



Future Directions

Recreation Plan

2024 Draft Report

We acknowledge the lands which constitute the present-day City of Mississauga as being part of the Treaty and Traditional Territory of the Mississaugas of the Credit First Nation, The Haudenosaunee Confederacy, the Huron-Wendat and Wyandot Nations. We recognize these peoples and their ancestors as peoples who inhabited these lands since time immemorial. The City of Mississauga is home to many global Indigenous Peoples.

As a municipality, the City of Mississauga is actively working towards Reconciliation by confronting our past and our present, providing space for Indigenous Peoples within their territory, to recognize and uphold their Treaty Rights and to support Indigenous Peoples. We formally recognize the Anishinaabe origins of our name and continue to make Mississauga a safe space for all Indigenous Peoples.

Acknowledgements

Mississauga City Council

- Bonnie Crombie, Mayor
- Stephen Dasko, Ward 1
- Alvin Tedjo, Ward 2
- Chris Fonseca, Ward 3
- John Kovac, Ward 4
- Carolyn Parrish, Ward 5
- Joe Horneck, Ward 6
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We would like to thank all residents, partners, community groups and organizations that participated by providing input through our surveys and various engagement 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.

Commissioner's Message



Recreation programs, services and facilities keep our communities active, healthy and connected. The City of Mississauga is making significant investments in our Recreation facilities and has valued feedback from members of the community to develop a plan to take us forward.

As our City continues to grow and intensify it is important that we create a future Mississauga that is livable. Creating communities where people want to live involve creating complete communities where community services, recreation facilities and social amenities are accessible to all.

The Community Services Department is committed to providing excellent customer service to our Mississauga residents. Thank you to everyone who has provided feedback on the development of this plan.

Sincerely,

Jodi Robillos

Commissioner, Community Services

Director's Message



As the City of Mississauga celebrates its 50th anniversary, it is an opportunity for the Recreation and Culture Division to celebrate how much has been accomplished through community engagement, resident feedback and strong planning processes. When Mississauga became a City in 1974, there were few recreation facilities: Huron Park RC, Burnhamthorpe Community Centre, Cawthra Community Centre, Port Credit Arena and Malton Arena. In 2024, facilities include 17 recreation facilities, 13 arenas, 12 indoor pools, seven fitness centres, seven outdoor pools, two seasonal domes, three golf courses, and all event venues, with more than 12 million visits made each year to facilities across the City. Through partnerships with local community groups and sports organizations, the City of

Mississauga can maximize the reach of service delivery to help build healthier communities by connecting more people more often. Thank you to our many residents and groups who have provided input into this plan.

Sincerely,

Kristina Zietsma

Director, Recreation & Culture

Table of Contents

Acknowledgements	3
Commissioner's Message.....	5
Director's Message	5
Executive Summary	8
Section 1: Introduction	13
Recreation and Culture Division Overview.....	13
Vision and Mission	14
Mississauga's Commitment	14
COVID-19 Pandemic Impact.....	16
Notable Achievements	17
Section 2: Plan Foundation	19
Developing the Plan.....	19
Alignment with City Plans and Policies.....	20
Planning in the Context of Growth and Change.....	22
Section 3: Population Growth	25
Historical and Current Population.....	25
Projected Population Growth.....	26
Areas of Intensification.....	29
Section 4: Engagement.....	32
Purposeful Engagement	32
Summary of Key Findings and Themes	33
Section 5: Existing and Future Conditions	36
Recreation Landscape in the City of Mississauga.....	36
Comparators.....	38
Innovations and Trends.....	38
Section 6: Facility Overview.....	46
Community Centres	46
Ice Rinks	50
Aquatic Facilities.....	56
Fitness Centres.....	62
Gymnasiums.....	65
Multi-purpose Program Space.....	67
Indoor Artificial Turf Fields.....	69
Golf Courses.....	71

Section 7: Service Delivery	75
Recreation Needs in Intensification Areas.....	76
Subsidized Programming.....	78
Partnership vs Direct Delivery	84
Access and Inclusion	87
Youth and Older Adults Services.....	96
Space Use and Allocation	103
Food Services.....	107
Section 8: Implementation Plan.....	110
Funding the Plan.....	115
Appendix A: Community Profile.....	118
Appendix B: Engagement	122

Executive Summary

Purpose



The 2024 Future Directions Recreation Plan (“Future Directions Plan”) is a long-range planning guide for recreation to inform future provision, asset management and the capital budget process. It will guide the delivery of indoor recreation facilities, programs and services in response to current development and management issues, changing leisure trends and forecasted socio-demographics.

Comprehensive Future Directions Plans are completed for a 10-year cycle with updates every five years. This Future Directions Plan will update the City’s current 2019 plan and aims to address the changing needs of Mississauga residents in the present, while planning for recreation needs that reflect a dynamic and growing population. It is equally important that consideration be given to new ideas based on the needs of the current and anticipated population profile, particularly in areas of intensification, along with trends and best practices found in the recreation sector.

The City of Mississauga is a highly diverse community. Whether looking at the municipality as a whole or at the individual character areas defined in its Official Plan, there are many unique

socio-economic characteristics within the population. This diversity results in a need to reflect community recreational preferences at both the City-wide and neighbourhood level so that facilities, programs and services perform well and, most importantly, engage as many residents in opportunities for healthy lifestyles.

This 2024 Future Directions Plan is being prepared with other key guiding documents, including Future Directions Plans for Parks, Forestry & Environment, Culture, Fire & Emergency Services, and Library Services. These Future Directions studies respond to common strategic goals, population growth forecasts and shared data related to public preferences and leisure trends.

Strategic Priorities

The Recreation and Culture Division prioritizes programs and services that are inclusive, high quality, innovative and fiscally responsible. Recreation strives to:

- **Maintain Recreation Facility Needs:** Infrastructure renewal and redevelopment activities are key priorities to ensure optimization of the supply and condition of facilities for current market and operation conditions.
- **Promote Access and Inclusion:** Through targeted and focused efforts to include equity deserving groups, and further identify opportunities, understand barriers and remove those barriers to increase participation.
- **Increase Service Delivery for Youth and Older Adults:** While all age groups benefit from participating in recreational activities, youth and older adults are a priority.
- **Strengthen our Programs and Services:** Continued quality assurance in program delivery and dedication to ensure the cost recovery model is fiscally aligned to the services provided.



Recommendations

The 2024 Future Directions Recreation Plan contains 16 recommendations guiding indoor recreation facilities and service delivery. Strategies have been identified to optimize the use of existing facilities or establish new spaces to address current and future needs. The development and redevelopment of the City's indoor recreation facilities should consider Mississauga's Green Building Standard. Opportunities have also been identified to enhance the way in which the City provides its services to ensure that all residents can participate. The following is a summary of recommendations contained in the Future Directions Plan. Section 8 provides implementation details including the reason for implementation, timing and staff responsibilities.

- 1** Construct a new community centre in Service Area E (Cooksville) to include an indoor aquatics centre (to respond to community needs and address a deficient service area), double gymnasium, fitness studio, multi-purpose program space, and areas and amenities suitable for youth and older adults, as well as a library branch (as identified through the 2024 Future Directions Library Plan). The City should engage potential partners to determine whether there is an interest in a collaborative approach to contributing capital and/or operating resources towards the proposed community centre. Additional funding sources should also be considered.
- 2** Redevelop the Small Arms Inspection Building (North Building) to include recreation and cultural amenities to address increased population growth within the Lakeview Village area.
- 3** Prioritize redevelopment of the aging Mississauga Valley Community Centre to respond to future population growth in the Downtown area. Undertake a feasibility study to provide direction on the future redevelopment or renovation of Mississauga Valley Community Centre considering options for a more urban community centre along with opportunities to intensify the site and support the City's Housing Strategy.
- 4** Prepare an Arena Infrastructure and Utilization Study to establish a strategy for capital renewal of Mississauga's aging ice pad supply, with a particular focus given to the future of key sites, including the redevelopment of Meadowvale 4 Rinks and Mississauga Valley Community Centre. Should arena utilization rates align with pre-pandemic levels or continue to decline, the study should recommend candidates for decommissioning and repurposing one or more ice pads.
- 5** Demolish the Cawthra Pool and Glenforest Pool once the replacement pools at Burnhamthorpe Community Centre and Carmen Corbasson Community Centre are fully operational.
- 6** Engage non-municipal gymnasium providers such as school boards and institutions to explore the potential to establish formal agreements to provide affordable community access to school gymnasiums for community programs City-wide.
- 7** Explore opportunities to increase access to multi-purpose program space in underserved communities by leveraging non-traditional spaces (e.g., condo developers, community service providers, private sector etc.). This may also include investigating multi-purpose program spaces to add to the City's inventory when the Region of Peel is dissolved.

- 8** Based on an understanding of usage and consultation with field users, evaluate opportunities to work with potential partners to provide an additional indoor artificial turf field through the following strategies:
 - a** Work with school boards to install seasonal domes on existing fields.
 - b** Install a seasonal dome over an existing municipal outdoor artificial turf field
 - c** Subject to the findings of an Arena Infrastructure and Utilization Study, repurpose a surplus arena to a multi-use, indoor artificial turf field.
- 9** Conduct a review of the ActiveAssist fee assistance program, including but not limited to eligibility criteria, the application process, promotion and subsidy amount to improve access using an equity, diversity and inclusion lens. The City should determine who is using the program and who is not to identify barriers and solutions. This review should consider the impact of the dissolution of the Region of Peel.
- 10** Engage the City's affiliated groups to share resources and best practices for supporting residents experiencing low income through service delivery.
- 11** Explore the potential of low-cost programming for older adults, multi-generational opportunities and families through sponsorship.
- 12** Identify equity-deserving populations in Mississauga and work with representative groups to assess needed supports, gaps in service delivery and co-develop appropriate programs and services. Provide training to staff and volunteers and guide staff in creating welcoming and accessible environments, and relevant programs and services.
- 13** Develop an equity and diversity toolkit to increase engagement of equity deserving populations at the local recreation planning area level.
- 14** Work with leading sport advocacy groups and/or educational institutions to address participation trends and gaps by auditing participation by girls, women, and gender diverse residents in sport and recreation in Mississauga.
- 15** Support the creation of the City's Reconciliation Plan and actively explore the creation of a Community Circle with our Indigenous partners which will inform and guide programming and initiatives across the City.
- 16** Monitor the capacity and the use of recreation and culture spaces to identify under represented users. Support equity deserving groups by addressing gaps and prioritizing access in alignment with divisional objectives and applicable allocation policies.

Introduction



Section 1: Introduction

Recreation and Culture Division Overview

Recreation and Culture operates and programs 12 major community centres and 12 minor centres; 13 arenas representing 24 ice pads; 12 indoor pools; seven outdoor pools; two seasonal domes, three golf courses, and all event venues. Recreation allocates space and maintains partnerships for the use of 239 soccer fields and 124 ball diamonds in addition to other outdoor sport amenities. Recreation and Culture's work includes community partnerships and affiliations; facilities operations, programming and facility rentals; food vending operations; food catering and banquet services; event services; creative industries and grants administration; business operations; and standards, compliance and training.



Recreation is a valued City service with a variety of programs available. Facilities attract over 12 million visits annually and offer thousands of hours of registered programs in addition to drop-in activities such as fitness, skating, court sports, and indoor and outdoor swimming. Recreation strives to offer activities that encourage the well-being of all individuals and communities in Mississauga.

Recreation service trends include:

- Aging infrastructure remains a focus with an emphasis on renewal and redevelopment.
- An aging population and an opportunity to support aging-in-place through services and programming to promote physical health and social connectivity.
- Spaces for youth are a priority to ensure lifetime participation at critical life stages and to promote healthy, active lifestyles.
- Establishing a balance between affordability, access and cost recovery as labour and other operating costs increase.

- Promoting access and inclusion to ensure equity-deserving populations are engaged by promoting opportunities to participate.

In July 2023, a Strategic Workforce Review for the City's Culture Division resulted in a change to the organizational structure that aimed to optimize resources and improve operating efficiencies. Four units in the Culture Division, namely, Events, Programming, Technical Services, and Creative Industries, have joined the Recreation Division to form the newly titled Recreation & Culture Division. The remaining units including, Heritage Planning, Indigenous Relations, Museums, and Culture Planning have joined the Parks, Forestry & Environment Division. Recommendations on Culture initiatives that are associated with their new units in the Recreation and Culture Division will be included in the 2024 Future Directions Culture Plan.

Vision and Mission

Recreation Vision

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

Recreation Mission

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

Mississauga's Commitment

Indigenous Communities

In 2015, The Truth and Reconciliation Commission of Canada published 94 Calls to Action to forward Reconciliation between Indigenous and Non-Indigenous Peoples in Canada. The City of Mississauga has committed to take action on 13 items that are actionable by municipal governments and in addition, has taken several notable actions over the past several years in its efforts to renew and strengthen relationships with Indigenous communities and residents. In addition to commemorating the history and legacy of residential schools with the rest of Canada on National Truth and Reconciliation Day, the City celebrates Indigenous Peoples Day and regularly collaborates on Indigenous policy matters and City programming and operations with Indigenous communities. The City's Indigenous partners include the Mississaugas of the



Historical Memory: Mississauga Valley Library and Community Centre, 1982



Historical Memory: Huron Park Recreation Centre, 1967

Credit First Nation, the Six Nations of the Grand River First Nation, the Huron-Wendat First Nation and the Haudenosaunee Confederacy.

The City is deeply committed to the ongoing work of reversing the erasure of Indigenous Peoples, their history and culture. Reconciliation efforts have been made in every area of the Community Services Department and will continue to take place. The City will also continue to ensure that the perspectives of our Treaty partners and all Indigenous communities who have stories to tell within Mississauga are included in its collective work as a municipality. This Future Directions Plan is just one part of the pathway forward to improving our shared future.

Equity, Diversity and Inclusion

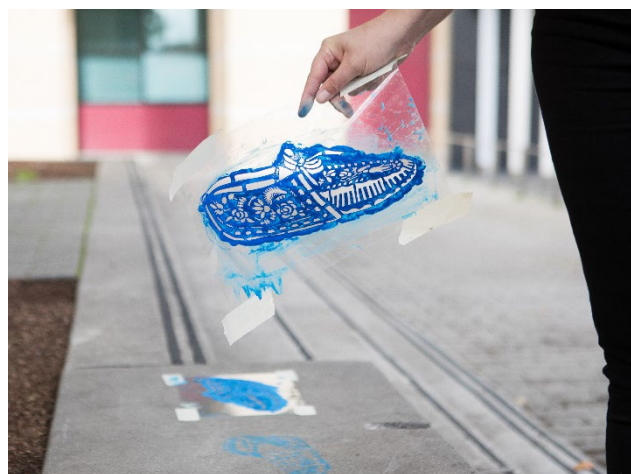
The City's commitment to Equity, Diversity and Inclusion (EDI) is grounded in two fundamental goals:

- a. To create a respectful and supportive workplace that attracts, retains and develops a talented workforce reflective of our communities and residents.
- b. To include EDI considerations in a meaningful manner into all City policies, programs and services with a goal to consistently produce equitable outcomes for the communities we serve.

To support these goals, the City has undertaken key steps:

- Developed a Workforce Diversity and Inclusion Strategy to assess the diversity and inclusion of the City's workforce and make adjustments to ensure that the workforce is poised to continue to provide excellent quality service and engender trust with the citizens of Mississauga now and into the future.
- Developed its first Workplace Psychological Health and Safety Strategy to promote the mental health of employees.
- Hired dedicated Subject Matter Experts (SMEs) in HR and the City Manager's Office to further its goals.
- Produced EDI-based learning and development curriculum/training for the City, including all leaders.
- Produced tools and resources to help all staff incorporate EDI considerations in all their practices.
- Instituted an annual reporting mechanism to Council on EDI progress across the City.

This plan, along with other developed strategies, programs and the ongoing education and training of employees, helps to support the City's goals and its commitment to equity, diversity and inclusion.



The City is an active participant in the Moccasin Identifier Project, activating City spaces with Indigenous footsteps.

Environmental Sustainability and Climate Change

As a City, Mississauga is committed to doing its part towards securing a better future by transforming into a low carbon, sustainable and resilient city. For more than a decade, the City has embraced this transformation through the City's Strategic Plan and dozens of plans and supporting strategies, standards and policies. More recently, the City declared a climate emergency and passed the Climate Change Action Plan (CCAP), which is built around this central vision, and is the City's 10-year roadmap that outlines concrete actions that directly support building a greener, smarter, and more sustainable and prosperous city.



Electric Zamboni

As part of our journey to reach these goals, the City has taken a more deliberate approach to applying climate and sustainability initiatives such as waste diversion. Through collaborating with internal and external partners, the City is leading by example and implementing a circular economy approach to reduce and rethink waste.

COVID-19 Pandemic Impact

While COVID-19 pandemic restrictions on recreation facilities and services were removed by the end of 2021, the longer term impact on resident recreation patterns is still being assessed. In general, residents have been eager to return to recreation services and programs with a growing interest in program variety, especially virtual and outdoor options. Additionally, program planning and communication approaches are now more responsive, allowing services to adapt faster to respond to customer needs. Whether it is a direct result of the pandemic or a shift that would have occurred naturally, attracting and retaining part-time staff continues to be a challenge in supporting facility and programming needs. A positive impact of the pandemic is that recreation is well positioned with the tools, processes and resources needed to quickly respond to short term health or environmental crisis that may arise in the future.

Notable Achievements

The Recreation and Culture Division is focused on continuous improvement and providing valuable experiences for residents. Highlights of recent notable achievements include:

- Hosting the 2022 Ontario Parasport and 2022 Ontario Summer Games
- Partnership with museums to display art by students from Cawthra Secondary School for Black History Month
- Return of the Little Native HockeyO League Tournament
- Moccasin Identifier project on arena surfaces and in camp programming
- Opening of Churchill Meadows Community Centre and Mattamy Sports Park
- Burnhamthorpe Community Centre Renovation and Reopening
- Carmen Corbasson Community Centre Renovation
- Malton Youth Hub Construction and Opening
- Introduction of Electric Zambonis
- Virtual Fitness and Older Adult Programming
- Mississauga 2020 People's Choice Urban Design Award Presented to Meadowvale CC
- Hosted the 2023 World Rowing Indoor Championships
- Transition to a new registration system with improved self-serve facility booking capabilities
- Maintaining customer satisfaction rating over 90 per cent
- The Sauga Summer Pass, which provides free MiWay rides and drop-in swims for residents ages 12 to 16, was expanded to provide access to fitness centres at no additional cost for youth between the ages of 14 to 16



Ontario Parasport Games 2022



Churchill Meadows Community Centre and Mattamy Sports Park



Plan Foundation

LOW AREA - NO DIV

Section 2: Plan Foundation

Developing the Plan

Every five years the City of Mississauga updates the Future Directions Recreation Plan with new research, updated population forecasts, engagement feedback and other valuable inputs.

The graphic below illustrates the process for updating the plan:



There may be upcoming changes to legislation, provincial policies (e.g. the Provincial Policy Statement) and Minister's Zoning Orders that may impact the population forecasts assumed within the horizon of this plan.

An example of a recent change to legislation, is Bill 112 (Hazel McCallion Act), which was passed by the Ontario Government in June 2023. The legislation will effectively dissolve the Region of Peel by January 1, 2025 and convert Mississauga, Brampton and Caledon into independent, single-tier municipalities. The 2024 Future Directions Recreation Plan was developed under the context that Mississauga is part of the Region of Peel.

Any required changes to recommendations affected by updated population growth forecasts, the dissolution of regional governance or other legislation will be assessed, and the City will remain flexible and respond accordingly to ensure the continuance of high quality facilities and services.

This plan was developed with a number of key inputs based on research, engagement and needs assessments. The study began with a series of engagement activities. These sessions identified the current state of the Recreation and Culture Division's services, recent accomplishments, key challenges and areas of focus for the 2024 Future Directions Plan. The engagement period was followed by research into trends in recreation services provision and examples of best practices from other municipalities. This information was complemented by a review of usage data and condition assessments of facilities.



Carmen Corbasson Community Centre renovation rendering.

Alignment with City Plans and Policies

To ensure consistent planning, the Future Directions Plan considers policies and recommendations set out by other City plans including the following, as well as other documents from a variety of departments and division across the City.

Mississauga Strategic Plan

The City's Strategic Plan establishes the vision and 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 the main objectives that drive all City 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 Future Directions Plan.

In order to realize our strategic priorities, the City needs to regularly adapt and plan for change. To that end, in 2023 the City of Mississauga is carrying out a review and update of the Strategic Plan to ensure its priorities remain relevant and that actions are being taken to realize its goals and objectives. The updated Strategic Plan is scheduled to be launched in 2024 to coincide with the City's 50th anniversary. The Future Directions initiatives have taken steps to ensure alignment to both the current and future iterations of the City's Strategic Plan.

Mississauga Official Plan

The Mississauga Official Plan guides how the City will grow and develop, as required by the Ontario Planning Act and provides policies to manage and direct land use in line with the City's Strategic Plan. Its policies address important parts of city-building that affect everyone who lives and works in Mississauga including housing, transportation, cultural heritage, the natural environment, and the economy. The 2024 Future Directions Plan was developed in consideration of these policies and in alignment with its objectives.

City's Budget

The City works hard to achieve value for money and sound financial stewardship in the development of the annual Business Plan and Budget. The City prepares the Business Plan and Budget using a rolling four-year planning horizon for the operating budget and a 10-year horizon for capital budget planning. This multi-year approach allows the City to respond to political, economic, social and environmental circumstances.

Management of the City's services is organized into 14 administrative service areas. Each service area prepares an individual business plan and budget in line with City priorities that are established and communicated by the City's Leadership Team. This annual process starts in May and concludes in December (in a non-election year) with Council's approval of the budget for the upcoming year. Council reviews estimates and forecasts for the full four-year period; however, when Council votes each year to authorize spending and taxation, it is for the first year of the new cycle only.

When Future Directions Plans are endorsed by Council, the funding required to implement actions identified within the plans is not approved at the same time. Instead, service areas with Future Directions Plans bring items forward for consideration during a future business planning and budget cycle. Only once these items have been approved in the budget can they move forward for implementation.

Strategic Priorities

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

- **Maintain Recreation Facility Needs:** Infrastructure renewal and redevelopment activities are key priorities to ensure optimization of the supply and condition of facilities for current market and operation conditions.
- **Promote Access and Inclusion:** Through targeted and focussed efforts to include equity-deserving populations, and further identify opportunities, understand barriers and remove those barriers to increase participation.
- **Increase Service Delivery for Youth and Older Adults:** While all age groups benefit from participating in recreational activities, youth and older adults are a priority.

- **Strengthen our Programs and Services:** Continued quality assurance in program delivery and dedication to ensure cost recovery model is fiscally aligned to the services provided.

Background Studies

Several key background studies helped develop the Future Directions Plan and its recommendations. As part of the planning process, an Environmental Scan and Provision Levels Report was prepared to summarize key background documents and policies, socio-demographics, trends and best practices, and other important factors. A review of service levels, utilization and participation data and comparisons was also undertaken to inform the analysis. Attention was given to key areas of focus, including neighbourhood intensification, service delivery, and space use and allocation. Consultation with the public, community groups, staff and Council was also completed. One of the main purposes was to understand indoor recreation facility and service delivery needs over the next 10 years.

Other documents were reviewed to inform the Future Directions Plan including, but not limited to, Mississauga's Older Adult Plan and Youth Plan for Recreation, previous Future Directions Plans, policy frameworks and more.



Planning in the Context of Growth and Change

Since 2004, Future Directions Plans for Recreation, Parks & Forestry, and Library Services have organized the City into six functional service areas as a basis for sub-geographic analysis. In 2022, the six original service area boundaries were revisited to recognize the evolution of Mississauga's urban structure and population density characteristics. Through further analysis conducted during the 2024 Future Directions process, slight adjustments have been made to the service area boundaries and validated through a population, case study and service level analysis that has resulted in the following:

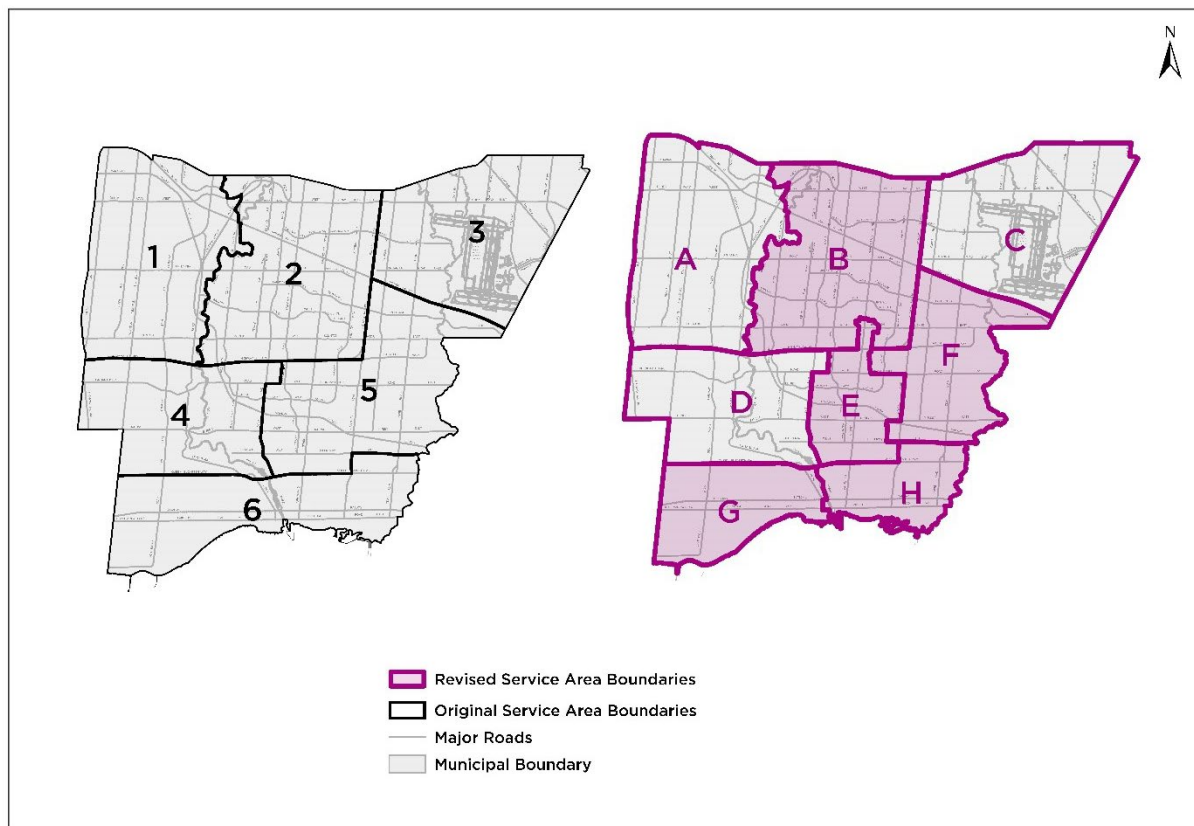
- Renaming service areas using an alphabetized list rather than a numbered approach to avoid confusion with ward numbers moving forward;
- No changes to the original Service Area 1, Service Area 3 and Service Area 4 which were respectively renamed as Service Area A, Service Area C and Service Area D;
- Redefining a new Service Area E specifically to reflect the Hurontario LRT network and the higher densities that are found along the urban growth centre (UGC) corridor. This adjustment integrates the Uptown Major Node found in the original Service Area 2 and

separates the Mississauga Valleys and Cooksville Neighbourhoods from the original Service Area 5; and

- Dividing the original Service Area 6 in half and create Service Area G and Service Area H using the Credit River to separate the two districts with the QEW remaining as the northern boundary.

The 2024 Future Directions Plan now includes eight service areas which better align with the City structure outlined in the new Mississauga Official Plan. These service areas better reflect the evolution in the City structure, transportation network and planned growth patterns. They also provide a basis to potentially differentiate service levels based on land densities and developments, account for land economics, and allow the City to tailor its strategies based on provincial legislation. The adjusted service area boundaries offer a balance between reflecting Mississauga's urban structure and the City's historical approach to planning.

Original and Revised Service Area Boundaries



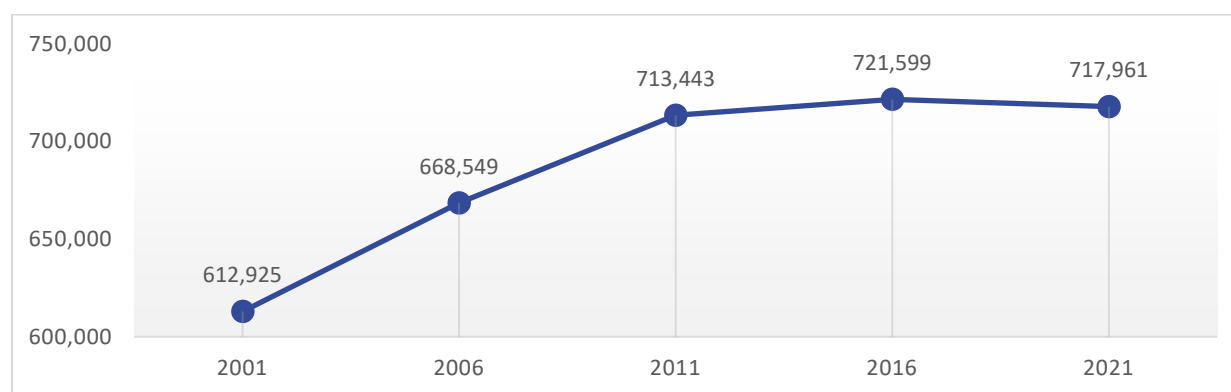
A photograph of three women in a gym setting, smiling and holding dumbbells. The image is overlaid with a semi-transparent purple rectangle containing the text 'Population Growth'.

Population Growth

Section 3: Population Growth

Historical and Current Population

Between the 2001 and 2021 census periods, the City of Mississauga's recorded population grew from 612,925 to 717,961 persons (unadjusted for net census undercoverage),¹ resulting in 105,000 more people or an increase of 17 per cent. Between 2016 and 2021, however, the City's population declined by 3,638 persons which may be a result of multiple factors. The COVID-19 pandemic likely contributed to this decline due to construction delays, online learning decreased the number of post-secondary students, and there were restrictions limiting immigration.



City of Mississauga Census Recorded Population, 2001-2021

The annualized growth rate has been declining since 2001 which could be a result of an aging population and aging-in-place trends, and/or financial barriers to home ownership. The City's population is expected to grow again and catch up to the approved forecast in the short-term based on submitted planning applications and building permit activity.

The City's current growth forecasts estimate a 2021 population of 795,040 persons and to ensure consistency with other City reports, this figure is used as the baseline for this plan.

¹ Statistics Canada Census, 2001 - 2021

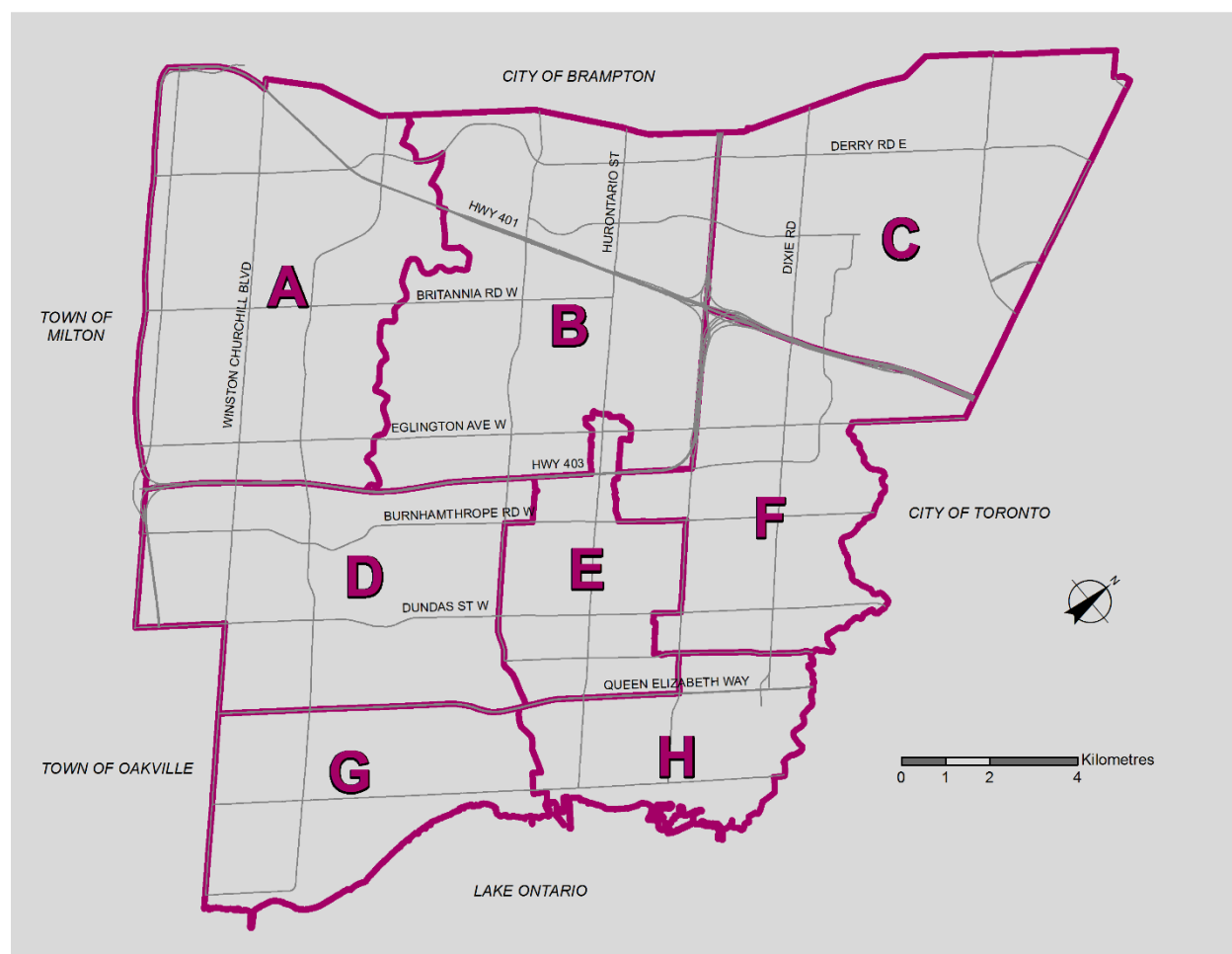
Projected Population Growth

Growth forecasts show that Mississauga's population will grow from the current year estimate of 795,040 to 852,060 by 2031. Beyond the current Future Directions planning period, Mississauga's population is projected to reach 995,040 by the year 2051. Table 1 illustrates the distribution of Mississauga's population and forecasted growth by Service Areas.

Table 1: Forecasted Population Growth by Service Area Boundaries, 2021-2051

Service Area	2021 Population Estimate	2031 Population Estimate	2051 Population Estimate	10-Year Growth Rate (2021-2031)	30-Year Growth Rate (2021-2051)
A	187,410	195,280	209,320	4.2% (7,870 persons)	11.7% (21,910 persons)
B	159,570	161,210	167,950	1.0% (1,640 persons)	5.3% (8,380 persons)
C	39,430	39,060	40,900	-0.9% (-370 persons)	3.7% (1,470 persons)
D	102,440	101,990	107,730	-0.4% (-450 persons)	5.2% (5,290 persons)
E	140,000	172,490	226,750	23.2% (32,490 persons)	62.0% (86,750 persons)
F	74,840	75,540	91,410	0.9% (700 persons)	22.1% (16,570 persons)
G	47,640	53,480	66,450	12.3% (5,840 persons)	39.5% (18,810 persons)
H*	43,710	53,010	84,530	21.3% (9,300 persons)	93.4% (40,820 persons)
Total	795,040	852,060	995,040	7.2% (57,000 persons)	25.2% (200,000 persons)

Service Area Boundary Map



The projected distribution of Mississauga's population has been analyzed for each Service Area. The following trends are noted:

- **Service Area A** is Mississauga's largest by population with a year 2021 estimate of 187,410 persons. The area has seen considerable development in recent years through the Churchill Meadows area in the north-west and its previously undeveloped land base is now considered to be largely built. There are still 7,900 new residents forecasted for this service area by 2031 and 22,000 more people in total by the year 2051. Growth is mostly located within the Central Erin Mills Major Node (nearly 50 per cent of the service area's net share of the population increase by 2031). The Ninth Line and Streetsville Neighbourhoods will experience most of the remaining growth. Notably, the Ninth Line Neighbourhood is projected to experience substantial growth as much of its undeveloped land base has approved plans for a subdivision which will account for approximately half of this service area's population growth over the next eight years.
- **Service Area B** has a present-day population of 159,570 and is expected to grow to 161,210 over the next eight years.
- **Service Area C** contains Mississauga's smallest population total (largely because the majority of this service area is composed of non-residential character areas), with a year 2021 estimate of 39,430 persons that is projected to remain about the same over the next

eight years before increasing slightly to 40,900 persons by the year 2051. This is the lowest growth rate among all Service Areas. Virtually all of this service area's future development is planned around the Malton Community Node.

- **Service Area D** is forecasted to have little change in its total population – presently estimated at 102,440 persons. Growth is projected in the post-2031 period with approximately 5,300 persons to be added by the year 2051 over and above present-day estimates. The Sheridan Community Node, Sheridan Neighbourhood and Mavis-Erindale Employment Area are expected to account for 75 per cent of long-range growth.
- **Service Area E** contains the City's Urban Growth Centre which is comprised of the Downtown Core, Uptown Node, Fairview, Cooksville and Hospital Character Areas, and a number of stable areas like the Mineola and Cooksville Neighbourhood Character Areas. It has a population of 140,000 and is projected to increase by nearly 32,500 to reach a population of 172,500 by 2031. This service area will see the highest growth in the next 10 years and second highest growth in the next 20 years.
- **Service Area F** has a population of 74,840 and is projected to remain relatively unchanged, increasing by 700 persons between 2021 and 2031.
- **Service Areas G and H** have a current population estimate of 91,350 and are collectively forecasted to experience major growth over the next 30 years. The forecasted population will total 106,500 persons by 2031 and over 150,000 persons living south of the QEW in Mississauga by 2051. Beyond 2031, the majority of the population share will be east of the Credit River towards Service Area H whose 2051 population is forecasted at 84,500 persons compared to 66,500 persons in Service Area G. Growth will primarily occur within the Port Credit Neighbourhood West, Port Credit Major Node, Lakeview Waterfront Major Node and Lakeview Neighbourhood.

In May 2023, an Enhanced Minister's Zoning Order (EMZO) was released to permit increased density and other changes to Lakeview Village in Service Area H. The EMZO identifies that Lakeview Village will have a maximum of 16,000 residential units, which is double what is currently planned for in this development area. At the time of preparing this Future Directions Recreation Plan, City staff are in the process of understanding the full impact the EMZO will have on the area's projected population, which will directly influence recreation needs. Once adjusted population forecasts are developed and changes to the overall development vision is understood, future indoor recreation facility needs will need to be assessed during the next Future Directions Plan.



Bill 23 requires the City to build more homes. The Planning and Building Division indicates that Mississauga will still use the growth forecasts to support its infrastructure planning; however, Bill 23 indicates that the province will prepare a new Growth Plan for the Greater Golden Horseshoe. The City of Mississauga would have to consider how any new provincial Growth Plan will affect the population and approved growth forecasts.

Areas of Intensification

Development will be primarily directed to the City's Intensification Areas as defined through the City of Mississauga Official Plan. 50 per cent of all new residential population growth in Mississauga forecasted by the year 2031 – amounting to 26,500 people – is being directed to the Urban Growth Centre (referred to as the Downtown in the previous Official Plan) and its associated character areas. The majority of the remaining share of growth by 2031 is forecasted for Mississauga's Major Nodes (25 per cent) and Neighbourhoods (21 per cent).

- The **Urban Growth Centre** is located in Service Area E and is subdivided into four character areas around the Highway 10 (Hurontario Street) corridor. Of the four areas, the Downtown Core is expected to receive 81 per cent of the growth representing over 21,400 residents by the year 2031 and another 22,500 by the year 2051 to reach a total population of nearly 81,000 persons (over double the population that currently exists).
- **Central Erin Mills Major Node** is located in Service Area A north of Highway 403 and in between Winston Churchill Boulevard and Erin Mills Parkway. The Central Erin Mills node is forecasted to add 4,600 persons over the next 10 years and 7,350 new residents by 2051, ultimately reaching nearly 15,000 persons. Expected growth in this node will account for nearly one-third of all growth in Mississauga's Major Nodes.
- **Uptown Major Node** is located in Service Area E north of Highway 403 along Hurontario Street. The Uptown node is forecasted to add 5,500 persons over the next 10 years and nearly 22,500 new residents by 2051, ultimately reaching just over 34,500 persons. The 10-year growth in this node accounts for nearly 10 per cent of all growth to occur in Mississauga by 2031.
- **Port Credit Neighbourhood (West)** is located in Service Area G to the south-west of Mississauga Road along Lakeshore Road. Port Credit is projected to increase in population by 5,300 persons in the next 10 years and over 11,100 persons to more than four times its population in 30 years to 14,700 persons in total. This 10-year growth represents nearly 45 per cent of all neighbourhood growth and nine per cent of the total population growth.
- **Lakeview Neighbourhood** is located in Service Area H in the south-eastern portion of Mississauga. This neighbourhood is projected to grow by 3,800 persons over the next 10 years with an additional 9,600 persons by 2051. This growth will result in a total population of 37,500 by 2051, equating to an average annual growth rate of 1.8 per cent.
- **Lakeview Waterfront Major Node** is located in Service Area H and surrounded by the Lakeview Neighbourhood. As previously identified, the province's EMZO identifies that Lakeview Village will accommodate 16,000 residential units, which is double what is currently planned for this area. City staff are currently in the process of understanding the impact the EMZO will have on the projected population and as a result, the total population growth is currently unknown.

Table 1: Projected Growth by Character Area (Major Area of Intensification)

Character Area	2021	2031	2021 to 2031 Change	Share of City-wide Growth
Urban Growth Centre	79,650	106,170	26,520	47%
Central Erin Mills Major Node	7,620	12,200	4,580	8%
Uptown Major Node	12,090	17,570	5,480	10%
Port Credit Neighbourhood (West)	3,530	8,810	5,280	9%
Lakeview Neighbourhood	24,200	27,990	3,790	7%
Lakeview Waterfront Major Node*	0	4,460	4,460	8%

Source: City of Mississauga, 2022
* Population forecast for Lakeview Waterfront Major Node does not reflect the province's EMZO impacting Lakeview Village as City staff are currently reviewing the EMZO's impact on population at the time of preparing this Future Directions Plan.



A high-angle, monochromatic photograph of a women's ice hockey team huddled on the ice. The players are wearing dark jerseys with a white maple leaf logo and the word "CANADA" visible. They are all looking towards the center of the huddle, some with their arms around each other. A purple rounded rectangle is overlaid in the center of the image, containing the word "Engagement" in white text.

Engagement

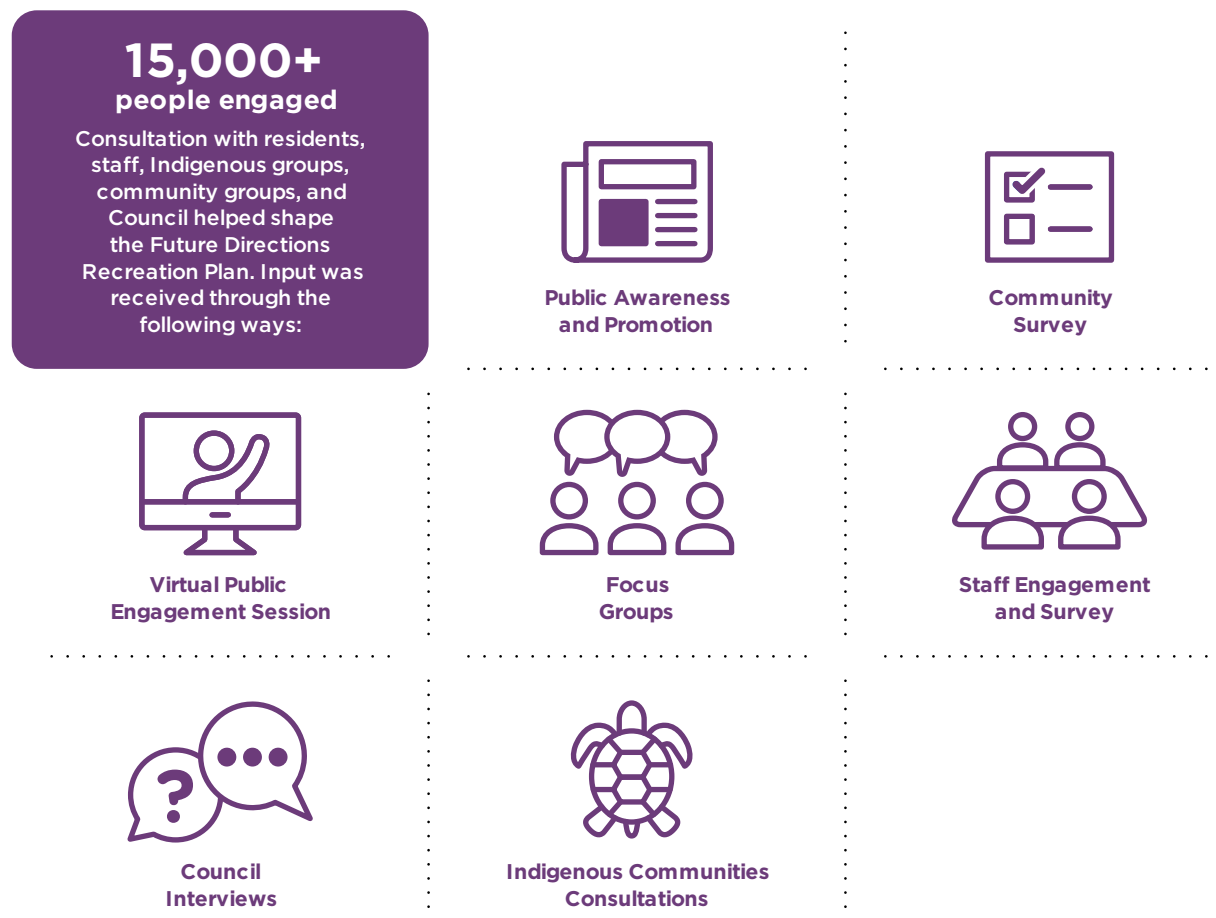
Section 4: Engagement

Purposeful Engagement

The 2024 Future Directions Recreation Plan was developed in consideration with the vision for community engagement at the City of Mississauga: Meaningful engagement every time. This process provides for open, two-way dialogue, offers an inclusive approach to seek diverse opinions and ensures that decision-making is well informed. To accomplish this, multiple forums were promoted to the community including focus groups, online surveys, and face-to-face meetings. In addition to the range of methods used to consult residents and groups, the Future Directions 'Have Your Say' engagement page was made available for translation to allow for non-English speaking members of the community to engage in the public consultation process. Regular, purposeful engagement was conducted throughout each phase of the project and outcomes have been incorporated into this plan. The open, transparent, accessible, inclusive and participatory manner with which engagement for the Future Directions Recreation Plan was conducted strongly upholds the City's vision of meaningful engagement every time.



Churchill Meadows Community Centre and Mattamy Sports Park



Summary of Key Findings and Themes

A summary of key findings and themes from the consultation activities is highlighted below in no particular order. Additional details about the results of the consultation activities can be found in the appendix.

- Influences of the COVID-19 Pandemic:** The COVID-19 pandemic impacted how people participate in recreation. Since the pandemic, one-quarter (25 per cent) of community survey respondents have not used an indoor recreation facility, while one-third (34 per cent) of respondents have visited indoor recreation facilities less compared to before the pandemic. One-quarter (24 per cent) of respondents reported no change and 17 per cent identified that they use indoor recreation facilities more.
- Recreation Programs:** Casual and drop-in recreation activities such as public skating, swimming and fitness are in demand. Requests were made for more recreation programs as popular recreation activities are booked quickly. The timing of recreation programs was also a concern; one-quarter of community survey respondents identified that they were not able to participate in recreation activities as often as they would like because the program, service, event, space or facility was not available at a convenient time, which was the most common barrier identified. Other requests were made for recreation opportunities for youth

between the ages of 13 and 18, and programming for persons with disabilities, persons with low income and persons from diverse cultural backgrounds.

- **Requests for New Indoor Recreation Facilities:** Requests were made for new or enhanced indoor recreation facilities. In no particular order, requests included arenas, squash courts, community greenhouses, tennis courts, warm-water therapy pools, indoor fields (for soccer, baseball, cricket, etc.), indoor walking tracks, multi-purpose rooms, dryland training space and gymnasiums (for pickleball, badminton, etc.). Emphasis was placed on enhancing underutilized facilities, and new or enhanced spaces should be designed with environmental and sustainability issues in mind. Opportunities for sport tourism and competition should also be considered.
- **Inclusion and Access:** It was suggested that the City's approach to providing access to recreation opportunities should be reviewed to ensure that everyone is able to participate. It was suggested that the criteria for receiving financial support should be reviewed to ensure responsiveness to households and individuals experiencing low income. Some residents and community organizations were not aware of the financial support programs that currently exist. Other suggestions included providing prayer space, employing diverse staff that represent all segments of the community (e.g. BIPOC), and ensuring that facilities, programs and services are welcoming of newcomers and refugees.
- **Communication and Marketing:** One-fifth (20 per cent) of community survey respondents said they were not able to participate in recreation activities as often as they would like because they were not aware of what facilities, programs and services were available. It was suggested that residents be made more aware of what recreation opportunities are available in order to optimize the use of recreation facilities, programs and services, as well as to engage the public. While digital communication was identified as the best way for residents to learn about services, programs, events and facilities offered by the City (e.g. Website, e-mail, ActiveMississauga, social media, etc.), 22 per cent of community survey respondents said that brochures and flyers were their preferred method. Offering both digital and print communications recognizes that not everyone is comfortable with or has access to technology.

Community organizations should also be made aware of the recreation opportunities available, as they are often in contact with residents and receive questions from the public; Peel Region and school boards were among the suggestions.

- **Community Collaboration:** Collaboration with community organizations was identified as a way to deliver vital community and recreation services. To strengthen these relationships, suggestions included providing clear and consistent communication between City staff and organizations, connecting community groups with designated City staff, enhancing best practices for community engagement, identifying underserved communities, streamlining processes for groups to become partner organizations and providing priority room rentals for groups that have an established history of booking space.





Existing and Future Conditions

Section 5: Existing and Future Conditions

Recreation Landscape in the City of Mississauga



Churchill Meadows Community Centre Pool

Mississauga is experiencing a growing shift away from greenfield development towards intensification of urban centres, corridors and other established areas of the City. Land for traditional subdivision development is becoming increasingly scarce and expensive while the City's plans for transit-oriented development (e.g. the Mississauga MiWay Infrastructure Growth Plan) will encourage additional growth along major corridors.

Growth through intensification presents different opportunities and challenges to address community needs for recreation services compared to traditional greenfield areas. The most notable challenges are optimizing existing community facilities and programs to accommodate all the new residents, and funding the development of new properties when new and/or expanded/repurposed community facilities are required.



Residents living in higher-density dwellings rely heavily upon civic infrastructure to meet their recreation needs as the public realm essentially becomes their backyard. With such a growing dependence upon 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 many of Mississauga's areas of transition is that existing recreation spaces may not have the capacity, infrastructure or offer the level of quality needed for thousands of new persons in intensifying areas.

With this in mind, it may not be feasible to rely solely on provision targets when evaluating indoor recreation facility needs. Other factors need to be considered as part of the assessment process such as distribution, capacities, high-needs areas and partnership opportunities.

Furthermore, the future demographic profile of communities originally served by recreation spaces is likely to be very

different than the characteristics of residents living there today. In this regard, the preferences of those living in higher-density areas may be different than persons living in traditional lower-density subdivisions. Accordingly, they will have different needs and expectations when it comes to using indoor recreational space. For example, millennials choosing to live in condominium apartments without a backyard or a car may desire 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 indoor recreation facilities remain hubs of activity in areas of intensification and regeneration. In fact, recreation projects can also stimulate economic development and renewal, and have been found to support highly populated, livable urban areas. Community groups and other groups with interest often desire public spaces (e.g. downtown areas) as a location to hold community programs and special events.

In maintaining the dynamic nature of public 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, inclusive, accessible, bright and safe. Key planning considerations for indoor urban spaces include location, microclimate, opportunities to co-locate with other public services and partners, surrounding land uses, and proximity to key destinations and amenities.

Comparators

A broad look at best practices and provision levels in other municipalities was part of the background review. This research offered a high-level overview of leading initiatives, trends and provision models in other major municipalities across Canada, providing insight into what other municipalities are doing that may be relevant to the City.

For example, Mississauga's emphasis on green buildings and sustainable design is consistent with initiatives in other municipalities such as Brampton, which received \$15.7 million from the federal government to undertake energy upgrades to the Susan Fennell Sportsplex. Brampton's Susan Fennell Sportsplex also recently opened a small designated youth space to provide a safe place for younger residents to access unique services such as eSports. Many municipalities leverage multi use spaces to deliver services to youth.

As part of the background review, a provision level comparison with benchmark municipalities was also completed for each facility area to provide insight into how Mississauga compares with other municipalities. Benchmark municipalities included Brampton, Burlington, Hamilton, London, Oakville, Ottawa and Vaughan. While this exercise informed the needs assessment process, the findings need to be considered with caution. Provision levels in each community may be impacted by unique factors including historical supply and operating approach, distribution, demographic characteristics, partnerships, land availability and usage levels/participation among other factors.

Innovations and Trends

Aging Infrastructure

The 2019 Canadian Infrastructure Report Card found that approximately one-third of Canada's sports and recreation facilities were in fair condition or worse. These ratings suggest that municipal sports and recreation facilities require attention or show signs of age. Provincially, many municipal facilities were constructed 50 to 60 years ago and, since this period, infrastructure has been underfunded.

According to Mississauga's 2022 Infrastructure Brochure, more than one-third of Mississauga's public facilities (e.g., community centres, libraries, fire stations, and fire training centres) are in poor or very poor condition.² A review of the facility condition assessments for the City's recreation facilities also revealed Facility Condition Index (FCI) ratings that ranged between 0.01 and 0.46 (a greater value means there is a greater need for renewal/repair). This is common in other municipalities with aging public infrastructure; many recreation facilities were constructed between 1960 and 1980 and now require renewal or replacement due to deferred maintenance from prioritizing spending on other areas.

Pressure for facility renewal has been somewhat helped by various provincial and federal stimulus plans. Initiatives such as the Investing in Canada Infrastructure Program (ICIP) will see

² City of Mississauga. (2022). Mississauga's Infrastructure. Retrieved from <https://www.mississauga.ca>

up to \$30 billion in funding going to various community, culture and recreation projects across the country. In 2021, Mississauga received \$45 million from the provincial government through this program to support the major renovation of South Common Community Centre and Library. This project is currently in the construction stage and is planned to open in 2027.

Asset Management



Malton Youth Hub

In accordance with O. Reg. 588/17 (Asset Management Planning for Municipal Infrastructure), municipalities are required to prepare asset management plans. Communities must track the supply, age, condition, value and effectively coordinate the eventual replacement of publicly owned infrastructure. The City's 2022 Infrastructure Brochure identified a replacement value of \$1.8 billion for its public buildings, including community centres, libraries, fire stations and a fire training centre. While one-quarter (24 per cent) of the City's buildings are in very good condition, nearly one-third (31 per cent) are in poor condition.

The City's current asset management plan was completed in 2021, which tracks assets related to core services only including roads, sewers, bridges and culverts. As a best practice, recent asset management plans developed by other municipalities incorporate other municipal services such as recreation facilities (O. Reg. 588/17). Mississauga is expected to have an asset management plan for all infrastructure (including recreation facilities) completed by 2024.

Over the past number of years, Mississauga has demonstrated its commitment to providing high-quality recreation facilities through reinvestment and renewal projects. The following are some examples of past achievements or ongoing initiatives to revitalize community assets in Mississauga:

- The City is redeveloping the **Tomken Twin Arena**, including lifecycle replacement for aging mechanical equipment, general facility repairs and improvements, accessibility

enhancements and more (anticipated to be completed in 2023). Similar lifecycle replacement projects are also being undertaken at **Paul Coffey Arena**, **Iceland Arena**, and **Paramount Fine Foods Centre** in 2024.

- A complete reconstruction project has been initiated for the **South Common Community Centre and Library** to ensure that it continues to meet the needs of a growing community. Updates include a modernized indoor aquatic centre, fitness space, gymnasium, multi-purpose space, and a gymnasium (expected to be completed in 2027). The redevelopment will incorporate green building and accessibility best practices.
- The City is currently renovating and expanding the **Carmen Corbasson Community Centre**. The renovation will provide an enhanced recreation experience for a growing community with accessibility features and the addition includes an aquatic and fitness centre (anticipated to be completed in 2024).
- The **Burnhamthorpe Community Centre** is currently under renovation to enhance facility accessibility, incorporate green building design and achieve a higher quality recreation experience for its users. The renovation features a refreshed facility design and an addition that will include an aquatic and fitness centre (anticipated to be completed in 2023).
- Construction of the **Churchill Meadows Community Centre** was completed in 2021 and features an aquatic centre, triple gymnasium, multi-purpose space and active living studio.
- The City is converting the former Lincoln M. Alexander Secondary School pool into the **Malton Youth Hub** to provide a range of youth-oriented programs and services in partnership with community agencies. The Malton Youth Hub is currently under construction and includes dedicated space for partner agencies, an atrium, commercial kitchen, multi-purpose rooms, and designated spaces for drop-in, music, programs and more.
- In 2022, Mississauga completed restoration of Applewood Creek at **Lakeview Golf Course** including natural winding alignment, improvements to golf holes along the creek corridor and new cart path bridges. Major replacement of the irrigation system was also undertaken at the **Braeburn Golf Course**.

Green Buildings & Sustainable Design

An increasing trend in facility development continues to be a focus on sustainability and low carbon-resilient building practices. A low-to-zero carbon approach to new construction and major renovation building projects also plays an important role in contributing to the greenhouse gas reduction goals set by the City's Climate Change Action Plan. This has resulted in the City adopting a more ambitious made-in-Mississauga Corporate Green Building Standard, which applies to new recreation spaces. The City also strives to be more environmentally friendly through other initiatives such as the use of electric Zambonis and golf carts. Key actions related to recreation facilities include:

- Conduct a GHG reduction and solar feasibility study for corporate buildings.
- Identify and advance opportunities for renewable energy generation and storage at City-owned facilities to supply the needs of existing and future City-owned facilities and buildings.
- Build all new municipally owned buildings to be more energy efficient and near net-zero.

- Retrofit municipally owned buildings to reduce natural gas and electricity consumption.
- Develop municipal resilient design guidelines to complement existing energy design guidelines and apply these best practices to retrofits and lifecycle replacement projects.

Our Corporate Green Building Standard is a set of environmental performance requirements with three increasing tiers of performance. It is similar to its peers like the Toronto Green Standard and the British Columbia Energy-Step Code. This tier-based standard offers a roadmap with Level 1 becoming mandatory in 2020, Level 2 in 2025 and Level 3 in 2030; this roadmap will help the City work towards achieving its climate change goals.

High Performance Sport & Competition



Raptors 905 game at Paramount Fine Foods Centre

Organized sport, particularly at high-performing levels, requires access to specialized facilities such as aquatic centres and arenas. While some communities make full use of large competition facilities such as stadiums, there are many ways for recreation facilities to support the needs of athletes and competition. To address these needs, consideration needs to be given to facility design and retrofitting to create opportunities for organizations to use facilities for training and/or competition. Examples of how recreation facilities can be sport-friendly are highlighted below and should be considered as part of new indoor recreation facility design, development and/or redevelopment:

- **Aquatic Centres:** While most national/international sanctioned swimming competitions require a 50-metre pool, modifications to traditional 25-metre pools can support athletic development. For example, ensuring a minimum water depth of 1.35 metres extending from one-metre to six-metres from the starting wall is required to accommodate the use of starting blocks. A one-metre depth may be required in all other areas. The addition of bleacher seating can also create opportunities for local competitions. The City is currently in the process of planning or constructing new aquatic centres with 25-metre pools, therapeutic pools and complementary spaces at a number of locations across Mississauga. These are primarily being provided to meet community-based needs.
- **Arenas:** Building arenas to NHL or Olympic regulation size ensures that athletes are practicing and playing on an appropriate rink. Bleacher seating accommodates spectators during practices and competitions. The Paramount Fine Foods Centre is the City's premiere sports and entertainment facility. This space features four NHL ice pads, one of which boasts amenities including 5,400 spectator seats, private suites, lounges, concessions and other amenities to support large events and tournaments. Iceland Arena also features four ice pads, one of which is Olympic-sized.
- **Fitness Centres:** Access to high-quality fitness spaces supports the healthy growth and development of athletes in a variety of areas including strength, power, speed and agility. Providing fitness spaces such as centres with state-of-the-art equipment and studios co-located with other major facility attractions such as an arena, aquatics centre and gymnasium facilitate cross-programming opportunities and access to dry-land training space. Mississauga is currently constructing new fitness centres at the Burnhamthorpe Community Centre and Carmen Corbasson Community Centre.

Centralizing Services within Multi-use Recreation Facilities

In this era of user convenience and cost recovery, many municipalities are centralizing various civic services. Co-locating recreation and community centres with libraries and outdoor spaces provides a broad range of amenities and services at a single destination. Some municipalities also work in partnership with others to provide needed community, health and social services. Multi-use facilities are increasingly being viewed as the hub of the community where residents can access a range of health and social services along with cultural, recreational and greenspaces.

Multi-use facilities offer excellent social benefits, strengthen community togetherness, and grow an enhanced quality of life by providing a central location to deliver a range of services. While the specific nature and degree of the benefits from multi-use facilities will depend on local circumstances, multi-use facilities clearly have the potential to generate substantial economic, social and environmental gains for municipalities.

The majority of recent recreation facility construction across Ontario has been for multi-use venues. Multi-use facilities enable all household members to gather and engage in recreation activities, thereby contributing to sport development, sports tourism and operational efficiency. Mississauga's ongoing projects includes the Malton Youth Hub which is a local example of a multi-use facility that provides young residents with a range of services provided by the City and its partners. Planned renovations to Burnhamthorpe Community Centre, Carmen Corbasson Community Centre and South Common Community Centre will ensure these facilities continue to meet the needs of a growing and diversifying community.

Recreation Programming

The City provides a wide variety of high-quality recreation programming. It is important that residents enjoy access to facilities that can accommodate a variety of programs and services to ensure continued community engagement in lifelong physical activity and well-being. The 2024 Future Directions Recreation Plan reinforces a goal of being accessible and inclusive for a diversifying population and providing recreation for all abilities. The following are some examples of programming trends that highlight the need to provide varied community facilities.

- **Focus on youth, and older adults.**

There is community value in investing in activities that engage youth and older adults. As Mississauga recovers from the COVID-19 pandemic, service to these age groups will be more important to address growing concerns of social isolation, physical inactivity, and mental wellness. In particular, addressing the needs of youth and older adults have space implications and the City is a leader in this regard with the development of the Malton Youth Hub and



consideration for age-friendly facility design, in addition to other strategies identified through Mississauga's Youth and Older Adult Plans for Recreation.

- **Offering convenient, casual/drop-in activities.** A lack of time is often a main barrier to participation for all ages. Activities that are convenient, accessible, affordable, and relevant – like drop-in activities – are popular across the Province. Activities such as group fitness and active living classes, learn to swim/skate programs, pickleball, and activities for pre-school children and caregivers have been on the rise. The provision of flexibly designed spaces that can accommodate a variety of activities and adapt to emerging trends must continue to be emphasized.



- **Desire for new and unique opportunities.** Research has found that there is a growing interest in non-sport related activities, prompting municipalities to consider if there is a role to play in meeting demands and responding to new trends, while reaching new audiences and optimizing the use of community facilities. Many municipalities have been able to pivot to new programming approaches and strategies to adapt to changing conditions, most recently due to necessity during the COVID-19 pandemic when in-person programming was restricted, and communities shifted to virtual programming to engage residents.

Other unique opportunities may be available that appeal to key age groups such as youth and young adults who are known to have wide interests beyond traditional sports. For example, interest in eSports has been gaining traction over the past decade and has become a phenomenon that transforms a popular past-time activity to an international spectator activity. Municipalities and institutions have been exploring their role in facilitating eSports at varying scales, including the Vancouver Economic Commission and the Province of Alberta (both have developed eSports Strategies), the City of Toronto (that's developing a multi-purpose entertainment venue for eSports), and Durham College (opened its eSports arena in 2019). Brampton also recently completed its Susan Fennell Sportsplex Youth Hub that includes flexible space for eSports.

Technology Innovation

Technology has had a profound impact on all sectors, enabling communities to do more, and to do it more quickly and efficiently than in the past. Through social media, online platforms, automated processes, digital content, systems monitoring, wireless devices and more, technology helps to connect the City with residents faster in new and innovative ways. Technology played a key role in keeping residents connected during the COVID-19 pandemic, and it will continue to influence decisions on recreation facilities and services, providing an increasing ability to match customer desires to provision models.

Mississauga's Smart City initiative and Smart City Master Plan encourage opportunities to support and incorporate technology, promote economic development, innovation and data sharing. The City is proud of its large digital network and public Wi-Fi services, including within community and recreation facilities, libraries and some parks. Many Canadians believe Wi-Fi to be a basic amenity within public facilities and parks, and municipalities are increasingly meeting this demand. To further connect residents, the City of London is currently preparing a Future City Strategy to identify strategies focused on smart living, smart infrastructure, smart economy and smart governance.

From a management perspective, the Internet and digital platforms have provided municipalities and community groups with an advanced and streamlined process to track participation, improve scheduling and provide quick registration. The City's Website is a convenient source to access information and to promote opportunities for the public to get involved.

Mississauga's social media pages, which engage over 205,000 followers, have also proven to be powerful tools for communicating with the public. Social media can also be helpful in collecting information from residents.

From a programming standpoint, technology has changed which programs are being offered and how these programs are delivered. In municipalities across Ontario, recreation programmers have observed increasing demands for technology workshops and classes (e.g. social media, computers, photography, programming, etc.), while technology can also be used to support and deliver programs (e.g. digital fitness, virtual reality, etc.). Many municipalities, including Mississauga, also offered virtual programming during the COVID-19 pandemic and currently offers a host of active-at-home programs including fitness and older adult activities.

Facility Overview

6655

Meadowvale
Community Centre
& Library



Section 6: Facility Overview

Community Centres



Frank McKechnie Community Centre

Overview

The City of Mississauga maintains a large number indoor of community centres and recreation facilities. Through these spaces, the City delivers a wide variety of community programs to residents, while also providing opportunities for other organizations, agencies and volunteer groups to operate their own community-based programs. This network of indoor recreational centres is a key part of Mississauga's overall identity and collectively functions as nodes, hubs and destinations of activity.

An assessment of indoor recreation facility needs was undertaken to identify gaps in areas related to future growth or existing developed areas. This assessment revisited provision targets that take into account industry standards, population growth and other socio-demographic characteristics, trends, community interest and support, utilization and

participation rates, and land availability. Beyond provision targets, other factors were also considered to determine indoor recreation facility needs including (but not limited to):

- Facility distribution
- The availability of non-municipal service providers
- Potential partnerships
- Prioritizing high needs areas (e.g., neighbourhoods with a high degree of households experiencing low income)
- Areas of intensification
- Opportunities to co-locate facility components within a multi-use facility
- How to support the City's goals of environmental sustainability, recognition of our Treaty partners and all Indigenous communities who have stories within Mississauga, as well as equity, diversity and inclusion considerations

The City does not have an existing provision target for all indoor recreation facility types, nor are there accepted industry standards. In these cases, these noted factors have been considered to guide future indoor facility needs.

Based on the needs assessments, the Future Directions Plan identified a need for a new community centre in Service Area E, specifically in the Cooksville area where the majority of population growth over the next 10 years is expected to occur. A new community centre in this area will enable existing and projected residents to participate in activities and programs, access services, and further the City's goal of creating complete communities. The need for this community centre is supported by previous studies including the 2019 Future Directions Plan.

The Future Directions Plan recommends that the new community centre should include:

- An indoor aquatic centre
- A fitness studio (with consideration of an equipment-based fitness centre if supported by partners interested in contributing capital and/or operating resources, or if employing a smaller footprint oriented to functional training)
- A double gymnasium
- Multi-purpose program spaces
- Areas and amenities suitable for youth and older adults

The rationale to include these components is discussed in greater detail throughout this Future Directions Plan. In addition to these components, a library branch should also be incorporated as identified through the 2024 Future Directions Library Plan. Recognizing population growth in intensification areas and limited facility development opportunities due to lack of land availability, several factors were considered as part of the needs assessments for all facility areas as highlighted below:

Filling the Gaps: While Service Area E is currently served by the Mississauga Valley Community Centre and facilities in neighbouring Service Areas (e.g. Huron Park Recreation Centre), consideration needs to be given to indoor recreation opportunities that support

sustainable transportation (e.g. walking, cycling, public transit, etc.). This is particularly important in Service Area E, which is expected to experience substantial population growth and intensification over the planning period.

Balancing Service: Over the next 10 years, the majority of the population growth is expected to occur within Service Area E; continued growth is anticipated towards 2051. The City can expect greater pressures for recreation facilities, programs and services in this area. Monitoring the availability of other service providers within this area will also be required to minimize service duplication and the ever-changing landscape of recreation services.

Enhancing Accessibility for Those in Need: Research identified that Service Area E had the lowest average household income (\$90,442) compared to the City-wide average (\$125,736). Ensuring that accessible and affordable indoor recreation opportunities are available in Service Area E is necessary to minimize financial barriers. This further strengthens the case for walkable amenities for residents who do not have access to, or cannot afford, transportation.

Increasing our Capacity: Burnhamthorpe Community Centre and Carmen Corbasson Community Centre are being redeveloped to provide an enhanced level of service, which will include new indoor aquatic facilities and fitness spaces. It is not expected that these enhancements will be sufficient to accommodate all of the projected population growth in Service Area E.

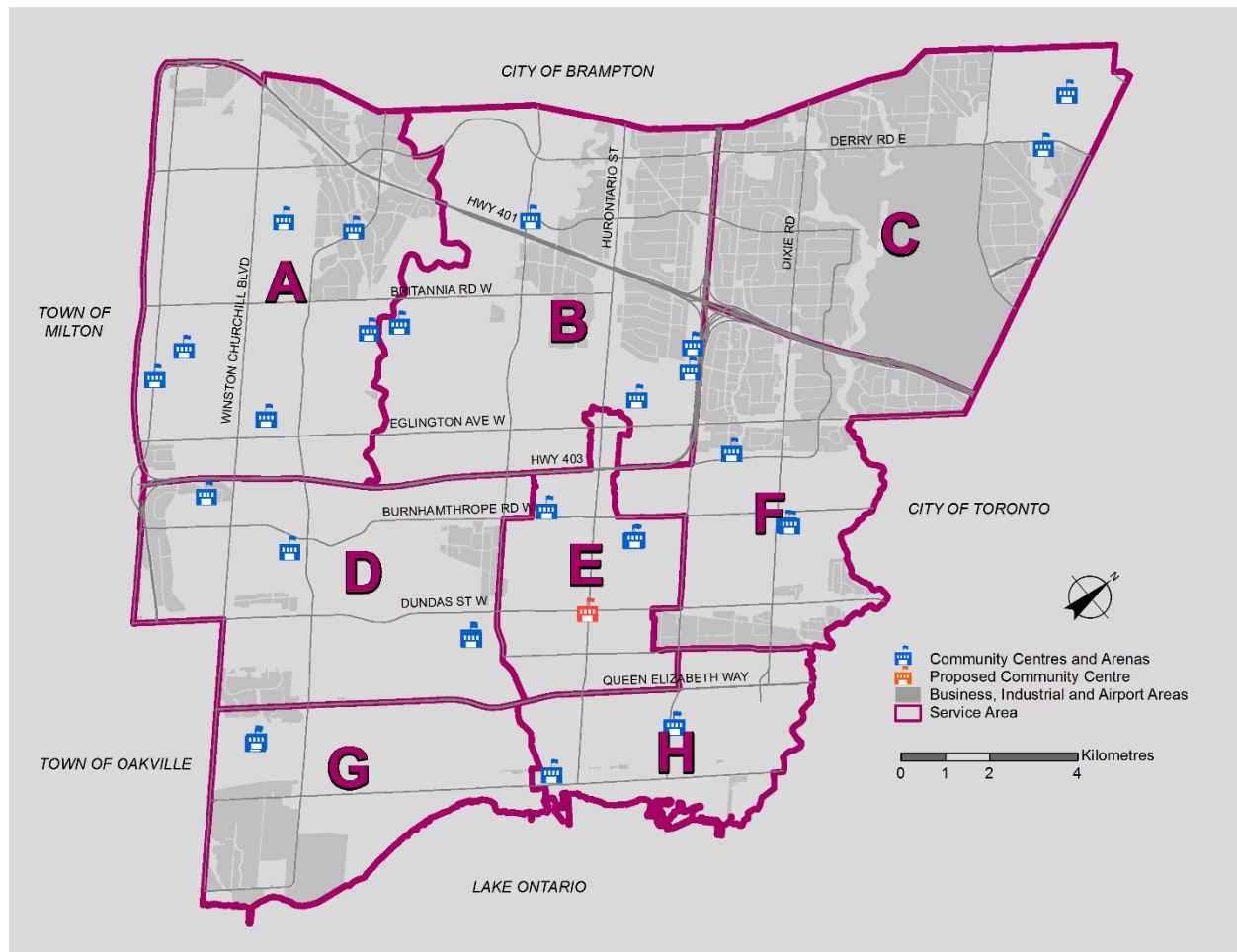
Partnership Opportunities: There may be opportunities to explore potential collaborative strategies with partners within Service Area E. Future partnership discussions should include consideration for capital and operating resources, space needs and joint facility development opportunities.

Leveraging City-owned Lands: There may be City-owned land that can be purchased from the private sector within a gap area (such as Service Area E) that provides an opportunity to develop needed indoor recreation facilities.

Mississauga provides a strong distribution of community centres to ensure that all residents have access to indoor recreation opportunities. Continued investment in its indoor community centres and recreation facility infrastructure is important to satisfy the needs of current and future residents. All new and redeveloped community and recreation facilities should be designed to meet the City's Green Building Standard, as well as to ensure that they are inclusive of all residents (e.g. universal change rooms, blackout blinds, etc.).

The Lakeview Village area is expected to experience significant population growth, due in part to the Province's Enhanced Minister's Zoning Order that calls this area to accommodate up to 16,000 new residential units. This is expected to place significant pressure for indoor multi-purpose program space use, which is anticipated to be met through the future community centre as identified in the Inspiration Lakeview Development Master Plan. Exploring potential enhancements to City facilities and offering programs within close proximity to Lakeview Village is also encouraged, which may include the Small Arms Inspection Building (North Building). These opportunities should be complemented by public access to non-municipal space (e.g. within condominiums).

In addition to ongoing and future projects, opportunities may also exist to renew the Mississauga Valley Community Centre to respond to the population growth expected in the Downtown area. Constructed in 1977 and renovated in 2004, this facility serves the Downtown area and includes an indoor aquatics centre, fitness centre, library and multi-purpose spaces, as well as a gymnasium that is in a separate building on the same site. These buildings are aging, and total lifecycle replacement costs are estimated to be approximately \$50M over the next 10 years and \$80M over the next 20 years. A feasibility study should be undertaken to guide decisions related to renovation or complete redevelopment of the indoor facility spaces. Findings from the Arena Infrastructure and Utilization Study will also provide guidance with respect to the future of ice at this facility.



Recommendations:

- 1** Construct a new community centre in Service Area E (Cooksville) to include an indoor aquatics centre (to respond to community needs and address a deficient service area), double gymnasium, fitness studio, multi-purpose program space and areas and amenities suitable for youth and older adults, as well as a library branch (as identified through the 2024 Future Directions Library Plan). The City should engage potential partners to determine whether there is an interest in a collaborative approach to contributing capital and/or operating resources towards the proposed community centre. Additional funding sources should also be considered.
- 2** Redevelop the Small Arms Inspection Building (North Building) to include recreation and cultural amenities to address increased population growth within the Lakeview Village area.
- 3** Prioritize redevelopment of the aging Mississauga Valley Community Centre to respond to future population growth in the Downtown area. Undertake a feasibility study to provide direction on the future redevelopment or renovation of Mississauga Valley Community Centre considering options for a more urban community centre along with opportunities to intensify the site and support the City's Housing Strategy.

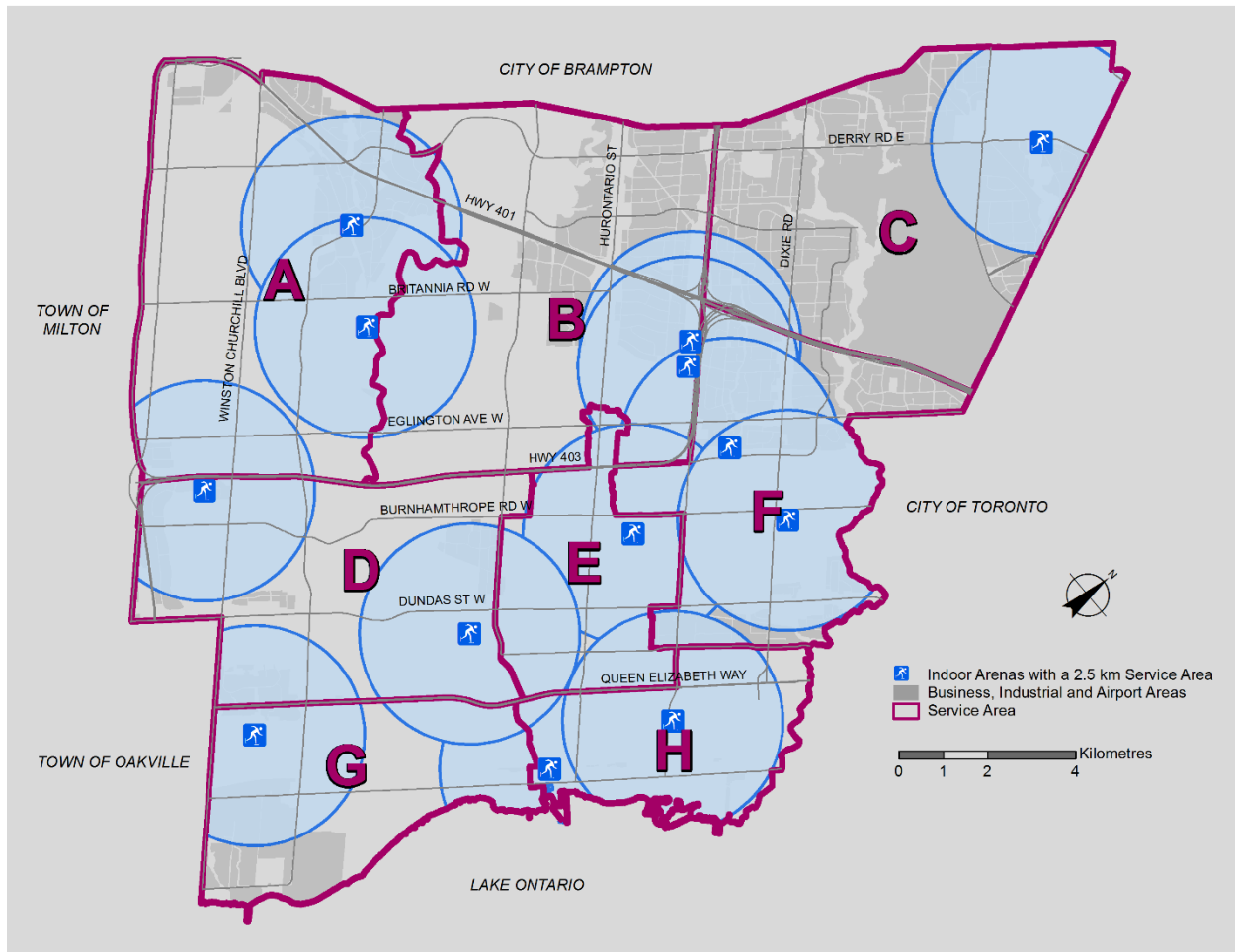
Ice Rinks

Overview

Mississauga provides 24 ice pads at 13 arenas across the City. The supply includes the three community ice pads and the main bowl at the Paramount Fine Foods Centre, and excludes the ice pad at the Vic Johnston Community Centre which is a third-party operated arena that is owned by the City.

For the 2022/2023 skating season, there were 40 outdoor ice rinks across the City, which included two artificial outdoor ice rinks at Celebration Square and Woodhurst Heights Park. The 38 natural rinks were operated and maintained by volunteer groups with the support of City staff. The supply of Mississauga's outdoor ice rinks varies year to year based on weather conditions and the availability of volunteers, although these amenities provide local opportunities for casual ice skating and pick-up hockey. Additional details about outdoor ice rinks, including provision levels and recommendations, can be found in the City's 2024 Future Directions Parks, Forestry and Environment Plan.





Relevant Trends

Hockey Canada reported participation in Ontario steadily decreased by 14 per cent between the 2019/2020 and 2009/2010 season. Reasons for the decrease include escalating costs, travel commitments, an aging population, cultural diversity, immigration, safety concerns and a growing interest in non-sport-related activities during the winter. Participation levels among organizations affiliated with Hockey Canada have partly been sustained by the growth of girls' hockey. Hockey Canada reported that approximately one in five players (20 per cent) during the 2019/2020 season were women, which was an increase from 16 per cent during the 2014/2015 season.

Participation in figure skating has also declined from historic levels. While the number of figure skaters registered with Skate Canada and Skate Ontario are not at levels experienced in past decades, Skate for Life registrations reported for 2020 (which include CanSkate and PowerSkate) have remained relatively stable (2 per cent increase nationally since 2014).



Usage

Between 2017 and 2019, the number of arena hours booked increased from 28,209 hours to 32,012 hours during the prime-time period of the skating season.³ This growth was due to the three community rinks at the Paramount Fine Foods Centre that were added to the City's inventory in 2018. At this point, the total number of available hours increased within the City's arena supply, which was greater than the total number of additional hours that were booked. As a result, system-wide arena utilization declined from 76 per cent to 72 per cent. During the same three-year period, participation in skating programming declined from 12,758 to 10,724 registrants. Drop-in skating also declined from 45,000 to 42,300 visits. These findings are consistent with past studies, notably the 2019 Future Directions Recreation Plan (and the supporting Recreation Indoor Facility Infrastructure Strategy), 2014 Future Directions Recreation Plan, and the 2012 Arena Provision Strategy.

Challenges

The City's declining ice usage is consistent with provincial and national levels. As previously mentioned, various factors contributed to this decline, which was further impacted by the

³ Prime time period is defined as Monday to Friday between 5 pm to 11 pm, Saturday from 7 am to 7 pm, and Sunday from 7 am to 11 pm during the skating season (January to April and September to December).

COVID-19 pandemic. At the height of the pandemic, provincially mandated lockdowns restricted the use of indoor public facilities (including arenas).

The City resumed regular arena operations in 2022 with no restrictions apart from the closure of all arenas in January due to the pandemic. The Burnhamthorpe Community Centre did not open in 2022 and the Carmen Corbasson Community Centre was closed in September 2022 for renovations. Post-pandemic arena usage data is limited and somewhat unreliable as the City has not been able to collect a full season of regularly scheduled ice use. Arena users are also continuing to recover from the impact of the pandemic, with some groups operating with fewer registrants. Research suggests that not everyone may be comfortable with returning to play, and some players are not expected to return to sport participation, particularly women and girls. Based on available data, the City reported that arena usage levels were lower in 2022 with a system-wide utilization rate of 70 per cent.

The City's arenas are also aging. For some of Mississauga's arenas, the City's Asset Condition Assessment reported FCI scores ranging from 0.38 to 0.41, which is considered to be poor. Arenas with the lowest FCI scores include Meadowvale 4 Rinks, Tomken Twin Arena and Erin Mills Twin Arena. Since these reports were completed, renovations at Erin Mills Twin Arena and Tomken Twin Arena (opening Fall 2023) are underway. Renovations are also planned at Iceland Arena in 2024.

Provision Standards

The City's current service level is 1:33,127 residents, which is lower than the City's target of 1:30,000 residents. Service levels are strongest in Service Area H and Service Area B, the latter due in large part to the presence of the four pads at Iceland Arena and the three pads at Paramount Fine Foods Centre (excluding the main bowl). Service Area E, Service Area G, Service Area C and Service Area A have lower service levels, although it is recognized that arena users are fairly mobile and it is common for users to drive to their preferred arena(s). The City's ActiveNet also provides increased self-serve booking options which are expected to be leveraged moving forward. By 2031, the City-wide service level is projected to decrease to 1:35,503 residents.

Service Area	Supply	2021 Provision Level	2031 Provision Level
A	5	1: 37,482	1: 39,056
B	7	1: 22,796	1: 23,030
C	1	1: 39,430	1: 39,060
D	3	1: 34,147	1: 33,997
E	1	1: 140,000	1: 172,490
F	3	1: 24,947	1: 25,180
G	1	1: 47,640	1: 53,480
H	3	1: 14,570	1: 17,670
City-wide	24	1: 33,127	1: 35,503



The City's current target has been in place for over 10 years. During this time, arena usage has consistently declined due to the factors listed earlier (above). On this basis, the City should adopt a revised provision target in the range of 1:35,000 to 1:40,000 residents.

Given the City's declining ice usage, together with aging arena infrastructure, there is an opportunity to reconsider the City's long-term capital requirements. There may be an opportunity to reduce the number of ice pads at the end of the expected lifespan and/or phase arena closure and/or repurposing. To better position the City to effectively respond to arena needs and to set a new service target for indoor ice rinks, an Arena Infrastructure and Utilization Study should be completed. This study should consider the condition of Mississauga's arena supply, usage levels, participation trends and other key factors to determine a long-term arena provision strategy. Given the substantial reinvestment that may potentially be required, the Arena Infrastructure and Utilization Study should consider opportunities for renewal, redevelopment or repurposing for each of the City's arenas.

As part of the recommended study, a particular focus should be given to renewing the City's aging ice pad inventory. For example, Meadowvale 4 Rinks was originally constructed in 1977 and, while it was renovated in 2003, it has a 2023 Asset Condition Assessment FCI index rating of 0.41 which is considered poor. Funding requirements for lifecycle replacement total approximately \$70 million over the next 10 years and \$112 million over the next 20 years.

The single pad at the Mississauga Valley Community Centre has also consistently been underperforming during the prime time period; its catchment area is also served by other ice pads. Mississauga Valley Community Centre is also due for major reinvestment to address

lifecycle replacement needs and its location in Service Area E also makes this arena a potential candidate for repurposing (should it no longer be required for ice) to address other recreation needs.

Should the Arena Infrastructure and Utilization Study determine that there continues to be a significant surplus of arena capacity during the prime time period, consideration should be given to decommissioning at least one ice pad. This should be explored as part of a potential arena renewal strategy, which could provide an opportunity to re-purpose a surplus ice pad to another use. As part of reducing the arena supply, shifting displaced bookings to remaining ice pads will be required. Decommissioning one ice pad would result in a projected service level of 1:37,046 by 2031, which is within the temporary service provision target range.

Recommendations:

- 4 Prepare an Arena Infrastructure and Utilization Study to establish a strategy for capital renewal of Mississauga's aging ice pad supply, with a particular focus given to the future of key sites, including the redevelopment of Meadowvale 4 Rinks and Mississauga Valley Community Centre. Should arena utilization rates align with pre-pandemic levels or continue to decline, the study should recommend candidates for decommissioning and repurposing one or more ice pads.

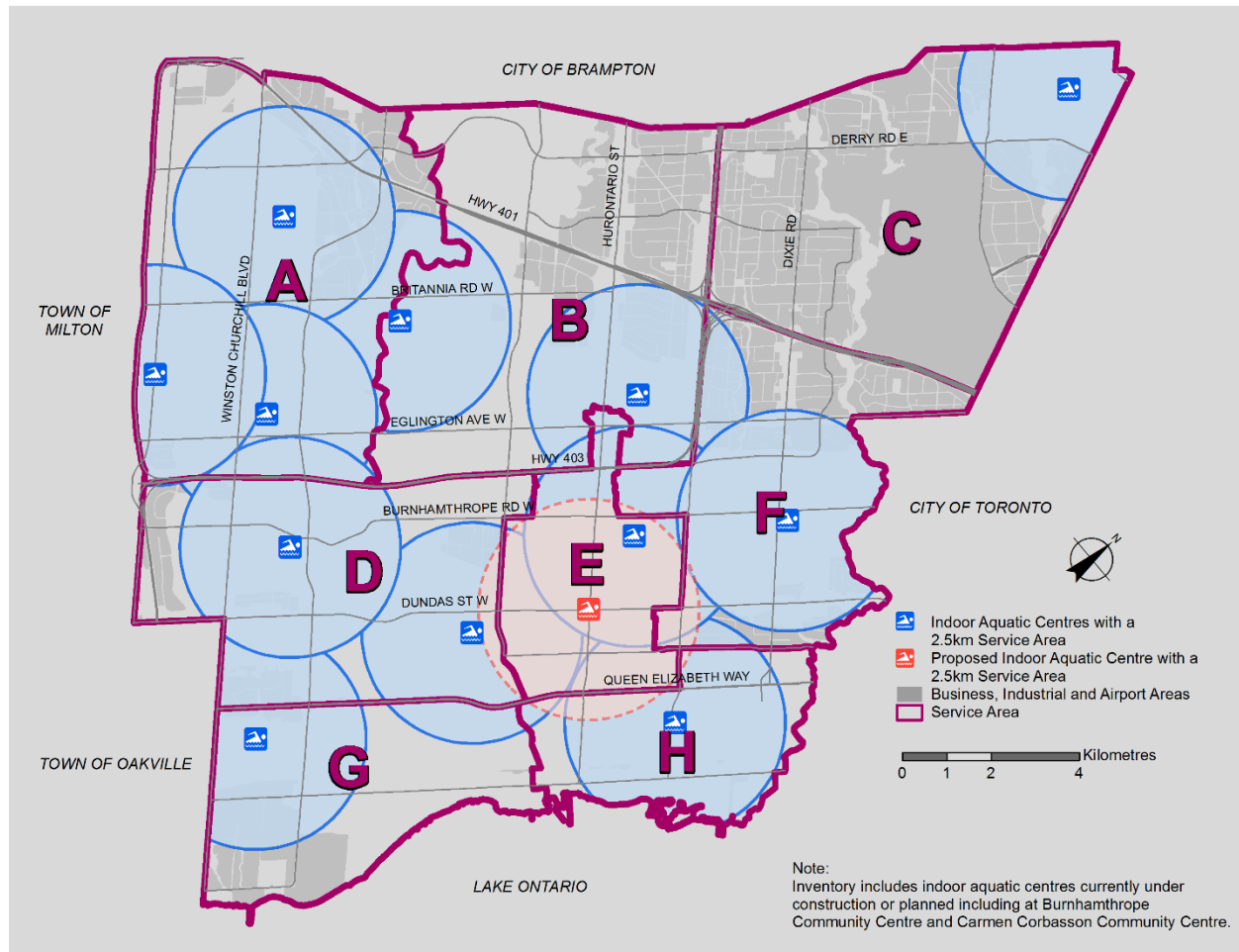


Port Credit Memorial Arena

Aquatic Facilities

Overview of Indoor Aquatic Facilities

Mississauga operates 12 indoor aquatic centres across the City, including two shared pools at Glenforest School and Cawthra Park Secondary School. Two new indoor aquatic centres at Burnhamthorpe Community Centre and Carmen Corbasson Community Centre will replace two school pools and are expected to be completed by late 2023 and fall 2024, respectively.



Relevant Trends

Pools can deliver programs for a wide range of age groups, interests, and abilities. A report on Canadian youth sports found that over 1.1 million youth between the ages of 3 and 17 were enrolled in a swimming program, making this the most popular organized recreation activity.⁴ Indoor pools deliver year-round aquatic programming and are venues for residents to form

⁴ Solutions Research Group Consultants Inc. 2014. Canadian Youth Sport Report. Retrieved from <http://www.srgnet.com>

community ties; however, they are also among the most intensive and expensive recreation facilities to operate.

Usage

Between 2018 and 2019, drop-in swims were the most popular program offered, which increased by one per cent from 139,803 to 140,794 participants. Participation in registered swim lessons was also popular, although registration softened by three per cent from 64,418 to 62,403 during the same period.

Participation levels were lower in 2022 with nearly 104,000 attendees in drop-in swims and 43,000 registrants in swim programs. This was primarily due to a 30 per cent reduction in registered program offerings and aquatic staff shortages. The City experienced a high demand for popular swim classes at particular times (e.g. prime time periods), resulting in a 397 per cent increase in the waitlist (or 8,801 participants). This trend suggests that there is a greater demand for registered programs, although this should be interpreted with caution as waitlisted participants may be able to find placement at other program times or locations. The decline in drop-in visits was partly due to participants shifting towards the City's membership model. The attendance numbers continue to reinforce the popularity of swimming as indoor pools continue to be highly desirable amenities in Mississauga.



Challenges

Indoor aquatic centres are becoming more of a challenge to provide, particularly in the Greater Toronto Area, due to land scarcity and acquisition costs. Rising construction costs have also been a factor, especially given the pandemic's impact on the material supply chain and labour availability. Access to indoor pools within condominiums may also have an impact on pool usage.

Qualified aquatic staffing has also been a challenge in municipalities across the province. While the City experienced some aquatic staffing issues when Mississauga reopened programming following the pandemic, this has historically not been an issue for the community.

Provision Standards

It is recommended to provide indoor aquatic centres at a rate of 1:70,000, which is consistent with the previous 2019 Future Directions Plan. This City-wide provision standard is on the lower end of the spectrum compared to other GTA municipalities (1:30,000 to 1:60,000), but is appropriate for Mississauga due to the City's land scarcity, plus escalating acquisition and construction costs. Based on Mississauga's current population, the City is currently exceeding its provision standard and will match this target by the end of the planning period. These statistics suggest that no additional indoor aquatic centres are required on a City-wide basis. However, based on a review of service areas, the provision standard would suggest that Service Area E is currently undersupplied by one indoor aquatic centre, which is expected to grow to a deficit of two and a half indoor aquatic centres by 2031.

Service Area	Supply	2021 Provision Level	2031 Provision Level
A	3	1: 62,470	1: 65,093
B	2	1: 79,785	1: 80,605
C	1	1: 39,430	1: 39,060
D	2	1: 51,220	1: 50,995
E	1	1: 140,000	1: 172,490
F	1	1: 74,840	1: 75,540
G	1	1: 47,640	1: 53,480
H	1	1: 43,710	1: 53,010
City-wide	12	1: 66,253	1: 71,005

By 2031, Service Area E is expected to experience substantial population growth through residential intensification and infill. This service area is currently being served by the indoor aquatic centre at the Mississauga Valley Community Centre, as well as indoor pools in neighbouring service areas. With the level of population growth projected for this area, a new indoor aquatic centre should be considered to reduce pressures being placed on existing municipal pools, specifically in Cooksville where the majority of population growth is expected.

A new indoor aquatic centre within Service Area E (Cooksville) would ensure that residents within the intensification area have reasonable opportunities to access the City's indoor aquatic

centres, particularly for those in need. Research identified that Service Area E had the lowest average household income (\$90,442) compared to the City-wide average (\$125,736). Additionally, the Mississauga YMCA currently provides an indoor pool in Service Area E but this is planned to close by 2025. While the location of where these YMCA members live is not available, it is expected that, to some degree, this facility serves residents within the area. As a result, there will be a heightened need for an indoor aquatic centre in this growing area.

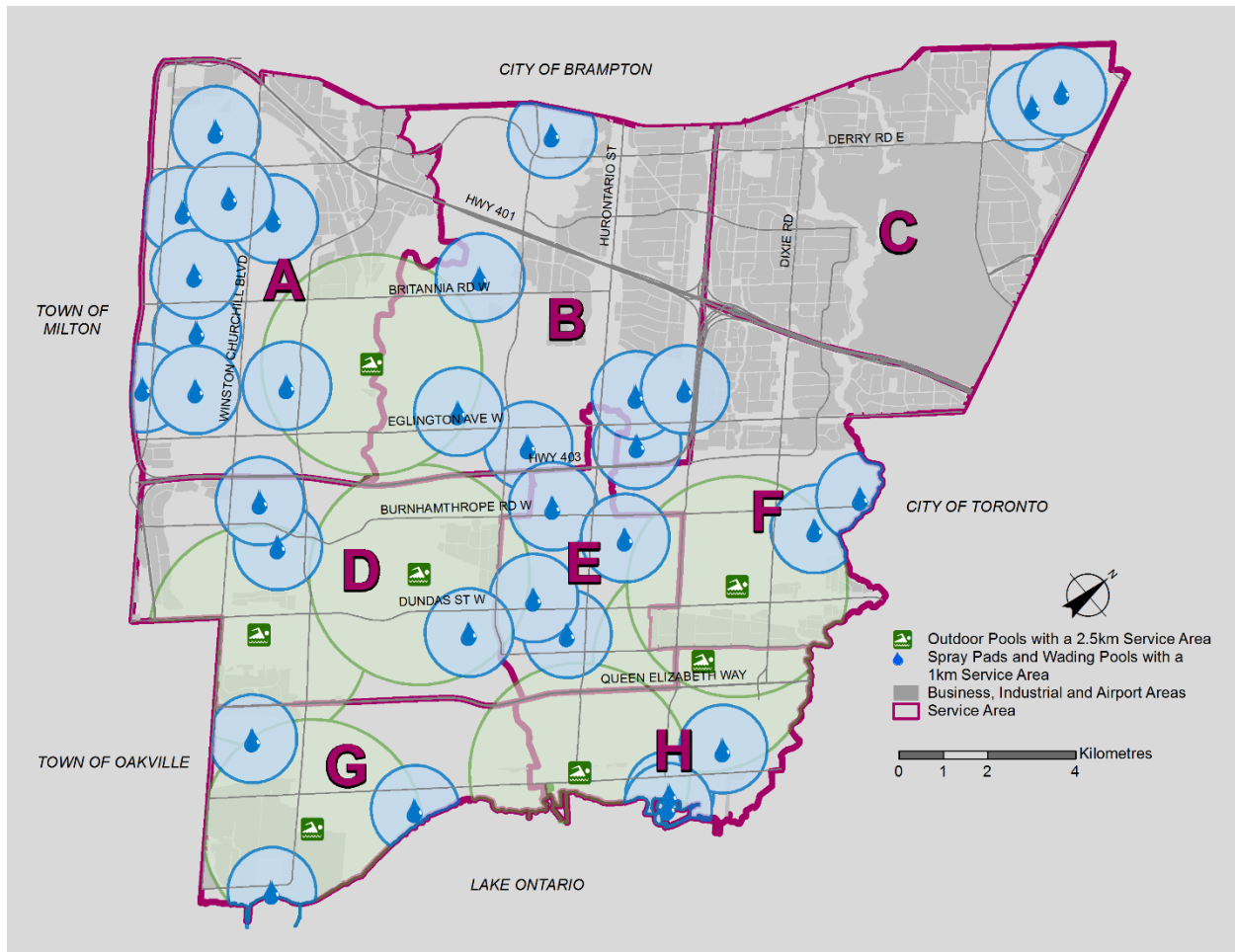
As a result, the recommended community centre for Service Area E and, more specifically Cooksville, should include an indoor aquatic facility. At a minimum, a rectangular lap pool with a separate therapeutic pool is recommended, which is consistent with the City's current design templates to accommodate a broad range of age groups and needs. Public engagement with the community should inform the design process and decisions around supporting amenities.

The City has made efforts to ensure that Mississauga's indoor aquatic centres are positioned to respond to current and future needs as demand for swimming opportunities is expected to continue. Several major investments in its indoor aquatic centre inventory have been made, including Churchill Meadows Community Centre. Indoor aquatic centres are also being added to the Burnhamthorpe Community Centre and Carmen Corbasson Community Centre to replace two aging and undersized school pools, which should be demolished following the opening of the two new pools. The indoor aquatic centre at the South Common Community Centre is also planned to be closed and renovated in 2024, and completed by 2027. Once these initiatives are completed, together with the recommended indoor aquatic centre in Service Area E, it is expected that the indoor swimming needs of Mississauga residents will be met.

Overview of Outdoor Pools



Mississauga's indoor aquatic centres are complemented by seven outdoor pools, all of which are rectangular tanks with six lanes. Some locations also feature spray components and supporting amenities such as beach entry, shade shelters, water slides and change rooms/washrooms. The City also provides a number of spray pads and outdoor wading pools across Mississauga, which are discussed separately in the 2024 Future Directions Parks, Forestry & Environment Plan.



Note: Mississauga spray pads and wading pools are shown to illustrate geographic distribution of outdoor aquatic opportunities. Strategies related to spray pads and wading pools are discussed in the Future Directions Parks, Forestry, & Environment Plan.

Relevant Trends

Outdoor pools add to the availability of public swimming opportunities, particularly in vulnerable neighbourhoods where residents may not have transportation to access one of the City's indoor pools. Most Mississauga residents are served by an outdoor pool (or splash pad) in each service area. In addition to providing welcome recreation, these outdoor facilities provide cooling relief to residents during hot summer days.

Usage

While some municipalities have experienced shortening outdoor pool windows due to the various factors described below, Mississauga increased the number of outdoor pool hours by two per cent between 2017 and 2019 to 6,677 hours system wide.

Challenges

Outdoor public pools were primarily constructed between the 1950s and 1980s, many of which were introduced to celebrate Canada's Centennial in 1967. As many of these public outdoor pools have reached the end of their lifecycle, some municipalities, including Mississauga, have reinvested in these aging assets to continue to provide the community with this service.

Decisions to decommission aging outdoor pools have also been influenced by growing challenges associated with operating these types of facilities. Many municipalities have experienced challenges with hiring and retaining qualified lifeguards to staff outdoor pools due to factors such as the high cost of training and certifications. Some municipalities have provided training and financial support to help recruit potential staff, although results have been mixed. Unpredictable weather conditions have also impacted the ability for municipalities to operate their outdoor pools, which is often during a short period of time.

Provision Standards

There is no industry standard service target guiding the development of outdoor pools as decisions are based on qualitative factors such as distribution, community demand and corporate philosophy to provide this level of service. With past improvements to Mississauga's outdoor pools, together with investments in spray pads (discussed separately through the 2024 Future Directions Parks, Forestry & Environment Plan), the City's outdoor pools are expected to serve residents for 30 years or more, which is generally the anticipated lifespan subject to regular maintenance.

Recommendations:

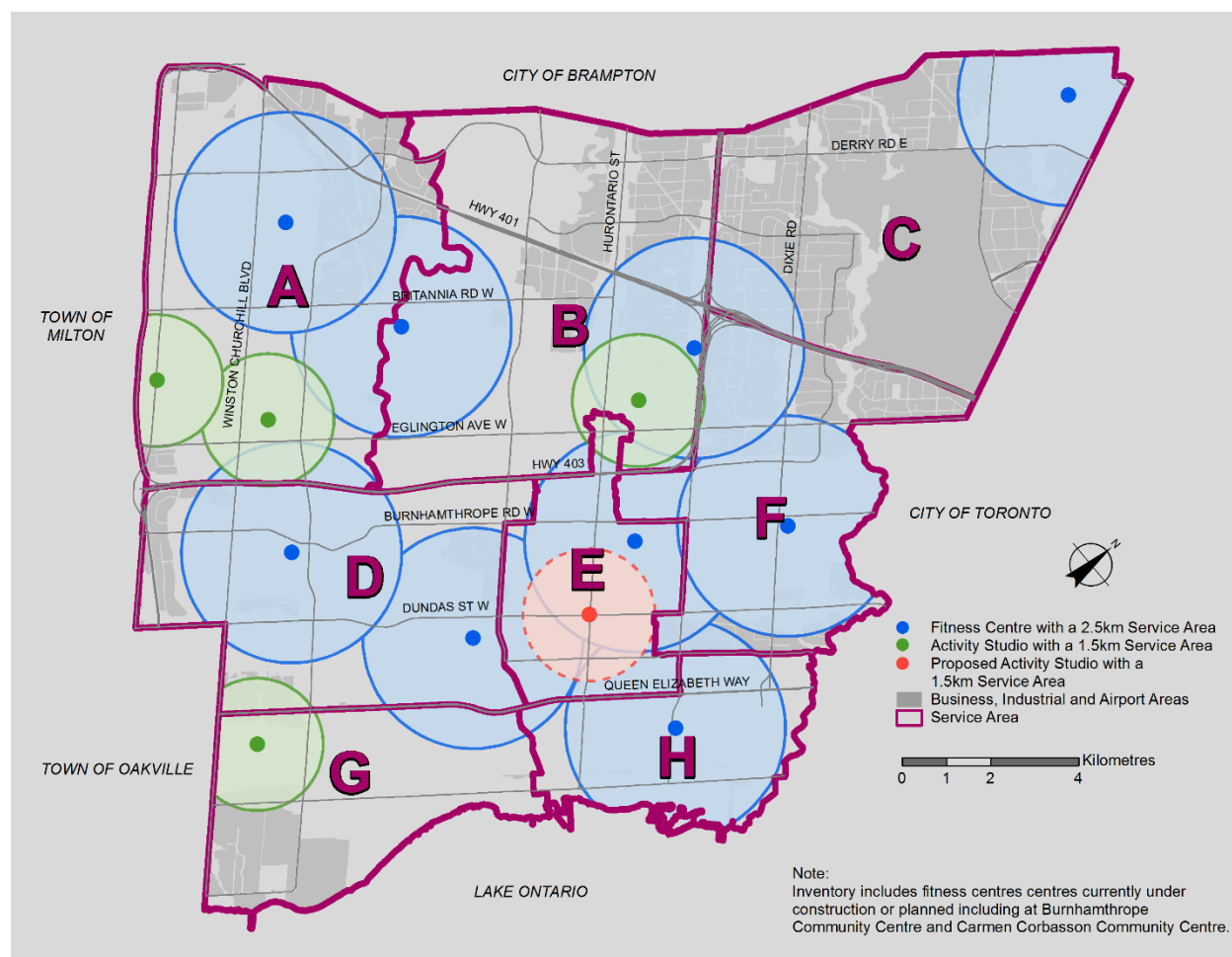
- 5 Demolish the Cawthra Pool and Glenforest Pool once the replacement pools at Burnhamthorpe Community Centre and Carmen Corbasson Community Centre are fully operational.



Fitness Centres

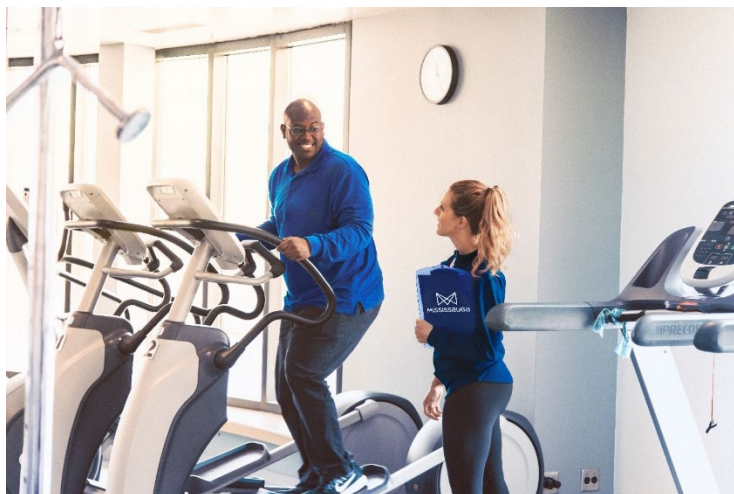
Overview

The City has 14 fitness and active living centres that provide space for fitness training, active living programs and squash courts. Nine are equipment-based fitness centres featuring amenities such as exercise machines, free weights and personal training services, including the two new fitness centres that are currently under construction at the Burnhamthorpe Community Centre (2023) and Carmen Corbasson Community Centre (2024). A new fitness centre (with a walking track) at the South Common Community Centre is expected to be completed in 2027.



Relevant Trends

Physical fitness and individual wellness are top-of-mind among many residents, resulting in a greater emphasis placed on personal health. This has translated into increasing use of fitness services. Demands for active living programming include general health and wellness, weight training, cardiovascular training and stretching activities (e.g. yoga and Pilates), indoor walking, and functional training such as cross-fit, high-intensity interval training and TRX.



Usage

Prior to the COVID-19 pandemic, participation in the City's fitness activities was strong. Drop-in fitness activities were the most popular method for getting active, which drew more than 25,000 participants a year. Similarly, fitness memberships were also strong with over 16,000 memberships sold per year. Participation in registered fitness programs represented a smaller portion of the City's fitness users, which reinforces broader trends that indicate that people generally prefer drop-in forms of participation that can be self-scheduled. In 2022, participation in fitness activities was lower in all areas due to various factors, including staff shortages, reduced program offerings, partial closures due to the COVID-19 pandemic, and closures of the Burnhamthorpe Community Centre (all of 2022) and Carmen Corbasson Community Centre (starting in September 2022) for renovations.

Challenges

Municipal fitness centres contribute to overall community health goals and complement other facility spaces such as indoor pools and gymnasiums. Public fitness centres offer a quality community-based, affordable fitness experience that complements private sector providers. Fitness centre spaces are also offered in many condominiums.

A greater emphasis is being placed on space for fitness and active living programming, which is a rapidly growing segment of the fitness sector. Mississauga provides a range of fitness activities, including working in partnership with the Mississauga Halton Local Health Integration Network to offer the Next Step to Active Living (NSTAL) program. NSTAL is a therapeutic recreation program for persons with disabilities that engages participants in a variety of physical, social and cognitive activities including fitness. While fitness activities may be provided at dedicated fitness studios, they may also be accommodated within multi-purpose program spaces, provided they are equipped with the appropriate amenities (e.g. hardwood flooring).

Provision Standards

There is no industry standard guiding the provision of fitness centres. As a best practice, fitness centres are provided based on several factors including the municipality's decision to enter into the equipment-based fitness sector, geographic distribution of public fitness centres and studios, opportunities to locate fitness spaces within new multi-purpose community centres and the availability of private sector amenities. The City provides a strong geographic distribution of fitness centres. Nearly every service area is served by at least one City-owned fitness centre with the exception of Service Area G, though one fitness studio is provided in the Clarkson Community Centre.

There are, however, existing private fitness providers that serve Service Area G. The City also provides fitness centres at Huron Park Recreation Centre and South Common Community Centre, both of which offer fitness centres in Service Area D and are within a 20-minute drive of the Clarkson Community Centre. The South Common Community Centre will also experience a complete reconstruction in 2024 that will include a new fitness centre and walking track and, once complete, is expected to draw an expanded range of residents within Service Area G. Additionally, the City offers a Sauga Summer Pass to youth to minimize transportation barriers, which offers free MiWay rides and drop-in swims for residents ages 12 to 16; access to fitness centres can be added at no cost for those ages 14 to 16. With these considerations in mind, it is anticipated that Service Area G is well served with fitness centre locations.

An indoor aquatic centre has been identified as a need for a new community centre in Service Area E (Cooksville). With intensification and associated population growth projected for the area, **there are benefits in co-locating an activity studio for fitness in the recommended Service Area E Cooksville community centre.** This will ensure that walkable fitness opportunities are available to residents to support live-work and aging-in-place goals Downtown, and a flexible space that can accommodate a range of other program options. An

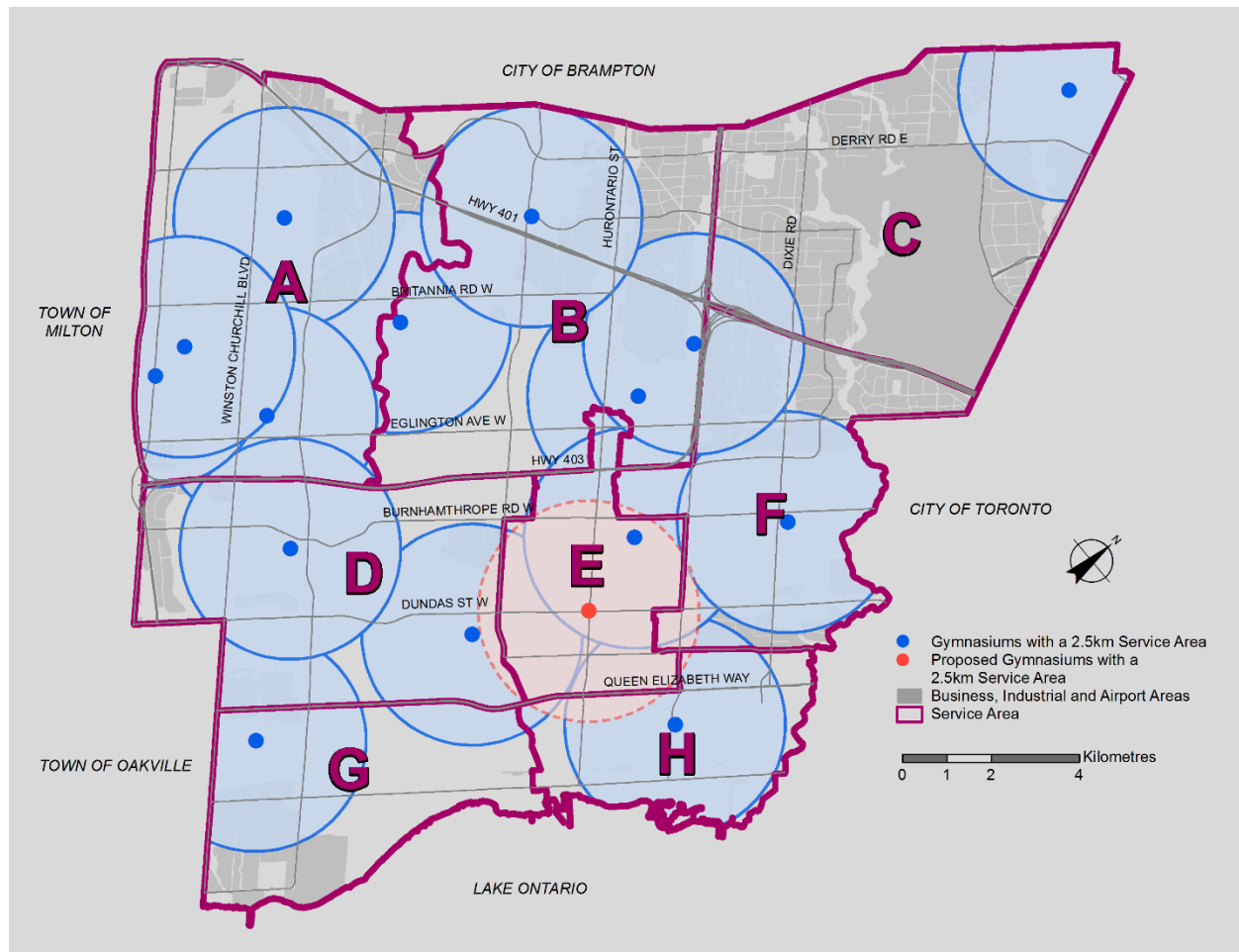


equipment-based fitness centre at this location is not recommended due to the close proximity to Mississauga Valley Community Centre and the addition of new fitness centres at Burnhamthorpe Community Centre and Carmen Corbasson Community Centres. There are also non-municipal fitness centre providers in the area including fitness equipment within condominiums.

Gymnasiums

Overview

Mississauga offers gymnasiums at 15 locations across the City providing a total of 34 spaces that can be rented or programmed. After considering programming limitations associated with joint-use agreements with schools, the effective supply of gymnasiums stands at 29.



Relevant Trends

Gymnasiums support a broad range of organized and drop-in activities and, due to the variety of uses that take place within these spaces, are often in high demand, particularly during prime time periods. Gymnasiums are commonly used for active recreation programs such as basketball, volleyball, badminton, group fitness and active living, and other activities that require a large open space with durable flooring.

As one of North America's fastest-growing sports, many municipalities (including Mississauga) are experiencing pressure for indoor pickleball courts within gymnasiums to provide year-round opportunities to play the sport within a controlled, indoor environment. While this

activity can be accommodated during the daytime when gymnasiums are generally available, there is a growing demand for playing opportunities during the prime time period when gymnasiums are already in high demand.

Usage

In 2019, 52,633 hours⁵ were programmed or rented across the City's gymnasiums, which was less than a one percent decrease from 2017.

Challenges

The provision of City gymnasiums is commonly influenced by the level of public access to school gymnasiums. There are a number of school gymnasiums across Mississauga that the public can book. School boards have control over rentals and there is no requirement to provide local users with priority bookings, which can often create pressure for municipalities to provide or find space for groups. However, this approach continues to have strong merit as it reduces the need for municipalities to construct facilities and avoid tax-funded duplications in service, while maximizing geographic distribution due to the nature in which schools are located throughout a community.

Provision Standards

The 2019 Future Directions Plan did not establish a service level target for gymnasiums. The recommended approach going forward is to ensure that there is a strong distribution of gymnasiums across Mississauga to respond to community demand. As a best practice, gymnasiums are co-located within multi-use community centres to provide flexible space for programs and activities. **There are benefits in including a double gymnasium within the proposed community centre in Service Area E (Cooksville)** to address local needs and support walkable active recreation opportunities, as well as live-work goals.

This Future Directions Plan speaks to potentially developing a new community centre in Service Area E in partnership with others. Should this be successful, securing adequate access to gymnasium space is recommended and may be achieved through the provision of a double gymnasium (at a minimum) that can be partitioned to provide the City with dedicated access during daytime school hours. Other opportunities to work with school boards to enhance public access to non-municipal gymnasiums are encouraged. This may include engaging school boards and institutions to investigate opportunities to establish formal agreements for affordable community access to non-municipal gymnasiums.

On an ongoing basis, the City should continue to evaluate the potential to enhance its existing gymnasium supply to meet the needs of the community. As recommended in the 2019 Future Directions Plan, the City is in the early planning stages of redeveloping the South Common Community Centre (beginning in 2024), which will include a full-size gymnasium to replace the auditorium. Active recreation activities should be prioritized over non-recreation uses to ensure

⁵ Excludes hours used by Raptors 905.

that the space is being used as intended; non-recreation uses may also increase the likelihood of flooring damage.

Recommendations:

- 6 Engage non-municipal gymnasium providers such as school boards and institutions to explore the potential to establish formal agreements to provide affordable community access to school gymnasiums for community programs City-wide.



Multi-purpose Program Space

Overview

Mississauga provides 180 multi-purpose program spaces (including auditoriums and rooms that can be split) across the City at community centres, arenas, halls and other facilities. Multi-purpose spaces vary in size and range of amenities, and may include seating, tables, countertops, kitchens/kitchenettes, storage, dividing walls and more.

Relevant Trends

Multi-purpose program spaces accommodate a broad range of activities for meetings, youth/older adult activities, arts and crafts spaces, community gatherings and special events. Incorporating multi-purpose spaces within community facilities has been an ongoing best practice in modern facility planning and design due to efficiencies in cross-programming, staffing, construction and other factors. In light of these benefits, the construction of new stand-alone program spaces is generally discouraged as they tend to be underutilized, have higher operational costs, and exhibit program limitations when compared to multi-purpose spaces within community centres.

Usage

In 2019, the City's multi-purpose program spaces were booked for approximately 126,000 hours for rentals and programs. Use of Mississauga's multi-purpose spaces are generally evenly split between programs and rentals. Multi-purpose spaces are most commonly used during the prime time periods during the weekday evenings. Daytime usage varies depending on the time of year. For example, multi-purpose program spaces are well used in the summer, over March break, and during the winter holidays for older adult programming and camps. Multi-purpose program spaces are provided as a community benefit to ensure that affordable and accessible public spaces are available for gatherings and programming.

Challenges

As previously noted, multi-purpose program spaces tend to be primarily used during the prime time period during the week. As a result, there may be competition for some spaces at key periods. This can be a challenge for community users, particularly new organizations and renters who are seeking spaces during specific days and times that are already booked. The types of amenities that community programs and users require within multi-purpose spaces may also vary depending on the intended use. These challenges highlight the need for flexibly designed and accessible multi-purpose spaces that accommodate the needs of users and community activities as best as possible.

Provision Standards

There is no provision standard guiding the development of multi-purpose program spaces. These amenities are primarily provided based on opportunities to incorporate multi-purpose program spaces within the design and redevelopment of community centres. This has been an ongoing best practice for Mississauga, which is reflected in past and existing community centre development and redevelopment projects, which continues to be encouraged.

On this basis, **it is recommended that multi-purpose program spaces be incorporated as part of the proposed community centre in Service Area E (Cooksville).** This strategy would continue to strengthen the City's distribution of multi-purpose space, as well as respond to community demands for space to support programming, meetings and other related uses. Incorporating multi-purpose program space as part of other facility development or redevelopment projects should also be explored as opportunities become available.

Monitoring space needs within areas of intensification is also recommended to ensure that publicly accessible spaces are available for people to gather, socialize and participate in programs. With limited opportunities for large, traditional multi-use recreation and community facilities within intensification corridors, municipalities are exploring new solutions to provide indoor public space such as working with condominium developers or others to acquire or provide public access to indoor community space.

Recommendations:

- 7 Explore opportunities to increase access to multi-purpose program space in underserved communities by leveraging non-traditional spaces (e.g., condo developers, community service providers, private sector, etc.). This may also include investigating multi-purpose program spaces to add to the City's inventory when Region of Peel is dissolved.

Indoor Artificial Turf Fields

Overview

The City provides three indoor turf fields. One permanent fieldhouse is located at Paramount Fine Foods Centre, which is a FIFA regulation field. A seasonal dome is also located at this site which is raised over an outdoor artificial turf field. A second seasonal dome is also located at the Churchill Meadows Community Centre and Mattamy Sports Park.

Relevant Trends

Indoor artificial turf facilities complement outdoor fields and respond to increasing demand for year-round play. While the primary use of artificial turf fields is for soccer, these facilities can also accommodate other field sports such as rugby, lacrosse, football, team conditioning and training, and fitness pursuits. Across the GTA, there is a growing desire to play cricket indoors on a year-round basis, particularly in communities with a large population of immigrants from countries where the sport is commonly played, including in Mississauga. This has resulted in added pressure on indoor artificial turf fields, and has challenged communities to accommodate cricket within existing facilities as the sport requires batting and a large playing surface.

Usage

Use of Mississauga's indoor artificial turf fields is strong. The City reported 8,555 hours rented in 2022, which is more than double the number of hours compared to 2018 (3,925 hours). This suggests that there was pent-up demand for indoor field time that was alleviated through the opening of the City's newest indoor artificial turf field at the Churchill Meadows Community Centre and Mattamy Sports Park in 2021. There continues to be demand for affordable access

to indoor fields. Consultation with sports organizations identified a desire for more field time as it was expressed that existing facilities are predominantly used for soccer. Requests were made for more multi-purpose indoor fields to accommodate other field sports such as baseball, softball and cricket.

Challenges

The way indoor artificial turf facilities are designed, funded and operated also varies widely, and financial viability is heavily influenced by the building size and operating model. For example, these facilities may be stand-alone structures or combined with other spaces, come in a range of field sizes that can be partitioned into smaller playing spaces, and are funded/operated by a municipality or other entity such as a not-for-profit group, public institution and/or the private sector (sometimes in a partnership).

Provision Standards

There is no industry standard guiding the provision of indoor artificial turf fields. The City's supply of indoor artificial turf fields is evolving with the recent completion of the field at the Churchill Meadows Community Centre and Mattamy Sports Park. The City is also in the planning process of providing additional indoor artificial turf fields with the Peel District School Board and Dufferin Peel Catholic School Board. As the City completes these two projects and continues to recover from the pandemic, it is recommended to closely monitor the overall use and demand for field time to inform decisions for providing additional fields. As part of this process, further discussions with field users are encouraged to better understand their field challenges and needs.



Promoting access to existing, non-municipal, indoor field providers is encouraged as an interim measure. It is noted that indoor fields exist at schools and in the private sector, although the level of public access may vary as some providers offer direct programming and rental fees may be higher compared to City rates. Opportunities may also exist for the City to play a role in helping organizations gain affordable community access to these facilities through user agreements.

As a long-term strategy, subject to monitoring indoor field demand, there is merit in engaging prospective partners to explore opportunities to provide indoor artificial turf. In particular, continued dialogue with school boards is encouraged to understand what, if any, their plans are for indoor (or outdoor) artificial turf field development to determine if there are partnership opportunities. Consideration may also be given to installing a seasonal dome over an existing municipal outdoor artificial turf field or, subject to the findings of an Arena Infrastructure and Utilization Study, repurposing a surplus arena to a multi-use, indoor artificial turf field (potentially with a partner).

Recommendations:

- 8** Based on an understanding of usage and consultation with field users, evaluate opportunities to work with potential partners to provide an additional indoor artificial turf field through the following strategies:
 - a** Work with school boards to install seasonal domes on existing fields.
 - b** Install a seasonal dome over an existing municipal outdoor artificial turf field.
 - c** Subject to the findings of an Arena Infrastructure and Utilization Study, repurpose a surplus arena to a multi-use, indoor artificial turf field.

Golf Courses

Overview

The City owns and operates three public golf courses through the Lakeview Golf Course and BraeBen Golf Courses. Mississauga's golf courses feature rolling hills, rough grasses, trees and shrubs, manicured fairways and greens, pot bunkers and more to provide residents and visitors with high-quality playing experiences for all skill levels.

Lakeview Golf Course features 18 holes and a clubhouse. The golf course has existed in Mississauga for generations and recently celebrated its 125th anniversary. It is a designated Ontario Heritage site, which recognizes the golf course's historical, design and contextual value in Mississauga. In 2022, the City completed restoration of Applewood Creek at this location, which included natural winding alignment, improvements to golf holes along the creek corridor and new cart path bridges.



BraeBen Golf Course Driving Range

BraeBen Golf Course (previously known as the Britannia Landfill) offers an 18-hole Championship course and a 9-hole course, as well as a driving range and clubhouse. In 2022, the BraeBen Golf Course was the golf venue for the 2022 Ontario Summer Games. A major irrigation replacement was undertaken at this golf course in 2022.

Relevant Trends

Mississauga's public golf courses provide affordable access and serve as an introduction to the sport for many, either through programs or play. The City operates its golf courses from April to November and over the past five years, participation has been strong and steadily increasing. Between 2018 and 2022, the number of rounds played increased 12 per cent to 66,494 rounds. BraeBen Golf Course was the most popular location, which had 39,709 rounds played in 2022 and was the highest level of participation ever recorded at this course; this was due to demand being shifted from Lakeview Golf Course during the first few months while under renovation.

Historically, the City's golf courses have been popular and use grew during the COVID-19 pandemic. Between the lockdown periods in 2020 and 2021, the City's golf courses were among the few outdoor recreational amenities that were able to operate, which resulted in strong growth in the number of rounds played. This event may have re-ignited interest in the sport and introduced new players, although it remains to be seen if this level of growth can be sustained.

Challenges

Some municipalities have been scaling down their involvement in golf courses. This trend is due to a variety of factors including, but not limited to, declining participation and revenue, aging infrastructure and rising costs, competition from other providers, and the potential to repurpose the land for other uses. Contrary to the challenges experienced in these municipalities, Mississauga's public golf courses are well maintained and are in high demand as they offer affordable, outdoor recreation opportunities at scenic locations in the City. This has resulted in an increasing number of rounds of golf played at each location and greater annual revenue generated for the City. While other municipalities and landowners have found alternative uses for its golf courses, Mississauga's Lakeview Golf Course is a designated Ontario Heritage site, and given that the BraeBen Golf Course was formerly the Britannia Landfill, repurposing opportunities are limited.

Provision Standards

There are no established service level targets for municipal golf courses. They tend to be operated as enterprise businesses with a focus on generating revenue and providing an affordable opportunity for the public to participate in the sport, as well as an outdoor recreation activity for people of all ages and skill levels. The recommended strategy going forward is to continue to operate the City's golf courses and maintain a net operating surplus. This strategy has historically been successful for the City as it has maintained a healthy operating surplus over the past number of years with the exception of 2022 (due to renovations).

It is expected that this strategy is achievable for the City. Its golf courses offer affordable and exceptional playing experiences that are recognized at the national level. Located in prime areas of Mississauga and within proximity to other communities in the GTA, the City's picturesque golf courses are well-positioned to continue serving local and regional golfers over the long term. To ensure its golf courses are prepared for long-term success, the City is encouraged to create strategies including, but not limited to, maintaining affordable playing experiences, exploring new revenue-generating opportunities and cost-control measures, partnership agreements, and marketing and communication efforts to attract new golfers.



BraeBen Golf Course

A photograph of children in a swimming pool, overlaid with a purple semi-transparent rectangle containing the text 'Service Delivery'. The children are wearing life jackets and goggles. One child in the foreground is holding onto a pool ladder.

Service Delivery

Section 7: Service Delivery

At the time of writing, the Culture Division merged with the Recreation Division. The Recreation and Culture Division strives to maximize participation in publicly funded recreation centres and local spaces by providing a wide range of activity choices for residents of all ages and backgrounds. The division's business-like approach uses participation data, demographics and socio-economic factors by service area, quality assurance mechanisms for each line of business, levels of satisfaction, legislative and industry standard compliance, and staff and volunteer support to inform its decision-making. The Recreation and Culture Division is an industry leader and continues to develop meaningful levels of service within recreation.

The value of participation to the community, families and individuals remains a focus for staff, volunteers and community partners alike. The division prioritizes greater inclusion in a diverse community affected by climate change and a focus on engaging youth and older adults, equity-deserving groups, newcomers, Indigenous Peoples, women/girls, 2SLGBTQ+, persons with disabilities, persons experiencing low income, groups who may not traditionally participate in recreation and others. Greater engagement in recreation creates healthier individuals, families and neighbourhoods, and supports other City-wide initiatives such as Mississauga's Cities Changing Diabetes Program aimed at reducing rates of Type 2 diabetes.



Recreation Needs in Intensification Areas

Over the next 10 years and beyond, Mississauga is expected to experience a large portion of population growth within its intensification areas. Like many GTA municipalities, Mississauga is shifting towards growing inwards and upwards through intensification and infill, consistent with provincial requirements for increased density. Through this Future Directions Plan and other ongoing or planned projects, the City will be prepared to respond to the recreational needs of current and future residents within these growing areas. The following is a high-level overview of key character areas that are expected to experience population growth over the next 10 years, and how the City will reduce pressure on recreation facilities to ensure that opportunities are available for all residents.

Cooksville Neighbourhood

The Cooksville neighbourhood is located within Service Area E and, as mentioned throughout the Future Directions Plan, is expected to enjoy the majority of the City's population growth over the next 10 years. This Future Directions Plan recommends the addition of a new community centre, potentially developed in a partnership with others that would include an indoor aquatics centre, fitness studio, multi-purpose program spaces and a gymnasium.

Port Credit and Lakeview

The Port Credit and Lakeview neighbourhoods are primarily located in Service Area H – a small portion of the Port Credit neighbourhood is located in Service Area G. The majority of future population growth in Service Area H is expected to be directed to these two neighbourhoods. At present, population projections estimate that Service Area H will accommodate 53,000 residents by 2031 and 84,500 residents by 2051.

The province's recent EMZO identifies that Lakeview Village (in Service Area H) will accommodate up to 16,000 new residential units, which is more than double what is currently planned. The City is currently understanding the population impacts of the EMZO, which will have implications on the types of indoor recreation facilities needed to address community needs. Once this has been determined, a more detailed analysis of needs should be completed during the next Future Directions Plan. The Inspiration Lakeview Master Plan already proposes a future community centre in Lakeview Village and there may be opportunities to negotiate public access to non-municipal space and utilize City facilities within proximity to Lakeview Village. At present, Service Area H is served by the Carmen Corbasson Community Centre, which is currently under renovation for a new indoor aquatics and fitness centre among other updates.

Downtown

The Downtown neighbourhood is expected to experience intensification along the Hurontario LRT corridor. Recognizing that opportunities for new community facility development are limited, strengthening existing community and recreation spaces is encouraged including access to City facilities that are within proximity to Downtown. For example, the Mississauga



South Common Community Centre renovation rendering

Valley Community Centre serves the Downtown area, which includes an arena, indoor aquatics centre, fitness centre, gymnasium, library and multi-purpose spaces. This community centre will experience a renewal during this planning period, which will be supported by a feasibility study to confirm decisions on renovation vs. complete redevelopment. The Arena Infrastructure and Utilization Study recommended in this Future Directions Plan will also provide guidance on the future of ice at this location.

Greater awareness and promotion of other community and recreation spaces is also encouraged such as the Hazel McCallion Central Library, Celebration Square, and Sheridan College's Hazel McCallion Campus, which includes a fitness centre and gymnasium. Some recreational needs are also expected to be met through private providers including within condominiums.

Mississauga's YMCA is located in Downtown, which provides many facility spaces and activities to residents. This location is planned to close by 2025 and once this occurs there will be a gap in service, which will result in greater pressures on City facilities, programs and services. While the location of where these YMCA members live is not available, it is expected that, to some degree, this facility serves residents within the area. It is understood that the YMCA is exploring options for a new location, although a final decision has not yet been made.

Hurontario Corridor

The Hurontario corridor is a long-term vision to link together key growth centres and mobility hubs through a rapid transit system along Hurontario Street extending from Lake Ontario in the south to Brampton in the north. A mix of intensified land uses is planned along this corridor with the goal of creating a highly sustainable way to live, work and play.

There are several opportunities for the City to address the recreation needs of residents along the Hurontario corridor. Planning is underway to enhance existing facilities to ensure they respond to long-term population growth including renovations and updates to the Mississauga Valley Community Centre (2026). This Future Directions Plan also speaks to the need for a new community centre in Cooksville.

Subsidized Programming

Overview

Mississauga has a strong commitment to ensure that all residents have an opportunity to participate in recreation. Emphasis is placed on providing a strong distribution of facilities and programs to ensure that travel time to sport and recreation activities does not become a barrier. A broad range of activities for all ages and abilities is provided and many communication strategies are used to promote these opportunities. Reaching out to groups representing persons experiencing low income keeps staff focussed on needs and reduces the barriers to engagement. A successful approach is to offer free and low-cost programming to ensure universal accessibility and to offer a subsidy to those experiencing low income. There is also a stream of programs and services that recovers a percentage of the cost of the program based on the value of the program to the community and individuals.

Income can influence participation in recreation opportunities. Research suggests that the higher a person's level of income, the more likely they are to participate in recreation activities.

The 2021 Census reported that Mississauga's average household income in 2020 was \$126,500, which was higher compared to the province's (\$116,000). Based solely on average income, this could mean that Mississauga may have a higher level of participation than provincial counterparts. However, 9.4 per cent or 67,500 of Mississauga residents live below the Lower Income Cut-off, making access to affordable recreation a challenge for these residents. Mississauga provides both an ActiveAssist subsidization mechanism and universal programs.

ActiveAssist Policy

ActiveAssist is a Mississauga Policy first developed in 2009 to help residents experiencing low-income gain financial support to recreation and culture programs and services. Originally, the policy placed residents in programs where there was typically additional capacity, but has been refined to offer residents experiencing low income a financial contribution toward their choice of select programs. The Policy requires a resident to demonstrate their economic status through proof of government subsidy and/or after-tax low-income cut-off status. Customer service staff administer the Policy by ensuring that requirements are met, and residents are helped (when needed) to gain confidential access to the registration system.

All recipients are eligible to receive \$275 per year to register in a program, gain access to casual recreational opportunities or obtain a membership in an activity of choice. Each participant gains access to opportunities for one year from the time of approval. Staff work with social agencies that serve eligible residents to promote the program and encourage clients to become engaged in recreation and cultural pursuits.



Mississauga has identified a list of excluded programs in the ActiveAssist Policy (where there are direct costs with no additional capacity) such as tickets to the Living Arts Centre, Meadowvale Theatre and Paramount Fine Foods Centre; some cultural and school-based educational programs; green fees; museum admissions; marina slip fees; park and field permits; and semi-private, private and low-ratio programming.

The ActiveAssist Policy is welcoming to refugees and qualifying newcomers living in Mississauga who may not yet be employed. Immigration documentation is required and applicants must demonstrate their residency in Mississauga. Other underserved populations are also included with waived entrance fees for caregivers of persons with disabilities, and accommodations for children in the care of the Peel Children's Aid Society.

The maximum enrollment for the ActiveAssist is capped at 14,500 residents which, if fully subscribed, represents 21 per cent of the residents living under the Lower Income Cut-off. A Policy review last increased the number of residents that could be accommodated in 2017 from 10,000 residents to the current 14,500 threshold.

The ActiveAssist Policy requires staff to report on utilization, unrealized revenues created by credits to customers and the ratio of paying customers to subsidized customers. A summary of the utilization of the ActiveAssist Policy is provided in the following table. The average number of clients approved for the ActiveAssist Policy from 2018 to 2020 totalled 13,702 clients per year which is 94 per cent of the capacity of the current client threshold. Families are supported throughout the year through a Child Care Fee Subsidy program, the Jerry Love Fund and Jumpstart.

Year	Number of Active Assist Clients	Associated Fund Credit Value *
2018	15,257	\$602,400
2019	11,168	\$1,586,800**
2020	14,681	\$1,308,300***
2021	3,570	\$401,300
2022	4,233	\$212,000
2018 to 2020 Average	13,702	\$1,165,800 ****

*Rounded to the closest \$100.

**2021 and 2022 figures do not reflect a full year of operations due to the impact of the COVID-19 pandemic.

***Clients and funds can gain approval one year before actual utilization of funds.

****Total funds associated with the Access Policy represent the total value of residents experiencing low income being a participant in a class with available space versus funding from the tax base.

Universal Recreation Opportunities for Children, Youth and Older Adults

The Recreation and Culture Division provides a choice of programs and opportunities that are available at no cost to children, youth and older adults to ensure that there are no barriers to participation. Opportunities are provided locally, where possible, to avoid transportation barriers and the Sauga Summer Pass includes a bus pass to address limited transportation availability for youth in the summer months. There are also reduced transit fares for older adults as well as free fares for children. A brief description of each universal program is provided below with the range of subsidized programming and the scope of participation in recent years.

Sauga at Play provides free afterschool programming for youth ages 10 to 18 years at local community centres. This program continues to be popular with an increase of over 16,600 participants from 2018 to 2019 resulting in a 46 per cent increase. There are more than 10 community centres providing Sauga at Play across the City.

Play in the Park welcomes children 6 to 12 years old to come to local parks to enjoy an organized program of summertime activities including games, sports, crafts and theme days. The program is supervised and provides a safe space for children to enjoy summer activities at no cost.

Sauga Summer Pass provides youth with a free transit pass to enable them to participate in free public swims at Mississauga indoor and outdoor pools. The age range has been updated to include youth from ages 12 to 16 years (includes fitness centre access for 14 to 16 years in the summer) which will likely increase participation. There was a decline of participants from 2018 to 2019 of approximately 1,600 participants. 2022 has recaptured 57 per cent of the pre-pandemic participation levels.

Let's Skate Mississauga was offered from 2017 to 2019 to teach basic hockey skills to girls and participation remained relatively stable in 2017 and 2018. The program was rebranded to Let's Skate Mississauga in partnership with local schools and welcomes all genders and identifications in grades three, four and five to learn basic skating skills.

Sauga Connects for Older Adults is a new online program that provides opportunities for older adults to engage from the comfort of their home. This program is especially beneficial for isolated seniors or those who may have mobility issues. The program offers a range of programs from a coffee talk and dialogue about current topics of interest, to fitness classes and crafting. Older adults can participate easily by downloading a software application which is supported by technical assistance. In its first year (2020), over 8,000 residents participated in the program.

Swim to Survive is a program developed by the Lifesaving Society Ontario Branch to teach children in grades three and seven basic survival skills in water. This is to introduce all children to swimming and ensure that they are safe in and around water. Participation in Swim to Survive has remained relatively consistent from 2017 to 2019 with over 5,000 swimmers yearly. In 2022, participation decreased by 50 per cent, perhaps due to a reintroduction of the program after the COVID-19 pandemic and related staff shortages.

National Youth Week is celebrated annually in Mississauga by providing free opportunities to showcase youth talent and their contributions to the strength of Mississauga. Youth Week has been celebrated over a number of years and the City is now monitoring participation numbers to track youth engagement. 2022 will create a baseline for comparison to future years as a post-COVID-19 pandemic benchmark.



Free Family Day Programming offers free public swimming and skating activities to all family members, as well as free programming including virtual programming at select community centres.

Free Programming	Number of Visits				2022
	2017	2018	2019	2017 to 2019 Change	
Sauga at Play	40,258	36,436	53,075	12,817 (32%)	32,345
Let's Play in the Park	11,446	11,227	12,500	1,054 (9%)	6,915*
Sauga Summer Pass	17,041	17,950	16,380	-661 (-4%)	9,402
Let's Skate Mississauga	23,406	23,285	15,323	-8,083 (-35%)	Did not operate
Sauga Connects				-	8,097
Swim to Survive	5,187	5,332	5,213	26 (1%)	2,401**
National Youth Week				-	1,294
Family Day	5,947	5,655	4,528		1,768
Total	103,285	99,885	107,019	3,734 (4%)	62,222

* Program limited due to COVID related operational restrictions.

**Represents number of participants not visits.

Participation in free programming (using 2019 data), including National Youth Week and Sauga Connects, has reached over 103,000 visits. Mississauga has shown leadership in recognizing and acting on the notion that free, accessible and subsidized programs increase participation in healthy pursuits. Staff continue to monitor participation and respond to satisfaction level results.

Challenges

ActiveAssist

For 2023, the Recreation and Culture Division projected fee increases to take in approximately \$800,000 in additional revenue. As general recreation fees increase (typically 3 per cent per year), higher fees may reduce the number of recreational opportunities allowed in the ActiveAssist Policy per recipient. This is not the intention of the Policy. The fee increases and adjustments to the \$275 cap per recipient have not increased since 2009 and should be reviewed in line with scheduled policy reviews.

The ActiveAssist Policy was developed in 2009 and has experienced scheduled administrative revisions since. It should be noted that the Recreation and Culture Division also employs other methods to increase participation by those experiencing low income, including the Jerry Love Fund and Canadian Tire Jumpstart, where applicable. The Region of Peel also offers subsidy programs; however, once the region is dissolved, the City may experience greater pressure for financial support.

A review of the ActiveAssist Policy with a sampling of willing and diverse clients would ensure that there is greater awareness of the Policy, that it is easily accessed and that it continues to

address other barriers residents experience. For example, during the consultation process, some older adults were unaware that the policy applied to them as well. Promotion of the ActiveAssist program should be refreshed to ensure that all residents experiencing low income can access recreational opportunities with decreased barriers.

Free Programming

Participation in Let's Skate Mississauga decreased from 2017 to 2019. It is not clear if this decrease is a trend; however, a 34 per cent drop in participation requires review. The program now includes all genders and identifications, and is offered in partnership with local schools for children in grades three, four and five. Participation will be monitored and discussions with local schools on improvements may be required to address participation. Commitment from local teachers is also critical to the success of the program and further discussions should include teaching staff.

Relevant Trends

The City of Hamilton's Recreation Assist Program offers a free family participation pass that allows qualifying families to attend all city-wide drop-in recreation programs, offers a free family skate pass, 90 per cent off all registered programs (with a \$150 cap), 50 per cent off all affiliated minor sport leagues, as well as other discounts. The subsidy for affiliated sports leagues reduces barriers to a lifelong engagement in sport.

The City of Toronto schedules free weekly drop-in gym time for families to use the space together. Toronto staff leave out equipment and offer guidance on the various zones of activities. This universal opportunity helps to build strong families and offers the benefits of being active together. Other free opportunities are community centre specific and respond to neighbourhood seasonal needs and include free public swimming, skating and outdoor recreation.

Recommendations:

- 9** Conduct a review of the ActiveAssist fee assistance program, including but not limited to, eligibility criteria, the application process, promotion, and subsidy amount to improve access using an equity, diversity and inclusion lens. The City should determine who is using the program and who is not to identify barriers and solutions. This review should consider the impact of the dissolution of the Region of Peel.
- 10** Engage the City's affiliated groups to share resources and best practices for supporting residents experiencing low income through service delivery.
- 11** Explore the potential of low-cost programming for older adults, multi-generational opportunities and families through sponsorship.

Partnership vs Direct Delivery

Overview

The Recreation and Culture Division has a strong history of assessing and delivering programs to enhance residents' experiences, create a sense of accomplishment and encourage skill development. There are opportunities to work with other program providers to broaden the range of programs being offered. Discussions are ongoing around when the City should provide a program directly and when staff should turn to a third party to help in providing programs and services. The information below will help in making this determination.

The challenge for staff is when to seek out third-party program delivery and when to keep service delivery in-house. A general rule employed by municipalities is that core services continue to be provided directly by the municipality and that specialized programs be offered where greater expertise and equipment is available. In an environment where the City is highly committed to increasing participation by equity-deserving groups, partnership may be a tool to broaden access and inclusion. Further, analysis should be undertaken to assess whether the financial gain without compromising quality to the City is greater in a partnership or when offered directly. This gain could be considered either through cost avoidance and /or through added revenue streams. The balance of the criteria should be dealt with on a case-by-case basis. The City of Mississauga believes that investing in recreation is a sound investment in building a strong individuals, families, and community. Seeking out other providers of programs reduces duplication and shares resources.

Considerations for Third-party Program and Service Providers

Conditions Whereby the City May Continue to Deliver Programs and Services Directly

- a. The program is considered core to the Recreation and Culture Division's work such as learn to swim lessons in order to prevent water incidents.
- b. The program meets a sustainable resourcing need such as developing youth leaders to enable skilled staffing in program and service delivery.
- c. The program development and delivery meets strong priorities and requires City-centric coordination such as Youth Week, Sauga in the Park, etc.

Conditions Whereby the City May Seek a Third-party Provider

- a. The program is culturally specific to a diverse and equity-deserving group where program content would be most appropriately developed and delivered by the third party.
- b. The program requires specialized knowledge and/or equipment that is not considered part of the City's introductory and developmental approach to program offerings.
- c. The program meets a required need of the residents and cost-sharing of space and instruction provides more cost efficiency to both parties.

Conditions in Seeking Out Third Parties to Develop and Deliver Programs and Services

- a. There is an identified program need or a perceived program need that should be considered.
 - b. Procurement policies are followed in terms of identifying the program development and delivery terms that is put out to the market for proposals.
 - c. A contract is developed with the successful third-party provider complete with performance expectations, legislative compliance, quality assurance, and performance measures, etc.
 - d. An evaluation of the third-party arrangement complete with satisfaction levels of the participants is undertaken as part of the contract deliverables.
-

Partnerships and Sponsorships

The Recreation and Culture Division is proactive about seeking out partnerships to meet certain service delivery needs where cost avoidance is possible, quality can be maintained, and the service may or may not be core to the full breadth of services offered. For example, community organizations and groups partner with the City to organize and oversee special events. The City provides space, supports and promotes these events. Let's Skate Mississauga is a partnership with the local schools that provide transportation to the local arena and the City provides skating instruction. The partnership promotes physical activity and learning new skills. Costs are shared and students gain the benefits.

The Recreation and Culture Division has a strong history of forming meaningful sponsorships that both enhance service provision and reduce the reliance of services on the tax base and user fees. This is both efficient in reducing the cost of services and can be an effective and seamless form of service delivery. Further, the division seeks out sponsors who wish to increase their brand and name recognition to facilities; for example, the Paramount Fine Foods Centre is a result of a naming right and is considered a sponsorship. The City Website lists partnership and sponsorship opportunities in an open and transparent fashion. This process allows businesses to respond to opportunities using the same rules and evaluation methods as other interested businesses and potential sponsors/partners.

The Recreation and Culture Division has typically sought out larger sponsorships to offer naming rights of facilities and initiatives such as Paramount Fine Foods Centre. Specific sponsorships provide and enhance experiences such as:

- Since 2006, Walmart has sponsored the Sauga at Play afterschool program.
- Corporate sponsorship for the Play in the Park Program. The Nurse Next Door has sponsored webinars, as well virtual concerts, and tours for older adults.

Each partnership opportunity is evaluated on its own merit and must be consistent with the strategic priorities of Mississauga. Other factors include:

- The sponsorship provides support to an ongoing service or new need.
- The public doesn't necessarily expect the Division to provide a specialized service.

- The Division's financial obligations are shared or reduced completely.
- The quality of the service meets legislative and quality standards.
- Accountabilities and responsibilities are clearly defined in an agreement.

Reporting requirements include participation numbers, expense reduction or revenue growth and any data on participant satisfaction levels.

Challenges

The objective of the Recreation and Culture Division is to increase program provision and participation in programs and services as the population increases in a fiscally sustainable manner. The Recreation and Culture Division has a 2023 net operating budget of \$30M with a projected \$3M increase for 2024. The cost of labour is projected to increase by \$1.5M in 2023 with additional net costs projected in future years.

The Recreation and Culture Division seeks alternate revenue sources as a means of sustaining and enhancing services. Partnerships and sponsorships continue to reduce costs and maintain a high level of service while increasing brand recognition for partnering businesses. The COVID-19 pandemic and the current financial climate are obstacles to attracting additional sponsorships and partnerships.

Relevant Trends

There is a trend toward increasing third-party involvement with certain types of programs and services. These types of programs may include specialized recreation offerings, specialty camps and artificial reality opportunities. There may be specific equipment or skills not available through the City's staff and assets. A third-party arrangement is typically seamless – the municipality provides space, promotes the program, and registers participants while the contractor provides equipment, instruction, quality assurance, legislative compliance and the expertise needed. There is typically an arrangement to share the revenues generated through registration. This approach is appealing to municipalities where recruitment and retention of staff is challenging.



Access and Inclusion

Overview

Mississauga is committed to quality service provision for all residents delivered in a fair and equitable manner. A Workforce Diversity and Inclusion Strategy seeks to ensure that staff represent the community that they serve. This is especially important for the Recreation and Culture Division where the services are public-facing and residents must see themselves within the makeup of staff to feel welcomed and included. The City has engaged a Strategic Leader for Diversity and Inclusion whose role is to provide staff with tools and resources to ensure that programs and services are reflective of the needs of a diverse community.

The following table provides an overview of the scope of diversity in Mississauga which impacts community outreach, staff development and the delivery of services.

Population Segment	Approximate Population in Mississauga	Proportion of Mississauga Residents
Persons with disabilities	175,000	22%
Persons experiencing low income	67,500	9%
Indigenous (First Nations, Metis and Inuk)	3200	0.5%
2SLGBTQ+ *	29,000	4%

Visible minorities	280,000	39%
Women, girls, and those who identify as women/girls	361,200	51%

**Statistics Canada indicates that through self-reporting four per cent of the population identify as 2SLGBTQ+. A 2019 study by the Jasmin Roy Foundation entitled “LGBT Realities” – administered the first Pan Canadian survey of LGBT communities found that 13 per cent of the population identify as LGBT (the study used this acronym).*

The Recreation and Culture Division has shown leadership in consulting, jointly designing programs, and providing equitable access to services for equity-deserving and underrepresented groups. Taking a business-like approach to engage diverse segments of the population is seen as appealing to its various market segments. The goal is to ensure that equity-deserving groups enjoy the same participation rates as the general population.

There is a full understanding that equity-deserving populations require involvement and discussion around program content, and any modifications before programs are developed or refined. Taking different approaches to ensure that varying equity-deserving populations can be included means taking an equitable approach. For example, a decline in participation in sport and recreation of women/girls led to a partnership with MSLE to introduce hockey skills and training to women/girls at no cost. These initiatives are specialized and targeted to a population to increase participation and introduce new skills. The program has now been rebranded as Let’s Skate Mississauga and is offered to all genders and identities through a partnership with local schools.

Efforts centred around defining diverse and equity-deserving populations should include holding conversations about how diverse populations recreate, stay active and if there are existing barriers to participation. The Division’s responsibility is to plan how they reach out to underserved populations and better define the actions that will be taken by staff. Ensuring that staff represent the community they serve also serves to ensure that diverse opinions are considered during program development. There must be intentional efforts to ensure that there is equitable representation within the staff team, the volunteers and importantly through participation in programs and services.

Understanding Intersectionality

Intersectionality is a more recent term being used in a recreation context to ensure that there is an understanding around how residents define themselves. Residents do not typically define themselves as a single identity and staff and volunteers must understand this insight in order to provide a welcoming and accessible environment. One might define themselves as Indigenous, Two-Spirited and with a physical disability or one might define themselves as Gender Fluid and experiencing low income. While not identified in the specific list below, racialized residents represent a sub group of each priority group mentioned. As such, within each population specified, the unique barriers, preferences and needs for equitable access to participation faced by racialized residents must be considered. Needs will not often be met in a linear fashion, and therefore all programs and services must be welcoming and accessible, and consider varying potential barriers to participation.

The following section highlights populations and specific approaches taken to better include them in recreation services.

- Income and affordability
- Persons with disabilities
- 2SLGBTQ+ community
- Immigrants and refugees
- Indigenous Peoples
- Women/girls



Income & Affordability

Income can influence participation in recreation opportunities. Research suggests that the higher a person's income, the more likely they are to participate in recreation activities.

Statistics Canada reported that in 2020, Mississauga's average household income was \$126,500 which is higher than the province's (\$116,000). Based on income alone, this could mean that Mississauga may have a higher level of participation than provincial counterparts. As previously discussed, financial support programs are available to qualifying residents and households through the City's ActiveAssist policy, and other providers such as the Region, Canadian Tire Jumpstart, and support from local organizations.

Persons with Disabilities

Statistics Canada reports that one-in-five (22 per cent) Canadians ages 15 and over have one or more disability. The national rate suggests that approximately 175,000 residents in Mississauga may be living with some form of disability. Mississauga actively strives to remove barriers from public spaces, programs and services to ensure that all residents can be engaged in the community regardless of their ability.

Mississauga's commitment to removing barriers in the community is demonstrated through its Accessibility Policy (#03-08-05). This policy identifies that the City will implement, maintain and enhance accessibility related to City goods, services, programs, and facilities in a manner that maintains dignity and independence, equal opportunity and allows persons with disabilities to experience and benefit from the same level of service as others to the greatest extent possible. Disseminating information about programs and services must reach all equity deserving groups and residents to each of those who identify with varying backgrounds.

The City's Accessibility Policy is consistent with the requirements of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) and the Ontario Human Rights Code. Efforts to enhance accessibility in Mississauga are also guided by the City's Multi-Year Accessibility Plan (2018-2022), which contains an action plan to comply with the AODA and ensures regular consultation with the Accessibility Advisory Committee, and the public (including persons with disabilities). Notable achievements in Mississauga are as follows:

- Replaced elevator/lift at Huron Park Recreation Centre, Clarkson Community Centre, Paul Coffey Arena and Erin Mills Twin Arena. The Burnhamthorpe Community Centre lift is being replaced with an elevator as part of its redevelopment.
- Plans are in place to add an elevator at Paramount Fine Foods Centre in 2024 to enhance spectator access and experience to the upper-level seating and lounge areas.
- Fully accessible customer service desk at the Mississauga Seniors Centre.
- Sliding doors and automated door openers installed at public facilities across Mississauga.
- Continue to maintain and update the Mississauga Facility Accessibility Design Standards (FADS).
- Work is being done to provide the City's first fully accessible rink at Iceland Arena in 2024. Modifications will result in greater access for sledge hockey players and other persons with mobility challenges.

- Provide accessible formats and communication supports upon request.
- Explore assistive technologies to make City programs and services more accessible including, but not limited to, assistive listening devices, charging stations, etc.

Continued efforts to remove barriers throughout Mississauga's community centres, programs and services are ongoing.

From a program perspective, participants have a choice of participating in some adapted programs and all other programs with the help of a support person or on their own. Staff will make modifications as required in a documented plan designed individually and based on needs. Other inclusive practices include the 50 per cent cost sharing of a program facilitator with the City whereby a subsidy is provided for all clients. A therapeutic line of business programming offers services to those with mobility and cognitive disabilities: program examples include Strokebreakers, Next Step to Active Living, Sweet Success and Moving On. Many programs are offered in partnership with local hospitals. As well, Mississauga invites participants to bring a support person at no cost in all recreation programs and activities. These choices provide residents with flexibility in how they choose to recreate.

The following table captures participation in various programs and camps that are either adapted or where there is help provided through a support worker. Prior to the COVID-19 pandemic (2017 to 2019), annual participation averaged 417 participants compared to 323 participants in 2022. A reduction in participation is understandable given the interruptions in service provision and further that 2022 did not provide a full program slate.

Program	2017	2018	2019	2022
Adaptive Aquatics	95	95	105	47
Camps 1:1 Support	65	105	95	57
Camps Recreation Plan	190	193	148	136
Ice Skating Adaptive/Children	24	35	44	71
Snoezelen	16	23	17	12
Total	390	451	409	323

2SLGBTQ+ Community

Statistics Canada reports that approximately four per cent of Canadians ages 15 and over identify as a member of the Two-Spirited, Lesbian, Gay, Bisexual, Transgender, Queer (2SLGBTQ2+) community.⁶ Applying this rate to the City's population suggests that there could be approximately 29,000 2SLGBTQ+ residents in Mississauga and trends suggests that this community is more likely to face exclusion. Ensuring that the 2SLGBTQ2+ community feels welcome is important as advocacy groups attribute exclusionary attitudes to mental health issues, homelessness, suicides and harmful practices. Many municipalities have made efforts to

⁶ Statistics Canada. (2021). A statistical portrait of Canada's diverse LGBTQ2+ communities. Retrieved from <https://www150.statcan.gc.ca/>

support the 2SLGBTQ+ community through supporting community organizations and programming and promoting public facilities as safe gathering spaces for all.

Mississauga celebrates with the 2SLGBTQ+ community during pride month by leading or supporting various initiatives including a flag raising, pride parade and promoting events provided by others such as the library and region. Many supporting groups and local community organizations work to unite, educate and engage people to support and empower the 2SLGBTQ+ community through events, programs and awareness.

Note: All identified equity deserving groups might identify with multiple backgrounds and must be engaged to understand and address all barriers that they might be experiencing.

Immigrants and Refugees

The 2021 Census records that more than half of Mississauga residents are immigrants. With more than three-quarters (74 per cent) of all immigrants arriving before 2010 and a large Canadian-born population, many of Mississauga's residents are well-established in Canada given the length of time they have lived here. It should not be assumed that most Mississauga residents are unlikely to face the common barriers to recreation services experienced by newcomers to Canada such as language, knowledge of Canadian customs and popular activities, and the ability to navigate the City. Continued engagement will serve to address potential changes to policy and recreation service provision.

The 2021 Census reported that the largest cultural groups in Mississauga were South Asian (25 per cent), Chinese (seven per cent), and Black (seven per cent). 44 per cent of the population identified that English is the most popular language spoken at home. Top non-official languages spoken at home included Urdu, Arabic, Mandarin, Polish and Punjabi. The City recognizes Mississauga's diverse population and ensures that everyone is welcome by working with agencies to provide translation services, newcomer services, supporting cultural events and more. If there are areas where newcomers are settling, specific and intentional efforts should be made to inform newcomers of the wide variety of opportunities available and how to access these opportunities. Efforts are currently being made to discuss these opportunities with settlement agencies, sponsorship groups and social service providers.

Indigenous Peoples

Approximately 3,600 Mississauga residents identified as Indigenous (First Nations, Metis and Inuit) through the 2021 Census, representing slightly less than 0.5 per cent of the population. The City of Mississauga is situated on the Treaty land of the Mississauga of the Credit First Nation and the Traditional territory of the Six Nations of the Grand River of the First Nations, the Haudenosaunee and Huron Wendat First Nation. As noted in Section 1 of this Plan, under Mississauga's Commitment, Indigenous Communities, the Truth and Reconciliation Commission of Canada published 94 Calls to Action to forward Reconciliation between Indigenous and Non-Indigenous Peoples in Canada. The City of Mississauga has committed to take action on 13 of those that are actionable by municipal governments and in addition, has taken several notable actions over the past several years in its efforts to renew and strengthen relationships with Indigenous communities and residents. The City is deeply committed to the ongoing work of reversing the erasure of Indigenous Peoples, their history and culture. Reconciliation efforts have been made in every area of the Community Services Department and will continue to

take place. In this regard, the City recognizes the contribution of its Indigenous Peoples and continues to support and engage this community including:

- Recognizing and acknowledging Indigenous Peoples, culture and their treaty rights through education and celebration of Indigenous persons.
- Linking Reconciliation through plaques and signage, placemaking, wayfinding, education opportunities such as the Moccasin Identifier Project within facilities and programming, tour guides with front-line staff that are trained with Indigenous history and understandings of the People, and more.
- Greater sharing of Indigenous history through diverse platforms such as websites and community centres, integration within recreation programs, etc.
- Consulting with our Treaty partners and all Indigenous communities who have stories in Mississauga early in planning processes, whether it be related to land developments, archaeological projects, parks planning or something else where Indigenous persons are rights holders.
- Opportunities to consider the North American Indigenous Games.

Indigenous Sport and Wellness Ontario (ISWO): Has a mandate to develop and deliver opportunities for participation in sport and cultural activities, which serve to promote wellness and positive lifestyles for Indigenous Peoples in Ontario. Regional Coordinators in Ontario work to better engage the community and offer grants to fund programs and activities through the Power to Play Program (P2P). The P2P grants program provides equipment and financial support to build skills and competition readiness within Indigenous communities and related sport organizations.

IndigenACTION: The Assembly of First Nations (AFN) is a national organization representing First Nations in Canada. The AFN has developed an IndigenACTION Strategy which serves to develop partnerships with community-level sport and recreation leaders to ensure that First Nations youth can live healthier lifestyles and overall well-being through recreation and sport.

Indigenous Cultural Competency Training: The Indigenous Cultural Competency program is provided by Indigenous organizations and businesses. The program provides organizations that work with Indigenous Peoples and groups to obtain the skills, knowledge, and respect for the history, terminology, values, and behaviours of Indigenous Peoples. It is invaluable as communities begin to develop strong relationships built on respect.

Girls and Women

Participation in sport is on the decline for those who identify as women/girls. In concert with the Canadian Tire Jumpstart Charities, Canadian Women in Sport released a report in a national study entitled The Rally Report in June 2020 regarding sport participation for girls aged six to 18. The findings noted that girl's participation in sport is much lower than boys the same age and that girls experience a significant drop-out rate by late adolescence. One in three girls leave sport as compared to one in 10 boys.

Among the barriers cited, girls stated low levels of confidence, low body image, lack of skills and feeling unwelcome in a sport environment. The Federal government set a target to achieve equity in sport participation by the year 2035. Participation in recreation and sport activities provide those who identify as women with encouragement, confidence, physical activity and skill proficiency. These benefits are huge and transfer to other facets of life, including future employment opportunities. Participation by girls begins to decline in recreation and sport activity as they reach adolescence. Every effort must be made to understand specific needs



and ensure that those who identify as women have every opportunity to participate so that there is comfort in being active throughout one's lifespan.

Recreation and sport providers have been instrumental in providing leadership opportunities, gender/gender identity-based sport leagues and supporting local engagement opportunities. Initial efforts to assess participation include an audit of participation in recreation, sport and other activities by those that identify as women. As well, a review of opportunities for women that include physical literacy and girls-only focus on non-competitive play, fitness, and social opportunities. Specific engagement of equity seeking individuals that identify as women/girls, including but not limited to black and Muslim people, must be undertaken to better understand barriers and work together to develop more inclusive approaches.

Canadian Women and Sport (CWS) supports and enables girls, women and gender-diverse people to pursue sport and active lifestyles, and to keep those that identify as women/girls actively engaged in building community capacity. CWS's priority is to develop and support welcoming environments where women are trained to lead and promote active opportunities

with community partners such as municipalities, universities and not-for-profit organizations. They have many resources that are available to audit policies and practices, and help to build capacity within communities and organizations (The Temperature Check and Game On). Participation in community-driven sport and recreation by those that identify as women should be established as a priority in Mississauga as it would serve to engage 51 per cent of the population and all other underserved populations. Gender-diverse participation in sport and recreation requires further assessment and the development of a multi-year plan.

Challenges

Municipalities are reaching out to diverse groups and individuals to create awareness of the benefits of participating in recreation and sport, and ensure a welcoming pathway to participation. All staff play a role in welcoming all residents and need to be trained to effectively do so. When staff are able to use inclusive language and respect diverse populations, residents feel welcome to participate.

Relevant Trends

The Recreation and Culture Division is developing specific tools to empower all staff to operate welcoming and accessible programs and facilities. In 2013, the City of Richmond Hill's Recreation and Culture Division developed a diversity program and service framework to provide guidance to staff in being more inclusive. Updated over time, the framework now provides an overarching policy, outlines the City's diverse demographics and outlines the under-represented populations that must be better included over the next five years. The framework provides steps to be taken for each target group, the departmental commitment to residents and staff, and how performance will be measured. This has greatly advanced the City's EDI efforts because there is a documented commitment and concrete steps identified.

Recommendations:

- 12** Identify equity-deserving populations in Mississauga and work with representative groups to assess needed supports, gaps in service delivery and co-develop appropriate programs and services. Provide training to staff and volunteers and guide staff in creating welcoming and accessible environments, and relevant programs and services.
- 13** Develop an equity and diversity toolkit to increase engagement of equity deserving populations at the local recreation planning area level.
- 14** Work with leading sport advocacy groups and/or educational institutions to address participation trends and gaps by auditing participation by girls, women, and gender diverse residents in sport and recreation in Mississauga.
- 15** Support the creation of the City's Reconciliation Plan and actively explore the creation of a Community Circle with our Indigenous partners which will inform and guide programming and initiatives across the City.

Youth and Older Adults Services

Overview of Youth

Youth engagement continues to be a strong priority for the City’s Recreation and Culture Division. The City is currently in the process of converting the former Lincoln M. Alexander Secondary School pool into the Malton Youth Hub (scheduled to open in Fall 2023) to provide a range of youth-oriented programs and services. The conversion includes dedicated space for partner agencies, a large atrium with meeting and collaboration spaces, a commercial kitchen for teaching programs and preparation of breakfast, lunch and after-school meals for the local youth, a music recording studio with equipment and space to create and collaborate, multi-purpose space for programs, counselling, events and meetings, and a youth dedicated space with video gaming and hang out areas.

Participation in youth drop-in opportunities is a good indicator of Mississauga’s success in engaging youth. The following table compares drop-in opportunity attendance from 2017 to 2019 and in 2022. Aquatics continues to be the most popular drop-in activity for youth, followed by public skating and community programs. There was a four per cent increase in drop-in participation from 2018 to 2019. The decline in 2022 reflects some of the shutdowns due to the COVID-19 pandemic, possible staff shortages and recovery from the pandemic.



Youth Drop-In	2018	2019	2022
Aquatics	60,300	60,500	57,500
Community Programs	8,300	13,600	6,000
Fitness	2,500	2,100	800
Skating	21,400	20,400	8,500
Therapeutic	200	70	30
Total	92,700	96,670	72,830

The Mississauga Youth Plan for Recreation was developed to ensure that this age group can be fully engaged and benefits from participating in recreation, sport, youth leadership and employment opportunities. Youth-aged residents were well engaged in the consultation and feedback stages of the plan, and had an opportunity to review and comment on the content of the plan. Eighteen recommendations offered clear direction to the City of Mississauga in key result areas including:

- a. Use of space and programming opportunities
- b. Inclusion, access and supportive environments
- c. Youth leadership and employment opportunities
- d. Communications targeted to youth
- e. Role clarity between the City and its partners

As of June 2023, 17 of the 18 recommendations are in progress and one is on hold due to the suspension of the Youth Friendly Communities Initiative by Parks and Recreation Ontario; there is good momentum in addressing these service improvements for the youth population in Mississauga. Samples of these initiatives include the following:

- a. Use of facility space to appeal to youth and provide safe spaces.
- b. Ensuring that youth spaces are welcoming and safe for the 2SLGBTQ+ community.
- c. Looking for sponsors to fund youth opportunities.
- d. Expanding the scope of the leadership in training program to include other areas of recreation operations.
- e. Offering employment opportunities.
- f. Developing a youth-centric communications and marketing plan.
- g. Improving relationships with youth-focused community partners.
- h. Expanding youth program opportunities and offerings in the evenings and on weekends.
- i. Ensuring the needs of youth are included in the inclusion strategy.
- j. Leading discussions with youth-serving agencies around employment and volunteerism.
- k. Communicating youth opportunities on social media channels in real-time to maximize participation.
- l. Continuing to work with community partners to maintain Mississauga's Platinum Youth Friendly Community status.

Note that the Playworks Consortium that administered the Youth Friendly Community research and administration is currently not accepting applications as there is an initiative underway to review the criteria utilized by Parks and Recreation Ontario. It is important to continue to address the 10 criteria of the existing program to ensure that youth development through recreation embraces common evidence-based practices. These criteria are being embraced in Mississauga until the revised criteria can be considered.

Ensuring that appropriate youth space is available to accommodate the varied needs and interests of this segment of the community is important in supporting healthy development. The 2019 Future Directions Plan calls for the City to use existing and planned community centres, along with other civic facilities, to deliver youth-focused opportunities in support of a neighbourhood-based service delivery model. This approach is common in municipalities to ensure that programs are available across the City to strengthen geographic distribution and access given that youth are limited in the distance that they can travel. Providing these spaces as part of multi-use community centres also achieves benefits and efficiencies in staffing and cross-programming opportunities.

It is recommended that the City continue this facility approach to achieve the benefits of incorporating youth-oriented space within multi-use community centres, which is consistent with Mississauga's 2020 Youth Plan for Recreation. The City has supported youth or "chill zones," included as part of the Burnhamthorpe Community Centre and Carmen Corbasson Community Centre expansion projects currently underway. Similar space should be integrated within the future expansion of the South Common Community Centre. Incorporating areas for youth at this location continues to be supported either through dedicated or shared space.

Other opportunities to incorporate youth space within existing and future multi-use community centres should continue to be explored. This Future Directions Plan recommends a new community centre within Service Area E (Cooksville) that will include major amenities including an indoor aquatic centre and gymnasium to serve this growing area of the City. This area is expected to accommodate significant future population growth over the next 10 years through intensification and it is anticipated that this area will experience an increase in youth residents. **Incorporating space suitable for youth programs and activities at the proposed community centre is recommended.** Partnership opportunities to provide youth services should also be considered.



Overview of Older Adults

The older adult population is projected to increase over the next 10 years. Currently, there are 223,000 older adults over 55 years who make up approximately 31 per cent of the City's population. With older adults living longer and declining birthrates, the older adult population will remain strong and will continue to require a wide range of activities and a dominant use of public spaces. Emphasis will continue to be placed on engagement and providing meaningful recreation, with social and sport opportunities equitably distributed and locally accessed throughout Mississauga.

Older Adult Services	2017	2018	2019	2022	Change
Older Adult Groups	47	39	35	34	-13 (-28%)
Membership Numbers	8,185	8,066	8,309	9,248	+1,063 (13%)
Average Members per Older Adult Group	174	207	237	272	+98 (56%)
Number of Volunteers	637	713	700	TBD	+63 (10%)
Number of Volunteer Hours	65,017	60,164	61,169	TBD	-3,848 (-6%)
Hours / Volunteer	105	84	87	TBD	-18 (-17%)
Value of Volunteerism at \$15.00 per hour	\$975,255	\$902,460	\$917,535	TBD	-\$57,720 (-6%)
Number of Programs Offered	14,146	9,014	8,742	8,031	-6,115 (-43%)
Attendance in Programs	275,554	165,155	156,743	128,496	-147,058 (-53%)
Average Attendance per Program	19	18	18	16	-3 (-16%)

Older adults are well accommodated in recreation and active pursuits in Mississauga through older adult clubs, the Mississauga Seniors' Centre and organized programming as well as drop-in opportunities. Best practices include partnerships and sponsorships to offer older adult services. A unique relationship between the City and the Active Older Adult Centre at the Central Parkway Mall sees the City rent the storefront space while the group programs and operates the centre. Churchill Meadows Activity Centre has been rebranded and reallocated as the Churchill Meadows Library and Older Adult Centre. The following table highlights participation in older adult clubs, memberships and volunteerism.



Between 2017 and 2022, the following observations were made:

- While the number of older adult groups declined by 28 per cent to 34 clubs, the total number of members increased marginally by 13 per cent to 9,248 people resulting in an average of 272 members per group. The decline in the number of older adult groups may have been the result of the Community Group Registry Program which requires some additional organizational requirements for each group. The average number of members per older adult group has increased by 98 members per group since 2019.
- From 2017 and 2019, the number of volunteers increased by 10 per cent to 700 people who contributed a total of 61,169 hours in 2019 (87 hours per volunteer), which was a decline of six per cent from 2017. In 2019, the number of volunteers represented a value of over \$900,000 (based on a rate of \$15/hour).
- 14,146 older adult programs were offered in 2017 and 8,031 in 2022, which was a decline of 43 per cent. During this time, program attendance in older adult programs declined by 53 per cent to 128,496 participants. This may be partly due to a philosophical change in programming to be more inclusive and not exclusive to any one age group. There was a shift in participant preference to have programs offered on ability/skill level compared to programs being offered based on age. For example, chair exercise is offered to all adults and is based on ability in the therapeutic line of business.

The City prepared an Older Adult Plan for Recreation in 2019 to create a strategy to address needs, current capacity in spaces and services, gaps and actions. The Older Adult Plan for Recreation explores:

- a. Service delivery
- b. Older adult programming
- c. Allocation of indoor space for recreation
- d. Future older adult facility design and space needs

Implementation of the Older Adult Plan for Recreation was impacted by the COVID-19 pandemic, which occurred shortly after the strategy was approved. At this time, staff were focused on service disruptions, facility closures, developing online opportunities to keep older adults engaged, and service recovery and reopening.

The strategy contains 15 recommendations that were supported by the Older Adult Advisory Panel and approved by Mississauga Council. The recommendation to confirm that the age definition in all programs, services and policies is set consistently at 55 years of age has already been completed. The recommendation regarding leveraging additional weekday daytime hours for older adult use is ongoing. One other recommendation that has been addressed focuses on moving appropriate rentals and uses of facilities with high demand to facilities with lower utilization rates to begin to enable more summer programming for older adults. Older adult groups are being accommodated in the summertime to a greater extent than in the past.

As of June 2023, two recommendations in the Older Adult Plan for Recreation are complete, 12 recommendations are in progress and one is not started. This is a clear indication that the staff, community clubs and partners support the plan and would like to see these changes occur for the health and wellness of the older population. Actions to support program delivery include



aligning older adult groups and providers with the Community Group Registry Policy, refining the policy and providing clarity on program offerings and use of donations. Resourcing the Older Adult Plan for Recreation through staff allocations and input from the Seniors Advisory Panel, as well as training for club executives and staff, continue to be addressed. Efforts are also underway to develop sponsorships to achieve free programming for older adults and to increase the range of programs available to residents with diverse backgrounds.

There was no evidence to suggest that the City should change course from the recommended actions contained in the Older Adult Plan for Recreation. As a result, the full set of recommendations remains relevant and will gain more momentum as Mississauga operations are more normalized and the City fully recovers from the COVID-19 pandemic.

Regarding space usage, the 2019 Future Directions Plan and Older Adult Plan for Recreation aims to make the City's indoor spaces suitable for older adult programming and gatherings. It is important to ensure that there are safe and welcoming indoor public space for all interests and abilities, including **incorporating suitable space for older adult programs as part of the proposed community centre in Service Area E (Cooksville).**

Challenges

As of 2019, there was a declining number of older adult groups in operation, though membership numbers have been maintained in fewer older adult clubs. The number of programs offered and participation has also declined. The COVID-19 pandemic could have had an impact on membership and attendance; it is too early to tell if this will be a long-term

occurrence. With the number of older adults projected to increase over the next 10 years, clubs and membership numbers will need to be monitored.

While the number of volunteers was increasing prior to the COVID-19 pandemic, the number of volunteer hours has since declined. Older adult groups indicated that volunteerism is getting increasingly more difficult.

Relevant Trends

The trend across Ontario is to continue to support the development and operations of older adult clubs in municipal spaces and offer programs where there are gaps in service delivery.

The COVID-19 pandemic led to an increase in outdoor activities such as the use of trails and parks, golf, fitness, cycling, walking and cross-country skiing. Ensuring that there is a balance of physical activities with more social and general interest programs should continue to be part of the mix of offerings.

The COVID-19 pandemic challenged staff to provide online opportunities to all age groups and especially to older adults to ensure that social connections were maintained. Elder residents were encouraged to remain active and engaged, although the lockdowns also highlighted the importance of in-person, face-to-face contact, and that not everyone is comfortable with or has access to technology.



Space Use and Allocation

Overview

The City of Mississauga's priority in the use of public spaces is to maximize the use of space to the highest public good.

Three City policies serve to make public spaces available in an equitable manner. Each policy identifies who has priority for the respective spaces and how to request availability. Some rental requests can be accessed online as spaces become available. The City is committed to allocating up to 20 per cent of overall prime time ice to municipal programs/leagues, with the remaining 80 per cent allocated to priority users for seasonal contracts.

City Spaces Allocation Policy	Description
Use of City Facilities	Outlines the application process, priority groups and the use of City spaces. This policy includes the use of Mississauga City Hall meeting rooms and event spaces.
Sport Field Management Policy	<ol style="list-style-type: none"> 1. Priority Groups 2. City Recreation Leagues/Programs and Tourism Mississauga 3. Affiliated Sport Providers – Outdoor and National Sport Organization (NSO)/Provincial Sport Organization (PSO) 4. Dufferin Peel Catholic District School Board and the Peel District School Board 5. Community Sport Providers/Regional – Youth/Outdoor 6. Community Sport Providers/Regional – Adult/Outdoor 7. Resident Groups and Other Registered Community Groups 8. Non-resident and Commercial Groups <p>An allocation formula is provided that covers hours reserved for games and practices based on player's age and level of play.</p>
Arena Ice Floor Allocation Policy	<ol style="list-style-type: none"> 1. Municipal Programs and Leagues 2. Affiliated Sport Providers 3. Educational Institutions (during the school day and school year) 4. Community Sport Providers/Mississauga-based Rep Organizations 5. Junior Hockey 6. Mississauga Residents and Non-sport Related Community Groups 7. Non-Resident / Commercial Requests <p>An allocation formula is provided that covers hours reserved for games and practices based on player's ages and level of play.</p>

The Recreation and Culture Division allocates sport fields and related spaces throughout the parks system and works collectively with outdoor sport organizations to ensure that changing needs are addressed and to maximize the use of space.

During and after the COVID-19 pandemic, outdoor spaces experienced a growth in demand, particularly in the trail system. Due to indoor facility restrictions during the pandemic, many facilitators shifted their activities to the parks system. Staff are now experiencing greater

demands and requests for outdoor spaces beyond sports fields such as open spaces and hard-surface courts to deliver programs.

Residents and groups have requested these types of open spaces (e.g. tennis courts, sport courts, picnic areas, etc.) to continue to accommodate local opportunities outdoors. A policy change would need to consider what amenities could be permitted, impacts on the intended casual use of the parks system, additional resourcing required from Parks Operations and the net gain to the City.

Facility Utilization in 2019

A comparison of the use of four recreational space types is provided to show the way space is used in each discipline. The spaces include multi-purpose spaces, gymnasiums, aquatics and arenas. The types of use include rentals and City-programmed spaces and activities. This will provide data on the last full year of operation before the COVID-19 pandemic.

Type of Use	Aquatics	Arenas	Gymnasiums	Multi-Purpose Spaces	Indoor Artificial Turf	Total
Rental Hours	4,800	35,064	16,400	60,300	4,445	81,500
City Program Hours	122,500	7,117	37,000	122,500	9,747	282,000
Total Hours	127,300	42,181	53,400	182,800	14,192	363,500
Proportion of Hours Rented	4%	83%	31%	23%	31%	29%
Proportion of Hours Programmed	96%	17%	69%	67%	69%	71%

Observations

- The percentage of rental hours and City-programmed hours will vary for each Line of Business (LOB). For example, the aquatic learn-to-swim program is offered by the Lifesaving Society and uses the entire pool to ensure that all ages can learn to swim. Aquatic clubs are operated by volunteer community groups and use the pools in the mornings, early evenings and on weekends. There is a higher percentage of pool time used to offer swim lessons and a smaller percentage for rentals based on community needs.
- Arenas are mostly utilized for organized hockey, figure skating, ringette, etc. Most of the ice time is rented out to affiliated resident groups to promote and manage ice-related sports. There is a greater percentage of time used by ice-related associations through rental time versus City-operated programs as per the City's commitment based on community needs.
- Multi-purpose spaces, gymnasiums and indoor artificial turf fields are programmed by City staff and an average of 28 per cent of the time available is rented out to community groups.

One of the factors in determining if there are unmet space demands is to review the capacity (number of spaces available) and fill rates (number of people registered) of City-offered programs. Municipalities generally target fill rates to be at about 80 per cent of available program opportunities. The following table depicts the capacity and fill rates by programs offered within the LOBs.

Discipline	Aquatics*	Camps	Community Programs	Fitness	Therapeutic Programs	Total
Capacity	82,400	34,600	39,100	20,500	5,600	182,200
Registration	66,400	28,400	28,900	6,900	1,400	132,000
Fill Rate	80%	82%	74%	n/a**	n/a**	72%

**Includes unique clients in swimming lessons, water exercise and lifesaving skills*

***Fill rates are not identified for fitness and therapeutic classes as there is a combination of registered and drop-in participants.*

Challenges

- There is capacity within the existing hours dedicated to City programming in aquatics, camps, community programs and therapeutic programs.
- Older adult programming in community centres is reduced in the summer months to accommodate children in summer camps.
- Fill rates are not identified for fitness and therapeutic classes as there is a combination of registered and drop-in participants.

Prior to the pandemic, there was capacity to accommodate more participants yearly within the time allotted to programming in City facilities (exclusive of fitness and therapeutic programs). This is not to indicate that there is no pent-up demand and waiting lists for certain programs. Continued monitoring of registration and pent-up demand should be undertaken by staff.

Space for Older Adults

Older adults are a priority for the City of Mississauga, especially since this age group will continue to increase over the next decade. The Older Adult Plan for Recreation completed an analysis of space use and needs. The study analyzed the daytime space available from September to June when space is most available for older adult programming and rentals. The Future Directions Plan found that daytime spaces available for older adults were being used at 51 per cent of the capacity during the weekday and on weekends. The rooms that are in the greatest demand for older adults are gymnasiums and multi-purpose rooms. The Future Directions Plan also concluded that the capacity and use for each room type required review to ensure that spaces are used for the right purpose. Some rooms were booked historically by larger groups and were underutilized at the time of the review due to fewer participants.

Alignment with the Community Benefits Network

Recreation staff are using the Community Benefits Framework (adapted from the Bolder City's Recreation Priority Index) to assess the current program mix. The evaluation of programs includes the contribution to the community as a whole and to varying segments of the population as well as to individual well-being. There are over 800 different programs offered annually and the evaluation applies to any programs being considered or under development.



This evaluation ensures that the programs and services offered meet the highest community good and the priorities of the Recreation and Culture Division.

A method to determine if the current allocation between City-offered and rental time allocation is appropriate is to analyze the number of enquiries for space rentals that cannot be met as well as to monitor the City-offered program registration waiting lists (generated by unique clients by program type). In growing neighbourhoods and communities, there could be pent-up demand for both rental space and program capacity due to a lack of space.

In terms of priorities for the use of public space, the City must reference its own priorities over the next 10 years to inform a more detailed review of space allocation. The priorities of at a minimum include:

- Providing a well-rounded range of choices for residents of all age groups and backgrounds;
- Engaging diverse populations to better understand barriers and increase their participation in recreation; and
- Specific focus on women's/girl's participation in recreation and sport.

A methodology of determining which space use should hold priority is to look at the current use, current and future priorities as identified in this plan and to identify the gaps. The goal is to reflect priorities of the plan in the use of public space, these uses need to be quantified and studied for any course corrections.

As well, a review of the allocation policies and use of space would be initiated when the demand for space outweighs the supply of space, should the Recreation and Culture Division priorities change and/or certain age groups are underserved. These conditions do not seem to be clear as part of this review; however, the use of rental spaces and program priorities should be applied to the community benefits framework to ensure that the use of space is aligned with community priorities. A more thorough review would be required if we experience significant pent-up demands in both rentals and programs. Historical users may have to share available spaces more equitably given the evidence of equity-deserving groups in Mississauga, again if significant pent-up demands become clear.

Recommendations:

- 16** Monitor the capacity and the use of recreation and culture spaces to identify under represented users. Support equity deserving groups by addressing gaps and prioritizing access in alignment with divisional objectives and applicable allocation policies.

Food Services

Overview

The Recreation Division oversees City food services at the Braeburn and Lakeview Golf Courses, the Living Arts Centre, the Civic Centre, Lakefront Promenade Marina, and the administration of the park permitting for food trucks and vendors. Food services is part of the experience customers and ticket holders expect as part of their recreational/event experience.

The City's food services is a line of business with the direction to be profit/net neutral and service driven. The unit has implemented industry best practices over time and is known for its quality operations. There is a range of operations available including catering, food operations, bar operations and meeting-type refreshment support. The operation offers food and beverages ordered for meetings at cost which provides affordable and welcoming environments for visitors and volunteer groups who help the City in its endeavours. All food operations are different and complex in their own requirements.

There have been many changes to the food service operations over the last few years, including the development of the new food services unit in 2018 which became distinct from golf course operations. Further changes included the addition of LAC food operations, park mobile food vending and the Lakefront Promenade Marina. The pandemic shuttered food operations in 2020 and parts of 2021 before full operations resumed in late 2022 and 2023. The challenge has been operational continuity and the ability of the unit to redefine its mandate, vision and operating plan for long-term sustainability.

In 2020, the City of Mississauga approved and implemented the Healthy Food and Beverage Policy for recreation facilities. The Policy aims to offer healthy food choices and reduce options

that tend to reduce healthy outcomes. Choices support current nutritional standards and help to address Mississauga's Diabetes Strategy as well as obesity in the community. Further benefits include the reduction of single-use plastics in vending machines.

The policy applies to food choices in vending machines, concessions and food operations throughout the City – mainly those operations close to schools. The policy excludes banquet services, Paramount Fine Foods Centre, the Living Arts Centre and permitted food vendors in parks and public places.

Specific targets include the following:

- At least 75 per cent of beverages to be water or carbonated water as well as unsweetened and plant-based milk.
- The elimination of deep-fried foods, processed meats and prepared food such as chocolate bars.

Challenges

The Healthy Food and Beverage Policy makes it challenging to break even at the Lakefront Promenade due to limited food choices available and the presence of mobile food vendors on site that are exempt from the Healthy Food and Beverage Policy. There is an apparent decline in sales in arenas within concession operations. Anecdotally, staff suggest that this is partly due to the Healthy Food and Beverage Policy, as some members of the public prefer the unhealthier food options that have been offered in arenas over the last 50 years. Part-time staff retention has also proven difficult in the past and the unit has gone to a combination of full- and part-time staff who are assigned to food service units based on volume and seasonal operations.

Relevant Trends

Food services are recovering from closures experienced during the pandemic and require some time to determine current trends and purchasing patterns. Food services should undertake a refinement of the Line of Business Plan to reflect current realities.

The background of the slide is a photograph of a soccer field. In the foreground, a black and white soccer ball sits on the grass. The field extends into the distance, where a large stadium with a curved roof is visible. The entire image is overlaid with a semi-transparent purple filter. A dark purple rounded rectangle is positioned in the upper-middle part of the slide, containing the title text.

Implementation Plan

Section 8:

Implementation Plan

This Implementation Plan is a planning tool to be used in conjunction with the capital recommendations contained within the 2024 Future Directions Plan. City staff should review this Implementation Plan annually to monitor progress on each item and ensure that recommendations are being incorporated into work plans. Key components of the Implementation Plan include:

- **Recommendations:** The table below summarizes the recommendations contained within the 2024 Future Directions Plan in the order that they appear in this report.
- **Reason for Implementation:** Highlights a brief summary of the purpose for the recommendations and what it will achieve.
- **Timeframe:** The timing for implementation of a recommendation should only be considered as a guide. Three timeframes are used: short-term (one to four years), medium-term (five to nine years) and long-term (10+ years).
- **Section(s) Most Responsible:** Identifies sections of the City responsible for implementing the recommendation.
- **Capital/Operating Costs:** Recommendations with capital costs will be subjected to the annual planning and budget processes. Recommendations that are anticipated to have an operating impact will also be reviewed through the annual planning and budget process.

Recommendation	Reason for Implementation	Timeframe	Section(s) Most Responsible	Capital / Operating Costs
Community Centres				
1. Construct a new community centre in Service Area E (Cooksville) to include an indoor aquatics centre (to respond to community needs and address a deficient service area), double gymnasium, fitness studio, multi-purpose program space, and areas and amenities suitable for youth and older adults, as well as a library branch (as identified through the 2024 Future Directions Plan for Library Services). The City should engage potential partners to determine whether there is an interest in a collaborative approach to contributing capital and/or operating resources towards the proposed community centre. Additional funding sources should also be considered.	To ensure that accessible indoor recreation facilities are available to residents within Service Area E (Cooksville) as the population continues to increase due to intensification.	Medium (5-9 years)	Facility Manager, F&PM, District Manager	Capital
2. Redevelop the Small Arms Inspection Building (North Building) to include recreation and cultural amenities to address increased population growth within the Lakeview Village area.	To repurpose aging infrastructure and respond to the growing needs in the Lakeview Village Area.	Long 10+ Years	Facility Manager, F&PM, District Manager	Capital
3. Prioritize redevelopment of the aging Mississauga Valley Community Centre to respond to future population growth in the Downtown area. Undertake a feasibility study to provide direction on the future redevelopment or renovation of Mississauga Valley Community Centre considering options for a more urban community centre along with opportunities to intensify the site and support the City's Housing Strategy.	To renew aging infrastructure and respond to the growing needs in the Downtown area.	Short 1-4 Years	Business Planning, RLT	Operating
Ice Rinks				
4. Prepare an Arena Infrastructure and Utilization Study to establish a strategy for capital renewal of Mississauga's aging ice pad supply, with a particular focus given to the future of key sites, including the redevelopment of Meadowvale 4 Rinks and Mississauga Valley Community Centre. Should arena utilization rates align with pre-pandemic levels or continue to decline, the study should recommend candidates for decommissioning and repurposing one or more ice pads.	To inform decisions related to arena provision, renewal and potential ice pad decommissioning and associated repurposing.	Short 1-4 years	Business Planning, RLT	Operating

Recommendation	Reason for Implementation	Timeframe	Section(s) Most Responsible	Capital / Operating Costs
Aquatic Facilities				
5. Demolish the Cawthra Pool and Glenforest Pool once the replacement pools at Burnhamthorpe Community Centre and Carmen Corbasson Community Centre are fully operational.	To remove two aging assets from the City's supply.	Short 1-4 years	Facility Manager, Aquatics Manager, F&PM	Capital
Gymnasiums				
6. Engage non-municipal gymnasium providers such as school boards and institutions to explore the potential to establish formal agreements to provide affordable community access to school gymnasiums for community programs City-wide.	To provide affordable community access to school gymnasiums for community programs City wide.	Short 1-4 years	Manager, Community Programs, RLT	Operating
Multi-Purpose Program Space				
7. Explore opportunities to increase access to multi-purpose program space in underserved communities by leveraging non-traditional spaces (e.g., condo developers, community service providers, private sector, etc.). This may also include investigating multi-purpose program spaces to add to the City's inventory when the Region of Peel is dissolved.	To increase public access to affordable, indoor multi-purpose program spaces.	Ongoing	Business Planning, Manager Program Delivery	Operating
Indoor Artificial Turf Fields				
8. Based on an understanding of usage and consultation with field users, evaluate opportunities to work with potential partners to provide an additional indoor artificial turf field through the following strategies: a. Work with school boards to install seasonal domes on existing fields. b. Install a seasonal dome over an existing municipal outdoor artificial turf field. c. Subject to the findings of an Arena Infrastructure and Utilization Study, repurpose a surplus arena to a multi-use, indoor artificial turf field.	To inform decisions related to the development of future indoor artificial turf fields.	Medium 5-9 years	Business Planning, Parks Planning	Capital

Recommendation	Reason for Implementation	Timeframe	Section(s) Most Responsible	Capital / Operating Costs
Subsidized Programming				
9. Conduct a review of the ActiveAssist fee assistance program, including but not limited to, eligibility criteria, the application process, promotion, and subsidy amount to improve access using an equity, diversity and inclusion lens. The City should determine who is using the program and who is not to identify barriers and solutions. This review should consider the impact of the dissolution of the Region of Peel.	To review the Policy with people that it impacts to ensure that there is greater awareness of the Policy, that it is easily accessed and that it continues to address other barriers residents may be experiencing.	Medium 5-9 years	Business Planning, Manager Customer Service, Manager Program Delivery	Operating
10. Engage the City's affiliated groups to share resources and best practices for supporting residents experiencing low income through service delivery.	The City should be aware of all other subsidy programs for residents experiencing low income to ensure that residents have complete guidance, choices of activities and supports in place.	Medium 5-9 years	Manager Community Development	Operating
11. Explore the potential of low-cost programming for older adults, multi-generational opportunities and families through sponsorship.	To ensure that affordable program opportunities are available for all age groups.	Medium 5-9 years	Manager Program Delivery. Manager, Business and Marketing Solutions Manager	Operating
Access and Inclusion				
12. Identify equity-deserving populations in Mississauga and work with representative groups to assess needed supports, gaps in service delivery and co-develop appropriate programs and services. Provide training to staff and volunteers and guide staff in creating welcoming and accessible environments, and relevant programs and services.	Staff serve persons with disabilities and those experiencing low incomes to a great extent. Continued successes should be evident once all underserved populations are identified and intentional efforts are made to reach out and include equity deserving people's opinions in program and facility development.	Short 1-4 years	Community Development Manager, Program Delivery Manager, Manager Standards and Training	Operating

Recommendation	Reason for Implementation	Timeframe	Section(s) Most Responsible	Capital / Operating Costs
13. Develop an equity and diversity toolkit to increase engagement of equity deserving populations at the local recreation planning area level.	A Tool Kit will enable staff to be well equipped in reaching out to equity seeking populations within communities and neighbourhoods.	Short 1-4 years	Community Development, Program Delivery,	Operating
14. Work with leading sport advocacy groups and/or educational institutions to address participation trends and gaps by auditing participation by girls, women, and gender diverse residents in sport and recreation in Mississauga.	While a good number of sports clubs represent identifying girls/women, specific participation levels are not known. More in depth consultation is needed to discuss barriers to participation. The CWS has the expertise to audit policies, service delivery and identify barriers to participation.	Short 1-4 years	Program Delivery, Community Development	Operating
15. Support the creation of the City's Reconciliation Plan and actively explore the creation of a Community Circle with our Indigenous partners which will inform and guide programming and initiatives across the City.	To support the creation of the City's Reconciliation Plan	Short 1-4 years	Manager Heritage, Manager Program Delivery, Manager Community Development	Operating
Space Use and Allocation				
16. Monitor the capacity and the use of recreation and culture spaces to identify under represented users. Support equity deserving groups by addressing gaps and prioritizing access in alignment with divisional objectives and applicable allocation policies.	To support maximizing use of facilities and to ensure equitable access to space and programs. To	Medium 5-9 years	Manager Customer Service, Manager Community Programs, Manager Community Development	Operating

Funding the Plan

Recommendations in the Future Directions Plan do not always require financial support; 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 City projects. The following provides detail on currently available funding sources:

- Partnerships
- Federal and provincial grants
- Development charges
- Cash-in-lieu of parkland
- Community benefits charges
- Capital reserves
- Debt financing

Partnerships

The City cannot fund all of its Future Directions Plan projects alone. Partnerships with external agencies can provide welcome funding as well as other resources. 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. Where City contributions are required, the City will determine affordability and impacts on its financial position prior to applying for grants.

Development Charges

Funds collected under the Development Charges (DC) Act are collected and used to help offset the cost of funding growth-related capital costs. Historically, DCs were structured so that "growth pays for growth" but revenues collected through DCs are insufficient to fully address all the City's growth initiatives.

Cash-in-lieu of Parkland

Sections 42 and 51.1 of the Ontario Planning Act enable 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 purchases and recreational facility improvements, per the Act, and in accordance with approved capital plans and land acquisition strategies.

Community Benefits Charges

Section 37 of the Ontario Planning provides the mechanism for a municipality to impose community benefits charges against high-density residential developments. This revenue tool has replaced the former Section 37 bonus zoning fee. The revenue collected is used to help offset the cost of funding growth-related capital costs related to the servicing needs of residential developments that are five or more storeys.

Capital Reserves

Reserves and reserve funds are created to help with long-term financial stability and financial planning. The City has a long history of managing its reserves and reserve funds wisely. One of the reasons the City maintains strong reserve funds is to make provisions for sustaining existing infrastructure and to plan for future growth. The City has implemented an annual Capital Infrastructure and Debt Repayment Levy since 2013. The rate is reviewed annually as part of the business plan and budget approval process.

Debt Financing

Long-term financing is a critical component in funding new construction, and replacing and upgrading capital assets for the City of Mississauga. Taking on long-term debt allows the City to spread out the cost of capital projects over the useful lives of the assets. The amount of debt the City issues each year is determined by how much funding will be yielded by a portion of the capital infrastructure and debt.

Debt impacts property tax; the larger the debt that a city holds, the larger the percentage of the property tax that must be allocated to repay that debt.

With all of the City's competing priorities, choices must be made. The 2023-2026 Business Plan and Budget provides detail with respect to which Future Directions Plan projects are currently proposed for funding. Projects identified in the Future Directions 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.

An aerial photograph of a large park with dense green trees. In the background, a city skyline is visible across a body of water, with a prominent tower. A purple rounded rectangle is centered over the image, containing the word "Appendix" in white text.

Appendix

Appendix A: Community Profile

Age

The 2021 Census recorded the median age in the City of Mississauga at 40.8 years (2.3 years older than the 2011 Census), indicating the population is aging, though slightly younger than the 41.6 years recorded for Ontario as a whole. Between the 2011 and 2021 Census periods, there were approximately 28,500 fewer children and teens under the age of 20 while the number of persons 55 years of age and older grew by over 57,000 persons. The 55+ age group now represents 31 per cent of the City's population whereas the figure was 24 per cent in 2011. The number of younger adults (20 to 34 years) has been slowly increasing over the past three Census periods.

Environics Analytics reports indicate that the largest concentration of residents under the age of 10 is found in Service Area A in the north-west with over 17,000 children. Service Area A also has the largest total population. If using the proportion of any one age group as a percentage of the total service area population, Service Areas C and E have the highest proportion of children.

Environics Analytics reporting also shows the largest number of older adults 55+ in Service Area A and Service Area B due to their large total population. When looking at 55+ as a percentage of the population, the highest rates are found in Service Area F, Service Area G and Service Area H where more than one in every three persons falls under the City's definition of an older adult.

Table 2: Age Structure by Service Area, 2021 Census

	A	B	C	D	E	F	G	H
Children (0 to 9)	9.7%	8.9%	11.5%	8.8%	10.0%	9.0%	8.8%	8.8%
Youth (10 to 19)	12.8%	12.2%	11.7%	10.2%	8.9%	9.9%	10.9%	8.8%
Younger Adults (20 to 34)	23.5%	25.1%	25.8%	23.8%	26.0%	20.8%	20.7%	19.8%
Mature Adults (35 to 54)	27.4%	26.1%	25.7%	23.2%	26.8%	25.0%	25.3%	26.6%
Older Adults (55 to 69)	18.0%	19.0%	14.6%	21.0%	16.6%	20.0%	21.0%	21.6%
Seniors (70+)	8.5%	8.6%	10.6%	13.1%	11.7%	15.3%	13.2%	14.3%

Source: Environics Analytics, 2022.

Income

The 2021 Census reported that Mississauga's average income for private households was \$126,500 which is higher than the provincial average of \$116,000. Environics Analytics reports that communities located south of the QEW along with Service Area B have the highest average incomes while lower average incomes are found in Service Area E and Service Area C, the latter of which is 32 per cent less than the City-wide average. Statistics Canada reports that 9.4 per cent of the population falls within its Low Income Measure After Tax (LIM-AT) standard. 12 per cent of children under the age of 18 and 12 per cent of older adults above the age of 65 are living in LIM-AT households.

Table 3: Average Private Household Income by Service Area, 2021 Census

Service Area	Average Income
A	\$138,238
B	\$140,371
C	\$86,206
D	\$137,040
E	\$90,442
F	\$105,372
G	\$180,946
H	\$143,269
City-wide	\$125,736

Source: Environics Analytics, 2022

Education

Among those 15 years and over, the 2021 Census reported that 61 per cent of the population held a post-secondary certificate, diploma or degree compared to 57 per cent across the province. 25 per cent of Mississauga's population held a high school diploma or equivalent, which is slightly lower compared to the province (27 per cent). The remaining population (13 per cent) does not hold a certificate, diploma or degree.

Language

According to the 2021 Census, 44 per cent of Mississauga residents list English as the language most often spoken at home, a significant decrease of 16 per cent from the previous census. This rate is consistent with the regional rate (47 per cent), although significantly below the provincial rate (68 per cent). More than one out of four residents (26 per cent) list a non-official language (i.e. other than English and French). The top five non-official languages spoken at home across Mississauga in 2021 were Urdu (5.0 per cent), Arabic (4.6 per cent), Mandarin (3.2 per cent), Polish (3.1 per cent), and Punjabi (2.9 per cent). Over the past 10 years,

the top five non-official languages spoken at home have remained similar although each has grown around two per cent.

Table 4: Top Five Non-Official Languages Spoken by Service Area, 2021 Census

Service Area	Top Five Non-official Languages Spoken at Home
A	Urdu (8%), Arabic (8%), Mandarin (4%), Tagalog (2%), Spanish (2%)
B	Urdu (8%), Arabic (6%), Punjabi (5%), Cantonese (4%), Mandarin (3%)
C	Punjabi (21%), Urdu (5%), Gujarati (4%), Hindi (3%), Italian (3%)
D	Urdu (5%), Polish (4%), Mandarin (4%), Arabic (4%), Tagalog (3%)
E	Arabic (10%), Urdu (5%), Polish (4%), Tagalog (4%), Spanish (3%)
F	Polish (6%), Ukrainian (5%), Urdu (4%), Italian (3%), Arabic (3%)
G	Polish (4%), Arabic (2%), Mandarin (2%), Spanish (2%), Tagalog (2%)
H	Polish (4%), Portuguese (3%), Italian (3%), Spanish (2%), Ukrainian (2%)

Source: Environics Analytics, 2022

Immigration

Similar to previous census periods, 53 per cent of Mississauga's population was made up of immigrants in 2021 which is significantly higher than the provincial rate (30 per cent). Recent immigrants arriving over the five-year period between 2016 and 2021 represented 14 per cent of the total foreign-born population. Service Area E has the largest proportion of immigrants (63.7 per cent), closely followed by both Service Area C and Service Area B (62.9 per cent and 62.6 per cent respectively). Even in Service Area G and Service Area H, which have the smallest proportion of immigrants, more than one out of three people are reported as foreign-born residents.

The 2021 Census records 62 per cent of Mississauga's population as being racialized, a consistent increase since 2011 and 2016 when the rates were 54 per cent and 57 per cent respectively. In comparison, the Region of Peel has a racialized population of 69 per cent, which is slightly lower than Mississauga but nearly double that of the province (34 per cent). In 2021, the three largest racialized cultural groups consisted of South Asian (25 per cent), Chinese (seven per cent), and Black (seven per cent) populations.

Table 5: Proportion of Immigrant Population by Service Area, 2021 Census

Service Area	Proportion of Immigrant Population
A	55.6%
B	62.6%
C	62.9%
D	50.1%
E	63.7%
F	56.7%
G	36.3%
H	35.0%

Source: Environics Analytics, 2022

Appendix B: Engagement

Public Engagement Sessions

A virtual public engagement session was held on November 30, 2022, to introduce the Future Directions Plan project to the public and groups with interest, and to gather input to help shape the plan. The engagement session was held along with other Future Directions processes that explored a range of topics including recreation, parks, forestry, environment, fire and library services. Attendees were guided through a presentation, followed by a discussion period.

The following summarizes the key themes from the discussion relating to the Future Directions Plan.

Enhancing City Indoor Recreation Facilities

- Requests were made for new and/or enhanced indoor recreation facilities including indoor squash courts, indoor tennis courts, warm-water therapy pools and multi-purpose program rooms.

Strengthening City-offered Recreation Programs and Services

- It is important to ensure that residents are aware of the recreation programs, services and facilities that are available. The City's online active recreation portal provides helpful information, although some participants indicated that there was a desire for a hardcopy version.
- Program suggestions included table tennis, educational or learn-to classes, outdoor education, aquatic classes and affordable fitness classes, as well as expanding the range of activities for parents and tots, and children. Pop-up programs should also be explored to test new program ideas and/or new locations.
- It was suggested that the Sauga Summer Pass should be expanded to include residents between the ages of 10 and 18.
- The City's financial support program was noted as needing review to ensure that it captures vulnerable individuals. For example, it was identified that there may be older adults experiencing low income, although they may not meet current requirements for financial support.

Inclusive, Safe and Welcoming City Recreation Facilities, Programs and Services

- Participants expressed that recreation programs and services must be affordable to minimize financial barriers for residents experiencing low income. Exploring strategies to be welcoming to all residents were suggested such as prayer areas.
- It was suggested that the development of indoor recreation facilities should consider walkability.
- The way in which the City distributes information about recreation opportunities should be reviewed to ensure that all residents are aware of what's available. For example, it was suggested that the City's Website is not user-friendly for older adults, particularly those who may not be comfortable with accessing information online.

Community Survey

A community survey was conducted between November 14 and December 30, 2022, to collect broad input on a range of topics to support various initiatives being undertaken by the City including recreation, parks and trails, libraries, and fire and emergency services. This section summarizes public input as it relates to the Future Directions Plan. The survey gathered information about local recreation participation, preferences, barriers, suggested improvements, priorities for investment and more.

A total of 7,021 responses were received representing over 15,000 people of all ages. A variety of strategies were utilized to promote the survey including, but not limited to, the City of Mississauga Website, social media, digital and print advertisements, e-mail blasts, 311 telephone calls, community signage, posters within public facilities, promotion through the library and more. As a voluntary, self-directed survey, respondents were not required to answer every question. The following is a summary of the input relating to the Future Directions Plan.

Public Respondent Profile

The following is a high-level summary of the demographic profile of responding households.

- There were a total of 15,424 people living in responding households representing approximately two per cent of Mississauga's population.
- Compared to the 2021 Census, responding households were over-represented in infants and toddlers (under 4 years), children and youth (ages 5 to 13 years), teenagers and young adults (ages 14 to 25 years) and mature adults (36 to 50 years). Conversely, responding households were under-represented in adults (26 to 35 years), older adults (51 to 69 years) and seniors (70+ years). This is common as family households are more likely to complete a survey of this type.

Table 6: Age Group Distribution of Responding Households

Age Group*	Survey Sample		2021	Difference
	Number of Persons	%	Census	(+/-)
Under 4 Years	917	6%	4%	2%
5 to 13 Years	2,201	14%	11%	3%
14 to 25 Years	2,364	15%	13%	2%
26 to 35 Years	2,002	13%	14%	-1%
36 to 50 Years	3,441	22%	19%	3%
51 to 69 Years	3,295	21%	27%	-6%
70+ Years	1,204	8%	13%	-5%
Total	15,424	100%	100%	

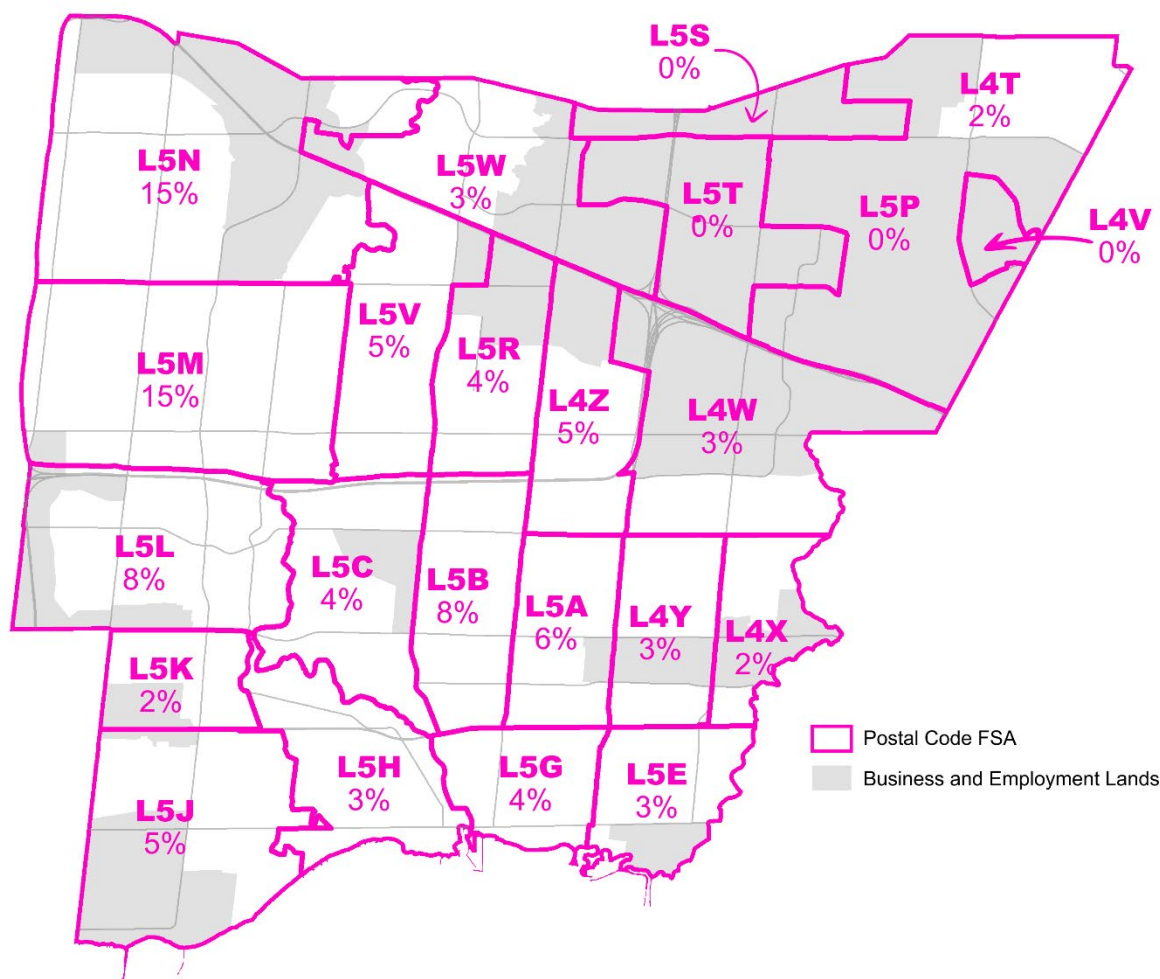
* Note: Age categories used in the public survey are not consistent with the age categories used in the Statistics Canada 2021 Census; however, for high-level comparative purposes they are acceptable for the objectives of this analysis.

- 43 per cent of survey respondents were between the ages of 30 and 49 years.
- More than one-quarter (26 per cent) of survey respondents have lived in Mississauga for more than 30 years. One in five (22 per cent) of survey respondents have lived in the City for 11 to 20 years. 17 per cent of survey respondents are generally considered to be new residents who have lived in Mississauga for less than five years.
- English is the most common language spoken at home, which was identified by nine in ten (91 per cent) survey respondents. Other common languages included Urdu (six per cent), Hindi (six per cent), French (five per cent) Arabic (four per cent) and Cantonese (three per cent). This is generally consistent with the 2021 Census as the most common languages spoken at home are English, Chinese (e.g. Cantonese, Mandarin, etc.), Urdu, Arabic, Punjabi, Polish and Tagalog (Filipino).
- Responding households in the L5N postal code area were over-represented compared to Canada Post household data by Forward Sortation Area (FSA). The L5N area is bound by Highway 401 to the north, Highway 407 to the west, Britannia Road West to the south and Levi Creek to the east. By contrast, responding households in the L5B postal code were under-represented compared to Canada Post household data by FSA. The L5B area is bound by Highway 403 to the north, Mavis Road to the west, Queen Elizabeth Way to the south and Hurontario Street to the east. Generally speaking, responding households are representative of the distribution of households across Mississauga. Less than one per cent of survey respondents were non-residents (e.g., Milton, Oakville, etc.); experience demonstrates that this response rate from non-residents has no impact on the overall survey results.

Table 7: Distribution of Responding Households by Postal Code

Postal Code	Survey Sample		Canada Post Postal Code FSA	Difference (+/-)
	#	%		
L5M	666	15%	13%	2%
L5N	663	15%	11%	4%
L5L	340	8%	6%	2%
L5B	337	8%	12%	-4%
L5A	257	6%	8%	-2%
L5V	233	5%	6%	0%
L5J	229	5%	4%	1%
L4Z	209	5%	6%	-1%
L5G	193	4%	4%	1%
L5C	161	4%	4%	0%
L5R	156	4%	5%	-2%
L4W	134	3%	3%	0%
L4Y	128	3%	4%	-1%
L5H	124	3%	2%	1%
L5E	119	3%	2%	1%
L5W	114	3%	2%	0%
L4T	97	2%	4%	-2%
L5K	91	2%	2%	0%
L4X	74	2%	3%	-1%
L4V	4	0%	0%	0%
L5P	4	0%	0%	0%
L5T	2	0%	0%	0%
L5S	0	0%	0%	0%
Don't know/ Prefer not to answer	66	1%		
Other	36	1%		
Total	4,437	100%		

Table 8: Geographic Distribution of Responding Households by Postal Code



- Nearly two-thirds (61 per cent) of survey respondents identified as a woman and one-third (33 per cent) identified as a man. Approximately one per cent of survey respondents identified as gender non-confirming/non-binary or genderqueer and five per cent preferred not to answer.
- More than one-quarter (26 per cent) of survey respondents had a household income of \$110,000 or more. By comparison, the median household income in 2020 was \$102,000 (or \$89,000 after tax).
- Four in five (80 per cent) of survey respondents use a personal vehicle as their primary mode of transport, either as a driver or a passenger. Other common modes of transport included MiWay public transit (nine per cent) and walking (six per cent).
- More than one-third (38 per cent) of survey respondents identified as a Racialized Person, which included people who are non-Caucasian in race or non-white in colour and do not include Indigenous Peoples of Turtle Island/North America. Less than one per cent of survey respondents identified as an Indigenous Person of Turtle Island/North America, half (54 per cent) of whom were a First Nations Indigenous Person and nearly one-third was Metis (31 per cent).

- Nearly one-tenth (nine per cent) of survey respondents identified as a person with a disability. Among this sub-group, 43 per cent had a mobility/dexterity limitation such as a physical disability. 35 per cent had a mental/emotional health disability and 34 per cent had a chronic health condition. Other disabilities that were identified included, but were not limited to, hearing, learning or behavioural, neurological, vision, developmental and speech.

Participation in Recreation Services

Figure 1 highlights what respondents like most about the City's recreation services. The majority (60 per cent) of respondents enjoy the variety of recreation services, programs, events, spaces and/or facilities provided. Nearly half (48 per cent) of respondents also identified that they enjoy having access to the City's recreation services, programs, events, spaces and/or facilities.

Figure 1: What Respondents Like Best About City of Mississauga Recreation Services (n=7,021)

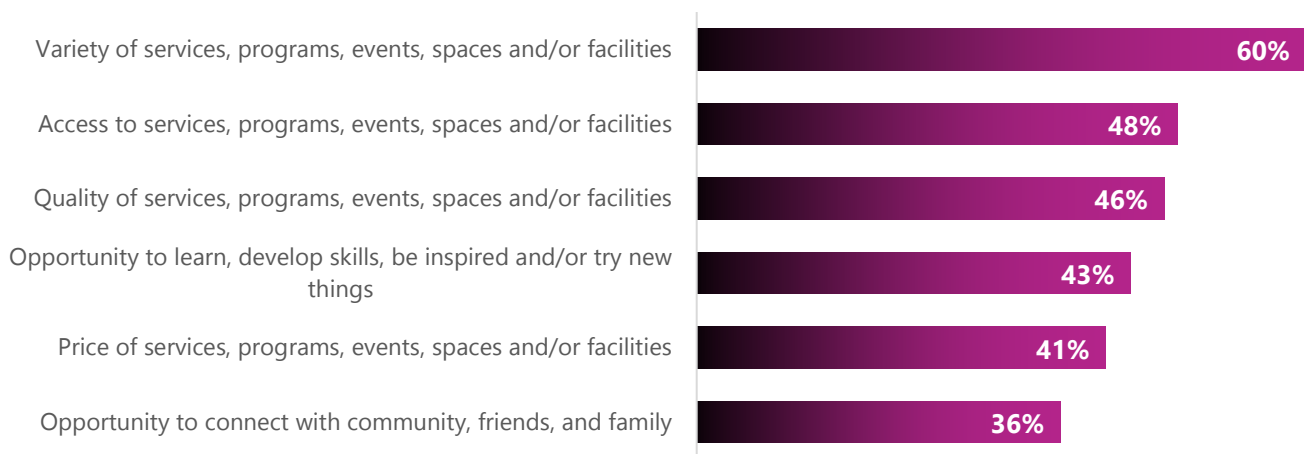
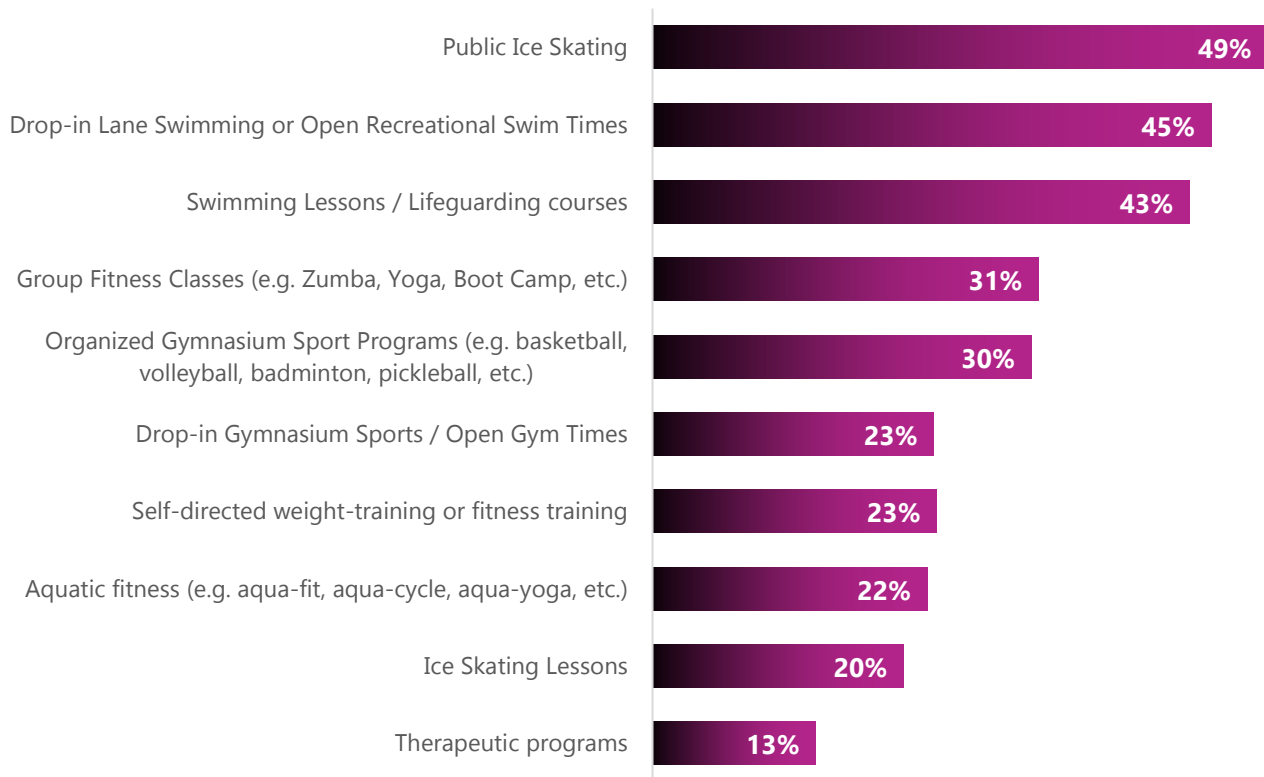


Figure 2 illustrates participation in various recreation activities among responding households within the last three years prior to the COVID-19 pandemic. Nearly half (49 per cent) of respondents identified that they had gone public skating during this period, which was the most popular recreation activity. This is followed by drop-in lane swimming or open recreational swim times (45 per cent). These findings are consistent with broader trends that point towards a preference for unstructured and self-scheduled activities. Other popular recreation activities included swimming lessons or lifeguarding courses (43 per cent) and group fitness classes such as Zumba, yoga and boot camp (31 per cent).

84 per cent of respondents identified that they are satisfied with the amount of time it takes to travel to community centres and sports activities (16 per cent identified that they were not satisfied).

Figure 2: Participation in Recreation Opportunities Within the Last Three Years Prior to the COVID-19 Pandemic (n=4,433 to 5,025)

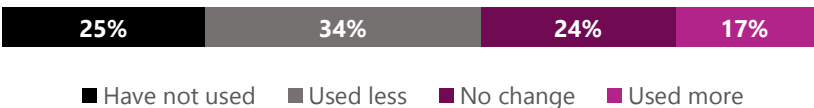


Excludes 'don't know' responses.

Participation in Recreation Services Since the Onset of COVID-19

Recognizing that the COVID-19 pandemic has impacted the way residents participate in recreation activities, respondents were asked to identify how their use of recreation services has changed since the onset of the pandemic in spring 2020. Less than one-fifth (17 per cent) of respondents identified that they now use community centres and/or participate in sports activities more. One-third (34 per cent) of respondents identified that they have used community centres and/or participated in sports activities less and one-quarter (24 per cent) reported no change. One-quarter (25 per cent) of respondents also identified that they have not used a community centre or participated in sports activities since the onset of the pandemic (Figure 3).

Figure 3: Participation in Community Centres and/or Sport Activities Since the Onset of the COVID-19 Pandemic (n=6,260)



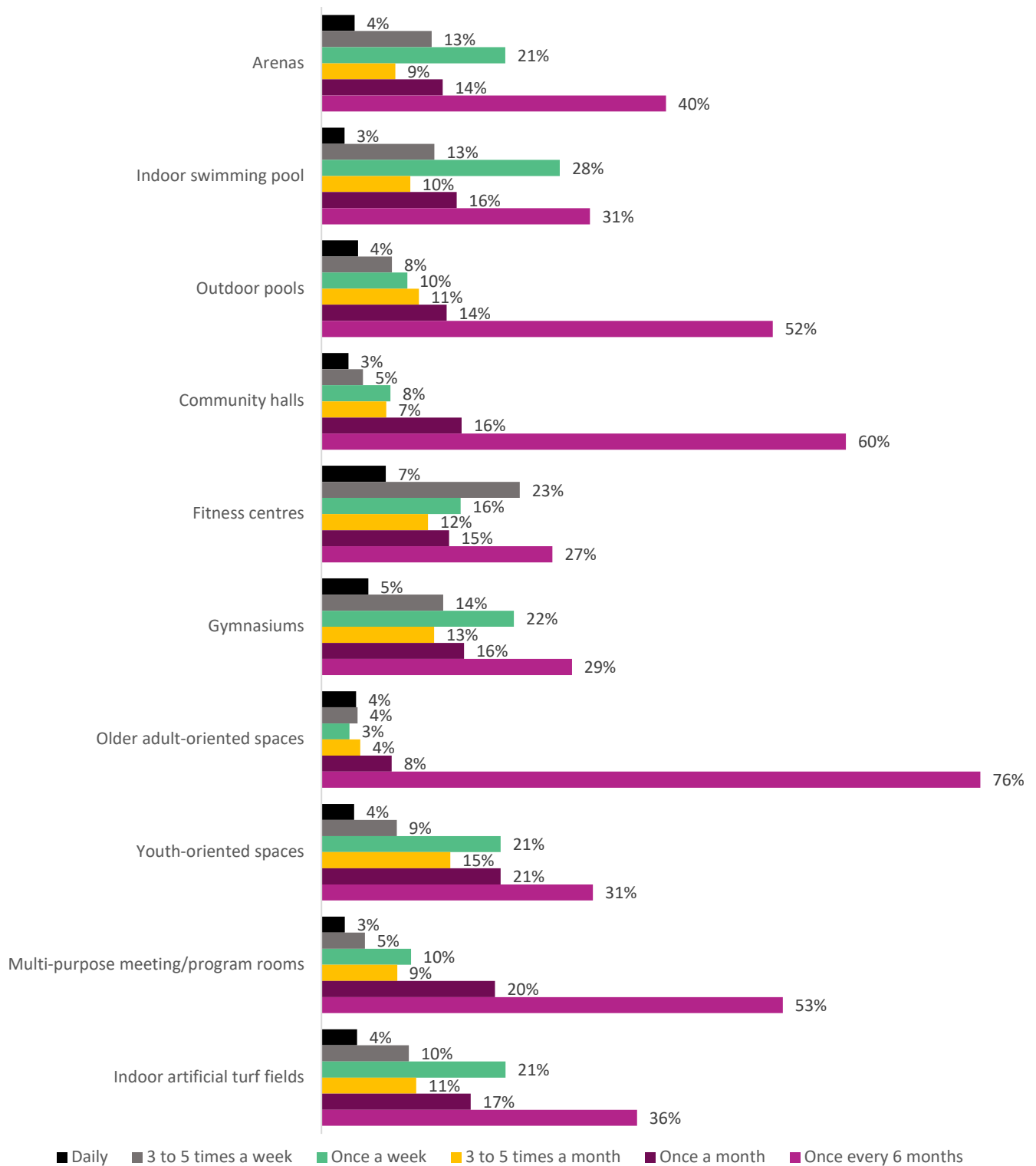
Excludes 'don't know' responses

Frequency of Using Recreation Services

Figure 4 highlights the frequency of visits to various recreation facilities. These findings represent the frequency of visits based on respondents who use these types of facilities. Respondents that do not use these facilities, which made up between 30 per cent and 70 per cent of total respondents, have been excluded from the results.

Generally speaking, the findings revealed that the most common frequency was once every six months, particularly for older adult-oriented spaces, community halls, outdoor pools and multi-purpose meeting spaces. Some recreation facilities had a higher frequency of use such as arenas, indoor swimming pools, gymnasiums, youth-oriented spaces and indoor artificial turf fields, which were commonly used once a week. Fitness centres also had a high frequency of use with many users reporting having visited this facility type between three and five times per week.

Figure 4: Frequency of Visits to Recreation Facilities



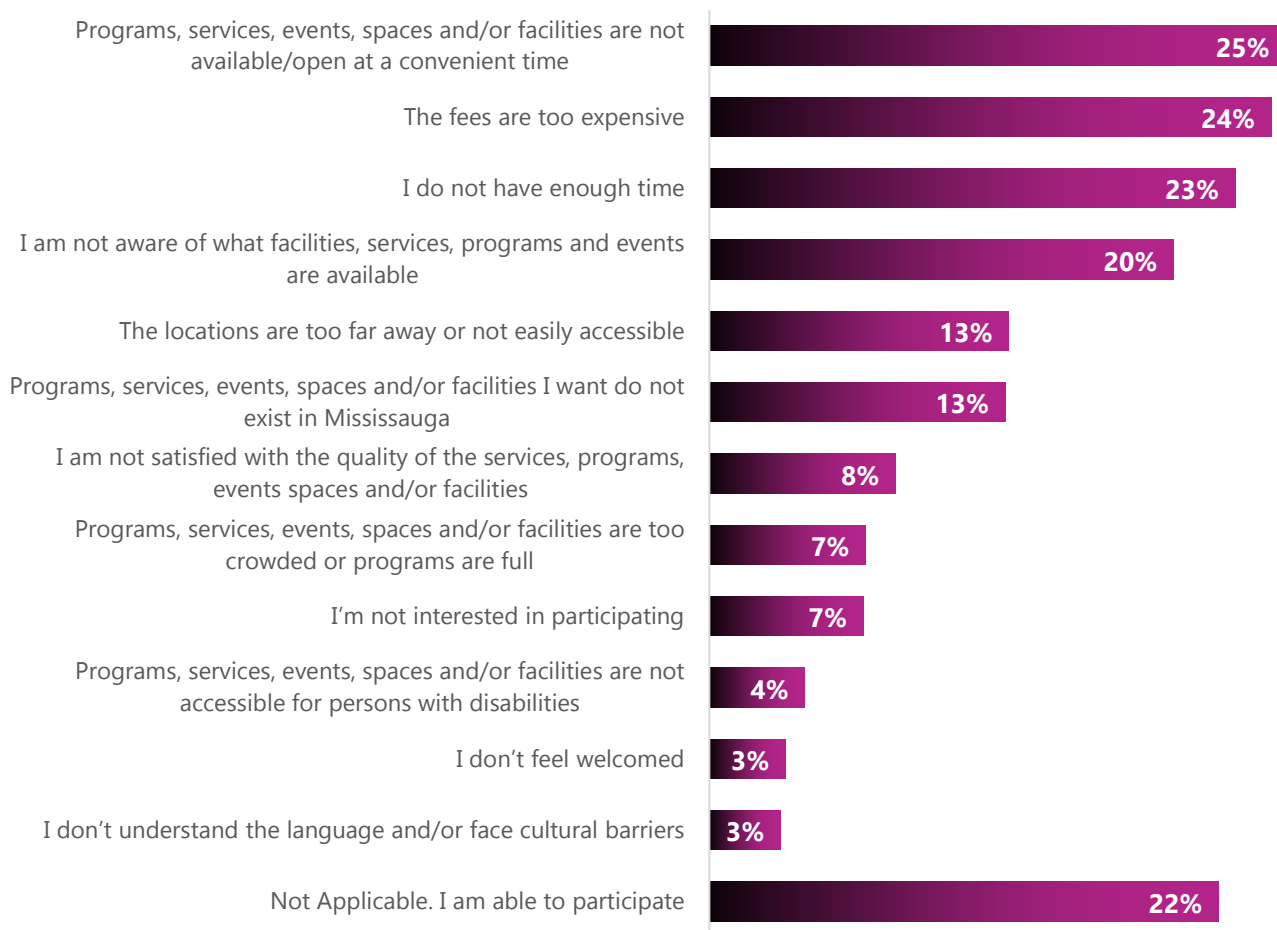
Excludes 'never' and 'don't know' responses.

Participation Barriers to Recreation Services

Figure 5 summarizes participation barriers to recreation services. The most common participation barrier reported was that a program, service, event, space and/or facility was not available or open at a convenient time, which was reported by one-quarter (25 per cent) of respondents. This was followed by fees being too expensive (24 per cent), not having enough time (23 per cent) and not being aware of what is available (20 per cent).

Approximately one-in-five (22 per cent) of respondents identified that they can participate in recreation services as often as they would like.

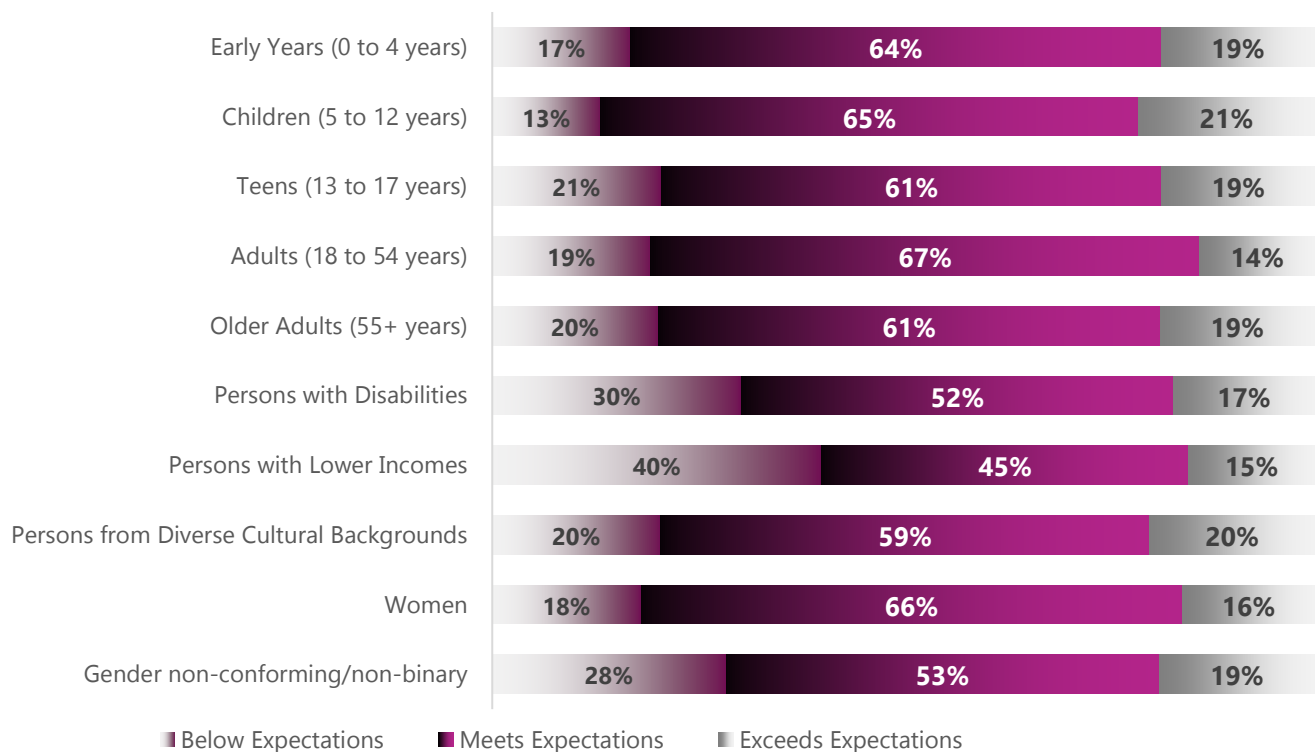
Figure 5: Participation Barriers to Recreation Services (n=7,021)



Expectation Levels with Recreation Programs by Demographic Group

Figure 6 highlights expectation levels with recreation programs by age group. The City's recreation programs for children (5 to 12 years) had the highest level of expectations that were met or exceeded (87 per cent), which was followed by early years (0 to 4 years) programs (83 per cent) and programs for women (82 per cent). Recreation programs that accommodate persons with low income had the lowest expectation levels, which suggests that expectations are not being met. However, the findings revealed that there is room to improve expectations levels across all demographic groups.

Figure 6: Expectation Levels with Recreation Opportunities by Age Group (n= 1,164 to 2,844)

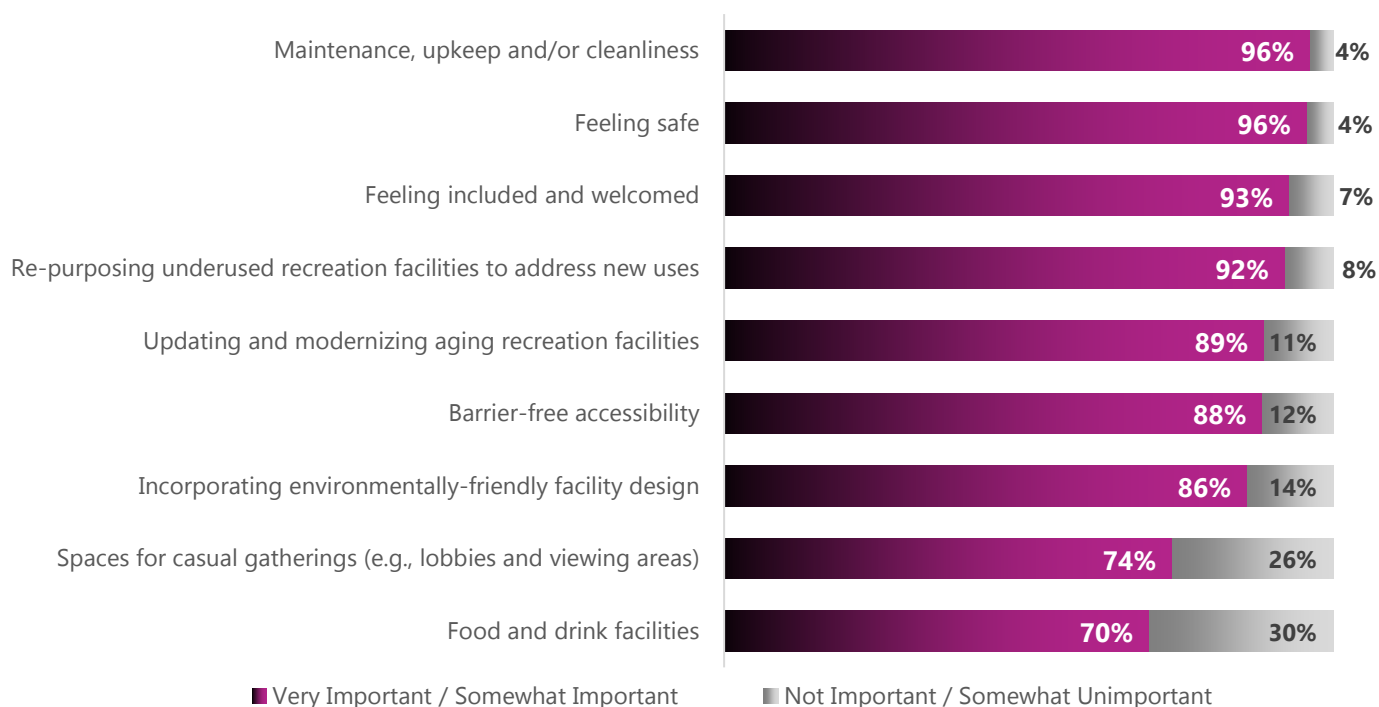


Excludes 'don't know' responses.

Importance of Investing in Recreation Services

Figure 7 summarizes the level of importance with respect to investing in various aspects of Mississauga's recreation services. The maintenance, upkeep and/or cleanliness of Mississauga's recreation facilities (96 per cent) and feeling safe (96 per cent) were identified as the most important factors among all recreation areas. Other recreation areas that were very important or somewhat important among respondents included feeling included and welcomed (93 per cent) and re-purposing underused recreation facilities to address new uses (92 per cent).

Figure 7: Importance of Investing in Recreation Services (n=4,259 to 5,123)

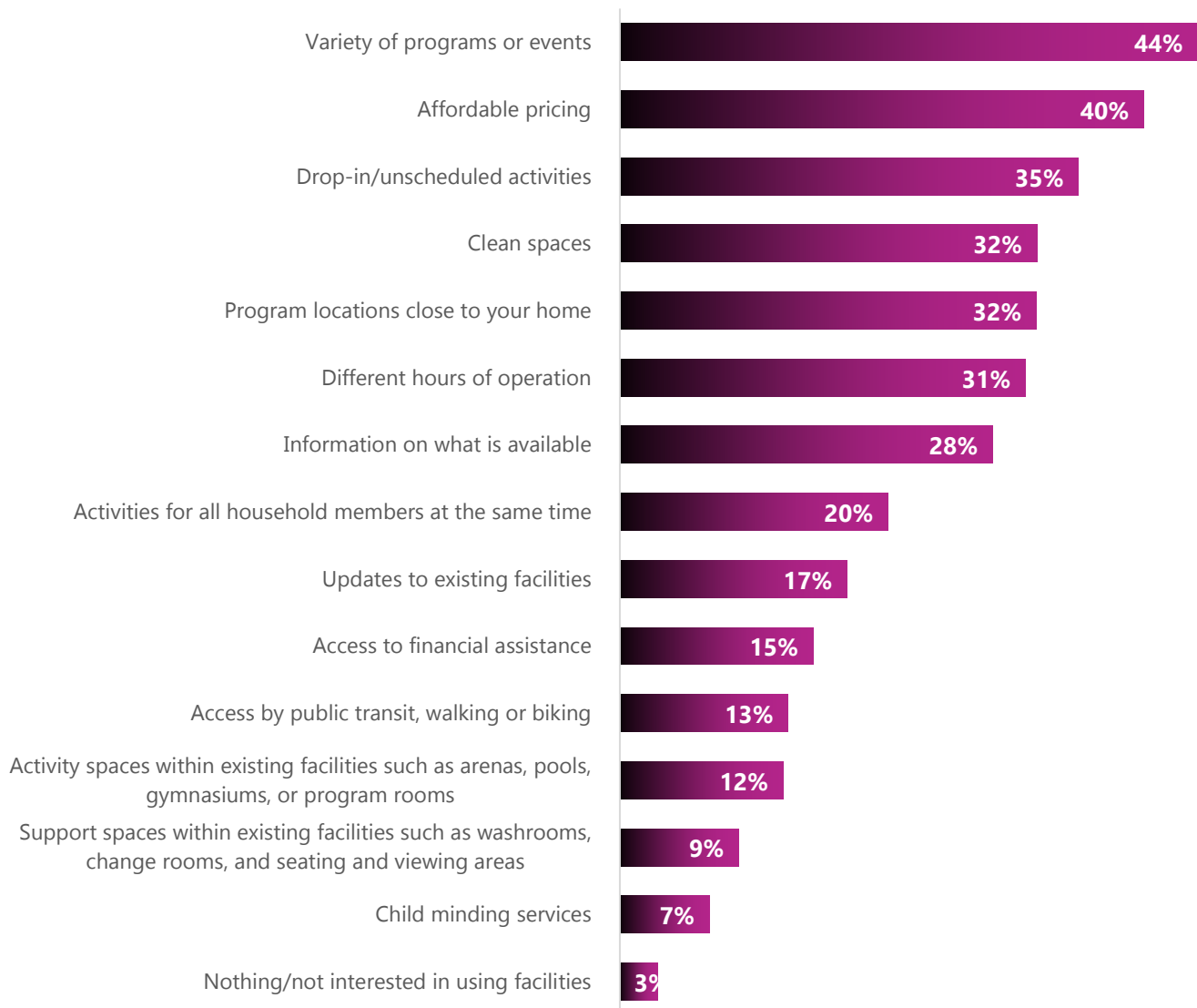


Excludes 'don't know/unsure' responses.

Enhancing Use of Recreation Services

Respondents identified potential solutions that the City can do to encourage use of indoor recreation facilities more often, which is summarized in Figure 8. The top suggestion is to ensure that a variety of programs and/or events are offered, which was identified by 44 per cent of respondents. Other top strategies included affordable pricing (40 per cent), providing drop-in/unscheduled activities (35 per cent), having clean spaces (32 per cent) and having programs that are close to home (32 per cent).

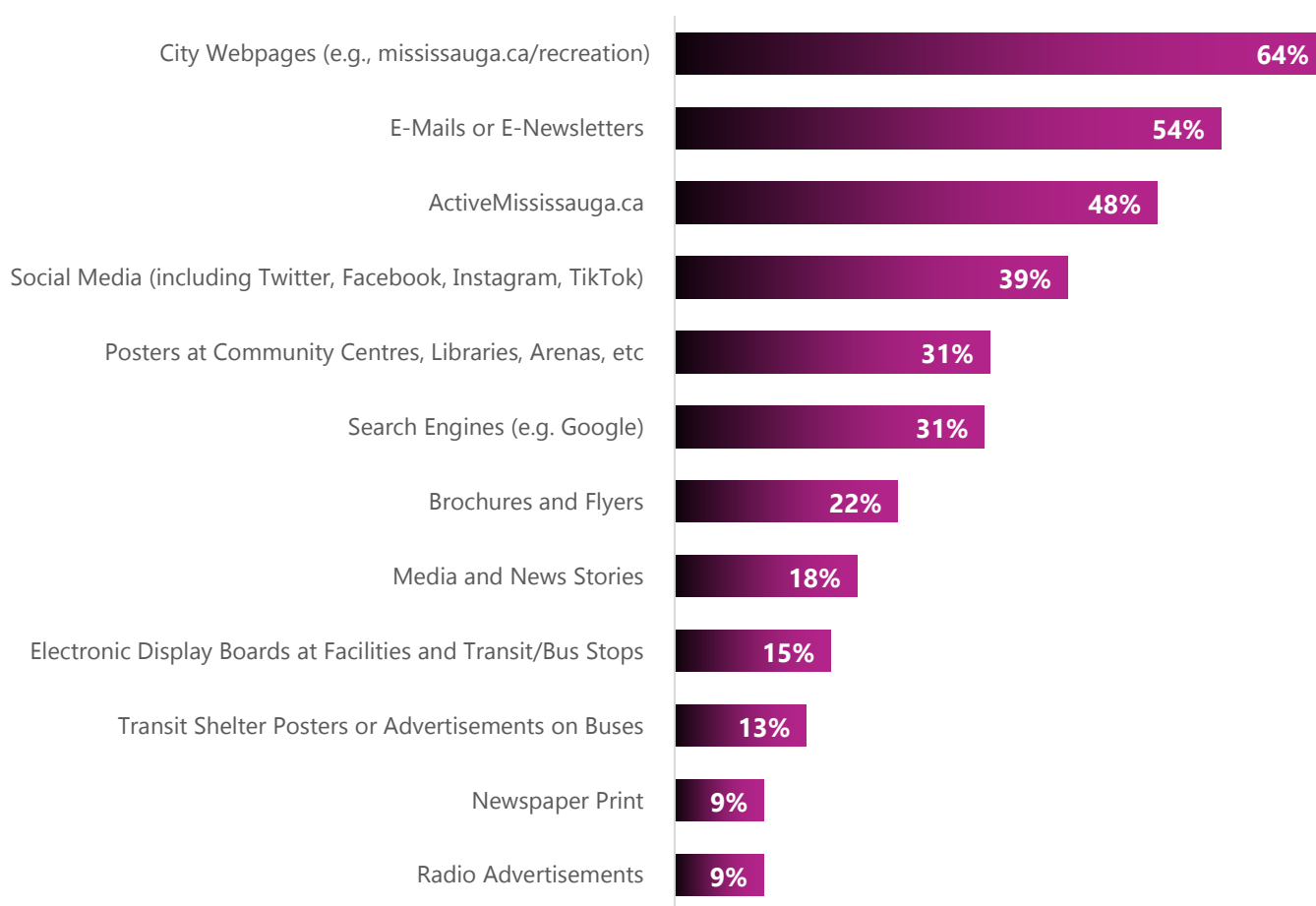
Figure 8: Enhancing the Use of Recreation Services (n=5,591)



Raising Awareness About the Services Offered by the City of Mississauga

Respondents were asked to identify their preferred methods for learning about services, programs, events, spaces and facilities that are offered by the City of Mississauga, including opportunities outside of the recreation scope. The findings are highlighted in Figure 9. Nearly two-thirds (64 per cent) of respondents identified that the City's Website (e.g. Mississauga.ca/recreation) was the most preferred method. Other top methods included e-mail or e-newsletters (54 per cent) and using ActiveMississauga.ca (48 per cent). It is noted that in addition to the methods highlighted below, respondents also expressed other suggestions such as using signage throughout the City (e.g. road signs, billboards, etc.) and word of mouth.

Figure 9: Raising Awareness About Recreation Services (n=6,652)



Focus Groups

There are a number of dedicated community organizations that support the recreation programs and services available in Mississauga. These organizations were invited to attend one of eight focus group sessions held to discuss various aspects of Mississauga's recreation

system and provide input to be considered in the Future Directions Plan. Participating groups included service clubs, school boards, sports organizations, youth, older adult groups, regional representatives and other volunteers. Participants who were unable to attend were invited to submit written comments. Community youth were also invited to complete a youth survey. Input from these alternative comment opportunities is also summarized in this section.

Focus groups were attended by nearly 100 participants representing a variety of organizations. Focus groups were organized by the following groups:

1. Community agencies
2. Community youth
3. Mississauga residents' associations network
4. Older adult providers and clubs
5. Region of Peel and Peel Regional Police
6. Resident groups, BIAs and outdoor community user groups
7. School boards
8. Sports user groups

The following is a summary of key themes from the input received. Written input was also received from organizations including groups that were unable to participate in the sessions. The sessions were organized by City staff while consultants involved in the various Future Directions projects facilitated the discussions. In certain cases, City staff facilitated discussions and provided input to the consultants.

Community Agencies

- **Providing Welcoming Recreation Facilities:** While the City provides a variety of quality recreation centres, some newcomers may feel intimidated about visiting these spaces as they are unaware of what is available, particularly among new immigrants and refugees. There may be an opportunity for the City and community organizations to work together to bridge this gap. This is important given that the City continues to diversify and there is a broad range of recreation interests that are evolving, suggesting the City must adapt to these changes. Potential strategies may include ensuring that family-oriented programs are available that engage all members of the household.
- **Information Awareness and Communication:** It was raised that community organizations and the public may not be aware of all the community services that are available from the City, particularly for marginalized residents including those experiencing low income. Suggestions were made for no- or low-cost drop-in programs or recreation passes that would provide users with access to City facilities, programs and services.

Enhanced communication between City staff and community organizations was also suggested as not all staff may be aware of agreements groups have with the City such as set room rentals. It was suggested that this disconnect may be due to the fact some staff may not be familiar with certain groups if they are based in different locations or if there are new staff with no prior knowledge. This issue is particularly relevant to room rentals as there may be

competition for the same spaces and times. As a result, it was mentioned that the process for room rentals can be a challenge.

Community Youth

- **Inclusion and Access:** City program staff (e.g. instructors) are representative of Mississauga residents, particularly staff that represent the BIPOC community to ensure that residents and program users feel comfortable and welcomed within public spaces and programs. Suggestions were made to promote sports and activities within schools and in partnership with other organizations to encourage participation among youth (including BIPOC youth).

Other concerns were raised about the cost of participating in programs, which may not be affordable for all youth. There should be more program opportunities that are open to residents experiencing financial issues (particularly for children's programs), or enhancements to financial support programs should be considered.

Concerns were also identified about the timing of programs as not convenient for some and the distance to recreation amenities being too far.

- **Communication and Awareness:** An emphasis should be placed on promoting recreation activities among youth. Print and digital communication strategies should be considered with ample promotional time.

Some youth also identified that programs must have a meaningful benefit to them for them to continue with the program

- **Enhancing Recreation Space for Youth:** Suggestions for youth space included clean, modern, minimalist design for gatherings and social activities. Spaces and amenities that should be incorporated include multi-purpose spaces, pool tables, video games, gymnasiums, swimming pools, fitness centres and more.

Emphasis should be placed on providing affordable opportunities. Geographically accessible youth space and activities are also important, recognizing that many youth are unable to travel far distances. It was also raised that the timing of programs, activities and events is also important, with suggestions that they should be offered at convenient times such as during the evenings.

Mississauga Residents' Association Network

- **Recreation Gaps:** Recreation gaps were identified, including in the City Centre and the Port Credit areas, and the southwest Mississauga area, although specific facility types that were missing were not identified.

The Future Directions Plan should identify underutilized facilities and create a strategy to enhance use with consideration given to year-round use. It was identified that outdoor pools could be better utilized beyond the summer period.

- **Inclusive Recreation:** It was identified that recreation services should be inclusive of all residents, including those with financial and health issues.

- **Green Recreation:** Recreation facilities should be designed to be environmentally friendly and sustainable, with consideration given to minimizing the City's carbon footprint. Suggestions were made for rooftop gardens, urban gardens, landscaping and pollinator gardens to support bees.

Older Adult Providers and Clubs

- **Access for All Older Adults:** It was suggested that older adults in Mississauga should be able to purchase one membership that would provide access to programs at all older adult locations. It was also mentioned that pricing at the Mississauga Seniors' Centre should be consistent for non-residents as it is believed that this would increase use at this location.
- **Expanding Recreation for Older Adults:** Suggestions to expand recreation opportunities for older adults included walking groups, and new program ideas such as drumming, guest speakers, bus trips (e.g. theatre) and drop-in activities.
- **Enhancing Communication:** Potential strategies to enhance communication of recreation opportunities to older adults included partnering with older adult living residences to promote events and activities, as well as to hold shared programs. Renaming the Mississauga Seniors' Centre to remove reference to the term "senior" was also suggested as it was felt that this was a barrier for some older adults; the City of Mississauga uses the term "older adult" to define residents ages 55+.

School Boards

- **Ongoing Collaboration:** The City has a history of working collaboratively to provide recreation amenities to minimize duplication, although there are facilities that schools need on-site such as gymnasiums to avoid having students travel to separate locations.
- **Community Use of Schools:** Subject to availability, school gymnasiums can be booked by the community. Gymnasiums are well used. Other spaces such as classrooms can also be booked by the community.

Sports Organization Focus Group

- **Enhancing Aging Arenas:** Some of Mississauga's arenas are aging and do not have the modern amenities that are desirable such as open spaces for warm-ups and fitness. As a result, some arena groups utilize lobby areas. Suggestions were made to expand Iceland Arena and Meadowvale Arena to include warm-up areas. Some arenas have co-located with gymnasiums or other dry-land training spaces; however, these spaces tend to be booked for other uses, particularly during prime time.
- **Support for Ball Diamond Users:** There is a desire for an indoor baseball training facility to allow groups to continue training during the winter season. Suggested locations were not identified.
- **Responding to Gymnasium Needs:** Flexible gymnasium space was suggested to accommodate indoor recreation activities such as table tennis and indoor cricket. It was mentioned that an indoor gymnasium designed to support cricket would allow

organizations to play year-round. The cricket organization expressed an interest in partnering with the City to create an indoor cricket facility.

- **Time Allocation:** It is recognized that time allocation should be based on participant registration; however, groups are hesitant to turn back time, particularly for quality facilities, due to competition with other groups. Requests for additional ice time was also requested, particularly during prime-time hours.
- **High-performance Training, Development and Competition:** Organizations identified that there should be a balance between casual recreation and high-performance training, development and competition. This would have implications on facility space, availability and time allocation.
- **Affordable Recreation Opportunities:** There are organizations that provide financial support to persons experiencing low income.

Region of Peel and Peel Regional Police Focus Group

- **Strong Collaboration with the Region:** There is a strong working relationship between Peel Region/Peel Regional Police and the City of Mississauga to coordinate services. The City meets regularly with regional representatives to discuss ongoing initiatives and explore areas where support is needed.
- **Addressing Safety within Recreation Centres:** The City and Peel Region/Peel Regional Police have worked together to identify, review and address public safety concerns related to indoor recreation facilities in Mississauga, particularly with respect to arenas, safe spaces for all age groups, food inspection and more.

Resident Groups, Business Improvement Areas and Community Group Focus Group

- **Demand for Indoor Recreation Programming:** There is a desire for more indoor recreation programming, as well as offering existing programs at additional locations. It was mentioned that some programs may currently be available but they reach capacity quickly (including drop-in times) or activities are being held in locations that are not convenient for some users.

It was recognized that some private providers exist but they may not be affordable.

- **Variety of Indoor Recreation Facilities:** A greater variety of indoor recreation facilities was suggested to address a broad range of activities. Specific suggestions were made for indoor pickleball space and indoor multi-purpose fields for a variety of activities such as soccer, football, ultimate frisbee, etc. The availability of adequately sized, multi-purpose meeting space with high-tech equipment was also suggested; in particular, the desire for these spaces to be available during the evening was mentioned.
- **Collaboration, Coordination and Communication:** Greater collaboration and coordination between organizations and the City was requested. It was suggested that groups should have direct contact with designated staff members to build relationships and maintain open lines of communication.

Greater City support was also requested to support tourism efforts including helping to plan, schedule and promote events in Mississauga.

- **Affiliation Policy:** There was general agreement that the City's process for groups to become recognized as affiliated organizations was too complicated, particularly for small organizations. It was suggested that the City consider establishing a streamlined group affiliation process.

Recreation Staff Survey

A staff survey was undertaken to provide an opportunity for those working within the Recreation and Culture Division to provide input and help plan for the future of recreation facilities, programs and services in Mississauga. The survey gathered information about what recreation services staff members felt were important, quality of services, priorities, inclusivity and access, number of facilities and programs, communication and more.

The survey was distributed to all staff within the Recreation and Culture Division and 87 responses were received and analyzed. The following is a high-level summary of the input that was received.

Staff Respondent Profile

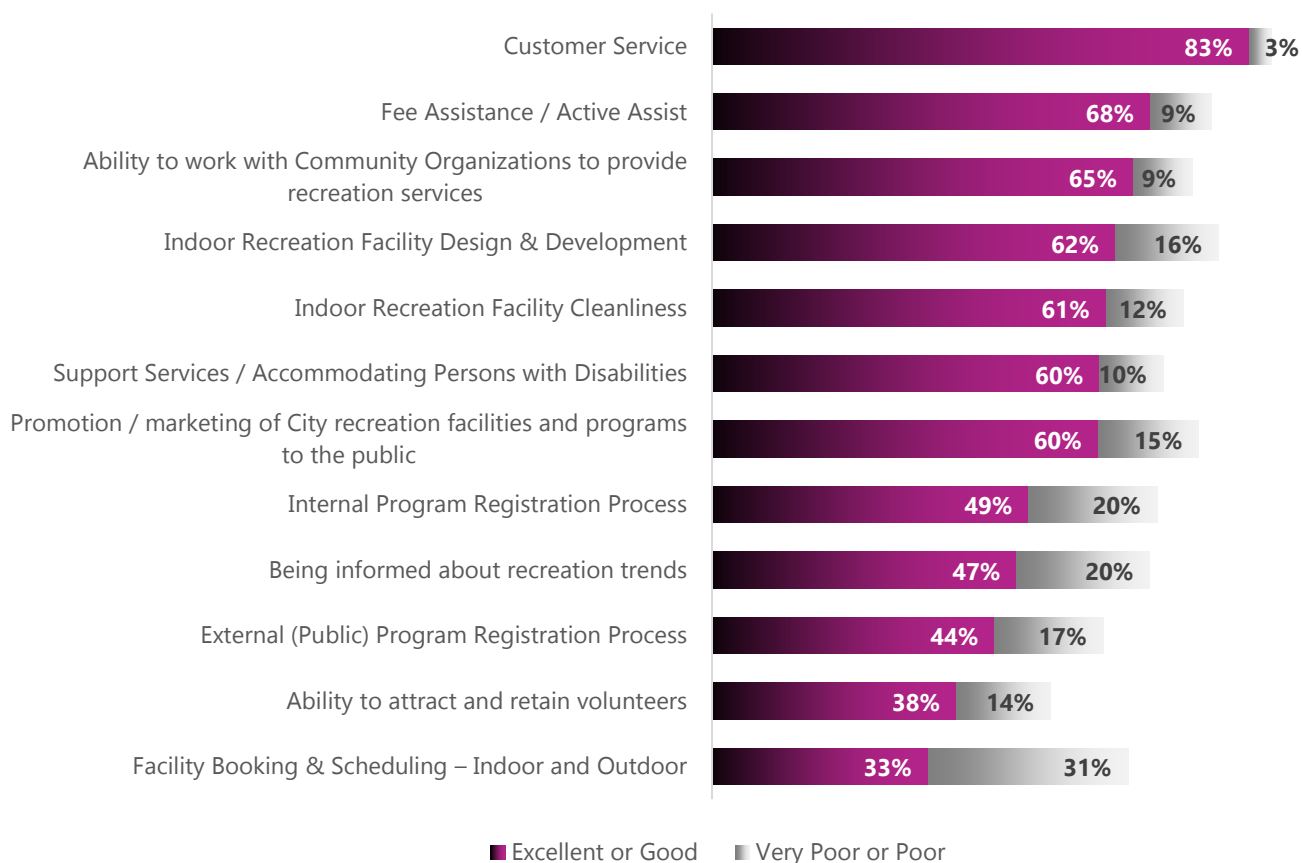
- The most common recreation staff positions that responded to the survey were administration/customer service (26 per cent) and facility operations (26 per cent). Other common positions were in the areas of community programming (17 per cent), aquatics (10 per cent), fitness (10 per cent), and standards and training (nine per cent).
- Nearly one-third (31 per cent) of staff respondents were in a supervisor role. Other top roles among respondents were frontline staff (21 per cent), administrative and support staff (21 per cent) and managers (18 per cent).
- Nearly nine of ten (87 per cent) respondents were full-time employees of the City. One in five (nine per cent) of respondents were part-time and two per cent were contract or seasonal employees.
- More than half (53 per cent) of respondents have been employed with the City for 16 years or more. One-third (34 per cent) of respondents have been employed with the City for 5 to 15 years and 12 per cent have been employed with the City for 4 years or less.
- Nearly two-thirds (63 per cent) of respondents were between the ages of 35 and 54 years. 17 per cent of respondents were between the ages of 25 and 34 years and 12 per cent of respondents were between the ages of 55 and 74 years.
- More than half (55 per cent) of respondents identified as a woman/girl; one-third (36 per cent) identified as a man/boy. One per cent identified as non-binary and 8 per cent did not respond.

Quality of Recreation Services

Figure 10 summarizes the quality of services provided by the Community Services Department. The quality of customer service provided by the department had the highest rating as 83 per cent of staff respondents felt that this service was excellent or good. Other top services that staff respondents felt were excellent or good were the fee assistance/ActiveAssist program (68 per cent), ability to work with community organizations (65 per cent), the design or development of indoor recreation facilities (62 per cent), and indoor recreation facility cleanliness (61 per cent).

Respondents also reported on the quality of services that they felt were very poor or poor. The top services included facility booking and scheduling for indoor and outdoor facilities (31 per cent), internal program registration (20 per cent), and being informed about recreation trends (20 per cent). These results demonstrate that there is room to improve the quality of services across the entire Department.

Figure 10: Quality of the Services Provided Through the Community Services Department.



Excludes 'don't know' responses.

Importance of Recreation Priorities

Respondents identified the level of importance of meeting various recreational priorities (Figure 11). Nearly all respondents felt that planning and designing facilities that considered both current and future recreation needs is very important or important. Other top priorities included providing an equitable distribution of recreation facilities (95 per cent) and an equitable distribution of programs (94 per cent) across the City, and providing flexible, multi-purpose spaces (93 per cent).

Figure 11: Importance of Meeting Recreational Priorities



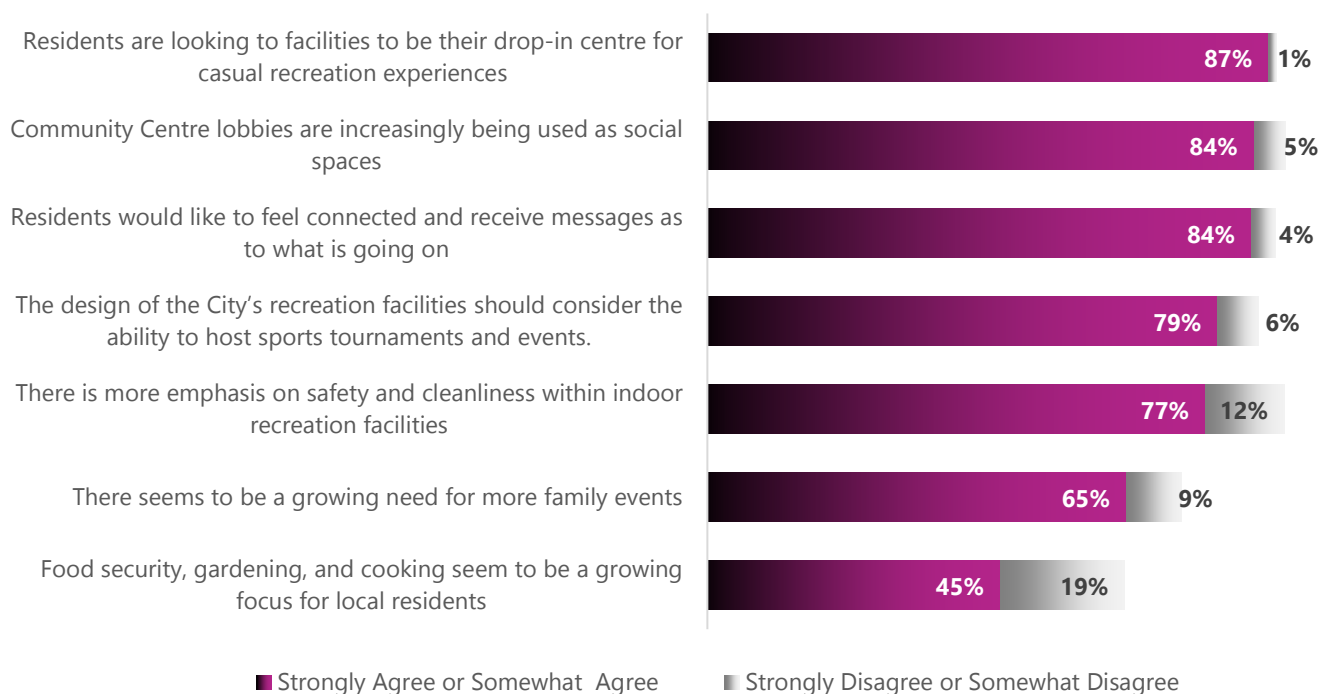
Excludes 'don't know' responses.

Changing Recreation Spaces, Programs and Services

Respondents identified their level of agreement with how recreation spaces, programs and services have changed over the past few years. The most notable change that staff respondents strongly agreed or somewhat agreed with is that residents are looking for facilities to be their drop-in centre for casual recreation (87 per cent). Other top changes include community centre lobbies increasingly being used as social spaces (84 per cent), and residents would like to feel connected and receive messages as to what is going on (84 per cent).

These findings are consistent with broader trends in the sector as people generally prefer casual, drop-in recreation activities that can be self-scheduled due to increasingly busy lifestyles. Community spaces are also being viewed as gathering spaces and thus there is a growing demand for safe, open common areas within public facilities where residents can gather and socialize before and after programs.

Figure 12: Level of Agreement with Changing Recreational Spaces, Programs and Services

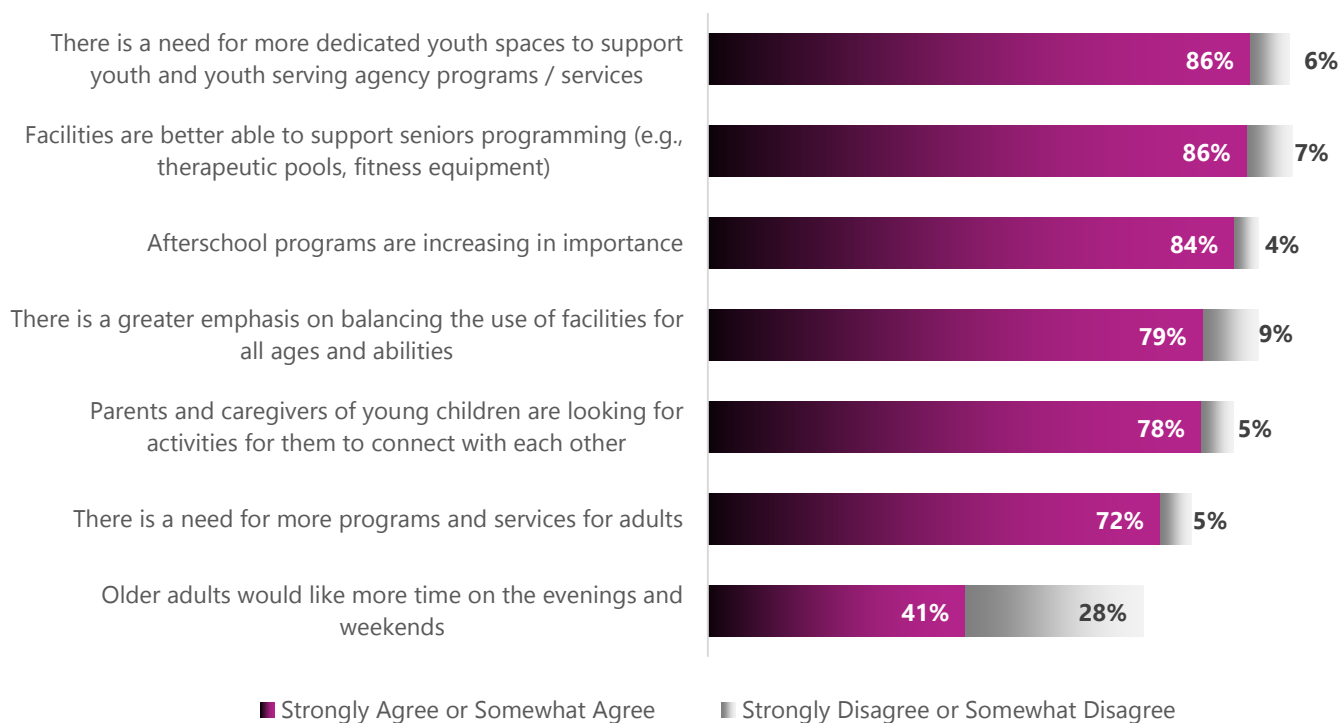


Excludes 'don't know' responses.

Figure 13 highlights respondents' level of agreement with respect to how the use of recreational spaces and services have changed for each age group. Nearly nine-in-ten (86 per cent) respondents strongly agreed or agreed that there is a need for more dedicated space to support youth and youth-serving agency programs and services. This is consistent with other municipalities as there is a strong desire to ensure that safe public spaces and recreational opportunities are available for youth. Facilities should particularly be in convenient locations given that youth are typically limited in the distance they can travel and are commonly viewed as a vulnerable segment of the population.

Nine in ten (86 per cent) respondents also agreed that Mississauga’s facilities are better able to support older adult programming (e.g. therapeutic pools, fitness equipment, etc.). Responding to the needs of older adults is particularly important given that this age group is expected to continue to grow and Mississauga’s population will continue aging as a whole.

Figure 13: Level of Agreement with the Use of Recreational Spaces and Services by Age Group



Excludes 'don't know' responses.

Figure 14 summarizes respondents' level of agreement related to the City's approach to providing inclusive recreation services. 84 per cent of respondents agreed that diverse cultures are engaging more in the City's programs and activities. 77 per cent also agreed that the City is making efforts to include culturally diverse populations and Indigenous Peoples and communities, while 74 per cent agreed that efforts are being made to include persons with disabilities.

Approximately two-thirds (67 per cent) of the respondents felt that efforts are being made to include marginalized residents from low-income backgrounds. Half of respondents (54 per cent) felt that persons with disabilities are engaging more in the City's programs and activities. Half (54 per cent) of respondents also agreed that efforts are being made to include residents from the 2SLGBTQ+ community. These findings suggest that there is work to be done in all areas to ensure that Mississauga's recreation services are inclusive to all residents, regardless of background, ability, income and orientation.

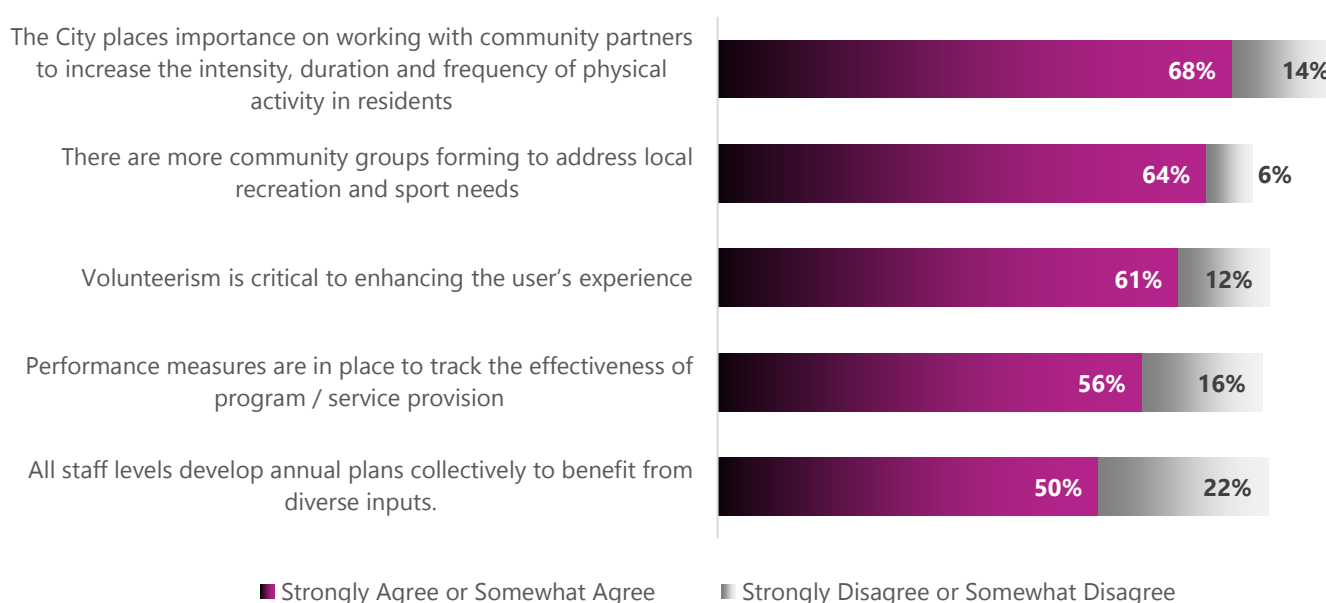
Figure 14: Level of Agreement with Inclusive Recreation Services



Excludes 'don't know' responses.

Respondents' level of agreement with the role that the City and community groups should play is highlighted in Figure 15. More than two-thirds (68 per cent) of respondents agreed that the City places an importance on working with community partners to increase the intensity, duration and frequency of physical activity in residents. Two-thirds (64 per cent) of respondents also felt that there are more community groups forming to address local recreation and sport needs. This is common in many communities as dedicated volunteers organize to provide a valued community service and minimize the need for municipal resources. The City recognizes this as 61 per cent of respondents agreed that volunteerism is critical to enhancing the user's experience. These findings demonstrate the important role that the City and community organizations play in delivering vital recreation services, and collaboration and coordination is needed to ensure its success.

Figure 15: Level of Agreement with the Role/Operations of the City and Community Groups



Excludes 'don't know' responses.

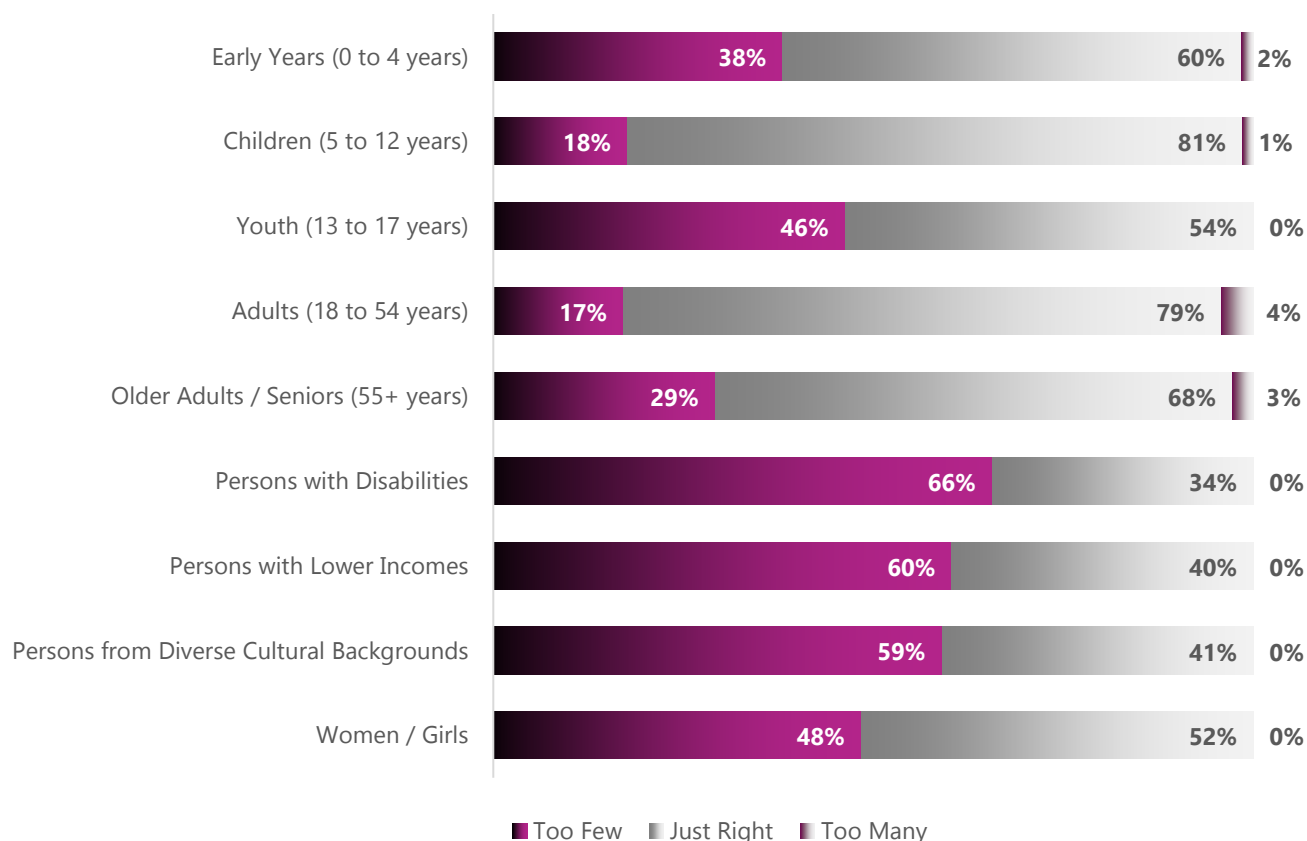
Recreation Programs and Facilities

Respondents identified their thoughts on the number of programs delivered or enabled by the City (Figure 16). About four-in-five respondents felt that there were just the right number of programs for children ages 5 to 12 years (81 per cent) and adults ages 18 to 54 years (79 per cent). More than two-thirds (68 per cent) of respondents also felt that there are just the right number of programs for older adults (ages 55+).

While respondents identified that there are program gaps across all age groups and segments of the community, the largest gap identified by respondents was the number of programs for persons with disabilities (66 per cent), followed by programs for persons with lower incomes (60 per cent), and programs for persons from diverse cultural backgrounds (59 per cent).

These results highlight that there is room to improve program offerings for all age groups and segments of the community.

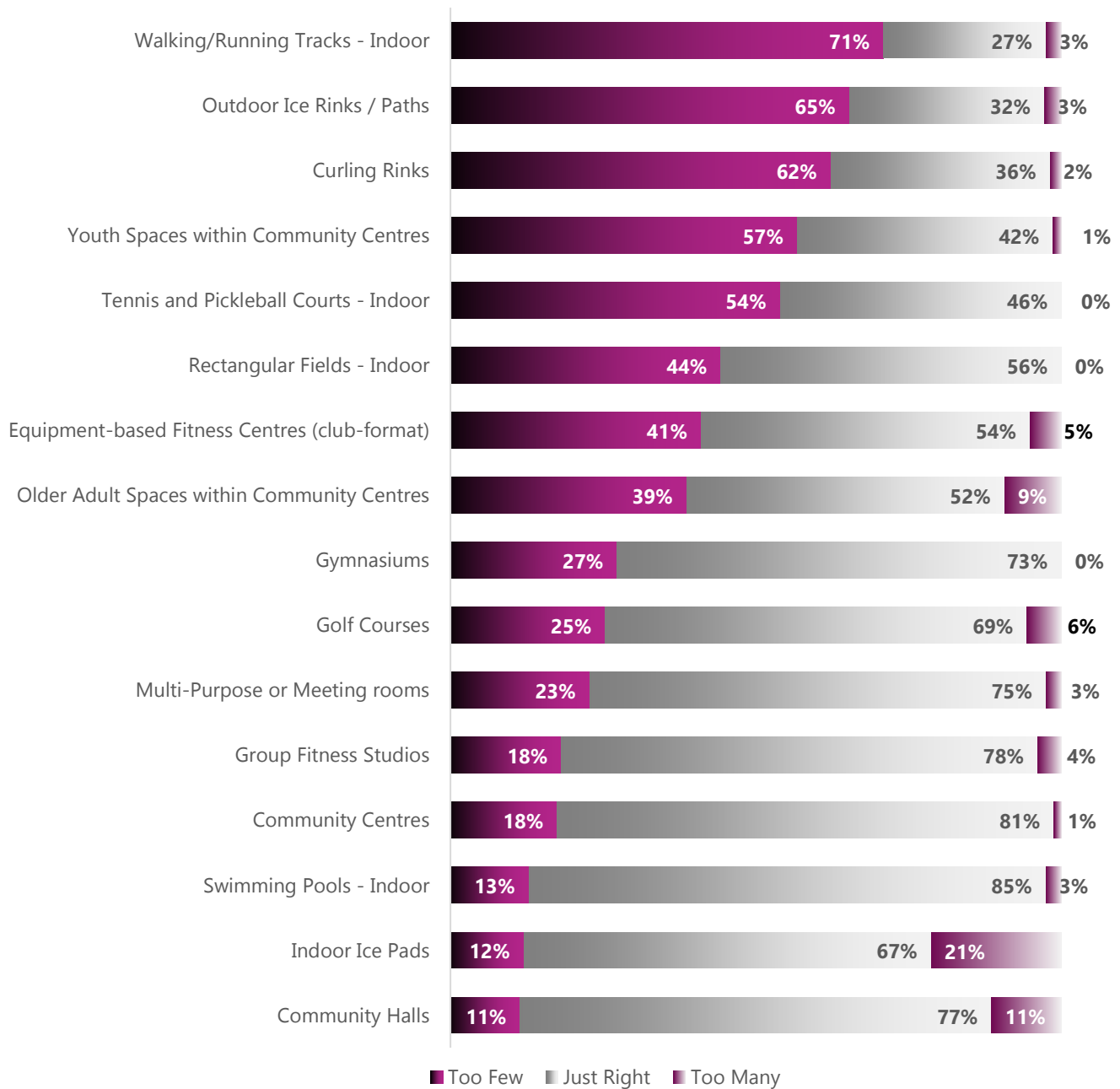
Figure 16: Number of Programs Delivered/Enabled by the City of Mississauga by Age Group



Excludes 'don't know' responses

Respondents provided their thoughts on the supply of City-run indoor recreation facilities (Figure 17). 71 per cent of respondents identified that there were too few indoor walking/running tracks. Other recreation facilities respondents felt that there were too few included outdoor ice rinks/paths (65 per cent), curling rinks (62 per cent), youth spaces within community centres (57 per cent), and indoor tennis and pickleball courts (54 per cent).

Figure 17: Supply of City-run Indoor Recreation Facilities



Excludes 'don't know' responses.

Awareness and Communication

Respondents identified the best ways to inform residents about City programs (Figure 18), City facilities (Figure 19) and Future Directions (Figure 20). The top three most common ways respondents identified to inform residents about programs, facilities and Future Directions were the use of City webpages, social media and e-mails or e-newsletters. Some respondents also expressed the need for traditional mediums such as print material to inform residents, particularly older adults who may not be comfortable with technology.

Figure 18: Best Ways to Inform Residents About City Programs

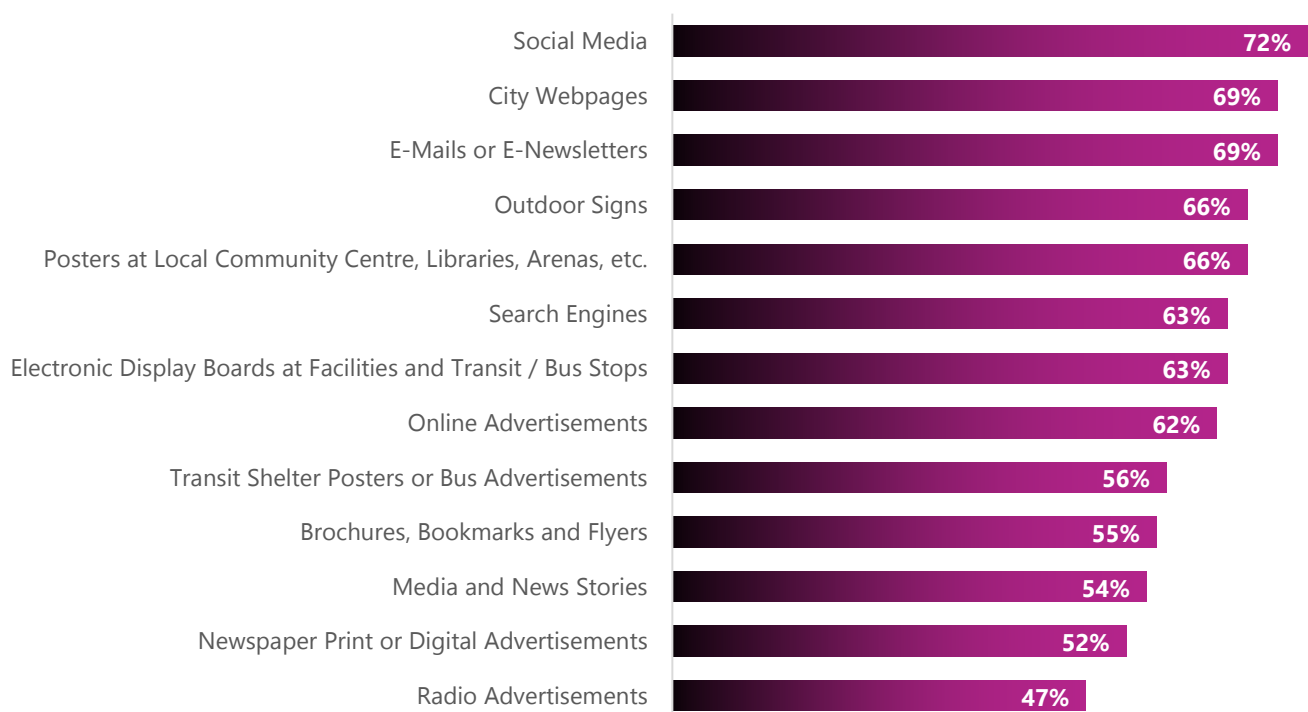


Figure 19: Best Ways to Inform Residents About City Facilities

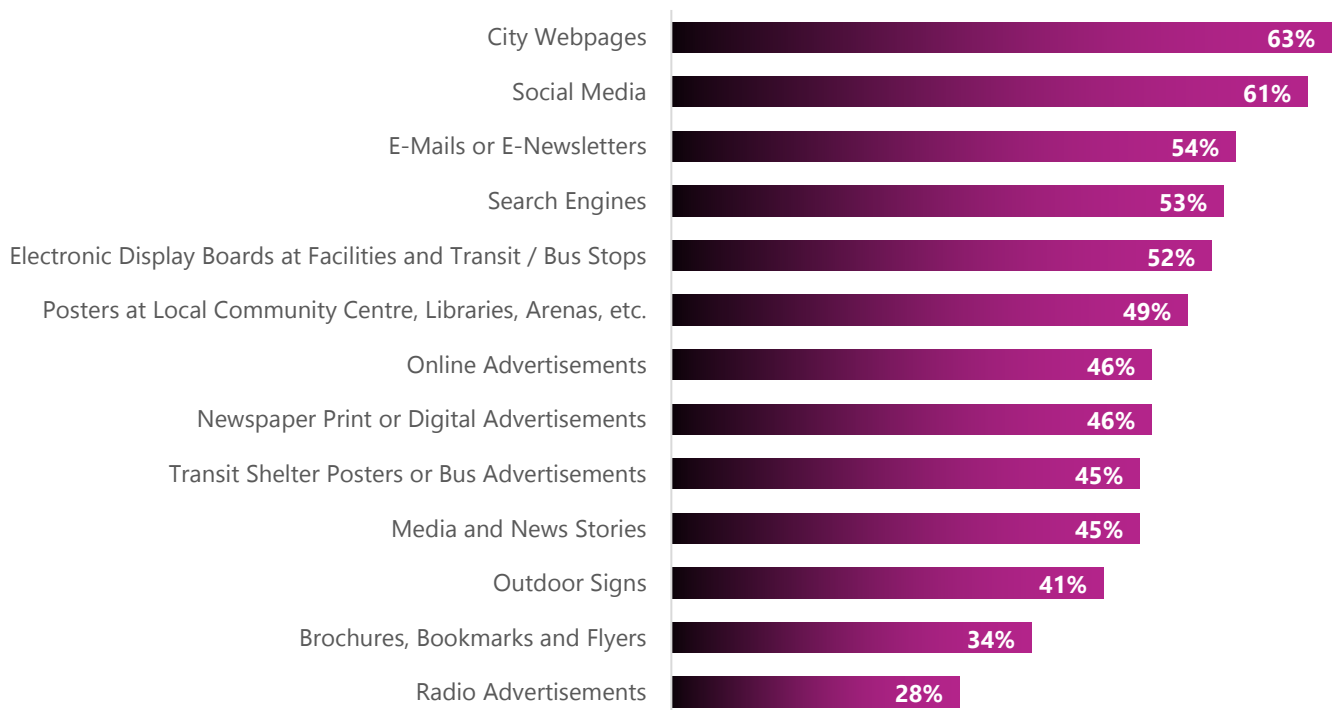
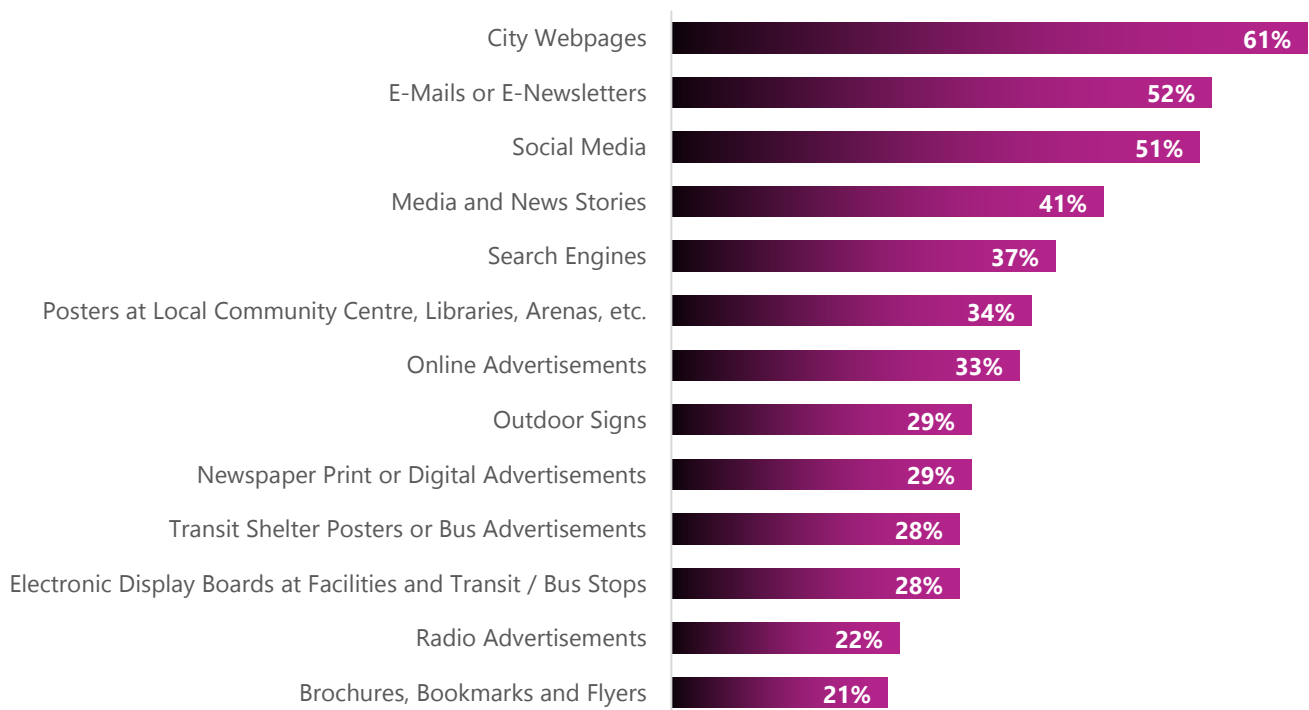


Figure 20: Best Ways to Inform Residents About Future Directions



Recreation and Culture Division Staff Workshop

Recreation and Culture Division Leadership Team Workshop

- **Chartering a New Path Forward:** The 2019 Future Directions Recreation Plan provided clear, specific and realistic recommendations. The new Future Directions Plan should follow this approach and be flexible to reflect changing circumstances.
- **Optimizing Existing Recreation Facilities and Investigating Specialized Facilities:** Mississauga's recreation facilities should be reviewed to optimize space and programming potential. Specific references were made to enhancing the Mississauga Valley Community Centre, Huron Park Recreation Centre and Meadowvale 4 Rinks. For example, it was mentioned that the layout at the Mississauga Valley Community Centre needs to be improved and issues were raised about parking and the building structure; suggestions were made for redeveloping this facility. It was mentioned that the dressing rooms at Huron Park Recreation Centre are undersized.

Ensuring that community centres within or near intensification areas and thus positioned to respond to future needs should also be considered. Additionally, it was suggested that the need for specialized facilities should be evaluated such as 50-metre swimming pools, indoor artificial turf fields, support spaces for groups (e.g. clubhouses), public golf courses, prayer spaces and more.

- **Key Priorities to Consider:** Key priorities to consider include ensuring that recreation programming is appropriate for a diverse community and inclusive of all (equity, diversity and inclusion), and exploring school partnerships to enhance public access to indoor space.

Culture, Fire, Library and Active Transportation Workshop

- **Coordination with the Recreation Future Directions Plan:** While the staff in the Culture, Fire, Library and Active Transportation divisions are aware of the Recreation Future Directions Plan, they do not refer to specific actions. Updated Future Directions Plans should consider incorporating language that recognizes opportunities to work together across all divisions.
- **Access to Indoor Community Spaces:** The importance of having access to indoor community spaces was identified to provide locations for staff, community organizations and the public to gather in a safe place, as well as to promote local artists and organizations.

Future community space should consider incorporating multi-purpose space to support cultural hubs and incubator spaces (e.g. spaces for entrepreneurs and start-up companies to develop their businesses), as well as theatres. Unique designs and solutions should also be considered such as repurposing shipping containers to create low-cost community meeting spaces.

- **Clear Communication:** The importance of having clear communication and identifying opportunities to collaborate and partner on initiatives was identified to share resources and minimize duplication. The City's divisions may have separate plans but should recognize

that there may be opportunities to work together to achieve goals and act on recommendations.

Tourism Interview

- **Providing Flexible Meeting Spaces:** Providing high-quality meeting spaces that are flexible to adapt to a range of uses is important to attract use and showcase what the City has to offer to visitors. Physical accessibility, affordability and availability of meeting spaces are also important considerations. There is a demand for large meeting spaces for events such as conventions.
- **Planning for Tournaments, Competitions and Events:** It was suggested that the design of recreation facilities should consider opportunities to host tournaments and competitions, particularly at the national level, as well as proximity to neighbouring services and businesses to support economic spinoffs and tourism potential. Organizations tend to look to municipalities for these types of facilities as they are typically not provided through schools and the private sector. It is also important to recognize that meeting the recreation needs of the community is the City's priority and thus the provision of tournaments/competitions should not negatively impact resident needs.
- **Responding to Recreation Trends:** The City has an opportunity to respond to popular recreation trends to address local interests as well as attract visitors from other communities, particularly with the demand for pickleball and cricket playing opportunities.

Equity, Diversity and Inclusion Workshop

- **Staff Training:** The City is making efforts to include equity, diversity and inclusion training across the corporation and work continues to be done to strengthen this process. The City has a Workforce Diversity and Inclusion Strategy, a Diversity and Inclusion Advisory Committee and Accessibility Advisory Committee.
- **Recreation Programming:** It was identified that the City's recreation programs are generally accommodating of Mississauga's diverse community, such as offering women/girls-only swims.
- **Equity, Diversity and Inclusion Priorities:** Continued staff training and development with respect to equity, diversity and inclusion is needed. Other suggested priorities included the development of standard operating procedures for equity, diversity and inclusion, and to ensure that programs are affordable and based on recovering direct costs.

Parks Division

- **Referencing the Future Directions Plan for Recreation:** Parks staff do not currently refer to the Future Directions Plan on a regular basis, except in instances when there are public requests for indoor recreation facilities. The Future Directions Plan is viewed as a distinct document that stands alone from the Parks Division's initiatives.
- **Environmental Sustainability:** Consideration should be given to environmental sustainability and opportunities to incorporate energy efficiency and the use of sustainable materials.

- **Impact of Bill 23:** Bill 23 will have implications on parks opportunities and may also impact indoor recreation services, such as how spaces are programmed due to fewer opportunities to use open spaces and urban areas to provide programs.

Council Interviews

Interviews with City Council were conducted throughout the months of November and December 2022 and January 2023 to jointly inform Future Directions Recreation, Library, Arts & Culture, Parks and Fire & Emergency Services. Individual interviews with each member of Council were undertaken by the Commissioner of Community Services and the Manager of Business Planning to help identify general observations, infrastructure and service shortfalls, challenges and opportunities, and priorities. A summary of recreation-related themes from these interviews are highlighted below.

- **Partnerships:** Councillors emphasized that partnerships are important to meet community needs. In particular, strengthening school partnerships was identified to collaborate and offer programs, and to enhance affordable access to school space. Establishing private-sector partnerships should also be explored.
- **Existing Community Amenities:** Councillors were generally satisfied with the variety of community amenities that are available, including strong programs and staffing.
- **Responding to Recreation Needs:** It was identified that a focus should be placed on providing recreation opportunities that respond to residents within intensification areas. It was suggested that a community centre in Cooksville was needed as soon as possible to respond to the growing community. Concerns were raised about the cost associated with the redevelopment of South Common Community Centre.