth Line Corridor lands, which include parks, open space lands and restoration. Halton Region Conservation Authority (HRCA) also operates Kelso CA/Glen Eden Ski area which is regional serving.
- Strategies for shoreline management could be strengthened. There has been a lot of work done through strategies and studies and it is a complicated area of jurisdiction between CAs, Fisheries and Oceans Canada (DFO), and Mississauga. With the recent issues of high water levels, there needs to be a focus on shoreline management (also needs better coordination or a formal partnership model).

Interests and opportunities shared by all the CAs include:

- Habitat restoration initiatives for forest, meadow, and valley and stream regeneration. The City of Mississauga helps to fund on City-owned land. Looking to facilitate community engagement in partnership with the City. Need to consider regional targets and diversify ecosystem projects. Expanding

the forest canopy has been the primary focus, but should look at other types of habitat such as wetlands, meadow preservation. There are opportunities to use hydro corridors (and even the 403 corridor) as important ecological linkages. Climate change response, e.g., flood control measures, green infrastructure, low impact development (LID) measures.

- Strategic land acquisition to facilitate key linkages, connections and habitat restoration.
- Engagement and celebration of Indigenous Peoples. Not only what role they play in consultation, but consider in use of parks, design and celebration, and so on.
- Natural asset quantification and valuation. Green infrastructure has not been part of asset management in the past but certain municipalities considering it now so that they have long term sustainable funding.
- New policies are coming for onsite water retention that will apply to all land uses—will change ways projects are planned and their costs but will also help the City with flood and erosion control.
- Need to start from a place where we recognize all elements of the parks and natural systems work together as part of a common system. In the past we tried to create boundaries between natural system and built form, but now taking a more integrative approach.
- Visitor impact management and balancing of recreation and environmental objectives. Need large sites that can handle both. Master planning for sites should consider a zoning approach, such as in the Credit River Parks Strategy or the Niagara Escarpment Parks and Open Space System (NEPOSS). Maintenance costs, including monitoring, need to be built into capital plans, e.g., tie it to park classification, e.g., cost per acre to help with planning.

- Incorporating the health component into Future Directions (FD)—having greenspace integrated beside schools, hospitals, low income areas while striving for better interconnectivity.

First Nations Interviews

City of Mississauga Staff conducted interviews with First Nations representatives (noting Consulting Team staff was not in attendance as per the City's preference).

Huron Wendat First Nations

- The Huron Wendat interest in Southern Ontario is very broad. Their interest is primarily in heritage sites and archeological sites where there is a high potential for Huron Wendat archeological findings —the First Nations has mapped out sites where Huron Wendat officially were gathered and some are within the Mississauga city area.
- They strongly recommend that the City have an archeological master plan and a management plan on how to deal with archeological resources. York Region has an archeological plan that they felt was a good example to measure Mississauga against.
- They want to see protection of Huron Wendat sites, meaning whatever projects or development occurs on potential Huron Wendat sites, they want to be consulted early on the process. Specifically for archeological assessments, they insist on being consulted at Stage 2 versus Stage 3 and to also have a Huron Wendat monitor on site when doing the assessment. They have an issue with Stage 3 requirements to consult the “local First Nations group” because they do not want or feel that any other group represents their interests, nor should they be speaking on behalf of the Huron Wendat.

- They want to see better education and celebration of the Huron Wendat peoples and their history through trail projects, markers, plaques and so on that can be created in consultation with the Band Council.
- The First Nations should be showcased through history and heritage but they should be consulted prior. They have a history document of the Huron Wendat First Nation on their website that is a great resource.

Mississaugas of the Credit First Nations

Acknowledgement:

- Mississaugas of the Credit First Nations (MCFN) need to be recognized as treaty people and the obligations that the group has.
- Land and treaty acknowledgment is very important (i.e., in documents, at beginning of meetings)
- MCFN has territory statements that can be used. Need to recognize the lands and the territory statements, and acknowledge all the people on the lands even if they are now extinct.
- Everybody needs to see themselves reflected in the spaces that surround them, not just Indigenous people but other populations who are marginalized; MCFN is helping to advocate for these voices
- They would like to explore more opportunities for acknowledgement. As examples, the City of Toronto will be permanently raising a MCFN flag in front of City Hall while the Oakville Communities Foundation has a dedicated mural and there is also a bursary named after a former MCFN chief.
- How can City of Mississauga acknowledge the MCFN? Examples include: visual reminders in public spaces, street name changes (regular reminders), and libraries should have

the resources that are appropriate and related to First Nations. Specifically: Central Library should have MCFN and First Nations resources related to Canada 150/MCFN public art sculpture being installed in Celebration Square.

Education and information sharing:

- Reconciliation should be linked back to nature and environment, through plaques, trail markers, placemaking, wayfinding, education opportunities, tour guides and front line staff that are trained with Indigenous history and understandings of the people and so on.
- Educating people who give tours (MCFN is developing a “train the trainer” type program)
- Need to educate people who are in front line positions or points of contact with the public so that they are informed about the history and the peoples, and they can share that information.
- Make sure all City staff receive indigenous cultural competency training.
- Trail markers should be specific to the Indigenous groups.
- Need to share the history of the MCFN through diverse platforms and avenues (i.e., information about history of the nations on website, in print form, at libraries and community centres, on websites, and so on).
- Camps and programs should focus on Indigenous history.
- Re: libraries: MCFN is interested in connecting with Libraries more; can they come in and give talks at the libraries? Can there be an area dedicated to history and learning?
- MCFN wants a better relationship with schools.

Engagement and processes:

- Ensure that processes are strengthened and followed, for example engage and consult with MCFN and other Indigenous groups and connect with a designated First Nations member who can follow up and engage their membership.
- MCFN wants to be more involved in education and awareness efforts and have a more visible presence within Mississauga and with the City of Mississauga.
- MCFN welcomes more requests for event participation for either the Chief or for Members of Council (two-way participation).
- We need to have an Indigenous Advisory Board/Truth and Reconciliation Advisory Board (this is happening in other municipalities but not in Mississauga).
- MCFN would like to meet with the Mayor and have better relationship with the City of Mississauga. They would like to invite City Council to meet with the MCFN to have opportunities for cross-learning.
- Opportunities to engage around the North American and Indigenous Games.

Appendix B: Parkland Securement Evaluation Criteria for Future Directions

	<i>Rationale Category</i>	<i>Strategic Pillar</i>	<i>Rationale Detail</i>	<i>Possible Score</i>
1	Supports a Healthy Community and Environment	Green	protects and enhances naturally significant features (Lake Ontario shoreline, NAS, Credit River)	20
			adjacent to naturally significant features (Lake Ontario shoreline, NAS, Credit River) and has natural restoration and/ or tree planting potential	10
			does not protect or enhance a naturally significant feature and has insignificant natural restoration but has natural restoration and/or tree planting potential	5
			does not protect or enhance a naturally significant feature and has insignificant natural restoration and or tree planting potential	0
2	Expands and/or Connects Trail Systems within or to Parks and/or to other Centres of Activities (e.g. schools, commercial, transportation routes)	Connect	protects for a continuous linkage within a City Wide system	20
		Move	protects for a continuous linkage within a Community open space trail system	15
		Green	provides multiple new trail opportunities within the property	10
			provides for a single trail within the property	5
			does not connect existing parks, centres of activities or provide for trail development	0

	<i>Rationale Category</i>	<i>Strategic Pillar</i>	<i>Rationale Detail</i>	<i>Possible Score</i>
3	Park Design / Development Potential (complementary to neighbouring land uses, street frontage, visibility, increases size of existing parkland, cultural significance, no encumbrances)	Connect Green	has significant design potential	15
			has medium design potential	10
			has some design potential	5
			has insignificant design potential and /or design potential is outweighed by development challenges	0
4	Supports Population Growth and Sustainable Community Design (based on walking distance requirement and/or population provision standard)	Connect	function land is required to address Growth Area, Major Node and Community Node parkland deficits and walking distance requirements to playground	35
			accessible tableland is required to address existing parkland deficit and walking distance requirement to playground	30
			is required to address existing parkland deficit or walking distance requirement to playground	25
			is required to address anticipated future parkland deficit and walking distance requirement to playground	20
			is required to address anticipated future parkland deficit or walking distance requirement to playground	15
			is not required to address an existing or anticipated parkland deficit and/or walking distance requirement to playground	0
5	Provides for Recreational, Program, and Operational Facilities	Connect	Provides opportunity for major outdoor recreational, program, or operational facility	10
			Provides opportunity for minor outdoor recreational, program, or operational facility	5
			Does not provide opportunity for any outdoor recreational or program facility	0

City of Mississauga Corporate Report



Date: 2018/10/30

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
2018/12/05

Subject

2019 Future Directions Draft Library Master Plan Update

Recommendation

That the draft recommendations contained in the 2019 Future Directions Draft Library Master Plan, appended to the Corporate Report dated October 30, 2018 from the Commissioner of Community Services entitled "2019 Future Directions Draft Library Master Plan Update," be referred to a public information centre for review and input.

Report Highlights

- The 2019 Future Directions Interim Library Master Plan has a five to ten year planning horizon with a twenty-one year outlook to 2041.
- The Master Plan assesses current and future capital and service delivery opportunities.
- The Master Plan addresses intensification and growth and provides specific directions the City of Mississauga (City) should pursue to ensure adequate supporting infrastructure, services and programming.
- The draft recommendations require public and stakeholder input before being finalized and prioritized.
- The implementation plan is phased five to ten year planning horizon following ongoing validation and capacity to fund.

Background

Future Directions is the Master Plan document that directs the provision of facilities, services and programs for Library. To remain relevant and effective the Master Plan is updated every five years. Last reviewed in 2014, the Master Plan is currently under review and will help guide the direction for Library over the next five to ten years with a 21 year outlook. The final plan will

General Committee	2018/10/30	2
-------------------	------------	---

Originators files: File names

include an implementation guide that is considered to be practical, measurable and within the budget framework.

Resource Planning Group Consultants were engaged to complete the 2019 Future Directions Master Plan for Library. Below is an outline of the key phases and timelines for the Project.

Project Methodology and Timelines

Timeframe	Project Phase
Jan - Nov 2017	Background Reports
Apr - Jun 2017	Council, Stakeholder, Staff and Public Engagement
Oct 2017 – Oct 2018	Financial Assessment and Review of Draft Plan
Dec 5, 2018	Draft Interim Report to General Committee
Dec 2018 – Jan 2019	Public Feedback
Feb 2019	Final Report to Council for Approval

Comments

Demographics

Between the 1996 and 2016 Census periods, the City of Mississauga's recorded population has grown from 544,382 to 721,599 persons which amounts to a growth of more than 177,000 persons or a 33 percent increase over a 20 year period. Mississauga's population is forecasted to reach 878,000 people by the year 2041, which translates to approximately 156,000 new residents or a 22 percent rate of growth.

The City's Service Area 5 (see Appendix 1 for a map of all Service Areas) is expected to accommodate the greatest share of city-wide population growth with over 43,000 new residents by the year 2041. Service Areas 1 and 2 are projected to each add approximately 17,000 residents. Service Areas 3 and 4 are anticipated to have the least amount of growth at only 1,000 and 8,000 new residents respectively. Service Area 6 is forecasted to increase by approximately 33,000 residents including the preliminary growth forecasted for Inspiration Port Credit and Lakeview development projects in the south. The City's Library services will have to be responsive to the anticipated growth in nodes and corridors and to higher order transit initiatives.

The following are further details of the key directions within the Draft Library Master Plan. The full lists of recommendations are contained within the appended 2019 Future Directions Library Draft Interim Report (See Appendix 2, unattached).

Areas of Focus

The Library's Future Directions Master Plan identifies six Areas of Focus, or Priorities, with 19 corresponding recommendations. The Priorities are based on feedback and information gathered through the engagement process as well as from supporting studies and

General Committee	2018/10/30	3
-------------------	------------	---

Originators files: File names

benchmarking. Key to the Priorities is the alignment with the Mississauga Public Library Board Ends, or goals of service, with each Priority delivering on one or more of the goals of service:

- To know and engage our community
- To be recognized as a key learning institution
- To provide inspiring, welcoming and creative spaces
- To deliver service with multi-talented people changing lives
- To provide access to many resources in many ways

The Priorities are deemed to be the most significant for the Library to address over the next five to ten years. They build on and expand many of the strategic themes identified in the 2014 Future Directions Master Plan while moving the Library forward to ensuring a modern and responsive service for customers.

1. Tell the Library's Story

While the scope of library services has increased dramatically and the positive community impact of libraries is extensively documented, the public perception of the importance of libraries can be mixed. Given this context, there is growing need to actively and consistently build awareness of what the Library offers to enhance engagement and usage. The recommendations from the Master Plan aim at positioning the Library as a place that drives learning, innovation and community engagement by promoting the wide range of services offered. The recommendations include:

- Redeveloping the Library's Vision and Mission in partnership with the Mississauga Public Library Board
- Creating and implementing a plan to raise the community's awareness of what the Library offers to enhance engagement and library usage

2. Enhance the Customer Experience

Library customers regularly report that they prefer to have choices when accessing collections, programs and services based on their individual needs. In order to deliver high quality professional services to customers that are personalized, convenient and responsive to customers of all life stages the Master Plan recommends the following:

- Increasing the availability, content, scope and exposure of programs and special events to improve literacy, usage and respond to customer expectations
- Rebalancing the collection to reflect emerging patterns of use for print, digital information and the "library of things".
- Developing a multi-pronged strategy to reach out to youth, students, and young professionals
- Improving the library experience by creating more intuitive wayfinding for customers

3. Revolutionize Service Delivery

A variety of service delivery options including in person, on line and after hour access have become hallmarks of modern libraries. The recommendations from the Master Plan are intended to ensure the Library continuously improves how service is delivered to meet customers' current and emerging expectations. The Master Plan recommends:

- Analyzing hours of operation at libraries to better serve the needs of customers
- Expanding Library service with non-traditional service delivery options such as Express Libraries

4. Invest in Technology to Bridge the “Digital Divide”

Many residents of Mississauga are not able to access the technology needed to take part in the digitalization of society. The Master Plan makes recommendations which ensure barrier-free access to new technology, the internet, digital information and eResources to improve digital literacy and access to technology including:

- Establishing a virtual library which will operate 24-7 as the “19th branch”
- Having the Library known for providing technology integration and application by investing significantly in technology; prioritizing the matching of technology offerings to comparator libraries and responding to customer needs
- Developing 3 more Makerspaces at Churchill Meadows, Mississauga Valley and Erin Meadows libraries

5. Invest in our People

As an information driven service, the success of each customer's experience relies heavily on the interactions with individuals in the Library that not only provide the information but also the application of the information. With the wide range of customer's needs, emerging technical proficiencies, increasing social issues experienced in libraries and the number of ongoing and impending retirements, strategies for investing in staff are critical to meeting evolving customer expectations. The Master Plan emphasizes providing staff with the skills and resources to meet customers' growing literacy and social needs as of utmost importance and focuses on:

- Developing sourcing and retention strategies to attract and retain top talent
- Creating and implementing a learning plan to ensure skills of all library employees keep pace with literacy, technology, customer and leadership demands

6. Develop the 21st Century Library

The Master Plan focuses on the need to respond to increasing population in Mississauga, especially in the downtown and the waterfront, as well as modernizing outdated facilities with recommendations that focus on updating the physical space to deliver a leading-edge library experience. The recommendations include:

General Committee	2018/10/30	5
-------------------	------------	---

Originators files: File names

- Adopting a service provision standard of 0.5 square feet of library space per capita and continue monitoring industry trends.
- Completing an infrastructure study to ensure facilities are properly planned maintained and addresses the needs and expectations of Library customers.
- Maximizing the opportunity to redevelop Central Library by expanding the scope of construction to include ancillary spaces and other spaces not included in original construction estimate.
- Continuing to plan and implement the Cooksville Library.
- Looking for opportunities to re-locate Sheridan Library from a leased space to a City-owned space.
- Pursuing opportunities to:
 - a) Redevelop South Common Library with the community centre's planned redevelopment; and
 - b) Explore the feasibility of increasing services to meet the demand caused by future waterfront development.

Public Information Centre

There will be a public information centre which will be held on:

- December 11, 2018, from 6:00pm – 9:00pm at the L.C Taylor Auditorium, Mississauga Valley Community Centre; and
- December 13, 2018 from 6:00pm – 9:00pm at the Youth/Senior Room, Meadowvale Community Centre.

In addition to the public information centre, the Master Plan will be posted at <https://yoursay.mississauga.ca/yourfuture> where the public can provide comments and input via an online survey.

Environmental Sustainability

The 2019 Future Directions Master Plan for Library supports the City's Living Green Master Plan and climate change mitigation and/or adaptation efforts by continuing to focus on lending materials and sharing resources amongst customers reducing their need to buy new items and discard unused items that create waste. In addition, by incorporating urban design features that mitigate the effects of climate change when building new facilities or renovating existing facilities, the Library demonstrates an ongoing commitment to environmental sustainability.

Strategic Plan

The 2019 Future Directions Master Plan for Library supports the City's Corporate Strategic Plan as its recommendations will advance the pillars of Belong, Connect, Prosper and Green.

Financial Impact

The financial impact of the Master Plans will be addressed in subsequent stages of the project. The implementation and funding of initiatives will be subject approval of the annual budget and business plan.

Conclusion

The Master Plan responds to themes of: intensification; population growth; changing demographics; effective service delivery and Strategic Plan alignment. The next steps in the planning process include public engagement in December 2018 and the development of the Implementation Plan. These steps will form the basis of the final report, anticipated in February 2019.

Attachments

Appendix 1: Future Directions Service Area Map

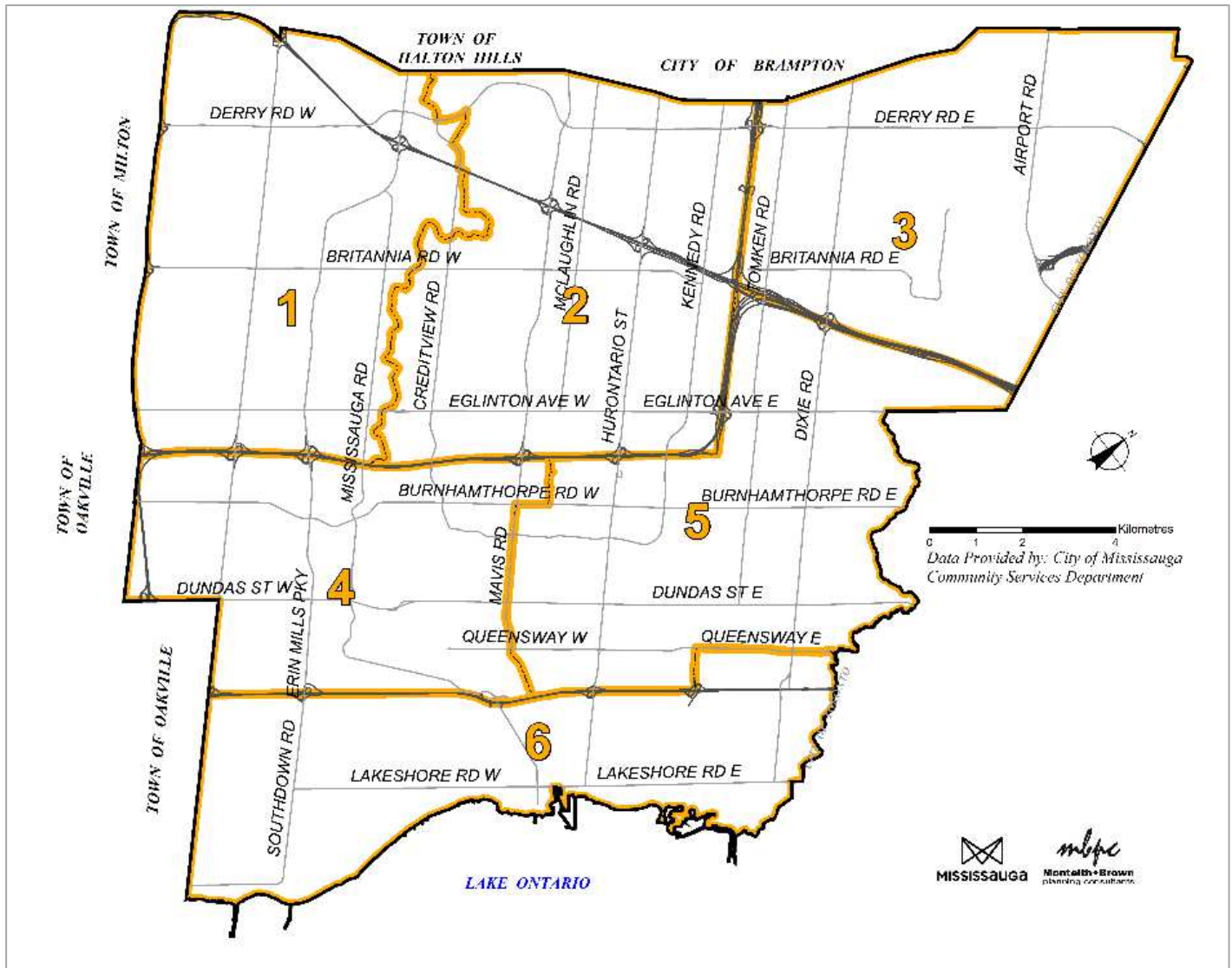
Appendix 2: 2019 Future Directions Library Draft Interim Report

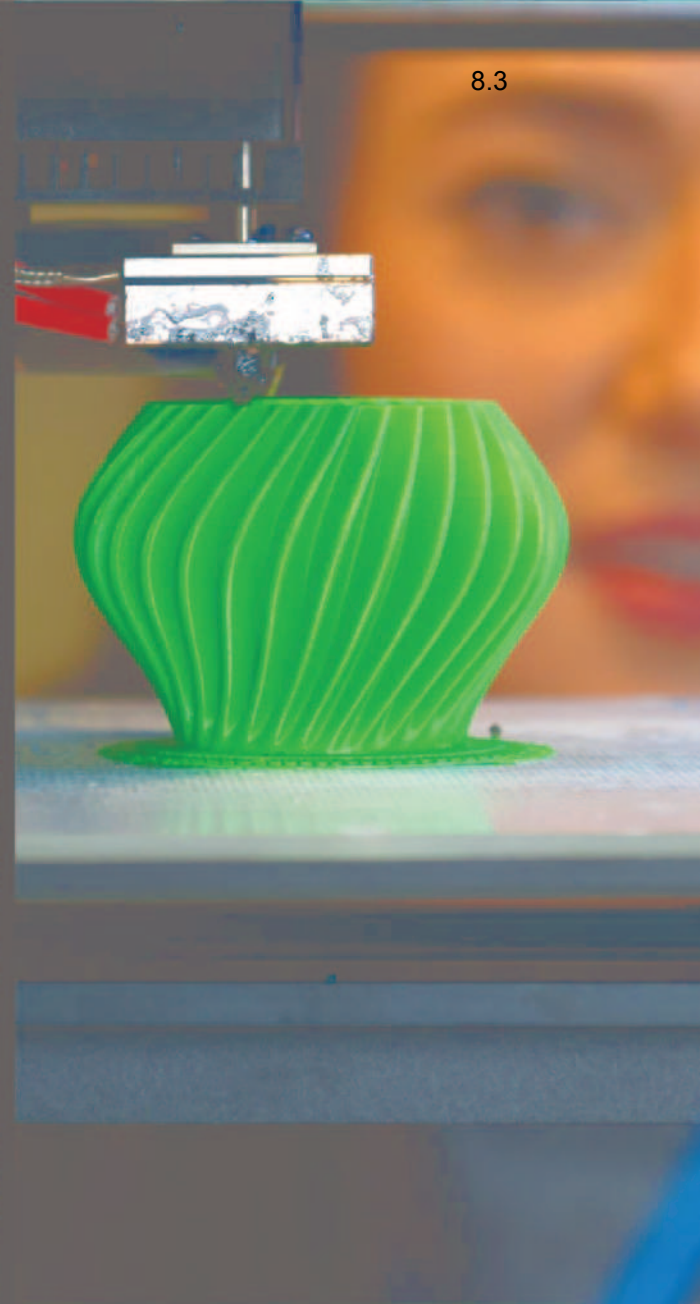


Paul Mitcham, P. Eng, MBA, Commissioner of Community Services

Prepared by: Lori Kelly, Director, Library

Appendix 1: City of Mississauga Service Area Boundaries





2019 Library Master Plan



Resource Planning Group Inc.

502-703 Evans Ave.,

Toronto, ON M9C 5E9

T 416-498-5205

E toronto@rpg.ca

205-1525 West 8th Ave.,

Vancouver, BC V6J 1T5

T 604-736-6426 **F** 604-736-4079

E vancouver@rpg.ca

www.rpg.ca

Acknowledgements

Mississauga City Council

Bonnie Crombie	Mayor
Jim Tovey	Ward 1
Karen Ras	Ward 2
Chris Fonseca	Ward 3
John Kovac	Ward 4
Carolyn Parrish	Ward 5
Ron Starr	Ward 6
Nando Iannicca	Ward 7

Matt Mahoney	Ward 8
Pat Saito	Ward 9
Sue McFadden	Ward 10
George Carlson	Ward 11
David Cook (Interim Councillor)	Ward 1
Stephen Dasko (Councillor Elect)	Ward 1
Dipika Damerla (Councillor Elect)	Ward 7

Library Board Members

Val Ohori	Board Chair
Raj Chopra	Board Vice-Chair
John Kovac	Councillor, Ward 4
Matt Mahoney	Councillor, Ward 8
Thomas Thomas	Trustee, Ward 5
Nokha Dakroub	Trustee, Ward 9 & 10

Antonio Maraschiello
 Harry Hastilow
 Laura Naismith
 Margot Almond
 Priscilla Mak

Project Steering Committee

Paul Mitcham	Commissioner, Community Services
Tim Beckett	Fire Chief, Fire and Emergency Services
Michael Cleland	Director, Environment
Paul Damaso	Director, Arts & Culture
Shari Lichterman	Director, Recreation

Jodi Robillos	Director, Parks & Forestry
Lori Kelly	Director, Library Services
Jeff Jackson	Director, Finance and Treasurer
Maurice Swaby	Manager, Business Planning

Acknowledgements (continued)

Project Core Team

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

Project Resource Staff

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

Staff no longer with the City of Mississauga

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

Acknowledgements (continued)

Project Consultants

Resource Planning Group Inc.

We would like to thank all the residents, stakeholders and organizations that participated by providing input through our surveys and various consultation events. We truly appreciate your time and input. We would also like to thank all City of Mississauga staff who contributed directly and indirectly to the completion of this Plan. This Plan would not have been possible without your assistance.

Table of Contents

Executive Summary	i	Comparative Library System Review	31
Introduction	2	Provision Levels	35
Purpose.....	2	Delivering the Service	38
Vision and Mission.....	3	Strategic Priorities	41
Achievements	4	Tell the Library's Story.....	42
Plan Foundation	6	Enhance the Customer Experience.....	43
Alignment with the City Strategic Plan.....	6	Revolutionize Service Delivery	45
Population & Socio-Demographic Profile	7	Catch up with Technology and Fight the Digital Divide	56
Consultation Initiatives	12	Develop 21 st Century Facilities	59
Trends.....	22	Funding the Master Plan	55

List of Tables

Table 1: Population Growth by Service Area, 2019-2028.....	8
Table 2: Mississauga Community Age Profile	9

Table 3: Comparison of Area Per Capita of Mississauga Library to Comparator Library Systems	35
--	----

List of Figures

Figure 1: 2019 Library Master Plan Phases	2
Figure 2: Library 2017 Annual Statistics	4
Figure 3: City of Mississauga Population by Age	9
Figure 4: 2017 Citizen Satisfaction Survey Results	14
Figure 5: Satisfaction Survey Responses to the Question “What are the most appealing elements of Mississauga?”	15
Figure 6: 2017 Satisfaction Survey Responses	15
Figure 7: Profile of Respondents to the Focussed Public Survey ...	16
Figure 8: Most Frequented Libraries by Respondents	17
Figure 9: Respondents’ Preferred Days and Time of Day for Visiting the Library	18
Figure 10: Tools for Communicating Library Events.....	18
Figure 11: Increasing, decreasing, or Non-use of Library Services and Resources	19

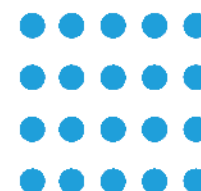
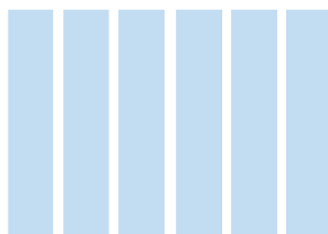
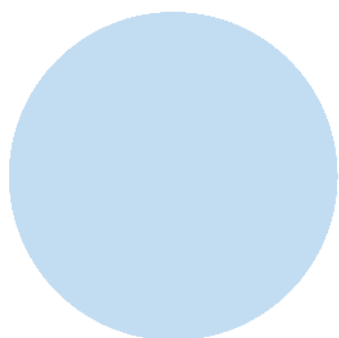
Figure 12: Percentage of Public Space, Collection Space, and Non- Public Space in Ottawa’s Proposed New Central Library.	30
Figure 13: Visits per Capita	32
Figure 14: e-Visits per Capita	32
Figure 15: Program Attendance per Capita	32
Figure 16: Population per Program.....	33
Figure 17: Holdings per Capita	33
Figure 18: Circulation per Capita	33
Figure 19: Floor Space per Capita.....	34
Figure 20: Population per Staff FTE	34
Figure 21: Staff Training Costs per Staff FTE	34
Figure 22: Population vs Actual Library Space and Provisioning Target (1996 To 2017)	37

List of Maps

Map 1: City of Mississauga Service Area Boundaries	7	Map 2: City of Mississauga Library locations	41
--	---	--	----

2019 Library Master Plan Executive Summary

-
-
-
-
-



Trends in Library Service

The Master Plan includes an environmental scan of the trends in current expectations and delivery of public library services. The Trends section, focused on qualitative features of library systems and services, presents detailed topics; a synopsis of current library trends includes the following:

Strategic Positioning

Visibility of library service as a catalyst for community engagement, innovation, vitality, and dialogue, by:

- Meeting the needs for community literacy
- Responding to demographic changes
- Becoming a modern community change agent

Customer Experience

Expanding the range of the customer experiences provided through a combination of traditional, multi-format, and highly interactive and technologically sophisticated resources by:

- Involving customers in service delivery design
- Developing programming that proactively responds to demographic changes
- Ensuring technological literacy is a priority
- Proactively developing strategies to ensure highly skilled staff

Service Delivery

Expanding the range of library services to meet the expectations of library customers through specialty programs, service delivery options, and professional expertise by:

- Providing easy access and self-service options
- Responding to the change in collection circulation trends
- Fostering partnerships with other services, businesses and public education systems



Photo Credit: City of Mississauga

Technology

Society's shifting technological and informational landscape, including the integration of print and digital information, the integration of emerging new and older technologies, the new demands of information access, interpretation, application, and communication, and the range of navigational skills involved. Libraries are responding to this shift by:

- Responding to the “digital divide”
- Ensuring barrier free access to existing and emerging technologies
- Investing in their website to create a 24/7 virtual library branch

Facilities

Evolving types of facilities and spaces required to support changing resources, technology, and customer activity by:

- Developing libraries as first choice civic destinations
- Researching co-locations with private, government, commercial or residential partners.
- Creating flexible and welcoming spaces
- Re-establishing the allocation of space for social and physical interaction versus collection storage



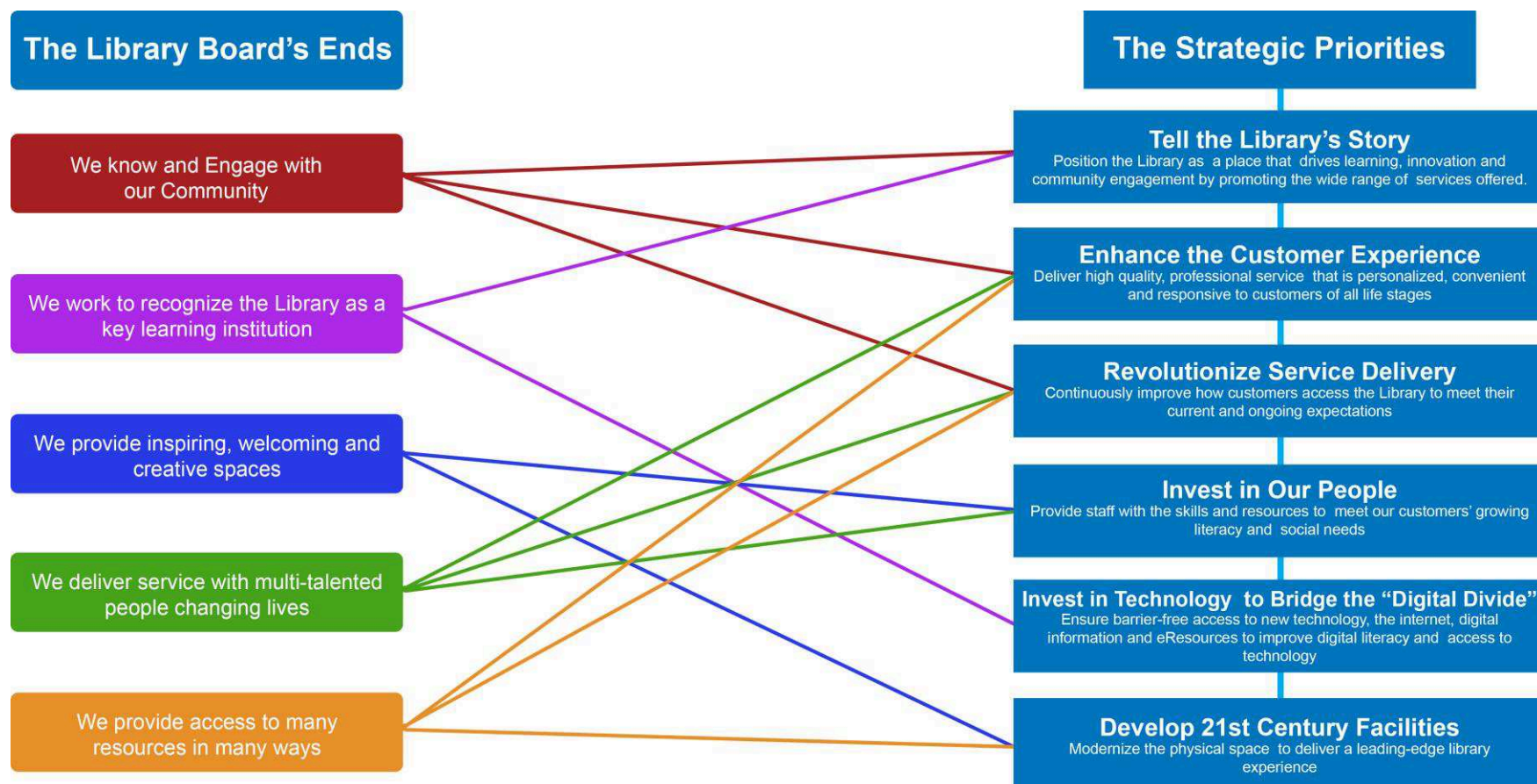
Photo Credit: City of Mississauga



Strategic Priorities

After consideration of the consultation summaries, identified trends and the Board's Ends, 6 Strategic Priorities were distilled to guide the 2019 Library Master Plan.

These priorities are deemed to be the most significant for the Library to address over the next five years. They build on and expand many of the strategic themes identified in the 2014 Future Directions Library Master Plan.



Recommendations

Nineteen overlapping and mutually reinforcing recommendations are presented in alignment with the corresponding Strategic Priority. Some recommendations fit with multiple Strategic Priorities but are presented within the one which is most relevant. Recommendations are designed to reflect, expand and accelerate the Library's leadership role in the Mississauga community. They are not prioritized. The summary of Recommendations below is expanded with supporting commentaries in the body of the following document.

Tell the Library's Story

1

In partnership with the Mississauga Public Library Board (the Board), **develop a renewed and expanded vision and mission** that signals the transformation and modernization of the Library.

2

Create and implement a plan to raise the community's awareness of what the Library offers to enhance engagement and library usage.

Enhance the Customer Experience

3

Improve library experience by **creating more intuitive wayfinding for customers**.

4

Increase the **availability, content, scope and exposure of programs and special events** to improve literacy, usage and respond to customer expectations.

5

Develop a multi-pronged strategy to reach out to youth, students, and young professionals.

6

Re-balance the collection to reflect emerging patterns of use and the emerging balance of print, digital information, and "the library of things."



Photo Credit: City of Mississauga

Revolutionize Service Delivery

7

Analyze hours of operation at libraries to better serve the needs of the public.

8

Expand Library service with non-traditional service delivery options such as Express Libraries.



Photo Credit: City of Mississauga

Invest in Technology to Bridge the Digital Divide

9

Establish a virtual library which will operate as an always open 19th branch.

10

Make The Library known for new technology integration and application by **investing significantly in technology** prioritizing the matching of technology offerings to comparator libraries, and responding to customer needs.

11

Develop 3 more Makerspaces at Churchill Meadows, Mississauga Valley and Erin Meadows libraries.



Photo Credit: City of Mississauga

Invest in Our People

12

Develop sourcing and retention strategies to attract and retain top talent.

13

Create and implement a learning plan to ensure skills of all library employees keep pace with literacy, technology, customer and leadership demands.



Meadowvale Library
Photo Credit: City of Mississauga

Develop 21st Century Facilities

14

Adopt a service provision standard of 0.5 square feet of library space per capita and continue to monitor industry trends.

15

Complete an infrastructure study to ensure facilities are properly planned for, maintained and address the needs and expectations of Library customers.

16

Maximize the opportunity to redevelop Central Library by expanding the scope of construction to include ancillary spaces and other spaces not included in original construction estimate.

17

Continue planning and implementation of the Cooksville Library.

18

Look for opportunities to **re-locate Sheridan Library** from a leased space to a City-owned space.

19

Pursue opportunities to:

- a) **Redevelop South Common Library** with the community centre's planned redevelopment
- b) **Explore the feasibility of increasing** services to meet the demand caused by future waterfront development

Funding the Master Plan

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

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

- Partnerships
- Federal and Provincial grants
- Development Charges
- Capital Reserves
- Debt financing

Partnerships

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

Federal and Provincial Grants

The City receives funding from both Federal and Provincial levels of government. Much of this funding is targeted to specific programs by

the granting authorities, and every effort is made to use these funds for our priority projects.

Development Charges

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

Capital Reserves

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

Debt Financing

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

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

Introduction

Introduction

Purpose

This Master Plan for *Library Services* is one of five the City of Mississauga (City) is updating for its business areas, including *Parks & Forestry, Recreation, Fire & Emergency Services*, and *Culture*, as part of a repeated regular 5-year cycle.

The 2019 Library Master Plan aims to identify and respond to social and technological conditions that are rapidly changing the expectations, scope, range, and complexity of public library services. The scope of this Plan, also referred to as the Library Master Plan, covers a five-year period to the year 2023 with a longer-term outlook to 2031.

Recommendations in this Plan prove a framework for responsive, diversified, and innovative library operations. Recommendations are also intended to integrate environmentally sustainable building and operational practices into all new and redevelopment projects. Thus, the Plan is intended to enhance the Library and its services in its pivotal role as a catalyst of community development and engagement.

Development of the 2019 Library Master Plan was founded on the five phases outlined in the diagram below.

Overview

The collections, facilities, programs, technology and people in public libraries are in the process of a remarkable metamorphosis. This transformation is continuing and the public library consequently continues to move ever further into a position of informational, technological, social, cultural, and educational leadership.

While much of the traditional library remains, the proliferation of information, the variety of formats and applications, and the range and velocity of information exchange has expanded public expectation of the library's services, the scope of collaborative engagement with the community, and potential empowerment of individual community members. The Library must respond to these transformational expectations and opportunities.

Figure 1: 2019 Library Master Plan Phases



Vision and Mission

City of Mississauga

Vision

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 Valley.

A place where people choose to be.

Values

The City values are fundamental to the relationships we have with all our stakeholders and serve as the guiding principles for the City's corporate decision-making process.

Trust

The public trust we uphold. The open and responsive manner in which the City is governed.

Quality

The quality of life we provide Mississauga tax payers. Delivering the right services that add value to our citizens' lives.

Excellence

The delivery of excellence. Mississauga will achieve excellence in public administration and deliver services in a superior way, at a reasonable cost.

Mississauga Library System

The Mississauga Library System (The Library) exists as a division of the City, through the strategic direction of the Library Board, seeks to provide high quality library and community services to the residents of Mississauga.

Vision

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

Mission

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

Board Ends

The Library Board has also established "Goals of Service" that describe the impact they are striving to have on the local community:

- We know and engage with our community
- We recognize the Library as a key learning institution
- We aim to provide inspiring, welcoming and creative spaces
- To deliver service with multi-talented people changing lives
- To provide access to many resources in many ways

Achievements

The 2014 Future Directions Master Plan for Library Services was finalized in May 2014. The 2014 Plan addressed four key areas of focus that are deemed to be the most significant priorities that it will be working to address over the next five-year period to the year 2019 with a longer-term outlook to 2031. Four key highly interconnected areas of focus were identified in the 2014 Future Directions Master Plan each with a goal and strategic direction:

Service Delivery Model

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

Results:

- The Library completed a reorganization which positioned it to be focused on coordinated programming, responsive collections and digital services in a customer centered environment.
- A public hours review was completed which helped align with the Business Planning process.

Facility Model

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

Results:

- The Library built three Makerspaces at Burnhamthorpe, Courtneypark, and Meadowvale.
- The Woodlands Library was renovated.
- The new Meadowvale Library was built.

Collections Strategy

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

Results:

- Collection spending was increased from \$3.49 per capita to \$5.12 per capita in 2018.

- Electronic products and services were expanded such as; Hoopla, OverDrive and WiFi Hotspots, to meet user interest.

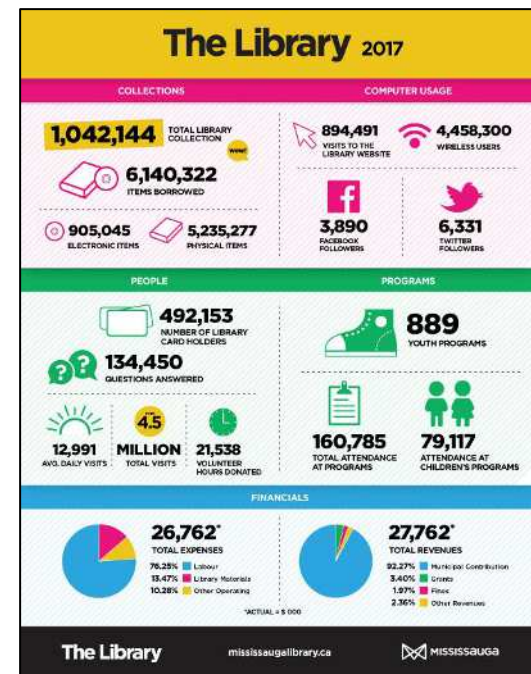
Electronic Strategy

Goal: To stimulate discovery and creativity through our technologies.

Results:

- A Digital Services and Technology team was created which is responsible for driving the Library forward to develop modern customer facing library technology improvements.
- A centralized Collection Management team was developed and started using a centralized collection management services
- A Makerspace pilot was created and the program was expanded across the life of the previous Master Plan

Figure 2: Library 2017 Annual Statistics



Plan Foundation

Plan Foundation

Alignment with the City Strategic Plan

Our Vision for the Future

Mississauga will inspire the world as 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 Pillars for Change

- **Move:** developing a transit-oriented city
- **Belong:** ensuring youth, older adults and new immigrants thrive
- **Connect:** completing our neighborhoods
- **Prosper:** cultivating creative and innovative businesses
- **Green:** living green

Each of the City's Strategic Pillars has relevance to this Plan, and the transformational aspect of the succeeding recommendations involves the urgent need to reinterpret the Library as an indispensable component in the continued development of a stable, informed and creative community; the Library is, along with educational, cultural and recreational providers, a preeminent catalyst for and champion of community development.

It is ultimately the quality of individual and community life, experience, and opportunity that is at stake in reinterpreting the value of such public services.



Source: City of Mississauga Strategic Plan, 2009

Population & Socio-Demographic Profile

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

Historical and Current Population

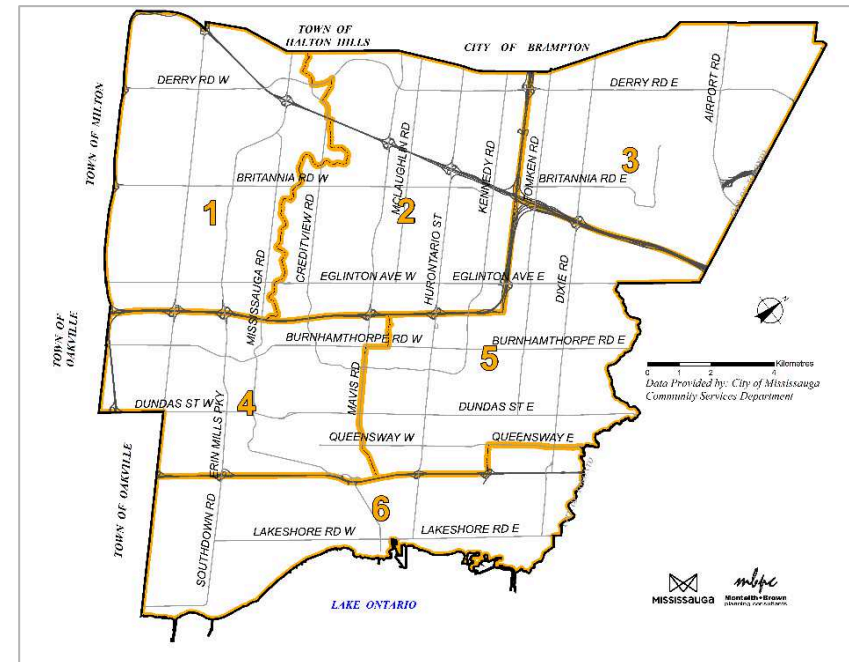
Between the 1996 and 2016 Census periods, the Mississauga's recorded population has grown from 544,382 to 721,599 persons (unadjusted for net census undercoverage)¹. This amounts to growth of more than 177,000 persons or a 33% increase over a 20 year period. The city's annualized growth rate has been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

Recognizing that the census population totals reflected above do not equate to the actual population due to 'undercoverage' (i.e., the term Statistics Canada uses to account for missing information and margin of error when compiling census data), Statistics Canada issues an 'undercount' figure or 'undercoverage rate' specific to a geographic area (usually at the Census Metropolitan Area level). While an undercoverage rate has yet to be assigned for the most recent census period specific to the Toronto CMA – within which Mississauga is located – the city's previous undercoverage rate of 3.5% is applied based on advice from the City's Planning Strategies Division. This results in a 2016 Census population of 745,840 persons, including estimated net census undercoverage.

For the purposes of *Future Directions* – and to ensure consistency with forecasts employed by other City documents – the City Planning

Strategies Division's population forecast of 759,000 is used as the baseline year (2019) for this Master Plan².

Map 1: City of Mississauga Service Area Boundaries



¹ Source: Statistics Canada Census, 2001-2016

² City of Mississauga, Planning Strategies Division. 2018 Growth Forecast. July 24, 2018.

Projected Population Growth

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

- **Service Area 1** has a year 2019 population estimate of 172,000 persons. It is expected to attain growth of 10,000 new residents by the year 2028 and 17,000 new residents in total by the year 2041, amounting to average annual growth rates in the range of 0.5%. New population growth is attributable to the Central Erin Mills Major Node with Streetsville and residential lands located along the Ninth Line primarily making up the remainder.
- **Service Area 2** has an estimated population of 151,000 persons and is forecasted to receive 7,000 new residents over the planning outlook. Of the 17,000 persons projected to be added in Service Area 2 by the year 2041, the Uptown Major Node is expected to accommodate much of the Service Area's share of population growth over the next two decades.
- **Service Area 3's** population is anticipated to fluctuate between 32,000 and 33,000 persons during the planning period and until the year 2041.
- **Service Area 4's** population has an estimated population of 102,000 persons and is forecasted to add 4,000 persons by 2028 and a total of 8,000 persons by the year 2041.
- **Service Area 5** contains Mississauga's largest population total, with a year 2019 estimate of 198,000 persons. This Service Area is projected to accommodate the greatest share of city-wide population growth for both the master planning and longer-term outlooks in terms of total population numbers. Although the average annual growth rate is forecast at 1% over the planning horizon, the area is expected to add 19,000 new residents by the year 2028 and over 43,000 new residents by the year 2041. Virtually all growth is projected to

occur in Service Area 5's Downtown nodes and corridors, in line with the City's planned focus on higher density intensification and infill developments in the area.

- **Service Area 6** has an estimated 104,000 persons with forecasts adding 12,000 persons over the next 10 years and 33,000 persons by the year 2041. The Lakeview Neighbourhood is expected to accommodate most of the 10 year share of growth and beyond whereas the Port Credit East and West Neighbourhoods and Community Nodes are also expected to collectively accommodate a significant population increase by 2041.

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

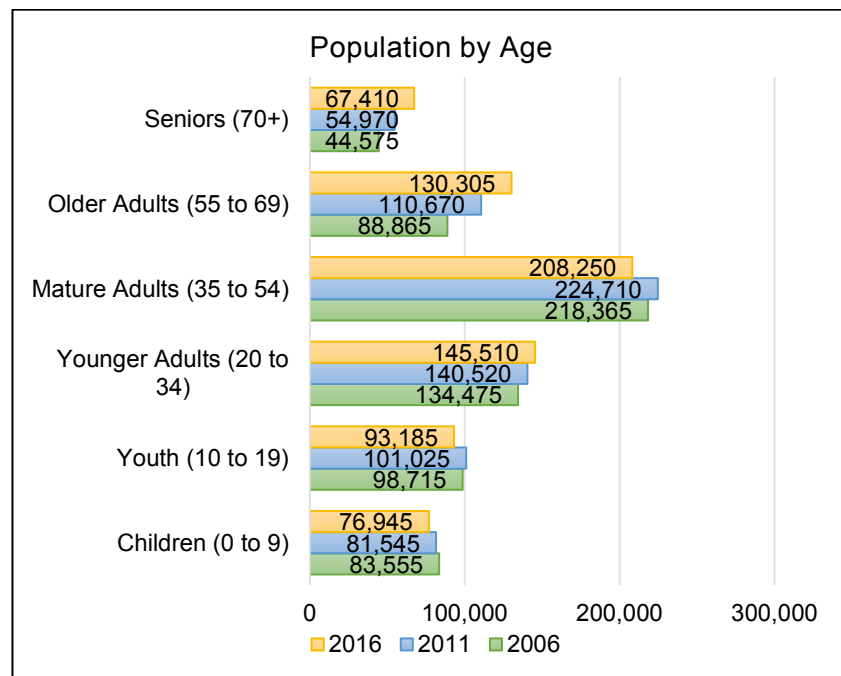
Service Area	2019 Population Estimate	2028 Population Estimate	2041 Population Estimate	10 Year Growth Rate (2019-2028)
1	172,000	182,000	189,000	6% (10,000 persons)
2	151,000	158,000	168,000	5% (7,000 persons)
3	32,000	33,000	33,000	3% (1,000 persons)
4	102,000	106,000	110,000	4% (4,000 persons)
5	198,000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

Note: figures include census undercount
Source: City of Mississauga, City Planning Strategies Division, July 2018

Population by Age Group

The 2016 census records the median age in Mississauga as being 40.0 years. Based on the median age, Mississauga's population has "aged" by 3.5 years since the 2006 census when the median age was recorded at 36.7 years while the 2011 census median age was 38.5 years. That being said, Mississauga's 2016 median age is slightly younger than the 41.3 years for Ontario as a whole.

Figure 3: City of Mississauga Population by Age



Source: Demographic Profile to inform the 2019 Future Directions report, Monteith Brown Planning Consultants

Change in Population by Age Group

Table 2: Mississauga Community Age Profile

Age Group	D 2006-2011	D 2011-2016	D 2006-2016
Children (0 to 9)	-2,010	-4,600	-6,610
Youth (10 to 19)	2,310	-7,840	-5,530
Younger Adults (20 to 34)	6,045	4,990	11,035
Mature Adults (35 to 54)	6,345	-16,460	-10,115
Older Adults (55 to 69)	21,805	19,635	41,440
Seniors (70+)	10,395	12,440	22,835
Total	44,890	8,165	53,055

Source: Demographic Profile to inform the 2019 Future Directions report, Monteith Brown Planning Consultants

Aging population trends in Mississauga show that the 55+ age group represents 27% of the city's population in 2016, whereas the figure was 20% in 2006.

A noted trend is the number of persons of prime child-bearing age (20 to 34 years) which has been modestly increasing over the past three census periods. It is possible that younger adults and younger family households may continue to increase in number, particularly if land developments in areas of intensification are attractive for younger adults.

Changes to Age Cohort Proportions

Although not described in the Demographic Profile to inform the 2019 Future Directions report, 2014 Future Directions assumed:

The number of residents 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.

Language

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

Immigration

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

Household Income

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

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

Education

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

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



Photo Credit: City of Mississauga



What can Community Services be?

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

We want to hear from you.

Your input will help shape these City Plans for the future.

Tell us

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

To find out more, visit mississauga.ca/yourfuture



Mississauga Your Say Project Portal

Objective

Generating awareness and organizing feedback is critical to a Consultative Phase of a project. For this Project, the City accomplished both by establishing an online Project Portal as a means of grounding the project. Community Services developed the website, a sub-page to the City's "Your Say" platform, as a mechanism for:

- Informing stakeholders of the project and its importance to guiding the direction for services including Library, Parks & Forestry, Recreation, Fire, and Culture
- Tracking and updating the progression of the Master Plans,
- Linking stakeholders with input opportunities for input
- Linking to additional input mechanisms including a Community Services Satisfaction Survey, in-person consultation sessions, a dedicated project email address (yourfuture@mississauga.ca), and the City's 3-1-1 call centre phone service.

Methodology

The website, advertised via postcards created by Strategic Communications staff, was distributed at City facilities including Civic Centre, libraries, community centres, had the following URL, linked from the "Have Your Say Mississauga" [homepage](#).

Interest for the project was spurred with sample questions, posted both on the introductory webpage as well as the postcard, urging stakeholders to "Tell (the City)":


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

Sample of Outcomes

The following Table provides a cursory summary of the direct outcomes of the Project Portal as they relate to the common themes. Similar tables are included for each of the input mechanisms.

Common Themes											
LEGEND: <div><div></div> Discussed in Detail</div> <div><div></div> Briefly Touched On</div> <div><div></div> Not Raised</div>	Partnerships	<div></div>									
	Collection Revolution	<div></div>									
	Enabling Operations	<div></div>									
	Optimizing Resources	<div></div>									
	Fundraising	<div></div>									
	Community Service	<div></div>									
	Marketing & Education	<div></div>									
	Workspace & Facilities	<div></div>									
	Development & Education	<div></div>									
	Actionable Plan	<div></div>									

- It is likely that the Portal helped direct many constituents to the various surveys and mechanisms inviting input into the Master Plans. The exact data informing of number of page visits and redirections was not requested at the time of writing this report.



Who's listening


Erin Hashani & Debbie MacDonald

Role: Project Leads

Organisation: City of Mississauga

Phone: 311

Email: yourfuture@mississauga.ca



Captioned images from the City's "What can Community Services Be?" website

2017 Citizen Satisfaction Survey

Every two years, the City conducts a comprehensive *Citizen Satisfaction Survey* covering numerous areas related to many of the City's programs and services, including the Library. The 2017 survey, although completed during the Master Plan consultation phase, was organized independent of the Master Planning process.

Objective

The *Citizen Satisfaction Survey* helps the City better understand resident's perceptions and attitudes on a range of issues and topics, including Mississauga's overall quality of life. The survey is an important decision-making tool that provides key insight into citizen's sentiments and opinions on a wide range issues, including many of the programs and services that the City supports and delivers. It also allows the City to monitor and review trends over time to understand how citizen needs and perceptions are changing.

Methodology

This *Citizen Satisfaction Survey* was conducted by Forum Research Inc. using a Computer-Assisted-Telephone-Interviewing (CATI) methodology of randomly selected Mississauga residents aged 18 years and older. In total, 1,115 interviews were conducted across all eleven Mississauga wards, ranging between 99 and 106 people per ward. The survey was conducted from March 28 to April 9, 2017. The results have a margin of error of +/-3%, 19 times out of 20.

Sample of Outcomes









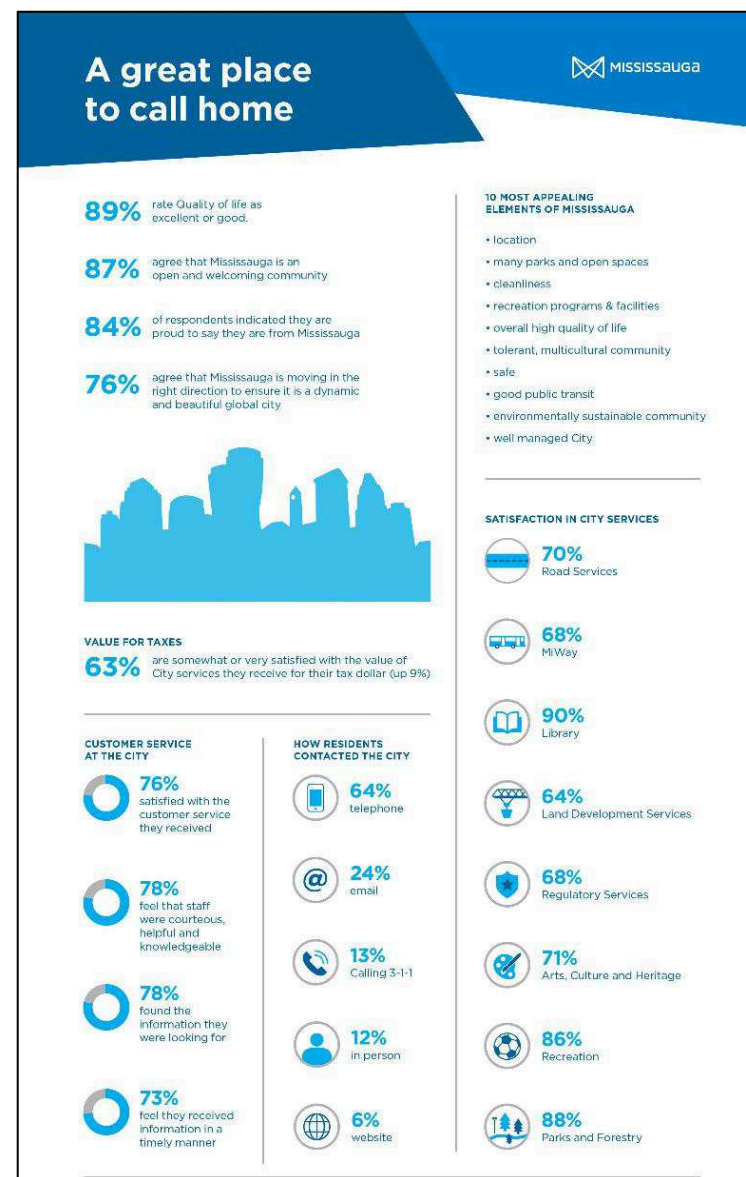
Common Themes	Partnerships	Collection Revolution	Enabling Operations	Optimizing Resources	Fundraising	Community Service	Marketing & Education	Workspace & Facilities	Staff Development & Actionable Plan
LEGEND:  Discussed in Detail  Briefly Touched On  Not Raised									

Figure 4: 2017 Citizen Satisfaction Survey Results

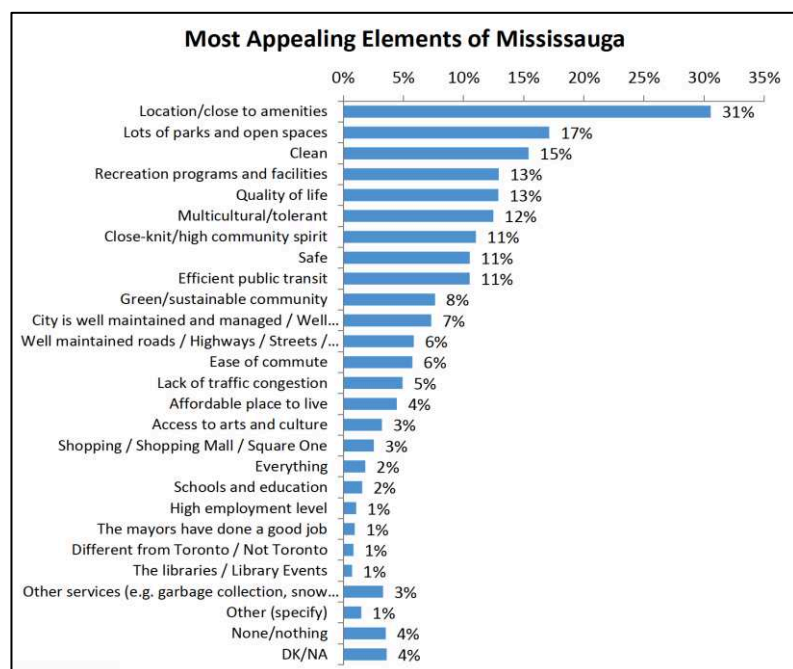


Source: City of Mississauga

In general, the 2017 outcomes of the survey paint a favorable picture of the City and its services, as showcased on the City's website:

- 89% rated the overall quality of life as excellent or good
- 87% agreed that Mississauga is an 'Open and Welcoming' community
- 84% indicated they are 'Proud to say they are from Mississauga'
- 76% agree that Mississauga is moving in the right direction to ensure it is a dynamic and beautiful global city
- 71% continue to be satisfied with the City's municipal government
- Of the Top 25 Most Appealing Elements of Mississauga, "The Libraries / Library Events" ranked 23rd, as identified by 1% of the respondents.

Figure 5: Satisfaction Survey Responses to the Question "What are the most appealing elements of Mississauga?"



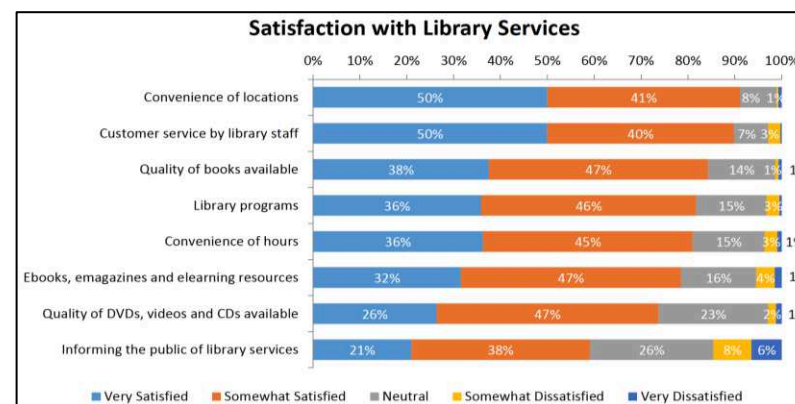
Source: Forum Research Inc.

- Overall, satisfaction for service areas reviewed, including Library, either increased or remained statistically level compared to the previous year's (2015) results.
- With specific reference to Library, satisfaction has highest at 90% of people in Mississauga are somewhat or very satisfied, a five-point increase from 2015 (85%), and 15-point increase from 2013 (75%).

The satisfaction questions relating back to the Library were oriented more so on traditional library services, including the quality and selection of collections, and speak to a need to expand and enlighten on the role of libraries in today's society.

- The convenience of locations (91%) and customer service (90%) were rated with high levels of satisfaction, and each demonstrated significant increases of 6% and 18%, respectively.
- The only indicator that decreased in 2017 was informing the public of library services, which declined 12% since the previous survey.

Figure 6: 2017 Satisfaction Survey Responses



Source: Forum Research Inc.

The complete 2017 Citizen Satisfaction Survey results can be accessed at the following link:
<https://yoursay.mississauga.ca/citizen-satisfaction-survey>

Focussed Public Survey

In addition to the *Customer Satisfaction Survey*, which addressed a wide-range of City programs and services, a separate *Focussed Public Survey* was posted online for community stakeholders to respond to questions targeting *Library, Parks & Forestry*, and *Recreation Services*.

Objective

The intent of the Focussed Public Survey was to provide a mechanism for more thorough responses to issues pertaining to the three Community Services business areas, than would be afforded by the *Citizen Satisfaction Survey*.

Methodology

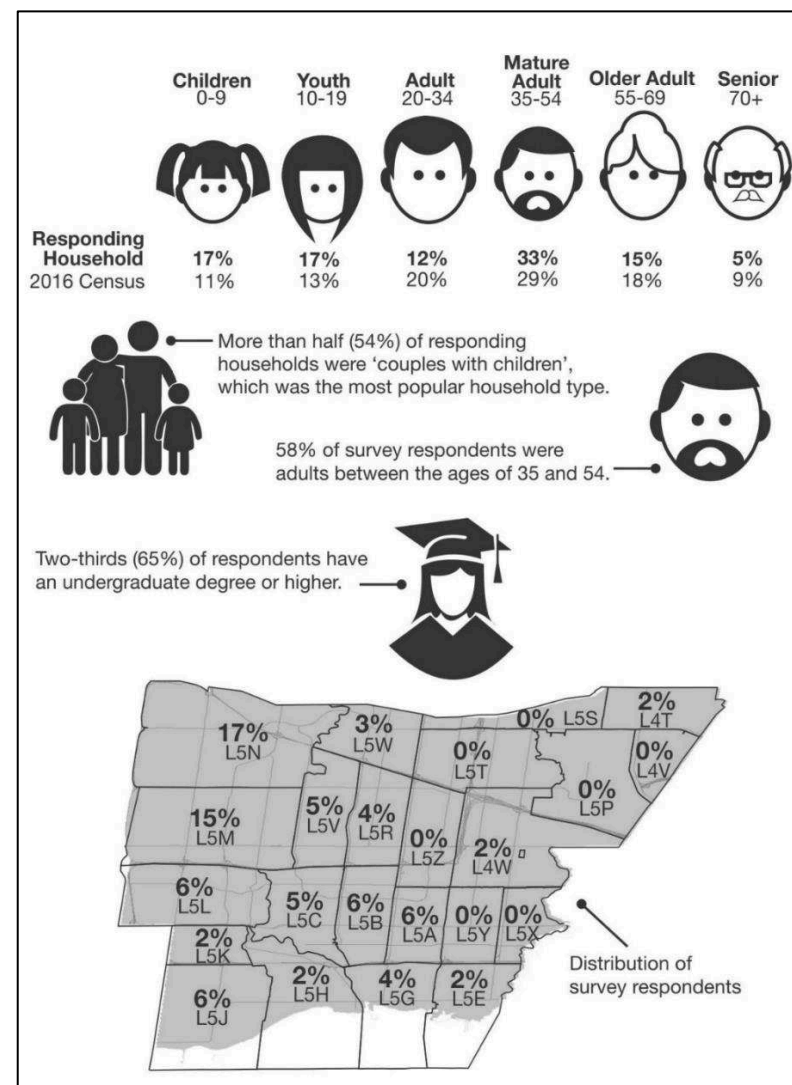
The survey questions were developed through the collaborative efforts of *Resource Planning Group Inc.* and *Monteith Brown Planning Consultants* in consultation with Community Services staff. The Survey included common questions pertaining to all of *Library, Parks & Forestry*, and *Recreation Services*, followed by questions focussed on the individual services. The survey was posted online between June 15th-July 7th. The survey was advertised on the City's Project Portal, through its social media channels, and temporary signage set up at City facilities.

Respondent Profile

A profile of respondents was developed through a series of questions included at the end of the Survey. Although deeper analysis is required by filtering the responses against the profile, highlights include:

- The vast majority of survey responses were from respondents who speak English most regularly in their households (92%), followed by French (6%), Mandarin (4%) and on to other dialects, reflecting underrepresentation of immigrant populations, where English is a second language.
- While the survey received responses from most postal code areas a significant proportion (32%) came from the northwestern-most region. The survey generated few responses from the eastern/northeastern areas.
- Overall, individuals identifying as females responded to the survey in far greater numbers (72%) than males (28%)

Figure 7: Profile of Respondents to the Focussed Public Survey



Source: Graphic by Monteith Brown Planning Consultants

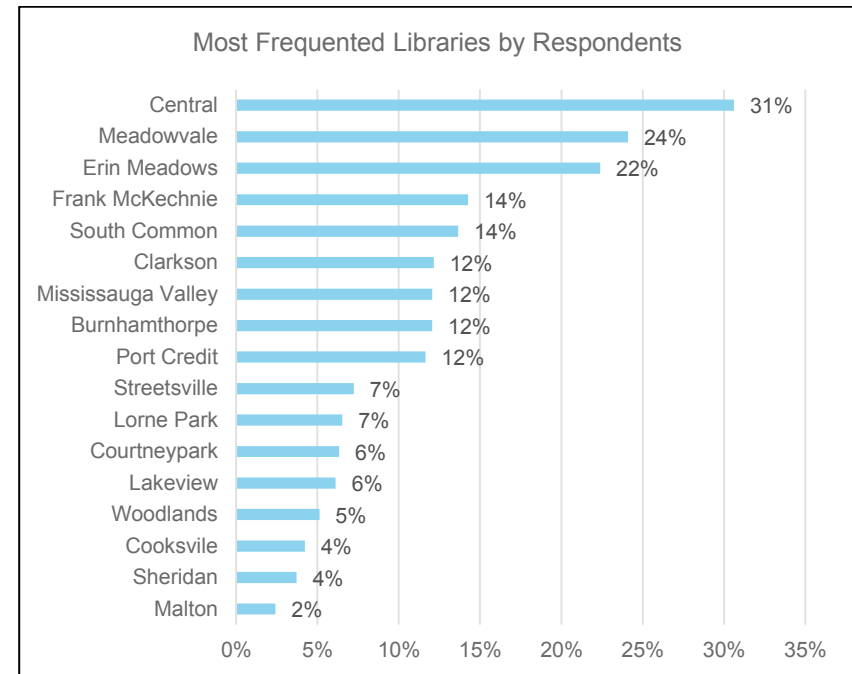
Sample of Outcomes

Common Themes	Actionable Plan	Staff Development & Facilities	Workspace & Education	Marketing & Service	Community Service	Fundraising	Optimizing Resources	Enabling Operations	Collection Revolution	Partnerships
LEGEND: ● Discussed in Detail ○ Briefly Touched On ○ Not Raised	○	○	○	●	●	○	●	○	●	○

Workspace & Facilities

- 70% of respondents felt that the number of libraries in their surrounding community was “just right,” 20% felt there to be “too few”, and 2% felt there were “too many.” This aligns with the sentiment by only 31% of respondents that libraries are located too far away to access services.
- Overall, the quality of facilities, and the crowdedness of facilities are not significant barriers to their use (22% and 26%) respectively. Conversely, 44% of respondents indicated that access was an issue with parking not available or convenient acting as a barrier to participation.
- The Central Library was the most frequent library facility amongst respondents (31%), followed by Meadowvale and Erin Meadows (24%, 22%).
- The primary reason for visiting a particular library facility over another is the proximity of the library to the respondent's place of residence, as identified by 88% of residents. Convenient access (34%) and parking (25%), and the provision of a good selection of books and other materials (27%) rounded out the top four most popular reasons for visiting a library.
- The least selected reason for visiting a library was to take part in an adult-oriented program (6%), as compared to children's programs (16%).

Figure 8: Most Frequented Libraries by Respondents

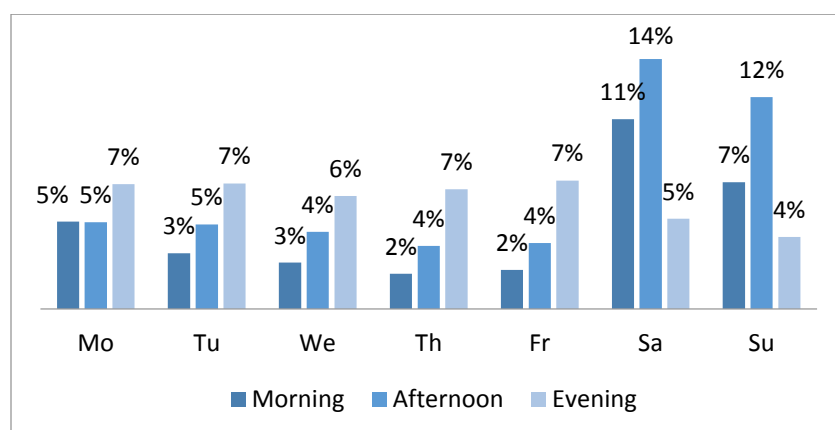


Source: Focussed Public Survey, Monteith Brown Planning Consultants and RPG

Optimizing Resources

- Half of respondents indicated that, of collections and their associated services, that access to current bestsellers (50%), and the ability to reserve and renew them online (49%) was important to them.
- Aligning with a common Monday-Friday 9-5 work-week, access to the library during weekend afternoons and mornings was preferred, over weekdays, and during weekdays, access in the evenings was preferred over mornings and afternoons.
- Of the weekdays, day-time access to the library on Monday mornings was preferred over other days, while afternoon and evening access was almost equal.
- In the past 12 years, with respect to accessing library services, 77% of respondents visited a library, 50% accessed the Library website, 14% contacted via email or phone, at 16% did not access Library services.

Figure 9: Respondents' Preferred Days and Time of Day for Visiting the Library



Source: Focussed Public Survey, Monteith Brown Planning Consultants and RPG

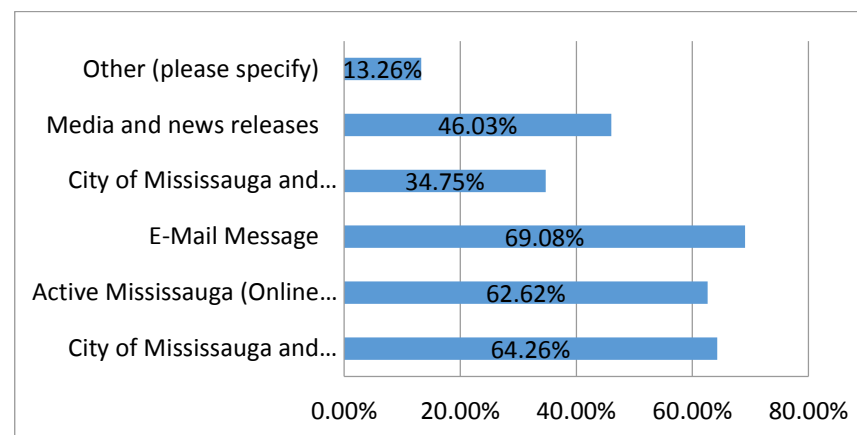
Partnerships

- When considering joint recreation-library facilities, 85% of respondents were familiar and had visited such a facility in the past year. Of those who attend such a facility, half (52%) access both library and recreation services, a third (34%) visit only the recreation facility, and the remainder (14%) visit only the library.
- The primary driver for using joint recreation-library facilities is the convenience afforded by not having to travel to multiple locations for their services, and the ability to simultaneously use library services while a family member, or other relation, is using the recreation services.

Marketing & Education

- 60% of respondents indicated that they don't participate in Library programs or events because they are not aware of what is available.
- The most effective tools for communicating library events and programs was noted as online means including City and Library websites, the online Program Guide, and e-mail blasts.

Figure 10: Tools for Communicating Library Events & Programs



Source: Focussed Public Survey, Monteith Brown Planning Consultants and RPG

Community Service

- A total 86% of respondents identified the Library as “important / very important” to their Quality of Life. When considering whether the role libraries play in building strong communities within the City, only 67% responded important or very important.
- When asked if there are any other services, programs, or amenities that the Library is not providing now that you think it should provide, a significant number of respondents mentioned increasing the amount, and variety of programs, both for children and adults.



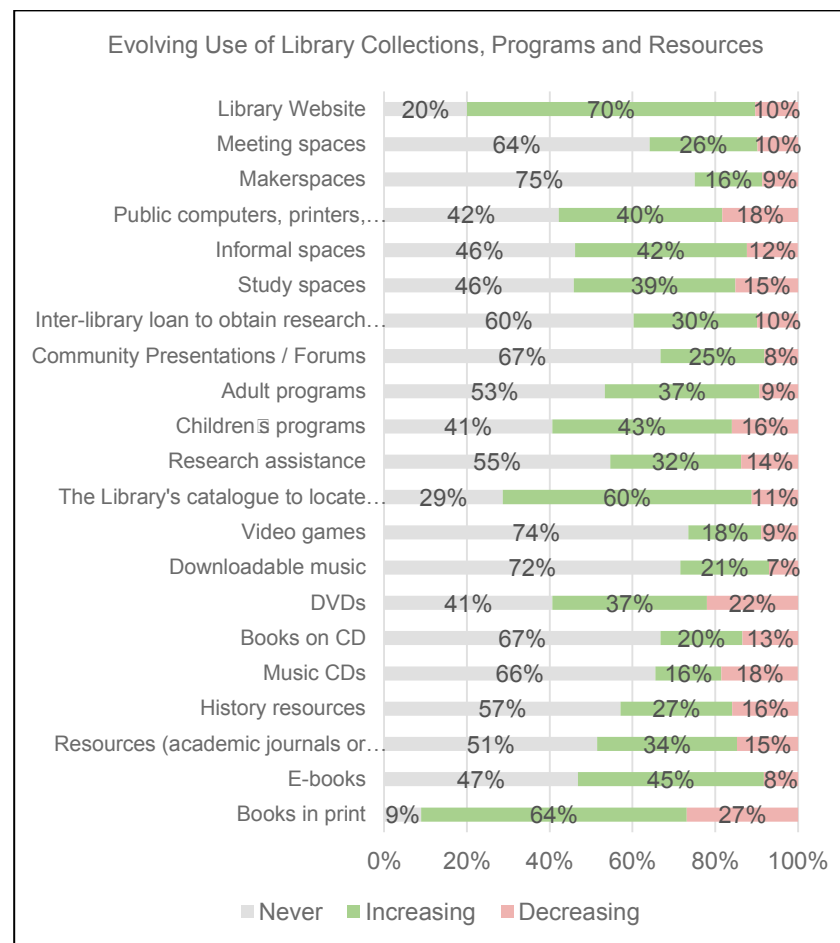
Word-cloud diagram summarizing responses

Collection Revolution

- The role of libraries and the use of resources provided by the Library are in flux. This is exhibited by traditional resources like collections of books in print that polled the both greatest percentage of increasing use (64%) as well as the greatest decrease in use (27%) annually. This is caused by a preference of customers to have more popular, high

circulating collections rather than a wide range of lower circulating ones.

Figure 11: Increasing, Decreasing, or Non-use of Library Services and Resources



Source: Focussed Public Survey, Monteith Brown Planning Consultants and RPG

Stakeholder Interviews and Focus Groups

As part of the Future Directions, the consultant team, with the assistance of City staff, arranged a series of meetings with key stakeholders to help identify a wide variety of information including opportunities & challenges, innovations on service delivery, the role of the Library within the community, infrastructure and service shortfalls, and general observations since the last Master Plan.

Objective

Direct comprehensive unfiltered stakeholder input is extremely valuable to the consultation process and can only be readily achieved through in-person dialog. It is through these stakeholder focus groups and interviews that the nuances of the continuously evolving role of the Library of today and of the future could be better understood to include:

- community meeting places
- sources of expertise
- the location for showcasing and learning about current and emerging technology
- critical educational and lifelong learning settings
- programming that reaches out and empowers the community
- first responders to critical community politics, educational and social issues

Methodology

Focus Groups were arranged for the following groups:

- Members of Council
- Extended Library Leadership Team
- Library Services Director
- Core Library Leadership Team
- Library Staff
- Library Board
- Commissioner of Community Services
- Library Union Representatives
- Huron-Wendat First Nation
- Mississaugas of the Credit First Nation

Needs and Preferences Survey

Over the summer 2017, the City conducted a *Needs and Preferences Survey* related to Recreation, Parks & Forestry, and Library facilities, programs and services.

Objective

The objective of the Needs and Preferences survey was to carry out a statistically relevant public opinion survey to aid in providing a solid foundation for strategic decision-making.

Methodology

The survey questions were developed through the collaborative efforts of *Forum Research Inc.* in consultation with Community Services staff. The survey was conducted via telephone with 804 respondents from June 4th - July 11th. Respondents were sampled by FSA and results were weighted to be representative of each service area. Results were also weighted by age and gender so that they were representative of the City of Mississauga.

Sample of Outcomes

Common Themes	Actionable Plan	Staff Development & Facilities	Workspace & Education	Marketing & Service	Community	Fundraising	Optimizing Resources	Enabling Operations	Collection Revolution	Partnerships
LEGEND: ● Discussed in Detail ○ Briefly Touched On ○ Not Raised	○	○	●	●	●	○	●	○	●	○

Service Delivery

- Longer weekend operating hours (11%), more programs for children (10%), more programs for adults (10%), and more digital options for downloading/streaming (10%) were recommendations made by respondents when asked how the library experience in Mississauga could be improved.

Background Studies

The recommendations are built on a number of studies that were developed for the City and Library prior to the 2019 Library Master Plan as well as information gathering done in conjunction with the development of the 2019 Library Master Plan.

- Community Engagement Study, August 2017
- Library Hours Review, May 2015
- Environics Analytics Report, August 2017
- Future Directions Needs and Preferences Survey, August 2017
- Recreation Indoor Facility Infrastructure Strategy June 2017
- City of Mississauga Library Traffic Study, September 2017
- 2017 Citizen Satisfaction Survey
- Focused Public Survey
- Stakeholder Interviews and Focus Groups
- Library Staff Survey
- Mississauga *Your Say* Project Portal
- Current trends

Trends

The 2019 Library Master Plan is informed by the trends emerging in libraries and information sciences. This section provides a scan of Canadian, United States and international trends in library technologies, services and activities, programs, and facilities.

For the past number of years, libraries have experienced remarkable changes, driven largely by changing technologies, and the trend of digital transformation and building a Smart Library. Public libraries continue to change, and are, in many respects, reinventing themselves. Phenomena like “Fake News” and the challenge of the “Digital Divide” as well as the digital transformation of data, services and education emphasize the relevance of the Library’s role in promoting democracy and providing barrier free access to all residents. Libraries are extremely important to the community and that importance is growing as the role of the library modernizes. While many parts of the traditional “book lending” library remain, the proliferation of information, the variety of formats and applications, and the range and velocity of how customers can manipulate, apply and communicate that information has broadened the scope of library services and heightened the library’s engagement with the community.



Trends identified below are the product of consultant research along with experience gathered from planning library projects across Canada and the United States. The trends are not weighted or prioritized and are presented in five interconnected and overlapping categories:

Strategic Positioning

Visibility of library service as a catalyst for community engagement, innovation, vitality, and dialogue, by:

- Meeting the needs for community literacy
- Responding to demographic changes
- Becoming a modern community change agent

Customer Experience

Expanding the range of the customer experiences provided through a combination of traditional, multi-format, and highly interactive and technologically sophisticated resources by:

- Involving customers in service delivery design
- Developing programming that proactively responds to demographic changes
- Ensuring technological literacy is a priority
- Proactively developing strategies to ensure future high quality staff

Service Delivery

Expanding the range of library services to meet the expectations of library customers through specialty programs, service delivery options, and professional expertise by:

- Providing easy access and self-service options
- Responding to the change in collection circulation trends
- Fostering partnerships with other services, businesses and public education systems

Technology

Society's shifting technological and informational landscape, including the integration of print and digital information, the integration of emerging new and older technologies, the new demands of information access, interpretation, application, and communication, and the range of navigational skills involved. **Libraries are responding to this shift by:**

- Responding to the “digital divide”
- Ensuring barrier free access to existing and emerging technologies
- Investing in their website to create a 24/7 virtual library branch

Facilities

Evolving types of facilities and spaces required to support changing resources, technology, and customer activity by:

- Developing libraries as first choice civic destinations
- Researching co-locations with private, government, commercial or residential partners.
- Creating flexible and welcoming spaces
- Re-establishing the allocation of space for social and physical interaction versus collection storage



Photo Credit: City of Mississauga

Strategic Positioning

Vision

A quarter-century ago, libraries were forecast to become irrelevant due to technological change and declining attendance. But the actual performance of public libraries has defied every expectation. Now libraries are strategically positioned as catalysts for community engagement, innovation, and development.

Every major public library system in Canada is actively engaged with community groups, cultural agencies and institutions supporting the various levels of education. The contemporary library system is not merely a passive resource, it is an active community change agent.

Public perception of the importance and scope of library services has changed: consequently, there is a growing need to transform “foundation plans” into “visionary and dynamic roadmaps” for 21st century library services, reflecting ongoing responses to community literacy needs, technological sophistication and demographic changes.

Marketing and Visibility

Libraries are identifying that they a need to do a better job of “telling their story”. Driven in part by the changes taking place at libraries, major metropolitan library systems understand their communications and marketing initiatives to be among its foremost priorities.

Most public library systems experience ongoing challenges in educating their communities to raise awareness of the scope and complexity of new and changing services, the vital role those services play in the well-being of the community, and the expertise and resources required in delivering those services. “Clear compelling stories must be told about the library and the powerful role it is playing in the community.”³

³ Schmidt, Janine, Effective marketing of libraries in a never-better world even if it ever was that way, <http://conference.ifla.org/ifla77>

Customer Experience

Literacy

“Traditional reading and writing skills remain fundamental to literacy, but the definition of literacy has expanded... Literacy is no longer viewed as a mechanical process, but is understood as the construction of meaning. This expanded definition of literacy impacts the types of services, programs, and collections that libraries provide, as well as the nature of the work that Library staff perform.”⁴

Many types of literacy are required in contemporary society: reading, writing, language, civic, financial, food, legal, and technological literacy, to name a few.

In a mobile society with many newcomers, all types of literacy challenges must be addressed. For instance, in the new Calgary Central Library, staff will be equipped with hand held devices that provide instant translation and display of multiple languages.

Programs and Events

Library systems continue to experience demand for increased community programming, based not only on collection and information resources, but also on topics that reflect the needs and interests of an increasingly diverse community profile.

Programs and events typically focus on current community issues, exhibitions, workshops, and courses. Increasingly, libraries are working with partners in the delivery of programs, due to the sheer range of topics and expertise that partners are able to contribute, moving programs outside of libraries to places where teens can be more easily reached.⁵

For instance, the Calgary Public Library is now actively promoting new forms of community involvement and interaction, including

initiatives that focus on early education, lifestyle themes, post-secondary education and local history.

Ongoing demographic information is required to ensure that service and program responses are realistic, effective and that they contribute proactively to the development and stability of the community. Notably, the traditional connections to learning resources have now proliferated, including the requirement to connect the public to local, national and international interconnected information networks.

Increasingly, in the spirit of collaboration and reaching to customers where they are, libraries are involving customers in service design and delivery. For example, the website of the Ottawa Public Library allows citizens to suggest programs that they would be interested or connect the library with an existing event.⁶

Changing Collection Profile

Generally, the trends are toward a significant decrease in the size of the print collection, accompanied by an emphasis on increased utilization and circulation of those collections. Thus, the few books in libraries are books that catch the attention or match the demands of customers and are borrowed more frequently. This higher circulation of the collection has the added benefit of allowing libraries to reduce, in part, the amount of space allocated to books, since a greater portion of the collection is not present in the library, but is circulating out in the community. However, other factors increase space requirements of collections. There is increased focus on merchandizing, which decreases the number of volumes on a shelf as a portion is displayed cover out, and a general lowering of the height of book stacks. This supports increased accessibility, and creates a feeling of increased spaciousness and better sightlines through the library space.

The following indicate changing proportions and types of collection formats:

- Decreasing non-fiction print materials
- Decreasing newspaper, and periodicals
- Decreasing DVD and CD collections

⁴ Agosto, Denise, Ibid

⁵ Agosto, Denise, [Hey! The Library is Kind of Awesome! Current Trends in US Public Library Services for Teens: publiclibrariesonline.org/.../hey-the-library-is-kind-of-awesome-current-trends-in-us-...](http://publiclibrariesonline.org/.../hey-the-library-is-kind-of-awesome-current-trends-in-us-...)

⁶ <https://bibliooottawalibrary.ca/en/events-calendar>

- Consistent fiction collections
- Increasing access to online data bases and reference information
- Increasing access to online periodicals
- Access to downloadable videos and music through library subscriptions to services such as Hoopla and InstantFlix
- Growth of patron-driven collection acquisitions

A growing trend, which easily builds on libraries' core strength, involves the introduction of a "library of things", that allows customers to check out items other than books. Items may include laptop computers, e-readers, video games, musical instruments, sewing machines, board games, crafting equipment, and technology, such as projectors and cameras. See, for example, Sacramento Public Library, and Vancouver Public Library's Sun Life Financial Musical Instrument Lending Library.

Community Partnerships

Public library systems are making increasingly valuable contributions to the development, prosperity and health of communities by fostering innovative outreach and partnerships with other civic services, business and commerce, and with all levels of public education.

A prominent example is the proposed joint venture between the Ottawa Public Library and Library and Archives Canada to jointly create a high profile public information centre with shared public services and spaces.

In a further example, in Northern Ireland, library staff work in partnership with job search professionals, assisting people looking for work in developing the skills and expert local advice they need to find suitable employment.

Another imaginative example of community partnership occurs in Friesland, Netherlands, where the public library has introduced the FabLab, Europe's first mobile maker space, housed in a converted library bus. The vision is to bring making and 21st century skills to primary and secondary students.



Interior image of FabLab Amsterdam
Photo Credit: www.fablabs.io

Levels of Technological Literacy

The technological literacy across ages continues to increase; the result is greater familiarity and dexterity in locating, accessing, interpreting, assembling, and communicating information. Crucially, technological literacy is now an essential component in changing economic conditions and is essential for effective content creation in new products and services.

Libraries are responding by providing space, programs and technology that recognizes the very young and the very old need to become technologically literate. As a result they have found important niches in providing barrier free training in information and communication technologies especially for the disadvantaged populations in the community.



Customer Collaboration

Customers in many public libraries increasingly participate in the design and delivery of library services, including in the selection of collection resources (patron driven acquisitions), the identification,

design and implementation of programs, in peer counselling and tutoring.

Staff Services

The majority of the public library's work now involves working with people, rather than working with print inventories. The goal is to provide not only information, but also the application of information and sustained community engagement and development.

The major public library systems in the country, including Vancouver, Calgary, Edmonton, and Ottawa, are re-interpreting the scope of staff assistance leading toward on-demand, specialized consultation, as opposed to the traditional staff role as custodians of resources.

Assistance required by staff has become more specialized, involving database navigation, customer programming, and technology proficiency. With this shift, staff will play a stronger role in ongoing lifelong learning.

The skills that are required to work in a Library have changed. Impending staff retirements, future service changes, changing job profiles, changing customer demands and emerging technical proficiencies together require strategies to ensure a future high quality professional staff.

Service Delivery

Ease of Access, Self-Service and Independent Activity

Customers in contemporary public libraries prefer to have service choices, including self-direction, self-service, and fewer staff-assisted services. By ensuring that self-service is maximized, staff are able to focus on higher value activities to build literacy skills in the library's customer base.

In the planning and design of new and renovated facilities, there is an emphasis on clear sightlines and clear customer way-finding. Fewer staff resources are required to direct customers to the resources they are seeking, more resources are available for in-depth consultation.

The Gwinnett County Public Library in Georgia, conducted a pilot program in 2016 and purportedly the first in North America, that allowed customers to access library facilities and resources outside of staff hours, providing a completely self-service experience.⁷



Self Service Library from Beijing

Technology

Shifting Focus of Technology Resources

The public library system must continue to build a leading-edge information infrastructure that understands customer capacities and expectations, accepts technological innovation, integrates multiple information systems, and connects to national and global data bases. It must be sufficiently robust to support and respond to the Internet of Things revolution.

⁷ Ibarrodo, Clifford, A Self-Service Experiment, <https://americanlibrariesmagazine.org/2016/.../bibliotheca-gcpl-self-service-experimen...>

There will continue to be more user-owned and carried devices, and a corresponding decline in the number of in house computer stations required. The library must adapt the form factor of the resources provided in order to allow collaborative use and provide access to printing and other core IT services from library and customer owned wireless devices. The addition of laptops and tablets allow for better use throughout the library instead of forcing access from a fixed point. At the same time, the library system will involve a greater focus on innovative IT applications, and on IT infrastructure support services and expertise. “Public Libraries are beginning to house emerging technologies that can help patrons learn new skills or provide a service that is normally inaccessible to the general public.”⁸

Library customers are consuming more digital resources and using mobile technology to access them. Libraries must continue to build leading-edge information infrastructure that understands customer requirements, supports technological innovation, integrates multiple information systems, connects to global information sources, and provides access to self-service of core library services remotely.

Products and services which were once offered via traditional means like phone, mail and on paper are increasingly becoming only available digitally. As a result, the gap that exists between individuals at different socioeconomic levels and their ability to access information and technology is widening. Governments, schools and private companies are moving more of their products and services online, and the inequality that exists in access to crucial information and knowledge grows larger each day. An important role of libraries is to bridge this “digital divide” by providing barrier free access to technology and eResources.

Automated and digital operational processes will continue to prove invaluable for functional efficiency: examples include collection sorting and distribution, centralized electronic signage and display, and individualized apps that are respond to customer interests.

⁸ Gilbert, Natalie, The Future of Public Libraries: Emerging Trends, Blog.Learningbird.com.

Sustained Connectivity

All systems, in-house and online, are dependent on connectivity integrity. Demands on the scope, quality, and security of information systems will continue to grow. Reliable, robust, and affordable broadband capacity will continue to be essential. In order to ensure distributed access to all, wireless hotspot lending is an established service across many libraries.

Furthermore, with the prevalence of technology in day-to-day life, the “digital divide” is becoming more and more significant. Those individuals who have limited or no access to technology are becoming further disadvantaged by not being able to access the services and content available online from governments, schools, potential employers and private industries.

On-line Services

The public library must now be viewed as a distributed and connected virtual system: the library without walls. Many public libraries now offer extensive on-line administrative and collection access services and, chat services and on-line customer communication by e-mail. Some libraries are exploring online interactive programming. The library needs to continue to evaluate the extension of programming and supports through video and streaming to ensure equitable service access through the virtual channel.

E-books

For example, in the last six years, ebooks have risen in popularity among consumers of all ages and as a result, libraries have seen exponential growth in ebook borrowing.⁹ In 2013, five large urban Canadian libraries reported eBook circulation to be at 2,871,514 downloads. This was a 60.9% increase over the previous year.¹⁰

However, there are issues. For example, at this time ebooks can be more expensive—sometimes 3 to 5 times more expensive—for libraries

than for consumers.¹¹ The high cost of ebooks and other materials has been exacerbated by the exchange rate of the Canadian dollar. Access to electronic audiobooks is a new challenge due to restrictive publishing and licensing practices, leaving some ebooks inaccessible to Canadian public libraries.

Innovative Applications

Greater demands are being made on IT systems and peripheral applications that support private career, business and creative and recreational initiatives. Coding skill development and gaming opportunities are two examples of applications that may be found in public library systems.

Customers are now expecting and making use of multifunctional maker spaces equipped for both analogue and digitally supported creative processes such as 3-d printers, audio production and editing software, and video editing software as well as conventional tools. The library needs to make hardware and software available through programs but also for use to allow for skill consolidation and technical knowledge acquisition.



3D Printer at Gail Borden Library

⁹ (Vancouver Public Library. (2014). Ebooks in 2014: Access and Licensing at Canadian Public Libraries.⁹

¹⁰ Kozłowski, M. (2014). The State of Worldwide Library eBook Lending <https://goodereader.com/blog/digital-library-news/the-state-of-ebook-library-lending>

¹¹ <http://www.fairpricingforlibraries.org/>

The maker movement and makerspaces have swept the country and grown in numbers in libraries in recent years, as communities and libraries work to support science, technology, engineering, arts, and mathematics education by offering spaces and equipment where users can learn as they create.”¹²

Many maker type spaces are technological in nature. The Toronto Public Library offers a ‘Hack Lab’ that gives free access to 3-D printing, vinyl cutting, soldering, and electronics

In Port Talbot, UK, the aim of ‘Technoclubs’ is to involve children and young people with science, technology, engineering and mathematics. The clubs are operated in partnership with local schools with the involvement of library staff, participants, Lego Mindstorm robots, and Scratch software coding.

Another trend is the creation of digital media labs that allow customers to engage in active learning, experience new media and information formats, and collaborate in technology-rich spaces. The Edmonton Public Library offers, in addition to 3-D printers, sound booths and a green screen, along with specialized applications for digital media exploration, and Photoshop applications.

Other examples include the introduction of interactive visualization walls at Edmonton Public Library’s Central Library (currently under renovation) and at the newly constructed Mount Royal University Library.



Interactive media wall (Queensland University of Technology)
Photo Credit: www.skyrisecities.com

Facilities

The Importance of Place

Most libraries are highly used first choice civic destinations. For optimal community impact, operational efficiency, public library facilities require high levels of visibility, architectural presence, and public and service access.

Examples of prominent new, proposed and/or re-vitalized central libraries in Canada include those in Winnipeg and Halifax, Calgary and, Edmonton (both of which are under construction), and Ottawa (which is in the planning phase). There are examples of prominent, architecturally distinguished, recent community libraries in almost all major Canadian metropolitan public library systems.

Urban Development

Library facilities are typically viewed as critical components of city planning and urban development, due to the large numbers of people attending.

Attendance at public libraries shows no indication of decreasing. Typically, when new facilities are introduced, attendance nearly doubles. For example, “There were 1.9 million visits during the Halifax Central Library’s first year of operation, more than double the 900,000 visits officials had anticipated while planning the library.”¹³

Co-location with civic, commercial and/or residential partners and with key urban transit points offers the opportunity to create and sustain urban energy and focus libraries have increasingly become important components of such urban development, with cities adopting a variety of strategies around partnering. An example is the joint understanding between the City of Calgary planning department and the Calgary Public Library, in which the location of community libraries is understood to be a critical factor in the identification and design of emerging urban nodes throughout the developing city, where transit and public and private services intersect.

¹³ <http://thechronicleherald.ca/metro/1330761-new-halifax-library-draws-1.9-million-visitors-in-first-year>

Additionally, with the City of Vancouver densifying many of its neighbourhoods, Vancouver Public Library has libraries included as part of large recreation centres or community centres (Terry Salmon Library at Hillcrest Recreation Centre and Mount Pleasant Library at Mount Pleasant Centre), with fire halls (Fire Hall Library located atop Firehall No. 4) and with specialty housing like at Strathcona Library which provides housing for women.

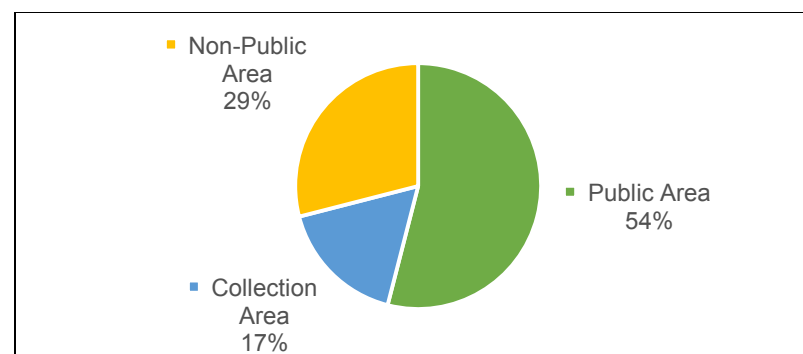
Flexible and Welcoming Spaces

The library has become more about what people do, and less about what the library has; space planning will continue to reflect the need for multi-functional versatility.

The interiors of public libraries are actually interior urban spaces. Increasingly, public libraries are being designed or modified to improve spatial clarity, sight lines, and optimize public navigation and ease of use. Spaces are designed to be barrier-free and easily adaptable.

For example, planning for the proposed new Ottawa Central Library incorporates optimal concepts to promote ease of customer navigation. Functional planning for collection storage and display areas in Edmonton and Calgary stipulates that collection shelving be no higher than five feet. to optimize spatial clarity and promote user orientation.

Figure 12: Percentage of Public Space, Collection Space, and Non-public Space in Ottawa’s Proposed New Central Library



Source: Ottawa Public Library

Trends in library interior design emphasize reconfigurable and modular furniture, mobile shelving, and bright colors. Ergonomic response and user comfort are critical to encourage customer utilization and satisfaction. Seating and shelving can form new spaces and delineation between functions.

Additionally, high quality, appropriately sized staff workspace is now understood to be a major incentive in attracting the professional community and in developing and maintaining the quality of the future staff complement.

Allocation of Spaces by Function

The proportions of space allocated for social and program interaction versus collection storage and display continues to evolve. More library space is now designated for public accommodation and interaction than is required for collection materials.

Collection planning in all major Canadian public libraries now involves a significant decrease in collection sizes; space planning has reflected this decrease and now includes a corresponding increase in spaces for customer activities and interaction. Many of these spaces are meant to customers can spend time socialize, collaborate and learn.

Comparative Library System Review

Whereas the previous section focussed on many qualitative changes that were occurring within libraries, this section focusses on quantitative trends through time, looking at a number of key performance indicators (KPIs) and how they have changed both for the Library as well as other comparative and nearby library systems. It also reviews how The Library compares to those systems.

Comparative systems, selected due to their size and Library system, include:

- Calgary Public Library
- Edmonton Public Library
- Halifax Public Library
- Montreal Public Library
- Ottawa Public Library
- Toronto Public Library
- Vancouver Public Library
- Winnipeg Public Library

These systems will be reviewed both for trends and comparison systems, in that they are most similar in size and organization. Toronto and Ottawa may be particularly beneficial comparators as they are both in Ontario.

The following library systems are reviewed because of their proximity to the Library:

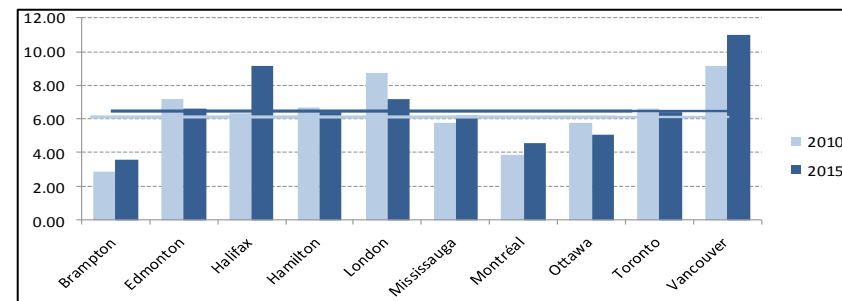
- Brampton Public Library
- Hamilton Public Library
- London Public Library

The charts on the following pages are based on data extracted from the Canadian Urban Libraries Council Key Performance Indicators (KPI) for 2010 and 2015 for peer Canadian Library systems. Note, that Winnipeg Public Library, one of the Library's peer systems, has not provided information except for overall system floor space. Calgary Public Library did not provide any data.

Visits per Capita

The following chart identifies the visits per capita for each system. Generally, in the past 5 years, library visits have increased in many systems, including in Mississauga, from an average of 2.29 to an average of 6.69. The Library with visits per capita of 5.76 and 6.29 respectively shows an increase in visits, in line with the general trend.

Figure 13: Visits per Capita

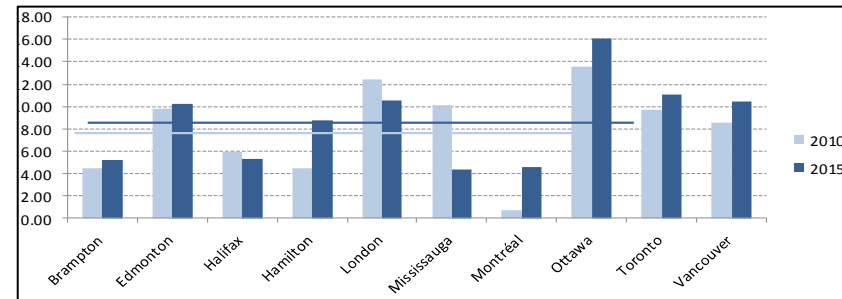


Source: Canadian Urban Libraries Council Key Performance Indicators

E-Visits per Capita

E-visits are an increasing part of library system work loads. Overall, e-visits to library systems have increased from an average of 8.0 visits per capita in 2010 to 8.7 visits per capita in 2015, a 9% increase overall. The Library on the other hand saw a drop of 57% from 10.09 e-visits per capita to 4.36.

Figure 14: e-Visits per Capita

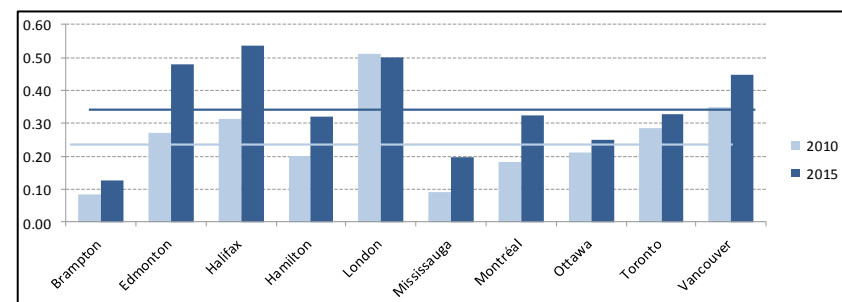


Source: Canadian Urban Libraries Council Key Performance Indicators

Program Attendance

Of all KPIs, the one for program attendance has seen the largest average increase in the past 5 years, rising from 0.25 per capita to 0.35 per capita, a 40% increase. The Library also experienced a dramatic increase from 0.09 to 0.20, a 122% increase. While the Library saw a substantial increase, Mississauga program attendance is still more than 40% lower than the average of peer library systems.

Figure 15: Program Attendance per Capita



Source: Canadian Urban Libraries Council Key Performance Indicators

Population per Program

Another way to look at programming is to analyse how many programs are offered compared to the population. In this case, a lower number indicates that residents have a greater choice of programs. In 2010, the average population per program was 108.4 and in 2015, it was 71.0, a 34.5% decrease in the population per program.

In 2010, the Library had far fewer programs for the population compared to its peers. In 2015, the number of program offerings increased substantially, such that the population per program is much closer to the average.

Holdings per Capita

Library systems are generally reducing the number of holdings per capita, with the exception of Montreal, with a slight increase and Vancouver, with a major increase. The average has reduced from 2.72 holdings per capita in 2010 to 2.37 holdings per capita in 2015.

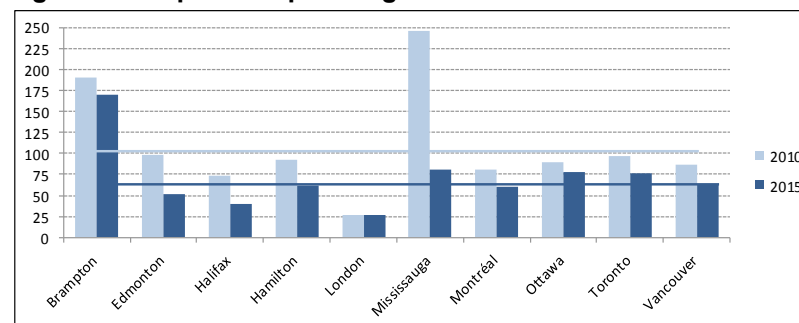
The Library, with a holdings-per-capita of 1.78 in 2010 and 1.523 in 2015, has one of the smallest collections per capita. The 2015 figure is 36% below the average of comparator library systems. However, recently, more funding was approved to increase holdings which has resulted in an increase the holdings per capita of 1.35 in 2018 which is directly correlated to customer collections preference of having less materials overall, but more of the very current and popular holdings.

Circulation per Capita

While some library systems have experienced an increase in the circulation per capita others have experienced a decrease. With the exception of Hamilton, almost all Ontario library systems have experienced some decrease. The average circulation per capita was 11.94 in 2010, and falling to 11.25, a 6% decrease,

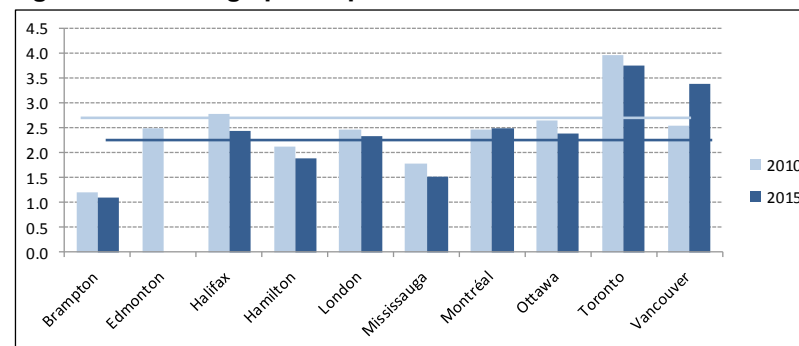
The Library has the second lowest rate of circulation per capita, next to Montreal, with rates that have fallen by 20%, from 10.37 to 8.34.

Figure 16: Population per Program



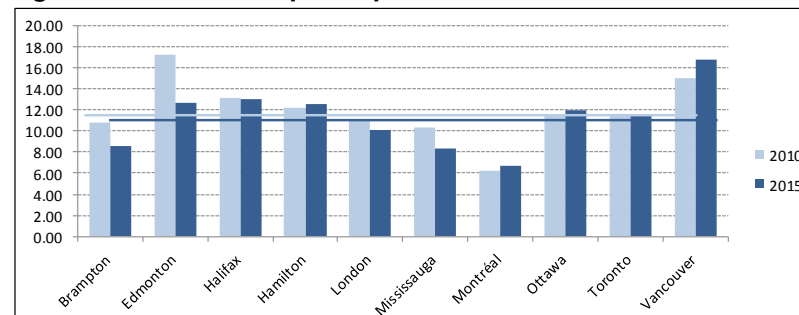
Source: Canadian Urban Libraries Council Key Performance Indicators

Figure 17: Holdings per Capita



Source: Canadian Urban Libraries Council Key Performance Indicators

Figure 18: Circulation per Capita



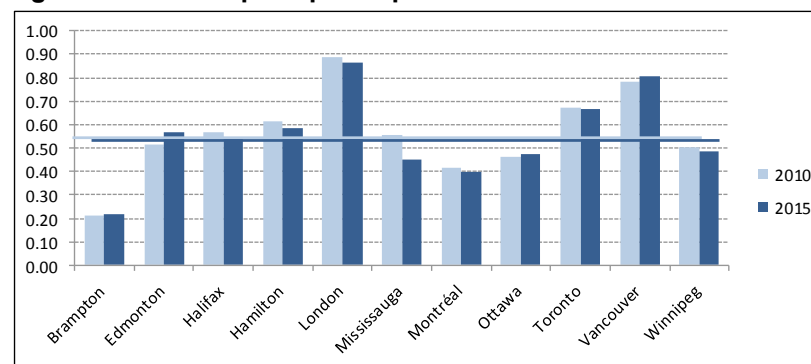
Source: Canadian Urban Libraries Council Key Performance Indicators

Area per Capita

Overall, area per capita of peer systems has fallen slightly from 0.56 square feet per capita to 0.55. If no new facilities are built or additions are not constructed to support an increasing population, this number can be expected to decrease.

The significant decrease in area per capita between 2010 and 2015 is largely due to a recalculation of floor space. In 2015, with 0.45 square feet per capita, it was 18% below the average.

Figure 19 - Floor Space per Capita



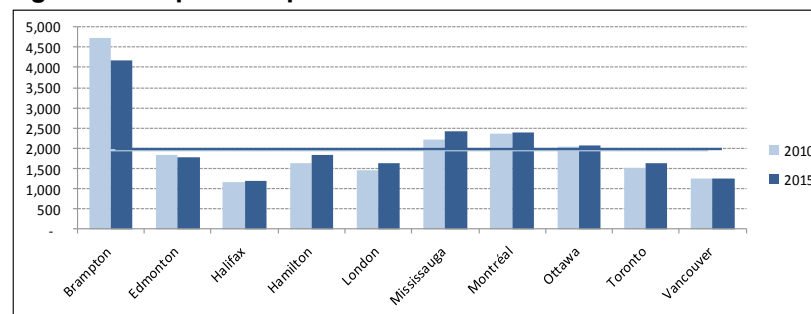
Source: Canadian Urban Libraries Council Key Performance Indicators

Population per Staff

Staff numbers can vary by system for a number of reasons, including the number of libraries and differences in how support or corporate services are provided. Some systems provide financial, human resources, information technology and facilities from within the system, while others have some or all of those services provided by the municipal government. The following chart shows the population per staff FTE. In this case, systems with higher funding may have a lower figure.

The chart shows that Mississauga is within 10% of the average.

Figure 20: Population per Staff FTE



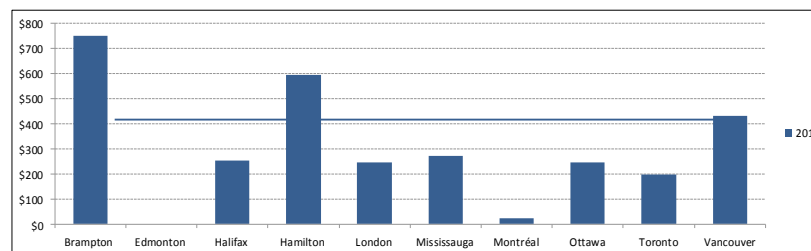
Source: Canadian Urban Libraries Council Key Performance Indicators

Staff Training

Staff training is an increasingly important aspect of library operations as the roles become increasingly complex, and as technology continues to change. The following chart compares the Library with comparators. Note that this information was not reported in 2010 so only the 2015 figures are provided.

The Library staff training budget is 19% below the average of the other library systems. The chart shows that library systems vary widely in the amount spent per staff and that five of the systems spend less, and three systems spend more.

Figure 21: Staff Training Costs per Staff FTE



Source: Canadian Urban Libraries Council Key Performance Indicators

Provision Levels

Mississauga has a fairly even spatial distribution of public libraries. However, the provision of library space over the years, have not kept pace with the rate of population growth. With future growth forecasted for Mississauga, particularly in the Downtown Core and Waterfront more pressure will be placed on providing adequate library space in these areas and for the library system as a whole.

Additionally Mississauga is lagging behind its major comparators as it relates to provision levels as well as not keeping abreast with changing industry standards and guidelines for library spaces.

Adjustments to Provision Standard

This Plan recommends that the City adopts a service provision standard of 0.5 square foot per capita and continue to monitor industry trends. This is an adjustment from the 0.46 square foot per capita adopted as a short-term target in the 2014 iteration of the Future Directions Library Master Plan. Reasons to make a slight adjustment to the provision level include the following:

- A slight increase is warranted to better align the Library with comparator and peer systems
- A slight increase is warranted to better align the Library to the guideline set out by the Federation of Ontario Public Libraries and by Administrators of Rural and Urban Libraries of Ontario
- There is ongoing pressure to accommodate space for more people with a greater variety of environments

Comparison of Provision Target to Comparative Libraries

When compared to comparator libraries, the Library's provisioning level of 0.46 square feet per capita is below the average of 0.55 square feet per capita of comparator libraries and is only higher than two systems, Brampton, at 0.22 square feet per capita, and Montreal, at 0.40 square feet per capita.

Table 3: Comparison of Area Per Capita of Mississauga Library to Comparator Library Systems

	Population	Floor Space	Area per capita	Comments
Brampton	571,700	123,636	0.22	
Edmonton	877,926	473,814	0.54	Expanded Central Library
Halifax	390,342	211,253	0.54	
Hamilton	545,850	318,683	0.58	
London	381,310	329,105	0.86	
Montreal	1,731,245	692,976	0.40	
Ottawa	951,727	449,536	0.47	New Central Library
Toronto	2,826,498	1,884,785	0.67	
Vancouver	618,500	499,953	0.81	
Winnipeg	704,800	342,701	0.49	
Mississauga	766,000	347,252	0.45	
Average	942,354	515,790	0.55	

Source: Council of Urban Libraries 2015

A move to 0.5 square feet per capita would move Mississauga from 16.4 % below comparator libraries to just over 9 % below the average of comparator libraries.

Recommendations of Ontario Library Agencies

Provision standards are a starting point to check how each system is doing with regard to other systems and, over time, whether it is maintaining services. For example, the Florida Library Association updated its standards in 2015 with the following provisioning guidelines¹⁴:

- Populations above 25,000 people or annual attendance over 500,000 should have total gross square feet per capita or per annual attendance of 0.6 square feet.

¹⁴ Florida Public Library Outputs and Standards 2015, p 28, found at <http://www.flalib.org/assets/OutcomesStandards/fla%20outcomes%20%20standards%20final%20formatted.pdf>

- Library facilities that need multiple meeting and performance spaces due to a heavy schedule of educational, informational and entertainment events, that serve a population with few personal computing resources in their homes, or that house large special collections should have total gross square feet per capita or per attendee of 1.0.

As noted in the 2014 Future Directions report, the Administrators of Rural and Urban Libraries of Ontario identified in a 2012 report "Guidelines for Rural / Urban Public Library Systems, 2nd edition,"¹⁵ a recommended 1.0 square foot per capita.

The Federation of Ontario Public Libraries also suggested increasing the recommended provisioning level to 0.6 square feet per capita in 2012 in its Capital Needs Analysis study.¹⁶

This guideline has been supported by many within the Library sector for several years as a minimum standard for calculating space needs. This standard is constantly being reassessed given the focus of libraries in modern society. Nevertheless, for the purposes of this study; the findings suggest a gap in infrastructure provision at present (the current Province-wide provision level is 0.55 square feet per capita).

A target of 0.5 square feet per capita in the short term will move the Mississauga Library system closer to the industry standard and would better align with the direction of the two Ontario provincial studies. It will also allow for time to monitor industry trends.

Changing Libraries Require More Space

Changes to the way collections are accommodated, a wider range of collections, services and spaces provided within the library, and the need for a library to be a third space for those in smaller housing units, have all served to increase the area requirements for a successful library. Increasing demand for programs and technology has also led to more need for space.

While collections generally have gotten smaller overall, access and merchandizing concepts have increased the area that is required to accommodate each book through lower shelving, fewer items per shelf, and increasingly wide corridors to support barrier-free access.

As populations have become more diverse, more specialty collections are required, including international languages collections, literacy and English as an additional language collection, and increasing focus on large print materials.

Space needed for customers has increased significantly, to support the requirements of programs, creative activities, quiet study space, congregating space, and socializing space. Many of these activities require unique environments.

The need for spaces for people particularly increases in those areas that have increased density and where many customers live in smaller housing units. Here, the library becomes an important third place where residents can study, meet, collaborate and find refuge.

Current Provision Level

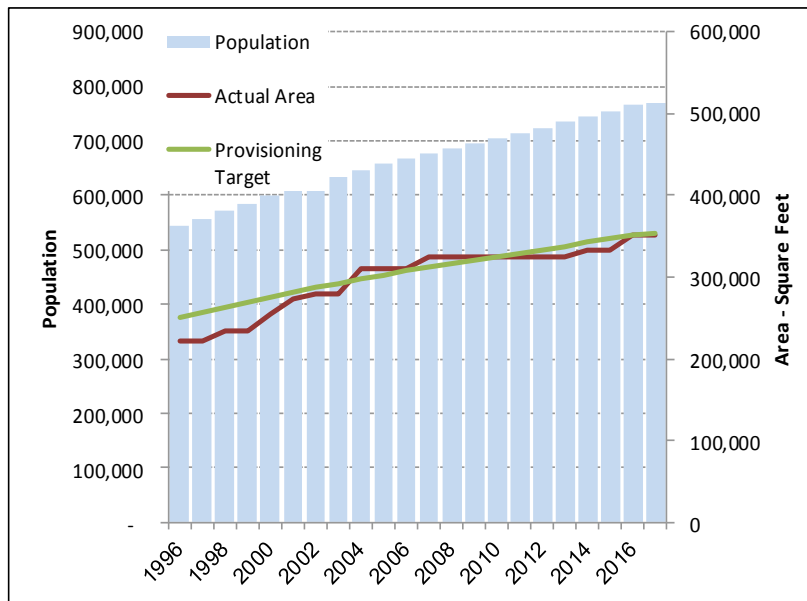
The Library currently has a provision level of 0.44 square feet per capita which is even below the short term target recommended in 2014. The 2014 provision target of 0.46 square feet per capita is currently in place to ensure that, at the very least there was no erosion in area per capita.

The following chart identifies historical population (light blue bars) versus area provided (black line) and the target provision level (green line) adjusted for annual population changes.

¹⁵ http://aruplo.weebly.com/uploads/2/8/3/7/2837807/aruplo_guidelines_2nd_edition_january_2012.pdf

¹⁶ <http://foppl.ca/media/2013/06/Capital-Needs-Analysis-Final-Report-19DEC2011.pdf>

Figure 22: Population vs Actual Library Space and Provisioning Target (1996 to 2017)



Source: RPG Consulting

The chart shows that historically, the Library has maintained, though fluctuating at times, a provision level close to the 0.46 sq ft. The Library System currently has 335,269¹⁷ square feet of library space. With the current population forecast, if nothing is done, by 2041, the library, even with the current 0.46 sq ft per capita target, will have a deficit of 74,621 sq ft. When the 0.5sf/capita standard is applied, that deficit is increased to 110,264 sq ft.

¹⁷ It should be noted that with more up to date space calculations Burnhamthorpe Library space was reduced from previous inventory as the theatre which was previously included is now excluded

Future Facility Plans for the Library

Keeping pace with new and emerging capital demands related to population growth and demographic changes continues to be a key focus for the Library. This Master Plan supports previously identified capital projects which includes:

- Approximately 28,000 square foot addition and capturing of infill space at the Central Library
- A new Cooksville Library redevelopment as part of recreation centre with 10,000 additional square foot of library space

Additional projects beyond that are more speculative but may include the following:

- Library redevelopment or expansion in South Common
- Sheridan Library redevelopment or expansion
- Port Credit expansion or redevelopment
- Potential developments to respond to the anticipated growth in the South of Mississauga

These projects begin to approach but never exceed the provision target of 0.5 square feet per capita.

Delivering the Service

Delivering the Service

The Library is directed by the Board in accordance with the Public Libraries Act. The Library consists of a Central Library and 17 libraries which provide physical space for the community to gather, learn, and socialize, for library programs, and for access and use of collections. The Library also supports those who are unable to attend through homebound services. Increasingly, virtual information is available to customers through the Library's website.

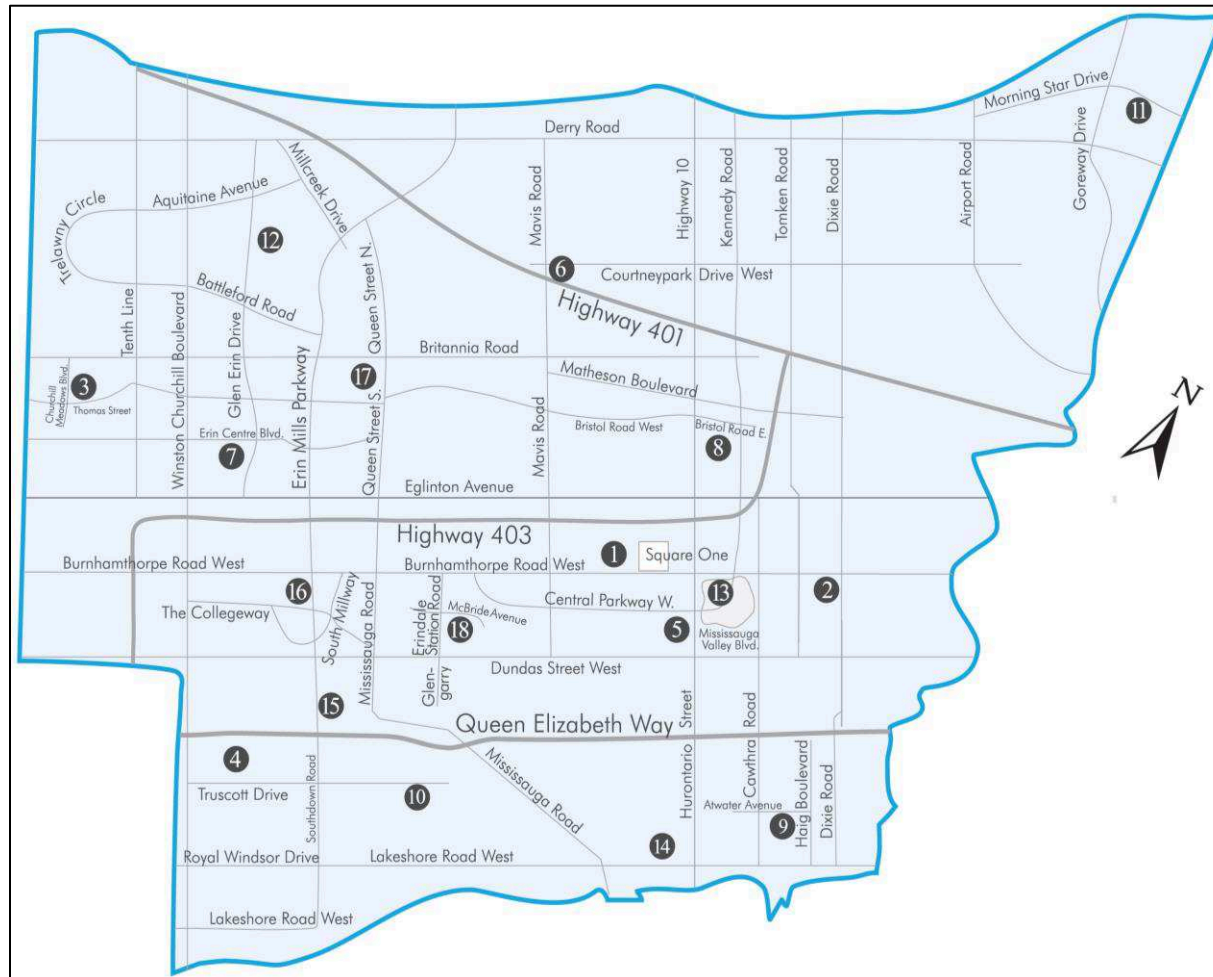
The Central Library accommodates the Library's Digital Library Services and Collections team, which provides services that support all libraries and customers. Services include the acquisition of collection items, along with the technical services related to cataloguing, processing and distribution of library materials, web-based services, social media and marketing.

The Library works collaboratively with the City's Community Services Department, including Culture, Recreation, Parks & Forestry, Environment and Fire and Emergency Services. The Library is supported by a number of other City divisions including Strategic Communications, Facilities and Property Management, Finance, Human Resources, Information Technology and Legal Services.

As noted below, partnerships with other agencies, including those that work in community development and education are key to the success of the Library, and to its positive role in the community and improving the lives of residents of Mississauga.



Photo Credit: City of Mississauga

Map 2: City of Mississauga Library locations**Library Location**

1. Mississauga Central Library
2. Burnhamthorpe Library
3. Churchill Meadows Library
4. Clarkson Community Centre & Library
5. Cooksville Library
6. Courtneypark Library
7. Erin Meadows Community Centre & Library
8. Frank McKechnie Community Centre & Library
9. Lakeview Library
10. Lorne Park Library
11. Malton Community Centre & Library
12. Meadowvale Community Centre & Library
13. Mississauga Valley Community Centre & Library
14. Port Credit Library
15. Sheridan Library
16. South Common Community Centre & Library
17. Streetsville Library
18. Woodlands Library

Strategic Priorities

After consideration of the Master Plan foundational information including Consultation Themes, Current Trends, Comparative Library Systems and the Library Board's Ends, Strategic Priorities were distilled for the 2019 Library Master Plan.

These priorities are deemed to be the most significant for the Library to address over the next five years. They build on and expand many of the strategic themes identified in the 2014 Future Directions Master Plan.

The Strategic Priorities themselves touch on many aspects of service delivery, and when explored, produced a series of recommendations that are designed to reflect, expand, and accelerate the Library's leadership role in the Mississauga community.

The nineteen *overlapping and mutually reinforcing* recommendations are presented, and while not prioritized they are organized into addressing the previously identified six major strategic priorities:

The context for the delivery of public library services continues to evolve dramatically; e.g., from Trends: "The technologies, services, facilities, and activities of public libraries are in the process of remarkable metamorphosis. This transformation is continuing, and the public library consequently continues to move ever further into a position of social, cultural, and educational leadership."

The goal of the 2019 Library Master Plan is to build on the 2014 Plan, continue to be guided by the Board's Ends, and expand the Library's response to the evolving challenges and opportunities, as follows:

- Enrich the user experience, improve convenience, open doors, and expand horizons
- Build internal capacities and external partnerships
- Inspire through places that are safe, welcoming, flexible
- Cultivate literacy and lifelong learning
- Strengthen the Library's multi-format collection
- Enhance responsiveness to diverse neighborhoods and communities
- Stimulate discovery and creativity through our technologies

The Strategic Priorities

Tell the Library's Story

Position the Library as a place that drives learning, innovation and community engagement by promoting the wide range of services offered.

Enhance the Customer Experience

Deliver high quality, professional service that is personalized, convenient and responsive to customers of all life stages

Revolutionize Service Delivery

Continuously improve how customers access the Library to meet their current and ongoing expectations

Invest in Our People

Provide staff with the skills and resources to meet our customers' growing literacy and social needs

Invest in Technology to Bridge the "Digital Divide"

Ensure barrier-free access to new technology, the internet, digital information and eResources to improve digital literacy and access to technology

Develop 21st Century Facilities

Modernize the physical space to deliver a leading-edge library experience

Tell the Library's Story

Recommendation

1

In partnership with the Board, develop a renewed and expanded vision and mission that signals the transformation and modernization of the Library

A renewed, expanded and innovative vision can be instrumental in capturing the imagination of the community and in setting the stage for transformational community engagement and enhanced public support for library services.

Assessments of the service delivery context from observation and review of comparator libraries, best practices, and community preferences all point to a need to re-frame public library services. An emphasis on expanded continued community outreach and engagement is required.

The Key Findings of the Community Engagement Study, conducted by Lord Cultural Resources, highlight the need for a new relationship with the community.

Specific Goals:

- Develop a new Vision mission, goals and objective statements to inform and guide many of the subsequent recommendations

Key Considerations:

- Focus on proactive growth and change
- Anticipate future challenges and opportunities
- Raise community awareness of the Library and its services.
- Support the transformation of the culture of the Library
- Reflect revaluation of traditional library resources and services
- Initiate exploration of innovative community engagement and partnerships
- Ensure future talent needs for the evolving role of libraries and technology are accounted for

Recommendation

2

Create and implement a plan to raise the community's awareness of what the Library offers to enhance engagement and library usage.

Library systems are making increasingly valuable contributions to the development, prosperity and health of communities by fostering innovative outreach and partnerships with other civic services, business and commerce, and with all levels of public education.

In the Focussed Public Survey, 60% of respondents reported that they don't participate at the Library because they are not aware of what the Library has. In order to maintain its currency, the Library will need to build and develop community leadership capacity and position it front and centre in terms of what the community is thinking about, aspiring to and how the Library can contribute to its achievement.

Specific Goals:

- Build a marketing plan to raise profile/public awareness of library services
- Devise a community engagement plan that will ensure The Library continually receives community feedback on library services
- Equip the Social Engagement team with the resources they need to promote the Library's brand in an effort to increase visibility and brand awareness

Key Considerations:

- Employ specialized and focused information gathering, including better utilization of social media, to determine unexplored and/or emerging aspects of community interest, and reach community members who currently do not make use of library programs and resources
- Enhance on-line visibility and accessibility via a website with direct library contact and information
- Opportunities for community partnerships exist for:
 - Newcomer and settlement services
 - Interfaces with all levels of public education

- Continuing education
- Professional programs and services
- Explorations of innovative technology
- Economic development initiatives
- Life skills programs
- Local history projects and resources
- Refer to the findings of the *EnviroNics Analytics Study* for information relating to user socio-economic profile of users and patterns of use by user profile and by Service Area
- Refer to the Key Findings of the *Community Engagement Study*, particularly “Metrics and Methods for Customer Feedback” which identifies the need to look at impact on the community as one of the Library’s most important measures of success

Enhance the Customer Experience

Recommendation

3 Improve library experience by creating more intuitive wayfinding for customers

Increasingly, customers expect independent facility orientation, self-direction, information access, self-services, and less dependence on traditional staff-assisted services. At the same time, when customers are able to serve themselves, Library staff are better able to spend more time on services and activities that add value to the customer.

Specific Goals:

- Increase self-service technology to maintain service levels and allow staff to focus on higher value tasks
- Provide opportunities for self-direction at library branches such as signage, location maps, virtual tours and more

Key Considerations:

- Provide standard, easily understood, self-service features
- Ensure that staff and service points are friendly and approachable

- Provide spaces that are readily understood and navigated, including an intuitive and highly visible layout of collection resources

Recommendation

4

Increase the availability, content, scope and exposure of programs and special events to improve literacy, usage and respond to customer expectations

The Library’s programs and events are the most visible and essential aspect of community engagement. Between 2010 and 2015, the Library’s program attendance per capita has increased 122%. The average increase for comparator libraries was 40%. At the same time, however, program attendance in Mississauga is still lower than most comparator library systems.

As noted in the *Community Engagement Study*, over half of Mississauga’s population was born outside of Canada. A highly mobile and growing community, which includes many newcomers, presents a number of challenges in terms of community integration and ongoing learning. These customers are frequently in need of programs and service in reading and writing, civic, legal and financial literacy. Understanding what the community wants and needs is the foundation of delivering effective services.

In addition, the Library’s customers present a very wide spectrum of technology literacy challenges. The continuing rapid evolution of technology and information technology applications will present ongoing challenges in technological literacy for both library customers and to library programs, services and staff expertise.

Specific Goals:

- Promote upcoming programs and events through larger marketing and social media campaigns which take advantage of other demand based services in Mississauga such as Transit and Recreation
- Run more programs that focus on practical skills that are relevant in today’s workplaces (computer programming, technological literacy, etc.)

- Expand the Library's literacy services to include reading, writing, languages, civic, financial, legal, and vocational literacy, among others
- Improve accessibility of program listings through improved website descriptions to allow customers to search online

Key Considerations:

- Ongoing relevant programs based on ongoing, focused community consultation
- Improve ways customers are able to find programs of interest online
- Provide ample suitable spaces for delivery of programs, especially in the downtown core.

Recommendation

5 Develop a multi-pronged strategy to reach out to youth, students, entrepreneurs and young professionals

Service penetration studies (such as Environics) have identified service gaps with the youth and young adult cohort. The *Customer Engagement Background Study*'s survey found that residents aged 18-21 were more likely to be non-users (25%) than users (15%). Less than 30% of non-users knew that the Library offered programs for teens, career centre, free music, or makerspaces. The study's key findings described the importance of attracting university students to public libraries. This can support entrepreneurship and start-ups; and can help with the retention of these customers as they advance in life.

Specific Goals:

- Develop a strategy for engaging customers and marketing services to youth and young adults
- Update the Youth Plan, leveraging the Library's Teen Advisory Groups

Key Considerations:

- The Customer Engagement background study's key findings described the importance of attracting university students to

public libraries. This can support entrepreneurship and start-ups; and can help with the retention of these customers as they advance in life

- While reaching out to this new group, continue building successful relationships with other service groups (families, newcomers, older adults, and more)

Recommendation

6 Re-balance the collection to reflect emerging patterns of use and the emerging balance of print and digital information, and expand to incorporate "things"

Specific Goals:

- Increase availability of new and popular materials and reduce wait times
- Explore ways to better utilize the metric systems available through the collection management service to further inform collection acquisitions decisions
- Develop strategies to increase collection circulation
- Monitor general print and digital publishing trends to ensure the Mississauga collection reflects the evolving profile of information formats
- Engage the Library Social Engagement team to increase public awareness of physical and digital collections as well as effectively promote customer knowledge of available formats

Key Considerations:

- Support format flexibility
- Continue to explore and adopt digital collection and service
- Maintain up-to-the-minute, real-time access to world events, national, and international news via global video feeds
- Continue to explore and adopt online collection resources

Revolutionize Service Delivery

Recommendation

7

Analyze hours of operation at libraries to better serve the needs of the public

Benchmarking with comparator libraries shows that the Library's hours are slightly below average open hours per capita. The *Community Engagement Background Study* found that 22% of non-users stated the hours of operation made it difficult to use the resources. As much as possible, the hours that libraries are open should be consistent across the system. In addition, hours of operation should be consistent between a library and site partner organization when located together. This could be achieved by providing access to some portion of the Library that is able to operate with no or minimal staff

Specific Goals:

- Explore opportunities to expand library hours
- Consider a self-serve library pilot

Key Considerations:

- Explore the idea of aligning hours with other services in joint-use facilities. In the Focussed Public Survey, 85% of the respondents were aware of Library-community centre joint-use facilities. Of that number, 45% reported they use both libraries and recreation at these facilities while only 14% use only The Library

Recommendation

8

Expand Library service with non-traditional service delivery options such as Express Libraries.

The *Community Engagement Background Study* recommends extending libraries presence outside the library walls and promote the library in places where people congregate. Public libraries are critical components of successful public spaces and the creation of community vitality and meaningful destinations. Due to the large numbers of people attending libraries, they are critical components of holistic city planning and urban development concepts and design responses.

Currently, six Mississauga libraries are located on sites that are shared with community centres and four are on sites shared with schools. At sites shared with community centres in particular, customers are able to access recreation services when they cannot access the Library, as hours are not consistent.

50% of respondents of the *Focused Public Survey* identified that they would use the library when someone else they were with was using the recreation facility and 31% identified that they would use the recreation facility when someone else they were with was using the library.

As Mississauga continues along a path of intensification, with more limited opportunities for site selection, it will be important to have a set of criteria for locating, siting, urban elements, and parking requirements as well as for identifying appropriate partners.

Specific Goals:

- Locate library services, including express services in/or adjacent to high traffic locations with preference given to community centres and/or transit hubs
- Identify gaps in service proximity. Seek to enhance service in these areas through innovative alternative service delivery models

Key Considerations:

- Express libraries provide a mechanism to extend access to library materials to customers in areas where there is increased demand or high traffic outside of regular library locations and hours of operation
- The Focussed Public Survey (Monteith Brown and RPG) found that 31% of respondents reported that libraries were located too far away to access service
- The criteria for identifying appropriate partners for library service should include:
 - Connections to surrounding community activities
 - Visibility, appropriate massing, and civic image
 - Capacity for future expansion
 - Access for pedestrians, public transit, private vehicles
 - Need for parking and suitable parking strategies and responses
 - Proximity to varying densities of housing
 - Proximity to recreational, cultural and educational facilities
 - Co-location with civic, commercial and/or residential partners

Invest in Technology to Bridge the “Digital Divide”

Recommendation

9

Establish a virtual library which will operate as an always open 19th branch

The public now expects public services to be fully accessible electronically; the virtual library available online 24 hours a day. Most public libraries now offer extensive online administrative and collection access services; this access removes barriers to and increases transparency of library services and resources. The Library's effectiveness as an active agent of community development,

individual empowerment, and lifelong learning is dependent on the efficacy of its information technology.

Specific Goals:

- Develop the library website as the virtual library, with similar service options as physical libraries
- Ensure customers can pay fines online and register and pay for programs
- Explore content creation (i.e. podcasts, audiobooks, tutorials, live ask-a-librarian connections, live-feeds of presentations) to feature on virtual library
- Improve two way communication and patron to patron communication through the web channel
- Modernize the web catalogue platform to allow for natural language searching, personalized recommendations and social media integration
- Provide curated recommendations for resource use cross format and platform
- Explore online support models to provide just in time support

Key Considerations:

- *The Focused Survey* indicated that for 45% of respondents, use of e-books was increasing and 34% indicated that use of resources such as academic journals and online magazines was increasing. 10% of respondents of the *Future Directions Needs and Preferences Survey* identified more digital choices for downloading/streaming was a recommended strategy for improving the library experience
- The *Customer Engagement Background Study* found that many non-users preferred online to in-person for study, reading, and searching. When asked about the best way for the Library to communicate with them, 29% responded "website" while 36% responded "Social Media" and "Email"

Recommendation

10

Make the Library known for new technology integration and application by investing significantly in technology and prioritizing the matching of technology offerings by comparator libraries and responding to customer needs

To maintain its relevance as a leader, the Library must be seen as a venue for advanced digital and conventional technologies. It must continue to introduce and operate leading-edge information infrastructures that demonstrate innovation, integrate multiple information systems, and connect to national and global databases. Automated processes will continue to prove invaluable for operational efficiency: examples include collection sorting and distribution, customer communication by e-mailed and centralized electronic signage and display.

The Library can actively advance the City's Smart Cities Master Plan. The Plan aims to create a city-wide data and technology network incorporating community hubs, digital toolkits and enhanced access to services. The Plan supports those at risk, youth, new immigrants and the local community. It includes:

- Providing a digital kit to people who may have financial or other barriers
- Creating community workspaces with amenities to enable learning, places to work, meet and succeed
- Encouraging the use of active and public transportation
- Using Intelligent Digital Signage, Artificial Intelligence A/I, Voice First Services, Augmented Reality, Open Data, Mobility and integration with agency services

Specific Goals:

- Provide equipment to meet customers where they are by moving the point of service out from behind a desk.
- Increase the number of technology staff to support new technology initiatives
- Improve effectiveness of inventory management.

- Automate repetitive processes to allow for staff to focus on high value customer interactions
- Find a mechanism to be more nimble within the business plan process such as an innovation budget which is easily accessible throughout the year
- Integrate digital materials promotion, access and download with related collections in the physical space
- Investigate opportunities to lend out computing or Internet ("hotspots") technology to promote digital inclusion
- Support customers' use of their own devices by providing spaces with power outlets and installing charging stations
- Evaluate self-service models to lend devices for group work at libraries
- Extend programming through virtual means by looking at streamed programs and interactive web development.
- Develop and implement a program of periodic system maintenance
- Implement a program of continual staff training
- Develop programs that encourage private entrepreneurs and private sector professionals to work with Library staff to explore and introduce emerging technology
- Publicize and provide visibly displays of emerging technologies
- Develop strategies for system redundancy and back-up
- Provide programs of renewal for both infrastructure and peripherals

Key Considerations:

- There is a greater need for infrastructure, support services and expertise and connectivity that is robust, reliable, affordable, and secure
- A variety of library trends have an ongoing impact on infrastructural needs:
 - More customers bring their own devices to the Library to use for research and access
 - The need for standard computer stations provided by the library is decreasing
 - With the general growth in public computer literacy, greater demands are being made on IT systems and

applications that support career, business, creative and recreational initiatives, including use of videoconferencing and visualization of information, and specialized applications to create audio and video works

Recommendation

11 Develop 3 more MakerSpaces at Churchill Meadows, Mississauga Valley and Erin Meadows libraries

Customer expectations of the Library are changing significantly, and in order for the Library system to respond, a significant investment needs to be made in physical and digital technology that will be touchstone of future libraries. Makerspace provides access to technology to promote digital creation, coding, robotics and creative development. Mississauga's students are struggling with STEAM (Science, Technology, Engineering, Art and Math) development. For instance, Education Quality and Accountability Office scores for Peel show that only 49% of Grade Six students passed the math assessment. Barrier free Makerspaces are an important response to tackle the "Digital Divide"

Specific Goals:

- Develop staffing models to extend MakeSpace activities.
- Develop lifecycle program for Maker Mississauga to ensure continued success with mobile program offerings
- Develop a comprehensive training program with community partners to extend programming breadth and depth.

Key Considerations:

- Engage all age levels with opportunities to invent and create
- Explore new technology relevance to vocational and professional activities
- 16% of respondents in the *Focused Public Survey* noted that their use of makerspaces was increasing
- 8% of respondents to the *Needs and Preferences Survey* identified more technology resources, such as 3D printers and green screens as a way to improve the library experience

- Customers are widening the range of their information applications; for instance, they are now expecting and making use of multifunctional MakerSpaces equipped for both analogue and digitally supported creative processes that may involve 3-D printers and laser cutters, digital creation, as well as conventional tools

Invest in Our People

Recommendation

12 Develop sourcing and retention strategies to attract and retain top talent

The combination of impending staff retirements and emerging future services, leading to changing job profiles and required technical proficiencies, requires that strategies be identified now to attract and maintain the best and brightest staff into the Library.

Specific Goals:

- In alignment with the City's People Strategy, develop a sourcing and retention plan to retain talent and attract top talent to help further the Library's goals
- Look to Our Future Corporation, Alternate Work Arrangements policy, work objectives, and recognition practices to apply them where possible at the Library

Key Considerations:

- Recognize that the best future professionals will seek:
 - the degree of innovation and dynamism in the organization
 - the quality of staff workspace and the public service spaces
 - the availability of adjacent livable communities

Recommendation

13

Create and implement a learning plan to ensure skills of all library employees keep pace with literacy, technology, customer and leadership demands

The changing scope and balance of services and technologies will continue to necessitate an ongoing reassessment of staff capacities and roles.

The Key Findings of the *Community Engagement Study* highlights the changing role of staff in community engagement and the need for training to support more successful engagement: see the “Staff Engagement” and “Staff Qualification and Training” sections in that survey.

As general public informational literacy and dexterity increases, the profile of staff assistance continues to change dramatically. The customer typically finds his or her own way to informational resources. Assistance required by staff has become more specialized, involving advanced database navigation, software interpretation, customer programming, and technology proficiency.

Notwithstanding the above, many traditional competencies have continued to expand including: technology access and applications, literacy scope, information scope and integration; and expertise with social issues.

Specific Goals:

- Provide training and development opportunities for staff in the areas of customer service technology and current social issues
- Document and periodically update the changing profiles and proficiencies required by staff toward on-demand, personal interaction with the public, as opposed to the traditional role of gatekeepers of collection resources
- Focus on leadership development by leveraging the Talent Management Strategy in The People Strategy
- Increase budget to fund staff training and development by

Key Considerations:

- Transition from staff role of information gatekeeper to host. Focus on welcoming customers, building relationships, and assisting customers.
- Make outreach to engage the community a strategic priority, while maintaining the importance of maintaining collections and access resources
- Focus staff training on relationship-building and socially interactive skills which are essential to support the array of resources, customers, services and programs that are required to meet the community's needs
- Monitor the quality of staff work experience in the face of evolving capacities and services

Develop 21st Century Facilities

Recommendation

14

Adopt a service provision standard of 0.5 square foot per capita and continue to monitor industry trends

Specific Goals:

- Approximately 28,000 square foot addition and capturing of infill space at the Central Library
- A new Cooksville Library redevelopment as part of recreation centre with 10,000 additional square foot of library space

Additional projects beyond that are more speculative but may include the following:

- Library redevelopment or expansion in South Common
- Sheridan Library redevelopment or expansion
- Port Credit expansion or redevelopment
- Potential developments to respond to the anticipated growth in the South of Mississauga

Key Considerations:

- Industry trends on customer usage find that more space is needed in libraries, not less
- Rachel van Riel's Opening the Book and the Traffic Flow background study recommended featuring more library collection on display instead of shelved in traditional manner. Doing this requires more floor space to display book covers and emphasize specific titles in sightlines
- The 2011 National Household Survey reported that 53.7% of Mississauga residents are visible minorities. The 2011 census reported that 27% of residents list a non-official language as the language most spoken at home. Customers are appreciative of Library materials in languages other than English so expanding the non-English collections is an important strategy for the Library
- Factors that indicate increasing the provisioning target are:
 - Access and merchandizing concepts have increased the area that is required to accommodate each book or item, through lower shelving, fewer items per shelf, and increasingly wide corridors for better accessibility
 - As populations have become more diverse, more specialty collections are required, including international languages collections, literacy and English as an additional language collection, and increasing focus on large print materials
 - Space needed for customers has increased significantly, to support the needs of programs, creative activities, quiet study space, congregating space, and socializing space. These all require the provision of unique environments
 - The need for these spaces particularly increases in those areas that have increased density and where many customers live in smaller condos or rental units. Here, the Library becomes an important third place where residents can study, meet, collaborate and find refuge

Recommendation

15

Create an infrastructure study to ensure our libraries are properly planned, maintained and address the needs and expectations of Library customers

Library services are continually evolving. Library facilities and their building systems wear out with time. As such, libraries need to be evaluated periodically to identify which are in need of minor capital improvements.

The Library recently undertook a *Library Traffic Study*, which included observations of customers, intercept interviews of customers and interviews with staff, and customer use patterns of four libraries to better understand how Mississauga's libraries are used and how they could be improved.

High quality appropriately scaled and designed staff workspace should be seen as a major incentive in attracting the professional staff and in developing and maintaining the quality of the future staff complement. In the *Library Services Staff Survey*, "providing high quality staff workspace" scored 3.6 out of 4 in importance, the highest of any of the scored elements

Building on this information, a systematic approach should be taken to develop a set of criteria that will create a successful library experience, support library programs and activities, and support staff. This will ensure that all libraries maintain their currency, with consistent service concepts and resources.

Specific Goals:

- Develop a detailed infrastructure study which outlines the plan for library facilities renovations, repairs, and new builds for the next 10 to 20 years as well as addresses the gap in the provision standard to bring the Library to the 0.5 square feet per capita as recommended

Key Considerations

- Look at the installation of Food Services at new library locations

- Explore the opportunity to lease out portions of new library builds in future.
 - Improve sound experience at libraries by installing solutions to absorb sounds from active areas to preserve quieter areas for study and reflection.
- a) Exterior Spaces
- Operation and condition of all building systems
 - Opportunities to improve sustainability and reduce greenhouse gases
 - Visibility of the library and interior activities to create and maintain public awareness
 - Parking availability, (as 44% of Focused Public Survey respondents identified this a barrier to use)
- b) Public Spaces
- Balance space for quiet study, group study, children's areas
 - Seek out opportunities to re-configure space to improve customer experience, customer flow, access to collections, and effectively promote library activities.
 - Create universally accessible space Meeting accessibility standards and guidelines
 - Openness and sightlines to create an environment of user confidence and safety, effective staff supervision and community inclusion
 - Promote greater access to and use of the library's resources
 - Adequate space for people and activities, including individual and group workspace
 - Provision of flexible program space
 - Provide ergonomic and flexible furnishings
 - Make staff resources and assistance visible, minimizing physical barriers between staff and customers
- c) Staffed public service destinations may involve traditional service desks and/or high profile service touch-points. In either case, design solutions must facilitate barrier-free interaction between the customer and the staff member Staff Workspaces

- Non-public staff spaces require varying degrees of privacy, are frequently shared across service shifts, and often involve a substantial amount of materials handling
- Standards for workstation sharing need to be established
- Non-public workspaces should be equivalent to workstations allocations in other City departments based on a functional analysis for the equitable allocation of resources across the City
- Staff workstations need to accommodate specialized work and material processes

Recommendation

16

Maximize the opportunity to redevelop Central Library by expanding the scope of construction to include ancillary spaces and other spaces not included in original construction estimate

The Central Library opened in 1991. At that time, the population was less than 500,000 and it has since grown by more than 50%. The Central Library is well supported by residents of Mississauga at this time, with almost 31% of survey respondents identifying the Central Library as the library they go to most often. In 2013, the City undertook the Mississauga Central Library Feasibility Study to study how to “optimize and revitalize” the facility.

As a result of that study, the Library was able to capture an additional 26,000 square feet, with the project expected to be completed by 2022. The project will move the Central Library from a “resource-focused approach to a customer-oriented approach”.

An opportunity to increase the area of the fourth floor of the Central Library has now been identified. It would add approximately 6,000 square feet of space to the Library and help support the Central Library's role in the system and assist with reaching the provisioning target. The infill project could be conducted at the same time as the revitalization project.

Central Library has evolved its services to meet the changing realities of information and information access. The library still provides

access to authoritative resources to meet information needs, but has expanded the formats to provide the best in physical and electronic formats and evolved its services to become a core community hub, linking people with both resources and services it needs to promote lifelong learning and literacy. The service is well loved, according to trip advisor, its #4 on the best list of all 151 things to do in Mississauga.

The Library has embarked on increasing its role in digital literacy programs through its Maker Mississauga programs, expanding knowledge and skills in Science Technology Engineering Arts and Math. The Central library provides a rotating collection of introductory and 3D printing capabilities, but is limited in its ability to provide more complex programs itself and through partnerships by its lack of dedicated facilities. These programs are in significant demand, and with the increased growth expectations in the next five years, this demand is expected to increase.

EnviroNics found that 54% of those attending the Library came to access computer programs and services. Central Library PCs provided over 112,000 access sessions to provide access to basic software and Internet in 2017, complementing the 1.1M wifi sessions estimated at Central Library alone. The facility struggles to provide the power required by personal device use, specialized software programs that are high in demand for knowledge creation, web and graphic design, and integration with key systems to support digital collaboration.

The Library has also evolved as a key community space and is often referred to as “the third place” after work and home. Libraries are a safe space to meet, study, collaborate and learn outside of home and work. With the increased population density and collocation of Sheridan College the Library has found that its study and collaboration spaces are constantly full with increased demand for more technology for new types of collaboration.

Specific Goals:

- Balance space for quiet study, group study, and children’s areas
- Ensure sightlines create an environment of customer confidence and safety.

- Design library to maximize use of technology throughout the library
- Maximize operational effectiveness of high volume transactions using technology
- Develop digital hub to provide maker and digital creation opportunities for Central customers.
- Extend service hours for browsing collection and pick up through use of technology
- Seek out opportunities to re-configure space to improve customer service, customer flow, access to collections, and effectively promote library activities
- Create universally accessible space
- Display library collection to allow for searching and browsing.
- Install solutions to absorb sounds from active areas to preserve quieter areas for study and reflection
- Redevelop Noel Ryan Auditorium and Glass Pavillion/Breezeway
- Add Food Services offerings

Recommendation

17 Continue planning and implementation of the Cooksville Library

The recently completed Recreation Indoor Facility Infrastructure Strategy identified that a new community centre should be developed in the Cooksville area in proximity to the Downtown intensification corridor, within a 10 to 25-year planning horizon.

The Cooksville Library is currently the smallest library, with levels of circulation and program attendance that surpass other libraries in the system. Smaller libraries do not support the community as well as larger libraries in terms of collection size, customer space, and space for programs. They are also less efficient from a staffing perspective. The previous Future Directions plan for the Library identified replacement of the current 5,005 square foot Library with a 16,000 square foot library as part of a partnership-based approach.

Given the limited availability of land in the Downtown Intensification Corridor and the need to take a nontraditional approach to development, the Library will need to be ready for opportunities as

they arise. Readiness includes identifying criteria for siting, urban planning concepts and requirements, and identifying library size so that they are able to assess the acceptability of any proposed initiative and take advantage of timing, with sufficient funds identified and allocated for development.

Specific Goals:

- Align with Recreation division's development of Cooksville Community Centre as the library and community centre will be exploring co-location opportunities

Key Considerations:

- The population of the Cooksville community is expected to increase due to intensification projects and the completion of the Hurontario Light Rail Transit (in 2022). Additional community space is necessary for current and future residents.
- Integrate responsive climate change and sustainability practices into all redevelopment projects.

Recommendation

18

Look for opportunities to relocate Sheridan Library from leased space to a city-owned space.

Sheridan Library serves a unique community, including newcomers/ESL, families, older adults, students, homeless customers, and more. Some of the key needs are library cards, computer help, help filling out forms, language learning materials, quiet study space, and citizenship study help. Sheridan Library customers request more hours, more space including a dedicated program room. The computer lab at Sheridan, shared with Polycultural Immigrant and Community Services, provides the community with access to computers and computer-related programs beyond library hours.

Specific Goals:

- Identify suitable long-term location for library services in the Sheridan community

Key Considerations:

- The future of the Sheridan Centre (mall) is uncertain. Lease renewal periods have been shortened at the request of mall management.
- Explore opportunities if the parking lot is sub-divided into pods
- Explore public-private partnerships (P3)

Mississauga libraries are becoming aged and there is need for life cycle renewal, for instance, the most recently built library in Mississauga celebrated its 10th anniversary in 2017. There is also potential for significant growth in South Mississauga

Recommendation

19

Pursue opportunities to:

- a) Redevelop South Common Library with the Community Centre's planned redevelopment
- b) Explore the feasibility of increasing services to meet the demand caused by future waterfront development

Specific Goals:

- Redevelop or expand libraries where population is forecasted to grow to ensure current and future residents receive quality service.
- Investigate the lifecycle replacement of libraries that are collocated with Recreation facilities

Key Considerations

a) South Common Library

- Demographic projections indicate that Service Area 4 will grow by only 1,000 between 2017 and 2041. However, the review of provisioning level by Service Area indicates that Service Area 4 is already 7,500 square feet below the existing

provisioning target of 0.46 square feet per capita and that it will be approximately 9,000 square feet below the provisioning target by 2029.

- The South Common Library is located with the South Common Community Centre. At 12,500 square feet, it is slightly smaller than the identified optimal minimum library size of 15,000 square feet. As well, the recently completed Recreation Indoor Facility Infrastructure Strategy recommended that, because of the low Facility Condition Index (FCI) of 0.26—the lowest of all community centres— within 10 years there be a major renovation, reconstruction or expansion of the Centre and lists this as the third project in order of priority. This will provide the opportunity for the Library to redevelop the South Common Library as a part of the site redevelopment. This project alone, likely adding approximately 3,500 square feet, does not provide sufficient additional area, however, for the longer-term future.
 - The South Common Library is located within Service Area 4, close to the boundary of Service Area 6. It is a small library of 5,651 square feet located in a leased facility. In the longer term, consideration should be given to developing a South Common Library, again, closer in size to the optimal library target of 16,000 square feet. This would add an additional 12,000 square feet to the Service Area by 2041.

b) Service Area 6 Growth

- Service Area 6 serves the City south of the QEW highway. The Service Area has the smallest library locations in its inventory (Lakeview, Port Credit and Lorne Park) with all locations below the 13,000 sq.ft citywide average footprint. Combined, the locations account for approximately 10% of the 2016-2017 Library foot traffic. All three locations are stand-alone libraries and are not integrated as an extension of another well used community space such as a community centre or school. Library locations with a footprint larger than the average, accounted for the majority of foot traffic (64-66%). Of these, most are attached to civic institutions.
- By 2041, Library will have a citywide deficit of – 110,264 square feet of space at the 0.5 square foot per

capita target. Port Credit Library currently holds one of the top penetration rates of all branches (32% within a 2 km radius). With the projected increase in population in Service Area 6, this will place additional pressure on Port Credit and Lakeview libraries in particular to expand the footprint. Any expansion will aid with reducing the deficit. There is potential for additional pressures to emerge given the undefined nature of the Inspiration projects and how many people they could ultimately house. As a result, the City should plan for “contingency” options in the event that other community facilities servicing the southern intensification become fully subscribed before or upon reaching their buildout.

- Postal code analysis of Inspiration Lakeview shows the average distance to the Lakeview Library location will be 2.44km, almost a kilometer further than the recommended service radius of 1.5km. Further analysis is required to see if placing a library location within Inspiration Lakeview itself would be feasible. Additionally, as facility renewal and development opportunities allow (such as the redevelopment of the Carmen Corbasson Community Centre), Library may consider integrating space within other civic amenities.

Funding the Master Plan

Funding the Master Plan

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

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

- Partnerships
- Federal and Provincial grants
- Development Charges
- Capital Reserves
- Debt financing

Partnerships

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

Federal and Provincial Grants

The City receives funding from both Federal and Provincial levels of government. Much of this funding is targeted to specific programs by

the granting authorities, and every effort is made to use these funds for our priority projects.

Development Charges

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

Capital Reserves

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

Debt Financing

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

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

City of Mississauga Corporate Report



Date: 2018/10/29

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
2018/12/05

Subject

2019 Future Directions Draft Culture Master Plan Update.

Recommendation

That the draft recommendations contained in the 2019 Future Directions Draft Culture Master Plan, appended to the Corporate Report dated October 29, 2018 from the Commissioner of Community Services entitled "2019 Future Directions Draft Culture Master Plan Update," be referred to a public information centre for review and input.

Report Highlights

- The 2019 Future Directions Draft Culture Master Plan provides a ten year vision, mission, strategic priorities and recommendations for developing and enhancing culture in Mississauga.
- The Master Plan assesses current and future capital and service delivery opportunities.
- The Master Plan addresses intensification and growth and provides specific directions the City should pursue to ensure adequate supporting infrastructure, services and programming.
- The implementation is phased over the ten year planning horizon following ongoing validation and capacity to fund.

Background

Future Directions is the Master Plan document that directs the provision of facilities, services and programs for Culture. In 2009, the Culture Division developed its first Culture Master Plan. Starting in 2014, the Culture Division undertook a series of supporting strategies and studies to inform and provide direction for the 2019 Future Directions Culture Master Plan. The 2019 Culture Master Plan will help guide the direction for Culture over the next ten years. The final

General Committee	2018/10/29	2
-------------------	------------	---

plan will include an implementation plan that is considered to be practical, measurable and affordable.

The Culture Master Plan was developed with extensive public engagement and support from the Arts, Culture and Heritage Ad Hoc Committee of Council. The Plan was endorsed by the Arts, Culture and Heritage Ad Hoc Committee on May 29 2018. The Plan was informed by and incorporates recommendations and direction from Culture Division's supporting strategies, studies and the City's Culture Policy. These include:

- Culture Policy (2015)
- Meadowvale Theatre Strategic Plan (2014)
- Celebration Square Strategic Plan (2015)
- Public Art Master Plan (2016)
- Creative Industries Strategy (2016)
- Heritage Management Strategy (2016)
- Cultural Infrastructure Study (2016)
- Grants Review (2016)

Below is an outline of the key phases and timelines for the development of the Plan.

Project Methodology and Timelines

Timeframe	Project Phase
Oct 2016	Council direction creation of the Arts, Culture and Heritage Ad Hoc Committee
Jan - Mar 2017	Data Gathering, Research and Engagement with Staff, Stakeholders, Community Members and the Arts, Culture and Heritage (ACH) Ad Hoc Committee
Apr – Jul 2017	Data Analysis, Research and Continued Engagement
Aug 2017 – May 2018	Draft Report and Review Process; May 29 Draft Plan endorsed by ACH Ad Hoc Committee
June 2018 – Oct 2018	Internal Budget Review Process
Dec 5, 2018	Draft Interim Report to General Committee
Jan 2019	Final Report to Council for Approval

Demographics

Between the 1996 and 2016 Census periods, the City of Mississauga's recorded population has grown from 544,382 to 721,599 persons which amounts to a growth of more than 177,000 persons or a 33 percent increase over a 20 year period. Mississauga's population is forecasted to reach 878,000 people by the year 2041, which translates to approximately 156,000 new residents or a 22 percent rate of growth.

Growth will be concentrated in the Downtown, Major Node and Community Node areas, which are character areas defined by the City of Mississauga Official Plan. Significant growth is projected for City Centre and Cooksville with over 43,000 new residents by the year 2041. Additional growth is expected north of Highway 403, projected to add approximately 34,000 new residents. Growth along the waterfront is forecasted to increase by approximately 33,000 residents including the preliminary growth forecasted for Inspiration Port Credit and Lakeview development projects in the south. Areas that do not show significant growth are industrial, commercial or employment zones.

The following are further details of the key directions within the Draft Culture Master Plan. The full list of recommendations are contained within the appended 2019 Future Directions Culture Draft Interim Plan (See Appendix 1).

Areas of Focus

The Culture Master Plan outlines priorities and provides direction for arts, culture and heritage in Mississauga. Overall trends and direction outlined in the Plan include to:

- create a supportive and inclusive city for creatives to thrive, including the elimination of barriers that hinder creatives to achieve their goals, stay in Mississauga and grow Mississauga's arts, culture and heritage scene
- support the increased demands for cultural spaces for production/creation as well as spaces that are accessible for residents to access cultural programming throughout the city
- build leadership opportunities to grow the creative sector in Mississauga and support the creation of a sector that is open, inclusive and supportive
- support the development of a strong and authentic cultural identity in Mississauga that draws upon Indigenous culture and history and the shared experiences of current and future residents and visitors
- support and showcase Mississauga creatives through the development of cultural tourism and high quality events and activities

The Culture Master Plan focuses on five strategic priorities and corresponding recommendations for developing and enhancing Culture services, facilities, programming and events. There are a total of:

General Committee	2018/10/29	4
-------------------	------------	---

- 5 Priorities
- 8 Goals
- 31 Recommendations
- 127 Action Items (including new items and some from previously approved Culture Strategies)

These priorities are based on feedback and data gathered throughout the engagement process as well as from supporting studies and connected Culture Strategies. Each priority area is critical to the success of arts, culture and heritage in Mississauga and supports the vision for building a stronger and more vibrant arts scene and cultural community. The Culture Master Plan identifies specific recommendations and action items for the Culture Division and recognizes a role for collaboration and leadership from all areas within the City of Mississauga and the cultural community.

Priority 1: Build an arts-friendly city

For Mississauga to become vibrant and culturally-rich, the City needs to support, attract new and retain existing artists and creatives. There is a growing creative community that is proud to be from Mississauga and wants to establish a cultural career here. Building an arts-friendly city will help to provide this community with opportunities and allow them to overcome barriers to success.

Goal 1.1 Support, attract and retain creatives in Mississauga by increasing and improving opportunities

Goal 1.2 Remove barriers to support arts, culture and heritage by improving internal processes, procedures and policies

Priority 2: Enhance and improve cultural spaces and places

Cultural spaces play an important role in bringing people together to create more connected and vibrant communities. It is important to ensure creatives have access to a variety of spaces where they can create their work and where residents can access arts and culture throughout the city. Opportunities exist to identify unique locations and spaces for cultural uses and experiences in Mississauga.

Goal 2.1 Improve City-owned cultural spaces and culture in the public realm

Goal 2.2 Enable the development of new cultural spaces and places by encouraging private/entrepreneur investments and partnership development

General Committee	2018/10/29	5
-------------------	------------	---

Priority 3: Expand and grow leadership in the cultural sector

Growing leadership in the cultural sector will ensure Mississauga has a strong cultural community where creatives can evolve and establish their careers. Providing support to emerging cultural leaders and local organizations will help create a stable network from which the arts, culture and heritage sectors can thrive.

Goal 3.1 Strengthen and expand the creative sector through sector sustainability and capacity development

Goal 3.2 Support emerging and marginalized creatives by removing barriers to access and participation

Priority 4: Support an authentic cultural identity that is welcoming, inspiring and enriching

Mississauga has an incredible opportunity to create a shared identity that builds on the Indigenous history of this land, the waves of settlers and the new Canadians who continue to create Mississauga's story. Supporting the development of a strong and authentic cultural identity is defined at the community level and will help create a shared history built on living heritage and rich diversity.

Goal 4.1 Celebrate local history, living heritage and the distinctive character of neighbourhoods

Priority 5: Share our story beyond our borders

Building on the goals of the previous priorities, arts, culture and heritage provide opportunities to promote Mississauga's creative community beyond city borders and to build profile on the global stage. Supporting the development of high-quality cultural events and activities will drive cultural tourism and showcase creatives and organizations outside of Mississauga as well as provide opportunities for regional, national and international artists to connect with local audiences.

Goal 5.1 Establish a positive cultural identity by creating premium cultural experiences and proactively promoting Mississauga's arts and culture scene

Public Information Centre

There will be a public information centre which will be held on:

- December 11, 2018, from 6:00pm – 9:00pm at the L.C Taylor Auditorium, Mississauga Valley Community Centre; and
- December 13, 2018 from 6:00pm – 9:00pm at the Youth/Senior Room, Meadowvale Community Centre.

In addition to the public information centre, the Master Plan will be posted at <https://yoursay.mississauga.ca/yourfuture> where the public can provide comments and input via an online survey.

Environmental Sustainability

The 2019 Future Directions Master Plan for Culture supports the City's Living Green Master Plan and Climate Change adaptation efforts by recognizing that climate change will pose some risk for how arts and culture is delivered in the public realm. The Master Plan notes the impact of climate change and that the City and cultural organizations will need to evaluate how they run programs, festivals and events, as well how they manage physical assets (include public art, infrastructure and heritage).

Strategic Plan

The 2019 Future Directions Master Plan for Culture supports the City's Corporate Strategic Plan as its recommendations will advance the pillars of Belong, Connect, Prosper and Green.

Financial Impact

The financial impact of the Master Plans will be addressed in subsequent stages of the project. The implementation and funding of the initiatives will be subject to approval of the annual budget and business plan.

Conclusion

The Master Plans respond to themes of: intensification; population growth; changing demographics; effective service delivery; sector development; cultural tourism and Strategic Plan alignment. The next steps in the planning process include the development of the Implementation Plan which will be included in the final report, anticipated in January 2019.

Attachments

Appendix 1: 2019 Future Directions Culture Draft Interim Plan



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

Prepared by: Mojan Jianfar, Planner, Culture Planning



2019 Culture Master Plan

[THIS PAGE HAS BEEN INTENTIONALLY LEFT BLACK]

2019 Culture Master Plan

Prepared for the Community Services Department, City of Mississauga

FINAL DRAFT

December 5, 2018



Acknowledgements

Mississauga City Council

Bonnie Crombie	Mayor
Jim Tovey	Ward 1
Karen Ras	Ward 2
Chris Fonseca	Ward 3
John Kovac	Ward 4
Carolyn Parrish	Ward 5
Ron Starr	Ward 6
Nando Iannicca	Ward 7

Matt Mahoney	Ward 8
Pat Saito	Ward 9
Sue McFadden	Ward 10
George Carlson	Ward 11
David Cook (Interim Councillor)	Ward 1
Stephen Dasko (Councillor Elect)	Ward 1
Dipika Damerla (Councillor Elect)	Ward 7

Arts, Culture and Heritage Ad Hoc Committee Members:

Bonnie Crombie	Mayor
John Kovac	Chair, Councillor, Ward 4
Jim Tovey	Vice-Chair, Councillor, Ward 1
Pat Saito	Councillor, Ward 9
Ron Starr	Councillor, Ward 6
Chris Fonseca	Councillor, Ward 3
Mike Douglas	Mississauga Arts Council
Douglas Hancock	Heritage Mississauga

Annis Karpenko	Representing the Third Monday Collective (Visual Arts Mississauga)
Eileen Keown	Mississauga Symphony Orchestra
Natalie Lue	Living Arts Centre
Mandy Salter	Art Gallery of Mississauga
Jasmine Sawant	Representing the Third Monday Collective (Sampradaya Dance Creations)
Kat Runnalls	Representing the Third Monday Collective (Small Arms Society)

Project Steering Committee

Paul Damaso	Director, Culture Division
Sonja Banic	Manager, Culture Services
Mark Warrack	Manager, Culture and Heritage Planning (retired)

Acknowledgements

Project Lead

Mojan Jianfar Planner, Culture Planning

Document Designer

Tanor Senior Design Designer

We would like to thank all the residents, stakeholders and organizations that participated by providing input through our surveys and various consultation events. We truly appreciate your time and input. We would like to thank all City staff who made useful contributed directly and indirectly to the completion of this Plan. This Plan would not have been possible without your assistance.

Table of Contents

Executive Summary	vi
Introduction	1
What is the Culture Master Plan?	2
Culture Division Overview	2
What We've Accomplished	3
Process and Methodology	6
Background	8
Mississaugas of the Credit First Nation	9
Planning and Population Context	10
Demographics	13
Policy Context.....	15
Value of Arts, Culture and Heritage	17
Cultural Context.....	19
Trends That Will Impact Arts and Culture	20
10-Year Strategic Plan	27
Vision	28
Mission	28
Community	28
Mississauga Cultural Policy Guiding Principles	29
Strategic Priorities	30
Priority 1: Goals and Recommendations.	36
SPOTLIGHT: Affordability	37
Priority 2: Enhance and Improve Cultural Spaces and Places	40
Priority 2: Goals and Recommendations	48

SPOTLIGHT: Cultural Districts	49
Priority 3: Expand and Grow Leadership in the Cultural Sector	52
Priority 3: Goals and Recommendations	56
Priority 4: Support an Authentic Cultural Identity that is Welcoming, Inspiring and Enriching.....	59
Priority 4: Goals and Recommendations	61
SPOTLIGHT: Culture as City-Building	63
Priority 5: Share Our Story Beyond Our Borders.....	66
Priority 5: Goals and Recommendations	70

Funding the Master Plan.....	72
-------------------------------------	-----------

Appendices	74
Appendix 1: Definitions	75
Appendix 2: Recommendations and Action Plan.....	78
Appendix 3: Methodology and Public Engagement Comments ..	104
Appendix 4: What We've Accomplished (2009 Culture Master Plan).....	108
Appendix 5: Culture Division Organization Chart	114
Appendix 6: List of 2017 Arts and Culture City-Funded Groups ..	115

List of Tables

Table 1: Cultural Context.....	19
Table 2: Strategic Priority 1: Goals and Recommendations.....	36
Table 3: Strategic Priority 2: Goals and Recommendations.....	48
Table 4: Strategic Priority 3: Goals and Recommendations.....	56
Table 5: Strategic Priority 4: Goals and Recommendations.....	61
Table 6: Strategic Priority 5: Goals and Recommendations.....	70

List of Figures

Fig. 1: Top Five Unofficial Languages Spoken in Mississauga, 2016 Census Profile	13
Fig. 2: Mississauga Demographics, 2016 Census Profile	13
Fig. 3: Mississauga Total Population, 2016 Census Profile.....	13
Fig. 4: Total income groups for 2015 for the population aged 15 years and over in private households	14
Fig. 5: Total low-income status in 2015 for the population in private households to whom low-income status is applicable	14
Fig. 6: Impact of Arts on Quality of Life and Well-being in Ontario ...	18
Fig. 7: Making a Holistic Case for the Arts	18

List of Maps

Map 1: Mississauga Wards	10
Map 2: Projected Population Growth Over the Next 20 Years	11
Map 3: Existing and Proposed Transit Network	12
Map 4: City-owned Cultural Infrastructure	43
Map 5: Proposed Cultural Districts	44



A graffiti artist painting on an wall outside of the Civic Centre, Mississauga, Canada

2019 Culture Master Plan Executive Summary

Executive Summary

As Mississauga continues to grow into a mature urban city, the Culture Master Plan (2019 – 2029) outlines priorities and provides direction for arts, culture and heritage in Mississauga.

The Master Plan is a strategic City document that outlines the City of Mississauga and the Culture Division's vision, mission, strategic priorities and recommendations for developing and enhancing Culture services, facilities, programming and events. The Culture Division, and related City Departments, will be guided by this document for the next ten years.

Vision: Mississauga is known for its thriving culture scene, where culture is at the heart of the city and embedded everywhere.

Mission: The City of Mississauga will grow and support the creative sector, deliver cultural services and enable high-quality cultural experiences.

The Culture Master Plan was developed with input from the community and internal and external stakeholders. Stakeholders included members of the public, residents, local artists and creatives, business owners, members of the Mississaugas of the Credit First Nation, the Huron-Wendat Nation and the Peel Aboriginal Network as well as City staff from across the Corporation. Input was gathered from public meetings, focus groups, online surveys and supplementary Culture Division strategies and studies. In addition to public engagement, the Arts, Culture and Heritage Ad Hoc Committee was created to support and provide feedback into the direction and recommendations of this Plan.

While this Plan was developed to provide a road map for the Culture Division, the input from the community is most valuable. We look forward to growing together to support a vibrant arts, culture and heritage sector in Mississauga. Cultural organizations provide essential support to Mississauga creatives, residents and visitors through the services, programs and activities they provide. Cultural organizations should see themselves reflected in the Master Plan and may wish to align their own priorities to fit alongside and support the collective vision.



Street performers at Edinburgh Fringe, Scotland

Photo credit: Luxstorm

The 2019 Culture Master Plan identifies five strategic priorities

Each priority area is critical to the success of arts, culture and heritage in Mississauga and supports the vision for building a stronger and more vibrant arts scene and cultural community. The Culture Master Plan identifies specific recommendations and action items for the Culture Division and recognizes a role for collaboration and leadership from all areas within the City of Mississauga.

1

Priority 1: Build an arts-friendly city

For Mississauga to become vibrant and culturally-rich, the City needs to support, attract new and retain existing artists and creatives. There is a growing creative community that is proud to be from Mississauga and wants to establish a cultural career here. Building an arts-friendly city will help to provide the community with opportunities and allow them to overcome barriers.

Goals and Recommendations:**Goal 1.1 – Support, attract and retain creatives in Mississauga by increasing and improving opportunities**

1. Support creatives with producing and exhibiting their work
2. Develop and enhance Mississauga's live music scene
3. Develop a digital art, digital media and creative industry scene
4. Identify legislative and policy improvements to keep creatives in Mississauga

Goal 1.2 – Remove barriers to support arts, culture and heritage by improving internal processes procedures and policies

1. Ensure arts, culture and heritage objectives are incorporated into City projects, strategies and policy development
2. Improve Culture Division's processes and procedures
3. Coordinate City-wide processes and procedures
4. Improve external communication and understanding of Culture services
5. Improve internal awareness of arts, culture and heritage values and priorities

2

Priority 2: Enhance and improve cultural spaces and places

Cultural spaces play an important role in bringing people together to create more connected and vibrant communities. It is important to ensure creatives have access to a variety of spaces where they can create their work and where residents can access arts and culture throughout the city. Opportunities exist to identify unique locations and spaces for cultural uses and experiences in Mississauga.

Goals and Recommendations:**Goal 2.1 – Improve City-owned cultural spaces and culture in the public realm**

1. Focus cultural development and City services in distinct cultural districts
2. Improve and develop City-owned cultural spaces
3. Develop and optimize Culture's digital technology and infrastructure
4. Enhance culture in the public realm through temporary and/or permanent cultural infrastructure
5. Increase cultural use of City-owned spaces

Goal 2.2 – Enable the development of new cultural spaces and places by encouraging private/entrepreneur investments and partnership development

1. Identify opportunities for City and/or private development of cultural infrastructure
2. Collaborate and create partnerships with landowners to support the development of cultural spaces and places
3. Provide enabling legislation and policy to encourage private development of cultural spaces



Expand and grow leadership in the cultural sector

Photo credit: bridgesward

3

Priority 3: Expand and grow leadership in the cultural sector

Growing leadership in the cultural sector will ensure Mississauga has a strong cultural community where creatives can evolve and establish their careers. Providing support to emerging cultural leaders and local organizations will help create a stable network from which the arts, culture and heritage sectors can thrive.

Goals and Recommendations:

Goal 3.1 – Strengthen and expand the creative sector through sector sustainability and capacity development

1. Identify alternative funding opportunities
2. Create opportunities for collaboration, partnership and learning in the sector
3. Develop skill training and capacity development opportunities

4. Invest in opportunities for future creatives to have an access point to the arts

Goal 3.2 – Support emerging and marginalized creatives by removing barriers to access and participation

1. Identify barriers and address improvements for emerging and marginalized creatives
2. Champion and promote opportunities for participation

4

Priority 4: Support an authentic cultural identity that is welcoming, inspiring and enriching

Mississauga has an incredible opportunity to create a shared identity that builds on the Indigenous history of this land, the waves of settlers and the new Canadians who continue to create Mississauga's story. Supporting the development of a strong and authentic cultural identity is something residents can take pride in. Mississauga's unique cultural identity is defined at the community level and will help create a shared history built on living heritage and rich diversity.

Goals and Recommendations:

Goal 4.1 – Celebrate local history, living heritage and the distinctive character of neighbourhoods

1. Build relationships, enhance understanding and showcase our history and living heritage
2. Support activities that are aligned to our unique cultural identity
3. Facilitate cultural experiences for residents and visitors that are welcoming, inspiring and enriching

5

Priority 5: Share our story beyond our borders

Building on the goals of the previous priorities, arts, culture and heritage provide opportunities to promote Mississauga's creative community beyond city borders and to build profile on the global stage. Supporting the development of high-quality cultural events and activities will drive cultural tourism and showcase local creatives and organizations outside of Mississauga as well as provide opportunities for regional, national and international artists to connect with local audiences.

Goals and Recommendations:**Goal 5.1 – Establish a positive cultural identity by creating premium cultural experiences and proactively promoting Mississauga's arts and culture scene**

1. Expand City-organized cultural experiences
2. Support cultural organizations in growing signature events
3. Attract new cultural signature events to Mississauga
4. Increase and expand cultural tourism efforts
5. Develop a marketing and promotional campaign

Arts, culture and heritage impacts our daily lives, regardless of age, ability or circumstance. Culture has the ability to enrich and improve our lives in positive ways, contributing to quality of life, improving people's well-being and having a positive impact on mental and physical health. As Mississauga continues to grow and become a mature urban city, the Culture Master Plan will support the growth of a vibrant, engaging and representative arts and culture scene in Mississauga. With the City, public, private and cultural organizations, and the broader public working together, Mississauga will build an arts-friendly city, grow its cultural sectors and showcase its cultural identity to the world.



Breakin' Convention, Apollo Theatre, New York, United States
Photo credit: Steven Pisano



A choir performing inside the Living Arts Centre, Mississauga, Canada

Funding the Master Plan

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

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

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

Partnerships

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

Federal and Provincial Grants

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

Development Charges

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

Capital Reserves

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

Debt Financing

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

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

Introduction

What is the Culture Master Plan?

A master plan is a high-level document that outlines a vision and mission, as well as priorities and goals. It provides recommendations on how an organization should move forward and the work it should do.

In 2009, the City of Mississauga adopted its first Culture Master Plan, which outlined the role of the Culture Division for supporting arts, culture and heritage in Mississauga. The Plan identified 44 recommendations for the Culture Division. The recommendations focused on establishing a foundation for the growth of the cultural sector. The success of the 2009 Plan is evident from the growth and development of Mississauga's culture scene over the past ten years. Mississauga boasts a thriving festival scene, burgeoning artists and impressive participation in the arts. (See *Appendix 5 for a detailed list of the 2009 recommendations*).

The 2019 Culture Master Plan builds on the work completed since 2009 and sets direction for the next 10 years. The Plan outlines a vision for the City of Mississauga and provides direction for the investment of City resources; it outlines priorities and actions intended to elevate arts, culture and heritage in Mississauga.

The intention of the first Culture Master Plan is as true today as it was in 2009: the success of the Plan can only be made possible with effective collaboration between a wide variety of partners within the City and the arts, culture and heritage sectors.

Throughout the document we refer to 'culture' as comprised of arts, culture and heritage. We may use these terms interchangeably or more simply as culture. We also recognize artists as a large group of people including musicians, designers, performers and so on. To be more inclusive, we use the word 'creative' to describe those working in the creative sector as well as those working with heritage and living heritage.

Additionally, when we use the word 'City', we are referring to the Corporation of the City of Mississauga. Where we use the word 'city' we are referring to the city as a place and its people.

Culture Division Overview

The Culture Division focuses on three main areas:
cultural services, cultural facilities and cultural programs

Cultural Services include:

Creative Industries: Film, Television and Music
Heritage Planning, Culture Planning
Research and Data Analysis
Technical Support (Live Production)
Marketing and Promotion

Cultural Facilities include:

Celebration Square
Meadowvale Theatre
Museums of Mississauga
Small Arms Inspection Building

Cultural Programs include:

Registered Educational Programs
Grant Program
Public Art Program
Community Development Program

What We've Accomplished



Total Culture Grants Issued by the City (per capita)



2011	■ Arts and Culture Grant	\$1,234,815
	■ Cultural Festivals & Celebrations Grants	415,902
	■ Heritage	40,921
	Total Grants	\$1,691,638



2017	■ Arts and Culture Grant	\$1,680,177
	■ Cultural Festivals & Celebrations Grants	710,000
	■ Heritage	55,831
	Total Grants	\$2,446,008

100% of grant funds go to arts, culture and heritage organizations, events and heritage designated property owners

Number of Groups Receiving Culture Grants*



Number of City-funded Cultural Organizations' initiatives, events and festivals*

2011	Organizations' Initiatives	1,602
	Events and Festivals	1,462
2017	Organizations' Initiatives	7,101
	Events and Festivals	1,767



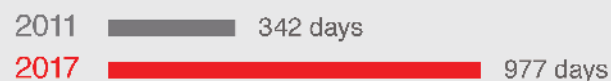
Leveraged Amounts from City-funded Groups (Grants)*



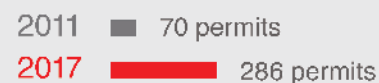
Attendance at City-funded Cultural Organizations' Initiatives, Events and Festivals (Grants)*



Number of Concurrent Filming Days



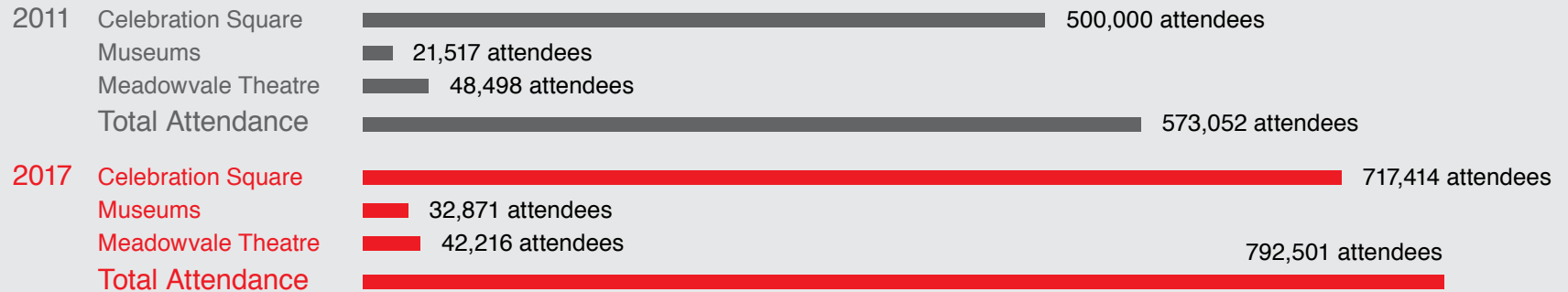
Number of Film Permit Applications Processed



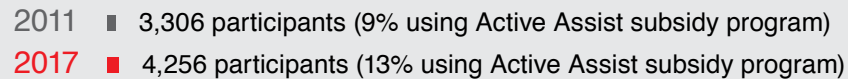
* for a full list of 2017 City-funded Arts and Culture groups, see Appendix 7.



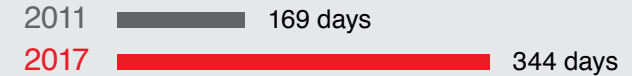
Attendance at Cultural Venues (Celebration Square, Museums, Meadowvale Theatre)*



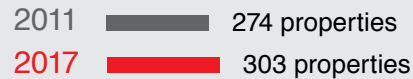
Pre-registered Programming Participants



Meadowvale Theatre Days of Use



Number of Heritage Designated Properties

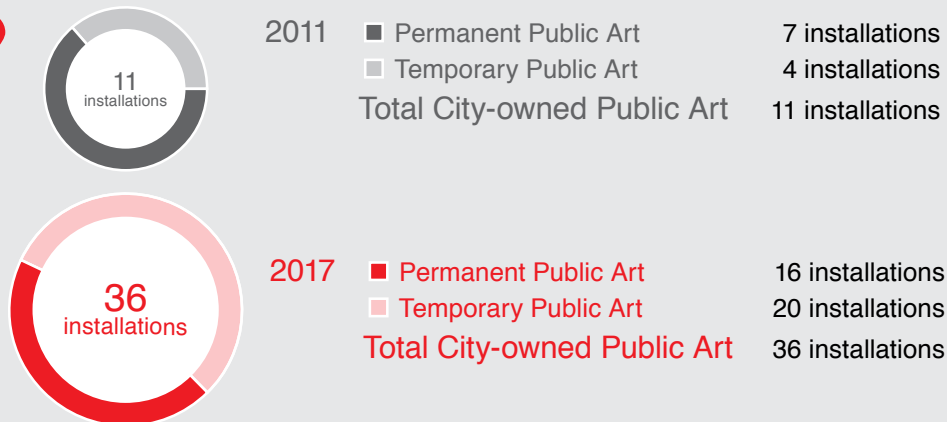


Artist in Residence Programs

Museums (2 in 2016/2017)
Poet Laureate (2 Adults and 2 Youth)



Amount of City-owned Public Art



Volunteering at Cultural Organizations' Initiatives, Events and Festivals



* Small Arms Inspection Building opened in 2018; not included here

** based on \$24/hr as per StatsCan Job average hourly rate

Culture Master Plan and Supporting Strategies

Culture Policy

Culture Master Plan



Process and Methodology

The 2009 Culture Master Plan was intended to guide decision-making for five years. In September 2014, the process to develop the new Culture Master Plan began by initiating a series of strategies focused on specific areas of cultural development. A Culture Policy was also developed in 2015. These detailed documents laid the foundation for the new Culture Master Plan (2019 – 2029).

Supporting Strategies and Studies

The following studies and supporting strategies have been incorporated into the current Culture Master Plan:

- **Meadowvale Theatre Strategic Plan (2014):** identifies opportunities for performers, exhibitors and the public to create, educate, produce and exhibit exceptional performing arts experiences at the Theatre.
- **Mississauga Cultural Policy (2015):** outlines the value and importance the City places on culture, including the principles, goals and strategies needed to protect, support and foster culture in Mississauga.
- **Celebration Square Strategic Plan (2015):** outlines a strategic vision for Celebration Square as a premier event and festival public space that is accessible, welcoming and celebrates diversity in Mississauga.
- **Public Art Master Plan (2016):** outlines strategies and goals for the development and support of a robust public art program and City-owned collection for Mississauga.
- **Heritage Management Strategy (2016):** outlines tools and support to enable Heritage Planning and the Museums of Mississauga to identify, protect, conserve and celebrate our history, living heritage and evolving stories.
- **Creative Industries Strategy (2016):** outlines goals to attract, educate, support and develop Mississauga's creative businesses and individuals while strengthening the creative industry sector.
- **Grants Review Study (2016):** identifies a Culture Grant Program with diversified offerings of grants to community cultural organizations, projects, festivals and events.

- **Cultural Infrastructure and Creative Spaces Study (2016):** identifies cultural infrastructure and creative spaces in Mississauga and analyzes developing trends to better support the growth and development of existing and future spaces.

In addition to these documents, staff conducted thorough research and benchmarking of arts and culture trends, strategies and studies. Relevant provincial policies, municipal policies and strategies, culture sector standards and research documents were also reviewed as part of this process. (See Appendix 4 for more information and detailed public feedback.)

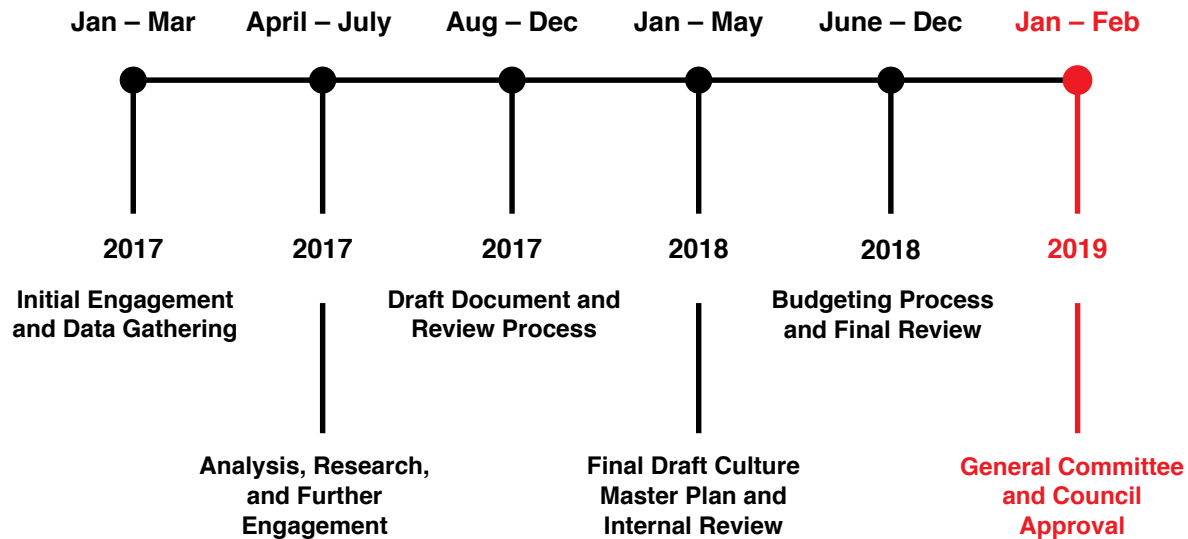
Engagement Process

The 2019 Culture Master Plan was developed and led by Culture Division staff with support from the Arts, Culture and Heritage Ad Hoc Committee. Members of the Committee include the Mayor, five members of Council and seven members of local cultural organizations. (See Acknowledgements for a list of committee members.)

Extensive internal and public engagement was essential to the process of creating the new Master Plan. In total, staff engaged with more than 1,600 residents and stakeholders throughout the master planning process, including those engaged on the supporting strategies and studies. Feedback and input was received from City staff, the community, key stakeholders and members of the Peel Aboriginal Network, Mississaugas of the Credit First Nation and the Huron-Wendat Nation. Staff conducted focus group meetings, public meetings, online surveys and a Twitter Town Hall. A “Host Your Own” toolkit was available to enable people to host their own group discussions and provide feedback so that all Mississauga residents could be active members in shaping the Culture Master Plan.

The feedback, data and information gathered from research and engagement efforts, and the recommendations and direction outlined in the supporting strategies and studies, were combined to inform the creation of the new Culture Master Plan. (See Appendix 4 for more information about the engagement process.)

CULTURE MASTER PLAN TIMELINE



ENGAGEMENT TOOLS

Focus Group Meetings

Key Stakeholder Meetings

Online Surveys

Public Meetings

City Staff Consultation

“Host Your Own” Toolkit

Twitter Chat and Social Media

Background

Mississaugas of the Credit First Nation

“Prior to European contact, the ancestors of the Mississaugas of the New Credit First Nation occupied the lands north of Lake Superior and the area around Georgian Bay. The Mississaugas lived lightly on the lands they occupied and purposefully moved about the landscape harvesting resources as they became available.”¹

“The ancestors of the Mississaugas of the Credit migrated into Southern Ontario by means of military conquest. After the Iroquois had expelled the Huron from Southern Ontario in 1649-50, they continued their attacks northward into the territories occupied by the Mississaugas and their allies. By the end of the 17th century, the Mississaugas and their allies had succeeded in driving the Iroquois back into their homelands south of Lake Ontario. At the conclusion of the conflict, many Mississaugas settled at the eastern end of Lake Ontario; other Mississaugas settled at the western end of the lake with their primary location at the mouth of the Credit River.

The Mississaugas of the Credit occupied, controlled and exercised stewardship over approximately 3.9 million acres of lands, waters, and resources in Southern Ontario. Their territory extended from the Rouge River Valley westward across to the headwaters of the Thames River, down to Long Point on Lake Erie and then followed the shoreline of Lake Erie, the Niagara River, and Lake Ontario until arriving back at the Rouge River Valley.

From the time of the conquest of New France in 1760, the British Crown recognized the inherent rights of First Nations and their ownership of the lands they occupied. The Royal Proclamation of 1763 confirmed First Nations’ sovereignty over their lands and prevented anyone, other than the Crown, from purchasing that land. The Crown, needing First Nations’ land for military purposes or for settlement, would first have to purchase it from its Indigenous occupants.”²

“The Mississaugas of the New Credit First Nation are the proud descendants of the Mississaugas of the River Credit. [Their] Treaty land and territory extends across the prime agricultural, natural and urban regions of today’s Greater Golden Horseshoe region in Southern Ontario: from the Rouge River Valley in the east and across to the headwaters of the Thames River in the west and from the shores of Lake Erie and Lake Ontario in the south to the headwaters of the Notawassaga River in the north.

[Their] Treaty land and territory encompasses the present-day cities of Brantford, Cambridge, Guelph, Hamilton, Kitchener-Waterloo and the Greater Toronto Area. In total, [their] Treaty land and territory consists of some 3.9 million square acres and is home for approximately 25 percent of Canada’s population and Gross National Product (GDP).

Today, [their] Treaty land and territory [have] evolved into one of North America’s largest and fastest growing regions, and Canada’s most powerful beacon to the world for millions of people seeking economic opportunities, peace and security, and a better quality of life for themselves and their children.”³

For more information about The Mississaugas and the Toronto Purchase 1805, Head of the Lake Purchase 1806, Ajetance Purchase 1818, Treaty 22 1820 and Treaty 23 1820 please visit <http://mncfn.ca/about-mncfn/treaty-lands-and-territory/>. These specific Treaties overlap with the present boundary of the City of Mississauga.

¹ Mississaugas of the New Credit First Nations Treaty Lands and Territory. <http://mncfn.ca/about-mncfn/treaty-lands-and-territory/>

² Ibid.

³ Mississaugas of the New Credit First Nation Strategic Plan. (September 2017). <http://mncfn.ca/about-mncfn/mncfn-strategic-plan/>

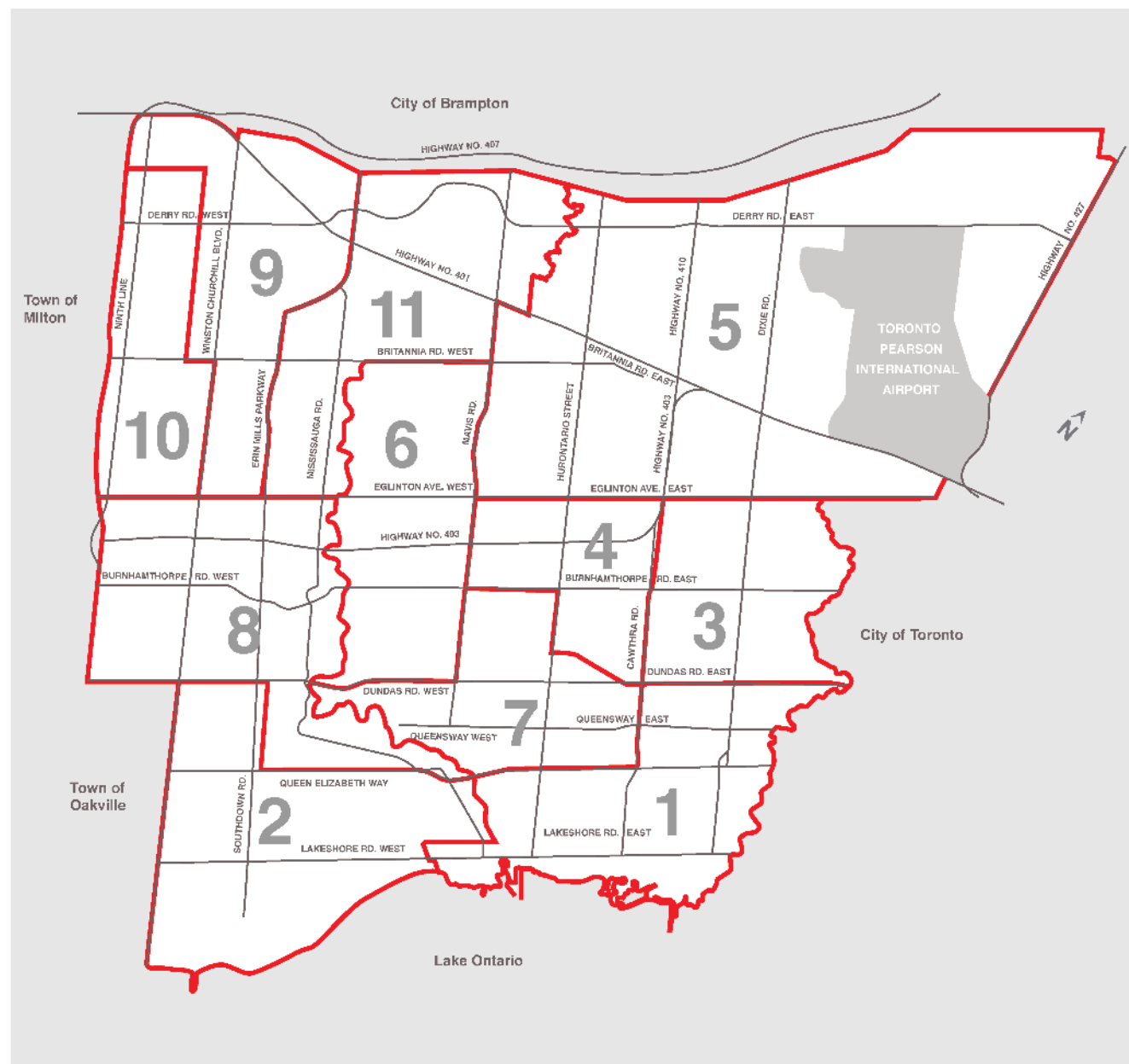
Planning and Population Context

The City of Mississauga was incorporated in 1974 through the amalgamation of the towns of Mississauga, Streetsville, Port Credit and parts of the townships of Toronto Gore and Trafalgar. The total population at the time was 250,000. Mississauga has grown from a primarily farmland suburb to an urban centre of 754,000 residents,¹ with numerous commuters making their way into Mississauga for work or study at many large businesses and post-secondary institutions.² Mississauga has 11 wards and is the third largest city in Ontario (the sixth largest in Canada). The City of Mississauga has been known for its suburban growth, strong service delivery and prudent fiscal management, and continues to evolve through intensification and urbanization.³

¹ Monteith Brown Planning Consultants. *Demographic Profile to Inform the 2018 Future Directions*. (2017). Note that the population data presented has been adjusted to account for 'undercoverage', a term that Statistics Canada uses to describe missing information and margin of error when compiling Census Data. The City of Mississauga's previous undercoverage rate of 4.2% has been applied to the 2016 Census population data. 747,700 population includes estimated net census undercoverage.

² City of Mississauga, Economic Development Office. *Talent & Employment*. (June 2017).

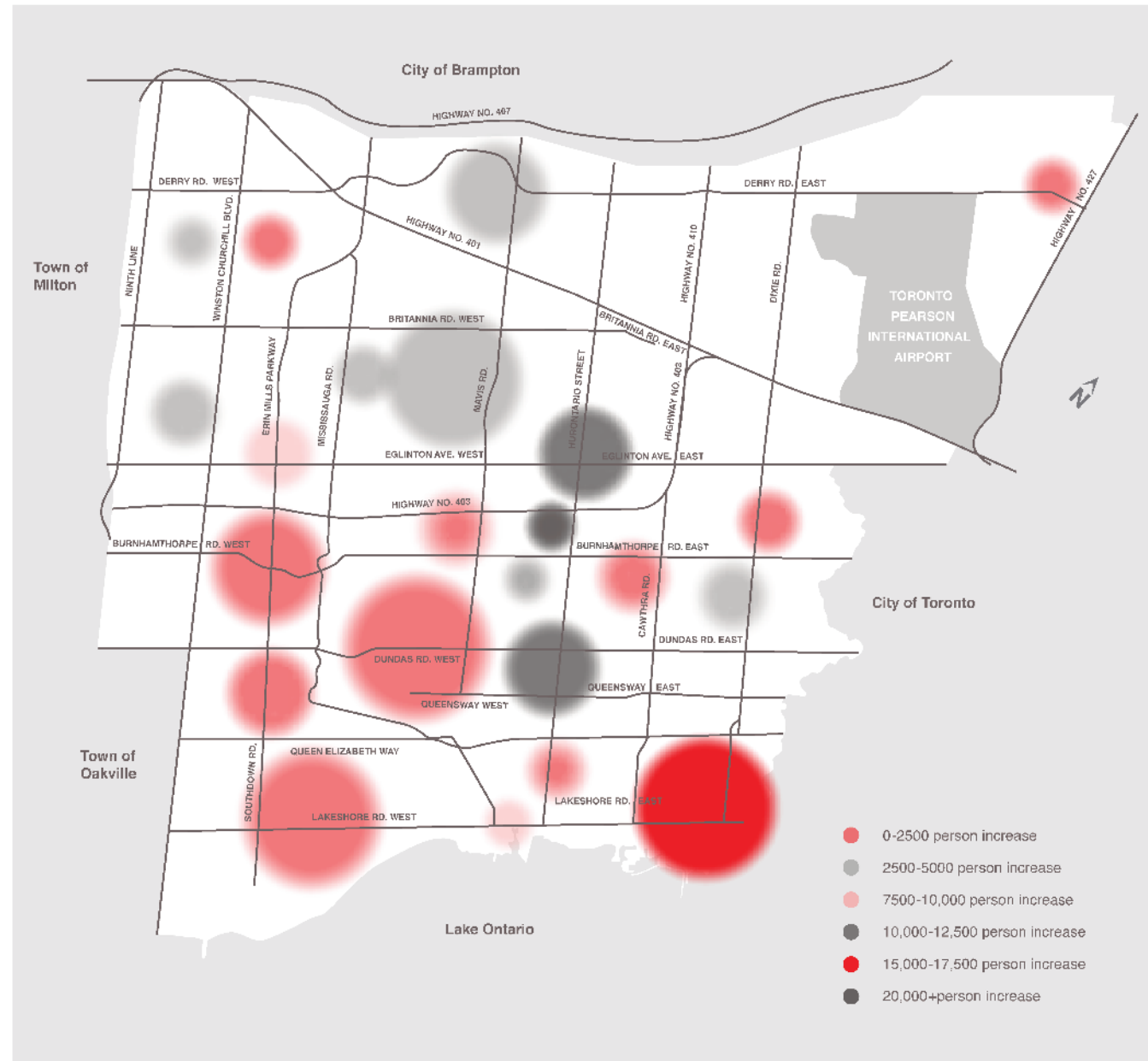
³ City of Mississauga, Mississauga Official Plan – Part 1. *Introduction*. (August 2015).



Map 1: Mississauga Wards

Concentrated Population Growth:

Mississauga is projected to grow to 878,000 people by 2041.⁴ Growth will be concentrated in the Downtown, Major Node and Community Node areas, which are character areas defined by the City of Mississauga Official Plan. Significant growth is projected for City Centre and Cooksville with additional growth along the waterfront and just north of Highway 403. In the next 10 years, 85 per cent of the new population is expected to live in these higher density areas.⁵ In addition to population growth in the Downtown, Major Nodes and Community Nodes, substantial population growth can be expected in areas that have area plans and planning studies, including Port Credit, Lakeview and Cooksville. Areas that do not show significant growth are industrial, commercial or employment zones.



Map 2: Projected Population Growth Over the Next 20 Years

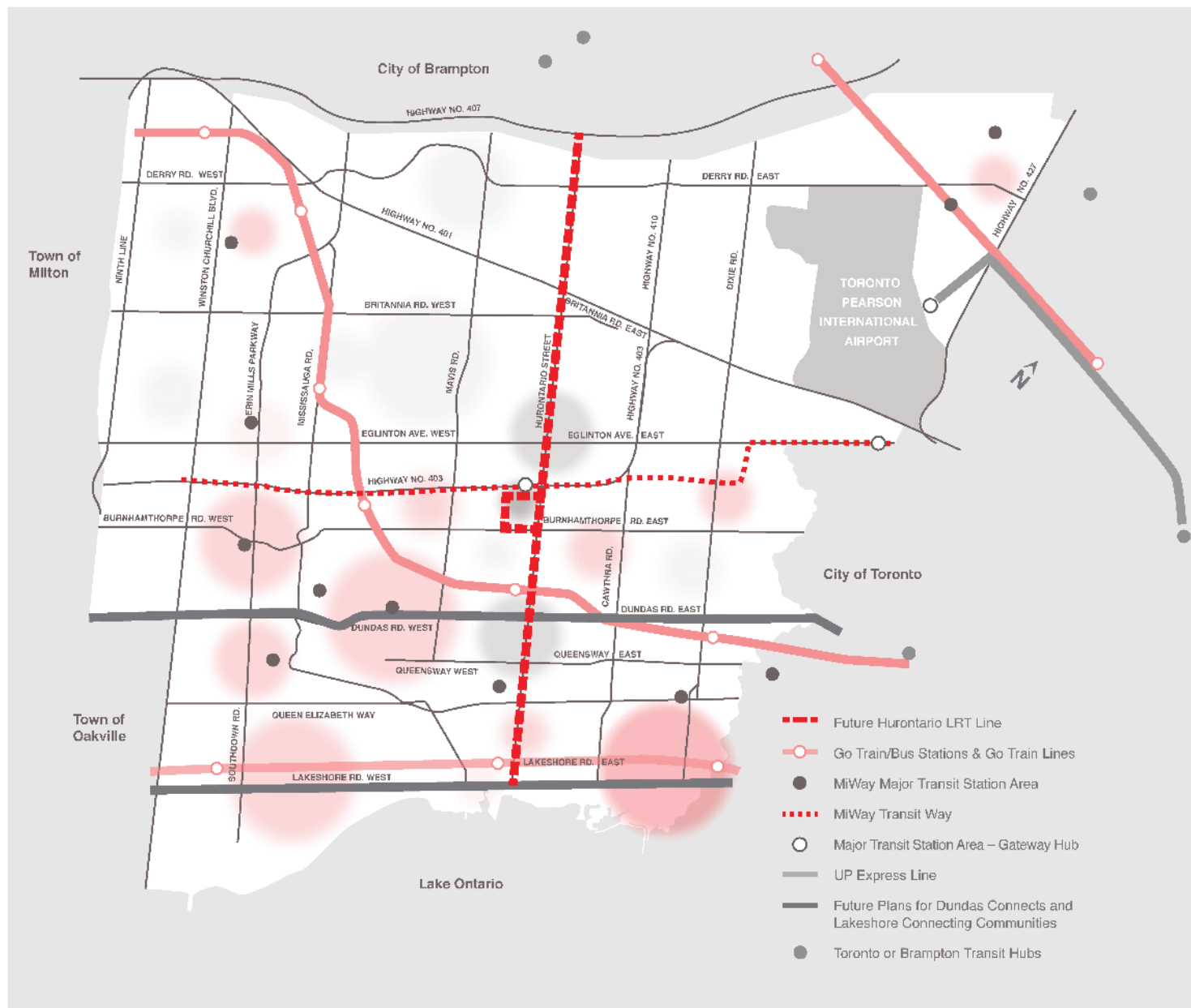
⁴ Source: City of Mississauga, City Planning Strategies Division (2017); population includes census undercoverage

⁵ Monteith Brown Planning Consultants. *Demographic Profile to Inform the 2018 Future Directions*. (2017).

Growing Transit Networks:

In the past, Mississauga's main form of transportation was the automobile. As the city grows and becomes more urban, there will be a more sophisticated network of buses, higher-order transit (such as Light Rail Transit [LRT] or Bus Rapid Transit [BRT]) and bicycle paths. There are several transit hubs (Major Transit Station Areas [MTSA]) located throughout the city, connecting residents to local buses, GO Transit and neighbouring transit systems. In addition, there will be LRT transit development along Hurontario Road, proposed improvements along Dundas Street and development along Lakeshore Road.

The following map highlights a few selected Major Transit Station Areas and is not inclusive of all MTSA's in Mississauga.



Map 3: Existing and Proposed Transit Networks

Demographics

To develop an effective plan for arts, culture and heritage, an analysis of Mississauga's demographics was undertaken. It is important to focus resources and provide cultural services and experiences in areas of the city where there will be significant population growth and access to transit. By doing so, the highest number of residents and visitors can benefit from arts and culture. It is equally important to ensure cultural experiences are affordable and accessible for all residents of Mississauga.

Growing Diversity:

Since 2011, Mississauga has seen a four per cent increase in residents who identify as visible minorities. This increased from 53 per cent to 57 per cent in 2016. Mississauga welcomed 53,000 newcomers between 2011 and 2016 and is home to more than 240 cultural groups, with over 420,000 people speaking or knowing a language other than English or French.⁶

Growing Populations:

In 2016, the median age for residents in Mississauga was 40 years old, 1.3 years younger than Ontario as a whole. Residents over 55 years of age represent 27 per cent of the city's population, while the number of 20 to 34 year olds has been increasing over the past years. This demographic may continue to grow and the demographic of people between the ages of 10 to 19 may continue to decline.⁷

Fig. 1: Top Five Unofficial Languages Spoken in Mississauga, 2016 Census Profile

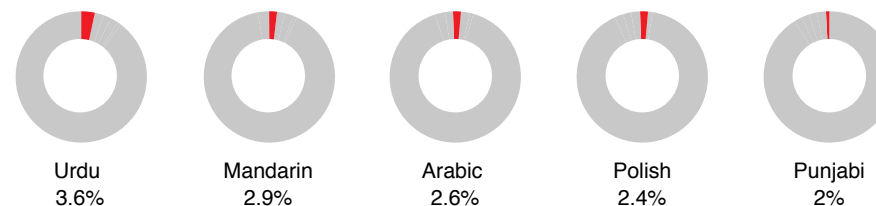


Fig. 2: Mississauga Demographics, 2016 Census Profile

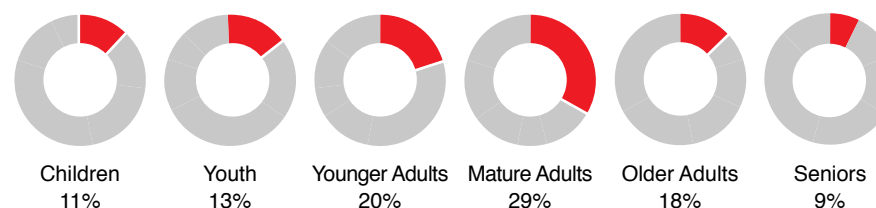
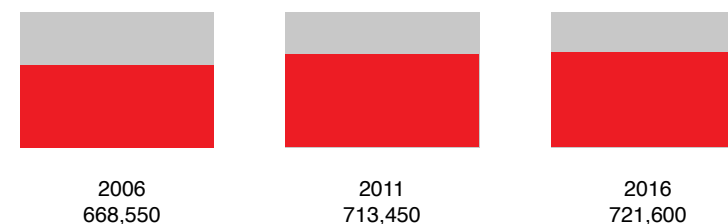


Fig. 3: Mississauga Total Population, 2016 Census Profile



⁶ Statistics Canada. *Census Profile for Mississauga*. (2016).

⁷ Monteith Brown Planning Consultants. *Demographic Profile to Inform the 2018 Future Directions*. (2017).

Income Disparity:

In 2015, the average total income of households was \$83,018.⁸ The average total income of Mississauga residents aged 15 years and older was \$31,311. The majority of the population (58 per cent) make less than \$40,000 before taxes. Over 35 per cent make less than the low income threshold, as set by the Government of Canada (\$23,861).⁹

Quality of life:

In the 2017 Citizen Satisfaction Survey, Mississauga residents rated their overall satisfaction with quality of life in Mississauga. The majority of respondents rated the city as an open and welcoming place, identifying listing diversity as one of Mississauga's strengths. Residents stated they have a strong sense of belonging and are proud to call Mississauga home.¹⁰

With changing demographics and the growing diversity in Mississauga, and the region in general, it is important to ensure local arts, culture and heritage programs, festivals, events and creative spaces are inclusive and reflective of the community. Arts, culture and heritage play a critical role in providing welcoming experiences with opportunities for cross-cultural learning and community building. Arts and culture not only enrich residents' lives but also improve their quality of life.

Fig. 4: Total income groups for 2015 for the population aged 15 years and over in private households¹¹

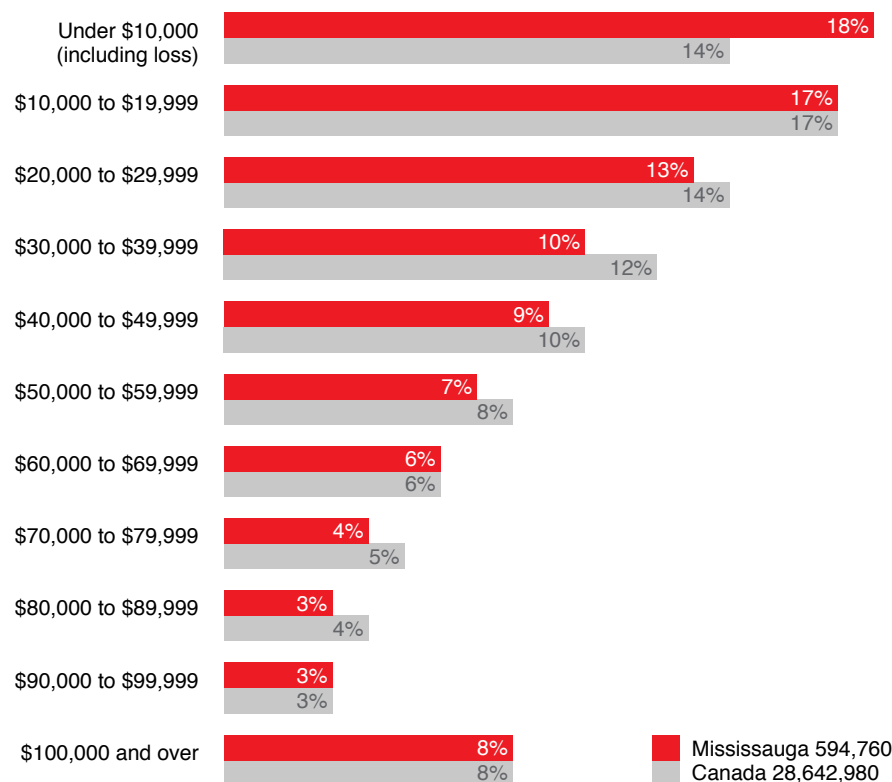
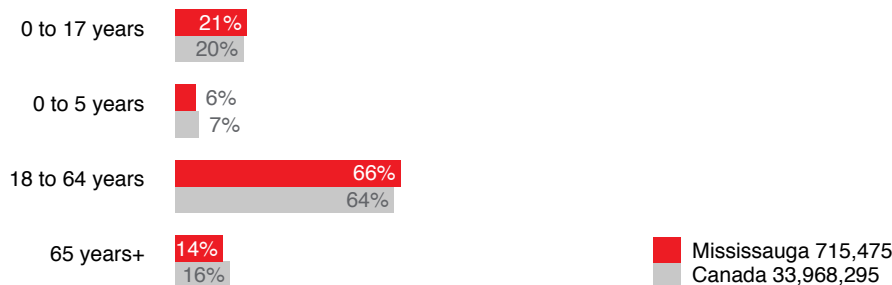


Fig. 5 Total low-income status in 2015 for the population in private households to whom low-income status is applicable¹²



⁸ "A household consists of people who occupy a housing unit regardless of relationship. It may consist of a person living alone or multiple unrelated individuals or families living together." – Statistics Canada

⁹ Statistics Canada. *Census Profile for Mississauga*. (2016).

¹⁰ Forum Research Inc. *City of Mississauga Citizen Satisfaction Survey – Key Findings*. (2017).

¹¹ Statistics Canada. *Census Profile for Mississauga*. (2016).

¹² Ibid.

Policy Context

The Culture Master Plan is informed by municipal and provincial policy documents. This section provides an overview of those documents.

Provincial Planning Statement

The Provincial Policy Statement is a high-level policy document that is intended to guide land development on a province-wide scale. It provides overall direction for land use by encouraging efficient use of land, maximizing existing infrastructure, promoting sustainability, protecting the environment, ensuring public safety and facilitating economic growth. The goal of the Provincial Policy Statement is to ensure management and direction of land use will facilitate building complete communities.

The Culture Master Plan is informed by the Provincial Planning Statement and supports efforts to enhance existing infrastructure and improve spaces. There are relevant policies within the Provincial Policy Statement that refer to the identification and protection of cultural heritage resources, including archaeological resources, all of which contribute to a better understanding and appreciation of the city's development over time.

Places to Grow

The Growth Plan for the Greater Golden Horseshoe (2016) document provides a framework for planning and developing the southern GTHA region including the City of Toronto and regional municipalities of Halton, Peel, York and Durham. This plan seeks to build communities through better managed development. The Culture Master Plan supports the recommendations regarding conserving and promoting cultural heritage resources, designing complete communities for the public and creating vibrant urban centres that offer diverse opportunities for live, work and play. The Culture Master Plan focusses on optimizing the use of existing infrastructure to better suit the needs of the community and recommends cultural development in areas of intensification. Arts and culture will contribute to the development of complete and vibrant communities.

Ontario Culture Strategy

The Ontario Culture Strategy was adopted in 2016. The Strategy identifies four goals for the next five years, including: promoting cultural engagement and inclusion, strengthening culture in communities, fueling

the creative economy and promoting the value of the arts throughout government. These goals have helped to influence the development of the Culture Master Plan strategic priorities.

Mississauga Cultural Policy

The Mississauga Cultural Policy was approved by Council in 2015. The purpose of the policy is to protect, support and foster culture in Mississauga by creating a framework that represents the value and importance the City places on arts, culture and heritage.

The policy clarifies decision making, allocation of resources and the role of the Culture Division within the City's Strategic Plan. To ensure a cultural lens is embedded in all future aspects of the city, it is the responsibility of each City Department to refer to the policy when drafting or creating new policies, strategies or direction. The Culture Master Plan is aligned with the Mississauga Cultural Policy by using its principles to help shape the objectives and recommendations.

Mississauga Official Plan

The Mississauga Official Plan provides a policy framework to protect, enhance, restore and expand the Natural Heritage System, to direct growth where it will benefit the urban form, support a strong public transportation system and address the long-term sustainability of the city. The Mississauga Official Plan is an important document for city building and supports the creation of successful places where people, businesses and the natural environment collectively thrive. The Culture Master Plan is informed by, and supports, the direction of the Mississauga Official Plan.

Mississauga Strategic Plan

The Mississauga Strategic Plan, "Our Future Mississauga," was approved by City Council in 2009; it specifies five strategic pillars for change and provides a long-term vision that guides Mississauga's growth and development over the next 40 years.

"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."
– Mississauga Strategic Plan, p. 2

The Culture Master Plan supports and aligns with the City's Strategic Pillars:

Move – transit is a key component of connecting people to arts, culture and heritage offerings such as festivals, events, museums and galleries. Transit locations and infrastructure also provide an opportunity for culture to be experienced daily. An example of this is using public art installations at transit locations and along major roads.

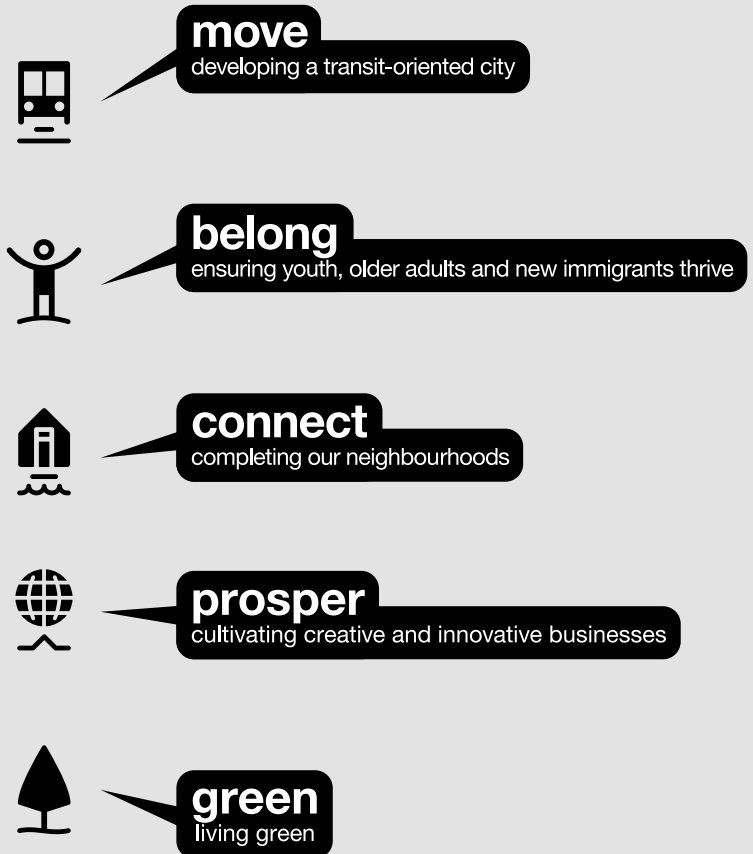
Belong – a city rich in arts, culture and heritage creates a sense of belonging where people can grow and develop their skills and have the opportunity to engage in, and access, affordable experiences at all ages and stages of life. A vibrant and culturally-rich city will positively contribute to quality of life, ensuring Mississauga is a place where people can thrive and where everyone is welcome.

Connect – arts, culture and heritage is valuable for connecting residents and visitors through shared experiences and spaces, which in turn increases community engagement and participation in the creation of the arts. With a growing diverse population in Mississauga, it is important for arts, culture and heritage to reflect and showcase the City's diversity, living heritage and to create a welcoming and safe space for all people.

Prosper – supporting a network of creative industries and businesses will develop Mississauga's creative professionals. Creative industries include but are not limited to areas such as live music, film and television production, digital media and technology.

Green – arts, culture and heritage are a platform to highlight and celebrate the living and environmental context of Mississauga, including the natural environment, waterfront, parks and green spaces.

The Five Strategic Pillars are:



Value of Arts, Culture and Heritage

Arts, culture and heritage impacts everyone on a daily basis, regardless of age, stage-of-life or circumstance. Culture is everywhere; in music, food, art and in all aspects of daily living. Culture enriches, strengthens and improves well-being and quality of life and has a positive impact on physical and mental health. In addition, arts, culture and heritage has a positive impact on the economy, society and education.

Culture boosts the local economy by revitalizing neighbourhoods, attracting and retaining businesses and creating employment. More than 23,000 people are employed in Mississauga's culture sector, while visual and applied arts contributed to 1.7 per cent job gains in Canada in 2014.¹³

Economic benefits:

The economic impact of cultural industries is impressive. In 2016, in Canada:¹⁴

- the direct economic impact of cultural industries was \$59.3 billion or 3.1 per cent of the country's GDP (almost twice that of agriculture, forestry, fishing and hunting (\$31 billion) and 8 times that of sports (\$7.2 billion))
- the national culture GDP rose 1.5 per cent from 2015, while the economy wide GDP rose 1.8 per cent
- since 2010, audio-visual and interactive media has seen an increase of 35 per cent value added to culture-product GDP
- direct contributions were \$25.7 billion to the Ontario culture GDP, equaling 3.5 per cent of the provincial GDP
- in Ontario, sound recording had the fastest growth of all culture domains at 11.9 per cent increase since 2015

Arts, culture and heritage has a positive impact on cultural tourism by attracting visitors to cultural sites. Cultural tourism is the fastest growing global market, generating \$3.9 billion in GDP in Ontario alone.¹⁵ From 2016 to 2017, an astounding 87 per cent of Canadians participated

in and attended arts and culture events and performances, while 53 per cent were personally involved in an arts-related activity (such as singing, dancing, visual arts or creative writing).¹⁶

Social benefits:

Studies show that the social benefits of arts and culture include higher volunteering rates, stronger employability, reduced social isolation and improved community cohesion (especially among older adults).^{17,18} Participation in the arts has a positive impact on children and youths' performance levels in educational settings, increasing confidence and self-esteem and contributing to social and conflict resolution skill development.¹⁹

Heritage and living heritage contribute great value to residents' lives and visitor experiences. Protecting and celebrating heritage can encourage community members and associated groups to come together to safeguard and promote heritage assets. Heritage sites also contribute to cultural tourism. In 2012, historic sites were the most frequented cultural activity, including 10 per cent of overnight trips in Ontario (4.1 million trips).²⁰ Living and intangible heritage are equally important for promoting and protecting oral traditions, languages, food and customs.

The City of Mississauga values arts, culture and heritage and its positive impact on the economy and the daily lives of all its residents. The City is committed to advancing arts, culture and heritage for its residents and visitors by creating a vibrant, engaging and culturally-rich environment that encourages creativity and preserves heritage and living heritage. The City is committed to supporting public access to cultural experiences and lifelong learning opportunities.

16 Canada Council for the Arts. *Arts and Heritage Access and Availability Survey 2016-17*. (2017).

17 Arts Council of England. *The Value of Arts and Culture to People and Society*. (March 2014).

18 Hill Strategies. *Making a Holistic Case for the Arts*. (June 2014).

19 Ibid.

20 Ontario Arts Council and Research Resolutions and Consulting. *Ontario Arts and Culture Tourism Profile – Executive Summary*. (2012).

21 Ontario Arts Council. *Impressions of the Impact of the Arts on Quality of Life and Well-being in Ontario*. (March 2017).

22 Hill Strategies. *Making a Holistic Case for the Arts: Canadian Evidence Regarding the Relationships Between the Arts and the Quality of Life, Well-being, Health, Education, Society, and the Economy*. (June 2014).

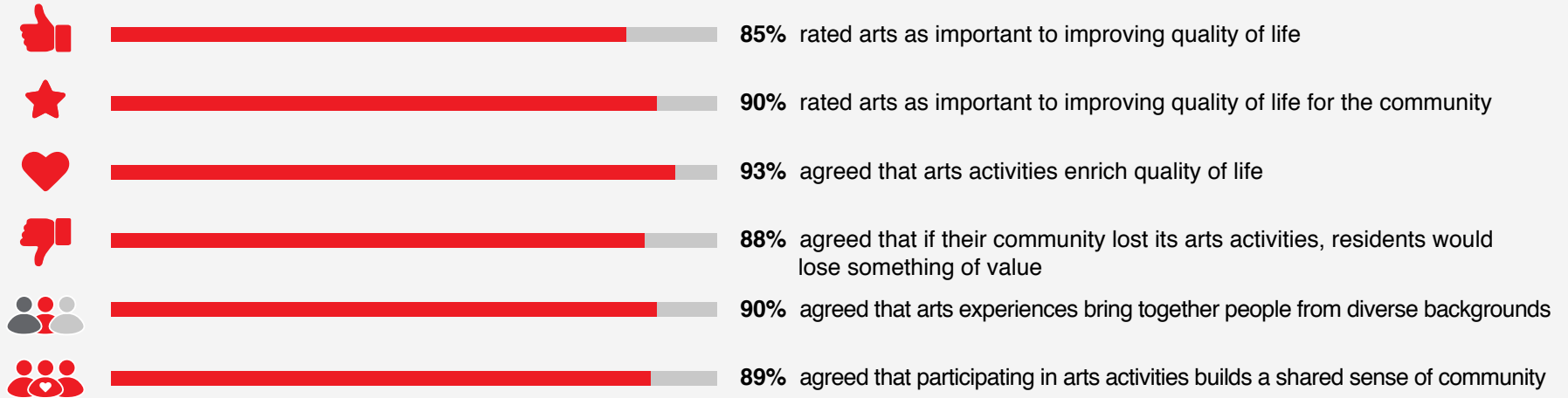
13 City of Mississauga, Economic Development Office Employment Survey. (2014).

14 Statistics Canada. *National estimates from Provincial and Territorial Culture Indicators*. (2016).

15 Government of Ontario. *Ontario Investing \$6 Million in Cultural Tourism*. News Release. (2015).

Fig. 6: Impact of Arts on Quality of Life and Well-being in Ontario²¹

In a 2017 survey, Ontario residents:

**Fig. 7: Making a Holistic Case for the Arts²²**

In a 2012 survey, Canadian respondents are either strongly or somewhat in agreement that:

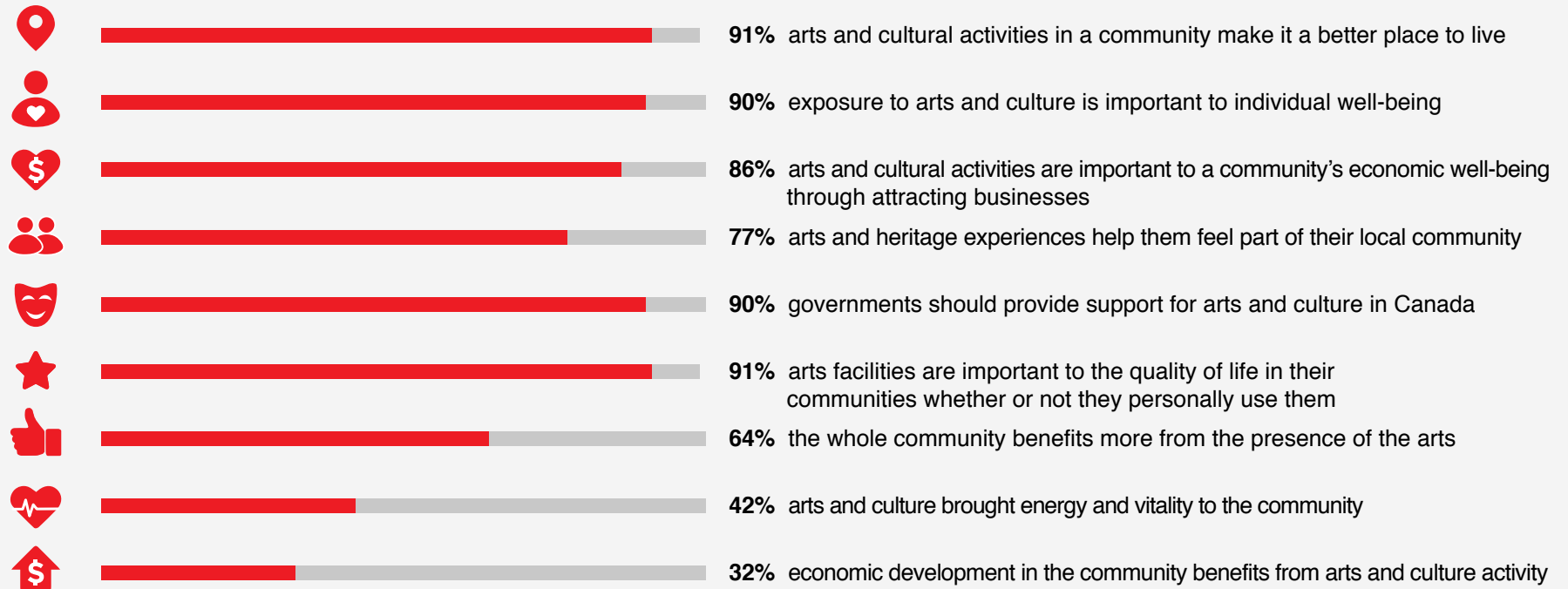


Table 1: Cultural Context

Mississauga's cultural spending and cultural assets, as compared to other Canadian municipalities:

Canadian Cities	Grant Spending per Capita*	Total Culture Spending per Capita	Creative Spaces Inventory**	City-owned Public Art (number of pieces)	Heritage Designations	Arts, Culture, Entertainment Industry (population)
Mississauga	2016: \$3.04	2016: \$19.08	44	36	283	16,725
Toronto***	2015: \$8.96	2015: \$31.81	294	200	4,500	95,110
Brampton	2017: \$1.26	N/A	32	30	112	9,580
Hamilton	2015: \$4.27	2015: \$27.57	56	36	596	9,420
London***	2015: \$5.89	2015: \$15.68	37	11	4,229	8,300
Ottawa***	2015: \$9.57	2015: \$33.21	100	50	3,500	22,485
Edmonton	2016: \$10.16	****	36	232	139	18,075
Calgary***	2015: \$8.82	2015: \$21.73	36	147	93	29,600

* Total culture spending per capita: The total amount spent by a municipality on arts, culture and heritage per resident (according to population total). The total amount is comprised of the operating budget, capital spending and grants given to the arts, culture and heritage sector. Some examples of culture spending are festival grants, infrastructure investment, public art and delivery of arts and culture programs by the municipality.

** Indicates creative spaces owned and/or operated by the City or privately operated

***Indicates municipality with a Percentage for Public Art Policy

**** Indicates that information was not available at time of report

Trends That Will Impact Arts and Culture

There are several global trends that are important when considering strengthening and advancing Mississauga's arts and culture scene over the next 10 years. These trends may impact how the City and cultural organizations provide cultural services, how residents participate in cultural activities and how arts and culture may evolve in Mississauga.

Multi-use spaces and community hubs

Urban and suburban land use intensification and concentrated population growth will require a different way of thinking about and providing community space. Many cities and organizations around the world have turned to adapting or retrofitting their existing spaces (such as schools, community centres and parks) to include not only recreation and education spaces but also creative and social spaces.

Some municipalities require developers and landowners to provide spaces within their developments for public use by creating community hubs in office buildings or commercial/cultural spaces in residential towers. Multi-use spaces and community hubs can also be co-working spaces or shared office spaces for small-to-medium sized businesses, organizations and creatives. These types of spaces provide opportunities for networking, collaboration and innovation between users; some may offer social benefits such as support services to the public. Overall, adaptation of existing spaces allows access for various users without additional development in cities where land is limited.

Examples:

Le Salon 1861, Montreal, Canada: Montreal is seeing a boom of adaptive reuse of buildings (including heritage churches) into creative, event and co-working spaces.



Biblioteca León de Greiff, Library Park, Medellín, Columbia

Photo Credit: SajoR

Library Parks, Medellín, Columbia: Medellín has taken a new and innovative approach to developing libraries in combination with public park spaces to address the need for more educational and cultural spaces around the city.

The Necessity for Collaboration

Creatives and cultural organizations are increasing their collaboration across mediums, spaces, ideas and communities due to growing challenges facing cultural practitioners. Some of these challenges include: lack of space; affordability; competing for attention/users; global climate change; and poverty.

These collaborations and partnerships allow groups and individuals to pool resources and knowledge to tackle challenges in new ways. Businesses and other leaders also use the arts for creative solutions to larger complex challenges.

Examples:

The **United Kingdom** is looking to cultural organizations to partner and collaborate with local businesses in Business Improvement Districts (BIDs) to help the community and economy thrive post-Brexit. The government will introduce tax incentives for partnerships between BIDs and cultural organizations. The government is also recommending business districts feature arts and culture prominently in their activations and night-time offerings. Partnerships and collaboration will bring people together, promote tourism, revitalize neighbourhoods and see increased economic growth.

In **Minneapolis, United States**, Intermedia Arts partnered with the City of Minneapolis to use arts-based approaches to engage traditionally underrepresented communities, helping the government develop innovative and responsive solutions to urban challenges.

Intangible heritage

As communities diversify and cultures are shared across the globe, there has been a move toward gathering, protecting and featuring intangible heritage elements. Intangible heritage includes many aspects of a community's culture that are not represented by traditional physical artifacts, buildings or monuments such as: storytelling, skill sharing and knowledge building. Often these *intangibles* are created, transmitted and maintained organically by a community without a realization that they are explicitly maintaining culture and heritage. Rapidly changing demographics in many communities have pushed organizations and groups to document these intangibles for future communities as well as for cross-cultural learning and understanding. Many museums and galleries are using technologies to collect, archive and exhibit their local intangible heritage assets.

Examples:

Intangible Heritage Index: created by UNESCO for the sharing and safeguarding of cultural practices.

Myseum of Toronto: an innovative organization that highlights the tangible and intangible heritage of Toronto and its surrounding area, predominantly using online and alternative platforms rather than traditional museum spaces.

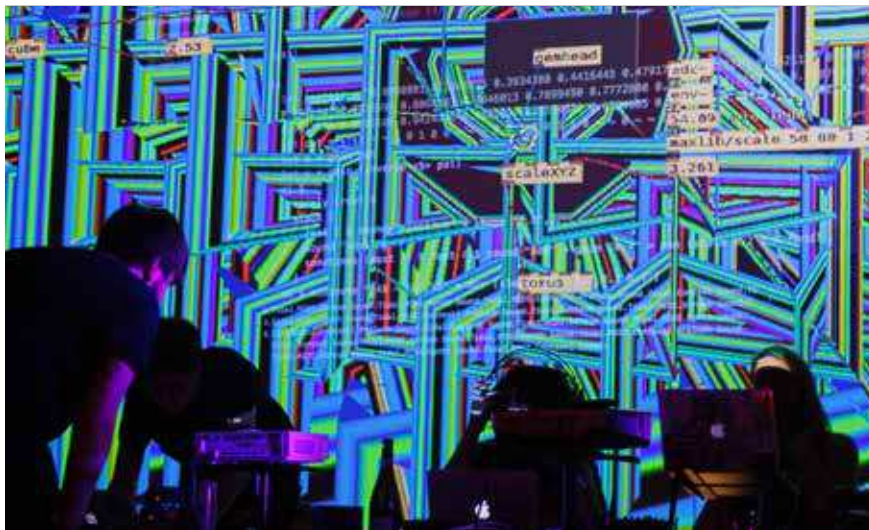


Pantomime interactive street performer

Photo Credit: Barni1

Immersive and Interactive Participatory Experience

The rise of self-organized experiences is changing the way people are consuming and interacting with the world around them, including media, news and information sharing, access to open data, transparency and shopping. This trend also influences cultural experiences where participants are becoming co-creators or contributors rather than spectators. This new way of interaction requires creatives and cultural groups to create meaningful user experiences at events, festivals, shows and programs. People are looking to interact with various art platforms or performances, either to see something that represents themselves in the art form or to take part in some aspect that is personal to them.



An example of an immersive and interactive participatory experience using sound and data to generate visual spectacles. *Chemical Algorave*, Newcastle, United Kingdom
Photo Credit: Antonio Roberts

Examples:

Hopscotch Opera, Los Angeles, United States: a mobile opera experience performed in cars and on the streets of L.A., where participants share car rides with singers, actors and musicians that take them to unknown locations throughout the city.

Sleep No More, New York City, United States: a site-specific production of Macbeth performed in a five-storey building where the scenes of the play take place simultaneously in various rooms throughout the building. It is up to the participant to experience the play however they like, in whatever order and at whatever pace.

Colour by Numbers, Stockholm, Sweden: an old abandoned telephone tower that was converted into a light installation art piece where participants can change the colours in the tower using their mobile phones.

Pop-Up and Tactical Urbanism Placemaking

Residents and communities are often taking on personal responsibility for changing, repairing or beautifying their spaces through tactical urbanism. Tactical urbanism is a collection of temporary changes to the built environment to improve local neighbourhoods and community gathering spaces. These changes can vary in cost and size and usually start at the community level as a way to create spaces that are inviting, easy to navigate and offer residents a sense of ownership and communal pride for their public spaces. In addition to tactical urbanism, temporary or pop-up initiatives help to test out concepts or projects in the community. Temporary or pop-up projects that become successful in the community often go on to become more permanent. These projects allow organizers to gather feedback, make changes quickly and build the public's imagination.

Examples:

Jardins Gamelin, Montreal, Canada: using the principles of tactical urbanism and temporary infrastructure, a community garden, outdoor bar and café, play areas and seating areas, are set up yearly in the Quartier des Spectacles.



Jardins Gamelin, Montreal, Canada
Photo Credit: Jean Gagnon



La Place Shamrock, Montreal, Canada

Photo Credit: Mojan Jianfar

La Place Shamrock, Montreal, Canada: the local councillor and community took over the back of an old fire hall and one lane of a two-lane street to create an outdoor community space, including street planters, a people-powered merry-go-round, outdoor seating and a *pétanque* play-ground.

El Hueco Twitero (The Tweeting Pot Hole), Panama City, Panama: a community-led tactical urbanism project where a group of locals placed special devices in potholes that would automatically tweet messages to the Department of Public Works whenever cars drove over them. This project resulted in many road repairs.

Smart Cities, Open Data and Civic Tech

New movements in civic technologies provide opportunities for innovative approaches to, and solutions for, urban living. A Smart City is one of those solutions, creating digital infrastructure that can collect, analyze and use data to improve City services, support the needs of current and future residents and increase quality of life. The Open Data movement believes public data should be freely available and easily accessible to the public. Civic technology is technology (mainly information technology) that enables engagement or participation of the public for stronger development, enhancing citizen communications, improving government infrastructure and generally improving the public good. Technology will have an impact on city building, which can directly improve and catalyze cultural growth in the city. Cultural institutions and creatives can help ignite positive change and build creative, culturally-rich cities, connecting arts and culture to technology and innovation.

Examples:

Code for Canada: a national non-profit that brings people, technology and open data together to help local governments develop services that are simple, effective and easy to use.

Esri Story Maps: an Open Data tool that enables the connection between data and storytelling.

Smart City Master Plan, Mississauga, Canada: Mississauga is on the leading edge of Smart Cities in Canada. The City's plan will provide direction for the use of innovative technology, data and digital infrastructure to help solve complex issues in the modern era. This includes everything from social, health, climate change, traffic and many more issues that affect the daily lives of residents.

Digital Art, Exhibitions and Events

Digital technologies change at a fast pace. Artists and other cultural producers are often at the leading edge of using these technologies in their artworks to invigorate exhibitions, installations and to engage the public at events and activities. It is impossible to predict what the next 10 years will bring in terms of technology but the use of virtual reality and augmented reality will continue to provide unique cultural experiences impacting how participants interact with objects, be immersed in experiences and expand their imaginations.

Examples:

The Borderline Murals, Cambridge, United States: a 200-foot long interactive augmented reality mural that transforms two-dimensional murals into site-specific animations through a specific phone app, designed by MIT students.

Cité Mémoire, Montreal, Canada: a project that brings the history of Old Montreal to life with over 25 digital projections on historic buildings and sites, accompanied by a responsive app that lets participants watch additional videos, look at historic photography and listen to site-specific stories.



Cité Mémoire, Montreal, Canada

Photo Credit: rjdesignworld

ReBlink, Art Gallery of Ontario, Toronto, Canada: an innovative augmented reality experience that gives visitors the chance to see paintings from the AGO's Canadian and European Collections in a whole new way; it adds layers of animations and images allowing participants to compare modern life with the era in which each painting was created.

Digital Technology, Civic Engagement and Creative Industries

Digital technologies are impacting the creative community in new ways, including increased participation and consumption of arts, culture and heritage. Digital technologies are increasing the amount of information available for participants to access when they want to, during their own time and immediately at their fingertips. This access has also dramatically affected cultural industries in the way they work, market and run their businesses. With technology now abundant and universal, it extends to all areas of social life, work and civic experiences.

Examples:

Hello Lamp Post, Bristol, United Kingdom: a city-wide, experimental project that gets people to play with street infrastructure by sending text messages, enabling them to rediscover their local environment, as well as share and uncover memories and stories of the city (past and present).

Boston.gov, Boston, United States: a modern government website that is designed with the public in mind. The website platform is easy to navigate, helping residents engage on city projects, get permits for outdoor events and access support for affordable housing. Residents and visitors can learn more about cultural programs and events, where to find food trucks throughout the city, Boston's history and view archival collections.

Film App, United Kingdom/United States: an online film application that is easy for film clients to access on-the-go and that also integrates seamlessly into government processes.

Racial Equity in the Arts and Arts Organizations

Changing demographics and increased diversity in many communities and neighbourhoods will impact cultural organizations. There has been growing recognition in Canada of the lack of diversity in mainstream arts, culture and heritage experiences and also in the make-up of administrations, instructors, presenters and creators of arts, culture and heritage. 'Traditional' arts and culture representation will need to expand to incorporate and exhibit new forms of art for a wider community, ensuring racial equity in the arts is more than just tokenism. Institutions and funding bodies are also identifying barriers faced by equity-seeking creatives and addressing ways to improve racial equity in the arts. Arts, culture and heritage will benefit greatly from diverse perspectives and populations when building an inclusive community that is open to all.

Examples:

Access and Equity, Ontario Arts Council, Canada: the Ontario Arts Council has a multi-year accessibility plan to ensure equity for all Ontarians through grant support, with a particular emphasis on artists of colour, deaf artists and artists with disabilities, Indigenous artists, francophone artists, new generation artists aged 18 to 30 years old and artists living outside of Toronto.

12 Lessons Un-learned for 2017, The J.M. McConnell Foundation, Canada: the McConnell Foundation is dedicated to the practice of social innovations. As part of their yearly *12 Lessons Learned report*, in 2017 they addressed the struggles they faced in learning and unlearning how to decolonize their institution and support reconciliation through small and large efforts.

Climate Change²³

Climate change will pose some risk for how arts and culture is created and experienced. Changes in temperature and weather such as intense rainfalls or more cycles of freezing/thawing, pose a higher risk for property damage to cultural artifacts, public art and heritage properties. These changes will also decrease the lifespan of technical equipment. More annual precipitation will lead to more corrosion of public art. More heat waves means an increased need for indoor spaces

²³ City of Mississauga. *Corporate Climate Risk Assessment: Culture Risk Assessment Report*. (2017).

for cultural activities including registered educational programs and outdoor day camps. Increased temperatures will also increase the demand for a longer programming season in the summer and shoulder seasons. Climate change will impact outdoor events with severe weather fluctuations, extreme heat or cold, rain, lightening, ice and snow. As many cities embrace cultural activities all year round, there is an opportunity for off-peak winter-focused cultural activities.

Examples:

WinterCity Strategy, Edmonton, Canada: with changing temperatures, the City of Edmonton is taking a proactive and positive approach to their colder weather through cultural experiences, festivals and events throughout the winter, as well as public outdoor spaces that maximize sun exposure for light and insulation.

OPEN Sydney Strategy, Sydney, Australia: recognizing the importance of night life to the culture scene and economic growth of a city, the City Sydney has developed a night-time culture scene outside of pubs and bars to include cultural activations and events, 24-hour library spaces and businesses and late night transportation options. With climate change impacts, this strategy supports cultural activities that take place during cooler evenings and creates vibrant and safe streets and neighbourhoods.



Winter decorations to animate public spaces, Vermont, United States
Photo Credit: Mariamichelle

How will these trends impact Mississauga's culture scene?

It is important to be aware of broader trends when enhancing and developing Mississauga's culture scene.

Multi-use Spaces:

- As Mississauga continues to grow and develop with limited land, it will become increasingly important to support the development of multi-use spaces. The City should first look to existing stock of buildings and identify ways to maximize their use and/or adapt them for different uses before building new spaces. The City should also support spaces that encourage different and complimentary types of activities, which in turn allow for more interaction between the community and provide opportunities for collaboration. An example of this trend is the Mississauga Libraries' maker spaces, digital spaces and areas for community gathering that are located within the same structure and support new and different types of uses and participants.

Living Heritage:

- With the changing demographics in Mississauga, it is increasingly important to expand the definition of heritage beyond a Euro-centric focus to one that is encompassing of diverse histories. Celebrating living heritage and intangible heritage should be reflective of Mississauga's current and future demographics.

Tactical Urbanism:

- Pop-up projects and tactical urbanism will help Mississauga shift from a suburban to urban city through incremental change; this can be tested and made responsive to the immediate environment. Tactical urbanism projects offer a platform where residents can become co-contributors to Mississauga's city building efforts and cultural scene.



A touch-sensitive interactive sculpture that changes appearance as people interact with it. *NOR MIND* by Daniel Iregui, Montreal, Canada

Photo Credit: art_inthecity

Data and Technology:

- Increased use of data and technology, along with increased participation, is a trend that Mississauga's cultural community will need to be ready to respond to and incorporate into cultural experiences. The City is currently taking steps towards Smart City development and identifying a digital strategy that will support cultural development and experiences. All of these initiatives provide opportunities to support the community, share people's stories and improve the quality of life in Mississauga through digital infrastructure and data collection.

Climate Change:

- Climate change poses a series of threats to how the City and cultural organizations run programs, festivals and events, as well as how they manage physical assets. All groups will need to work on identifying sustainable solutions for the near future.

10-Year Strategic Plan

Vision

Mississauga is known for its thriving culture scene, where culture is at the heart of the city and embedded everywhere.

Mission

The City of Mississauga will grow and support the creative sector, deliver cultural services and enable high quality cultural experiences.

Community

The Culture Master Plan outlines recommendations that are supported by the City of Mississauga and includes projects, initiatives and services the City will lead and develop. Some recommendations can be supported through partnerships and collaboration with community partners. This Plan also highlights recommendations the City will encourage and empower other organizations to lead and implement.

It is important that everyone in Mississauga sees themselves reflected in this Plan, that there is a unified vision for a culturally-rich Mississauga. It is a call to citizens, artists, creatives and cultural organizations to drive this vision and help build the arts in Mississauga.

Mississauga Cultural Policy

Guiding Principles

Culture in Mississauga will be vibrant, accessible, sustainable and enriching. The following guiding principles are adopted from the **City of Mississauga Cultural Policy (08-05-01)**.

Culture is comprised of:

Values: expressed through identity, customs, memories and stories

Vibe: in the form of the character emanating from the active culture and heritage of a place

Virtuosity: the expression and appreciation of artistic excellence

Guiding Principles:

- 1. Improve Livability:** Cultural vibrancy enhances the appeal of the city as a place of social, economic and intellectual life and quality. Culture makes the community stronger and more connected through artistic, creative and heritage pursuits, making the city a desirable place to live, learn and work.
- 2. Support Multiculturalism and Interculturalism:** The city's composition of nationalities from around the world is something to be celebrated and embraced; not only do they contribute to Mississauga's diversity but also to its distinct cultural identity. Interaction between these diverse groups offers the opportunity for understanding and the foundations for broader, connected community.
- 3. Foster Creative Industries:** Businesses which produce cultural products or employ creative individuals are a growing segment of Mississauga's economy. Supporting Mississauga's cultural sector offers an avenue for improved economic conditions that brings with it social benefits and attractiveness for the city.
- 4. Build Connections:** Developing culture in Mississauga is a joint effort requiring City leadership and facilitation, partnership between organizations and open communication between community, professional artists and creative industry professionals. Partnerships and collaboration allow for greater communication and resource sharing which assists in strengthening culture in the city.
- 5. Build Shared Identity:** Mississauga's population is comprised of a diverse make-up of nationalities from around the world. Not only should this diversity be celebrated but an authentic, shared culture should be fostered. Authentic, shared culture is developed organically, while being fostered purposefully.
- 6. Ensure Accessibility:** Culture should be for everyone. Access to cultural resources, activities, events and festivals should be made available to everyone to ensure the wide-ranging benefits of culture can be experienced by the greatest number of people.
- 7. Support Sustained Cultural Community Activity:** Contributions made by the cultural community are valuable. Support for organizations, businesses, educational institutions and individuals can be provided through funding, resource sharing, organizational and community development. Facilitating collaboration should be undertaken to best support sustained cultural community activity.

The 2009 Culture Master Plan set the foundation for developing City services, cultural events and experiences. Mississauga is now in a different stage of development with a growing population, increased diversity, significant transit development and more sophisticated cultural organizations. The 2019 Culture Master Plan outlines ways to support the growth of Mississauga's arts, culture and heritage sector. Mississauga will be known for supporting and attracting creatives, providing high-quality cultural spaces and experiences, honouring its past and highlighting its future and a place where culture is embedded in the fabric of the city.

The Plan outlines five Strategic Priorities. Each priority is essential to achieve the vision for arts, culture and heritage in Mississauga. Each priority is connected to (and builds on) the other; together they support Mississauga's progression towards becoming a mature cultural city.

Strategic Priorities

1. Build an arts-friendly city
2. Enhance and improve cultural spaces and places
3. Expand and grow leadership in the cultural sector
4. Support an authentic cultural identity that is welcoming, inspiring and enriching
5. Share our story beyond our borders



An artist at the Japan Festival on Celebration Square
Photo credit: Wil Yeung

PRIORITY 1

Build an arts-friendly city

GOAL 1

Support, attract and retain creatives

4 Recommendations
15 Action Items

GOAL 2

Remove barriers, improve processes, procedures and policies

5 Recommendations
17 Action Items

Achieving the goals of this strategic priority will:

- make it easier for artists and creatives to work and create in Mississauga
- encourage artists and creatives to remain in the city while attracting new talent
 - support creatives and organizations through increased grant funding
 - create more opportunities to showcase and collaborate with creatives
 - support the development of live music and creative industries
 - improve City policies, processes and procedures
 - improve communication and understanding of services and priorities
 - ensure Culture services are supporting community needs
- incorporate arts, culture and heritage priorities throughout City-wide projects

Priority 1: Build an Arts-Friendly City

Why is this important?

Arts and culture activities assist in developing a sense of belonging and connection between community members while providing insight and understanding about local history and living heritage. Arts and culture provide a means of expression while developing a shared identity and opportunities for skill and capacity development.

To have a strong culture scene, the City needs to create an environment in Mississauga that:

- recognizes and celebrates creatives
- understands the value and role the creative sector plays in city building
- removes barriers to allow for more cultural creation and experiences to happen

Building an arts-friendly city means creating an environment where arts and culture can happen organically and where artists are supported. Achieving the goals of this strategic priority will make it easier for creatives to learn, live, work and create in Mississauga; it will also encourage creatives to remain in the city, while attracting new talent.

What the community said:

Support creatives in Mississauga: There is a growing creative community that is proud to call Mississauga home and who want to establish and strengthen a cultural career here. Throughout the engagement process, individual artists and cultural organizations expressed the need for funding support and access to affordable live/work spaces to create their work. Participants wanted opportunities for all age groups, skills levels and abilities; from emerging creatives to hobbyists and professionals. Creatives wanted to showcase and exhibit their work through artist residencies; they wanted to develop partnerships and collaborations with the City, each other and private businesses/organizations.

Build creative sectors: Participants expressed the importance of supporting a live music scene and identifying opportunities for the creative sector to grow that includes the digital sector, film and cultural entrepreneurship. While traditional cultural and media sectors such as broadcasting, film and publishing remain relevant, there is increasing growth in digital media content production and platforms.²⁴ Growing music production and live performance are key factors in expanding creative industries and in keeping young talent in Mississauga.

Remove barriers and improve City processes: Participants reported facing a lot of barriers and 'red tape' when it came to practicing and creating their art form in Mississauga. There was a lot of feedback about creating artist-friendly processes and bylaws, as well as improving services. It was also important to participants that the City increase its awareness and understanding of the needs and requirements of artists when using City-owned spaces. To build an arts-friendly city, the community felt that all City departments need to work together to develop a culture where the City and community are active partners in cultural development.

Strengthen heritage: Participants expressed the need for stronger heritage planning processes. In addition, the Huron-Wendat Nation voiced the need for the City to develop an archaeological master plan, and to develop a process for working with appropriate Indigenous peoples who may be impacted by land development within Mississauga.

²⁴ City of Mississauga, Culture Division. *Creative Industries Strategy*. (2016, p.12).

What the City will do:

Increased support and opportunities:

To build an arts-friendly city, municipal barriers need to be removed to support, attract and keep creatives in Mississauga. This can be achieved by improving opportunities available to creatives and increasing funding and in-kind support for creatives and cultural organizations. The City intends to increase culture grant funding for groups and festivals to \$4.50 per capita grant spending by 2022. In addition to grant funding, affordable fee structures for film permits will be identified and implemented.

Grow live music and creative industries:

Live music, digital art and digital media are areas for significant growth and development in Mississauga. The importance of creative industries in the local and global cultural context warrants the development a live music scene in Mississauga through education programming and by providing a platform to showcase Mississauga musicians. The City will support the development of digital arts and media through digital arts programming, digital screen programming and by using existing and emerging technologies for digital public art projects.

Affordable spaces and fair pay:

One of the key issues facing creative communities and cities today is access to affordable spaces for creation, production, exhibition and living. A City-wide policy will be developed to ensure creatives are paid based on established industry fees and the City will advocate that arts organizations do the same. The City will also investigate tools and opportunities for supporting affordable live/work spaces in Mississauga.

Live Music Impact in Ontario²⁵

In 2014, Music Canada released *Live Music Measures Up: an economic impact analysis of live music in Ontario*. From data and surveys collected in 2013, the report found:

- The live music industry supported approximately 20,000 full-time equivalent employees in Ontario's economy.²⁶

²⁵ Music Canada, Nordicity. *Live Music Measures Up: An Economic Impact Analysis of Live Music in Ontario*. (2015).

²⁶ This number includes 10,500 direct, indirect and induced full-time equivalent employees and 9,500 full-time equivalent employees through tourism.

- \$75 million in ticket sales for Canadian acts
- \$1.2 billion impact to Ontario's GDP; including \$609.1 million in tourism activity
- \$432.4 million in combined tax revenues for all levels of government (\$28.2 million to municipalities)
- Most popular music events that generated best attendance were mid-range festivals with 1,000–5,000 people.
- 55% of music companies that ran music events were based in the GTA
- Factors that led to successful live music events and companies were:
 - access to and availability of Ontario/Canadian artists
 - access to industry networks and collaboration opportunities
 - supportive legal and regulatory environments (work permits, festival or event permitting, municipal bylaws and regulations)

What the community can do:

Create opportunities and showcase creatives:

Cultural organizations should continue to highlight, showcase and create opportunities for creatives. Cultural organizations with access to space can provide affordable spaces for creatives and create or expand artist residency programs to support local creatives and attract creatives to Mississauga.

Advocate for and support creatives:

Cultural organizations can identify ways to support creatives through small grant programs as well as ensure that creatives are paid based on established industry fees. Cultural organizations should develop performance measures for their cultural activities that would support and strengthen their advocacy role and promote evidence of their impact.

Continue to meet the needs of the community:

Cultural organizations should ensure they are meeting the growing and changing needs of their creative communities by providing innovative arts education programming and services

Collaborate and build partnerships:

Cultural organizations should continue to build partnerships and pursue collaborations with other not-for-profit and/or charitable organizations, groups and collectives to exhibit, program or partner. Cultural organizations should continue to work with the City to facilitate artist exhibitions on digital screens, provide complimentary programming, assist with jury selection panels and advocate on behalf of the needs of the creative community.

Examples:

Below are examples that highlight projects, programs, initiatives and processes that support similar priorities and goals outlined in this section.

In Situ, Mississauga, Canada: a three-day immersive multi-disciplinary arts festival held at the Small Arms Inspection Building, hosted by the Small Arms Society, in 2016 to showcase local artists with performances and exhibitions. The event was organized entirely by volunteers and showcased over 150 up-and-coming visual artists, musicians, photographers, videographers, dancers and theatre performers. The event highlighted the importance of community-organized arts experiences in supporting a vision for arts and culture for the future.

Austin, Texas: Artists and creatives are attracted to cities like Austin due to a low cost of living and support from City initiatives that help foster and sustain tight-knit, local creative communities. The City continually engages the creative community in planning and strategy development. Support of large festival sites for events and music festivals such as South by Southwest, as well as unique businesses, food services and shopping boutiques has helped drive both emerging and established creatives to the city as they see Austin embracing and supporting their work and experimentation. With the rapid growth of businesses and tech outposts (Apple, Google, Facebook) in Austin, affordability for creatives has become a growing concern. Both politicians and residents know that culture is a major driver of industry and economy in Austin and are working together to ensure that live/work spaces, cultural hubs, music venues and studio/exhibition spaces remain open and attainable to the artists and creatives that flock to settle in Austin.



In Situ, at Small Arms Inspection Building. Mural: *Ronnie* by Luvsumone; Dancer: Alvin Collantes (Frog in Hand Company), Mississauga, Canada

Photo Credit: Voitek Pendrak

Edinburgh, Scotland: Since developing its Culture Policy in 1999, Edinburgh has been ranked as one of the top destinations for artists in the United Kingdom. Edinburgh hosts 12 major annual festivals, including the internationally-renowned Fringe Festival. Along with its strong conservation for its numerous heritage buildings, Edinburgh continues to invest in its cultural spaces, creative industries and access to affordable living. With the support of City Council and its recent update to the Culture Plan, Edinburgh has continued to work on attracting and retaining creatives to the city by including recommendations in their Culture Plan that will see City services better integrated to support the creative sector.

The City of Edinburgh supports creatives in accessing affordable spaces by leasing them properties on a short to medium-term basis and by creating spaces that take into consideration the special needs of creatives and cultural producers. The City ensures ease of transportation during major events and festivals and provides planning services that guide development and creative opportunities for public art and placemaking.

Table 2: Strategic Priority 1: Goals and Recommendations.

	Strategic Priority	Goals	No.	Recommendations
1	Build an arts-friendly city			
	1.1	Support, attract and retain creatives in Mississauga by increasing and improving opportunities	1.1.1	Support creatives with producing and exhibiting their work
			1.1.2	Develop and enhance Mississauga's live music scene
			1.1.3	Develop a digital art, digital media and creative industry scene
			1.1.4	Identify legislative and policy improvements to keep creatives in Mississauga
	1.2	Remove barriers to support arts, culture and heritage by improving internal processes, procedures and policies	1.2.1	Ensure arts, culture and heritage objectives are incorporated into City projects, strategies and policy development
			1.2.2	Improve Culture Division's processes and procedures
			1.2.3	Coordinate City-wide processes and procedures
			1.2.4	Improve external communication and understanding of Culture services
			1.2.5	Improve internal awareness of arts, culture and heritage values and priorities

SPOTLIGHT:

Affordability

In 2015, the World Cities Culture Forum recognized culture as the “golden thread that runs across all aspects of urban planning and policy”²⁷ and as a key ingredient of world cities’ success. Culture plays an important role in the economic growth of cities, however the economic success is having a negative impact by making cities unaffordable for many local creatives. If cities want to maintain their growth and address the challenges that come with it, culture should be integrated across policy making and planning decisions.

²⁷ World Cities Culture Forum. *World Cities Culture Report*. (2015).





An artist decorating stoneware in a pottery studio

Creatives are facing increasing challenges related to the affordability of living and working in cities because of precarious employment, expensive studio spaces, rising housing costs and cost of living. A lack of affordable spaces to live and work makes the creative sector increasingly vulnerable; it also impacts cities by preventing and stifling the development of new, provocative and innovative ideas.

Affordability is the biggest threat to the survival of the creative sector living in cities.

When creatives move into affordable areas, the outcome is often increased popularity and interest in those areas. Increased desirability for these artist communities leads to gentrification of these areas, which then eventually pushes the creatives further out of the city to access more affordable spaces and paid opportunities. Cities then lose their local talent and become increasingly undesirable places for future creatives to live, work and create.

For example, the Los Angeles Arts District was once an area of abandoned warehouses and factories taken over by artists because of affordable studio spaces. Creatives slowly activated the streets and brought new life to the area, making it a popular place for developers and future gentrifiers. The Arts District now faces a loss of affordable artist spaces and a loss of the creative community.

"Cities must make sure the space exists for cultural production on all scales, including informal places, such as bars and cafes, where people can meet, discuss and plan their next projects. Affordable studio space is a priority for many cities, but the challenges of keeping housing cheap enough for artists and producers remains unsolved in many places." – World Cities Culture Forum Report, p. 20, 2015.

As Mississauga's creative population continues to rise, the City needs to be aware of providing affordable programs and spaces for current and future populations. Cultural experiences should be available to all residents and involve a collective approach that includes the City and the community to ensure everyone has access to cultural spaces, programs, educational classes, events and festivals.

Supporting affordability for residents and creatives requires a multi-faceted approach including policy, urban planning and cultural planning solutions. The need for affordable cultural spaces and access to affordable cultural resources and programming is clear.

Quincy Market, Boston, United States

Photo credit: GoLeavesGo



PRIORITY 2

Enhance and improve cultural spaces and places

GOAL 1

Improve City-owned spaces and places

5 Recommendations
31 Action Items

GOAL 2

Enable and encourage the development of new spaces

3 Recommendations
19 Action Items

Achieving the goals of this strategic priority will:

- improve existing City-owned spaces for cultural use
- increase use of City-owned spaces for cultural purposes, encouraging mixed-use of spaces
- foster the development of unique cultural districts around the city with concentrated cultural facilities and activities
 - improve accessibility and affordability of cultural spaces and places
- increase culture in public spaces and everyday cultural experiences throughout the city
 - increase temporary and pop-up placemaking initiatives
 - encourage private development of cultural spaces
- support the City's progression to become a Smart City and enhance digital technologies to support arts, culture and heritage

Priority 2: Enhance and Improve Cultural Spaces and Places

Why is this important?

To improve arts and culture in Mississauga, the City needs to develop and improve its cultural spaces and places. Cultural spaces can be formal (such as theatres or public squares) or informal (such as pop-ups in parks). Cultural spaces help build vibrant communities with access to arts, culture and heritage programming and experiences. Spaces with programs that engage the public have the potential to contribute to the character and identity of a community and increase residents' sense of place and quality of life.²⁸ Great cultural spaces and places make it easier to create innovative and exciting programming that increases the city's capacity for cultural tourism and helps position Mississauga as a cultural destination.

Cultural spaces provide an opportunity for residents to explore creative expression and help to create a sense of pride and community. These spaces have the ability to bring people of diverse backgrounds together around shared interests and common goals and leads to developing understanding and respect.²⁹ Enhancing cultural spaces and places supports building a sense of belonging, inclusion, recognition and legitimacy much more than other types of infrastructure such as roads or private buildings.³⁰

What the community said:

Cultural districts: Throughout the engagement process, participants said they wanted to have more localized art scenes where they could experience arts and culture on a daily basis. Participants wanted a network of cultural areas or districts throughout the city where each area would grow and develop organically with a unique character of its own.

Cultural districts are areas with concentrated cultural activity, events, services, galleries, shops and/or artist studios and work spaces. Cultural districts evolve to reflect the local area and needs of the creative community. Great cities are known for their walkable neighbourhoods where culture spills out onto the streets and into the fabric of the community. Cultural districts will provide easier and more frequent access to cultural experiences such as venues, performances, exhibitions, classes and workshops.

Improve spaces and places: In addition to privately-owned spaces, the City of Mississauga has many spaces available for creative use. Spaces include Meadowvale Theatre, Living Arts Centre, Visual Arts Mississauga and the Art Gallery of Mississauga, as well as community centres, libraries and alternative spaces such as parks and outdoor spaces like Celebration Square and Streetsville Square. Throughout the engagement process, it was apparent there are challenges to using some of these spaces for production, exhibition and education purposes. Some challenges include quality of spaces, type of spaces available for use, access, affordability and opening and closing hours.

Increase access to space: One of the key challenges continues to be access to space—affordable space for artists and creatives to develop their practice and showcase their work. There was a general lack of information and awareness of which spaces are available for community use and which types of activities those spaces support. Finding a space that works within an artist's budget and time requirements (for example multiple days for creating artwork or organizing an exhibition) can be difficult if not impossible. Feedback indicated that creatives need support in accessing City-owned spaces in different ways than currently available.

28 Culture Division. *Cultural Infrastructure and Creative Spaces Study, Executive Summary*. (2016, p.4).

29 American Planning Association. *How Arts and Culture Strategies Create, Reinforce, and Enhance Sense of Place*. <https://www.planning.org/research/arts/briefingpapers/character.htm>. (2011).

30 Jeannotte, M. Sharon. *Shared Spaces: social and economic returns on investment in cultural infrastructure*. Duxbury, Nancy (Ed.). *Under Construction: The State of Cultural Infrastructure in Canada*. Vancouver: Centre of Expertise on Culture and Communities, Simon Fraser University. (2008).

Engagement participants were also interested in accessing private spaces (such as empty storefronts) and identifying creative uses for existing spaces throughout the city (such as outdoor spaces, parks and underused spaces). Participants had a keen interest in developing partnerships with the private sector, including the Peel District School Board and the Dufferin-Peel Catholic District School Board, to identify and access alternative spaces.

As with most community facilities, spaces that are accessible by transit or located near schools or transit hubs are desirable to ensure equal and convenient access. There was a strong willingness from creatives to share space with other creatives and seek opportunities to co-produce.

Improve accessibility of spaces and experiences: Accessibility was important to the community and an important aspect of cultural space. Consideration for those who use mobility devices, require braille labels and/or hearing enhancement systems would improve physical spaces. In addition, the community expressed the need for more inclusive programming and cultural experiences that better reflect and support community members with accessibility needs.

Improve the public realm: Culture should not only take place inside buildings, it should be all around us. The public realm includes parks, streets, sidewalks and pathways, open spaces and public squares. An artful public realm where culture can be seen and experienced on a daily basis creates a vibrant cultural city. Participants expressed the need for cultural infrastructure in outdoor spaces, including public art, exhibitions, performances, gatherings and beautification of the public realm.

Develop new cultural spaces: In addition to improving the City's existing stock of cultural and City-owned spaces, there was an interest to develop new cultural spaces to meet the growing needs of creative producers and consumers. Participants discussed the need for high-quality cultural, exhibition and museum spaces, including shared and mixed-use spaces.

What the City will do:

Develop Cultural Districts:

The development of cultural districts will support the growth of a cultural sector for creatives, residents and visitors in Mississauga. Arts and culture will continue to grow organically at the neighbourhood level through local community efforts, cultural organizations, cultural education programs and access to daily local services. In addition to activity at the neighbourhood level, cultural districts will provide distinct areas with highly concentrated cultural experiences, activities and infrastructure.

Cultural districts will be accessible along transit corridors, proposed transit development and within areas of significant population growth. Along with increased cultural and City services in these areas, expanding the creative use of spaces within community centres, libraries, schools and parks will help foster everyday cultural experiences for the public and offer creatives space to grow, strengthen their talent and exhibit their work.

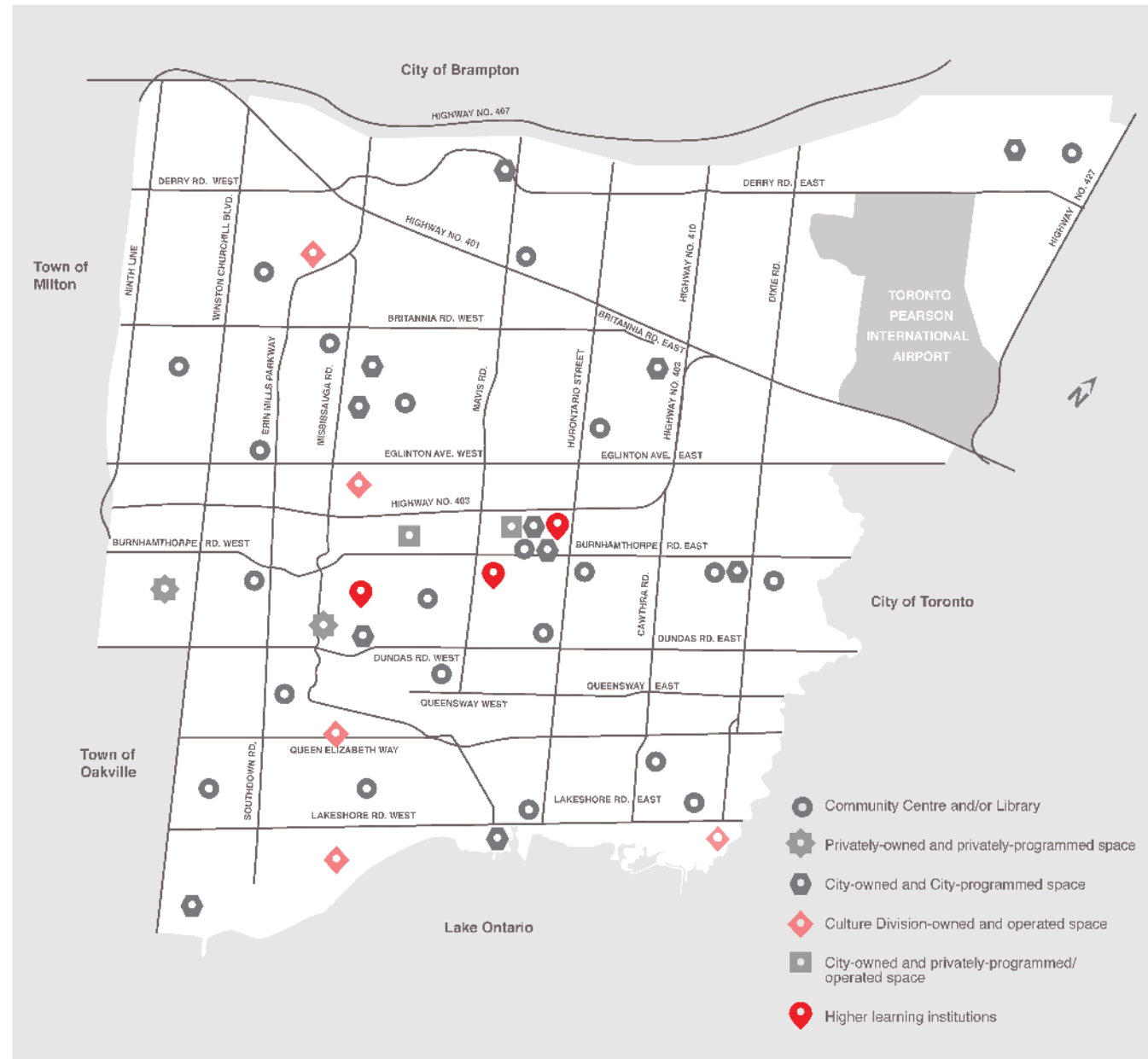
Cultural districts will add vibrancy to the city and help encourage and promote private sector development of creative industries in appropriate areas. For example: the development of interactive digital media in the City Centre, warehouse and studio spaces in Malton, a community cultural hub in Cooksville and the development of live music and an artful public realm in Port Credit and Streetsville.³¹

A collaborative effort among staff working in all City departments will identify opportunities to support the development of cultural districts. Staff can identify legislative, planning and design improvements, as well as coordinate City services and community development efforts. Staff can also work with community partners to ensure that each area can develop organically and is reflective of the community.

³¹ City of Mississauga. *Creative Industries Strategy*. (2016).

Existing Cultural Spaces:

Mississauga has several significant cultural spaces throughout the city. Map 4 shows current cultural spaces in Mississauga that are open to the public. This map includes higher learning institutions, privately-owned and privately-programmed spaces as well as City-owned spaces that are either privately-programmed/operated or programmed by the City.



Map 4: Cultural Infrastructure

Proposed cultural districts:

The following map builds on previous maps highlighting population growth, transit development and existing City-owned spaces and cultural spaces (see Maps 2 to 4). Map 5 shows the intersection of the previous maps and outlines opportunity areas for cultural districts, including Malton, Streetsville, City Centre, Cooksville, Clarkson, Port Credit and Lakeview.

The identified cultural districts align with select Character Areas, Nodes and Local Area Plans within the Mississauga Official Plan. These areas are also defined priorities for other City initiatives, including: high order transit (such as the LRT), IT infrastructure, park development, public art, and new/upgraded community and recreation facilities. There may also be opportunities brought on by private sector development and support from Business Improvement Areas (BIAs).



Map 5: Proposed Cultural Districts

Enhance and improve City-owned spaces:

In addition to cultural districts, the City will enhance and improve City-owned spaces for increased cultural use. There are limitations with some City-owned spaces that make them incompatible for cultural use. For example, spaces may require upgrades to Wi-Fi to allow for digital programming, updates to audio equipment and improvements to flooring to better accommodate dance. Many community members and creatives are looking for flexible space with good acoustics to accommodate a variety of creative uses. Participants want these spaces to be affordable, physically accessible and welcoming for everyone.

Staff will work in collaboration with City partners to ensure cultural-space requirements are considered during major renovations and/or new developments. Integrating cultural spaces and equipment into future City-capital projects, procurements and acquisitions will ensure Mississauga's future requirements are met.

Develop high quality exhibition space:

In addition to supporting the enhancement of City-owned spaces for better and increased cultural use, staff recognize the need for high-quality exhibition space that can be used for museum and gallery purposes. In keeping with global trends for multi-use and multi-function spaces, staff will evaluate opportunities for the inclusion of exhibition space to enhance existing cultural spaces such as the Living Arts Centre, the Small Arms Inspection Building and Meadowvale Theatre.

Build partnerships and enable developments:

Where the City is not able to build or develop new cultural space, opportunities or partnerships and enabling legislation will be identified to encourage and support the private development of cultural spaces in Mississauga.

Support culture in the public realm:

Participants noted that culture is not only important inside buildings but should be incorporated outside of buildings. The City recognizes the importance of having culture all around us, on streets, on sidewalks and in parks. The City will support the development of an artful public realm through the use of temporary, pop-up or permanent cultural infrastructure;

this will improve City placemaking efforts and encourage artists, creatives and residents to participate in placemaking initiatives of their own. Other opportunities include identifying areas around the city that are underused, including City-owned heritage buildings, and working with community partners to animate these spaces through temporary projects and initiatives.

What the community can do:

Create welcoming spaces:

Cultural organizations can ensure their spaces are welcoming, open to all and inclusive; they can also identify interesting and flexible uses of their spaces and develop partnerships with other cultural groups looking for access to space.

Engage on future development:

Cultural organizations that access City-owned spaces such as community centres for cultural purposes, can support the City by providing feedback on how these spaces can be used or enhanced for cultural and creative purposes. Cultural organizations, creatives and residents should stay engaged with the City to provide feedback on future developments by attending public meetings and sharing/advocating for their needs. Providing feedback through City engagement processes is a way to ensure future development continues to meet the needs of the community.

Develop future partnerships:

The community and cultural organizations can develop partnerships with private space owners, such as educational institutions or private developers/landowners, to explore facility use for short-term, temporary or long-term creative and production uses. Creatives can also seek non-traditional spaces for creative and cultural activities such as offices, parking lots, outdoor spaces, warehouse space and storefronts.

Enhance culture in the public realm:

The community and cultural organizations can self-organize to bring culture to Mississauga in unique and innovative ways using placemaking, tactical urbanism initiatives and pop-ups; they can also work with various

City departments or private landowners to activate the public realm through cultural activities. By doing so, the community will activate spaces throughout the city, increase residents' access to cultural experiences and help to develop a vibrant cultural scene in Mississauga.

Examples:

Below are examples that highlight projects, programs, initiatives and processes that support similar priorities and goals outlined in this section.

Boxes and Banners Program, Mississauga, Canada: In 2017, the Mississauga Arts Council created a placemaking program across Mississauga working with local artists to redesign and cover design green and grey utility boxes using various mediums such as paint and vinyl wraps. The artists used curated images from Heritage Mississauga archives celebrating the history of various villages and areas of Mississauga, while adding artistic elements such as painting or digital design.

The Living Arts Studio Resident Artist Program, Mississauga, Canada: Organized by the Living Arts Centre staff, the program provides an opportunity for recent arts graduates and mid-career artists to create and learn in artist studios. These studios include glass making, flame working, ceramics, wood, photography, painting and drawing, textile and fibre arts and jewellery making. Artists are able to participate in exhibitions and teaching opportunities to develop their professional skills, as well as engage with the wider community of visual and performing artists.

Queen Elizabeth Park Community and Cultural Centre, Oakville, Canada: The Town of Oakville purchased a decommissioned school to convert into a community centre. This space was upgraded to include both arts and culture and recreational opportunities. The Centre includes art galleries, music, digital art, pottery and clay making studios, a black box theatre, rehearsal spaces, wood working and performance spaces, along with a fitness centre, gymnasium and pool. Today, this centre is Oakville's main hub for arts and culture allowing residents to register for programming and community arts groups to rent space.



Boxes and Banners Program, Artist: Alison Syer. Design inspired by pre-war history of Clarkson, strawberry farming and the women's land army. Mississauga Arts Council, Mississauga, Canada

Photo credit: Mississauga Arts Council



Glass studio, Living Arts Centre, Mississauga, Canada

Photo credit: Living Arts Centre

Various Placemaking Projects: Placemaking intentionally leverages the power of creativity to serve a community's interest while driving a broader agenda for change, growth and transformation. Placemaking builds character and quality of place; it can stimulate the local economy, create a unique neighbourhood vibe, increase innovation, enhance cultural diversity and provide civic engagement opportunities. Placemaking can be temporary or permanent, it can be done in partnership with government or it can be spearheaded by residents and local community groups.



Outdoor pianist, New York City, United States

Photo credit: Robert_z_Ziemi



Contemporary outdoor performance interacting with building facades, Copenhagen, Denmark

Photo credit: Bjornsson



Sandy beach in Campus Martius Park, Detroit, United States

Photo credit: Michigan Municipal League

Table 3: Strategic Priority 2: Goals and Recommendations

	Strategic Priority	Goals	No.	Recommendations
2	Enhance and improve cultural spaces and places			
	2.1	Improve City-owned cultural spaces and culture in the public realm	2.1.1	Focus cultural development and City services in distinct cultural districts
			2.1.2	Improve and develop City-owned cultural spaces
			2.1.3	Develop and optimize Culture's digital technology and infrastructure
			2.1.4	Enhance culture in the public realm through temporary and/or permanent cultural infrastructure
			2.1.5	Increase cultural use of City-owned spaces
	2.2	Enable the development of new cultural spaces and places by encouraging private/entrepreneur investments and partnership development.	2.2.1	Identify opportunities for City and/or private development of cultural infrastructure
			2.2.2	Collaborate with and create partnerships with landowners to support the development of cultural spaces and places
			2.2.3	Provide enabling legislation and policy to encourage private development of cultural spaces

SPOTLIGHT:

Cultural Districts

Cultural districts are well-defined geographic areas that attract people because of their high concentration of cultural facilities and activities.

Cultural districts can either be intentionally developed through city planning processes or they can happen more organically by artists and creatives, Business Improvement Areas (BIAs) and cultural organizations. Cultural districts are usually supported by local or regional governments through special zoning and bylaws that allow for mixed use of the streets, buildings, sidewalks and public spaces.

Cultural districts become destinations by combining arts and culture spaces alongside retail, restaurants, parks, offices and community spaces. Cultural districts provide cultural experiences and help to enhance quality of life for residents and visitors alike; they contribute significantly to tourism efforts and have a positive local economic impact.



Cultural districts can take on many forms, they can:

- be located in historical or heritage designated areas
- have a concentration of cultural spaces such as performance spaces, museums, galleries, artist studios, music production studios and public art
- have a concentration of other community spaces such as parks, libraries, community centres, businesses and high schools or post-secondary institutions for the arts
- cover multiple blocks or be located along a small section of a street
- be located in urban, suburban or rural areas, which all contribute to a unique character, feeling and atmosphere

The overall success of cultural districts requires collaboration, co-operation and support from a wide variety of stakeholders including government, artists and creatives, businesses and residents.

North American examples of successful cultural districts include:

Pittsburgh, Pennsylvania: Managed by the Pittsburgh Cultural Trust, a non-profit organization, the district has two million annual visitors and an annual economic impact of \$303 million (USD). The district is made up of 14 square blocks with 90+ retail shops, 50 restaurants, seven theatres, eight parks, 12 art galleries, public art, a convention centre, an arts-focused high school and broadcasting studios.

Tucson Warehouse Arts District, Arizona:

The push for the creation of this district was due to the availability of surplus warehouse space owned by the State government following the cancellation of a capital works project. This warehouse space was leased to artists at below market rates.

The artists were able to develop a larger community and promote the area resulting in 23 per cent growth in new businesses and the redevelopment of Downtown Tucson. The district supports a mix of cultural uses including incubation, production and exhibition space, alongside commercial retail and restaurants

Indianapolis Cultural Districts, Indiana:

Seven cultural districts were designated, including local historic neighbourhoods, villages, squares and parks, each with its own unique set of qualities (like theatres, art galleries, entertainment, bars and restaurants, shopping, performing arts and/or universities).

From 2016 to 2017 there has been collectively over \$1.5 billion (USD) from public and private investments within these districts including hotels, residential developments, technology parks and retail shops. Investments were from the State, the City, businesses, neighbourhood development corporations, community and not-for-profit groups, national arts foundations and heritage organizations.

State of Texas: The Texas Commission on the Arts (TCA) can designate cultural districts in cities across the state of Texas. Cities must apply to the program and, once designated, have access to grant funding support. Guidelines require that the community and the municipality work together to identify and create cultural districts before applying to ensure cultural and strategic planning practices are followed.

Kelowna, British Columbia: Deliberate planning and capital investments turned a defunct industrial area within the downtown into a cultural district, which has become a hub of artistic and cultural activity with a concentration of museums, theatres, galleries and event spaces. This district was created with intentional involvement from the arts, culture and heritage communities.

Vancouver, British Columbia: Granville Island, once a centre for manufacturing, was redeveloped in the 1980s-90s as a shopping district and destination for tourism and entertainment. The district includes stores, public art, arts production spaces, breweries, a post-secondary arts university, performance spaces and galleries.

Toronto, Ontario: The City of Toronto has implemented the Bloor Street Cultural Corridor and will construct the John Street Cultural Corridor, which includes public art, widened sidewalks and boulevards, tree plantings, increased lighting and traffic calming measures. The Entertainment District includes a large concentration of theatres, cinemas, restaurants and lounges, along with Canada's Walk of Fame.

The Distillery District was developed around designated heritage buildings through a partnership between the City of Toronto and private landowners. Strict planning and zoning governs the area due to its pedestrian-only nature and heritage/historical designation status.



PRIORITY 3**Expand and grow leadership in the culture sector****GOAL 1**

Strengthen the creative sector through sector sustainability and capacity development

4 Recommendations
14 Action Items

GOAL 2

Remove barriers for, and support, emerging and marginalized creatives

2 Recommendations
12 Action Items

Achieving the goals of this strategic priority will:

- identify alternative funding tools and resources to support cultural development
 - develop skill training and capacity development opportunities for creatives
- provide accessible and affordable entry level arts education programming for future creatives
 - identify and address barriers faced by marginalized and emerging creatives
 - increase opportunities for groups traditionally under-represented
- identify and support priorities for youth and young adults in arts, culture and heritage
 - create opportunities for collaboration, partnership and learning across the sector

Priority 3: Expand and Grow Leadership in the Cultural Sector

Why is this important?

To have a strong arts, culture and heritage scene in Mississauga, the City needs to invest in growing the leadership of creatives so they can produce and create high-quality cultural experiences.

The cultural sector is made up of a fast-growing and economically-diverse group of creatives and creative industries. Work in this field can be highly skilled. It is important to ensure creatives have the skills to contribute to the development of a stronger cultural scene in Mississauga. In addition to skill training and capacity development, it is important to identify barriers that equity-seeking and diverse creative groups may face. To ensure the health of this sector over the next 10 years, equity-seeking groups need support, opportunities and a platform to be key contributors to this sector.

What the community said:

Strengthen the creative sector: City staff heard throughout the engagement process that creatives need support to develop their practice and/or cultural organizations. Specifically, participants were interested in a wide array of skill development and capacity building such as grant writing, marketing, sponsorship, business development, technical skill incubation and training.

Emerging creatives want to be able to develop their creative practices to become professional artists. Professional creatives practicing or working in Mississauga need support to further their own businesses and creative interests. Participants wanted access to online resources and tools that would help them develop their businesses or organizations. This type of support would foster an environment that allows both emerging and professional creatives to be more supportive of each other.

Increase opportunities for collaboration and partnership:

Establishing opportunities where creatives can learn from each other, collaborate, partner and develop communities of practice was very important to participants. Creatives wanted sector-specific and sector-wide learning opportunities and leadership development opportunities. Cultural organizations see opportunities for increased collaboration with other arts groups, individual creatives and the City.

Support future creatives: Participants discussed the need to support future creatives through arts education programming and youth-focused activities as an entry point for youth and young adults into the arts.

Support emerging and marginalized creatives: Throughout the engagement process, participants said they wanted diversity and equity to be key components in the support of the creative sector in Mississauga. Participants wanted to have non-traditional or non-mainstream art forms in spaces where everyone could have the opportunity to experience them and develop a collective understanding of diversity and equity in the arts.

Participants felt Mississauga's culture scene was not open to or welcoming of everyone. Some creatives have left Mississauga for larger municipalities where there are greater opportunities to showcase their work. Participants expressed their desire to break down barriers and stereotypes around artists, creatives and their work. As well, tools being used to help strengthen and foster development of creative industries should be adaptable for non-traditional art and artists to foster equity in the sector. Emerging cultural organizations are looking for easier ways to develop relationships with established organizations and the City.

What the City will do:

Create opportunities for creatives:

The City recognizes that by supporting the cultural sector, opportunities are created for leadership within the community from the grassroots level upwards. Opportunities empower new and emerging creatives to be influencers who can positively impact decision making on Mississauga's future arts and culture scene. Investing in creatives and their work through mentorship, networking and business development opportunities will create strong leadership and improve access to cultural employment.

Remove barriers for emerging and marginalized creatives:

Specialized focus on emerging artists and creatives promotes growth in the creative sector while championing diversity in Mississauga's culture sector to better reflect its citizens, artists and visitors. The City will support emerging and marginalized creatives in Mississauga by identifying and understanding the barriers they face in the arts and working to find solutions that minimize them. The City will provide a platform for diverse groups to amplify their voices across Mississauga's culture scene.

The evolving and changing demographics and population in Mississauga provides an opportunity to embrace culture in an authentic way while highlighting its diverse artistic and cultural expressions. Arts and culture can be the vehicle used to challenge perceptions and stereotypes that people have about each other.

Identify new and alternative funding sources:

In addition to skills training and capacity development, the creative community expressed the need for funding. As cities and economies evolve, so do funding structures and funding sources; it is important for both the City and cultural organizations to identify new and alternative funding sources.

Expand Culture-run programming:

Staff will continue to expand cultural programming by providing affordable and accessible entry level classes that are essential for future creative leaders. Development of non-traditional, alternative and relevant programming will also help foster interest in arts, culture and heritage.

Build partnerships:

The City will work with local cultural organizations to review and identify existing cultural programs and services to identify potential partnerships and opportunities for expansion. It is important to identify gaps and opportunities to centre and promote Mississauga's underrepresented creatives and ensure that they are supported to grow their leadership in the cultural sector.

Mississauga will be a place that is welcoming and open to all, supporting alternative and diverse art forms, practices and people.

What the community can do:**Identify new and alternative funding sources:**

Cultural organizations should continue to identify new and alternative funding sources and ways to support the cultural community. Funding sources can range from small grants for individual artists, to pop-up project grants and philanthropic opportunities.

Develop and grow the cultural sector:

Cultural organizations can develop or continue to develop and offer educational, capacity building and networking opportunities for emerging and/or professional creatives and cultural entrepreneurs. Cultural organizations can continue to provide a platform for artists and creatives to learn and grow their craft. Organizations can provide opportunities for accessible and affordable programming and cultural services; they can also partner with others to offer unique workshops to meet the needs of their members and the community.

Remove barriers for emerging and marginalized creatives:

Cultural organizations can conduct their own analysis of their programs, spaces and services to identify barriers faced by creatives and visitors and address improvements. Organizations can develop diversity, inclusion and equity policies, expand opportunities to showcase and centre diverse and under-represented voices and provide a platform for diverse artistic expressions. Organizations can also implement diversity and inclusion training for their staff, members and the community. In doing so, cultural organizations will also ensure Mississauga's cultural scene is more welcoming and accessible.

Examples:

Below are examples that highlight projects, programs, initiatives and processes that support similar priorities and goals outlined in this section.

Toronto Arts Council, Leaders Lab: A partnership with the Banff Centre for Arts and Creativity, this program is designed for mid to senior level arts professionals to enhance their leadership and capacity to lead change in the arts sector, their communities and organizations.

ArtsBuild Ontario: A non-profit organization that works with local arts and cultural organizations to help them develop, build and/or access arts facilities that suit their needs. They help groups find funding, create and support an online platform that identifies available space for rent (Spacefinder) and they connect creatives with mentors to strengthen their business and facility management skills.

Awesome Foundation: A global network of philanthropists that provide small grants for projects that are “devoted to forwarding the interest of awesomeness in the universe.”³² Local chapters consist of approximately 10 trustees that crowdfund and award a \$1,000 grant each month to projects of their choice.

**Support creatives to expand and grow in the cultural sector**

Photo credit: Free-Photos



Installation view of the exhibition *niigaanikwewag*, guest-curated by Rheanne Chartrand and presented at the Art Gallery of Mississauga, February 22 - April 15, 2018, Mississauga, Canada

Photo credit: Toni Hafkenscheid. Courtesy of the Art Gallery of Mississauga

Chapter Arts Centre, Cardiff, United Kingdom:³³ A creative hub and cultural space that was established in 1971. The building was formerly a school and now houses workspaces for artists, two cinemas, a café/bar (used to help offset costs), an art gallery, meeting and rehearsal rooms for commercial and community rental, two theatres and a community garden. The Centre is home to 32 creative/cultural companies and provides employment to 300 people in filmmaking, animation, design, architecture and radio.

FEAST, Toronto, Canada: Funding Engaging Actions with Sustainable Tactics is a participatory dinner series and micro-funding event. Creatives present project proposals to participants, who then vote on which project they would like to fund. Funding is raised from the dinner tickets.

³³ British Council Creative Economy. *In Focus: Chapter Arts Centre* <https://creativeconomy.britishcouncil.org/blog/13/12/19/interview-andy-eagle-chief-executive-chapter-arts-/>

³² The Awesome Foundation. *About Us*. http://www.awesomefoundation.org/en/about_us

Table 4: Strategic Priority 3: Goals and Recommendations

	Strategic Priority	Goals	No.	Recommendations
3	Expand and grow leadership in the culture sector			
	3.1	Strengthen and expand the creative sector through sector sustainability and capacity development	3.1.1	Identify alternative funding opportunities
			3.1.2	Create opportunities for collaboration, partnership and learning in the sector
			3.1.3	Develop skill training and capacity development opportunities
			3.1.4	Invest in opportunities for future creatives to have an access point into the arts
	3.2	Support emerging and marginalized creatives by removing barriers to access and participation	3.2.1	Identify barriers and address improvements for emerging and marginalized creatives
			3.2.2	Champion and promote opportunities for participation



An outdoor ceremony at Kariya Park, Mississauga, Canada

PRIORITY 4

Support an authentic cultural identity that
is welcoming, inspiring and enriching

**GOAL 1**

**Celebrate local history, living heritage and the
distinctive character of neighbourhoods**

3 Recommendations
9 Action Items

Achieving the goals of this strategic priority will:

- strengthen relationships, build understanding and showcase Mississauga's history and living heritage
 - enhance the visibility and understanding of Indigenous culture and history
- develop and support projects that acknowledge, interpret and reinterpret Mississauga's heritage, Indigenous history, cultural diversity and intersectionality
- support residents in celebrating the distinctive character of their neighbourhoods
 - support cultural experiences that are reflective of the community

Priority 4: Support an Authentic Cultural Identity that is Welcoming, Inspiring and Enriching

Why is this important?

Mississauga has a rich history including early geology, First Nations heritage, European settlement and recent decades of modern settlement.³⁴ As Mississauga continues to grow, it is important to recognize and honour the past, present and the future. Mississauga's heritage should not be an elite concept but rather inclusive and available to everyone. Cities must reinvent the way they support heritage and redefine it as more than just landmarks but rather intangible and living aspects of culture and heritage.

Heritage is constantly evolving and changing and everyone is an active member of honouring, sharing and defining history. Arts, culture and heritage are key to fostering a common identity that is welcoming, respectful and allows for learning. Respecting the past and the present will lead to the creation of more inclusive spaces and experiences.

What the community said:

Celebrate and honour Mississauga's history and living heritage:

Participants wanted stronger protection for heritage sites and structures, as well as a way to celebrate the history of local neighbourhoods. It was equally important to acknowledge the evolving and changing narratives that make Mississauga unique and to acknowledge, interpret and reinterpret Mississauga's history, stories and living heritage.

Support Indigenous history and culture: A key component to supporting cultural identity involves acknowledging Mississauga's Indigenous history and culture, and enhancing the visibility of the many Indigenous and First Nations people that have a connection to Mississauga as their home, including the Mississaugas of the Credit

First Nation. Participants wanted more focus on, and celebration of, Indigenous peoples, their culture, history and how they are connected to Mississauga history.

The Peel Aboriginal Network, the Mississaugas of the Credit First Nation and the Huron-Wendat Nation expressed a desire to want to build stronger relationships with the City and Indigenous communities. It is important to educate people about Indigenous history and to use arts and culture to begin the process of reconciliation through education, information sharing, awareness building and to enhance the visibility of Indigenous peoples, cultures and histories.

Build a cultural identity: Mississauga is transitioning from a suburban community to an increasingly urban and highly diverse city. Participants said they are proud to be from Mississauga and want to see Mississauga's diversity reflected in Mississauga's cultural scene.

Support cultural experiences that are reflective of the community:

Participants wanted to see themselves and their communities better reflected in the cultural scene in Mississauga. There is also an opportunity to include diverse groups and cultures such as the deaf and LGBTQ2S community. Participants were interested in how culture could bring diverse groups together. Mississauga is in a unique position to highlight, showcase and bridge shared identities to create a platform for intersectional experiences.

What the City will do:

Create inclusive spaces and highlight diversity:

As the city continues to mature, it is important to support the development of a unique cultural identity for Mississauga and its residents. It is important to share information about history, diverse cultures and living heritage through a wide range of events, festivals and cultural programs. By creating more inclusive City spaces through diversity of programming at the museums and other cultural facilities, and by highlighting performing and visual arts disciplines of non-Eurocentric cultures, the City will be able to build a collective cultural identity that is unique to Mississauga.

³⁴ Culture Division. *Heritage Management Strategy*. (2016 p. 20).

The City will continue to support community organized activities, festivals and initiatives that are innovative, promote Mississauga's cultural identity, reflect the diverse community and celebrate the city's natural environment and suburban/urban context.

Enhance visibility of Indigenous history and culture:

The City will continue to build relationships with, and enhance the visibility of, Indigenous peoples, cultures and history by supporting projects that acknowledge, interpret and reinterpret Mississauga's heritage, Indigenous history, cultural diversity and intersectionality. The complexity and contested nature of the city's history will be reflected through new acquisitions, commissions, projects and programming. Staff will encourage public art on heritage sites that focus on creative and innovative ways to engage the public and provide contemporary interactions with and interpretations of heritage.

What the community can do:

Reflect and highlight diversity:

Cultural organizations can support projects that reflect the history, living heritage and cultural diversity of Mississauga, through their exhibitions, storytelling, workshops and other activities. Organizations can continue to offer services that reflect the diversity of Mississauga and the needs of the community. Cultural organizations can use arts, culture and heritage to build a shared understanding of Mississauga's past, present and future, develop partnerships with diverse community groups and offer enriching cultural experiences for residents and visitors alike.

Expand cultural programming in unique ways:

Cultural organizations can expand their own programming, support or partner with groups to develop cultural activities outside of typical spaces and times, such as outdoor programming and weekday/daytime programming.

Examples:

The following are examples that highlight projects, programs, initiatives and processes that support similar priorities and goals outlined in this section.



A still from the dance production *Prayoga*, Sampradaya Dance Creations, Mississauga, Canada
Photo credit: onUP Photography

Sampradaya, Mississauga, Canada: Sampradaya is a unique collaboration between three local cultural organizations comprised of Sampradaya Dance Creations, Sampradaya Dance Academy and Sampradaya Theatre. Dance Creations was formed in 1990 to feature the classical form of Bharatanatyam dance. They are an internationally-recognized company that develops, stages and performs classical, contemporary and hybrid forms of this classical Indian dance. The Dance Academy offers training for dancers, as well as developing instructors and performers in Bharatanatyam dance. Sampradaya Theatre opened its newly expanded black box theatre in 2012 and continues to showcase locally written, produced and performed works of dance and theatre, as well as host events from the Greater Toronto and Hamilton Area.

Niagara-on-the-Lake Peach Festival, Niagara-on-the-Lake, Canada: For almost 30 years, Niagara on the Lake has celebrated their local peach harvest with a weekend-long street celebration. Celebrating its agricultural roots, businesses and restaurants celebrate the peach harvest with music, food and entertainment.

Three Fires Homecoming Pow Wow and Traditional Gathering, Hagersville, Canada: For over 30 years, the Mississaugas of the Credit First Nation host this traditional pow wow and gathering to share their unique customs and cultural identity through drum, song and way of life.

Carassauga Festival of Cultures, Mississauga, Canada: Carassauga was first produced in 1986 and features pavilions representing various cultural groups that call Mississauga home. It is the largest multicultural festival in Ontario and the second largest cultural festival in Canada. The three-day festival continues to draw thousands of visitors looking to experience the food, entertainment and history of over 70 different countries

Indigenous Placemaking, Canada-wide: The Indigenous Place Making Council is working with Indigenous communities, youth, public sector agencies, school boards, different levels of government and public and private institutions to bring and restore Indigenous presence and knowledge in communities, towns and cities. Their focus is on reclaiming public spaces as sites of reconciliation by creating inclusive, sustainable and culturally appropriate communities.

The Grange, Heritage Mississauga, Mississauga, Canada: a free comic series by Heritage Mississauga and community partners showcasing stories of Mississauga's local heritage. Each issue highlights important historic milestone topics with the mission to celebrate the past, build dialogue, educate and help to make heritage topics more accessible to a broader audience.



Spirit Garden, Thunder Bay, Canada Brook McIlroy Architects/Landscape Architects
Photo credit: David Whittaker

Table 5: Strategic Priority 4: Goals and Recommendations

	Strategic Priority	Goals	No.	Recommendations
4	Support an authentic cultural identity that is welcoming, inspiring and enriching			
	4.1	Celebrate local history, heritage and the distinctive character of neighbourhoods	4.1.1	Build relationships, enhance understanding and showcase our history and heritage
			4.1.2	Support activities that are aligned to our unique cultural identity
			4.1.3	Facilitate cultural experiences for residents and visitors that are welcoming, inspiring and enriching



The Drive Shed at the Bradley Museums, Mississauga, Canada

SPOTLIGHT:

Culture As City-Building

Building complete, inclusive and sustainable cities requires many factors to work together. Culture and cultural development are critical tools for city building and have a significant and positive impact. Often the cultural dimension of city-building is undervalued or seen as an optional component to city development.

In a recent report by UNESCO³⁵, contemporary urban cities need to be approached with a new model for urban development that not only addresses issues of vulnerability and environmental degradation but also “rehumanizes” urban environments and enhances a sense of belonging. Cities need to approach city-building with more comprehensive “culturally sensitive urban development models,”³⁶ including culture as a driving force for urban development. Cities need to include “innovative practices to integrate cultural assets into urban development strategies”³⁷ and recognize culture as a key component to urban planning.

35 UNESCO, *Habitat III Urban Culture and Heritage*. (2006).

36 Ibid.

37 Ibid.

1.26 by Janet Echelman, Place Émilie-Gamelin, Montreal, Canada
Photo credit : hm.pix



“The New Urban Agenda acknowledges that culture and cultural diversity are sources of enrichment for humankind and provide an important contribution to the sustainable development of cities, human settlements and citizens, empowering them to play an active and unique role in development initiatives. The New Urban Agenda further recognizes that culture should be taken into account in the promotion and implementation of new sustainable consumption and production patterns that contribute to the responsible use of resources and address the adverse impact of climate change.”

New Urban Agenda Habitat III, 2016, p. 4

Shoreditch, London, United Kingdom: With the decline of manufacturing as the main economic driver in the area, the loss of jobs meant empty buildings and lower land values. Creatives moved into the area to take advantage of the lower cost of living and studio spaces. Co-ops and neighbourhood groups developed to help support each other, which led to the creation of community cultural hubs — spaces where creatives could collaborate and share their talents and ideas with each other. Cultural development led to economic investment in the area, increased City services, expansion of transit services, the development of creative industries and community support for small businesses such as grocers, restaurants and other retail services.

Melbourne, Australia: A multicultural city located in New South Wales, Australia, Melbourne is listed as one of the world’s most livable cities due to its cultural development and attributes. City government has supported the growth of the arts and culture sector in Melbourne by investing in creative spaces, protecting its heritage assets and placing arts and culture development in the heart of its urban planning policies. In turn,

creative industry growth in Melbourne has led to increased national and international awareness of the arts and culture scene in the city. A healthy and robust support of new and emerging artists, as well as recognition of multi and inter-cultural expressions has seen cultural tourism expand to a yearly \$1 billion (AUD) industry. Increased tourism and employment has led organizations, businesses and City government to increase spending and support for other City initiatives, such as environmental sustainability, transportation infrastructure and social services.

Detroit, United States: Detroit has suffered in recent years from the loss of manufacturing jobs, and with it, a significant decline of its population base, resulting in a loss of its traditional sources of tax revenue. Lower property values, large empty spaces and an increase in non-profit and foundation support is drawing creatives from other cities, specifically from New York City and Chicago. Detroit’s Economic Growth Corporation has been instrumental in promoting the city as a new arts and culture destination for creatives who are being priced out of larger cities. Investments from the United States’ National Endowment for the Arts has seen a rise in funds available to arts and culture groups to grow, shape and support the creative communities in the city. Primary focus has been on creative placemaking to contribute to the social, physical, cultural and economic redevelopment of Detroit, allowing creatives to partner with community groups and residents to increase livability in the city. Support from non-profits, governments and businesses has resulted in protection of cultural assets such as museums and theatres, and also the growth of a new creative community calling Detroit home, reimagining the city’s cultural identity.

Mississauga Symphony Orchestra perform Beethoven's *9th Symphony*
with the Toronto Mendelssohn Choir, Mississauga, Canada
Photo credit: Black Umbrella Photography



PRIORITY 5

Share our story beyond our borders



GOAL 1

Establish a positive cultural identity by creating premium cultural experiences and proactively promoting Mississauga's culture scene

5 Recommendations
10 Action Items

Achieving the goals of this strategic priority will:

- expand high quality cultural experiences
- raise Mississauga's profile through events, festivals and major cultural initiatives
 - grow signature events and expand seasonal programming
 - support the growth of existing community festivals
- increase and expand cultural tourism efforts and attract new cultural signature events
 - develop a reputation for Mississauga as a cultural destination

Priority 5: Share Our Story Beyond Our Borders

Why is this important?

Mississauga is located in a unique geographical context as Canada's sixth largest city, part of the Region of Peel and located next to Toronto. As Mississauga continues to grow, it is evolving from a former suburb to an exciting urban city. The previous priorities outlined in the Culture Master Plan will support Mississauga's arts and culture scene to develop and mature over the next 10 years and build Mississauga's reputation as a place *where culture thrives*. Sharing Mississauga's arts and culture scene beyond its borders will be possible as Mississauga aims to be a place that attracts and retains creatives; has improved cultural spaces and places; provides opportunities for leadership in the cultural sector; and supports the development of an authentic cultural identity that is welcoming, inspiring and enriching.

It is important to recognize culture as a key contributor to tourism efforts in the city. Cultural tourism is increasingly one of the primary reasons to draw tourists to destinations and is one of the fastest-growing global tourism markets, enhancing cities' attractiveness and competitive advantage.³⁸ Cultural tourism not only benefits a city's economy but also increases quality of life. In 2013, cultural tourism had a \$3.9 billion impact on Ontario's GDP, generated 68,000 jobs and \$1.7 billion in taxes for all levels of government.³⁹ Tourists visiting cultural activities spent 4.4 nights in Ontario on average, 42 per cent longer than a typical tourist at 3.1 nights. A strong cultural scene will shift people's perceptions and create a positive reputation for Mississauga as a thriving city to live, visit or stay.



The Mississauga Symphony Orchestra with cast from Bizet's *Carmen*, Mississauga, Canada

Photo credit: Black Umbrella Photography

What the community said:

Create high-quality cultural experiences: To strengthen Mississauga's reputation in the arts, culture and heritage scene, it is important to support and develop high-quality cultural experiences for residents and visitors alike. Engagement participants wanted Mississauga to have more national and international cultural events that bring people to Mississauga. Participants wanted to see an expansion of signature events throughout the city and promotion of events and programs to newcomers and visitors.

In addition to high-quality cultural experiences such as festivals and events, it was important for participants that local Mississauga artists were featured and supported (for example, local performers would open for headliners). Where possible, cultural organizations should be supported in developing their events and festivals but also the City should continue to provide premium cultural experiences.

38 *The Impact of Culture on Tourism*. (2009). <http://www.oecd.org/cfe/tourism/theimpactofcultureontourism.htm>

39 Government of Ontario, News Release. *Ontario Investing \$6 Million in Cultural Tourism*. (2015).

Build Mississauga's reputation: It was important to participants that residents and visitors know about Mississauga's culture scene and that Mississauga build a reputation for itself as a cultural city. Promoting programs, events, festivals, spaces, organizations and people are an important part of building Mississauga's reputation as an arts city. In the absence of abundant local media sources, it was important for participants to identify ways in which they could contribute to marketing and promotion efforts.

Expand cultural tourism: Participants commented on the need for better marketing and tourism efforts in Mississauga. Arts, culture and heritage are key components to increasing the number of visitors to a city. Investing in and developing high-quality cultural experiences will establish a positive cultural identity for Mississauga that can be proactively promoted to residents and those beyond Mississauga's borders.

What the City will do:

Expand major cultural events and festivals:

The City recognizes that to create a positive cultural profile and proactively promote Mississauga's culture scene, the City needs to lead and support the expansion of major cultural events and festivals. The City will continue to provide high-quality cultural experiences and support the growth of seasonal programming, cultural experiences and initiatives organized by other cultural organizations.

Expand digital programming and grow the live music scene:

The City will build a live music scene in Mississauga and expand digital programming. The City will explore possibilities for joint programming to showcase and build awareness of artists from across Canada.

Support cultural tourism efforts:

The Culture Division will align cultural tourism efforts with the City's Tourism Strategy. The City will develop a marketing and public relations campaign to promote Mississauga's arts and culture scene within and beyond Mississauga's borders. The City will measure its success and re-evaluate its efforts to ensure that cultural experiences are relevant and on-trend, resonating with diverse groups.

Attract new cultural attractions:

The City will create a new cultural attractions fund to attract and bring new cultural signature events to Mississauga. New signature events will support the City's cultural tourism efforts.

What the community can do:

Support cultural tourism efforts:

Cultural organizations can develop and expand high-quality cultural activities, events and exhibits that will attract larger and more diverse communities and visitors. Cultural organizations can develop seasonal and off-season programming, events and pop-ups to continue to offer more cultural experiences for audiences.

Create partnerships and expand networks:

Cultural organizations can partner with other local organizations to create cultural packages to encourage increased cultural activities for residents and visitors. Organizations can develop partnerships across the GTHA and beyond to expand their networks outside of Mississauga and facilitate partnership programming.

Share information and promotion efforts:

The community and cultural organizations can continue working with traditional and non-traditional media outlets to share information about cultural activities in Mississauga. Organizations can collaborate to create shared and public calendars, platforms to broadcast their cultural events or connect with existing platforms to aid in marketing and promotion efforts.

Examples:

Below are examples that highlight projects, programs, initiatives and processes that support similar priorities and goals outlined in this section.

Art in the Park, Mississauga, Canada: An annual event organized by Visual Arts Mississauga. Currently in its 27th year, the event features over 40 artist vendors from a range of visual arts disciplines and includes art activities, art installations, entertainment and food at Riverwood Park, Mississauga.

Mississauga Symphony Orchestra, Mississauga, Canada: Formed in 1972, the Mississauga Symphony Orchestra has a long history of creating and staging programs around both classical and popular symphonic music. In 2017, the Orchestra sold out the Hammerson Hall at Living Arts Centre for their staging of Bizet's *Carmen*. It was the first live opera held at the Living Arts Centre in several years and drew audiences from across the Greater Toronto and Hamilton Area.

BollywoodMonster Mashup, Mississauga, Canada: This festival brings the entertainment, food and fun of Bollywood to Mississauga. Held at Mississauga Celebration Square, this festival brings out thousands of people to experience the culture of Bollywood. Visitors experience the fusion of traditional and contemporary South Asian artistry in dancing, singing and music while participating in various cultural activities including dance lessons.

Elvis Festival, Collingwood, Canada: For over 20 years, Collingwood has held the world's largest Elvis festival. Each year a different theme, guest artist or close friend/relative of Elvis is featured. Collingwood welcomes over 18,000 visitors over the three days of this festival.



Art in the Park, Visual Arts Mississauga, Mississauga, Canada
Photo credit: Visual Arts Mississauga



Circus Orange performance at Supercrawl 2014, Hamilton, Canada
Photo credit: Harry Gils

Supercrawl, Hamilton, Canada: This street festival has grown from 3,000 visitors in 2009 to over 200,000 in 2016. It is hosted over a weekend in downtown Hamilton and features music, art, fashion, crafts, talks, food and retail.

Irie Festival, Mississauga, Canada: This celebration seeks to provide a culturally-diverse range of artists and creatives, as well as celebrate African-Canadian culture. This festival was first staged in Toronto in 2002 and now draws thousands to Mississauga to experience not only the food and visual art of African-Canadian culture but also reggae and soca music, dance, spoken word and literary arts.

Buskerfest, Mississauga, Canada: This international street performer festival has been held in Port Credit since 2006. Visitors experience music, circus acts, comedy, acrobatics, dancing and performing throughout Port Credit, as well as experience festival activities held in the nearby park. This event also features main stage events and roaming buskers so everyone can experience the fun of street performance.

Sound of Music, Burlington, Canada: Beginning in 1980 as a marching band parade, this festival has since grown to be the largest free music festival in Canada. The festival runs for nine days, includes almost 20 stages and over 200,000 visitors and various food tents, retail stalls and family activities. It activates the Burlington waterfront and generates \$12.5 million (CAD) in economic activity.

Choose Chicago, Chicago, United States: A website and PR campaign highlighting a complete listing of everything happening in the city, with a calendar, curated itineraries, blog and e-newsletter. The website features events from all organizers including the City and cultural organizations/groups.

Table 6: Strategic Priority 5: Goals and Recommendations

	Strategic Priority	Goals	No.	Recommendations
5	Share our story beyond our border			
	5.1	Establish a positive cultural identity by creating premium cultural experiences and proactively promoting Mississauga's arts and culture scene	5.1.1	Expand City-organized cultural experiences
			5.1.2	Support cultural organizations in growing signature events
			5.1.3	Attract new cultural signature events to Mississauga
			5.1.4	Increase and expand cultural tourism efforts
			5.1.5	Develop a marketing and promotional campaign

**Hoop Dance Indigenous Gathering Place, Mohawk College,
Hamilton, Canada. Brook McIlroy Architects/Landscape Architects**
Photo Credit: Tom Arban



Funding the Master Plan

Funding the Master Plan

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

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

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

Partnerships

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

Federal and Provincial Grants

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

Development Charges

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

Capital Reserves

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

Debt Financing

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

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

Appendices

Appendix 1: Definitions

Art: the inventive use of talent, creativity and technique to produce an original expression of an idea with an aesthetic quality. This includes but is not limited to: literature, dance, theatre, visual arts, crafts, performance, media arts, music, film, print, sculpture, photography, design and so on.⁴⁰

Artist in Residence: a method of engagement in which artists spend time with students, residents or professionals in private or public industry to develop projects or produce artistic activities or events.

Artist Live/Work Space: a structure combining a dwelling unit with a non-residential use permitted in zoning in which the structure is principally used by one or more of the residents. A live/work dwelling may also include the combination of a dwelling unit with arts-related activities, such as painting, photography, sculpture, music and film. Live/work dwellings are subject to the standards for the individual uses contained within the ordinance.⁴¹

Arts Education Programming: Culture Division-run performing, visual, digital and literary arts classes and programs that run for a specified number of weeks and require pre-payment and registration before attending.

Beautification Projects: aesthetic projects created and led by community members, although an artist may be hired to assist in the process. These projects are important community-building exercises but may not follow customary public art processes and policies. These projects do not fall under the definition of Public Art or the City of Mississauga's Public Art Program. The City does not have the same legal obligations for the maintenance and protection of the artist's moral rights for Beautification Projects. The City's Beautification Program is managed by Parks & Forestry.⁴²

Business Improvement Area (BIA): a geographic area in a municipality. A BIA board of management is an organization set-up to provide certain business promotion and improvement functions within that area.

Capacity Building: the process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and

communities need to survive, adapt and thrive in the fast changing world.

City: when written with an upper case C, it refers to The Corporation of the City of Mississauga; when written with a small case c, it refers to the city in general.

Collaboration: where two or more people, organizations or groups work together to produce, create or achieve something.

Community: a group of people living in the same place or having a particular characteristic in common; a particular area or place and its inhabitants; a group of people with a common history or common social, economic and/or political interests.

Community Art: temporary or permanent art that is based in a community setting, often publicly-accessible and involving the community in its creation through collaboration, production and/or dialogue. Community Art can be created by community members or by engaging a professional artist(s) and can include a wide variety of activities that include neighbourhood-generated murals, arts in schools and process-orientated art engaging the community at large.

Community Development: community development activities that build capacity and stronger communities through identifying and addressing needs, assets and priority investments.

Community Hub: provide a central access point for a range of needed health and social services, along with cultural, recreational and green spaces, to nourish community life. Each hub is as unique as the community it serves and is defined by local needs, services and resources. It is the diversity of activity that allows community hubs to play a critical role in building economic and social cohesion in the community.⁴³

Corporate Art: for the purposes of this document, Corporate Art refers to all art that is owned by the Corporation of the City of Mississauga.

Creative Hub: spaces where creative industries can design, test, scale and launch enterprising new ideas; a workplace for artists, musicians, designers, filmmakers, app developers or start-up entrepreneurs.

⁴⁰ City of Mississauga. *Mississauga Cultural Policy*. (2015).

⁴¹ Arts and Culture Definitions. *Arts and Culture Planning: A Toolkit for Communities*. (2013). Chicago Metropolitan Agency for Planning.

⁴² City of Mississauga, Culture Division. *Public Art Master Plan*. (2016).

⁴³ Community hubs in Ontario: A strategic framework and action plan. Government of Ontario. (2016, p. 7). <https://www.ontario.ca/page/community-hubs-ontario-strategic-framework-and-action-plan>

Creative Industries: businesses and individuals that use talent, creativity and skill to produce tangible and intangible goods that are usually protected by copyright and require constant adaption. Examples include but are not limited to: advertising, architecture, arts, antiques, crafts, design, fashion, film, photography, software, computer games, electronic publishing, music, visual and performing arts, publishing, television and radio.⁴⁴

Creatives: an inclusive term used to define a larger group of creative practitioners working in the creative sector as well as those working with heritage and living heritage, including but not limited to artists, musicians, designers, performers, storytellers and so on.

Cultural Districts: a well-defined and recognized mixed-use geographic area in the city, with a high concentration of cultural facilities, creative enterprises, arts venues, cultural resources and activities that serve as an anchor attraction.

Cultural Industries: businesses which produce products with an identifiable core cultural component, such as museums, art galleries and libraries.

Cultural Tourism: an industry sub-sector that caters to people interested in learning more about the arts and culture of a region, country or people. Tourists can be local or from more distant locations, depending on the type of demand for the destination. **Heritage tourism** is a related term.⁴⁵

Cultural Heritage Resources: structures, sites, environments, artifacts and traditions that are of cultural, historical, architectural or archaeological value, significance or interest.

Cultural Resource: tangible and intangible elements that support culture, including cultural spaces and facilities, natural and cultural heritage, programs/activities and all other infrastructure and financial support available for the development and maintenance of culture.⁴⁶

Culture: ideas, customs, language, beliefs, history, traditions and social behaviour of a particular people or society, including artistic expression and natural and human heritage. Culture comprises Cultural Industries and Cultural Resources.

Digital Art: temporary or permanent art that uses digital technology as an essential part of the creation, process and/or presentation.

Emerging Artist: an artist in the early stage of their professional career who may have specialized training (not necessarily gained in an academic institution) and has created a modest, independent body of work that may include professional exhibitions, commissions, presentations and/or installations.⁴⁷

Equity: the quality of being fair and impartial; everyone is seen as the same and receives the same support.

Equity-Seeking Groups: groups who face barriers to equal access including groups whose members are treated differently because of their faith, immigrant status, sexual orientation, economic status and level of education and/or literacy. Employment Equity designated groups refer to social groups whose members had historically been denied equal access to employment, education, social services and housing because of membership in the group. The designated groups in Canada are visible minorities, women, Aboriginal peoples and people with disabilities.⁴⁸

Heritage: social, cultural and ethnic elements which produce a layering of culture from the past and into the future.

Interactive Digital Media: a range of interactive content available through a variety of digital platforms and devices including computers, game consoles and mobile devices. Video and audio content can include game design and development, cross-platform entertainment, news and interactive training.⁴⁹

Interculturalism: a strategy that advocates harmonious relations between cultures based on an integration process that does not seek to eliminate differences, but to foster the development of a common identity within a city, neighbourhood or region.⁵⁰

Living Heritage: the recognition of people as connected to their heritage, defined more broadly than physical components to include cultural

44 City of Mississauga. *Mississauga Cultural Policy*. (2015).

45 Glossary of Terms – Cultural Districts. Massachusetts Cultural Council website. (January 2016). http://www.massculturalcouncil.org/services/cultural_districts_glossary.asp

46 City of Mississauga. *Mississauga Cultural Policy*. (2015).

47 City of Mississauga. *Mississauga Cultural Policy*. (2015).

48 Toronto Arts Council. *Glossary of Access and Equity Terms*. City of Toronto Task Force on Community Access and Equity. (1998-1999).

49 Ontario Media Development Corporation Industry Profile, Interactive Digital Media. http://www.omdc.on.ca/industry_profiles/idmEng_1.html

50 City of Mississauga. *Mississauga Cultural Policy*. (2015).

expressions and practices. Living heritage honours the unique importance of each human life of the past, present and future, and is an inclusive concept that recognizes the desire to connect with others and share our stories.⁵¹

Partnership: where two or more parties agree to cooperate to advance their mutual interests. They may be individuals, businesses, schools, governments or a combination, advancing interests through development, administration and granting.

Per cent for Public Art: a way for a municipality to secure funds for public art through the planning and development approval process. The City of Mississauga encourages a contribution equal to 0.5 per cent (at a minimum) of the gross construction costs of a development project.⁵²

Permanent Public Art: most commonly existing as a sculpture, permanent public art has also been integrated into playgrounds, public squares and buildings. Permanent public art is designed to remain in the public realm indefinitely; as such, it requires support through a level of community consultation as it will become a long-standing feature of the community. It also requires long-term planning, such as a maintenance plan and budget, due to its expected longevity of display and placement.⁵³

Placemaking: a collaborative and multi-faceted process for the planning, design and animation of public spaces. Placemaking has the ability to inspire a community to reimagine and reinvent familiar public spaces, building character, quality of place and inspiring community of pride.⁵⁴

Pop-Ups: a concept that has become popular in the last decade and can involve the use of empty shops or other buildings or spaces, for art exhibitions, restaurants or performances. Pop-ups can last for a few hours, a few weeks and in some cases can become permanent fixtures due to their popularity.⁵⁵

Professional Artist: an individual who earns all or a sizable portion of their livelihood through remuneration for artistic performance or creation and is recognized by their peers as an artist.

Public Art Program: formally established in 2010, the City of Mississauga's Public Art Program aims to contribute to the unique identity of Mississauga. The program is managed by the City's Culture Division and helps to create vibrant public spaces and streetscapes, making Mississauga a place people want to live, work and visit.

Public Art: art created through a formal process by a professional artist or in collaboration with artists. This work can be in any medium and take on any shape, form or scale; it should be accessible to the public and free for all to enjoy. Public art can be permanent or temporary, stand-alone, site-specific or integrated into other design elements such as street furniture, architecture and/or landscape architecture.⁵⁶

Public Realm: the space to which the general public has a right of access, which can include the space around, between and within buildings that are publicly accessible. The public realm consists of streets and boulevards, public open spaces, squares and civic buildings and is an integral component of the urban form of the city. The arrangement of streets and blocks within the public realm provides a foundation for the city's built environment, which in turn influences the shape and layout of the public realm.⁵⁷

Tactical Urbanism: low-cost, temporary changes to public spaces and the built environment to address immediate needs, providing temporary alternatives to urban problems. Tactical urbanism can take on many forms such as street art, performance, digital art, mapping and wayfinding, streetscape improvements, intersection repair, community gardening and pop-up urban interventions.⁵⁸

Temporary Public Art: can exist as an installation or festival and is not intended to last forever. Temporary public art can last for a few months or up to 15 years and will only be maintained if damages occur within the given time period.⁵⁹

Tokenism: the practice of making only a *token* effort or doing no more than the minimum.

51 City of Mississauga. *Mississauga Cultural Policy*. (2015).

52 City of Mississauga, Culture Division. *Public Art Master Plan*. (2016).

53 Ibid

54 Ibid.

55 Ibid.

56 City of Mississauga, Culture Division. *Public Art Master Plan*. (2016).

57 City of Mississauga. *Mississauga Official Plan, Section 9.3*. (2018).

58 City of Mississauga, Culture Division. *Public Art Master Plan*. (2016).

59 Ibid.

Appendix 2: Recommendations and Action Plan

The table below outlines the five strategic priorities with accompanying goals, new and/or previously approved recommendations and action items. Not all action items are listed below from the supporting strategies. Please refer to each individual strategy for a full list of action items.

Strategic Priority 1 — Build an arts-friendly city

Goal 1.1 — Support, attract and retain creatives in Mississauga by increasing and improving opportunities.

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
1.1.1	Support creatives with producing and exhibiting their work.			
1.1.1.1	Mississauga Arts Council to develop a small grant program for individual artists, arts collectives and/or creative enterprises.		External Partners: Mississauga Arts Council	Short-term (1-4 yrs)
<i>previously approved</i>	Increase the funding for the Culture grants by \$1.50 spread over six years (2017 - 2022) to reach \$4.50 per capita grant spending by 2022.	Grant Study: 1.1	Culture Division: Grants	In progress
<i>previously approved</i>	Explore granting opportunities for public art projects that support not-for-profit and/or charitable community arts organizations, groups and collectives.	Public Art Master Plan: 23	Culture Division: Grants, Public Art	Short-term (1-4 yrs)
<i>previously approved</i>	Implement artists residency programs, including arts incubation and technical theatre training programs for artists.	Creative Industries Strategy: 5.3 Celebration Square Strategy: 3.4	Culture Division: Community Development, Meadowvale Theatre, Museums, Public Art, Creative Industries Other City Divisions: Recreation, Library Services External Partners: Visual Arts Mississauga, Living Art Centre, Art Gallery of Mississauga, Mississauga Symphony Orchestra, Community Cultural Organizations	Short-term (1-4 yrs)
<i>previously approved</i>	Partner with galleries and museums to bring exhibits to Celebration Square.	Celebration Square Strategy: 2.17	Culture Division: Celebration Square External Partners: Community Cultural Organizations	In progress

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
1.1.2	Develop and enhance Mississauga's live music scene.			
1.1.2.1	Introduce music education programming through our registered programs and ensure live music is supported through the busking program.		Culture Division: Creative Industries, Community Development, Education Programs	Short-term (1-4 yrs)
<i>previously approved</i>	Add a Music staff resource to advise and develop the music sector.	Creative Industries Strategy: 4.3	Culture Division: Creative Industries	Short-term (1-4 yrs)
<i>previously approved</i>	Provide a platform to showcase Mississauga artists by including and promoting local artists and establishing a plug-and-play program for Celebration Square (such as busking, open mic nights and so on).	Celebration Square Strategy: 2.13.1	Culture Division: Celebration Square, Creative Industries, Community Development External Partners: Community Cultural Organizations	In progress
1.1.3	Develop a digital art, digital media and creative industry scene.			
1.1.3.1	Expand the Culture Public Art Program to include Digital Public Art installations.		Culture Division: Public Art	Short-term (1-4 yrs)
<i>previously approved</i>	Collaborate with artists, arts organizations and other arts partners to grow opportunities for digital-based arts programming.	Public Art Master Plan: 28	Culture Division: Public Art, Celebration Square, Meadowvale Theatre External Partners: Community Cultural Organizations	In progress
<i>previously approved</i>	Celebration Square will continue to be a leading example in Mississauga of best practices for digital public art. Culture Division staff will explore further opportunities for digital art programming and partnerships.	Public Art Master Plan: 29	Culture Division: Public Art, Celebration Square	In progress

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
<i>previously approved</i>	Employ the use of existing and emerging technology to commission interesting digital art projects on existing screens, project art content on built infrastructure and/or commission artists as part of an interactive digital feature. The Culture Division should commission local and internationally significant artists to develop art content for digital real estate available throughout Mississauga.	Public Art Master Plan: 30	Culture Division: Public Art, Creative Industries	In progress
<i>previously approved</i>	Maximize digital screens for programming by providing opportunities for artists to showcase their work on City-owned screens.	Celebration Square Strategy: 2.4.1	Culture Division: Public Art, Celebration Square Other City Divisions: Recreation, Library Services, MiWay	In progress
1.1.4	Identify legislative and policy improvements to keep creatives in Mississauga.			
1.1.4.1	Lead the development of a City policy to ensure the City pays artists and creatives based on established industry fees and advocate that arts organizations do the same.		Culture Division: Culture Planning Other City Divisions: Legal Services, Finance External Partners: Consult with Community Cultural Organizations	Short-term (1-4 yrs)
1.1.4.2	Advocate for work/live spaces for creatives within appropriate Cultural Districts.		Culture Division: Culture Planning Other City Divisions: Development & Design, City Planning Strategies External Partners: Community Cultural Organizations	Medium-term (5-7 yrs)

Goal 1.2 — Remove barriers to support arts, culture and heritage by improving internal processes, procedures and policies.

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
1.2.1	Ensure arts, culture and heritage objectives are incorporated into City projects, strategies and policy development.			
1.2.1.1	Include Culture staff on project teams related to infrastructure, planning and policy discussions to ensure arts, culture and heritage are incorporated.		Culture Division: Culture Planning, Community Development, Creative Industries Other City Divisions: Facilities & Property Management, Development & Design, City Planning Strategies, Transportation & Infrastructure Planning, Economic Development Office, Information Technology	In progress
1.2.1.2	Implement a consistent and streamlined research and data collection methodology to improve performance measures for Culture. Encourage community cultural organizations to do the same, including multi-year City-funded cultural organizations.		Culture Division: Culture-wide, Culture Planning Other City Divisions: Economic Development Office, Information Technology, City Planning Strategies, Recreation, Library Services	In progress
<i>previously approved</i>	Develop a culture where other City departments and agencies are active partners in heritage management.	Heritage Management Strategy: 26(6)	Culture Division: Heritage Planning, Museums Other City Divisions: City-wide	In progress
<i>previously approved</i>	Five identified Public Art Zones (Existing Infrastructure, Heritage Sites, Pedestrian Zones, Major Transit Hubs and Corridors, Waterfront) should be adopted in the Corporate Policy and Procedure 05-02-07-City Acquired Public Art and other relevant documents and guidelines, as priority public art areas.	Public Art Master Plan: 2	Culture Division: Public Art	Short-term (1-4 yrs)

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
1.2.2	Improve Culture Division's processes and procedures.			
<i>previously approved</i>	Undertake a review and study of the City's Cultural Landscape Inventory to update and align with current legislation, policy and heritage planning processes.	Heritage Management Strategy: 6(2)	Culture Division: Heritage Planning Other City Divisions: City-wide External Partners: Consult with Heritage Mississauga, Community Cultural Organizations	In progress
<i>previously approved</i>	Develop a policy regarding archive collections management. Revise collections policies once the thematic heritage project is complete.	Heritage Management Strategy: 5(2)	Culture Division: Museums External Partners: Facilities & Property Management	Short-term (1-4 yrs)
<i>previously approved</i>	Develop a strategy for the acquisition of new Corporate Art, including donations and determine criteria for suitable permanent locations. Until this strategy is developed, it is recommended that a moratorium be placed on the purchase of art and the acceptance of donations intended for the City of Mississauga's Corporate Art Collection. This moratorium will exclude City-initiated and/or City managed projects through the Public Art Program, as well as donations for the City's Corporate Art Collection, that are deemed in the best interest of the City of Mississauga by the Director, Culture Division.	Public Art Master Plan: 14	Culture Division: Public Art	Short-term (1-4 yrs)
<i>previously approved</i>	Create an archaeological master plan.	Heritage Management Strategy: 9(2)	Culture Division: Heritage Planning, Museums Other City Divisions: City-wide External Partners: Heritage Mississauga	Short-term (1-4 yrs)
<i>previously approved</i>	Review Culture's Grant program every four years starting in 2020.	Grant Study: 1.3	Culture Division: Grants External Partners: Consult with Community Cultural Organizations	Short-term (1-4 yrs)

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
<i>previously approved</i>	Create and adopt heritage management Guiding Statement of Principles, endorsing “living heritage” orientation.	Heritage Management Strategy: 1(1)	Culture Division: Heritage Planning, Museums External Partners: Heritage Mississauga	Short-term (1-4 yrs)
1.2.3	Coordinate City-wide processes and procedures.			
1.2.3.1	Leverage Community Services Volunteer Coordinator role in Recreation to streamline volunteer onboarding, training and support in a centralized manner.		Culture Division: Museums, Meadowvale Theatre, Celebration Square, Education Programs Other City Divisions: Recreation	Short-term (1-4 yrs)
<i>previously approved</i>	Develop a strategy to balance passive and active uses of Celebration Square to ensure operational capacity is sustainable.	Celebration Square Strategy: 1.3.5	Culture Division: Celebration Square Other City Divisions: Recreation, Parks & Forestry, Library Services	Short-term (1-4 yrs)
<i>previously approved</i>	Explore the feasibility of amending the City’s Parks bylaw to permit extended public access to Celebration Square beyond 11 pm and skating beyond 10 pm.	Celebration Square Strategy: 1.2.1	Culture Division: Culture Planning, Celebration Square Other City Divisions: Parks & Forestry	Short-term (1-4 yrs)
<i>previously approved</i>	Remove barriers to location shooting in Mississauga by aligning policies with Toronto and, in particular, relaxing the requirement for approval from 80% of affected residents in the case of more than two Film Permits being issued in the same year.	Creative Industries Strategy: 3.1	Culture Division: Culture Planning, Creative Industries Other City Divisions: Works Operation & Maintenance	Short-term (1-4 yrs)

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
1.2.4	Improve external communication and understanding of Culture services.			
1.2.4.1	Develop an external communications and marketing strategy to share the value of arts and culture, as well as build awareness and understanding of City/Culture services, programs, processes and procedures. Align Culture marketing that supports and promotes cultural identity.		Culture Division: Marketing Other City Divisions: Corporate Communications, Information Technology	Short-term (1-4 yrs)
1.2.4.2	Integrate opportunities for public feedback and engagement to identify opportunities and ensure continuous improvement.		Culture Division: Culture-wide Other City Divisions: Information Technology	Short-term (1-4 yrs)
1.2.5	Improve internal awareness of arts, culture and heritage values and priorities.			
1.2.5.1	Develop an internal communications strategy to share the value of arts and culture, build awareness, align priorities and support collaboration and coordination efforts within Culture and across the City.		Culture Division: Marketing Other City Divisions: Corporate Communications, Information Technology	Short-term (1-4 yrs)

Strategic Priority 2 — Enhance and improve cultural spaces and places

Goal 2.1 — Improve City-owned cultural spaces and culture in the public realm.

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
2.1.1	Focus cultural development and City services in distinct cultural districts.			
2.1.1.1	Undertake a feasibility study to define and create cultural districts in unique areas across the city that will drive social, cultural and economic development.		Culture Division: Culture Planning Other City Divisions: Facilities & Property Management, City Planning Strategies, Development & Design, Transportation & Infrastructure Planning, Works Operation & Maintenance, Hurontario LRT, MiWay, Recreation, Library Services, Parks & Forestry, Information Technology, Economic Development Office, Legal Services External Partners: Consult with BIAs, Community Cultural Organizations	Short-term (1-4 yrs)
<i>previously approved</i>	Encourage and promote the development of creative industries in select/ appropriate geographic areas. For example, Lakeview and City Centre for Interactive Digital Media, Port Credit and Streetsville for music and creative industries generally, and the Airport for warehouses and studio space.	Creative Industries Strategy: 6.1	Culture Division: Culture Planning, Creative Industries	In progress
<i>previously approved</i>	Support the establishment of Creative Industry Hubs with appropriate facilities in creative nodes, for example, offices for small businesses, co-working space for freelancers, meeting rooms, broadband and a café.	Creative Industries Strategy: 6.2	Culture Division: Culture Planning, Creative Industries	In progress
2.1.2	Improve and develop City-owned cultural spaces.			
2.1.2.1	Implement redevelopment strategy for Meadowvale Theatre to improve lobby, exhibition/gallery, performance, rehearsal and programming space.		Culture Division: Meadowvale Theatre Other City Divisions: Facilities & Property Management, Information Technology	Short-term (1-4 yrs)

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
2.1.2.2	Undertake a building assessment to convert Clarke Memorial Hall into a multi-functional cultural hub to service projected population growth and development of the Port Credit Cultural District.		Culture Division: Culture Planning Other City Divisions: Recreation, Fire Services, Facilities & Property Management, City Planning Strategies	Long-term (8-10 yrs)
2.1.2.3	Undertake a study to identify redevelopment opportunities of existing City-owned sites into cultural spaces.		Culture Division: Culture Planning Other City Divisions: Recreation, Facilities & Property Management External Partners: Consult with Community Cultural Organizations	Medium-term (5-7 yrs)
2.1.2.4	Ensure Culture is involved in City redevelopment opportunities or new-build capital projects to ensure cultural space requirements are included when upgrading, renovating and reconstructing community centres and libraries, such as upgrades to activity studios, lobby spaces, rentable spaces with Wi-Fi access, sound and A/V equipment, flooring, storage, ventilation and utility sinks. Community Centres include South Common, Burnhamthorpe, Clarkson, Erin Meadows, Meadowvale, Malton CC, Mississauga Valleys CC, Rivergrove CC, Carmen Corbasson CC and Clarke Memorial Hall. Libraries include South Common, Clarkson, Erin Meadows, Malton CC, Streetsville Library, Central Library, Cooksville Library, Port Credit and Lakeview.		Culture Division: Culture Planning, Education Programs, Creative Industries, Community Development Other City Divisions: Facilities & Property Management, Recreation, Library Services External Partners: Consult with Community Cultural Organizations	Medium-term (5-7 yrs)
2.1.2.5	Complete Phase 1 of the redevelopment of the Small Arms Inspection Building, including the programmings rooms and bridge space.		Culture Division: Culture Planning, Museums Other City Divisions: Facilities & Property Management, Parks & Forestry External Partners: Consult with Small Arms Society, Community Cultural Organizations	Short-term (1-4 yrs)

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
2.1.2.6	Plan and complete Phase 2 of the redevelopment of the Small Arms Inspection building into a cultural hub, in connection with the Lakeview Cultural Corridor and development of the Lakeview Cultural District.		Culture Division: Culture Planning Museums, Creative Industries Other City Divisions: Facilities & Property Management, Parks & Forestry, City Planning Strategies, Development & Design, Recreation, Information Technology, Transportation & Infrastructure Planning External Partners: Consult with Small Arms Society, Community Cultural Organizations	Medium-term (5-7 yrs)
2.1.2.7	Conduct a study to assess the future needs of the Living Arts Centre into a “cultural campus” to meet the needs of the Downtown Cultural District, including museum-quality exhibition and storage space.		Culture Division: Culture Planning Other City Divisions: Facilities & Property Management, Parks & Forestry, City Planning Strategies, Development & Design External Partners: Living Arts Centre	Medium-term (5-7 yrs)
2.1.2.8	Continue to work with the Art Gallery of Mississauga on future space planning.		Culture Division: Culture Planning External Partners: Art Gallery of Mississauga	In progress
2.1.2.9	Identify vacant or underutilized City-owned heritage buildings, and develop an RFI/RFP process for cultural groups to assume management, operating and programming of these spaces for cultural use.		Culture Division: Culture Planning, Community Development Other City Divisions: Facilities & Property Management, Finance/Revenue, Development & Design, Recreation, Parks & Forestry, Transportation & Works, Legal Services External Partners: Consult with Community Cultural Organizations	Short-term (1-4 yrs)
2.1.2.10	Undertake an analysis of the Corporate Art and Museums Collections storage requirements.		Culture Division: Public Art, Museums Other City Divisions: Facilities & Property Management	Short-term (1-4 yrs)

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
2.1.2.11	Ensure that City-owned culture and heritage facilities have an assigned PMR and adequate facility operating support.		Other City Divisions: Facilities & Property Management	Short-term (1-4 yrs)
<i>previously approved</i>	Create a management strategy for better management, use and interpretation of existing City-owned heritage properties.	Heritage Management Strategy: 10(2)	Culture Division: Heritage Planning Other City Divisions: Parks & Forestry, Facilities & Property Management, Community Services Business Planning External Partners: Consult with Heritage Mississauga	Short-term (1-4 yrs)
<i>previously approved</i>	Work with Central Library to maximize the use of Noel Ryan Auditorium.	Celebration Square Strategy: 2.4.3	Culture Division: Celebration Square, Culture Planning, Creative Industries Other City Divisions: Library Services, Information Technology, Facilities & Property Management	Short-term (1-4 yrs)
<i>previously approved</i>	Explore partnership opportunities to expand available studio space in the city, including the retention of space currently used for studio production and promote use of unused warehouses to meet sector capacity needs.	Creative Industries Strategy: 3.4	Culture Division: Creative Industries	In progress
<i>previously approved</i>	Identify ways to reanimate, modernize and more effectively use heritage spaces, as well as provide programming at city-wide and off site locations.	Heritage Management Strategy: 13(2)	Culture Division: Museums External Partners: Heritage Mississauga	In progress
<i>previously approved</i>	Develop opportunities for permanent and temporary public art that align with the Public Art Master Plan: a) Encourage the commission of temporary and permanent public artworks using new technologies, materials and formats b) Site temporary art in the Jubilee Garden c) Incorporate functional public art program in Celebration Square to provide seating, shade, fountains, play equipment and so on d) Enhance Celebration Square's winter experience programming	Celebration Square Strategy: 3.2	Culture Division: Celebration Square, Public Art	In progress

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
2.1.3	Develop and optimize Culture's digital technology and infrastructure.			
<i>previously approved</i>	Use digital technologies more effectively at individual heritage sites and on the City of Mississauga website. Make City heritage projects available to all through various platforms.	Heritage Management Strategy: 14(3)	Culture Division: Public Art, Museums Other City Divisions: Information Technology External Partners: Heritage Mississauga	In progress
<i>previously approved</i>	Implement multi-platform technologies to facilitate interactive audience participation.	Celebration Square Strategy: 2.8	Culture Division: Public Art, Celebration Square	Short-term (1-4 yrs)
2.1.4	Enhance culture in the public realm through temporary and/or permanent cultural infrastructure.			
2.1.4.1	Develop an annual strategy, including partnerships with post-secondary institutions, to support tactical urbanism, temporary pop up and placemaking initiatives in outdoor spaces (such as parks and transit locations and structures) and under-used public spaces throughout the city.		Culture Division: Culture Planning, Public Art, Museums, Community Development Other City Divisions: Parks & Forestry, Facilities & Property Management, MiWay, Transportation & Infrastructure Planning, Works Operation & Maintenance, Development & Design, City Planning Strategies External Partners: BIAs, Post-Secondary Institutions, Community Cultural Organizations	Medium-term (5-7 yrs)
2.1.4.2	Initiate discussion with potential organizers for small (<1,000 attendees) and medium (1,000-10,000 attendees) outdoor live music festivals and events using portable and temporary infrastructure to test market demand for ticketed events. Develop relationships with promoters and programming partners and build Mississauga's live music sector. Priority sites include Park Not Yet Named- P-358 (Small Arms Inspection Building/ Arsenal Lands), Totoredaca Park and Paramount Fine Foods Centre Event Pad.		Culture Division: Culture Planning, Creative Industries Other City Divisions: Parks & Forestry, Recreation External Partners: Consult with Community Cultural Organizations	Short-term (1-4 yrs)

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
2.1.4.3	Develop a master plan for the future park identified for event space within Inspiration Lakeview that includes the integration of either a permanent amphitheatre, pavilion or infrastructure to support temporary staging for a limited number of annual medium to large (3,000-10,000+ attendees) commercial and community-based outdoor live music festivals and events. The master plan shall include the necessary feasibility and technical studies, operational business plan and identification of live music promoters, commercial partners and operators.		Culture Division: Culture Planning, Creative Industries Other City Divisions: Parks & Forestry, City Planning Strategies External Partners: Consult with Community Cultural Organizations	Medium-term (5-7 yrs)
<i>previously approved</i>	Create a Mississauga StoryMaker Space and/or temporary pop-up spaces for story gathering and dialogue.	Heritage Management Strategy: 18(4)	Culture Division: Museums, Community Development Other City Divisions: Library Services External Partners: Consult with Heritage Mississauga	Medium-term (5-7 yrs)
<i>previously approved</i>	Continue to develop relationships with Metrolinx and MiWay to identify opportunities at Major Transit Station Areas, including but not limited to, temporary and permanent public art.	Public Art Master Plan: 25	Culture Division: Public Art Other City Divisions: MiWay, Hurontario LRT External Partners: Metrolinx	In progress
<i>previously approved</i>	Public art should be incorporated into wayfinding, signage and sound walls in Major Transit Station Areas and along Transit Corridors. Wayfinding, signage and branding public art works should be coordinated along different Hubs to create a connected and cohesive aesthetic but not limiting the uniqueness of each individual site.	Public Art Master Plan: 50	Culture Division: Public Art Other City Divisions: Transportation & Infrastructure Planning, MiWay External Partners: Metrolinx	In progress
2.1.5	Increase cultural use of City-owned spaces.			
2.1.5.1	Create a grant program to enable short-term artist leases of underutilized City-owned spaces for 15, 30, 45 and 60-day periods.		Culture Division: Community Development Other City Divisions: Parks & Forestry, Recreation, Community Services - Business Planning, Facility & Property Management	Medium-term (5-7 yrs)

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
2.1.5.2	Expand discounted cultural rate to select underutilized City-facilities.		Culture Division: Community Development Other City Divisions: Recreation, Community Services - Business Planning	Short-term (1-4 yrs)
<i>previously approved</i>	Work with MiWay to review current stops servicing Mississauga Celebration Square, Meadowvale Theatre, the Museums of Mississauga and other significant cultural locations to: create additional stops; announce significant cultural stops or rename existing stops; and improve post event services (for example express bus to subway) to cultural events and festivals across the city.	Celebration Square Strategy: 1.1	Culture Division: Celebration Square, Meadowvale Theatre, Museums Other City Divisions: MiWay	Medium-term (5-7 yrs)
<i>previously approved</i>	Partner and collaborate with cultural organizations and the community to establish greater community use of museums and heritage facilities through guest curators, exhibitors, programming and so on.	Heritage Management Strategy: 17(3)	Culture Division: Museums, Community Development External Partners: Community Cultural Organizations	In progress

Goal 2.2 — Enable the development of new cultural spaces and places by encouraging private/entrepreneur investments and partnership development.

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
2.2.1	Identify opportunities for City and/or private development of cultural infrastructure.			
2.2.1.1	Ensure Culture staff are key contributors to the development of joint recreation, library and cultural facilities (Cooksville Community Hub) to ensure arts, culture and heritage priorities are incorporated. Refer to Vision Cooksville for further details.		Culture Division: Culture Planning Other City Divisions: Development & Design, City Planning Strategies, Transportation & Infrastructure Planning, Recreation, Library Services, Parks & Forestry, Facilities & Property Management	Long-term (8-10 yrs)

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
2.2.1.2	Develop a market study to identify highest and best cultural uses for the Cultural District outlined in the Lakeview Master Plan as a precursor to pursuing private development opportunities.		Culture Division: Culture Planning, Creative Industries Other City Divisions: Finance/Revenue, Facilities & Property Management, Development & Design, Parks & Forestry, City Planning Strategies	Short-term (1-4 yrs)
2.2.1.3	Culture Division to work with the Economic Development Office to develop a process and relationship for business development and retention of post secondary institutions, galleries, film studios, production facilities and cultural hubs.		Culture Division: Creative Industries Other City Divisions: Economic Development Office	Short-term (1-4 yrs)
2.2.1.4	Advocate for and encourage cultural infrastructure development within large-scale, mixed-use developments.		Culture Division: Culture Planning, Creative Industries Other City Divisions: Economic Development Office	In progress
<i>previously approved</i>	Evaluate the potential for an Incubator for Interactive Digital Media or more broadly-based digital media (IDM and Information Technology), in partnership with academic institutions and industry players and/or alongside creative hubs.	Creative Industries Strategy: 3.2, 6.3	Culture Division: Culture Planning, Creative Industries External Partners: Post-Secondary Institutions	Medium-term (5-7 yrs)
<i>previously approved</i>	Explore and advocate for temporary public art opportunities on existing and proposed infrastructure as well as on transitory, underused and unsightly places (for example, construction sites, underpasses, underused/unused buildings) as deemed safe and appropriate.	Public Art Master Plan: 32	Culture Division: Public Art	In progress
<i>previously approved</i>	City of Mississauga should explore opportunities for a mural program on public property.	Public Art Master Plan: 31	Culture Division: Public Art, Museums Other City Divisions: Recreation, Parks & Forestry	Medium-term (5-7 yrs)

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
2.2.2	Collaborate and create partnerships with landowners to support the development of cultural spaces and places.			
2.2.2.1	Culture Division and cultural organizations to engage educational institutions and other private space owners to explore partnerships for programming and after-hours access to facilities for creative use and production.		Culture Division: Meadowvale Theatre, Community Development Other City Divisions: Economic Development Office External Partners: Community Cultural Organizations	In progress
2.2.2.2	Culture Division and cultural organizations to engage the business and development communities to incorporate temporary and long-term creative workspaces into new developments and use of empty retail or commercial spaces.		Culture Division: Culture Planning, Community Development Other City Divisions: Economic Development Office, Development & Design, City Planning Strategies External Partners: Community Cultural Organizations	In progress
2.2.2.3	Review current ground lease with the Peel Board of Education to determine permissible uses at the Meadowvale Theatre site.		Culture Division: Meadowvale Theatre External Partners: Peel Board of Education	Short-term (1-4 yrs)
<i>previously approved</i>	Continue to collaborate with public and private partners to identify opportunities for joint initiatives, to leverage additional capital funds and to ensure the technical feasibility of new public art projects. These partnerships could include higher institutions of learning and creative industries.	Public Art Master Plan: 24	Culture Division: Public Art External Partners: Community Cultural Organizations	In progress
<i>previously approved</i>	Investigate sponsorship opportunities in partnership with other public and private corporations to fund future public art projects.	Public Art Master Plan: 22	Culture Division: Public Art	In progress
<i>previously approved</i>	Develop Public Private Partnerships to encourage creative industry spaces: a) develop partnerships with supporting public agencies and key private firms a) pursue federal infrastructure monies for capital intensive projects	Creative Industries Strategy: 7.1/7.2/7.3	Culture Division: Culture Planning, Creative Industries Other City Divisions: Economic Development Office	Medium-term (5-7 yrs)

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
2.2.3	Provide enabling legislation and policy to encourage private development of cultural spaces.			
2.2.3.1	Identify policy and zoning changes to encourage the development of studio spaces in appropriate geographic areas such as Lakeview, City Centre, Port Credit and Malton.		Culture Division: Culture Planning, Creative Industries External Partners: Development & Design, City Planning Strategies	Medium-term (5-7 yrs)
2.2.3.2	Update Official Plan policies as needed to ensure arts, culture and heritage objectives are identified and supported such as ensuring public art and culture plan requirements for large scale developments.		Culture Division: Culture Planning External Partners: City Planning Strategies, Development & Design	Short-term (1-4 yrs)
2.2.3.3	Explore taxation opportunities to encourage and enable the development of temporary and/or permanent cultural spaces.		Culture Division: Culture Planning, Creative Industries External Partners: Finance/Revenue, Development & Design	In progress
2.2.3.4	Evaluate and amend planning requirements (such as parking requirements or parking in lieu (PIL)) to encourage temporary or permanent cultural uses of vacant and/or underutilized properties and to make adaptive re-use of heritage properties more feasible.		Culture Division: Culture Planning External Partners: City Planning Strategies, Development & Design, Transportation & Infrastructure Planning, Works Operations & Maintenance	Medium-term (5-7 yrs)
2.2.3.5	Explore potential use of Community Improvement Plans for cultural investment in specific areas in Mississauga. Work in collaboration with City Planning Strategies and Development and Design.		Culture Division: Culture Planning, External Partners: City Planning Strategies, Development & Design	Medium-term (5-7 yrs)
<i>previously approved</i>	Consider a greater range of incentives for heritage property preservation and conservation (including land use, zoning, financial and taxation).	Heritage Management Strategy: 11(2)	Culture Division: Heritage Planning Other City Divisions: Development & Design, City Planning Strategies	Medium-term (5-7 yrs)

Strategic Priority 3 — Expand and grow leadership in the culture sector

Goal 3.1 — Strengthen and expand the creative sector through sector sustainability and capacity development.

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
3.1.1	Identify alternative funding opportunities.			
3.1.1.1	Identify alternative funding tools and sources to support cultural development, including aligning a portion of the Municipal Accommodation Tax (MAT) to grow and attract cultural tourism events and attractions.		Culture Division: Culture-wide Other City Divisions: Finance/Revenue	In progress
3.1.1.2	Encourage cultural investments for Section 37 negotiations within cultural districts.		Culture Division: Culture Planning Other City Divisions: Development & Design, Finance/Revenue, Community Services - Business Planning	In progress
3.1.1.3	Advocate for changes to the Development Charges Act to include cultural infrastructure as an approved category for funding.		Culture Division: Culture Planning Other City Divisions: City Planning Strategies, Development & Design, Community Services - Business Planning, Finance/Revenue External Partners: Community Cultural Organizations	Long-term (8-10 yrs)
3.1.1.4	Develop a Percentage for the Public Art Program to ensure that 0.5 per cent of total gross project budgets from relevant City-owned capital projects (new builds and major re-developments) be set aside for the Public Art Program.		Culture Division: Public Art Other City Divisions: Transportation & Infrastructure Planning, Parks & Forestry, Library Services, Recreation, Facilities & Property Management	Short-term (1-4 yrs)
3.1.1.5	Development & Design staff should strongly encourage the Percentage for Public Art Program as part of its planning approval process.		Other City Divisions: Development & Design	Short-term (1-4 yrs)

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
3.1.2	Create opportunities for collaboration, partnership and learning in the sector.			
3.1.2.1	Create formal sector networking opportunities to address sector specific challenges; encourage collaboration and partnership.		Culture Division: Creative Industries, Community Development, Marketing External Partners: Living Arts Centre, Art Gallery of Mississauga, Visual Arts Mississauga, Mississauga Symphony Orchestra, Mississauga Arts Council, Heritage Mississauga, Community Cultural Organizations	In progress
<i>previously approved</i>	Create a formal network with post secondary institutions to continually learn and share best practices, including establishing the Mississauga Creative Industry Advisory Forum.	Creative Industries Strategy: 2.2	Culture Division: Creative Industries, Community Development, Marketing External Partners: Post-Secondary Institutions, Community Cultural Organizations	Short-term (1-4 yrs)
3.1.3	Develop skill training and capacity development opportunities.			
3.1.3.1	Develop a leadership and knowledge exchange program for selected community groups and organizations to tour, network and share information with neighbouring groups and organizations.		Culture Division: Community Development, Grants	Medium-term (5-7 yrs)
3.1.3.2	Develop a strategy for becoming an incubator by hosting skill training workshops, mentorship, capacity building and learning opportunities for the creative community and broader public (including technical production, digital arts, installations, exhibitions and so on).		Culture Division: Meadowvale Theatre, Celebration Square, Creative Industries, Community Development, Grants Other City Divisions: EDO/ Mississauga Business Enterprise Centre, Library Services External Partners: Community Cultural Organizations	Short-term (1-4 yrs)

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
3.1.4	Invest in opportunities for future creatives to have an access point into the arts.			
3.1.4.1	Expand Culture-run programming in an affordable, accessible manner in areas where there are gaps within the community.		Culture Division: Museums, Celebration Square Meadowvale Theatre, Education Programs	In progress
3.1.4.2	Culture Division will continue to provide introductory and entry level classes where gaps exist and collaborate and/or partner with cultural organizations to ensure that opportunities exist for all skill levels.		Culture Division: Education Programs	In progress
3.1.4.3	Develop non-traditional educational programming to coincide with and enhance the overall theatre experience wherever appropriate.		Culture Division: Meadowvale Theatre	In progress
3.1.4.4	Foster programming collaborations with the Peel Board of Education around the Meadowvale Theatre premises owned by the school board.		Culture Division: Meadowvale Theatre External Partners: Peel Board of Education	In progress
3.1.4.5	Conduct city-wide cultural program inventory to identify existing programs and services by community cultural organizations and Culture Division, and potential gaps and opportunities to expand programming.		Culture Division: Education Programs	Short-term (1-4 yrs)

Goal 3.2 — Support emerging and marginalized creatives by removing barriers to access and participation.

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
3.2.1	Identify barriers and address improvements for emerging and marginalized creatives.			
3.2.1.1	Conduct a gap analysis to identify and address improvements to existing Culture-services and Culture-spaces, and identify creative opportunities for accessible, safe, inclusive and diverse programming.		Culture Division: Culture Planning	Short-term (1-4 yrs)
3.2.1.2	Undertake a study of youth and young adults priorities and desires in arts, culture and heritage, to support and create a platform for emerging creatives in Mississauga.		Culture Division: Culture-wide, Community Development, Education Programs	Short-term (1-4 yrs)
3.2.1.3	Initiate a series of roundtable discussions with relevant cultural organizations to explore ideas to better support and enable diverse creatives to create, display and produce their work.		Culture Division: Culture-wide, Culture Planning External Partners: Living Arts Centre, Art Gallery of Mississauga, Visual Arts Mississauga, Mississauga Symphony Orchestra, Heritage Mississauga, Mississauga Arts Council, Community Cultural Organizations	Short-term (1-4 yrs)
3.2.1.4	Implement diversity, accessibility and inclusion training for all Culture Staff and arts/culture/heritage City Committees.		Culture Division: Culture-wide Other City Divisions: Human Resources	Short-term (1-4 yrs)
3.2.1.5	Expand the City's Financial Assistance Program (Active Assist programs) to include admission to paid arts performances in City-operated facilities.		Culture Division: Education Programs, Museums, Meadowvale Theatre Other City Divisions: Recreation, Community Services - Business Planning	In progress
<i>previously approved</i>	Consider public art mentorship opportunities for emerging artists and collaborate with other City programs, educational and arts-based institutions, community organizations and other private initiatives.	Public Art Master Plan: 10	Culture Division: Public Art External Partners: Consult with Community Cultural Organizations	Short-term (1-4 yrs)

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
3.2.2	Champion and promote opportunities for participation.			
3.2.2.1	Annually promote and showcase non-traditional art forms to encourage and build cultural competency and understanding through museums exhibits, Celebration Square and theatre productions.		Culture Division: Museums, Celebration Square, Meadowvale Theatre, Creative Industries, Marketing External Partners: Art Gallery of Mississauga, Living Arts Centre, Visual Arts Mississauga, Mississauga Symphony Orchestra, Mississauga Arts Council, Community Cultural Organizations	Short-term (1-4 yrs)
3.2.2.2	Increase opportunities to showcase and highlight local creatives, centring those who have been traditionally under-represented through City-run programs, events and festivals. Encourage cultural organizations to do the same.		Culture Division: Museums, Celebration Square, Meadowvale Theatre, Creative Industries, Marketing External Partners: Art Gallery of Mississauga, Living Arts Centre, Visual Arts Mississauga, Mississauga Symphony Orchestra, Mississauga Arts Council, Heritage Mississauga, Community Cultural Organizations	Short-term (1-4 yrs)
3.2.2.3	Mississauga Arts Council to work alongside community partners to develop a 'Welcome Newcomer Artist' program to help introduce artists to opportunities and mentorship.		External Partners: Mississauga Arts Council, Community Cultural Organizations	Short-term (1-4 yrs)
<i>previously approved</i>	Broadcast music that reflects an intercultural audience.	Celebration Square: 2.5.1	Culture Division: Creative Industries, Celebration Square	Short-term (1-4 yrs)
<i>previously approved</i>	Establish a weekly art night to promote various artistic mediums.	Celebration Square: 2.12	Culture Division: Celebration Square	Short-term (1-4 yrs)
<i>previously approved</i>	City of Mississauga will support a public art program that seeks to embrace audience engagement as well as interaction; and is diverse and accessible to all ages, abilities, ethnic groups and socio-economic backgrounds.	Public Art Master Plan: 6	Culture Division: Public Art External Partners: Consult with Community Cultural Organizations	In progress

Strategic Priority 4 — Support an authentic cultural identity that is welcoming, inspiring and enriching.

Goal 4.1 — Celebrate local history, living heritage and the distinctive character of neighbourhoods.

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
4.1.1	Build relationships, enhance understanding and showcase our history and living heritage.			
4.1.1.1	Culture staff will build relationships, learn more about and enhance visibility of Indigenous culture and history by engaging the Indigenous community directly, as well as support training and education opportunities for Culture staff. Culture to collaborate with City Planning Services.		Culture Division: Culture-wide Other City Divisions: City Planning Strategies, City-wide External Partners: Indigenous Community Partners	In progress
4.1.1.2	Support projects that acknowledge, interpret and reinterpret Mississauga's heritage, Indigenous history and cultural diversity and intersectionality. Through new acquisitions, commissions, projects and programming, the Culture Division will reflect the complexity and contested nature of our city's history. Culture Division will encourage community cultural organizations to do the same.		Culture Division: Grants, Community Development, Meadowvale Theatre, Celebration Square, Museums External Partners: Community Cultural Organizations, Indigenous Community Partners	In progress
4.1.1.3	Improve information sharing about local history, living heritage and cultural attributes within neighbourhoods (such as through wayfinding, street naming, infrastructure projects, marketing and communications).		Culture Division: Marketing, Community Development, Heritage Planning, Museums Other City Divisions: City-wide External Partners: Heritage Mississauga	Short-term (1-4 yrs)

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
4.1.2	Support activities that are aligned to our unique cultural identity.			
4.1.2.1	Update the grant criteria to target grant investments into festivals and initiatives that are innovative, as well as promote our cultural identity, celebrate the natural environment and our suburban/urban context.		Culture Division: Grants, Creative Industries, Community Development	Short-term (1-4 yrs)
4.1.2.2	Develop a coordinated community development effort with Recreation, Parks & Forestry, and Library Services to engage residents in celebrating the distinctive character of their neighbourhoods.		Culture Division: Community Development, Marketing Other City Divisions: Recreation Library Services, Parks & Forestry, Corporate Communications	In progress
<i>previously approved</i>	Implement outcomes from Story of M's thematic heritage outline for Mississauga and develop annual programming themes that promote and support cultural identity, represent the diverse history, cultures and stories of past and present and connect to the living, natural, environmental and lived heritage. Culture Division will encourage public art on heritage sites that are thematic, temporary, interactive, immersive and digital.	Public Art Master Plan: 34 Heritage Management Strategy: 3(1)	Culture Division: Marketing, Heritage Planning, Museums, Celebration Square, Meadowvale Theatre	Short-term (1-4 yrs)
4.1.3	Facilitate cultural experiences for residents and visitors that are welcoming, inspiring and enriching.			
4.1.3.1	Offer performing art programs outside of the traditional "show" timeslots (for example, senior and children programming and so on).		Culture Division: Meadowvale Theatre, Museums	In progress
<i>previously approved</i>	Expand the museum function beyond the current house museums.	Heritage Management Strategy: 12(3)	Culture Division: Museums	In progress
<i>previously approved</i>	Expand resident and visitor experiences through placemaking and atmospheric programming, outdoor markets, live music, busking and self-directed creative exploration.	Celebration Square Strategy: 2.20	Culture Division: Celebration Square, Museums, Community Development, Creative Industries	In progress

Strategic Priority 5 — Share our story beyond our borders.

Goal 5.1 — Establish a positive cultural identity by creating premium cultural experiences and proactively promoting Mississauga's arts and culture scene.

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
5.1.1	Expand City-organized cultural experiences.			
5.1.1.1	Expand digital programming, including film and music, at Celebration Square and Central Library to showcase artists from across Canada and partner with other City screens in Canada to build promotion, awareness and develop joint programming.		Culture Division: Celebration Square, Creative Industries, Public Art Other City Divisions: Library Services, Information Technology, Corporate Communications	In progress
5.1.1.2	Raise our profile through events, major initiatives and premium cultural experiences at Mississauga Celebration Square, Meadowvale Theatre, Small Arms Inspection Building and the Museums of Mississauga. Culture Division will encourage community cultural organizations to do the same throughout the city.		Culture Division: Celebration Square, Meadowvale Theatre, Museums, Creative Industries External Partners: Visual Arts Mississauga, Art Gallery of Mississauga, Mississauga Symphony Orchestra, Living Arts Centre, Heritage Mississauga, Community Cultural Organizations	Short-term (1-4 yrs)
5.1.2	Support cultural organizations in growing signature events.			
5.1.2.1	Have clear objectives within the Grant Program to grow and develop signature events and initiatives that draw attention beyond our borders.		Culture Division: Grants External Partners: Consult with Community Cultural Organizations	Short-term (1-4 yrs)
5.1.2.2	Implement better coordination between festival/event facilities and major cultural and entertainment providers (such as LAC, Paramount Centre, Mississauga Celebration Square, Meadowvale Theatre and Small Arms Inspection Building) on marketing, promotion and packaging of events and activities to drive tourism efforts.		Culture Division: Meadowvale Theatre, Celebration Square, Marketing, Museums Other City Divisions: Recreation, Corporate Communications External Partners: Living Arts Centre, Tourism Toronto	Short-term (1-4 yrs)

	Recommendation/ Implementation	Supporting Strategies	Roles and Responsibilities	Timeframe
<i>previously approved</i>	Support growth of existing community festivals with the potential to attract tourists.	Celebration Square Strategy: 3.1	Culture Division: Celebration Square, Grants	In progress
5.1.3	Attract new cultural signature events to Mississauga.			
5.1.3.1	Create a cultural attractions fund to incentivize large scale festivals and major cultural events to locate to Mississauga.		Culture Division: Celebration Square, Creative Industries Other City Divisions: Recreation, Corporate Communications	Short-term (1-4 yrs)
5.1.4	Increase and expand cultural tourism efforts.			
<i>previously approved</i>	Align cultural tourism efforts and heritage interpretation (heritage tourism) with the City of Mississauga's Tourism Master Plan and tourism promotion efforts.	Heritage Management Strategy: 23(5)	Culture Division: Culture-wide Other City Divisions: Recreation, Economic Development Office, Corporate Communications, City-wide External Partners: Consult with Heritage Mississauga	Short-term (1-4 yrs)
5.1.5	Develop a marketing and promotional campaign.			
5.1.5.1	Build a PR campaign and marketing strategy that highlights the creative scene in Mississauga and proactively promote Mississauga as a cultural destination and festival site for cultural producers.		Culture Division: Marketing Other City Divisions: Corporate Communications	Short-term (1-4 yrs)
<i>previously approved</i>	Increase public awareness of Mississauga Celebration Square's role within Mississauga, the GTHA and beyond by ensuring clear communications.	Celebration Square Strategy: 6.3	Culture Division: Marketing, Celebration Square, Creative Industries	Short-term (1-4 yrs)
<i>previously approved</i>	Promote Mississauga's Creative Industries sector and reputation through profile raising and marketing activity.	Creative Industry Strategy: 1.1	Culture Division: Marketing, Creative Industries	Short-term (1-4 yrs)

Appendix 3: Methodology and Public Engagement comments

The 2019 Culture Master Plan was developed and led by Culture Division staff.

Unique to the process, in October 2016 Council directed the creation of the Arts, Culture and Heritage Ad Hoc Committee to support and provide feedback into the direction and recommendations of the Plan. This Committee was comprised of the Mayor, five members of Council and seven members of local cultural organizations. See Acknowledgements for full list of Committee Members.

The process for the Culture Master Plan included five distinct phases.

Phase 1: Initial Engagement and Data Gathering (January to March 2017):

- Three focus group meetings with members of the arts community, three public meetings open to residents and the general public and one creative workshop to generate ideas for the future, called the Culture Lab.
- Twitter town hall with community partners, online surveys and “Host Your Own Meeting” toolkit available so that community members could participate in the process if they were not able to attend any public meetings.
- An educational meeting and kick off meeting was organized for the Arts, Culture and Heritage Ad Hoc Committee.

Phase 2: Analysis, Research and Further Engagement (April to July 2017):

- Reviewed and analyzed the feedback that was gathered and lined up priorities with the connected Culture strategies.
- Met with The Mississaugas of the Credit First Nation and the Huron-Wendat Nation.
- Continued meetings with the Arts, Culture and Heritage Ad Hoc Committee to share the feedback and input that was gathered in Phase 1.

- Culture Division Staff conducted comparable research with other external cultural strategies and conducted internal engagement with managers and team leads.
- Consulted internal documents and met with different divisions across the City, including:
 - Ontario Culture Strategy (2015)
 - MyMalton Community Vision Directions Report
 - Vision Cooksville Report
 - Lakeview Local Area Plan
 - Inspiration Port Credit
 - Downtown 21 Plan
 - Parks & Forestry related plans (Port Credit Harbour West Parks; Waterfront Parks Strategy; Natural Heritage and Urban Forest Strategy; Credit River Parks Strategy)
 - Future Directions Master Plans (Library Services, Recreation, Parks & Forestry, Fire and Emergency Services)
 - Transportation Master Plan
 - Parking Master Plan
 - Cycling Master Plan
 - Sport Tourism Strategy
 - Tourism Strategy
 - Climate Change report
 - Demographics report from Future Directions
 - Environics/Forum Environmental Scan
 - Communications Master Plan
 - Citizen Satisfaction Survey

Phase 3: Draft Document and Review Process (August to December 2017):

- Internal meetings with other City departmental teams to review the draft recommendations, including:
 - Economic Development Office
 - Legal Services
 - Corporate Services, including Corporate Communications, Facilities & Property Management, Finance, Human Resources, Information Technology, Revenue Material Management and Legislative Services
 - Planning & Building, including Building, Development and Design, and City Planning Strategies

- Community Services, including Library Services, Recreation, Parks & Forestry, Environment, and Fire and Emergency Services
- Transportation & Works, including Enforcement, Engineering and Construction, Hurontario LRT Project Office, MiWay Transit, Transportation and Infrastructure Planning, and Works Operations and Maintenance
- The Arts, Culture and Heritage Ad Hoc Committee reviewed the draft recommendations.
- The Culture Division presented the draft recommendations to other Committees of Council, including:
 - Heritage Advisory Committee
 - Accessibility Advisory Committee
 - Diversity and Inclusion Advisory Committee
 - Museums of Mississauga Advisory Committee
- The draft recommendations were presented to the public at a Public Open House and online survey to gather further feedback and input.
- The draft document was circulated internally for review.

Phase 4: Draft Culture Master Plan and Internal Review (January – May 2018):

- Incorporated feedback received during Phase 3 from internal and external stakeholders, staff, the public and Committee members.
- The Culture Division presented the draft Culture Master Plan to the Arts, Culture and Heritage Ad Hoc Committee for final review, comments and endorsement.
- Final edits were completed on the draft Culture Master Plan.

Phase 5: Budgeting Process and Final Review (June – December 2018):

- Draft recommendations and implementation plan were reviewed as part of the City's Budgeting and Business Planning process.
- Draft Culture Master Plan business planning process was coordinated with other Community Services Future Directions Master Plans.
- Draft Master Plans were shared with Members of Council and Leadership Team (City Manager, Commissioners and Directors).

- Final Draft was presented alongside other Community Services Future Directions Master Plans to General Council and Council for approval, including:
 - Culture Master Plan
 - Library Services Master Plan
 - Recreation Master Plan
 - Parks & Forestry Master Plan
 - Fire & Emergency Services Master Plan

Outcomes from discussions and feedback received from public meetings, Twitter chat, online surveys and the “Host Your Own Meeting” toolkit responses:

What we heard:

- creatives want more exhibition space for new and emerging artists
- support grass roots cultural experiences, organizations and groups
- all City departments should act through a cultural lens
- City processes should be “artist friendly” to make it easier for creatives to practice and create in Mississauga
- we should celebrate and support existing Mississauga creatives to create and produce their work
- better communication is needed between City departments to support arts, culture and heritage
- Economic Development and Culture Divisions to work together to support cultural activities
- Culture Division staff should sit on various committees, projects, strategies and working groups to provide creative input to City developments
- it is hard to access information about what's going on at the city and it's hard to know how to get support from the City—need a centralized platform to know what's happening where
- there are limits on using City-owned spaces for cultural use—some spaces cannot support creative use or will not support certain creative uses due to limitations of staff, space and infrastructure
- both City spaces and privately-owned spaces are unaffordable
- it is difficult to find out and know which City spaces are available for creative use

- some City staff are not aware of the needs of artists and creatives using the spaces
- spaces are inaccessible by transit
- it is hard to get to many creative spaces such as theatres, exhibition spaces or practice/creation studios
- create hubs or cultural districts in multiple areas of the city and prioritize development of creative spaces for artists
- there are not enough professional level spaces for artists to access, create and exhibit
- increase cultural and artistic expression on the streets, buses and parks to create a daily experience of art and creativity
- help or legislate private business owners to create, develop or improve creative spaces in their buildings
- partner with private businesses, developers and landowners to create more cultural spaces
- ensure accessible spaces for youth—near schools, entertainment areas and in neighbourhoods
- support creative placemaking or pop-up/temporary creative interventions
- support is needed to bridge the gap between amateur and professional creatives
- incubators for creatives would increase their networking, collaboration and partnership opportunities
- there are not enough opportunities for professional development in Mississauga such as grant writing, sponsorship, marketing/awareness, business growth and creating proposals
- more development opportunities needed for youth to explore potential future careers in the arts
- recognize professional creatives as a key part of the creative economy
- support marginalized and diverse/POC artists including those with diverse needs, Indigenous artists and artists that identify as LGBTQ2S
- build models of inclusion and develop opportunities for intersectionality
- ensure we are amplifying the voices of those who are under-represented
- our Indigenous history is missing in Mississauga
- bylaws should be strengthened to better identify and protect heritage sites
- grant funding should be made available to a wider audience for grass-roots cultural activities
- our communities have character that should be celebrated—original villages, farming past, Indigenous roots, diverse ethnicities
- celebrate newcomers and the changing demographics of Mississauga
- welcome and support new residents/artists to the city and provide opportunities to help them to stay in our city
- bring art into local communities so it is accessible to more people
- highlight non-traditional, non-Western cultures and art forms
- more support is needed for community cultural celebrations and events in every part of the city
- special outreach has to be done to connect with newcomers to Mississauga
- events and programs should be promoted outside of our borders
- have a national or international cultural event that will bring people to Mississauga
- expand signature events to other areas of the city (not just the downtown and Port Credit)
- Mississauga should be promoted as a music city, with music festivals that celebrate our musical legacy (history of Oscar Peterson, Southside Shuffle)
- advertise Mississauga outside of the Greater Toronto and Hamilton Area
- use Metrolinx and MiWay to promote arts, culture and heritage
- support groups that host or produce large events to help them reach wider audiences
- Mississauga needs better marketing and tourism resources

- the business community needs to be more involved and engaged with Mississauga's arts, culture and heritage scene
- we need the business community on board to support and help develop, collaborate with and foster arts and culture
- Mississauga needs higher quality cultural experiences in order to attract and keep creatives, business and visitors here
- schools and school boards should be important advocates for developing an interest in arts and culture in children and youth; need to provide more local options for arts, culture and heritage experiences for school programs and excursions

Outcomes from discussions with the Mississaugas of the Credit First Nation and the Huron-Wendat Nation:

The Huron-Wendat Nation:

The Huron-Wendat's interest is primarily in heritage sites and archeological sites where there is a high potential for Huron-Wendat archeological findings.

They want to see protection of Huron-Wendat sites and want to be consulted early in the process for any projects or development that occurs on potential Huron-Wendat sites. Specifically, for archeological assessments they request being consulted at Stage 2 versus Stage 3 and to also have a member of the Huron-Wendat Nation on site to monitor when conducting the assessment. They have an issue with Stage 3 requirements that state to consult the "local First Nations group" because they do not want or feel that any other group represents their interests, nor should they be speaking on behalf of the Huron Wendat Nation.

They strongly recommend Mississauga have an archeological master plan and a management plan on how to deal with archeological resources.

They would like to see better education and celebration of the Huron-Wendat peoples and their history through trail projects, markers, plaques and more that can be created in consultation with the Band Council.

Mississaugas of the Credit First Nations:

Mississaugas of the Credit First Nations (MCFN) need to be recognized as treaty people and the obligations that the group has. Land and treaty acknowledgment is very important (for example, in documents,

at beginning of meetings) to the MCFN to recognize the lands and the territory statements and acknowledge all the people on the lands, even if they are no longer present.

They would like to explore more opportunities for acknowledgement. For example, the City of Toronto has a MCFN flag permanently raised in front of City Hall, the Oakville Communities Foundation has a dedicated mural and there is a bursary named after a former MCFN chief.

The City of Mississauga can acknowledge the MCFN through: visual reminders in public spaces, street name changes (regular reminders) and resources at libraries that are appropriate and related to First Nations. For example, Central Library could have MCFN and First Nations resources related to Canada 150/MCFN public art sculpture installed at Celebration Square.

Reconciliation should be linked back to nature and environment, through plaques, trail markers, placemaking, wayfinding, education opportunities, tour guides and City staff who are trained with Indigenous history and understandings of the people.

The history of the MCFN can be shared through diverse platforms and avenues (for example, information about history of the nations on website, in print form, at libraries and community centres, and on websites). Camps and programs could focus on Indigenous history.

Ensure processes are strengthened and followed. For example engage and consult with MCFN and other Indigenous groups and connect with a designated First Nations member who can follow up and engage their membership.

MCFN wants to be more involved in education and awareness efforts and have a more visible presence within Mississauga and with the City of Mississauga. MCFN would like to have better relationship with the City of Mississauga. They would like to invite City Council to meet with the MCFN to have opportunities for cross-learning.

MCFN welcomes more requests for event participation for either the Chief or for members of City of Mississauga Council (two way participation).

The City of Mississauga needs to have an Indigenous Advisory Board/ Truth and Reconciliation Advisory Board (this is happening in other municipalities but not in Mississauga).

Appendix 4: What We've Accomplished (2009 Culture Master Plan)

The 2009 Plan outlined 44 recommendations; 34 were completed, 5 are in progress and 5 were not started. Many of the recommendations in the first Master Plan were operational and organizational in nature, focused on moving the City of Mississauga's culture agenda forward and were intended to create a strong foundation for the newly formed Culture Division which centralized arts, culture and heritage under one area.

Culture Master Plan (2009) - Recommendations			
No.	Recommendation	Status	Notes
1	That the City of Mississauga increase the per capita financial allocation to cultural organizations, including festivals and celebrations, from \$1.50 to \$3.00 over the next four years beginning in 2009. This will raise the combined Arts and Culture Grants Program and the Festival and Celebrations Grant Program (excluding City owned cultural facility operation costs) by \$940,700 at the end of year four.	Complete	Will be reviewed regularly through our grants program
2	That the City of Mississauga endorse the Mississauga Arts Stabilization Fund and direct the Culture Division to work with corporate and community leadership to facilitate the development of the program.	Not Started, decision not to proceed	City participated in the ArtsVest Program. This recommendation was about creating an additional tool to help organizations in addition to grant support. The program was not developed because there wasn't a need from the community to require stabilization support.
3	That the City of Mississauga pledge an amount of \$300,000 in 2009 to the arts stabilization fund to kick start the fund and set an example to the private sector and other orders of government.	Complete	
4	That the Culture Division convene a roundtable session with representatives of the private sector, voluntary sector and other orders of government to introduce the arts stabilization concept and map out implementation steps.	Not Started	Related to Recommendation #2
5	That the Culture Division convene an information session about arts stabilization with representatives of the arts and culture community and specifically organizations who have received arts and culture grants in 2008.	Not Started	Related to Recommendation #2
6	That the Mayor host a session convened jointly with the Economic Development Office and the Culture Division to brief representatives of Fortune 500 corporations headquartered in Mississauga and any other selected corporate representatives on the benefits of the arts stabilization program and fund raising initiative.	Not Started	Related to Recommendation #2

Culture Master Plan (2009) - Recommendations			
No.	Recommendation	Status	Notes
7	That Museums be moved to the Culture Division.	Complete	
8	That Heritage Planning be moved to the Culture Division.	Complete	
9	That additional heritage planning staff be retained to support a more proactive approach that can meet increasing demands on heritage planning functions.	Complete	
10	That additional financial resources and Museum staff be retained to support expanded programming efforts.	Complete	
11	That the scope of activity of the Heritage Advisory Committee be broadened to include a stronger role in heritage awareness and promotion and that it be provided with adequate levels of staff to support this role.	Complete	Addressed through the Heritage Management Strategy
12	That the Culture Division facilitate a review of the roles and responsibilities of all heritage organizations and areas of collaboration with the library.	Complete	Addressed through the Heritage Management Strategy
13	That the Culture Division take the lead in a study to develop a Celebrations and Festivals Strategy to identify and assess the ways that festivals and celebrations can contribute to the broad cultural development goals of the City, assess ways in which the City can provide non- funding support to festivals and celebrations.	In Progress	Festival Strategy Framework is in development
14	That the responsibilities for festivals and celebrations currently residing in Recreation and Parks be transferred to the Culture Division following the completion of the Celebrations and Festivals Strategy.	In Progress	In progress, to be fully completed with recommendation #3
15	That the City of Mississauga develop a specific policy framework for cultural infrastructure by July 2010 and that no significant decisions be made about cultural facility development until policy framework is in place.	Complete	Culture Infrastructure and Creative Spaces study is in progress
16	Given the City's current position with respect to declining capital reserves, that the priority for capital funding of cultural infrastructure within the funding allocated in the 2008 – 2017 Capital Program forecast be reviewed in 2010 with a view to determining an available amount for cultural infrastructure for the 2011 year through to the end of 2020.	Complete	

Culture Master Plan (2009) - Recommendations

No.	Recommendation	Status	Notes
17	That cultural development in Mississauga be community driven and neighbourhood focused.	In progress	Ongoing through cultural planning and cultural community development initiatives
18	That the cultural infrastructure development capacity be created by the end of 2010	Complete	Ongoing through cultural planning and cultural community development initiatives
19	That the City create expertise in cultural capital outreach and advocacy in the Culture Division to help generate, facilitate and support the multi-party approach that typifies the development of cultural facilities	Complete	Ongoing and integrated into the roles of Cultural Planners, Cultural Community Development and various staff within the Culture Division
20	That the Culture Division collaborate with Facilities & Property Management to ensure the creation of a specialized capacity for data collection and monitoring of cultural facilities and capital projects, and that the data be integrated with other City GIS initiatives.	Complete	
21	That a budget allocation in the order of \$100,000 be allocated for external resources for capacity building. A further allocation will be required to address the lack of communication related to cultural facility development and utilization. Communications vehicles such as interactive websites may be part of a larger communications strategy for the entire cultural sector. A budget allocation will be required.	Complete	
22	That a ten-year forecast for investment spending for the development of new cultural facilities be prepared for inclusion in the City's 2011 capital budget.	Complete	
23	That a ten-year forecast for investment spending to repair and adaptively reuse existing facilities be prepared by July 2010 for inclusion in the City's 2011 capital budget	Complete	
24	That Mississauga commission an independent study to review the LAC and make recommendations about its future role within the context of the Culture Master Plan. This should be completed by the end of 2009.	Complete	

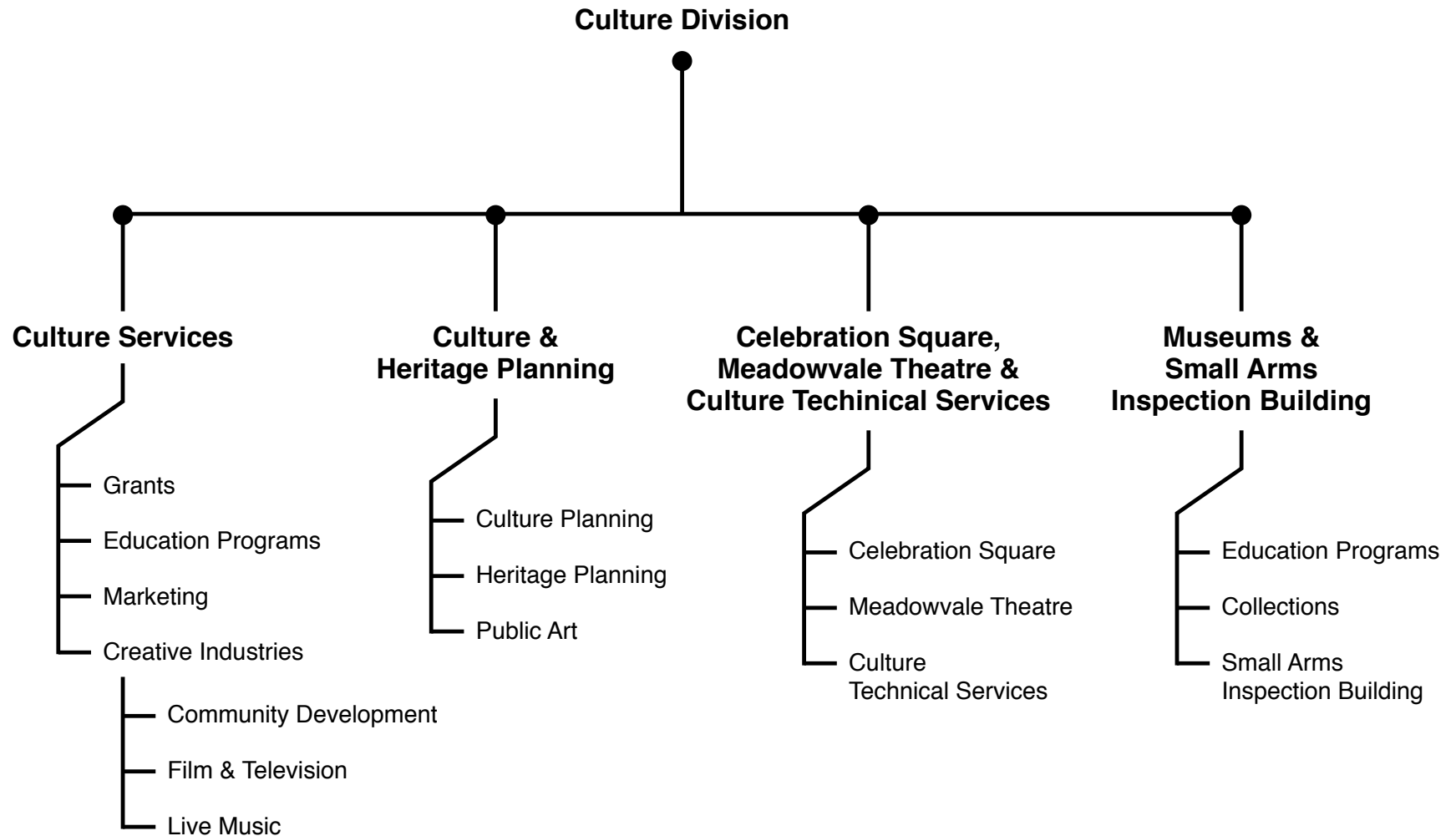
Culture Master Plan (2009) - Recommendations			
No.	Recommendation	Status	Notes
25	That a five year review of the Culture Master Plan be undertaken by the Culture Division beginning in 2014.	Complete	Culture Division has completed several other studies and strategies since 2014 that are the foundation for the new Culture Master Plan
26	That the City establish an interdepartmental culture team to support collaborative working relationships and provide advice on measures to effectively use cultural resources to achieve the City's strategic objectives.	Complete	Ongoing; culture staff representatives are included on interdepartmental project and special initiative teams across the City
27	That the name of the Office of Arts and Culture be changed to the Culture Division	Complete	
28	That the Culture Division reach into the community to develop a network of cultural partnerships and that it reports in the Cultural Report Card (see Recommendation #33) the number of cultural partnerships that have been created and how effective they are as participants in cultural policy development and decision-making.	Complete	
29	That the Culture Division facilitate a review of leadership roles and responsibilities in the arts sector in collaboration with the Mississauga Arts Council.	Complete	Addressed in the scope of the Arts, Culture and Heritage Ad Hoc Committee
30	That the Culture Division work with Geomatics and Information Technology to maintain and improve the cultural resource database (CRD) on an ongoing basis.	Complete	
31	That the Culture Division develop a business plan that identifies the resources required to implement and maintain the cultural database and mapping initiative including support for the Cultural Mapping Partnership, a regular cultural indicators report card, and the development of online maps (E-maps).	Complete	
32	That the Culture Division convene a Cultural Mapping Partnership as the vehicle for ongoing collaboration between all major stakeholders of the cultural database and mapping initiative, including data providers, data holders and application developers from City departments, the private and community sectors.	Complete	

Culture Master Plan (2009) - Recommendations

No.	Recommendation	Status	Notes
33	<p>That the Culture Division report on a regular basis (every year) beginning in 2010 on:</p> <ol style="list-style-type: none"> 1. the number and distribution by planning district of cultural facilities and spaces owned by the City, not for-profit and private sector. 2. the number of employees by cultural sector (e.g. creative core, cultural industries, creative services) 3. employment in CCES as percentage of total employment in Mississauga 4. the number of enterprises that are in the CCES as a percentage of total enterprises in Mississauga 5. the number of enterprises in creative core, cultural industries and creative services 6. revenue generated by the CCES as a percentage of City GDP 7. revenue leveraged from increased funding for cultural organizations and events 8. the number of cultural resources in each planning district/ward 9. the number of hours public cultural spaces and facilities are in use as a percentage of the time they are available 10. the number of and attendance at City funded cultural events 11. the number of new events (including festivals and celebrations) funded by the City 12. per capita investment in culture comparing Mississauga with other selected cities 	Complete	
34	That the Culture Division convene a sub- working group of the Cultural Mapping Partnership, comprised of representatives of Geomatics, IT, Economic Development, Recreation and Parks and Policy Planning as required to facilitate the development of a cultural resource application for E-maps. The goal is to have a functioning application on the Mississauga website by 2010.	Complete	
35	That the Culture Division convene a working group to develop an interactive culture website that will be a central hub for cultural news and events, including a portal to the E- maps application for cultural resources.	Complete	
36	That the Culture Division select a cultural node as the site for a pilot project to test the use of planning tools, incentives, supports and partnerships to support cultural resources and activities in a specific community.	Complete	

Culture Master Plan (2009) - Recommendations			
No.	Recommendation	Status	Notes
37	That the Culture Division convene a pilot project advisory group with representatives from at least Park Planning, Planning & Building (Policy Planning, Zoning, Development and Design); Transportation & Works (Parking, Engineering and Works); Legal Services and the City Manager's Office and local representatives (BIA, Residents' Association, local elected official) to provide advice and support to the pilot project.	Complete	
38	That the interdepartmental culture team receives a presentation on the parking strategy and subsequent area studies to understand the barriers to cultural development created by parking and how they can be addressed by more flexible parking strategies.	In Progress	Will be reviewed following the completion of the Parking Master Plan
39	That the interdepartmental culture team receives a presentation on a strategy for review of the sign by-law to determine if exemptions to enable posterage within cultural nodes could be made and whether the process of acquiring a permit, when a permit is necessary, could be streamlined.	Not Started	Will be referred to the Special Event Advisory Team
40	That the Culture Division retain a Public Art coordinator to implement the Public Art Policy	Complete	
41	That the Culture Division work with City departments to create pilot project opportunities for artists from a wide range of disciplines to contribute to the design of public infrastructure projects from their onset (e.g. BRT, LRT, waterfront parks, Riverwood, roadways and intersections).	Complete	
42	That the Culture Division lead the project advisory group in looking at ways to use planning tools to secure affordable and accessible live/work space for artists and cultural organizations in Mississauga.	In progress	Will be addressed with the new Culture Master Plan
43	That the Culture Division work with MBEC to promote MBEC's services to the cultural community and explore adapting MBEC's business information and professional consultation services to the needs of artists and creative entrepreneurs.	Complete	
44	That the Culture Division work with the Mississauga Arts Council (MAC) to clarify roles and responsibilities with an emphasis on MAC providing services to individual artists and representing their concerns and issues to the Culture Division.	Complete	Addressed in the scope of the Arts, Culture and Heritage Ad Hoc Committee

Appendix 5: Culture Division Organization Chart



Appendix 6: List of 2017 Arts and Culture City-Funded Groups

2017 Arts and Culture Grant Program:

- Art Gallery of Mississauga
- Canadian Arabic Orchestra
- Chamber Music Society of Mississauga
- Cow Over Moon Children's Theatre
- Frog In Hand
- Heritage Mississauga
- Living Arts Centre in Mississauga
- Mississauga Arts Council
- Mississauga Big Band Jazz Ensemble
- Mississauga Camera Club
- Mississauga Children's Choir
- Mississauga Chinese Arts
- Mississauga Choral Society
- Mississauga Festival Choir
- Mississauga Festival Youth Choir
- Mississauga Potters Guild
- Mississauga Symphony Orchestra
- Sampradaya Dance Creations
- Sawitri Theatre Group
- Streetsville Historical Society
- Theatre Unlimited
- Visual Arts Mississauga
- Youth Troopers for Global Awareness

2017 Cultural Festivals and Celebrations (CFC) Grant Program:

- Bollywood Monster Mashup (MonstrARTity Creative Community)
- Canada Day Together Festival (Canada Day Together Festival)
- Carassauga Festival (Carassauga Festival)
- Fiesta Ng Kalayaan (Kalayaan Filipino Cultural Organization)
- Irie Music Festival (Irie Music Festival)
- Malton Celebrates Canada Day (Malton BIA)
- Mississauga Fashion Week (Beauty Against Brutality)
- Mississauga International South Asian Film Festival (Mississauga International South Asian Film Festival)
- Mississauga Latin Festival (Canadian Latin Heritage Association)
- Mississauga Polish Day (Canadian Polish Congress)
- Mississauga Waterfront Festival (Mississauga Waterfront Festival)
- Mosaic – South Asian Heritage Festival (Canadian Community Arts Initiative)
- MuslimFest (Festive Currents)
- Paint the Town Red (Paint the Town Red Port Credit Community Association)
- Port Credit Busker Fest (Port Credit BIA)
- Southside Shuffle Blues and Jazz Festival (Southside Shuffle Blues and Jazz Festival)
- Streetsville Canada Day Celebration (Streetsville BIA)
- Streetsville Christmas in the Village (Streetsville BIA)
- Streetsville Founder's Bread and Honey Festival (Streetsville Founder's Bread and Honey Festival)



City of Mississauga

Corporate Report



Date: October 31, 2018

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
December 5, 2018

Subject

2019 Future Directions Draft Fire & Emergency Services Master Plan Update

Recommendation

That the draft recommendations contained in the 2019 Future Directions Draft Fire & Emergency Services Master Plan, appended to the Corporate Report dated October 31, 2018 from the Commissioner of Community Services entitled "2019 Future Directions Draft Fire and Emergency Services Master Plan Update," be referred to a public information centre for public education.

Report Highlights

- The 2019 Future Directions Draft Fire Master Plan has a five to ten year planning horizon with a twenty-one year outlook to 2041
- The master plan assesses current and future capital and service delivery opportunities
- The master plan addresses intensification and growth and provides specific directions the City should pursue to ensure adequate supporting infrastructure
- The implementation is phased over the five to ten year planning horizon following ongoing validation and capacity to fund

Background

Future Directions is the Master Plan document that directs the provision of facilities, services and programs for Fire & Emergency Services. To remain relevant and effective the Master Plan is updated every five years. Last reviewed in 2014, the Master Plan is currently under review and will help guide the direction for Fire & Emergency Services over the next five to ten years with a 20 year outlook. The final plan will include an implementation plan that is considered to be practical, measurable and within the budget framework. MFES faces challenges when it comes to balancing public safety with demands of a growing community. The most effective way

General Committee	2018/10/31	2
-------------------	------------	---

of addressing issues is to classify fire safety concerns into a risk model. MFES conducted a Community Comprehensive Risk Assessment (CRA) for the city of Mississauga that identified all of the risks as they pertain to Fire and Emergency Services. In addition to defining all risks present within the city, the CRA also outlined the relative magnitude of these risks. The CRA informs this Master Plan and consequently the recommendations are reflective of the community risk reduction strategies identified in the assessment.

Below is an outline of the key phases and timelines for the Fire and Emergency Services Master Plan.

Project Methodology and Timelines

Time Frame	Project Phase
Aug 2017-May 2018	Information gathering and completion of risk assessment and other background studies
May 2018-Aug 2018	Staff and Council engagement
Mar 2018-Sept 2018	Draft report, financial assessment and review process
Dec 5, 2018	Draft interim report to General Committee
Feb 2019	Final report to Council for approval

Demographics

Age

Specific age groups are at a higher risk from fire related incidents. Canada's aging population has been recognized as one of the most significant demographic trends in the nation. Based on preliminary post-census estimates from Statistics Canada, on July 1, 2015, for the first time ever, there were more Canadians over the age of 65 (16.1 per cent of the population) than there were children aged 0 to 14 (16.0 per cent). Seniors (those 65 years and over) are considered to represent one of the highest fire risk groups across the province based on the proportion of fire fatalities. Seniors account for a much higher percentage of fire fatalities than their proportion of the population.

Ethics and Cultural Considerations

English is the primary language spoken in 62.7 per cent of households in Mississauga. The city has a greater proportion of households that speak multiple languages at home (9.8 per cent) compared to the province as a whole (4.5 per cent). It is notable that in the city there are over 211,000 households (or 27 per cent) that speak a single language at home that is neither English nor French. The top three spoken languages are Urdu, Punjabi, and Polish. This is an important consideration for fire safety messaging.

General Committee	2018/10/31	3
-------------------	------------	---

Population Shift

The population within a community can shift at various times during the day or week and throughout the year. Population shift can be a result of a number of factors, including employment, tourism and education. A tourism-based population shift can result in an increased risk due to overnight tourism accommodation (sleeping), which can impact the demand for fire protection services. One way to measure this population shift is based on traffic counts. Within the Greater Toronto and Hamilton Area, there is a transportation census conducted that provides insight into the travel habits of residents in the region called the Transportation Tomorrow Survey (TTS). The TTS reports on such topics as how many trips are made to a location. The most recent TTS reporting year (2011) indicates that, in a 24-hour period, 1,574,000 trips were made to Mississauga. Of those trips, 85 per cent were in a personal vehicle (as driver or passenger) and 27 per cent (roughly 425,000 trips) were for the purposes of going to work or school in Mississauga (from outside the city). Based on these metrics, it suggests that at a minimum 425,000 people are coming to Mississauga during a typical weekday. Similarly, in a twenty-four hour period, 1,612,338 trips were made from Mississauga. Of these, 85 per cent were in a personal vehicle (as the driver or passenger) and 26 per cent (roughly 427,000 trips) were for work or school purposes. This suggests that a minimum of 427,000 people leave Mississauga each weekday. The analysis indicates that the number of users on Mississauga's road network is greatly affected by these daily population shifts, and a higher risk may be present during peak commuting times.

The following are further details of the key directions within the Draft Fire and Emergency Services Master Plan. A full list of recommendations are contained within the appended 2019 Future Directions Fire and Emergency Services Draft Interim Report (See Appendix 2).

Comments

Areas of Focus:

Education

The reason public education is a priority in the Fire Master Plan is because data collected indicates the risks in residential (Group C) occupancies can be best mitigated through public education. Residential structure fires in the city represent 74 per cent of all fire calls, 83 per cent of all injuries and 100 percent of all fire fatalities. Based on data from the past five years, 46 per cent of fire calls did not have a working smoke alarm on the fire floor. A targeted public education program will include new risk based programming developed by fire public educators and delivered by both fire prevention and life safety staff as well as on duty fire suppression staff. The goal is to ensure people are equipped with all the information they need to prevent fires and the tools to ensure safe evacuation should a fire occur.

Code Enforcement

A proactive fire safety inspection program will be implemented which will ensure new buildings meet Building Code requirements and existing buildings meet Fire Code requirements. All

General Committee	2018/10/31	4
-------------------	------------	---

occupancies (excluding single family dwellings) will be inspected at a frequency that reflects the occupancy risk. See table below:

Occupancy Type	Inspection Frequency
Assembly occupancy	Biennial
Institutional occupancy. (Currently legislated to conduct proactive inspections annually)	Annual
Residential occupancy. Midrise is 6-12 storeys	Annual
Residential building over 12 storeys	Annual
Business and personal services occupancy	Biennial
Industrial occupancy - High hazard	Annual
Factory industrial uses- Moderate hazard	Biennial
Warehousing and storage facilities- Moderate to Low hazard	Biennial

Engineering

Given the importance of safety and compliance with industry standards, MFES will develop a unit that will be primarily responsible for the testing and evaluation of all fire staff. The focus will be to conduct testing on a more frequent basis in order to maintain competencies and integrate new requirements.

A full lifecycle review of all major equipment will assist in the development of a more rigorous lifecycle replacement plan and improve equipment reliability.

The assessment and use of emerging technologies to reduce response time, ensure accuracy of data capture, and assist with environmental protection is an ongoing trend in the industry. When augmented by appropriate resourcing and good policy, technology can be extremely effective in improving service.

Emergency Response

The objective is to ensure trained fire suppression staff are available to respond in the event that the prevention and mitigation steps are not enough. The National Fire Protection Association standard for travel time, for first arriving vehicle of a team of four firefighters arriving on scene, is four minutes 90 per cent of the time. Currently MFES meets this standard 61 per cent of the time (as of December 2017).

Historically travel time increases one per cent per year due to intensification and traffic congestion. To mitigate this trend MFES will implement the recommendations of the Infrastructure Renewal Strategy which addresses facility placement of both new and existing stations. The apparatus type and quantity of the fleet will be reviewed to ensure the optimal deployment model is achieved.

General Committee	2018/10/31	5
-------------------	------------	---

Economic Incentives

Economic incentives are intended to improve and encourage fire safety compliance and/or raise public awareness. These include such things as charging fees and/or penalties for lack of compliance, as well as providing opportunities or reduced fees for individuals who make the necessary changes in order to comply or reduce potential risk. A more aggressive application of penalties for non-compliance will also be a priority.

Capital Infrastructure Requirements

The MFES goal is to have stations located so that the response time for the first arriving vehicle from a station to the location of an incident can occur in four minutes or less, 75% per cent of the time. Other considerations in an effective deployment model are:

1. Intensification/Growth: The city is also undergoing rapid intensification and future growth predictions indicate that there are areas, including the City Centre, that will see significant vertical growth.
2. Risk: Community risk factors such as high risk occupancies, high risk behaviour and a combination of the two are factors in station location and deployment.
3. Geography: Rivers, bridges, arterial roadways and rail lines are natural barriers that can impede travel time.
4. Traffic congestion: Historically, response time has increased by one per cent per year as a result of increased traffic congestion.

In 2017/2018, MFES conducted an Infrastructure Renewal Strategy to help inform decisions regarding the optimal location of fire stations across the city to best support a more risk-based deployment model.

The Master Plan recommends five new fire stations over a 10 year planning cycle. This does not include fire station 120 at Hurontario and Fairwind Drive which is currently funded and in the design phase.

Priority areas across the city were identified where some or all of the following conditions existed:

- Higher risk occupancies/population
- High volume of calls
- Historically deficient response times
- Future growth implications

The following geographic areas have been identified as a priority and where new fire stations are recommended (listed in priority sequence).

General Committee	2018/10/31	6
-------------------	------------	---

1. **Dundas and Cawthra:** (Ward 3) this area has been identified as a priority because it has high call volumes, a significant number of high and moderate risk occupancies and historically has a high number of calls that do not meet travel time standards.
2. **Collegeway and Winston Churchill:** (Ward 8) this area is identified as a priority based on existing deficiencies, current population and community risk. This is an area where the community risk is higher, as a large portion of the occupancies are residential and consist of a mix of single family dwellings and low-to-medium rise multi-unit buildings.
3. **Tenth Line and Battleford:** (Ward 9) this area has been identified as a priority area based on existing response deficiencies and future growth opportunities. It has a number of high and moderate risk occupancies.
4. **Southdown and Truscott (Lorne Park):** (Ward 2) this area is identified as a priority based largely on existing response deficiencies. This is a large geographic area and access can often be challenging for emergency response vehicles.
5. **Mavis and Dundas:** (Ward 7) this area has been identified as a priority as there are a significant number of calls that do not meet the travel time standards. There are also a substantial number of high-rise/high risk occupancies that are either directly in this response area or would be serviced by this station in an adjacent response area.

The fire stations recommended above along with Fire Station 120 at Hurontario and Eglinton (currently being constructed) and a new station in the North Lakeview area will allow MFES to meet a four minute travel time **75% of the time within the next 12 years.**

Balancing Priorities

The response time standard in NFPA 1710, 2016 recommends a four minute travel time 90% of the time. In order for MFES to reach four minutes 90% of the time, an additional 24 fire stations would be required. NFPA provides options for fire departments to achieve equivalency by employing other systems, methods or approaches to meet the intent of the standard.

In the interest of balancing public safety with fiscal responsibility, the recommendations outlined in this master plan consider both a targeted approach to public education and a proactive fire inspection program to augment emergency response. This will help bridge the differential between 75% and the NFPA standard of 90%.

Public Information Centre

There will be a public information centre which will be held on:

- December 11, 2018, from 6:00pm – 9:00pm at the L.C Taylor Auditorium, Mississauga Valley Community Centre; and
- December 13, 2018 from 6:00pm – 9:00pm at the Youth/Senior Room, Meadowvale Community Centre.

In addition to the public information centre, the Master Plan will be posted at <https://yoursay.mississauga.ca/yourfuture>.

General Committee	2018/10/31	7
-------------------	------------	---

Environmental Sustainability

The 2019 Future Directions Master Plan for Fire & Emergency Services supports the City's Living Green Master Plan and Climate Change mitigation and/or adaptation efforts.

The Corporate Climate Change Risk Assessment along with MFES internal Community Comprehensive Risk Assessment identifies increasing precipitation and resulting flooding as a primary risk for fire and emergency services as it directly impacts the volume of calls, response time and vehicle maintenance. During a major rain or snow storm the number of calls related to vehicle collisions and sprinkler system malfunctions increases. Response time is often negatively impacted as a result of poor road conditions. The use of salt and brine on the roads to melt snow and ice can cause rust issues for the front-line vehicles. In order to mitigate the impacts of increased precipitation, MFES is in the process of purchasing new front-line vehicles that will replace much older vehicles. These vehicles will be more durable construction and will be rust coated to prevent increased maintenance issues and greenhouse gas emissions are expected to be much lower. Also, as mentioned above, the new infrastructure and deployment model is expected to reduce response time city wide.

Strategic Plan

The 2019 Future Directions Master Plan for Fire and Emergency Services supports the City's Corporate Strategic Plan as its recommendations will advance the City Wide Strategic pillars through many of the programming recommendations.

Belong:

- Developing targeted fire safety education programming based on risks identified in the Comprehensive Risk Assessment to meet the needs of the community

Connect:

- Expanding the Proactive Fire Safety Inspection Program and identifying appropriate inspection cycles to ensure compliance with the Ontario Fire Code
- Expanding public education programming to target higher risk demographics based on results of the Comprehensive Risk Assessment

Prosper:

- Combining both operations and fire prevention staff to conduct fire safety inspections on all mercantile, commercial and industrial occupancies on an appropriate inspection cycle that will ensure safety systems are in place and operate as intended

Green:

- Considering LEED principles when building new and retrofitting existing buildings
- New front line vehicles that will reduce greenhouse gas emissions

Financial Impact

The financial impact of the Master Plans will be addressed in subsequent stages of the project. The implementation and funding of initiatives will be subject to approval of the annual budget and business plans.

General Committee	2018/10/31	8
-------------------	------------	---

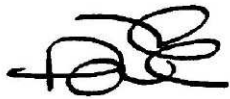
Conclusion

The Master Plans respond to themes of: intensification; population growth; changing demographics; effective service delivery; environmental sustainability; and Strategic Plan alignment. The next steps in the planning process include the development of the Implementation Plan which will be included in the final report, anticipated in January 2019.

Attachments

Appendix 1: Appendix 1 - Service Area Map

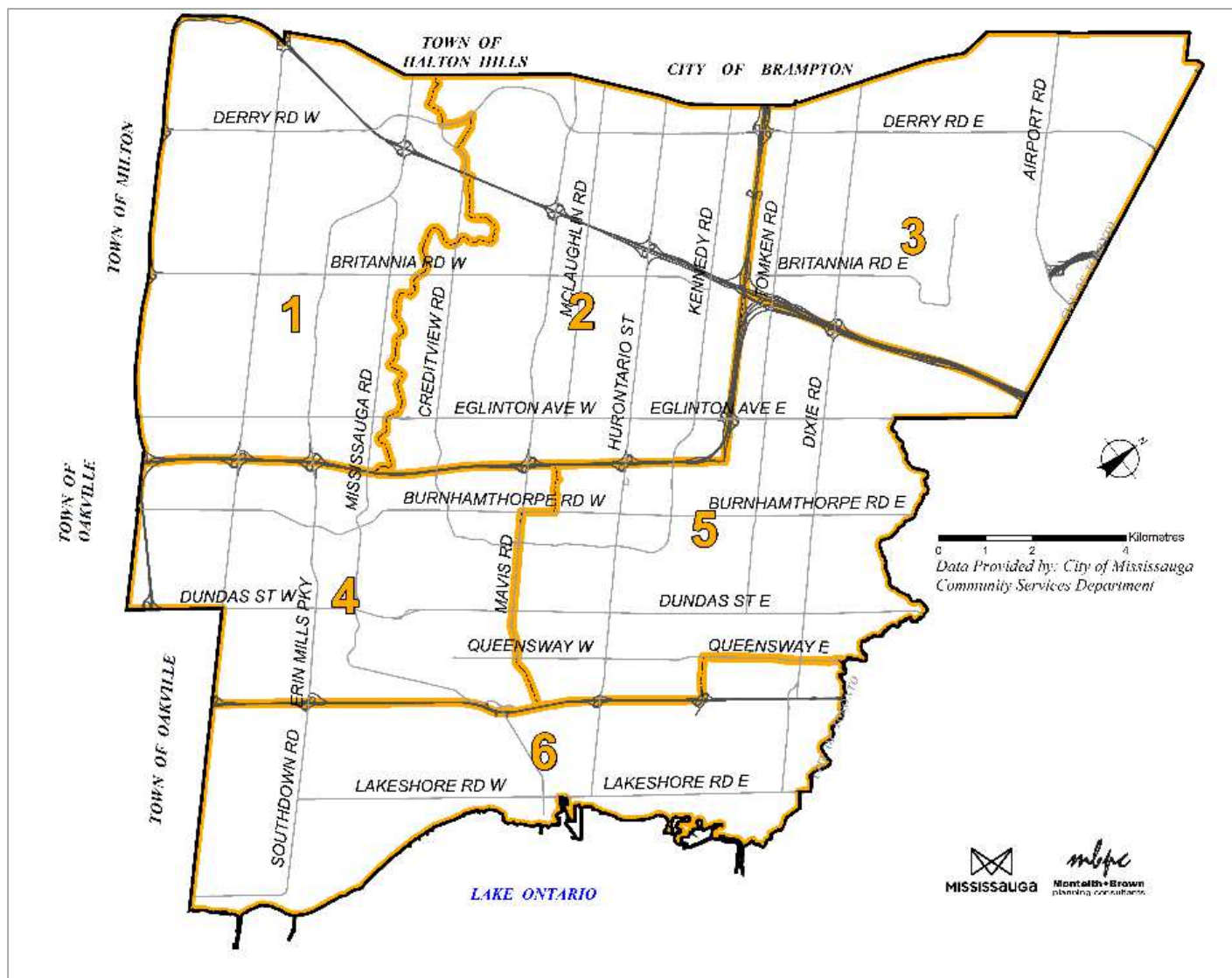
Appendix 2: Appendix 2 - 2019 Future Directions Fire Draft Interim Report



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

Prepared by: Tracey Martino, Executive Officer

Appendix 1: City of Mississauga Service Area Boundaries





2019 Fire and Emergency Services Master Plan

[THIS PAGE HAS INTENTIONALLY BEEN LEFT BLANK]



Acknowledgments

Mississauga City Council

Bonnie Crombie	Mayor
Jim Tovey	Ward 1
Karen Ras	Ward 2
Chris Fonseca	Ward 3
John Kovac	Ward 4
Carolyn Parrish	Ward 5
Ron Starr	Ward 6
Nando Iannicca	Ward 7

Matt Mahoney	Ward 8
Pat Saito	Ward 9
Sue McFadden	Ward 10
George Carlson	Ward 11
David Cook (Interim Councillor)	Ward 1
Stephen Dasko (Councillor Elect)	Ward 1
Dipika Damerla (Councillor Elect)	Ward 7

Steering Committee

Paul Mitcham	Commissioner, Community Services
Tim Beckett	Fire Chief, Fire and Emergency Services
Michael Cleland	Director, Environment
Paul Damaso	Director, Arts & Culture
Shari Lichterman	Director, Recreation
Jodi Robillos	Director, Parks & Forestry

Lori Kelly	Director, Library Services
Jeff Jackson	Director, Finance and Treasurer
Maurice Swaby	Manager, Business Planning

Project Core Team

Tracey Martino	Executive Officer, Fire and Emergency Services
Mary Bracken	Supervisor, Environment Initiatives, Environment
Mojan Jianfar	Planner, Culture
Kelly Reichheld	Manager, Sport & Community Development
Teresa Kerr	Planner, Parks & Forestry

Sue Coles	Manager, Library Facilities & Operations
Mai Lu	Business Consultant, Library Services
Mike Menary	Manager, Library Planning & Analysis
Debbie MacDonald	Business Advisor, Business Planning
Arlene D'Costa	Business Advisor, Business Planning

Acknowledgements (continued)

Project Resource Staff

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

Staff no longer with the City of Mississauga

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

We would like to thank all the residents, stakeholders and organizations that participated by providing input through our surveys and various consultation events. We truly appreciate your time and input. We would also like to thank all City staff who contributed directly and indirectly to the completion of this Plan. This Plan would not have been possible without your assistance.

Table of Contents

Executive Summary	i	Building Contents	34
Introduction	12	Historic or Culturally Important Buildings	34
Purpose of the Plan.....	12	Road Networks and Highways	34
Overview of Objectives/Methodology	12	Toronto Pearson International Airport	35
Achievements over the Past Five Years	13	Hazard Identification	36
Plan Foundation	15	Economic Impact	36
Community Risk	15	Key Areas of Focus	38
Linkages to City Strategic Direction	15	Capital Infrastructure Requirements	41
Demographics	17	Facilities	41
Industry Trends	19	Equipment.....	48
Background Studies	21	Vehicles	48
Delivering the Service	23	Recommendations	51
Current Service Delivery	23	Education.....	51
Trends by Occupancy Classification	26	Enforcement	54
Civilian Fire Deaths and Injuries	27	Engineering.....	55
Fire Cause.....	27	Economic Incentives.....	57
Ignition Source	29	Continuous Improvement	60
Smoke Alarms	29		
Fire Suppression Systems	31		
Building Stock	32		
Building Age and Construction.....	33		
Building Height and Area	34		

List of Tables

Table 1: Planned Growth Areas	16	Table 8: Presence of Sprinkler System (MFES call data 2013–2017).....	31
Table 2: Fire Fatalities by Age Group (Ontario)	17	Table 9: OBC Major Occupancy Classifications.....	32
Table 3: Top 10 Non-Official Languages Spoken at Home	18	Table 10: Building Age and Period of Construction Overview	33
Table 4: Proportion of Structure Fires by Major Occupancy Classification (2003–2015).....	26	Table 11: Emergency Calls per Road Type	35
Table 5: Fire Cause (Mississauga/Province)	28	Table 12: Existing Fire Station Infrastructure	41
Table 6: Sources of Ignition (Mississauga/Province) (2003–2015)	29	Table 13: Concentration Actuals (Current Conditions).....	42
Table 7: Smoke Alarm on Floor or Suite of Fire Origin	30	Table 14: Concentration Targets by Risk Type	42

List of Figures

Figure 1: Project Methodology Chart	12	Figure 12: Estimated Revenue by Dissemination Area.....	37
Figure 2: City Planned Urban Structure	16	Figure 13: 2014 Existing First Response	43
Figure 3: Call Volume by Year	23	Figure 14: 2017 Existing First Response	43
Figure 4: Emergency vs. Non-Emergency Calls	23	Figure 15: Existing Concentration High-Rise (Depth of Response).....	44
Figure 5: Average Call Volume by Time of Day.....	24	Figure 16: Future Planning Areas	47
Figure 6: Travel Time Performance	24		
Figure 7: Average Annual Call Volume by Response Type.....	25		
Figure 8: Percentage of Calls by Call Type	25		
Figure 9: Number of Structure Fires by Occupancy and Year.....	26		
Figure 10: Proportion of Structure Fires in Residential Occupancies (Mississauga and Province).....	27		
Figure 11: Distribution of Property Stock by Major Occupancy Classification	32		

2019 Fire and Emergency Services Executive Summary

1

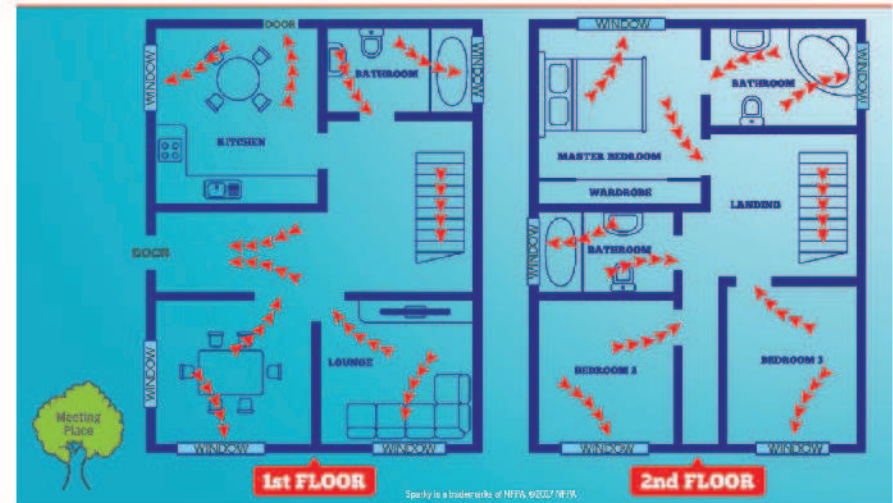
2

3

4

5

6



7

8

9

10

11

12

13

14

15



Emergency Response

MFES is an all hazards response fire department and responds to more than 30,000 incidents annually. These incidents include: fires, medical emergencies, hazardous materials, gas leaks, water, ice and high angle rescue, public assistance, carbon monoxide incidents and motor vehicle collisions. The existing Establishing and Regulating Bylaw establishes the standards to which MFES staff are trained to respond. The bylaw reflects industry professional standards.



Fire Ground Training at the Garry W. Morden Centre

The provision of emergency services relies heavily on the ability of front line operations staff to respond quickly. National Fire Protection Association (NFPA) 1710 is the standard for the organizing and deployment of fire suppression, emergency medical and special operations for career fire services. NFPA standard is as follows:

- Distribution (First Arriving vehicle): 240 seconds (four minutes) or less travel time for an initial arriving team of four firefighters 90 per cent of the time

- Concentration (Depth of Response): 480 seconds (eight minutes) or less travel time for the arrival of 26 or more firefighters for high risk, 15 or more firefighters for moderate risk and four or more firefighters for low risk occupancies 90 per cent of the time
- Concentration (Depth of Response) for High Rise High Risk Occupancies: 610 seconds (10 minutes, 10 seconds) or less travel time for the arrival of 39 or more firefighters to a high-rise occupancy 90 per cent of the time (a new standard that has been included in the 2016 edition of NFPA)

Facility placement is a significant factor in the ability to meet the distribution target. The appropriate distribution of fire stations across the city is the only way to affect travel time.

Key Observations:

- MFES meets the NFPA 1710 travel time target 60 per cent of the time under current conditions.
- Response time across the city has increased by one per cent per year as a result of growth related variables such as density and traffic congestion.
- There are 326 identified vulnerable occupancies classified as **high risk**.
- There are 548 high hazard industrial properties classified as **high risk**.
- There are 347 buildings with a height in excess of 18 metres, which are defined as high-rise buildings and are classified as **high risk**.
- Future growth plans consider additional high-rise occupancies.

16

17

18

19

20

21

22

23

24

25



Funding the Master Plan

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

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

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

Partnerships

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

Federal and Provincial Grants

The City receives funding from both Federal and Provincial levels of government. Much of this funding is targeted to specific programs by the

granting authorities, and every effort is made to use these funds for our priority projects.

Development Charges

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

Capital Reserves

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

Debt Financing

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

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

Introduction

Section 1:

Introduction

Purpose of the Plan

The study is citywide in scope and includes an overview of Mississauga Fire and Emergency Services (MFES) facilities, programs and services. The MFES *Future Directions* Master Plan is being developed to guide the City of Mississauga in the delivery of fire and emergency services over a 10-year period (to the year 2028). In some cases, a longer-term outlook is considered to ensure that short-term actions support longer-term requirements.

The Fire Chief is responsible to Council under Part 2, Section 3 of the *Fire Protection and Prevention Act* (FPPA). “A fire chief is the person who is ultimately responsible to the council of a municipality that appointed him or her for the delivery of fire protection services.” This means that it is the responsibility of the Fire Chief to inform Council of the needs and circumstances of the city as it pertains to the delivery of fire services. This Master Plan is intended to provide Council with information on the existing conditions, key areas of focus and recommendations for future service delivery so that they may set the level of service.

This Master Plan is informed by key background studies—most significantly the Comprehensive Risk Assessment (CRA) that identifies and assesses all of the existing risks within the community, as well as how they impact future emergency service delivery. The recommendations in this Master Plan reflect the risk reduction strategies outlined in the CRA.

Overview of Objectives/Methodology

The primary objective of this Plan is to provide MFES stakeholders with a document that contains achievable and measureable recommendations that will improve customer service and be the basis from which future

policies and decisions will be made. The MFES Master Plan also considers policies and recommendations set out by other municipal documents such as the City’s Official Plan, other planning and community growth strategies such as Inspiration Lakeview, Downtown 21, Port Credit and the Light Rail Transit (LRT) initiatives.

The key driver behind the recommendations in this document is the reduction of risk. The plan relies heavily on the information gathered and compiled in the Comprehensive Risk Assessment (CRA). The study considers demographics, geography of the city, types of occupancies, current and historic emergency data, and economic /financial impacts.

Figure 1: Project Methodology Chart



“A fire chief is the person who is ultimately responsible to the council of a municipality that appointed him or her for the delivery of fire protection services.” (Part 2, FPPA)

Achievements over the Past Five Years

Over the past five years, MFES has embarked upon a number of initiatives aimed at improving fire safety and customer service:

- Relocated two existing fire stations in partnership with the Peel Regional Paramedic Services
- Opened two LEED certified facilities (Garry W. Morden Centre – LEED Silver, Station 119 – LEED Gold)
- Introduced an EpiPen Program (all front-line vehicles carry EpiPens)
- Increased number of completed building permit applications by Fire Plans Examiners (23 per cent increase since 2014)
- Reduced the amount of time front-line apparatuses are out of service for repair (10 per cent reduction) through a Lean review
- Implemented a proactive fleet lifecycle and equipment maintenance program
- Initiated a 48-hour turnaround time to respond to fire safety complaints generated by the public and suppression crews
- Expanded community outreach through the development of Camp Ignite to introduce firefighting to teenage girls

Fire and Emergency Services Mission

To protect life, property and the environment in Mississauga from all perils guided by the three lines of defense: public education, prevention and emergency response.



Supporting the EpiPen Program

Fire and Emergency Services Vision

To be a Global Leader in Fire Service & Life Safety Excellence

Plan Foundation

Section 2:

Plan Foundation

Community Risk

The primary goal of this Master Plan is to provide MFES stakeholders with an understanding of the programming and resources required to reduce, mitigate or eliminate community risk as it relates to fire and emergency services.

The process of assessing community risk is receiving increased attention within the fire protection industry in North America. The risk assessment process has become fundamental to the planning and delivery of fire and emergency services that match the “needs and circumstances” of the community as defined by the *Fire Protection and Prevention Act*, 1997, (FPPA) and the Council approved Establishing and Regulating Bylaw. Quantification of risks within Mississauga will assist MFES in integrating risk considerations into the planning and delivery of fire protection services. This includes fire prevention, public education and emergency response services such as fire suppression (firefighting).

The most current document outlining the process of developing a risk assessment is the “National Fire Protection Association (NFPA) 1730 Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations (2016 Edition).” NFPA 1730 outlines seven profiles that should be used to understand risk within the community: demographics, geography, building stock, past fire loss, response, hazards and economics.

MFES has completed a Comprehensive Risk Assessment (CRA) following the guidelines provided by NFPA 1730, NFPA 1300 and Vision 20/20. The CRA informs this Master Plan and consequently the recommendations are reflective of the community risk reduction strategies identified in the assessment.

Linkages to City Strategic Direction

NFPA 1730 considers building density as a key factor for understanding potential fire risk. For the purposes of this Plan, building density is considered to include core areas (downtowns) and other areas that include exposure risk. Closely spaced buildings (typical of historic downtown core areas), newer infill construction, or highly urbanized communities like Mississauga have a higher risk of a fire spreading to an adjacent exposed building. A fire originating in one building could easily spread to neighbouring structures due to the close proximity. The close proximity of buildings can also impede firefighting operations due to the limited access for firefighters and equipment. Adoption of the Ontario Building Code (OBC) and the Ontario Fire Code (OFC) has required spatial separations, as well as the use of fire retardant materials and construction methods to reduce the fire risks. Older developments, as well as new infill, can have increased exposure risk due to density.

The Official Plan has identified a number of urban structure components including Downtown, Major Node, and Community Nodes. These areas in particular have different density targets for both jobs and population than the rest of the city. These areas are more likely to have a higher density of both buildings and people compared to the general neighbourhood structure; they are targets of intensification. Some areas, including the waterfront such as Port Credit, are in transition and growing. Corporate centres and employment areas reflect clusters of employment and industrial based buildings.

The planned urban structure of the city that is shown in Schedule 1b of the Official Plan (Figure 2) illustrates a number of core areas in the city. Mississauga is projected to experience population and employment growth, which will be targeted to these key areas and directed through a range of policy, studies and reports. This master plan considers the future risk related elements of these studies as it pertains to fire and emergency services.

2019 FIRE AND EMERGENCY SERVICES MASTER PLAN

Study/Plan Name	Potential Planning Consideration for MFES
Vision Cooksville	<ul style="list-style-type: none"> Downtown Cooksville will add 7,000 people in 2,700 new housing units, and 1,000 jobs over the next 20 years. Housing opportunities and choices include a range of housing options such as new low-rise, midrise, high-rise residential and mixed-use buildings.
Inspiration Lakeview	<ul style="list-style-type: none"> Forecasted to accommodate a range of 15,000 to 20,000 residents through 8,000 housing units and an additional 7,000 to 9,000 jobs. Residential developments will include townhouses (up to four storeys) including traditional, stacked and back-to-back stacked; mid-rise (five to eight storeys); and taller building elements up to 15 storeys.
Port Credit West Village	<ul style="list-style-type: none"> Estimated additional 2,500 housing units through a range of housing forms, including townhouses, condominiums.
Downtown 21 Master Plan	<ul style="list-style-type: none"> Downtown Mississauga is a provincially identified Urban Growth Centre slated for high density population and employment. Proposed land use includes residential with a range of options: townhouse and high- and low-rise development, employment, and mixed use.
Hurontario Main LRT Project	<ul style="list-style-type: none"> Will bring rapid transit to the Hurontario corridor with 22 stops. This project is currently in the planning and design phase.

Demographics

To complete the demographic analysis, information and analysis was completed by Environics Analytics (EA). The Environics DemoStats Report reflects 2016 data. These estimates are generated using econometric, demographic, and geographic models and informed by data sources such as the 2011 census, National Household Survey, current economic indicators, and immigration statistics. Where applicable, 2011 Statistics Canada data was used to supplement the DemoStats 2016 data.

Population and Age

Population and age are key risk factors. Specific age groups are at a higher risk from fire related incidents. (e.g., seniors and youth). Canada's aging population has been recognized as one of the most significant demographic trends in the nation. Based on preliminary postcensal estimates from Statistics Canada, on July 1, 2015, for the first time ever, there were more Canadians over the age of 65 (16.1 per cent of the population) than there were children aged 0 to 14 (16.0 per cent). Seniors (those 65 years and over) are considered to represent one of the highest fire risk groups across the province based on proportion of fire fatalities as shown in **Table 2**. Seniors account for a much higher percentage of fire fatalities than their proportion of the population.

13.6% of the population in Mississauga are aged 65 and over and are at an increased risk of experiencing a fatality in a residential fire.

21% of the population in Mississauga is aged 50 to 64, representing a future risk.

Table 2: Fire Fatalities by Age Group (Ontario)

Category	Age	% of Provincial Population	% of Fire Fatalities
Children/Youth	<=14	17%	7%
Adults	15–64	68%	60%
Seniors	>=65	15%	33%

Source: Office of the Fire Marshal and Emergency Management (OFMEM) Fire Statistics for 2004–2013 and 2011 census data.

Fire and Emergency Services must assess community fire risk in order to prioritize service delivery. One of the groups that are a high priority is vulnerable individuals. These people can have mobility limitations, cognitive limitations, or can be persons with developmental disabilities.

Vulnerable individuals and/or occupancies require particular focus from a fire and emergency service provider, as often these individuals are unable to assist themselves in the event of a fire. From an occupancy perspective, vulnerable occupancies fall into Care or Detention (Group B) occupancies. It is important to note that a vulnerable occupancy is always occupied by vulnerable individuals. However, *not all* vulnerable individuals reside in a vulnerable occupancy.

Within Peel Region the vast majority of seniors reside in a health care or related facility, which would be defined as Group B – Care or Detention occupancies, and 64.2 per cent of those people reside within Mississauga.



Community Public Fire Safety Education

Ethnic and Cultural Considerations

English is the primary language spoken in 62.7 per cent of households in Mississauga. The city has a greater proportion of households that speak multiple languages at home (9.8 per cent) compared to the province as a whole (4.5 per cent). It is notable that in the city there are over 211,000 households (or 27 per cent) that speak a single language at home that is neither English nor French. Of those single, non-official languages spoken at home, the top ten languages used at home in Mississauga are shown in **Table 3**. The top three spoken languages are Urdu, Punjabi, and Polish.

MFES continuously looks for ways to get fire safety messages out to residents whose first language or language of choice is not English.

Table 3: Top 10 Non-Official Languages Spoken at Home

Non Official Languages Spoken at Home in Mississauga	Total # of Households	% of Non-Official Languages Spoken at Home based on Total Household Population
Urdu	25,227	11.9
Punjabi	19,701	9.3
Polish	16,529	7.8
Arabic	14,950	7.1
Chinese n.o.s.	11,266	5.3
Mandarin	10,405	4.9
Spanish	10,382	4.9
Tagalog	10,156	4.8
Cantonese	8,883	4.2
Tamil	8,424	4.0
Total Household Population		211,195

Source: Environics Demo Stats 2016

Population Shift

The population within a community can shift at various times during the day or week and throughout the year. Population shift can be a result of a number of factors, including employment, tourism and education. In some municipalities, residents regularly leave the community for employment. In other municipalities, non-residents may come into the community for employment. Other communities may be major tourist and vacation destinations, resulting in large population shifts related to seasonal availability of tourism activities. A tourism-based population shift can result in an increased risk due to overnight tourism accommodation (sleeping), which can impact the demand for fire protection services.

Another impact of population shift is an increase in traffic and the related risk of motor vehicle collisions. Common festivals or events in Mississauga that may provide a tourism draw include the Mississauga Waterfront Festival and Carassauga Festival (Festival of Cultures).

Celebration Square downtown near Square One is a notable and unique venue for both festivals.

With Mississauga's unique position as Canada's sixth largest city and goods movement hub, it is reasonable to expect that the majority of the population shift in the city is due to employment.

One way to measure this population shift is based on traffic counts. Within the Greater Toronto and Hamilton Area, there is a transportation census conducted that provides insight into the travel habits of residents in the region called the Transportation Tomorrow Survey (TTS). The TTS reports on such topics as how many trips are made to a location. The most recent TTS reporting year (2011) indicates that, in a 24-hour period, 1,574,000 trips were made to Mississauga. Of those trips, 85 per cent were in a personal vehicle (as driver or passenger) and 27 per cent (roughly 425,000 trips) were for the purposes of going to work or school in Mississauga (from outside the city). Based on these metrics, it suggests that at a minimum 425,000 people are coming to Mississauga during a typical weekday. Similarly, in a twenty-four hour period, 1,612,338 trips were made from Mississauga. Of these, 85 per cent were in a personal vehicle (as the driver or passenger) and 26 per cent (roughly 427,000 trips) were for work or school purposes. This suggests that a minimum of 427,000 people leave Mississauga each weekday.

The analysis above indicates that the number of users on Mississauga's road network is greatly affected by these daily population shifts, and a higher risk may be present during peak commuting times.

This has a significant impact on the number and complexity of motor vehicle collisions on both city streets as well as highways. In 2016, MFES responded to almost 3,000 motor vehicle collisions.



Downtown Mississauga

Industry Trends: Achieving Community Safety Guided by the Three Lines of Defence

The fire and emergency service industry (driven by mandates from the OFMEM) has adopted a more proactive approach to fire safety by putting an emphasis on public fire safety education combined with the enforcement of fire safety standards and applicable codes. Where fire prevention measures cannot mitigate risk appropriately to meet the needs and circumstance of the community, emergency response is the failsafe.

Public Fire Safety Education

Proactive public fire safety education is critical to community safety. MFES delivers a variety of public education programs. These programs are delivered by both public education officers who specialize in developing and delivering fire safety programs, as well as fire suppression crews who interact with the community on a daily basis. Public education programs are designed for everyone, from young children to seniors. The overall objective of these programs is to educate the public on the dangers of fire, provide information to prevent fires and—in the unfortunate instance a fire does occur—provide the tools to ensure safe evacuation.

By law, smoke alarms are required on every storey of a dwelling in the province of Ontario. Smoke alarm programs are also one of the required services to be provided by a fire department as per the *Fire Protection and Prevention Act*, 1997. As a result, smoke alarm programs and compliance are a key component of public education and fire prevention activities provided by municipal fire departments across the province.

Data over the five years indicates that 46 per cent of fire calls do not have a working smoke alarm on the fire floor.

Fire Safety Standards and Enforcement

The enforcement of both the Ontario Fire Code and the Ontario Building Code is taken very seriously. It is the responsibility of a property owner to ensure they comply with appropriate regulations and statutes. Property owners who fail to ensure that their properties meet the minimum standards of fire and life safety will be charged under the *Provincial Offences Act* and are subject to penalties as outlined in the *Fire Protection and Prevention Act*, 1997. MFES has fire inspectors who conduct fire safety inspections to ensure buildings are safe and comply with the Ontario Fire Code. These inspections are currently completed on complaint or request. MFES is legislatively responsible for conducting fire safety inspections to ensure public safety. The frequency of inspections directly impacts the level of fire safety and code compliance of properties. Of particular concern are vulnerable occupancies (Group B - retirement homes and care and treatment facilities). All vulnerable

occupancies within Mississauga are fully inspected annually as per provincial legislation and in 2016 mock fire drills were conducted to ensure compliance.

Fire Inspectors are also responsible for fire investigations. Investigations are conducted to determine the area of origin and cause. This information can be used in the prevention of similar incidents, as well as in developing fire safety education programming.

Fire Plans Examiners review all building permit applications to ensure that the fire and life safety requirements are in compliance with the Ontario Building Code and the Ontario Fire Code.

Emergency Response

Emergency operations personnel respond to emergency and non-emergency calls. These include fires, medical emergencies, motor vehicle accidents, public hazard situations, elevator rescues and water rescues.



Fire Incident

Risk Based Planning

The National Fire Protection Association (NFPA) 1730 Annex B provides a guide to the development of a Community Risk Assessment. The intention is establish risk profiles that will allow municipalities assess risk based on community profiles. These include: demographics, geography, building stock, past fire loss, response, hazards and economics.

In 2015 the Office of the Fire Marshal and Emergency Management (OFMEM) conducted a comprehensive review of the City of Mississauga's fire prevention and public safety services. The review evaluated the City's compliance with the fire prevention legislative requirements as per the *Fire Prevention and Protection Act* (FPPA). One of the resulting recommendations from the OFMEM's review identified the need for a Comprehensive Risk Assessment (CRA) - "*The Municipal Council of the City of Mississauga shall ensure the completion and annual update of a comprehensive fire risk assessment.*"

The risk assessment process has become fundamental to the planning and delivery of fire and emergency services that match the "needs and circumstances" of the community as defined by the *Fire Protection and Prevention Act*, 1997 (FPPA).

Medical Response

Over the years, the fire service has become a valuable contributor to pre-hospital care. Response time is critical in most medical emergencies. In many cases firefighters are in the best position to respond quickly and provide critical care as fire stations are strategically placed throughout a community and can provide a faster initial response.

MFES is part of a tiered response agreement with the Peel Regional Paramedic Service (PRPS) that defines the types of medical emergencies that MFES will respond to in order to provide the best

possible outcome for patients. This is an area of focus, as medical calls represent 46 per cent of the MFES total call volume (four per cent higher than the province of Ontario average).

Background Studies

A number of documents and provincial policies affect Mississauga's growth and must be taken into account during the preparation of this Master Plan. MFES has also proactively undertaken numerous studies and analyses to understand the needs of the community. The Master Plan will be used to guide planning and decision making. To be effective, this Plan must align with corporate objectives, as well as divisional specific plans. Pertinent provincial legislation has also been reviewed as part of the planning process.

Provincial Legislation

Ontario Planning Act
Ontario Building Code
Ontario Fire Code
Growth Plan for the Greater Golden Horseshoe

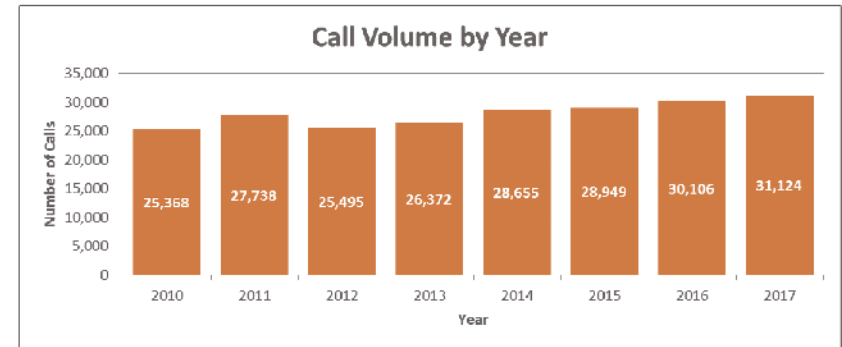
Strategic Policy Documents

City of Mississauga Strategic Plan
Peel Region Official Plan
Mississauga Official Plan
MFES Comprehensive Risk Assessment
MFES Infrastructure Renewal Strategy

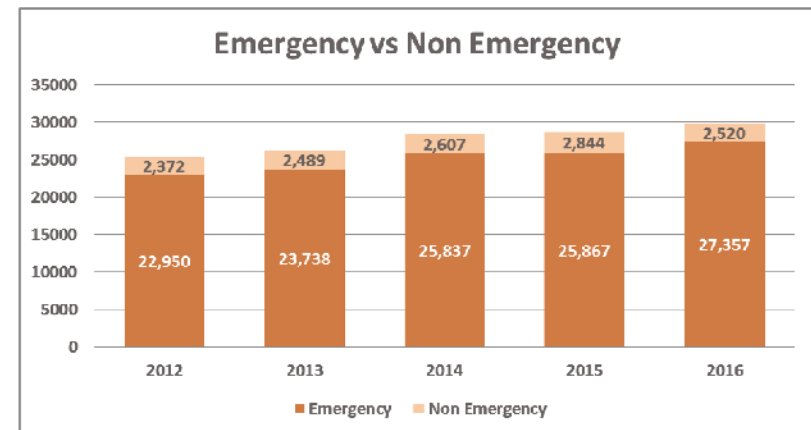
Other Documents

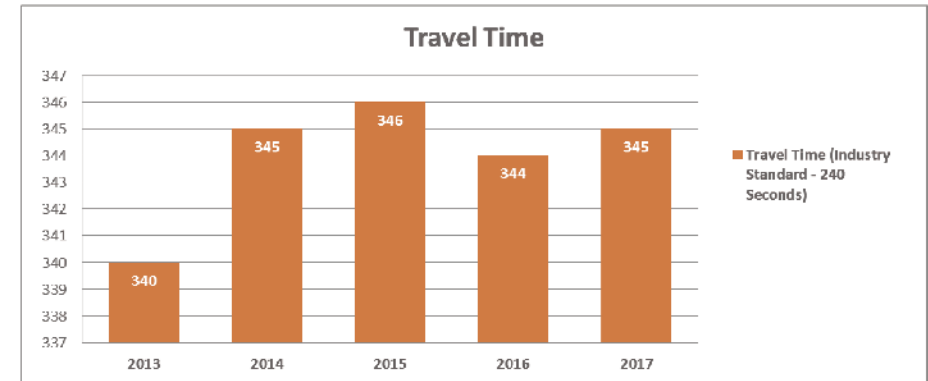
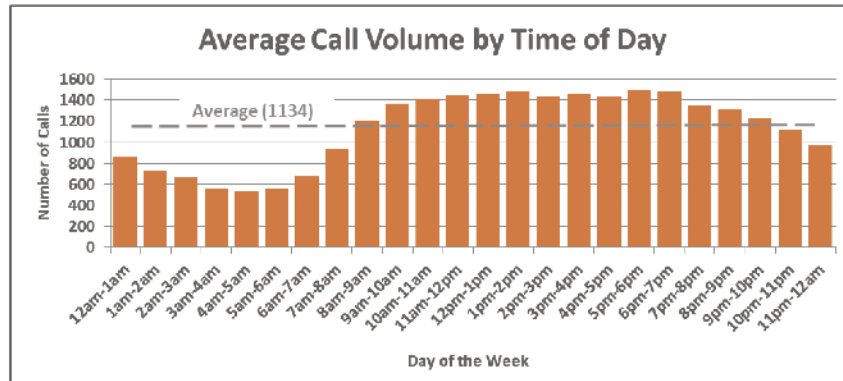
Downtown 21 Master Plan
Vision Cooksville Plan
Inspiration Lakeview Plan
Port Credit West Village Plan

Delivering the Service

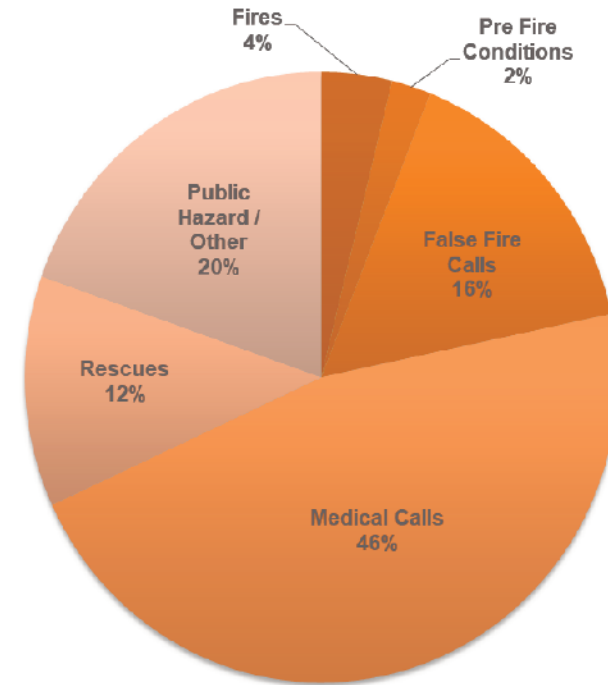
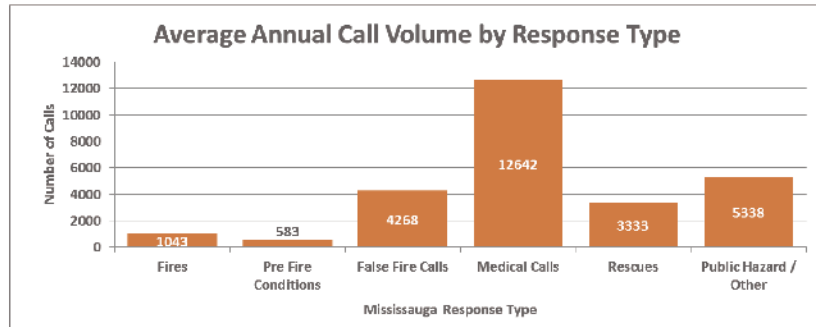


Over 90% of the calls received over the last five years are dispatched as emergency calls





Travel Time Performance does not currently meet the travel time target established by NFPA 1710 (industry standard).



In medical related emergencies, rapid, efficient and effective delivery of emergency medical response for life threatening 911 calls is a critical element in patient survivability. Patient outcomes are dependent on the speed with which trained personnel can arrive at the scene. In many cases, patients not only require immediate lifesaving treatment, but they may also require physical rescue, protection from the elements and scene safety. The fire service is structured to address all of the above simultaneously and is positioned to complement and enhance the EMS delivery system across Ontario, thus significantly improving patient outcomes.

Analysis of historical fire loss and fire call data provides valuable insight into understanding the specific trends within a community. Assessing the key factors of life safety risk and fire risk in relation to provincial statistics provides a foundation for evaluating where specific programs or services may be necessary.

Trends by Occupancy Classification

To assess the fire loss by occupancy classification, data accessed through the OFMEM's Standard Incident Reporting (SIR) was analyzed from 2003 to 2015. Based on this analysis, **Table 4** illustrates the proportion of total structure fires by property classification within Mississauga and Ontario from 2003 through 2015. During the 12-year period, the city and the province exhibit similar distributions of structure fires across the occupancy classifications. Approximately 66 per cent of the fire loss within Mississauga occurred within Residential (Group C) occupancies.

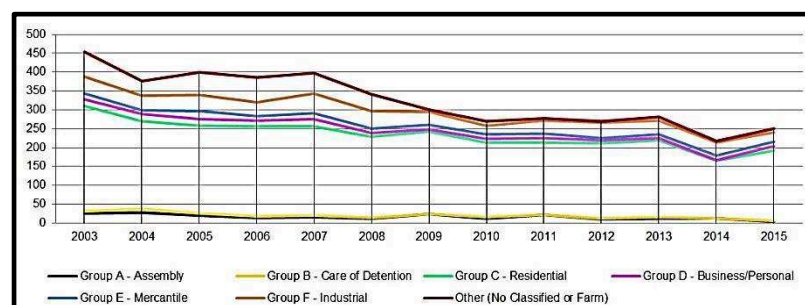
The largest discrepancy between the provincial and local distributions was within Industrial (Group F) occupancies. Industrial fires account for 11.6 per cent of fire loss in Mississauga, whereas the provincial average is 7.3 per cent.

One of the primary goals of MFES over the next five years is to develop and implement public education programming targeted to occupancies that have been identified as key risk areas.

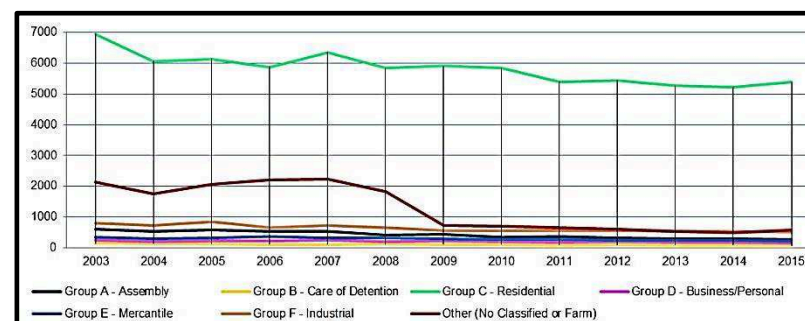
Table 4: Proportion of Structure Fires by Major Occupancy Classification (2003–2015)

Occupancy Classification	# of Fires (Mississauga)	% of Structure Fires (Mississauga)	% of Structure Fires (Province of Ontario)
Group A - Assembly	214	5.1%	4.9%
Group B - Care of Detention	40	0.9%	1.3%
Group C - Residential	2781	65.9%	66.3%
Group D - Business/Personal	160	3.8%	2.4%
Group E - Mercantile	157	3.7%	3.4%
Group F - Industrial	488	11.6%	7.3%
Other (not classified or farm)	380	9.0%	14.5%
Total	4220		

Figure 9: Number of Structure Fires by Occupancy and Year



Mississauga – Occupancy Classification

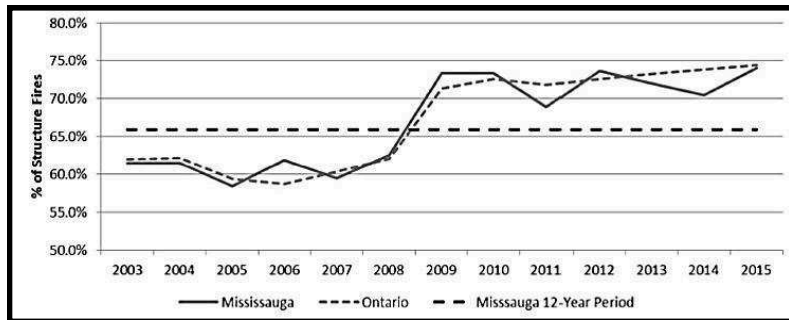


Province of Ontario – Occupancy Classification

Figure 9 illustrates the year to year changes in the number of structure fires by occupancy classifications. There are two key observations that can be made when looking at this information. First, the overall number of structure fires within both Mississauga and the province is declining even as the population continues to grow. Within the city, from 2003 to 2015 there was a 45 per cent decrease in the number of structure fires (454 to 250). The province has seen a similar trend with a decrease in structure fires by 36 per cent over the 12-year period. The decrease in the number of structure fires can be linked to greater optimization of the first two lines of defence (i.e., fire prevention and public education) and revised legislative standards.

The second key observation illustrated in **Figure 10** is the change in proportion of Residential (Group C) occupancies from 2003 to 2015. While the overall number of structure fires has decreased, the proportion of structure fires occurring in Residential (Group C) occupancies has increased both within the city and the province. The most recent reporting year (2015) saw the highest proportion of fires occurring in Residential (Group C) structure fires, in both the city and the province, at 74.0 per cent and 74.4 per cent respectively.

Figure 10: Proportion of Structure Fires in Residential Occupancies (Mississauga and Province)



Civilian Fire Deaths and Injuries

Reviewing historic fire deaths or injuries by age and gender of victims can provide insight for the purposes of targeted community risk reduction programs. These trends can be used to inform programming. As explored in the demographic section above, seniors represent the highest proportion of fire fatalities in Ontario and males are more likely to be injured from a fire or lose their life in a fire.

Between 2003 and 2015 there have been 156 injuries and 21 fatalities in Mississauga. Within both the city and the province, the overwhelming majority of injuries and fatalities occurred in Residential (Group C) occupancies. In the city, 83.3 per cent or 130 injuries and 100 per cent or 21 fatalities occurred in Group C occupancies. In the province, 87.7 per cent or 6,057 injuries and 93.7 per cent or 989 fatalities occurred in Group C occupancies.

While the overall number of structure fires has decreased, the proportion of structure fires occurring in Group C – Residential occupancies has increased both within the city and the province

Fire Cause

The NFPA defines fire cause as “the circumstances, conditions, or agencies that bring together a fuel, ignition source, and oxidizer (such as air or oxygen) resulting in a fire or a combustion explosion” (NFPA Glossary of Terms 2013). There are four categories of cause outlined within SIR data used to classify the cause of a fire. These include intentional, unintentional, other, and undetermined. The “intentional” category recognizes the cause of a fire to be started for a specific reason. These are typically classified as arson fires, and can be related to acts of vandalism, or to achieve personal gain through insurance. As indicated in **Table 5**, within the city, 18.4 per cent of the fires reported from 2003 to 2015 were intentional compared to 13.8 per cent in the province.

The “unintentional” category recognizes such things as playing with matches and equipment failures (see Table 5). In both the city and the province, unintentional causes account for the majority of all structure fires (60.6 per cent and 60.2 per cent respectively). This suggests a need for targeted education programs about fire causes and prevention.



Fire Incident

Table 5: Fire Cause

Intentional		
	# of Fires	% of Fires
Vandalism	587	13.90%
Arson	191	4.50%
Intentional-Other	0	0.00%
Unintentional		
	# of Fires	% of Fires
Misuse of ignition source	1,390	32.90%
Mechanical/Electrical failure	608	14.40%
Design/Construction/Maintenance deficiency	221	5.20%
Undetermined	149	3.50%
Other undetermined	140	3.30%
Children playing	36	0.90%
Vehicle Collision	13	0.30%
Other - Undetermined		
	# of Fires	% of Fires
Other	326	7.70%
Undetermined	558	13.20%
Unknown, not reported	1	0.00%

Of the fires occurring within Mississauga from 2003 to 2015, the city has a higher proportion of fires overall that were caused intentionally compared to the province (18.4 per cent versus 12.8 per cent). Other key observations are:

- 14.4 per cent of fires were caused by mechanical/electrical failure (slightly higher than the province average at 13.8 per cent).
- 32.9 per cent of fires were caused by misuse of ignition source, (slightly higher than the province average at 29.9 per cent).
- 13.9 per cent of fires were determined to have been intentionally caused through an act of vandalism (significantly higher than the province average of just 6.0 per cent over the same period).

Ignition Source

Table 6 illustrates the fire loss by source of ignition based on an analysis of the data provided by the OFMEM for the city and the province. Of the fires occurring within Mississauga from 2003 to 2015, 27.8 per cent of fires occurred as a result of cooking equipment as the ignition source.

Table 6: Sources of Ignition (Mississauga/Province) (2003–2015)

Reported Ignition Source	City of Mississauga		Province of Ontario	
	# of Fires	% of Fires	# of Fires	% of Fires
Cooking Equipment	1,171	27.8%	18,463	16.2%
Undetermined	1,052	24.8%	29,363	25.7%
Open Flame/Tools/Smokers Articles	521	12.4%	17,158	15.0%
Miscellaneous	348	8.3%	11,925	10.5%
Electrical Distribution	292	6.9%	10,130	8.9%
Other Electrical/Mechanical	242	5.7%	4,138	3.6%
Heating Equipment, Chimney, etc.	185	4.4%	9,849	8.6%
Appliances	175	4.2%	4,799	4.2%
Lighting Equipment	163	3.9%	4,541	4.0%
Processing Equipment	56	1.3%	1,488	1.3%
Exposure	14	0.3%	1,886	1.7%
Not Reported	1	0.0%	340	0.3%
Total	4,220	100.0%	114,080	100%

In 27.8% of fires the ignition source was cooking equipment which is almost two times higher than the Provincial average.



Fire Safety

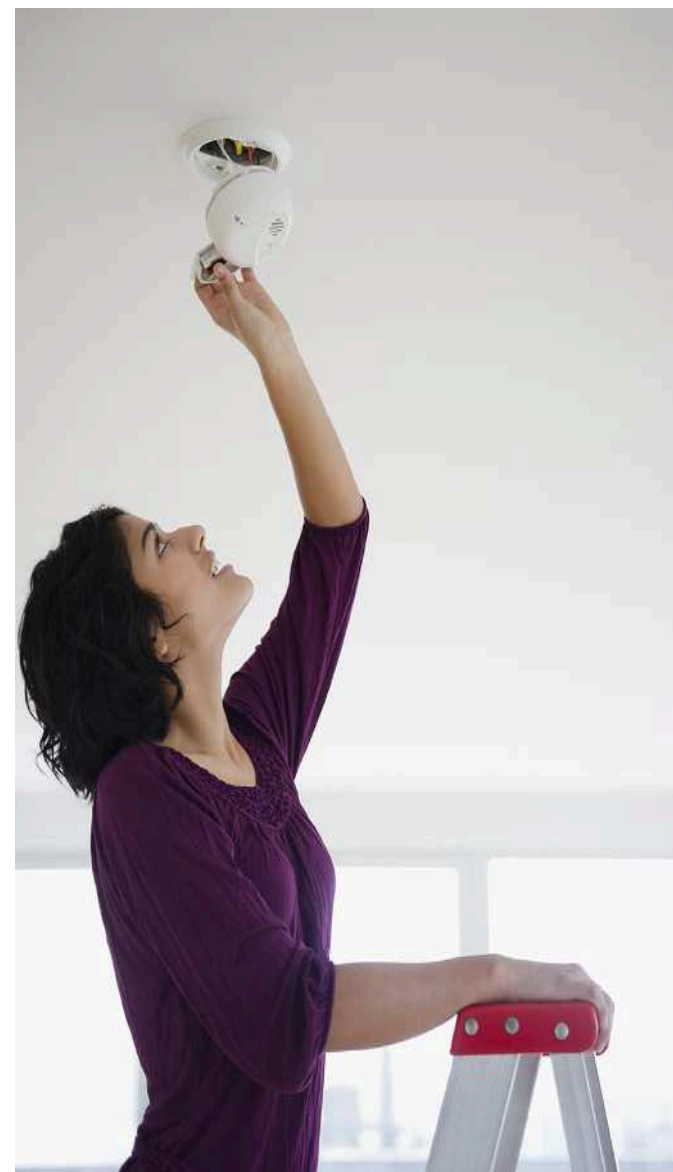
Smoke Alarms

Currently MFES provides some reporting on the smoke alarm status and fire alarm system presence and activation with the fire call data. In regards to smoke alarms in a typical residential dwelling, **Table 7** shows the number of times a smoke alarm was present and operating on the floor or in the suite of fire origin over the past 5 years. In 2017, 36 per cent of the calls did not have a smoke alarm on the fire floor and a further 13 per cent of occurrences the smoke alarm was present but did not operate. This means that in nearly half of the analyzed calls, there was not an operational smoke alarm present.

Table 7: Smoke Alarm on Floor or Suite of Fire Origin

Status	2013	2014	2015	2016	2017	TOTAL	%
No smoke alarm	96	89	99	96	88	468	32%
Smoke alarm present and operating	114	92	92	128	74	500	34%
Smoke alarm present, did not operate	43	46	40	31	35	195	13%
Smoke alarm present, operation undetermined	13	7	9	8	6	43	3%
Smoke alarm presence, undetermined	53	48	55	48	46	250	17%
Grand Total	319	282	295	311	246	1456	100%

Data over the past 5 years data indicates that in 46% of the instances, there was either no smoke alarm present, or it was not operational in the room where the fire started.



Check your smoke detector

Fire Suppression Systems

Fire suppression systems are essentially automatic systems that extinguish fires without human intervention, such as fire sprinklers. These systems can detect fires using a variety of methods including heat sensors, wiring, or manual detection. These systems are required in Group F – Industrial occupancies that may have a high fuel load, result in a large fire loss, or be home to hazardous materials.

In 2013, Ontario became the first province to require the phasing in of fire suppression systems in any and all long-term care facilities or other facilities that vulnerable occupants call home. Previously, fire suppression systems were only required in facilities built in Ontario after 1998. These are important systems that help prevent the loss of life and property as they act quickly to slow down fire progression and provide time for occupants with mobility or cognitive issues to evacuate.

Understanding the status of a fire suppression system in the case of a fire can be used as a check regarding prevention (e.g., inspection) activities. Although the data is not available as part of SIR at either a municipal or provincial level, the OFMEM requires fire departments to report on the presence of fire suppression system status in every structure fire they attend.

Table 8 illustrates the presence of a sprinkler system. It was reported that in the majority of instances (65 per cent), no sprinkler system was present. It should be noted, however, that it does not distinguish between whether a sprinkler system is mandatory in that occupancy or not.

Table 8: Presence of Sprinkler System (MFES call data 2013–2017)

Sprinkler System Present	2013	2014	2015	2016	2017	TOTAL	%
Full Sprinkler System Present	51	56	44	55	65	271	18%
Partial Sprinkler System Present	18	19	23	26	16	102	7%
No Sprinkler System Present	212	170	205	198	205	990	65%
Undetermined	37	37	23	32	35	164	11%
Grand Total	318	282	295	311	321	1527	100%



Sprinkler Systems must be operational

Sprinkler systems are mandatory in F1 (high hazard) industrial occupancies.

Building Stock

The Ontario Building Code (OBC) categorizes buildings by their major occupancy classifications. Each classification has definitions that distinguish it from other occupancy classifications. The OBC major occupancy classifications are divided into six major building occupancy groupings. Within each group the occupancies are further defined by division. The OBC major classification groups and divisions are presented in **Table 9**.

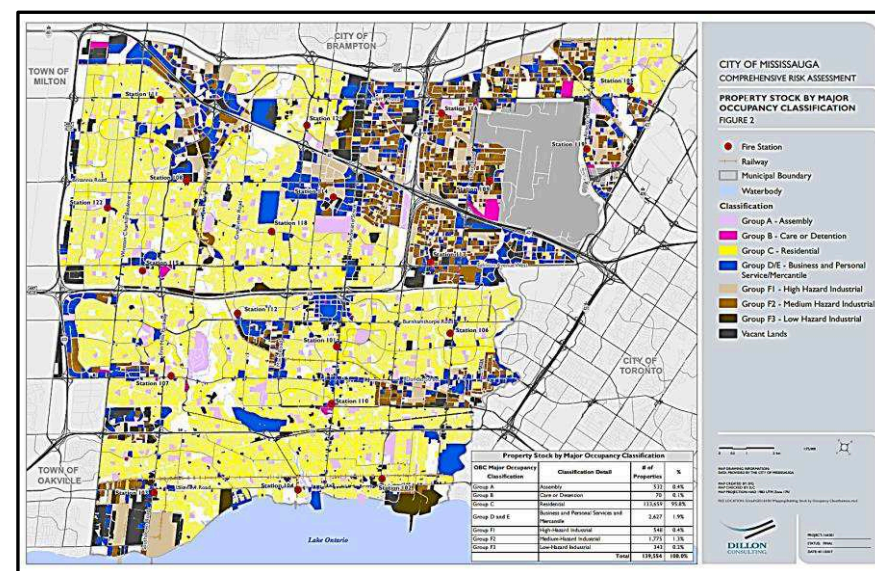
Table 9: OBC Major Occupancy Classifications

Occupancy Classification	OBC Definition
Group A - Assembly	The occupancy or the use a building or part of a building by a gathering of persons for civic, political, travel, religious, social, educational, recreational or similar purposes or for the consumption of food or drink
Group B – Care of Detention	The occupancy or use of a building or part thereof by persons who are dependent on others to release security devices to permit exit; receive special care and treatment; or receive supervisory care.
Group C - Residential	An occupancy that is used by persons for whom sleeping accommodation is provided but who are not harboured or detained there to receive medical care or treatment or who are not involuntarily detained there.
Group D – Business/Personal	An occupancy that is used for the transaction of business or the provision of professional or personal services.
Group F - Mercantile	An occupancy that is used for the displaying or selling of retail goods, wares and merchandise.
Group F - Industrial	An occupancy that is used for the assembly, fabrication, manufacturing, processing, repairing or storing of goods and materials.

The analysis of property stock indicates that 95.8 per cent of the city's total building stock is Residential (Group C) occupancies. This includes single-family dwellings, multi-unit residential, and hotels/motels. Information provided by the OFMEM indicates that, for the period from 2003 to 2015, residential fires in the city accounted for 65.9 per cent of all fires, 83 per cent of fire injuries and 100 per cent of all fire fatalities.

Figure 11 depicts the distribution of property stock by major occupancy classification across the city.

Figure 11: Distribution of Property Stock by Major Occupancy Classification



Over a 12 year period residential fires in Mississauga accounted for 65.9% of all fires, 83% of fire injuries and 100% of all fire fatalities.

Building Age and Construction

The National Building Code of Canada (NBCC) was developed in 1941 as a foundational model for jurisdictions across the country. Depending on the provincial jurisdiction, the National Building Code was either adopted outright and legislated, or alternatively used as the basis for developing provincial legislation.

In Ontario, the Ontario Building Code (OBC) was adopted in 1975, and the Ontario Fire Code (OFC) was adopted in 1981. Prior to the adoption of the OBC, municipalities had individually developed building codes. This resulted in inconsistent construction standards and regulatory environments across the province. In the city, approximately 32 per cent of the occupancies were constructed when there were no provincial codes in effect.

Together, the OBC and OFC have provided the foundation for eliminating many of the inconsistencies in building construction and maintenance that were present before their adoption.

In 1983, the OFC was further expanded to include retrofit requirements for many of the buildings constructed prior to adoption of the code. Retrofit requirements were established to ensure that a minimum acceptable level of life safety is present. A number of occupancy types are included within the retrofit requirements, including: assembly, boarding, lodging and rooming houses, health care facilities, multi-unit residential, two-unit residential, and hotels

More recent amendments to the OFC include Ontario Regulation 150/13 that came into force on January 1, 2014. This regulation is intended to enhance fire safety in Care or Detention (Group B) occupancies by including requirements for mandatory sprinklers, staff training and fire inspections. MFES has completed fire inspections on all Group B occupancies in Mississauga.

Table 10 illustrates the building age and existing building/fire code legislation that existed for that period.

Table 10: Building Age and Period of Construction Overview

Building Age (years)	Period of Construction	Comments
1 to 34	1982 - present	Both Fire Code and Building Code in effect.
35–41	1975–1981	Building Code in effect in Ontario.
42–74	1942–1974	National Building Code available for potential use by individual jurisdictions.
≥ 75	≤ 1941	No codes available or legislated guidelines in place.

Approximately 32% of occupancies in the city were constructed when no provincial codes were in effect.

Building Height and Area

The Ontario Building Code has regulations specific to high-rise buildings that consider the unique characteristics of the occupancy type.

Industry best practice and standards have also identified that fires in high-rise buildings can place significantly higher demands on fire suppression activities, which require more resources. This is commonly referred to as “vertical response.” It is the initial deployment of firefighters and equipment to upper levels for suppression, medical or other incidents.

Building area can cause comparable challenges. Horizontal travel distances rather than vertical can mean extended response times by firefighters attempting rescue or fire suppression activities. Large buildings, such as industrial plants and warehouses, department stores, and big box stores, can contain large volumes of combustible materials.

In many of these occupancies the use of high rack storage is also present. Fires within this type of storage system can be difficult to access and cause additional risk to firefighter safety, due to collapse risks.

Building Contents

Building contents is typically referred to as “fuel load” and refers to the amount and nature of combustible content and materials within a building. This can include combustible contents, interior finishes as well as structural materials. Higher fuel loads result in increased risk of fire loss due to increased opportunity for ignition and increased fire severity.

As presented previously in this plan, age and construction of a building can also have an impact on fuel load. Older buildings typically have a larger volume of combustible construction such as wood framing rather than newer construction using concrete and steel products.

Consideration should be given to select industrial occupancies with potential fuel load concerns. There are a number of warehousing uses that exist within the city which are supported by the economic hub of the airport and the role of Peel Region as a whole in goods movement.

Other top common industries with potential fuel load concerns include heavy manufacturing (non-automotive), truck terminals, mini-warehousing, and food processing plants. There are also six identified major distribution centres, and two petro-chemical plants.

Longer response times can occur for emergency response to high-rise occupancies due to the “vertical response” factor.

Historic or Culturally Important Buildings

In addition to the consideration of building age and construction, understanding the location of historic or culturally important buildings or facilities is important since such sites/buildings/landscapes can be keystone features to a community. They provide a sense of heritage, place, and pride and may act as tourism destinations. Historic areas can also present a high fire risk from the materials used to construct the buildings, the exposure to other buildings, and their importance to the community.

Regular fire prevention inspection cycles and strategies to enforce continued compliance with the Ontario Fire Code are considered as best practices to achieving the legislative responsibilities of the municipality and providing an effective fire protection program to address fuel load risks. Municipalities commonly have registered heritage sites/buildings and/or designated heritage conservation districts. According to the database provided by the City of Mississauga, the city has over 3,843 properties which are identified as heritage resources in the community.

Road Networks and Highways

Mississauga is 292 square kilometres, with a population density of approximately 2,440 persons per square kilometre. It is bordered to the west by the Town of Oakville, Town of Milton, and Town of Halton Hills,

to the north by the City of Brampton, to the east by the City of Toronto, and to the south by Lake Ontario.

Mississauga is served by a network of highways/freeways, arterial roads, collector roads, and local roads. Highway 401, Highway 403, and the Queen Elizabeth Way (QEW) run through the city. Highway 407 and 427 are not within Mississauga, but are situated immediately outside the city borders—Highway 407 just north of the Mississauga-Brampton border and Highway 427 along the border with the City of Toronto.

The primary road network is a grid of arterial roads. There are over 769 signalized intersections within the city, most of which are connected to the central computerized traffic control system. These signals operate with “semi-actuated control,” and have pre-determined timing plans to reduce overall system delay.

Most major intersections have traffic signal pre-emption for fire vehicles (pre-emption is provided in the direction of major traffic flow or in both directions if there is significant traffic in both directions). Traffic signal pre-emption is an intelligent transportation system used to manipulate traffic signals to give emergency vehicles priority when travelling through signalized intersections. They are commonly based on line-of-sight technologies whereby an emitter within a vehicle sends a signal to a receiver mounted at a traffic light. In the context of fire service, these systems provide travel time and public safety advantages. Traffic signal pre-emption systems can assist in clearing intersections and/or controlling surrounding traffic signals that are equipped with the technology. Such systems can allow emergency vehicles to pass through intersections more efficiently and safely, reducing emergency response times.

It is common within a municipality for road networks to be a contributor to emergency call volume due to motor vehicle collisions. The road network also impacts emergency response times. For example, increased traffic congestion will increase emergency response travel times. Congestion has been and continues to be a significant issue within the city. It is anticipated to increase as development intensification continues. **Table 11** presents an analysis of the number of emergency calls based on highways, arterial roads, and local roads within the city.

Table 11: Emergency Calls per Road Type

Road Type	# of Emergency Calls	
	2013	2016
Highway	655	553
Arterial	1703	1811
Local	508	632

(Note: The above analysis considers only 2013 and 2016 road networks, based on available data).



Traffic Congestion

Toronto Pearson International Airport

Toronto Pearson International Airport is located in the northeast corner of Mississauga. Fire and Emergency Services for the Airport are provided jointly by the Greater Toronto Airport Authority Fire and Emergency Services (GTAAFES) and Mississauga Fire and Emergency Services (MFES) based on a Fire Protection Agreement.

Though the airport has dedicated emergency response services, Mississauga Fire and Emergency Services responds to certain airport emergency calls, as well as to emergencies extending beyond the

airport boundary. MFES averages approximately 215 airport related calls annually.

Hazard Identification

Under the *Emergency Management and Civil Protection Act* (EMCPA), municipalities are required to complete a Hazard Identification and Risk Assessment (HIRA) to outline all hazards and risks present in the municipality. This assists municipalities in preparing for, responding to, and recovering from emergencies. It is important to note that municipally-prepared HIRAs inform community emergency preparedness through development of emergency management programs. This Plan considers and incorporates risks arising from hazards only from a fire and emergency services perspective, so as to inform fire and emergency service planning, prevention and management.

Hazards are important to consider from a fire risk, emergency response and overall public safety perspective. As part of legislated municipal emergency planning, municipalities including the City of Mississauga have completed a HIRA.

The City of Mississauga HIRA considers three types of hazards:

1. **Natural hazards** are those which are caused by forces of nature (sometimes referred to as “Acts of God”). Human activity may trigger or worsen the hazard (e.g., deforestation may increase the risk of a landslide), but the hazard ultimately is viewed as a force of nature.
2. **Technological hazards** are hazards which arise “from the manufacture, transportation, and use of such substances as radioactive materials, chemicals, explosives, flammables, modern technology and critical infrastructure.”
3. **Human-caused hazards** are hazards that result from direct human action or inaction, either intentional or unintentional. This includes hazards that arise from problems within organizational structure of a company, government, and so on.

The key hazard related risks for the city are: flood, freezing rain/ice storm, transportation emergency (air, rail, and road), human health emergency, hazardous materials incident, windstorm, extreme temperature, cyber-attack, tornado, energy supply emergency, and snowstorm/blizzard. Some of these hazards can occur as major or minor events.

In July 2013, the city was hit by heavy rainfall that caused significant flooding and damage to many homes. In December of 2013, the city was subjected to an ice storm which caused significant damage to infrastructure and the environment. In each of these events, critical and essential services were impacted. The city faces the increasing likelihood of similar emergencies related to extreme weather occurring in the future. Preparation to address and recover from extreme temperatures, precipitation, flooding and other localized climate related disasters is a priority.

Business continuity is a municipality’s capability to continue delivering services at acceptable levels following a major incident where services may have been disrupted. The Office of Emergency Management (OEM) is developing a process whereby all critical City services will be identified and business continuity plans will be developed for each service city wide.

Purely from a Fire and Emergency Services perspective, MFES is an all hazards service and is prepared to respond to all types of emergencies. There is collaboration between the OEM and other City staff. One of the many responsibilities of the OEM is to train staff in various levels of incident management in order to ensure all divisions within the City are prepared to respond to the needs of the community in any disaster situation.

Economic Impact

The economic profile of a community considers particular facilities, employers, or events in a community that may contribute to its financial vitality and sustenance (NFPA 1730). If these facilities, employers, or events are impacted through a fire or emergency event, it could have a profoundly negative impact on the overall well-being of the city.

To assess the economic risk, potential financial loss was estimated using a predictive model. The model was deployed for each non-residential dissemination area within Mississauga, and assesses the likelihood of calls occurring in business environments and their severity.

Fire incidents can cause physical damage on goods and facilities, can risk the health/life safety of employees and loss of income/revenue as facilities are in recovery.

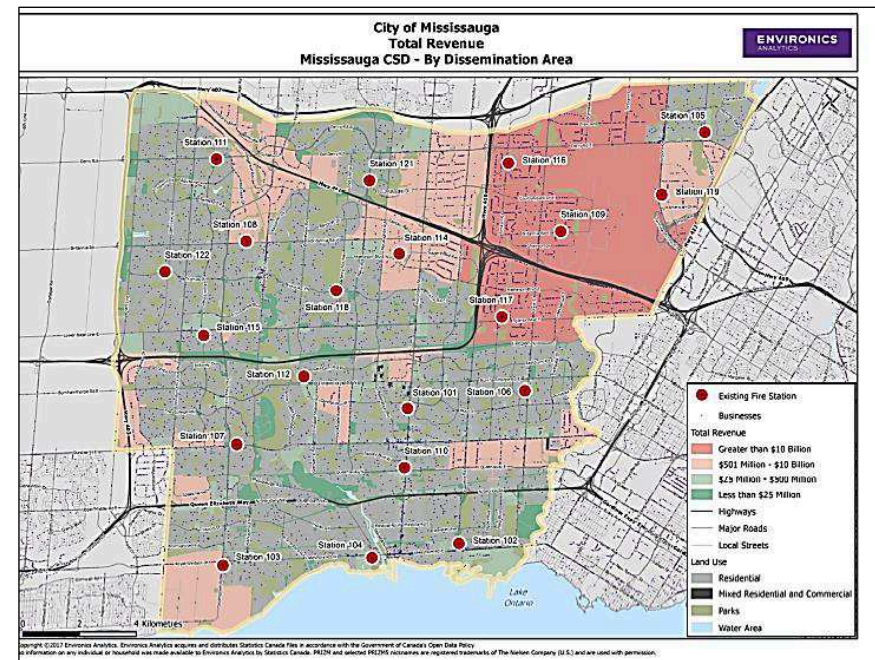
Figure 12 illustrates the geographic distribution of revenue throughout the city by dissemination area. The northeast quadrant of the city is observed to have the highest revenue per dissemination area. This area is dominated by industrial land uses, as well as Pearson International Airport.

Other smaller, high-employee dissemination areas are scattered throughout the city:

- Area surrounding Highway 401 in the northwest of the city, with prevailing industrial and office land uses
- Area surrounding Highway 403 on the western city border, with primarily industrial land use
- Area south of Burnhamthorpe Road West and west of Mavis Road, with a mix of industrial, utility/public work, and office land uses
- Area along Highway 403, near to Hurontario Street interchange, with primarily retail land use
- Area bordered by Dundas Street East, the Queensway East, Cawthra Road, and the eastern city border, with primarily industrial and retail land uses

- Area just north of the Queen Elizabeth Way, along the western city border, with a mix of office, industrial, and public work/utility land uses
- Area south of Royal Windsor Drive on the southwest city border, with mostly industrial and vacant land
- Area south of Royal Windsor Drive on the southeast city border, with a mix of public work/utility, public or municipal parking, open space/greenfield, and some industrial land

Figure 12: Estimated Revenue by Dissemination Area



Key Areas of Focus

To ensure community safety through risk reduction, MFES has developed a community risk reduction strategy that considers the risk level of each identified risk, as well as our ability to mitigate, prevent, accept or transfer each risk. As mentioned earlier, MFES has assessed the city from the perspective of seven profiles including: demographics, geography, building stock, past fire loss, response, hazards and economics. Through the analysis presented in each of the seven profiles, key risks were identified. For each of these key risks, a risk has been assigned based on probability and consequence. To assist in developing goals and objectives to address these risks, specific consideration has been given to five key areas: education, enforcement, engineering, economic incentives and emergency response (the 5 E's of risk assessment).

Education

Public fire safety education is a critical component to fire prevention. MFES is working towards implementing and prioritizing all public fire safety programming based on risk. The risks identified in the CRA document will be used to inform existing and new public education initiatives. This will include a proactive smoke alarm and home escape planning program.

Enforcement

Fire safety inspections and code compliance are an essential component of community safety. A priority for MFES is to establish a robust, proactive fire and life safety inspection program. This program will include an appropriate inspection cycle for all occupancy types depending on the risk level. A more aggressive application of penalties for non-compliance will also be a priority.

Failure to comply could result in a ticket for \$360 or a fine of up to \$50,000 for individuals or \$100,000 for corporations.



Making a Home Escape Plan

Engineering/Technology

Building permit applications must comply with the fire and life safety requirements in the Ontario Building Code and the Ontario Fire Code. These requirements include smoke and fire alarm systems, automatic fire sprinkler systems, emergency power systems, emergency lighting systems, hose and standpipe systems, hazardous processes/operations and protection, smoke control systems and high-rise safety measures. MFES plans examiners review each building permit application submitted to the City to ensure compliance. This program will continue to be a priority.

Technology is a tool that can be leveraged to enhance existing program capabilities as well as introduce new ways to capture and use data to reduce risk. Improvements will be made to the Computer Aided Dispatch (CAD). CAD is an incident management software system that includes call handling and dispatching, intelligent mapping, field communications, data reporting and analysis and application integration. The current system is dated and an upgrade of the system will be completed to

ensure continued reliability of routing, dispatching and data information capture.

Economic Incentives

Economic incentives are intended to improve and encourage fire safety compliance and/or raise public awareness. These include such things as charging fees and/or penalties for lack of compliance, as well as providing opportunities or reduced fees for individuals who make the necessary changes in order to comply. MFES currently charges a fee to the property owner for false alarms as a result fire alarm mechanical failure, equipment malfunction, improper installation of the system or failure to maintain the system as prescribed by the Fire Code.

Emergency Response

Risk prevention and mitigation are the goal of four of the five E's above. However, consideration must also be given to how the fifth E: emergency response. This is critical in the event that the prevention and mitigation steps are not enough.

Each municipality has its own unique set of needs and circumstances that are reflected in the fire protection services and programs delivered. MFES is an all hazards response fire department and responds to more than 30,000 incidents annually. These incidents include: fires, medical emergencies, hazardous materials, gas leaks, water, ice and high angle rescue, public assistance, carbon monoxide incidents and motor vehicle collisions.

As mentioned before, MFES has completed an infrastructure renewal strategy that informed this Master Plan and will be used to determine deployment, resourcing and infrastructure options to optimize front line service delivery. This will consider fire station locations for both new and existing stations, type of apparatus and staffing to best mitigate community risk. This has informed many of the recommendations in this document.



Fire Trucks at Fire Station 106



House Fire

Capital Infrastructure Requirements

Section 4:

Capital Infrastructure Requirements

There are currently 20 fire stations in Mississauga, with #21 currently in the planning stages. These stations deliver emergency services city wide. Specialized crews in select stations across the city provide technical rescue and hazardous materials response. These stations are located strategically across the city.

This section contains an assessment of Mississauga's Fire and Emergency Service capital infrastructure consisting of facilities, equipment and vehicles.



Fire Station 116

Facilities

Fire stations are in operation 24 hours per day, 365 days per year. For this reason they are subject to wear and tear issues more frequently than facilities that operate on more traditional working hours. The maintenance of fire station infrastructure is essential to ensure that staff can operate effectively, to meet health and safety and accessibility standards.

MFES has not built a new fire station since 2002. Based on response time data, MFES has identified priority areas where new infrastructure is required to augment service delivery. It is also imperative to maintain the infrastructure of existing fire stations in order to provide the required

services, to meet health and safety obligations, and be self-sufficient in the event of large scale emergencies. There are seven fire stations that were built prior to 1980. Of these seven fire stations, only station 105 in Malton has had a significant renovation to maintain its life cycle.

Table 12 illustrates existing stations, locations and construction years.

Table 12: Existing Fire Station Infrastructure

Station #	Station Area	Year Built	Last Year Renovated	Age
101	Cooksville	1974	1987	43
102	Lakeview	1979	None	38
103	Clarkson	1985	2001	32
104	Port Credit	1950	None*	67
105	Malton	1980	2011	37
106	Dixie	2012	None	5
107	Erindale	1970	1979	47
108	Streetsville	1980	None	37
109	Britannia W	1976	1988	41
110	Queensway	1982	2006	35
111	Meadowvale	1983	2004	34
112	Creditview	1984	2017	33
114	Heartland	1989	None	28
115	Erin Mills	1990	None	27
116	West Malton	2011	None	6
117	North Dixie	1999	None	18
118	East Credit	1996	None	21
119	Airport	2016	None	1
121	Meadowvale Village	2002	None	15
122	Churchill Meadows	2003	None	14

*Minor maintenance only

The provision of emergency services relies heavily on the ability of front-line operations staff to respond quickly. NFPA 1710 is the standard for the organizing and deployment of fire suppression, emergency medical and special operations for career fire services, like Mississauga Fire and Emergency Services. It is an internationally recognized standard and is used by most fire services as a service delivery benchmark.

NFPA 1710 (2016 edition) sets the following targets for response time:

- **Distribution (First Arriving vehicle):** 240 seconds (four minutes) or less travel time for an initial arriving team of four firefighters 90 per cent of the time. MFES currently meets that target 60 per cent of the time.
- **Concentration (Depth of Response):** 480 seconds (eight minutes) or less travel time for the arrival of 26 or more firefighters for high risk, 15 or more firefighters for moderate risk, and four or more firefighters for low risk occupancies 90 per cent of the time. **Table 13** illustrates MFES actual ability under current conditions to meet this standard.
- **Concentration (Depth of Response) for High Risk Occupancies:** 610 seconds (10 minutes, 10 seconds) or less travel time for the arrival of 39 or more firefighters to a high-rise occupancy 90 per cent of the time. This is a new standard that has been included in the 2016 edition of NFPA.

Table 13: Concentration Actuals (Current Conditions)

# of FF on Scene with 8 Minutes Travel Time	% Calls Covered
>=4	99%
>=15	57%
>=26	14%
>=39	24%

Emergency Medical Response: 240 seconds (four minutes) travel time or less for the arrival of a unit with first responders with automatic

external defibrillator (AED) or higher-level capability at an emergency medical incident.



Pink Truck Tour outside of City Hall

Facility placement is a significant factor in the ability to meet the distribution target. Within current conditions and existing infrastructure, MFES meets the target 60 per cent of the time (as of Dec 2017). The appropriate distribution of fire stations across the city is the only way to affect travel time.

Figure 13 and **14** below illustrate the response ability in 2014 and 2017 respectively under the existing 20 station model.

Figure 13: 2014 Existing First Response

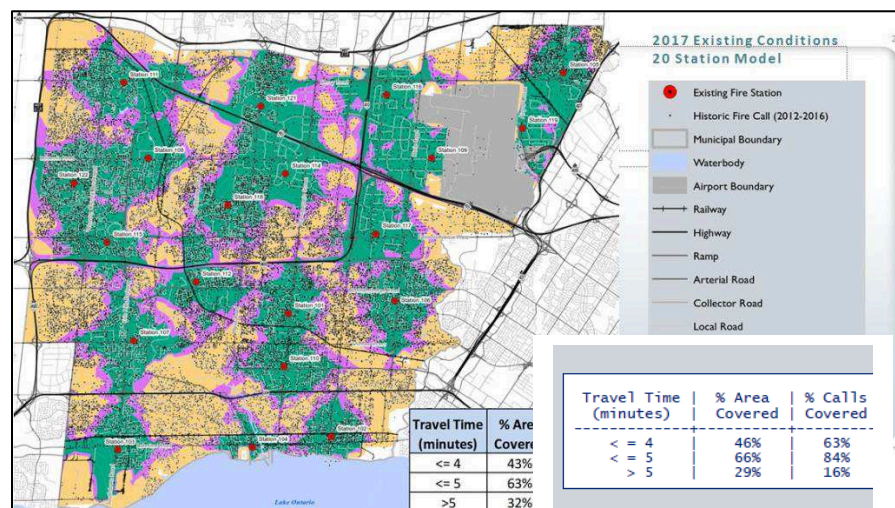
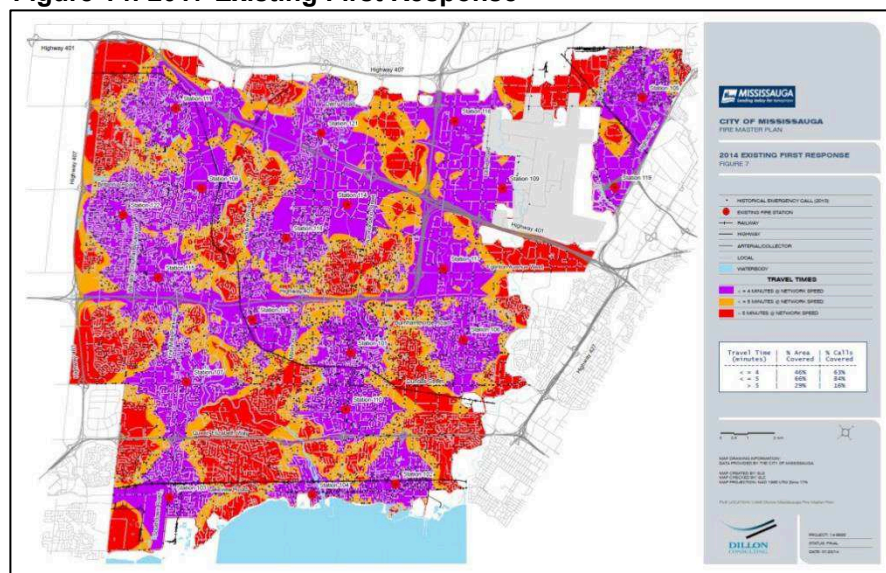


Figure 14: 2017 Existing First Response



Response time across the city has increased by one per cent per year as a result of growth related variables, such as density and traffic congestion. In 2014, MFES met the NFPA 1710 target of four minutes travel time for first arriving vehicle 63 per cent of the time. Updated data to the end of 2016 indicates a loss of 2 per cent in travel time and 3 per cent in area covered.



Pumper 112 Training

The number of vehicles, the type of vehicle and the number of firefighters are all factors contributing to the probability of a positive outcome. As illustrated in **Table 14**, in current conditions and existing infrastructure MFES falls considerably short of the NFPA 1710 target for moderate, high and high-rise occupancies.

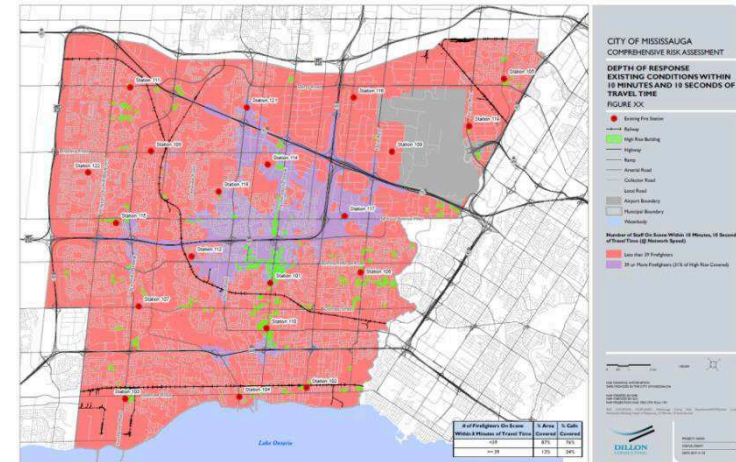
Table 14: Concentration Targets by Risk Type

Risk	# of FF Required in 8 Minutes	% of time target achieved
Moderate	≥ 15	57%
High	≥ 26	14%
High Rise (High)	≥ 39	24%

Factors to consider:

- 95.8 per cent of the city's total building stock is Residential (Group C) occupancies, which are classified as **moderate risk**.
- There are 326 identified vulnerable occupancies classified as **high risk**.
- There are 548 high hazard industrial properties classified as **high risk**.
- There are 347 buildings with a height in excess of 18 metres, which are defined as high-rise buildings and are classified as **high risk**.
- The City and provincial planning policies have identified intensification as a primary objective of community growth that will include a significant component of additional high-rise buildings in the future.

Figure 15: Existing Concentration High-Rise (Depth of Response)



Absolute Towers

Facility Requirements

The approach that is being taken by MFES with regards to resource deployment is based on the principles of NFPA 1710, 2016. The goal is to have stations located so that the response time for the first arriving vehicle from a station to the location of an incident can occur in four minutes or less, 75 per cent of the time. Other considerations in an effective deployment model are:

1. **Intensification/Growth:** The city is also undergoing rapid intensification and future growth predictions indicate that there are areas, including the City Centre, that will see significant vertical growth.
2. **Risk:** Community risk factors such as high risk occupancies, high risk behaviour and a combination of the two are factors in station location and deployment.
3. **Geography:** Rivers, bridges, arterial roadways and rail lines are natural barriers that can impede travel time.
4. **Traffic congestion:** Historically, response time has increased by one per cent per year as a result of increased traffic congestion.

The Station Location Study that was completed in 2014 identified areas within the city where MFES was experiencing response time challenges. Priority areas were identified based on the number of higher risk occupancies and the rate of deficient calls compared to the city-wide service levels. To address the deficiency in these priority areas, the 2014 *Future Directions* Fire and Emergency Services Master Plan recommended seven new stations over the long term.

In 2017/2018, MFES conducted both a Comprehensive Risk Assessment and associated Infrastructure Renewal Strategy. These studies were completed in order to inform decisions regarding the optimal location of fire stations across the city to best support a more risk-based deployment model.

Based on results of these studies, the 2019 *Future Directions* Master Plan recommends five new fire stations over a 10 year planning cycle. This does not include fire station 120 at Hurontario and Fairwind Drive which is currently funded and in the design phase.

Priority areas across the city were identified where some or all of the following conditions existed:

- High volume of calls
- Historically deficient response times
- Future growth implications
- Higher risk occupancies/population

The following geographic areas have been identified as a priority and where new fire stations are recommended (listed in priority sequence).

1. **Dundas and Cawthra:** This area has been identified as a priority because it has high call volumes, a significant number of high and moderate risk occupancies and historically has a high number of calls that do not meet the travel time standards.
2. **Collegeway and Winston Churchill:** This area is identified as a priority based on existing deficiencies, current population and community risk. This is an area where the community risk is higher, as a large portion of the occupancies are residential and consist of a mix of single family dwellings and low-to-medium rise multi-unit buildings.
3. **Tenth Line and Battleford:** This area has been identified as a priority area based on existing response deficiencies and future growth opportunities. It has a number of high and moderate risk occupancies.
4. **Southdown and Truscott (Lorne Park):** This area is identified as a priority based largely on existing response deficiencies.

This is a large geographic area and access can often be challenging for emergency response vehicles.

5. **Mavis and Dundas:** This area has been identified as a priority as there are a significant number of calls that do not meet the travel time standards. There are also a substantial number of high-rise/high risk occupancies that are either directly in this response area or would be serviced by this station in an adjacent response area.

Future Considerations:

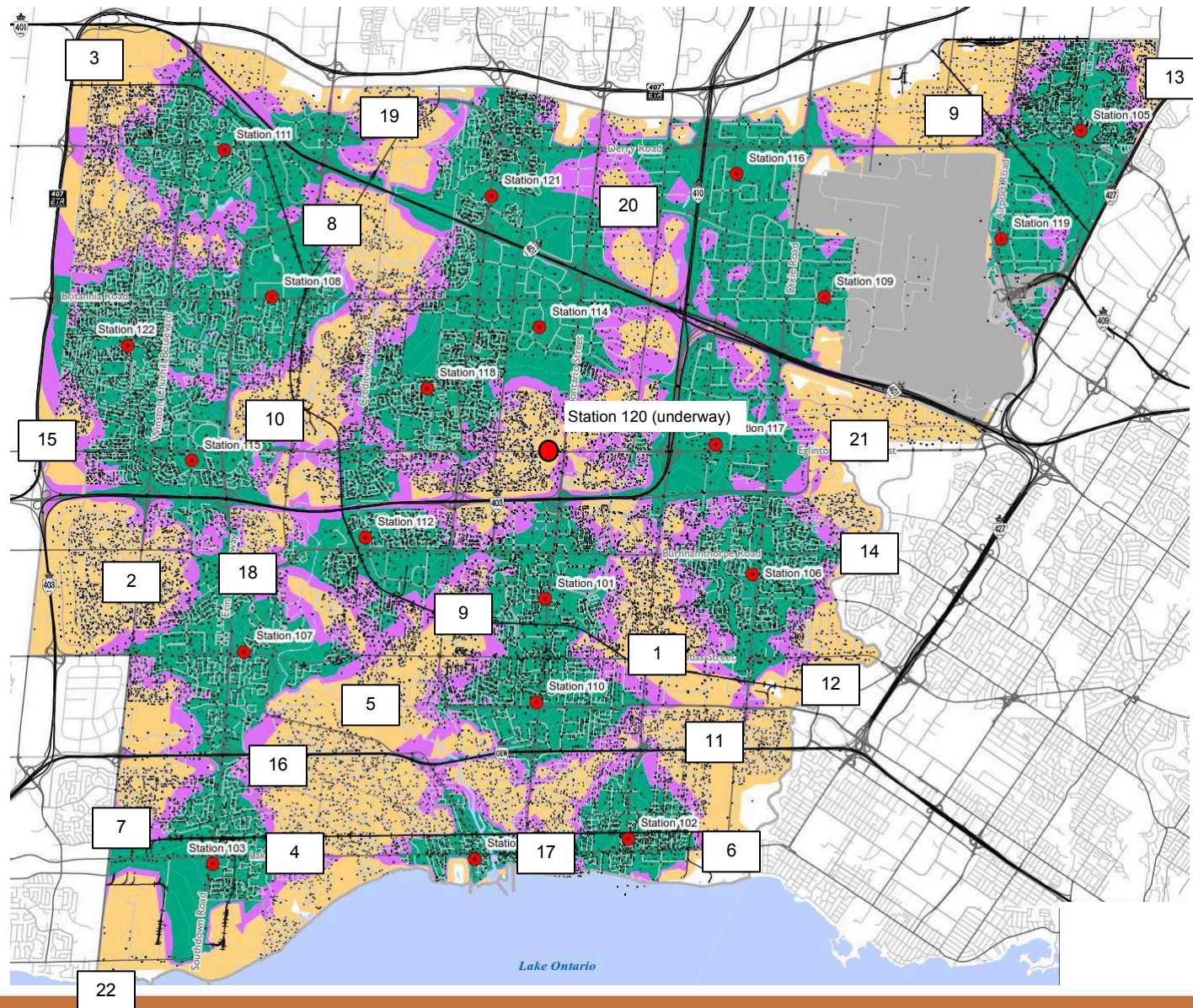
Other areas across the city that will be considered as part of future planning are (see **Figure 14** below for map of locations) (not in priority sequence):

6. QEW and the Toronto border
7. Residential/Employment to QEW West of Winston Churchill Employment, North of QEW West of Winston Churchill (investigate the feasibility of entering into automatic aid agreement with Oakville)
8. Credit River near Britannia
9. West Malton North of the GTAA (investigate the feasibility of entering into automatic aid agreement with Brampton)
10. Credit River near Eglinton
11. North Lakeview
12. East Dixie
13. North East Malton

14. East Rathwood (investigate the feasibility of entering into automatic aid agreement with Toronto)
15. Ninth Line and Eglinton Avenue
16. Sheridan North of the QEW
17. Hurontario South of the QEW – Mineola
18. East of Erin Mills and South of the 403
19. Credit View Road North of Derry (investigate the feasibility of entering into automatic aid agreement with Brampton)
20. Gateway
21. Airport Corporate Rathwood (investigate the feasibility of entering into automatic aid agreement with Toronto)
22. Winston Churchill and Lake Ontario (investigate the feasibility of entering into automatic aid agreement with Oakville)

The Fire Master Plan recommends options to expand and improve public education programs, as well as review alternatives to current inspection cycles.

Figure 16: Future Planning Areas



Equipment

MFES has an inventory of equipment valued at more than \$10 million dollars. This equipment includes:

1. Personal protective equipment (bunker gear, Self-Contained Breathing Apparatus (SCBA), helmets, gloves and all gear required for front-line operations)
2. Technical rescue equipment (auto extrication, high angle, ice and water, trench and confined space rescue)
3. Other front-line equipment (such as hoses, nozzles, and so on)

Currently MFES maintains a capital budget that allows for the purchase of new equipment and the replacement and refurbishment of existing equipment. In 2018, MFES will be completing a formal equipment lifecycle program that will inform the business planning and budget process.

The Infrastructure Renewal Strategy also addresses the equipment required to effectively implement the deployment model. Each fire station and truck must be appropriately equipped to meet the needs of the communities they serve. MFES operations section responds to various types of emergencies that include: fires, medical emergencies, motor vehicle accidents, public hazard situations, hazardous material (hazmat), and technical rescues. All of these disciplines use specialized equipment and require highly trained staff to respond to various emergencies. This equipment must be tested and evaluated regularly to ensure reliability, and confirm that legislative requirements and manufacturer recommendations are met. This includes the testing of ground and aerial ladders, pumps, generators, hose and other equipment used for auto extrication and other rescues. A consistent and ongoing investment is critical to maintain equipment within its recommended lifecycle. Forecasted development and growth will add to the total inventory pressures. A formal lifecycle replacement model will provide a predictable and reliable funding model and subsequently effective service delivery.



SCBA Training

Vehicles

Until 2017, MFES had a heavy fleet replacement schedule in place that reflected a lifecycle of 15 years as a front-line apparatus and five years in reserve. During the first half of 2016, an extensive review of the replacement schedule was conducted. As a result of the review it was recommended that the new replacement schedule reflect twelve years front line and three years reserve. This schedule ensures the vehicles remain in good operating condition, are safe and reliable to perform for fire fighters responding to the scene of an emergency and pass the Ministry of Transportation of Ontario (MTO) annual certification inspection.

Recommendations

In addition to this, a Lean Project was completed in 2017 that improved the MTO certification process by decreasing the turnaround time for legislated MTO repairs. The outcome was a turnaround time reduction of up to 80 per cent for Pumper and Squad vehicles and 90 per cent for Aerial apparatus.

Recommendations

Section 5:

Recommendations

The following recommendations are intended to define requirements to prevent or mitigate community risk. They also reflect programming and infrastructure requirements to meet the needs and circumstances of the community. There are 25 recommendations in total which are grouped into six areas of focus: Education, Enforcement, Engineering, Economic Initiatives, Emergency Response and Continuous Improvement. They are not prioritized. They reflect industry trends, community risks and infrastructure requirements. Recommendations from the 2014 *Future Directions* Fire and Emergency Services Master Plan document were also considered.

Education

Targeted Public Fire Safety Education

- 1 Establish a dedicated fire and life safety education section within Fire Prevention and Life Safety with a mandate to develop, implement and measure fire and life safety education programming based on identified key risks outlined in the Comprehensive Risk Assessment (CRA).

Discussion

Public Fire Safety education is a critical component of the fire prevention strategy. MFES currently delivers some public education programming such as: evacuation drills, fire extinguisher training, firefighter in the community, general fire safety, high rise safety and the Arson Protection Program for Children (TAPP-C).

As mentioned above, a significant component of the CRA was the community risk identification phase which looked at historical data and other relevant information to assess areas of risk. This assessment will be used to drive targeted public education programs prioritized by risk.

Implications

- Teaching people to be the stewards of their own fire safety has proven to have a positive impact on the number and severity of fire related injuries and deaths.



Public Education Event

Expand Delivery of Public Fire Safety Education

- 2 Enhance the delivery of fire and life safety education by operational staff in the field.

Discussion

Fire operations staff (fire fighters) are already active in the delivery of public education in the community. These programs come in different forms and include such things as Home Safe Home, Station Visits and Vehicle Visits. Organizations can book both station and truck visits. Schools often take advantage of this education opportunity.

Implications

- Operations staff comprise the largest number of front-line personnel. Therefore on duty staff can reach a large number of residents more effectively than relying solely on public education staff.

Community Outreach

- 3 Develop and foster relationships with stakeholders of all key risk occupancy types as identified in the Comprehensive Risk Assessment to reinforce fire and life safety behaviours and code compliance.



Community Outreach

Discussion

Each type of occupancy has inherent risks associated with it. Property owners should recognize these risks and operate in a way that ensures safety for themselves, their property and the community. MFES will work closely with all stakeholders to ensure a good understanding of both legislative responsibilities and good fire safety practices.

Implications

- Knowledge is power. Property owners, managers and other stakeholders can have a positive impact on fire safety by understanding their responsibilities and knowing what to do in the event of an emergency.

Trend Analysis

- 4 Use fire cause determination to identify trends and to inform public education programming.

Discussion

Under clause 9.2(a) of the *Fire Protection and Prevention Act*, it is a duty of the Ontario Fire Marshal and Emergency Management (OFMEM) to investigate the cause, origin and circumstances of any fire. MFES has 30 fire safety inspectors who are designated by the Fire Marshal as Assistants to the Fire Marshal and have fire reporting duties such as cause determination in situations where the OFMEM does not attend. That information is submitted to the OFMEM and is tracked provincially. This information can be valuable to track fire cause and tailor education programs accordingly.

Implications

- The ability to develop meaningful public education programs is an important step in reducing risk.

Recommendations

- Using available data to determine the best and most effective prevention methods can save lives.

Residential Safety

5 Develop, implement and measure a proactive smoke alarm and home escape planning program.

Discussion

Residential occupancies account for approximately 74 per cent of all fires in Mississauga. Within Mississauga, 83.3 per cent of injuries and 100 per cent of fatalities occurred in residential occupancies. As discussed above, data over the past eight years indicates that 46 per cent of fire calls do not have a working smoke alarm on the fire floor. It is critical that homeowners understand the law requires that all residential occupancies must have a working smoke alarm on every floor and that there are consequences for non-compliance.

Implications

- A comprehensive, smoke alarm program will reach a substantial number of residents and result in a higher rate of voluntary compliance and subsequently, improved fire safety.
- Reduce the fire risk in residential occupancies.



Remember to Replace Batteries in Smoke Alarms

Get the Message Out

6 Develop, implement and measure a communications strategy that uses various communication channels, including social media and councillor outreach, to relay key messages related to fire and life safety.

Discussion

MFES currently uses various social media avenues to reach residents with fire safety messages, such as Twitter and the City of Mississauga website, to get fire safety messages and information to the residents. In the future, the goal is to implement a more comprehensive communications framework that considers other options to reach as many people as possible.

Implications

The distribution of fire safety and important fire service messaging

provides reminders and potentially life-saving information to many people at one time

Enforcement

Inspection Cycles

- 7** Develop, implement and measure a proactive fire and life safety inspection program that establishes an appropriate inspection cycle for all occupancy types based on key risks identified in the Comprehensive Risk Assessment.

Discussion

The frequency of inspections is an important issue and will impact the ongoing level of fire safety and code compliance of properties. Routine inspections should be conducted at a frequency that conveys and reinforces to property owners the importance of their properties being maintained in a code compliant condition.

The inspection frequency will be based on the risk identified in the CRA and the application of NFPA 1730 which defines minimum inspection frequency for fire safety inspections based on occupancy risk. The table below identifies the proposed frequency of inspections by occupancy

Occupancy Type	Inspection Frequency
Assembly occupancy	Biennial
Institutional occupancy. (Currently legislated to conduct proactive inspections annually)	Annual
Residential occupancy. Midrise is 6-12 storeys	Annual
Residential building over 12 storeys	Annual
Business and personal services occupancy	Biennial
Industrial occupancy - High hazard	Annual
Factory industrial uses- Moderate hazard	Biennial
Warehousing and storage facilities- Moderate to Low hazard	Biennial

type for the City of Mississauga.

Implications

- Properties consistently maintained according to the requirements within the Ontario Fire Code thereby providing safe environments for people living, residing or working on the property
- Reduced risk inherent in various occupancy types by ensuring compliance with the Ontario Fire Code

Develop Additional Inspection Opportunities

- 8** Enhance the delivery of proactive fire safety inspections and enforcement by fire operations staff in the field.

Discussion

In order to ensure inspection cycles commensurate with the level of risk, expanding the fire safety inspection program to include on duty fire operations staff will greatly increase the number of inspections that can be completed.

Implications

- A greater number of properties can be inspected on a regular basis and subsequently a higher number of properties will be in compliance with the Fire Code.

Policy Alignment

- 9** Conduct annual review of existing fire related bylaws to ensure they align with current legislation and address the community needs and circumstances.

Discussion

The fire industry must comply with various pieces of legislation such as the Ontario Fire Code, and the *Fire Protection and Prevention Act*. City bylaws such as the Establishing and Regulating Bylaw and other regulating bylaws reflect the needs and circumstances of Mississauga. Regular reviews and updates are necessary to ensure compliance and efficient service.

Implications

- Monitoring industry best practice and associated legislation allows MFES to be proactive and adapt quickly to the changing needs and circumstances.

Engineering

Lifecycle Replacement

- 10** Implement lifecycle replacement plans for fleet, equipment and facilities.

Discussion

After a thorough review of appropriate lifecycle replacement models for front-line fire apparatus, MFES has implemented a new lifecycle model that is 12 years front line and three years in reserve for a total lifecycle replacement of 15 years. The stage of this process is ongoing with the purchase of a number of new front-line vehicles to replace those which are beyond their reasonable lifecycle. A fleet preventative maintenance program has been executed, which is expected to reduce the time a vehicle is out of service for demand maintenance.

As part of an overall review of the Capital Assets Section, MFES will undertake a full lifecycle review of all major equipment. This will assist in the development of a more rigorous lifecycle replacement plan that will inform the 10-year capital budget process.

MFES has eight fire stations that require rehabilitation. This project will be dependent on the completion of the Infrastructure Renewal Strategy and Fire Station Facility Audit. These two projects will provide direction as to the scope of the renovations required.

Implications

- Improved reliability for front line vehicles and equipment resulting in improved customer service and risk reduction
- Reduced risk to staff responding to all types of emergencies

Building Code Requirements

- 11** Focus application of building code requirements during the plans examination process based on key risks identified in the Comprehensive Risk Assessment.

Discussion

Fire plans examination is one of the components of the overall building permit application process and its performance directly impacts the legislated service standards. The Fire Plans Examination Unit ensures that all assigned fire and life safety requirements of the Ontario Building Code, and the Ontario Fire Code are addressed prior to the issuance of a building permit. Items under MFES jurisdiction in the plans review process include (but are not limited to): fire alarm systems, automatic fire sprinkler systems, emergency power systems, emergency lighting systems, hose and standpipe systems, hazardous processes/operations and protection, smoke control systems and high-rise fire safety measures.

MFES intends to continue the plans examination process with a focus on risks that have been identified in the Comprehensive Risk Assessment.

Implications

- New buildings are compliant with the Ontario Building Code prior to occupancy.
- Reduced risk with a focus on areas that have been identified in the Comprehensive Risk Assessment.

Testing and Evaluation

- 12** Improve current program delivery and create an Academic Standards and Evaluation Unit within the Professional Development and Accreditation Section.

Discussion

Continuing to develop quality officer training programs and identify new opportunities for officer development is critical to the future success of MFES. Consideration must be given to the review, testing and evaluation of practices and policies for ongoing compliance against industry best practices and legislative requirements.

Given the importance of safety and compliance with industry standards, MFES will consider the development of a unit that will have the responsibility of ensuring that all staff are tested and evaluated on a regular basis in order to maintain their competencies and integrate new requirements.

Implications

- Health and safety for all staff in front line operations
- Enhanced tracking and consistency of training



Crew Training

Advocacy

- 13** Advocate for enhancements to current legislations that promote an increased level of fire and life safety including such things as smoke alarms, residential fire sprinkler systems.

Discussion

It is incumbent on the fire service to advocate for legislative changes that promote and enhance fire safety in their communities. MFES staff update, assess and modify internal procedures and operating guidelines with the objective to promote fire safety in Mississauga. MFES will attempt to find ways to advocate at the provincial and federal levels to do the same. Lobbying has gone a long way to convince government representatives of the importance of residential sprinklers and smoke alarms.

Implications

- Reduced risk of fire injuries, deaths and property loss

Technological Change

14 Leverage new and innovative technologies that enhance the delivery of fire and life safety services.

Discussion

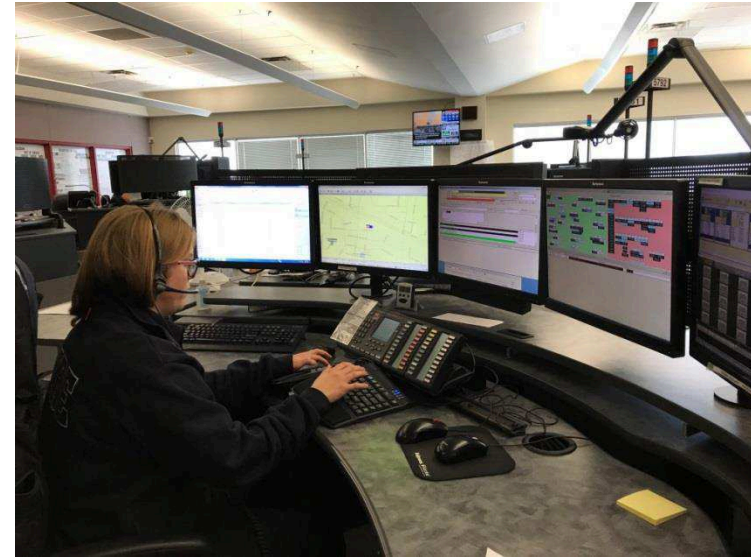
The use and assessment of new and emerging technologies to reduce response time, ensure accuracy of data capture and assist with environmental protection is an ongoing trend in the industry. When supported by appropriate resourcing and good policy, technology can be extremely effective in improving service.

MFES has already begun to implement new technology to enhance service. For example, MFES will be introducing mobile field technology for fire inspection staff to improve the delivery of inspection and enforcement services. Inspection staff will be provided with mobile technology that will allow them to access and update files, maps and building data remotely. An upgrade to the existing Computer Aided Dispatch (CAD) system will enhance the call handling and dispatching, intelligent mapping, field communications and data reporting and analysis.

Implications

- Improved customer service
- Increased capacity for existing staff to allow for additional programming

- Better analytical capabilities as a result of improved data capture and reporting



Communications (Dispatch)

Economic Incentives

Encourage Compliance and Awareness

15 Achieve focused application of enforcement tools provided in various applicable legislation(s).

Discussion

Fire departments can issue tickets under the *Provincial Offences Act* (POA) where property owners and landlords are found to be negligent in providing and maintaining smoke alarms. Every home in Ontario must have a working smoke alarm on every storey and outside all sleeping

areas. Landlords are required to ensure their rental properties comply with the law and tenants should immediately contact their landlord if they do not have the required number of smoke alarms. It is against the law for tenants to remove the batteries or tamper with the alarm.

MFES intends to put a priority on fire safety compliance.

Implications

- Homeowners and tenants have an increased level of fire safety in their places of residence.
- Convey the seriousness of non-compliance.

Emergency Response

Infrastructure Renewal

16 Implement the recommendations of the Infrastructure Renewal Strategy including:

- Contemplate fire station locations for both new and existing stations.
- Optimize deployment models to best mitigate potential risk.

Discussion

The 2017 Infrastructure Renewal Strategy will be the framework for infrastructure planning for MFES over the next 30 years. The strategy considers both the results of the Comprehensive Risk Assessment and existing facility condition reporting to determine a long-term infrastructure plan. Fire station locations for both new and existing stations, as well as optimizing deployment models to best mitigate potential risk have been explored. This plan will inform the 10-year capital budget process.

Implications

- Improve response time.
- Reduce risk city wide.
- Provide a financially responsible and operationally effective plan that will inform the business plan process.



Smoke Alarm

Response Standards

- 17** Apply the principles of NFPA 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments, 2016 edition.

Discussion

NFPA 1710 relates to staffing of firefighting forces at a fire scene and is recognized internationally as an industry standard. NFPA 1710 applies to career fire services, like MFES.

MFES currently measures operational objectives against NFPA 1710 (2010), as recommended in the 2014 *Future Directions* Fire Master Plan.

NFPA 1710 was updated in 2016 and one of the more significant changes was to give greater consideration to the risk inherent in higher risk occupancies.

In conjunction with the Comprehensive Risk Assessment, MFES will use NFPA 1710 (2016 edition) to measure all operational objectives.

Implications

- An improved deployment model that will more effectively match response with risk.

Pre-Planning Standards

- 18** Develop, implement and measure a program based on NFPA 1620 Standard for Pre-Incident Planning (2015 edition) that provides access to occupancy data in the field.

Discussion

NFPA 1620 (Standard for Pre-Incident Planning) is used by the fire service to develop pre-incident plans to assist in managing and responding to emergencies. A detailed and effective preplan assists Incident Commanders in developing the right strategies and it can help front line staff make decisions during a fire or other emergency.

MFES intends to combine the application of NFPA 1620 standards with the introduction of mobile technology to assist command officers with pre-planning for all emergency events.

Implications

- Improved access to information prior to the arrival on scene
- Better decision making
- Improved customer service

Training and Development Standards

- 19** Develop, implement and measure a training program that aligns MFES with recognized industry professional standards that are based on the various disciplines approved in the current establishing and regulating bylaw.

Discussion

The Establishing and Regulating Bylaw (E&R Bylaw) is an expression of Council's direction regarding the provision of fire protection services in the municipality. The *Fire Protection and Prevention Act* (FPPA) provides the legal authority and responsibility for establishing fire departments and sets out municipal responsibilities. The E&R Bylaw defines the type and level of fire protection service to be provided.

MFES has a Council-approved E&R bylaw (0269–2016), which clearly establishes the services provided to the city of Mississauga by MFES. MFES will continue to provide training to staff that ensures the level of service that has been approved by Council can be delivered to the community.

Implications

- Level of service meets or exceeds recommended service standards
- Council has approved the level of service provided
- Staff able to provide excellent customer service for all hazards described in the bylaw



Rope Training

Continuous Improvement

Review and Update of Strategic Initiatives

- 20** Conduct an annual review of the Comprehensive Risk Assessment risk reduction strategies and measure their effectiveness.

Discussion

MFES completed a risk assessment designed to gather and assess data relevant to the delivery of fire and emergency services within the community. It was used to inform this document and will be used to determine current and potential future risk and associated mitigation strategies.

The data collected to inform this assessment will be updated annually to reflect new data and the changing needs and circumstances of the community. The effectiveness of the mitigation strategies outlined in these documents will be measured and adjusted where required.

Implications

- Updated information will always be available and accessible for decision making.
- Changes to program delivery will be proactive and better reflect varying community needs.

Cross Departmental Alignment

- 21** Identify and review current corporate internal processes that may impact occupancy fire and life safety. Liaise with key internal stakeholders to resolve any conflicts or enhance fire and life safety. (i.e., Secondary dwelling units, affordable housing).

Discussion

MFES is a key stakeholder and plays an important role in the development of other department projects, processes and policies. The goal is to ensure fire and life safety requirements are considered.

Implications

- Improved fire safety for Mississauga residents, businesses and visitors

Data Collection

- 22** Develop and implement a quality assurance program to improve the accuracy of all data collected.

Discussion

MFES collects data from emergency incidents, fire safety inspections, and fire cause inspections. The goal is to ensure the data is entered correctly into the appropriate databases and that the quality of that data is reviewed on a regular basis.

Implications

- Data more accurately reflects community trends and issues
- Improved community programming and response deployment based on historical data

Continuous Improvement

- 23** Continuous improvement of processes through the application of the corporate Lean program.

Discussion

MFES has completed three major Lean process reviews. The reviews looked critically at the processes for fire plans examination, supplies inventory and front-line vehicle repairs. These three reviews resulted in significant savings and improvement opportunities.

Implications

- The fire plans examination review has increased the number of complete submissions meeting legislated deadlines by 23 per cent since 2014.
- The station supplies inventory review reduced delivery time by 50 per cent and reduced processing of supply orders by 40 per cent.
- Mandatory front-line vehicle repair turnaround time was reduced by up to 80 per cent for pumpers/squads and 90 per cent for aerial apparatus.
- Capacity for existing staff to undertake other duties is built.



Lean Event

Measuring Performance

24 Continue the maturation of MFES key performance indicators.

Discussion

For many years MFES has reported on a number of financial and response related performance indicators. The development of additional key performance indicators (KPI's) that measure other areas of the business have begun. The goal is to build a group of meaningful KPI's that will assist in measuring the actual performance of specific public education, inspection and community outreach programs.

Implications

- They will help to gauge the effectiveness of programs and mitigation strategies.
- They will allow MFES management the ability to proactively modify existing programs or develop new strategies to reduce life safety risk in the community.

Employee Health and Safety

- 25** Develop, implement and measure a Total Wellness strategy that considers the physical and mental health of staff, as well as builds on the corporate Health and Safety Plan.

Discussion

The Ministry of Labour mandated that a Post-Traumatic Stress Disorder (PTSD) program must be provided by all first responder agencies. The intention is to provide increased awareness around the impacts of emergency response on occupational stress injuries (OSI) and PTSD.

According to studies and experts in the field, a total wellness approach should include physical and medical and behavioural components because they have the most impact on decreasing the occupational stress injuries.

Implications

- Reduces the number of occupational stress injuries related to PTSD and proactively prevent injuries

Funding the Master Plan

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

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

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

Partnerships

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

Federal and Provincial Grants

The City receives funding from both Federal and Provincial levels of government. Much of this funding is targeted to specific programs by the

granting authorities, and every effort is made to use these funds for our priority projects.

Development Charges

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

Capital Reserves

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

Debt Financing

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

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

City of Mississauga

Corporate Report



Date: 2018/11/20

To: Chair and Members of General Committee

From: Geoff Wright, P. Eng., MBA, Commissioner of
Transportation and Works

Originator's files:
MG.23.REP RT.10.Z-57

Meeting date:
2018/12/05

Subject

**All-Way Stop - Edwyna Drive/Ozzie Drive and Oscar Peterson Boulevard
(Ward 10)**

Recommendation

That an all-way stop control not be implemented at the intersection of Edwyna Drive/Ozzie Drive and Oscar Peterson Boulevard as the warrants have not been met, as outlined in the report from the Commissioner of Transportation and Works, dated November 20, 2018 and entitled "All-way Stop – Edwyna Drive/Ozzie Drive and Oscar Peterson Boulevard".

Background

The Transportation and Works Department has been requested by the Ward Councillor to submit a report to General Committee regarding the implementation of an all-way stop at the intersection of Edwyna Drive/Ozzie Drive and Oscar Peterson Boulevard.

Currently, the intersection of Edwyna Drive/Ozzie Drive and Oscar Peterson Boulevard operates as a four-leg intersection with a two-way stop control for Edwyna Drive/Ozzie Drive. A location map is attached as Appendix 1.

Comments

A manual turning movement count was completed at the intersection of Edwyna Drive/Ozzie Drive and Oscar Peterson Boulevard to determine if an all-way stop control is warranted. The results are as follows:

Edwyna Drive/Ozzie Drive and Oscar Peterson Boulevard

Warrant Value

Part "A": Volume for All Approaches	100%
Part "B": Volume Split	47%

In order for an all-way stop to be warranted, both Parts “A” and “B” must equal 100 percent. An all-way stop is therefore not warranted at the intersection of Edwyna Drive/Ozzie Drive and Oscar Peterson Boulevard based on the turning movement count results.

A review of the collision history at the intersection of Edwyna Drive/Ozzie Drive and Oscar Peterson Boulevard revealed no reported collisions within the past three years that are the type considered correctable by the use of an all-way stop. An all-way stop is therefore not warranted based on the collision history.

Financial Impact

There are no financial impacts resulting from the recommendations in this report.

Conclusion

Based on the manual turning movement count results and collision history at this intersection, the Transportation and Works Department does not recommend the installation of an all-way stop at the intersection of Edwyna Drive/Ozzie Drive and Oscar Peterson Boulevard.

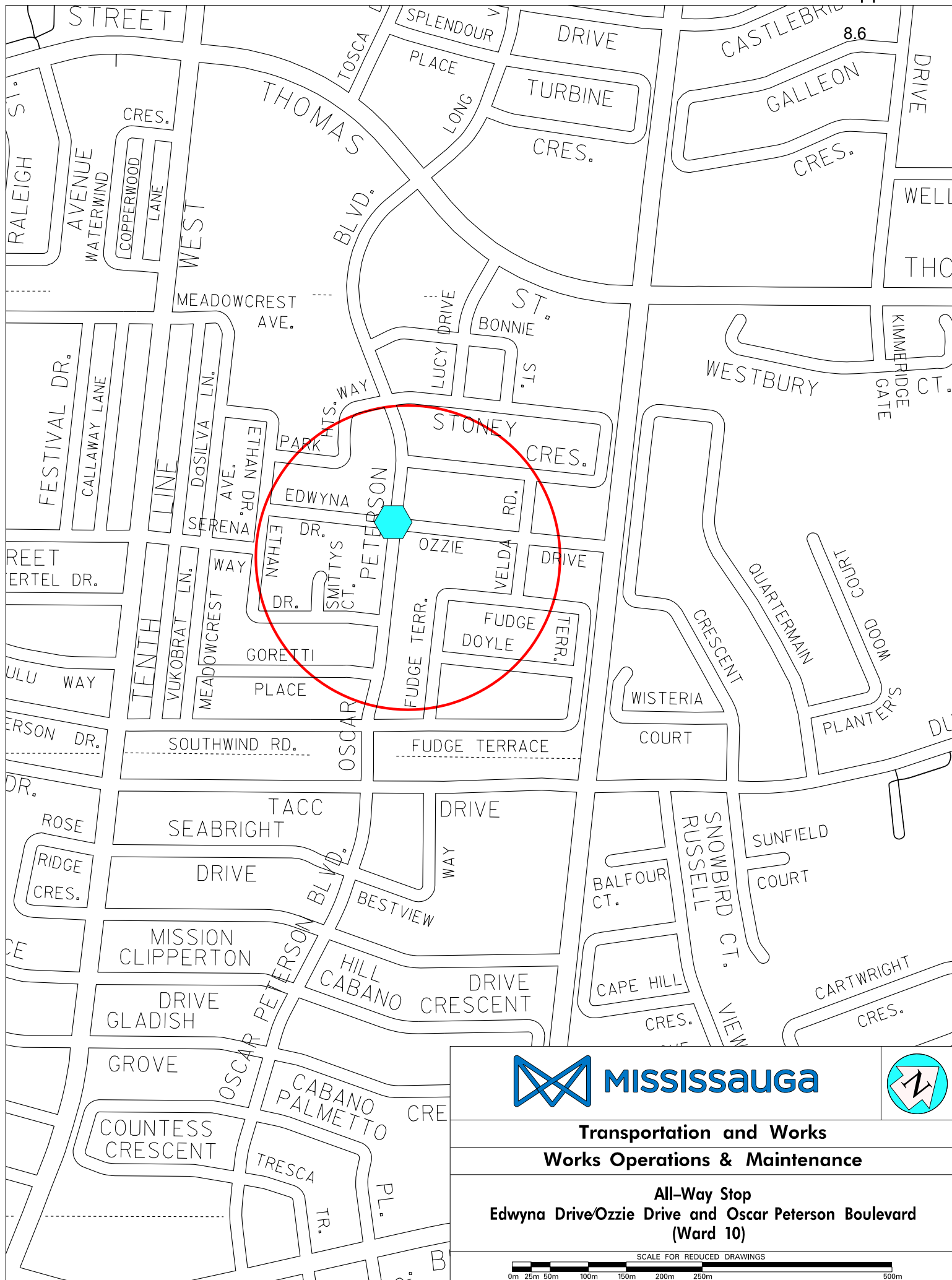
Attachments

Appendix 1: Location Map - All-Way Stop - Edwyna Drive/Ozzie Drive and Oscar Peterson Boulevard (Ward 10)



Geoff Wright, P. Eng., MBA, Commissioner of Transportation and Works

Prepared by: Khulud Sheeraz, Traffic Operations Technician



City of Mississauga

Corporate Report



Date: 2018/11/13

To: Chair and Members of General Committee

From: Gary Kent, CPA, CGA, Commissioner of Corporate Services and Chief Financial Officer

Originator's files:
CA.22

Meeting date:
2018/12/05

Subject

2017 Annual Report for Access Requests under the Municipal Freedom of Information and Protection of Privacy Act

Recommendation

That the report from the Commissioner of Corporate Services and Chief Financial Officer, dated November 13, 2018, regarding the 2017 Access Requests under the *Municipal Freedom of Information and Protection of Privacy Act* be received.

Background

The City of Mississauga is governed by the *Municipal Freedom of Information and Protection of Privacy Act* (the *Act*). The two key purposes of the *Act* are to ensure the right of access to government held records and information and to protect the personal privacy of individuals.

Much of the information released by the City occurs on a routine basis. However, when information is of a personal, confidential or commercial nature, the release of the information may be handled by the Office of the City Clerk through a formal access request under the *Act*. A decision regarding the release of the requested information is then issued by the City Clerk. This decision can be appealed to the Information and Privacy Commissioner by the requester of the information.

The Information and Privacy Commissioner (IPC) is an officer of the Legislature appointed to provide an independent review of the decisions of provincial and municipal organizations under access and privacy laws. This report contains statistics that were submitted in the beginning of this year to the IPC for their annual report, published subsequently on June 14, 2018, which provides statistics on the number and type of access requests received across the province and highlights significant access and privacy issues.

Comments

Access Request Statistics

In 2017, the City received 871 requests and saw a 10% increase from last year's number. The number of requests is almost doubled when compared to that of 2008. A graph showing the statistics of requests received for the last 10 years is included in the Appendix 1.

The City has 30 days to issue an access decision once a request for records is received. In qualifying circumstances, a decision can be made later than 30 days. In 2017, 866 requests were completed within the 30 day with a compliance rate of 96.8%. The remaining requests were completed at the extended compliance rate of 97.6%. In comparison to all municipal government organizations in Ontario, the City's rates are better than the average 30-day compliance rate of 86.3% and extended compliance rate of 90.9%.

Fee Statistics

Under the *Act*, a \$5 application fee is mandatory. In addition, there are several regulated fees that may apply to requests. Over half of the requests completed warranted additional fees, such as search time, reproduction costs, preparation time, shipping, computer costs and invoiced costs. The total amount collected in 2017 was \$14,421.12.

Appeal to the IPC

The City Clerk's decision on an access request is appealable to the IPC by the requestor or, in some cases, by an affected third party.

The City received no appeal to the IPC in 2017.

Public Interest

As part of the City of Mississauga's commitment to accountability and transparency, a list of requests received under the *Act* that could be of public interest has been compiled and is included in the Appendix 2.

Financial Impact

Not applicable.

Conclusion

The 2017 access request statistics have once again highlighted the City of Mississauga's excellent record in complying with the response rate requirements of the *Act*. The City of Mississauga will strive to continue its outstanding response rate, at the same time promoting the importance of privacy issues.

Attachments

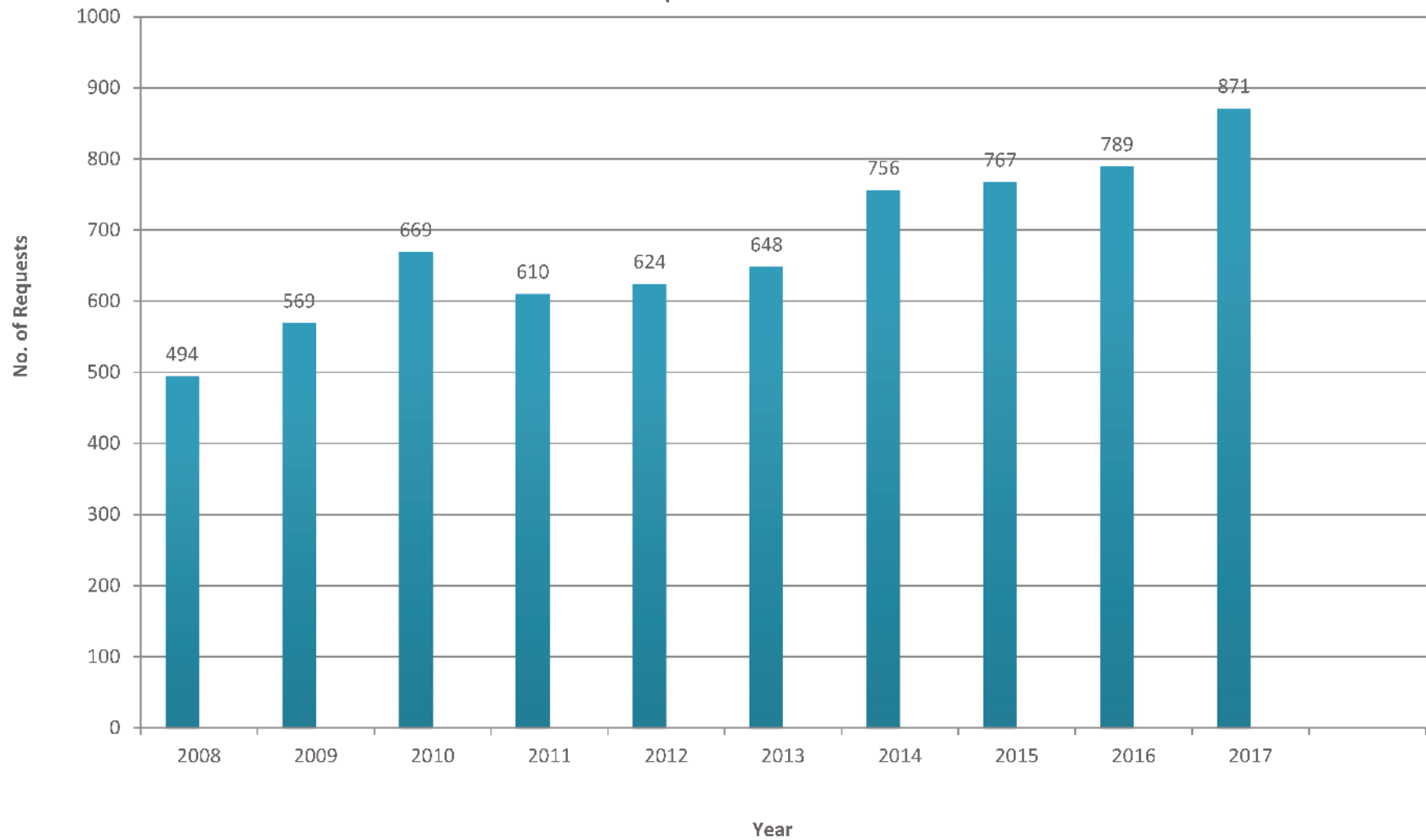
Appendix 1: Access Requests Received 2008-2017

Appendix 2: 2017 Report of Public Interest Requests



Gary Kent, CPA, CGA, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Paul Wan, Access and Privacy Officer

Appendix 1**City of Mississauga
Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)
Access Requests Received 2008-2017**

Appendix 2

2017 Report of Public Interest Requests

Request no.	Subject
2017-0058	Reported selling prices and dates for taxi owner licenses for the period from January 1, 2014 to December 31, 2015.
2017-0151	The number of taxi plates that are on shelf.
2017-0204	Detailed information on any standard agreements or contracts currently in place with any of the following companies, and any procurement that has occurred of products or services during fiscal years 2014/15, 2015/2016 and for 2016/2017 including committed purchases: HP (Hewlett Packard), HPE (Hewlett Packard Enterprises), SNC Lavalin, and Hyundai.
2017-0209	A copy of the Meadow North Business Park Secondary Plan and By-Law 715-86.
2017-0296	At what price were the last few taxi plates sold for 2016 □ 2017 and the taxi plates with an airport sticker (2016-2017).
2017-0345	For the golf courses (Lakeview Golf Course, BraeBen Golf Course and BraeBen 9 Hole Course) in the City of Mississauga for the period of 2012/05/01 to 2017/05/01: 1. Five year financial statement; 2. Multi-year business plan; 3. Number of available rounds by week over the course of the last 3 - 5 years, 4. Rounds played over the last 3 - 5 years broken down by: a. weekly, b. time of day: week days, week nights, weekends, c. type of golfer: senior, junior, adults, d. type of round played: 9 hole, 18 hole, twilight. 5. Square footage of facilities, 6. Acreage of course and number of holes; 7. Revenue by category: membership, food & beverage, facility rental, one-time green fees.
2017-0428	Data, records documentation on types of taxicab plates (transfer values, lease value and licences) from 2012 to 2017.
2017-0537	The consolidated rate of absenteeism of City of Mississauga employees for the most recent 12 months, or for 2016 (for MFES, Roads, Parks & Forestry, Business Services, Library, Recreation, and Facilities and Property Management) ; definition of □Lost Time□ absenteeism as it is used in the City.
2017-0609	Expenditures and receipts for Erindale Community Hall for the period of January 2012 to 2017.
2017-0614	Taxicab plates transfer values in the City of Mississauga from 2010 to 2017.
2017-0793	2016 Mississauga Fire & Emergency Services call records.

Please note that any requests that released personal or confidential information have not been included. A copy of any of the records responsive to these requests can be requested by contacting the Access and Privacy Officers by email at privacy.info@mississauga.ca referencing the request number. The City's standard copying fee of 50 cents per page will apply.

City of Mississauga

Corporate Report



Date: 2018/11/16

To: Chair and Members of General Committee

From: Gary Kent, CPA, CGA, Commissioner of Corporate Services and Chief Financial Officer

Originator's files:

Meeting date:
2018/12/05

Subject

Strike-Off of Taxes Deemed Uncollectible

Recommendation

1. That the report of the Commissioner of Corporate Services and Chief Financial Officer dated November 16, 2018 entitled Strike-Off of Taxes Deemed Uncollectible be received.
2. That unpaid taxes, fees, penalties and interest totalling \$49,975.38 as outlined in the corporate report dated November 16, 2018 from the Commissioner of Corporate Services and Chief Financial Officer entitled Strike-Off of Taxes Deemed Uncollectible be written-off as uncollectible and removed from the tax roll.

Report Highlights

- \$49,975.38 of uncollectible property taxes on seven properties is being recommended for write-off.

Background

Section 354(2)(a) of the *Municipal Act, 2001* allows for the removal of unpaid taxes from the tax roll if the Council of the local municipality, on the recommendation of the Treasurer, writes off the taxes as uncollectible.

Comments

Staff has determined that taxes billed on a number of properties are uncollectible and should be written-off. Details of the properties including the reason and amounts being recommended for write-off are provided below.

General Committee	2018/11/16	2
-------------------	------------	---

Roll No.	Ward	Address	Tax Year(s)	Amount
05-04-0-143-35424	7	223 Webb Drive	2012-2017	\$212.72

The Municipal Property Assessment Corporation (MPAC) duplicated the assessment of this parking unit from 2012 to 2017. The parking unit was assessed as part of the condominium unit as well as under a separate roll number. As a result there was a duplicate billing of taxes. MPAC corrected the duplication in 2018. It would be inappropriate to pursue collection as these taxes have been collected under another roll number. The taxes and associated fees and late payment charges should be written off.

Roll No.	Ward	Address	Tax Year(s)	Amount
05-05-0-113-16335	5	0 Airport Road	2008-2012	\$23,016.82

This is a property located at Pearson International Airport owned by the Federal Government. When federal property is leased to or occupied by a tenant, the land is assessed as if the tenant is the owner and the tenant is then responsible for the payment of property taxes. The tenant was declared bankrupt in 2014. Consequently, the taxes and associated fees and late payment charges should be written off.

Roll No.	Ward	Address	Tax Year(s)	Amount
05-06-0-126-17900	7	2002 Stavebank Road	2015	\$8,685.05

The property was acquired by the Province of Ontario in December 2014. In accordance with section 3(1) of the *Assessment Act*, property owned by Canada or a Province is exempt from taxation. Since the limitation period to process an appeal to have the tax class changed to exempt has expired, the taxes and associated fees and late payment charges should be written off.

Roll No.	Ward	Address	Tax Year(s)	Amount
05-04-0-154-83061	8	0 The Chase	2014	\$2,357.69

The property was transferred to the City on January 7, 2014 and it should have reverted to exempt. MPAC exempted the property beginning in 2015. Since the limitation period to process an appeal for 2014 has expired, the taxes and associated fees and late payment charges should be written off.

General Committee	2018/11/16	3
-------------------	------------	---

Roll No.	Ward	Address	Tax Year(s)	Amount
05-03-0-092-23600	3	1371 Hickory Drive	2009-2010	\$10,066.09

This tax roll expired on January 1, 2011. An apportionment was received from MPAC for 2009 and 2010 deleting the roll number and creating new roll numbers for two individual parcels. As the apportionment was not completed within the legislated timeframe, the taxes and associated fees and late payment charges should be written off.

Roll No.	Ward	Address	Tax Year(s)	Amount
05-04-0-097-19512	6	0 Creditview Road	2015	\$4,380.31

This property was transferred to the City on September 5, 2014 and it should have reverted to exempt. MPAC returned the property as exempt beginning in 2016. Since the limitation period to process an appeal for 2015 has expired, the taxes and associated fees and late payment charges should be written off.

Roll No.	Ward	Address	Tax Year(s)	Amount
05-04-0-096-07786	11	7526 Saint Barbara Blvd	2014	\$1,256.70

This property was severed in 2014 and an apportionment was received from MPAC deleting the roll number and creating new roll numbers. As the apportionment was not completed within the legislated timeframe, the taxes and associated fees and late payment charges should be written off.

Financial Impact

The write-off of \$49,975.38 when approved will be charged back as follows:

City	\$11,600.50
Region	\$17,844.57
Education – English Public	\$14,783.69
Education – English Separate	\$5,600.82
Education – French Public	\$43.60
Education – French Separate	\$102.20

General Committee

2018/11/16

4

Conclusion

Taxes totalling \$49,975.38 have been deemed uncollectible and should be removed from the tax roll pursuant to section 354(2)(a) of the *Municipal Act*.

A handwritten signature in black ink that reads "G. Kent." with a period at the end.

Gary Kent, CPA, CGA, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Mouzelle Higgs, Supervisor, Collections

REPORT 7 - 2018

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Heritage Advisory Committee presents its seventh report for 2018 and recommends:

HAC-0063-2018

That the proposed alteration to 5155 Mississauga Road, as per the Corporate Report from the Commissioner of Community Services, dated June 14, 2018 be approved subject to the following conditions:

1. That if any changes result from other City review and approval requirements, such as but not limited to building permit, committee of adjustment or site plan approval, a new heritage permit application will be required. The applicant is required to contact Heritage Planning at that time to review the changes prior to obtaining other approvals and commencing construction.

(HAC-0063-2018)

HAC-0064-2018

That the City approve conservation work on the Adamson Barn at the property located at 890 Enola Avenue (Ward 1), as per the Corporate Report from the Commissioner of Community Services dated June 14, 2018.

(HAC-0064-2018)

HAC-0065-2018

That the proposal for the property at 1507 Clarkson Road North, which is designated under Part IV of the Ontario Heritage Act, to repair the veranda, soffit, fascia, eavestroughs and rain water leaders, as outlined in the report from the Commissioner of Community Services, dated June 07, 2018, be approved.

(HAC-0065-2018)

HAC-0066-2018

That the property at 3075 Churchill Avenue, which is listed on the City's Heritage Register, is not worthy of heritage designation, and consequently, that the owner's request to demolish proceed through the applicable process as per the Corporate Report from the Commissioner of Community Services, dated June 14, 2018.

(HAC-0066-2018)

HAC-0067-2018

That the property at 2560 Mindemoya Road, which is listed on the City's Heritage Register, is not worthy of heritage designation, and consequently, that the owner's request to demolish proceed through the applicable process.

(HAC-0067-2018)

HAC-0068-2018

That the property at 3274 Mississauga Road, which is listed on the City's Heritage Register, is not worthy of heritage designation, and consequently, that the owner's request to demolish proceed through the applicable process as per the Corporate Report from the Commissioner of Community Services dated June 14, 2018.

(HAC-0068-2018)

HAC-0069-2018

That the owner's request to remove (dismantle and relocate) two 1930s barn structures at 1200 Old Derry Road proceed through the applicable process as per the Corporate Report from the Commissioner of Community Services, dated June 07, 2018.

(HAC-0069-2018)

HAC-0070-2018

That the Memorandum dated June 22, 2018 from Paul Damaso, Director, Culture Division entitled New Construction Adjacent to a Listed Property: 1352 Nocturne Court, be received for information.

(HAC-0070-2018)

HAC-0071-2018

That the resignation from Melissa Stolarz, Citizen Member, on the Heritage Advisory Committee dated July 4, 2018, be received.

(HAC-0071-2018)

REPORT 8-2018

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Heritage Advisory Committee presents its eighth report for 2018 and recommends:

HAC-0072-2018

1. That the proposed alteration to the property located at 39 Peter Street South, as per the Corporate Report from the Commissioner of Community Services, dated August 10, 2018, be approved with the proviso that it is not an endorsement of the proposed setbacks but of the overall design and layout.
2. That if any changes result from other City review and approval requirements, such as but not limited to building permit, committee of adjustment or site plan approval, a new heritage permit application may be required. The applicant is required to contact heritage planning at that time to review the changes prior to obtaining other approvals and commencing construction.

(HAC-0072-2018)

HAC-0073-2018

That details with respect to the review of Mississauga's cultural landscapes provided to the Heritage Advisory Committee at its meeting held on September 11, 2018, entitled *Conserving Heritage Landscapes Project*, be received for information.

(HAC-0073-2018)

REPORT 9 - 2018

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Heritage Advisory Committee presents its ninth report for 2018 and recommends:

HAC-0074-2018

That the property at 1219 Ravine Drive, which is listed on the City's Heritage Register, is not worthy of heritage designation, and consequently, that the owner's request to demolish proceed through the applicable process as per the Corporate Report from the Commissioner of Community Services, dated October 18, 2018.

(HAC-0074-2018)

HAC-0075-2018

1. That the request to alter the heritage designated property at 26 Bay Street, as per the Corporate Report from the Commissioner of Community Services, dated October 18, 2018 be approved.
2. That the approval allow for some flexibility in the size and placement of the skylights on the solarium to ensure they are not visible from the street, whilst still maintaining a consistent scale, rhythm and proportion in their size and arrangement.
3. That if any further changes result from other City review and approval requirements, such as but not limited to building permit, committee of adjustment or site plan approval, a new heritage permit application may be required. The applicant is required to contact heritage planning at that time to review the changes prior to obtaining other approvals and commencing construction.

(HAC-0075-2018)

HAC-0076-2018

That the request to alter the heritage designated property at 119 and 121 Lakeshore Road West, as per the Corporate Report from the Commissioner of Community Services dated October 18, 2018, be approved.

(HAC-0076-2018)

HAC-0077-2018

That the request to alter the heritage designated property at 57 Port Street, as per the Corporate Report from the Commissioner of Community Services, dated October 18, 2018 be approved.

(HAC-0077-2018)

HAC-0078-2018

That the request to alter the heritage designated property at 7079 Pond Street as per the Corporate Report from the Commissioner of Community Services, dated October 18, 2018, be approved.

(HAC-0078-2018)

HAC-0079-2018

The Memorandum dated October 11, 2018 from Paul Damaso, Director, Culture Division entitled Alteration to a Listed Property: 1352 Nocturne Court (Ward 2) be received.
(HAC-0079-2018)

HAC-0080-2018

That the Memorandum dated October 11, 2018 from Paul Damaso, Director, Culture Division entitled 500 Comanche Road (Ward 2) be received.
(HAC-0080-2018)

REPORT 6 - 2018

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Traffic Safety Council presents its sixth report for 2018 and recommends:

TSC-0060-2018

That the request for the placement of a crossing guard at the intersection of Kaiser Drive and Village Walk for the students attending Derry West Village Public School be denied as the warrants are not met.

(Ward 11)

(TSC-0060-2018)

TSC-0061-2018

1. That the request for the placement of a crossing guard at the intersection of Kaiser Drive and Magistrate Terrace, for the students attending Derry West Village Public School, be denied as the warrants are not met.
2. That Traffic Safety Council be requested to conduct a further site inspection at the intersection of Kaiser Drive and Magistrate Terrace, for the students attending Derry West Village Public School, in October 2018 once the School Walking Routes Program has been launched on International Walk to School Day on October 10, 2018.

(Ward 11)

(TSC-0061-2018)

TSC-0062-2018

That the request for the placement of a crossing guard at the intersection of Kaiser Drive and Magistrate for the students attending Derry West Village Public School be denied as the warrants are not met.

(Ward 11)

(TSC-0062-2018)

TSC-0063-2018

1. That the request for the placement of a crossing guard on Queenston Drive, in front of Queenston Drive Public School be denied as the warrants are not met.
2. That Transportation and Works be requested to review the signage in front of Queenston Drive Public School.

(Ward 6)

(TSC-0063-2018)

TSC-0064-2018

That the request to extend the hours of the crossing guard located at the intersection of Second Line West and Lamplight Way for the students attending Meadowvale Village Public School, be denied as the warrants are not met.

(Ward 11)

(TSC-0064-2018)

TSC-0065-2018

1. That the request for the placement of a crossing guard at the intersection of Havenwood Drive and Williamsport Drive, for the students attending St. Alfred Catholic Elementary School and Brian W. Fleming Public School be denied as the warrants are not met.
2. That Transportation and Works be requested to paint stop bars and zebra markings at the stop signs, east and west legs, on Williamsport Drive at Havenwood Drive, for the students attending St. Alfred Catholic Elementary School and Brian W. Fleming Public School.
3. That the Principal of St. Alfred Catholic Elementary School be requested to remind students and parents living on the west side of Havenwood Drive to cross with the crossing guards located west to east at Bloor Street and Havenwood Drive.

(Ward 3)

(TSC-0065-2018)

TSC-0066-2018

That the request for the placement of a crossing guard at the intersection of Burnhamthorpe Road East and Molly Avenue for the students attending Briarwood Public School be denied as the warrants are not met.

(Ward 4)

(TSC-0066-2018)

TSC-0067-2018

1. That the request for the placement of a crossing guard at the intersection of Brookhurst Road and Kelly Road for the students attending Hillside Public School be denied as the warrants are not met.
2. That Transportation and Works be requested to paint zebra markings on the north leg of intersection of Brookhurst Road and Kelly Road, for the students attending Hillside Public School.

(Ward 2)

(TSC-0067-2018)

TSC-0068-2018

1. That the request for the placement of a crossing guard at the intersection of Brookhurst Road and Seagull Drive, for the students attending Hillside Public School, be denied as the warrants are not met.
2. That Transportation and Works be requested to paint zebra markings on all four legs of the intersection at Brookhurst Road and Seagull Drive for the students attending Hillside Public School.

(Ward 2)

(TSC-0068-2018)

TSC-0069-2018

That the request for the placement of a second crossing guard at the intersection of Sherwood Mills Blvd. and Fallingbrook Drive, for the students attending Sherwood Mills Public School be denied as the warrants are not met.

(Ward 6)

(TSC-0069-2018)

TSC-0070-2018

1. That the request for the placement of a second crossing guard on the south and east leg at the intersection of Derry Road West and Forest Park Drive/Terragar Boulevard, for students attending St. Therese of the Child Jesus Catholic Elementary School be denied as the warrants are not met.
2. That the Principal of St. Therese of the Child Jesus Catholic Elementary School be requested to remind the students and the parents as follows:
 - a. to cross with the crossing guards at Forest Park Drive and Bloomfield Crescent if they live east of Forest Park Drive/Terragar Boulevard and Derry Road West;
 - b. to cross with the crossing guards at Derry Road West and Forest Park Drive/Terragar Boulevard if they live north of the intersection.

(Ward 10)

(TSC-0070-2018)

TSC-0071-2018

That the request to extend the hours for the crossing guards located at the intersection of Creditview Road and Rosemanor Drive/Edenrose Street, to cover the entry and dismissal times for students attending St. Bernadette Catholic Elementary School be denied as the warrants are not met.

(Ward 6)

(TSC-0071-2018)

TSC-0072-2018

1. That the Traffic Safety Council be requested to conduct a further site inspection at the intersection of McBride Avenue and Grechen Road for the students attending McBride Avenue Public School.
2. That Transportation and works be request to review the signage on McBride Avenue in front of the school.

(Ward 6)

(TSC-0072-2018)

TSC-0073-2018

That the request for the placement of a crossing guard at the intersection of McBride Avenue and Grechen Road for the students attending McBride Avenue Public School be denied as the warrants are not met.

(Ward 6)

(TSC-0073-2018)

TSC-0074-2018

1. That the Request for the placement of a crossing guard at the intersection of Garthwood Road and Marmac Crescent, in front of Christ the King Catholic Elementary School be denied as the warrants are not met.
2. That Transportation and Works be requested to consider the following:
 - a. review the signage on Garthwood Road, including "No U-Turn and driveway prohibitions
 - b. replace faded signage and intersection prohibitions to meet current standards

3. That Parking Enforcement be requested to enforce "No Stopping" Prohibitions between the peak times of 8:30 - 8:50 AM and from 3:05 - 3:25 PM, once signage is in place.
4. That Peel Regional Police be requested to enforce U-Turn Prohibitions once "No U- Turn" zone between the peak times of 8:30 - 8:50 AM and from 3:05 - 3:25 PM, as time and resources permit, once the No U-Turn zone is properly signed.

(Ward 8)

(TSC-0074-2018)

TSC-0075-2018

That the resignation from Ajay Sharma, Citizen Member of Traffic Safety Council be received.

(TSC-0075-2018)

TSC-0076-2018

That the email dated November 5, 2018 from Angie Melo, Legislative Coordinator entitled 2019 Traffic Safety Council Meeting dates be received for information.

(TSC-0076-2018)

TSC-0077-2018

That the update from Peter Westbrook, Chair, Traffic Safety Council, with respect to the concerns at Dixie Public School in relation to rehabilitation work in school zones, be received for information.

(TSC-0077-2018)

TSC-0078-2018

That the update with respect to the participation of Traffic Safety Council Members at the Peel District School Board's Parent Conference be received for information.

(TSC-0078-2018)

TSC-0079-2018

1. That Heather Relf, Citizen Member, Traffic Safety Council, be named the recipient of the 2018 Dr. Arthur Wood Award.
2. That the cost of approximately \$190.00 be approved for the purchase of a plaque to present to the recipient of the 2017 Dr. Arthur Wood Award.

(TSC-0079-2018)

TSC-0080-2018

That the Public Information Subcommittee Report dated November 16, 2018 be received for information

(TSC-0080-2018)

TSC-0081-2018

1. That the 2018 Wilde Wood Award for School Zone Safety be awarded to the following schools that have demonstrated that they have a team of staff and/ or volunteers that deserve to be recognized for the efficient operation of the School Zone Safety (Kiss & Ride) Program and promote and/or encourage active transportation to and from school.
 - a. St. Alfred Catholic Elementary School (Ward 3)
 - b. St. Barbara Catholic Elementary School (Ward 11)
 - c. Derry West Village Public School (Ward 11)
 - d. Hillside Public School (Ward 2)
2. That \$2,000.00 (\$500.00 per school) be allocated for awarding the recipients of the 2018 Wilde Wood Award.

(TSC-0081-2018)

TSC-0082-2018

That the Parking Enforcement in School Zones Report for June 2018 be received for information.

(TSC-0082-2018)

TSC-0083-2018

That the Parking Enforcement in School Zones Report for September 2018 be received for information.

(TSC-0083-2018)

TSC-0084-2018

That the Parking Enforcement in School Zones Report for October 2018 be received for information.

(TSC-0084-2018)

TSC-0085-2018

That the Transportation and Works Action Items List for June 2018 be received for information.

(TSC-0085-2018)

TSC-0086-2018

1. That Traffic Safety Council be requested to conduct a further site inspection at the intersection of Deepwood Heights and Freshwater Drive for the students attending Ruth Thompson Middle School.
2. That Transportation and Works be requested to review the signage on Freshwater Drive in front of Ruth Thompson Middle School.
3. That the Peel District School Board be requested to review the operation of the Kiss and Ride at Ruth Thompson Middle School.
4. That Peel Regional Police be requested to enforce moving violations on Freshwater Drive in front of Ruth Thompson Middle School between the peaks times of 7:50 – 8:15 AM and from 2:20 – 2:45 PM as time and resources permit.
5. That Parking Enforcement be requested to enforce “No Stopping/No Parking” violations on Freshwater Drive in front of Ruth Thompson Middle School and on Deepwood Heights between the peak times of 7:50 – 8:15 AM and from 2:20 – 2:45 PM.

(Ward 10)

(TSC-0086-2018)

TSC-0087-2018

1. That the request for the placement of a crossing guard at the intersection of Deepwood Heights and Freshwater Drive for the students attending Ruth Thompson Middle School be denied as the warrants are not met.
2. That Transportation and Works be requested to review the signage on Freshwater Drive in front of Ruth Thompson Middle School.
3. That the Peel Regional Police be requested to blitz Freshwater Drive in Front of Ruth Thompson Middle School between the peak times of 7:50 – 8:25 AM and from 2:20 – 2:45 PM as time and resources permit.
4. That Parking Enforcement be requested to blitz the “NoStopping/No Parking” prohibitions on Freshwater Drive in front of Ruth Thompson Middle School and on Deepwood Heights between the peak times of 7:50 – 8:25 AM and from 2:20 – 2:45 PM.

(Ward 10)

(TSC-0087-2018)

TSC-0088-2018

1. That Parking Enforcement be requested to enforce the “No Stopping” violations on Courtneypark Drive in front of St. Marcellinus Catholic Secondary School between the peak times of 7:45 – 8:25 AM.
2. That the Principal of St. Marcellinus Catholic Secondary School be request to continue to remind students to only enter the crosswalk when the white walking man is indicated on traffic light.
3. That Transportation and Works be requested to ensure that during the Mavis Road construction project, that either the north leg or south leg of Mavis Road and Courtneypark Drive remain open at all times during the school year (September to June) for students to be able to access Mississauga Secondary School and St. Marcellinus Catholic Secondary School.

(Ward 11)

(TSC-0088-2018)

TSC-0089-2018

That the Site Inspection Report for the site inspection conducted on October 18, 2018 at the intersection of Glen Erin Drive and Burnhamthorpe Road West for the students attending Erin Mills Middle School be received for information.

(Ward 8)

(TSC-0089-2018)

TSC-0090-2018

1. That the request for the placement of a crossing guard at the intersection of Glen Erin Drive and Windwood Drive for the students attending St. Elizabeth Seton Catholic Elementary School be denied as the warrants are not met.
2. That Transportation and Works be requested to review the timing of the traffic signal at Glen Erin Drive and Windwood Drive to ensure that it is set at a slow walking speed for students attending St. Elizabeth Seton Catholic Elementary School.

(Ward 9)

(TSC-0090-2018)

TSC-0091-2018

1. That the request for the placement of a crossing guard at the intersection of Artesian Drive and Fullwell Road for the students attending Artesian Drive Public School be denied as the warrants are not met.
2. That Parking Enforcement be requested to enforce the “No Stopping” prohibitions on both Artesian Drive and Fullwell Road between the peak times of 8:15 – 8:35 AM and from 2:40 – 3:05 PM for the students attending Artesian Drive Public School.
3. That Transportation and Works be requested to review the signage on Artesian Drive in front of Artesian Drive Public School.

(Ward 8)

(TSC-0091-2018)

TSC-0092-2018

That the times operation by the crossing guard at the intersection of Tacc and Trailbank Drive be extended by 5 minutes in the morning entry and afternoon dismissal to accommodate the students attending St. Bernard of Clairvaux Catholic Elementary School.

(Ward 10)

(TSC-0092-2018)

TSC-0093-2018

That the request for the placement of a crossing guard at the intersection of Queen Frederica Drive and Gripsholm Road for the students attending Dixie Public School be denied as the warrants are not met.

(Ward 3)

(TSC-0093-2018)

TSC-0094-2018

1. That the request for the placement of a second crossing guard at the intersection of Huntington Ridge Drive and Confederation Parkway for the students attending Huntington Ridge Public School and St. Matthew Catholic Elementary School be denied as the warrants are not met.
2. That Transportation and Works be requested to review the faded signage on Huntington Ridge Drive and pavement markings at the southwest corner of Huntington Ridge Drive and Confederation Parkway.
3. That Transportation and Works be requested to extend the timing on the traffic signal at Huntington Ridge Drive between the hours of 8:30 AM – 9:00 AM and from 3:20 PM to 3:50 PM

(Ward 4)

(TSC-0094-2018)

TSC-0095-2018

1. That the crossing guard location not be relocated to Sombrero Way and Brasswinds Place as the volume and traffic behaviour on Sombrero Way would be hazardous for St. Julia Catholic Elementary School students and the crossing guard.
2. That Traffic Safety Council be requested to conduct a further inspection at the intersection of Sombrero Way and Second Line West for the students attending St. Julia Catholic Elementary School to determine the traffic flow if stop sign was removed on Second Line West.
3. That Peel Regional Police be requested to enforce speeding and traffic that creates third lane to bypass the queue of traffic on Sombrero Way eastbound between the times of 8:15 – 8:45 AM as time and resources permit for the students attending St. Julia Catholic Elementary School.

(Ward 11)

(TSC-0095-2018)

TSC-0096-2018

1. That the crossing guard remain at the current location at Second Line West and Sombrero Way as the stop signs on Second Line West and on Sombrero Way provide protection for the students of St. Julia Catholic Elementary School and the crossing guard.
2. That Transportation and Works be requested to upgrade the school crossing pavement markings to zebra markings on Sombrero Way east leg for the students attending St. Julia Catholic Elementary School.

(Ward 11)

(TSC-0096-2018)

TSC-0097-2018

1. That the principal of Vista Heights Public School be requested to continue to advise parents and students grade one and older to use the Kiss and Ride area instead of parking their vehicle on Roy Drive.
2. That Transportation and Works be requested to move the “No Stopping” sign just west of the school, south side, closer to the intersection of Roy Drive and that the corner prohibitions be installed on Roy Drive where it intersects with Vista Boulevard.
3. That Parking Enforcement be request to enforce “No Stopping” prohibitions on Sora Drive, Vista Boulevard and Roy Drive once the “No Stopping” Prohibitions are in place, between the peak times of 8:50 – 9:15 AM and from 3:20 – 3:45 PM.

(Ward 11)

(TSC-0097-2018)

TSC-0098-2018

1. That the request for the placement of a crossing guard at the intersection of Truscott Drive and Robillard Road for the students attending Hillcrest Middle School be denied as the warrants are not met.
2. That Transportation and Works, Road Safety Unit be requested to consider implementing a crossover at the walkway on the south side of Truscott Drive for students to cross Truscott Drive and access Hillcrest Middle School.

(Ward 11)

(TSC-0098-2018)

TSC-0099-2018

That the request for the placement of a crossing guard at the intersection of Hillcrest Avenue and Confederation Parkway for the students attending Father Daniel Zanon Catholic Elementary School, be denied as the warrants are not met.

(Ward 7)

(TSC-0099-2018)

TSC-0100-2018

1. That the request for the placement of a crossing guard at 5070 Fairwind Drive at the park path opposite St. Hilary Catholic Elementary School be denied as warrants are not met, and that there are adequate safe gaps in traffic for students and parents to cross Fairwind Drive.
2. That Parking Enforcement be requested to enforce “No Stopping” Prohibitions in front of St. Hilary Catholic Elementary School between the peak times of 8:35 – 9:00 AM and from 3:20 – 3:40 PM.
3. That Peel Regional Police be requested to enforce speeding on Fairwind Drive in front of St. Hilary Catholic Elementary School between the peak times of 8:35 – 9:00 AM and from 3:20 – 3:40 PM as time and resources permit.
4. That the Principal of St. Hilary Catholic Elementary School be requested to continue to remind parents to use the Kiss and Ride area instead of illegally parking their vehicle on the street.
5. That Traffic Safety Council be requested to conduct a further site inspection once the park construction is completed in the summer of 2020.

(Ward 5)

(TSC-0100-2018)