



# 2009 future directions

**Implementation Guide for Recreation**  
December 2009

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## Implementation Guide

This Implementation Guide is a planning tool to be used in conjunction with the Future Directions Master Plan for Recreation (2009). The recommendations are grouped into five (5) categories: Capital; Studies and Plans; Operational/Programming; Partnerships; and Policies and Standards. The Implementation Guide will be used by staff to inform annual planning exercises including Corporate Business Planning and Budget Review processes. Elements of the Implementation Guide include:

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

The Implementation Guide identifies recommendations with new capital costs that are not currently in the 10 Year Capital Budget and Forecast. These costs are in 2009 dollars and are considered preliminary estimates subject to change given, among other things, future market conditions; program design; and regulatory policies. Estimates do not reflect the cost of associated land acquisition. The Implementation Guide identifies where additional operating costs are required for each recommendation. Through the Corporate Business Plan and annual Budget Review processes, detailed operating costs (e.g. labour, maintenance, utilities) will be provided.

### **Community Services Section Most Responsible**

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

### **Suggested Timing**

Refers to the year that implementation of a recommendation should commence. For the purpose of this guide, three time frames are used: 1-2 years (2011-2012); 3-4 years (2013-2014); and 5 years and beyond (2015+).

### **Implementation Trigger**

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

### **Future Directions Service Area**

Identifies the impacted Future Directions geographic planning service area.

Table 1: Implementation Plan

Rec. #	Direction/Recommendation	Future Directions Service Area(s)	Implementation Trigger(s)	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
<b>CAPITAL</b>							
30	<p><b><u>Community Centre at Hurontario/Dundas</u></b></p> <p>If the “smart growth” principles of intensification along the Highway 5/10 corridor are achieved, the development of a community centre containing a gymnasium, fitness centre and an indoor pool is recommended (also see Library Study). The pool, or any other municipally associated pool developed in the future, should be a high quality “Class A” pool to provide an acceptable level of service for residents with consideration of the demographics of the area determining the number of lanes, the size of a therapeutic pool and or the presence of leisure components. Application planning tools to encourage the non duplication of facilities in abutting condominiums should also be applied at the time of development.</p> <p><i>(Section 3.2)</i></p>	5	Achieving anticipated level of population growth through intensification in Service Area 5 and the Hurontario and Dundas Area	2015+	<ul style="list-style-type: none"> <li>• <b>Operational Planning</b></li> <li>• Park Planning</li> <li>• Northeast District Manager</li> </ul>	\$20,000,000 <sup>1</sup>	Yes

<sup>1</sup> Based on current population projections, this Community Centre will be built beyond the 10 year capital budget period.

Rec. #	Direction/Recommendation	Future Directions Service Area(s)	Implementation Trigger(s)	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
56	<p><b>Spray Pads</b></p> <p>The provision of two new major spray pads is required, preferably to be located in Service Areas #4 and #5, as well as along the lakefront and/or areas targeted for major intensification, assuming that the future age characteristics of these areas justify provision. (Section 4.9)</p>	4,5,6	1 spray pad per 35,000 residents	2011-2012 1 spray pad  2013-2014 1 spray pad	<ul style="list-style-type: none"> <li>• <b>Park Planning</b></li> <li>• Park Development</li> </ul>	Funded	Yes
36	<p><b>Indoor Walking Tracks</b></p> <p>The provision of an indoor walking track should be investigated as part of any new or redesigned/reconstructed community centre, where structurally feasible to do so. (Section 3.6)</p>	All	Community centre development / redevelopment	Dependent on trigger	<ul style="list-style-type: none"> <li>• <b>Operational Planning</b></li> </ul>	\$300,000	No
2	<p><b>Intensification Public Space</b></p> <p>Consider the inclusion of public space in the downtown core and higher density areas to promote a range of leisure activities. (Section 2.2)</p>	5	Opportunity to procure land in intensifying and other high density areas	Ongoing	<ul style="list-style-type: none"> <li>• <b>Park Planning</b></li> <li>• Park Development</li> </ul>	Variable	Yes
43	<p><b>Soccer Fields</b></p> <p>A total of eleven new senior soccer fields are required over the next five years, assuming access to key school fields is maintained. It is expected that the City's current field development plans will address this shortfall. Furthermore, the City should continue to work with the local school boards to ensure that access and field quality at local schools remains appropriate for community use. (Section 4.2)</p>	All	1 soccer field per 2,800 residents	2011-2012 (1 lit artificial turf)  2013-2014 (2 lit senior fields) (2 lit artificial turf)	<ul style="list-style-type: none"> <li>• <b>Park Planning</b></li> <li>• Sports Unit</li> <li>• Park Development</li> </ul>	\$3,500,000 (additional 8 fields funded)	Yes

Rec. #	Direction/Recommendation	Future Directions Service Area(s)	Implementation Trigger(s)	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
50	<p><b><u>Cricket Pitches</u></b>            Proceed with the planned construction of three new cricket pitches, while evaluating opportunities to improve quality of play at two existing pitches and/or providing a cricket pitch to serve the City's southern areas. Furthermore, existing sports fields should incorporate practice/local-level features (e.g. wickets) to support neighbourhood-level cricket play, wherever feasible, particularly in areas demonstrating higher demand for the activity. Underutilized older ball diamonds may be an excellent location for adaptive reuse to practise pitches.            (Section 4.4)</p>	2,3,4 (new pitches only)	1 cricket pitch per 100,000 residents	2011-2012 (1 new pitch) (improve 1 existing pitch)  2013-2014 (2 new pitches) (improve 1 existing pitch)	<ul style="list-style-type: none"> <li>• <b>Park Planning</b></li> <li>• Sports Unit</li> <li>• Park Development</li> </ul>	\$620,000 (additional 2 pitches funded)	Yes
52	<p><b><u>Tennis Courts</u></b>            A total of twelve new tennis courts, consisting of a mix of public and competition-level courts, should be provided by the year 2014. A particular focus on providing public courts in Service Areas #3, #4 and #6 is recommended, while the need for additional competition-level courts should be evaluated on a case-by-case basis.            (Section 4.6)</p>	3,4,6	1 tennis court per 5,000 residents	2011-2012 (4 tennis courts)  2013-2014 (8 tennis courts)	<ul style="list-style-type: none"> <li>• <b>Park Planning</b></li> <li>• Sports Unit</li> <li>• Park Development</li> </ul>	\$200,000 (additional 8 courts funded)	Yes

Rec. #	Direction/Recommendation	Future Directions Service Area(s)	Implementation Trigger(s)	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
57	<p><b>Multi-use Ramp Facility</b></p> <p>While the provision of a new major multi-use ramp facility is not recommended until the City's population reaches 800,000, the City should develop smaller-scale minor/satellite skateboard venues at appropriate neighbourhood parks. (Section 4.10)</p>	All	1 multi use ramp facility per 100,000 residents or gap in spatial distribution	2011-2012	<ul style="list-style-type: none"> <li>• <b>Park Planning</b></li> <li>• Park Development</li> </ul>	Funded	Yes
53	<p><b>Outdoor Basketball Courts</b></p> <p>A total of 9.5 new outdoor basketball/multi-purpose courts are required. (Section 4.7)</p>	All	1 court per 10,000 residents or gap in spatial distribution	2011-2012 (4 courts)  2013-2014 (5.5 courts)	<ul style="list-style-type: none"> <li>• <b>Park Planning</b></li> <li>• Sports Unit</li> <li>• Park Development</li> </ul>	\$340,000 (additional 4 courts funded)	Yes
55	<p><b>Inclusive Playgrounds</b></p> <p>Proceed with the development of two new inclusive playgrounds to serve the north and east ends of Mississauga, as well as one additional barrier-free playground in the longer term. Other playgrounds, both new and existing, should be evaluated for their ability to incorporate smaller scale barrier-free elements. (Section 4.8)</p>	1,2,3,5	1 inclusive playground per Service Area	2013-2014 (2 playgrounds)  2015+ (1 playground)	<ul style="list-style-type: none"> <li>• <b>Park Planning</b></li> <li>• Park Development</li> </ul>	Funded <sup>2</sup>	Yes
32	<p><b>Meadowvale CC Gymnasium</b></p> <p>The City should proceed with the development of a gymnasium planned as part of the Meadowvale Community Centre's renovation/reconstruction. (Section 3.2)</p>	1	Design and construction of the community centre	2011-2012	<ul style="list-style-type: none"> <li>• <b>Northwest District Manager</b></li> </ul>	Refer to Community Centre Funding Rec. #21	Refer to Community Centre Funding Rec. #21

<sup>2</sup> One playground is beyond the 10 year capital budget period.

Rec. #	Direction/Recommendation	Future Directions Service Area(s)	Implementation Trigger(s)	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
21	<p><b><u>Meadowvale CC</u></b> Continue with the planned reconstruction of the Meadowvale Community Centre. (Section 3.2)</p>	1	In progress	2011-2012	<ul style="list-style-type: none"> <li>• <b>Northwest District Manager</b></li> </ul>	Funded	Yes
58	<p><b><u>Multi-Use Bike Park</u></b> One new multi-use bike park, with a focus on mountain biking, is recommended for development to demonstrate local interest and demand for this activity. The location of the facility should be in a location well served by transit and/or trail linkages, while design of the park should be developed in consultation with youth, bike enthusiasts, and environmentally focused organizations. Locations options could include, Hershey, Totoredaca, or currently undeveloped community level parkland. (Section 4.11)</p>	1,2,4	Youth Plan	2013-2014	<ul style="list-style-type: none"> <li>• <b>Community Programs</b></li> <li>• Park Planning</li> <li>• Park Development</li> </ul>	\$300,000	Yes
47	<p><b><u>Ball Diamonds</u></b> A total of five new senior ball diamonds are required to meet needs over the master planning period. It is recommended that a minimum of five existing ball diamonds be lit, where feasible, to accommodate the increase in use associated with population growth. (Section 4.3)</p>	All	One ball diamond per 5,000 residents	2011-2012 (1 lit diamond)  2013-2014 (4 lit diamonds)	<ul style="list-style-type: none"> <li>• <b>Park Planning</b></li> <li>• Sports Unit</li> <li>• Park Development</li> </ul>	\$4,500,000	Yes

Rec. #	Direction/Recommendation	Future Directions Service Area(s)	Implementation Trigger(s)	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
45	<p><b><u>Soccer Field Upgrades to Improve Capacity</u></b></p> <p>The City should evaluate its existing supply of soccer fields for their ability to support higher playing capacities through the installation of irrigation, drainage, lighting, and/or artificial turf systems in order to raise its effective supply should access to key non-municipal fields be lost in the future. Priority should be given to upgrading lower quality fields (as opposed to fields that the City has already invested considerably in) as well as those that have the potential to be grouped together in a multi-field format. (Section 4.2)</p>	All	1 soccer field per 2,800 residents	Ongoing	<ul style="list-style-type: none"> <li>• <b>Park Planning</b></li> <li>• Park Development</li> <li>• Sports Unit</li> </ul>	Variable	Yes
40	<p><b><u>Multi Use Program Space</u></b></p> <p>Explore opportunities to convert existing municipal facilities to higher quality multi-use community and program space, while also evaluating the merits of obtaining underutilized or vacant community buildings whose design would be conducive to allow the City to deliver increased program opportunities. (Section 3.8)</p>	All	<p>Facility Lifecycle Assessment (see recommendation #16)</p> <p>Opportunity to acquire appropriate buildings</p>	Ongoing	<ul style="list-style-type: none"> <li>• <b>Operational Planning</b></li> <li>• Park Planning</li> <li>• Business Planning</li> </ul>	Variable	Yes

Rec. #	Direction/Recommendation	Future Directions Service Area(s)	Implementation Trigger(s)	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
6	<p><b>Older Adult Centres</b></p> <p>The existing older adult centres will continue to be needed to serve Mississauga's older adults, particularly as the number of frail or elderly older adults increases. Community Centres in areas with higher concentrations of older adults such as Burnhamthorpe Community Centre, Mississauga Valley Community Centre and Malton Community Centre should consider converting kitchens to commercial kitchens for meal provision.</p> <p><i>(Section 2.3)</i></p>	All	<p>Increase in older adult population</p> <p><i>Older Adult Plan</i></p>	2015+	<ul style="list-style-type: none"> <li>• <b>Community Programs</b></li> </ul>	\$1,000,000	Yes
<b>STUDIES AND PLANS</b>							
5	<p><b>Older Adult Plan</b></p> <p>Implement the directives of the Older Adult Plan in accordance with the implementation matrix provided in that report.</p> <p><i>(Section 2.3)</i></p>	All	<p>Implementation schedule as set forth in the <i>Older Adult Plan</i></p>	2011-2012	<ul style="list-style-type: none"> <li>• <b>Community Programs</b></li> </ul>	As determined by <i>Older Adult Plan</i>	As determined by <i>Older Adult Plan</i>
4	<p><b>Youth Plan</b></p> <p>Implement the findings of the Youth Plan, as they pertain to the delivery of recreation facilities and services. The Youth Plan recommendations are aligned with, and support the City's and Region's various strategic plans and work plans.</p> <p><i>(Section 2.3)</i></p>	All	<p>Implementation schedule as set forth in the <i>Youth Plan</i></p>	2013-2014	<ul style="list-style-type: none"> <li>• <b>Community Programs</b></li> <li>• Culture Division</li> </ul>	As identified in the <i>Youth Plan</i>	As identified in the <i>Youth Plan</i>

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18	<p><b><u>Volunteer Strategy</u></b>            Create a targeted strategy aimed at recruiting and retaining the number of volunteers involved in the delivery of recreation services, in attempt to maximize the benefits that a diverse local volunteer base (i.e. of all ages and backgrounds) brings to Mississauga.  <i>(Section 2.9)</i></p>	All	Opportunity for Partnerships	2013-2014	<ul style="list-style-type: none"> <li>• <b>Community Programs</b></li> </ul>	Within existing resources	No
60	<p><b><u>Waterfront Strategy</u></b>            Implement the key directions of the Waterfront Strategy as they pertain to the delivery of recreation services. Proposals for facilities not considered as part of this Strategy need to be evaluated on a case-by-case basis in order to ensure congruency with the strategic vision established for the waterfront.  <i>(Section 4.13)</i></p>	6	Implementation schedule as set forth in the <i>Waterfront Strategy</i>	Implementation schedule as set forth in the <i>Waterfront Strategy</i>	<ul style="list-style-type: none"> <li>• <b>Park Development</b></li> <li>• Park Planning</li> </ul>	As identified in the <i>Waterfront Strategy</i>	As identified by the <i>Waterfront Strategy</i>
27	<p><b><u>Arena Strategy</u></b>            The Master Plan concurs with the directions set out through the 2004 Arena Strategy. Outstanding recommendations advanced should be implemented as a guide to effectively addressing arena-related needs.  <i>(Section 3.3)</i></p>	All	Update of Future Directions	2011-2012	<ul style="list-style-type: none"> <li>• <b>Sports Unit</b></li> </ul>	Variable	Variable

Rec. #	Direction/Recommendation	Future Directions Service Area(s)	Implementation Trigger(s)	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
62	<p><b><u>Special Events Strategy</u></b>            Ensure that there is a coordinated special events strategy and suitable locations for special events such as festivals and the celebration of our lives. Current practises of multiple organizers and coordinators needs to be properly assessed against the resources of the departments being asked to help implement special events.  <i>(Section 4.14)</i></p>	All	Availability of Staff resources	2011-2012	<ul style="list-style-type: none"> <li>• <b>Culture Division</b></li> <li>• Operational Planning</li> </ul>	To be determined by Culture Division	To be determined by Culture Division
65	<p><b><u>Ice Skating Park or Path</u></b>            The provision of a major skating park or skating path should only be pursued after a feasibility study and business planning process has been undertaken to justify the cost-benefit of such an endeavour and, if in the Waterfront area, in conformity and harmony with the Waterfront Strategy.  <i>(Section 4.15)</i></p>	All	Waterfront Strategy	2015+	<ul style="list-style-type: none"> <li>• <b>Sports Unit</b></li> <li>• Park Planning</li> <li>• Business Planning</li> <li>• Waterfront Strategy</li> </ul>	Variable	Yes
<b>PROGRAMMING/OPERATIONAL</b>							
7	<p><b><u>Older Adult Programming</u></b>            A focus should continue to be placed upon enhancing the service delivery model for older adults through the development of innovative, inclusive and accessible programs focusing on wellness and active living.  <i>(Section 2.3)</i></p>	All	Evaluation of community demographics (specifically the older adult cohort) <i>Older Adult Plan</i>	Ongoing	<ul style="list-style-type: none"> <li>• <b>Community Programs</b></li> <li>• Culture Division</li> </ul>	Within existing resources	Yes

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14	<p><b><u>Programming and Promotion</u></b>            The City should continue to regularly evaluate its mix of leisure programs (e.g. through usage statistics, financial performance, emerging trends, customer feedback, etc.)  <i>(Section 2.5)</i></p>	All	Annual review process	Ongoing	<ul style="list-style-type: none"> <li>• <b>Business Development</b></li> <li>• Operational Planning</li> </ul>	Within existing resources	No
9	<p><b><u>Awareness Materials</u></b>            Consider the provision of awareness materials using language or sensitivity to cultural preferences of local residents, in neighbourhoods which warrant such outreach. Regularly evaluate promotion and marketing practices to in order to monitor effectiveness in meeting community need and ability to reach target markets.  <i>(Section 2.5)</i></p>	All	Increase in newcomer population which necessitates additional services	Ongoing	<ul style="list-style-type: none"> <li>• <b>Business Development</b></li> <li>• Recreation Facility Managers</li> </ul>	Within existing resources	Yes
10	<p><b><u>Sensitivity Training</u></b>            Continue with sensitivity training for service providers regarding the needs associated with diverse cultures and monitoring of local interest in the development of community-specific programs. Monitoring should be conducted through consultation and feedback opportunities (e.g. surveys, comment sheets, forums, etc.), preferably in partnership with the Mississauga Public Library as libraries tend to be the first point of contact that newcomers have when seeking information about the community.  <i>(Section 2.5)</i></p>	All	Increase in newcomer population which necessitates additional services	Ongoing	<ul style="list-style-type: none"> <li>• <b>Training and Development</b></li> </ul>	Within existing resources	No

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15	<p><b>Facility Design</b></p> <p>Strive to incorporate current and emerging best practices in facility and program design to meet social trends and demands such as environmental stewardship, fiscal efficiency, integration of technology, and the desire for safe and attractive spaces. (Section 2.7)</p>	All	Annual review process	Ongoing	<ul style="list-style-type: none"> <li>• <b>Operational Planning</b></li> <li>• Park Planning</li> <li>• Park Development</li> <li>• Business Planning</li> </ul>	Additional resources required	Yes
19	<p><b>Volunteer Networking</b></p> <p>Continue to facilitate volunteer-based networking (e.g. Volunteer MBC) to provide organizations with municipal and community-based supports to bolster their volunteer operations through shared resources and common interests. (Section 2.9)</p>	All	Availability of staff resources	Ongoing	<ul style="list-style-type: none"> <li>• <b>Community Programs</b></li> </ul>	Within existing resources	No
39	<p><b>Maximize Room Usage</b></p> <p>Continue to offer a variety of recreation program and rental opportunities out of existing municipal facilities, to the greatest degree possible with the goal of utilizing available capacity to the highest degree possible (i.e. a “no room sits empty” philosophy). (Section 3.8)</p>	All	Annual review of facilities	Ongoing	<ul style="list-style-type: none"> <li>• <b>Facility Managers</b></li> <li>• Customer Service Centre</li> <li>• Business Development</li> </ul>	Variable	No

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16	<p><b><u>Lifecycle Assessments</u></b>            Regularly undertake lifecycle assessments at appropriate municipal recreation facilities to ensure that capital planning processes anticipate any issues that may arise as a result of aging infrastructure, as well as to identify opportunities to enhance/revitalize the facility to better serve market needs.  <i>(Section 2.7)</i></p>	All	5-Year reviews of existing facilities	Ongoing	<ul style="list-style-type: none"> <li><b>Recreation Facility Managers</b></li> </ul>	Additional resources required	No
3	<p><b><u>Early Childhood Development Rooms</u></b>            The provision of early childhood development rooms for preschool programming continues to be encouraged at new and existing recreation facilities. These spaces are envisioned as providing drop-in programs for those aged 0-5 years in order to introduce children to physical and creative activities, education and social interaction, as well as removing barriers associated with supervision so that caregivers have an opportunity to participate in municipal leisure programs. These spaces are <u>not</u> intended to act as licensed daycare facilities, however, this option may be pursued if the City wishes to lease tenant space to a private provider who would bear all operational responsibility and meet the criteria of the City's partnership framework.  <i>(Section 2.3)</i></p>	All	Investment in new or existing community centres	2013-2014	<ul style="list-style-type: none"> <li><b>Operational Planning</b></li> </ul>	\$100,000	Yes

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22	<p><b><u>Retrofit and Redesign of Facilities</u></b> Existing municipal facilities should be evaluated for their ability to be retrofitted/redesigned in order to accommodate any shifts in recreational needs that may arise as a result of emerging trends, changing neighbourhood demographics, etc. (Section 3.2)</p>	All	Facility Lifecycle Assessment process (see recommendation #16)	Ongoing	<ul style="list-style-type: none"> <li>• <b>Recreation Facility Managers</b></li> </ul>	Variable	No
34	<p><b><u>Fitness Centres</u></b> The City should continue to operate its existing fitness centres to provide a differentiated experience compared to the private sector, at an affordable but cost-effective rate in order to encourage municipal physical activity objectives. (Section 3.6)</p>	All	N/A	Ongoing	<ul style="list-style-type: none"> <li>• <b>Facility Managers</b></li> <li>• Fitness Supervisors</li> </ul>	N/A	N/A
26	<p><b><u>Arenas</u></b> No new arenas are recommended for development in the next five years, however, needs should be re-evaluated through a five year update to the Master Plan. The longer term focus should remain upon operating all existing arenas until a time at which they are no longer deemed to fulfill a community need or they are financially unsustainable from an operating and maintenance perspective. (Section 3.3)</p>	All	Update of Future Directions or application of 1 ice pad per 29,000 standard	2015+	<ul style="list-style-type: none"> <li>• <b>Sports Unit</b></li> </ul>	N/A	N/A

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37	<p><b><u>Squash/Racquetball</u></b> No new squash or racquetball facilities are recommended over the next five years; however, the City should attempt to accommodate the players who will be displaced during the Meadowvale Community Centre renovation at the Rivergrove and/or South Common courts. (Section 3.6)</p>	All	Closure of Meadowvale courts	2011-2012	<ul style="list-style-type: none"> <li>Northwest District Manager</li> <li>Sports Unit</li> </ul>	N/A	N/A
59	<p><b><u>Golf Courses</u></b> The City should continue to operate its two existing municipal golf courses as they are seen as providing access to any resident interested in golf-related activities. However, the City should not seek to own or operate any new golf courses as it is believed that municipal investment should be targeted to higher need recreational activities. (Section 4.12)</p>	2, 6	N/A	Ongoing	<ul style="list-style-type: none"> <li>Northwest District Manager</li> </ul>	N/A	N/A
46	<p><b><u>Underutilized Mini/Minor Soccer Fields</u></b> The City should evaluate underutilized minor and mini soccer fields for their ability to shift organized soccer use to another field and use the existing space for the purposes of neighbourhood-based program delivery within the park. (Section 4.2)</p>	All	Evidence of underutilization	2011-2012 (allocation policy)  2013-2014 (evaluation)	<ul style="list-style-type: none"> <li>Sports Unit</li> </ul>	N/A	No

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48	<p><b><u>Underutilized Ball Diamonds</u></b>            The City should evaluate its underutilized ball diamonds for their ability to be repurposed for other uses, such as providing space for neighbourhood-based program delivery including multi-use pads, practice cricket pitches, etc.  <i>(Section 4.3)</i></p>	All	Evidence of underutilization	2011-2012 (allocation policy)  2013-2014 (evaluation)	<ul style="list-style-type: none"> <li>• <b>Sports Unit</b></li> </ul>	Variable	Yes
<b>PARTNERSHIPS</b>							
42	<p><b><u>Access to School Sites</u></b>            Work with the school boards to increase outreach, access and programming at select school sites, including gymnasiums, located within gaps of walkable access in higher-risk areas. In areas where school boards are contemplating closure of schools close attention to the provision of services in such areas needs to be undertaken to ensure the community continues to have access to a gymnasium, meeting space and playing fields.  <i>(Section 3.8)</i></p>	All	Identification of gap areas in higher risk areas	Ongoing	<ul style="list-style-type: none"> <li>• <b>Operational Planning</b></li> <li>• Community Programs</li> <li>• Park Planning</li> <li>• Culture Division</li> </ul>	Variable	Yes

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33	<p><b><u>School Gymnasium Access</u></b>            Increase access to gymnasiums contained within high social risk index elementary schools and in underserved areas of the City. In areas where school boards are contemplating closure of schools close attention to the provision of services in such areas needs to be undertaken to ensure the community continues to have access to a gymnasium, meeting space and playing fields.  <i>(Section 3.5)</i></p>	All	High	Absence of access to gyms located in higher risk schools and underserved areas of Mississauga	<ul style="list-style-type: none"> <li>• <b>Operational Planning</b></li> </ul>	N/A	Yes
17	<p><b><u>Partnership Framework</u></b>            Continue to utilize the standardized Partnership Framework as a means to identify suitable partnership agreements in order to augment the current service delivery model. Partnerships which the City deems to sufficiently benefit the local community or the municipality as a whole should continue to be pursued.  <i>(Section 2.9)</i></p>	All	Partnership request	Ongoing	<ul style="list-style-type: none"> <li>• <b>Operational Planning</b></li> </ul>	N/A	No
51	<p><b><u>Facilitation of Sport Group Capacity</u></b>            Continue to support local cricket and/or other field sport organizations to facilitate their internal developmental capacity to a level where they can sustainably operate and deliver programs to the community.  <i>(Section 4.4)</i></p>	All	N/A	Ongoing	<ul style="list-style-type: none"> <li>• <b>Sports Unit</b></li> </ul>	N/A	No

Rec. #	Direction/Recommendation	Future Directions Service Area(s)	Implementation Trigger(s)	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
13	<p><b><u>Outreach Activities</u></b> The City should facilitate the provision of outreach activities (e.g. after school or drop in programs) at high risk schools in partnership with local school boards and other youth-oriented service providers. (Section 2.6)</p>	All	<p>Absence of programming at higher risk schools</p> <p>Youth Plan</p>	Ongoing	<ul style="list-style-type: none"> <li>• <b>Community Programs</b></li> <li>• Culture Division</li> </ul>	N/A	Yes
64	<p><b><u>Outdoor Ice Rinks</u></b> No new natural or artificial outdoor rinks intended to serve a community-level purpose are recommended over the next five years. Should a neighbourhood organization be willing to volunteer responsibility for the maintenance of a natural rink, this course of action should be evaluated by the City. (Section 4.15)</p>	All	Volunteer request for natural ice provision	Ongoing	<ul style="list-style-type: none"> <li>• <b>Parks</b></li> </ul>	Within existing resources	No

Rec. #	Direction/Recommendation	Future Directions Service Area(s)	Implementation Trigger(s)	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
49	<p><b>Multi Use Fields</b></p> <p>If improvements to selected football and lacrosse fields do not reconcile the latent demand for these sports, the City should consider the provision of a new multi-use field, preferably with artificial turf. In this instance, the City should share a portion of the capital and operational responsibility with an interested user group(s) and look at options of developing at least one more running track.</p> <p><i>(Section 4.5)</i></p>	1	Request for partnership	Ongoing	<ul style="list-style-type: none"> <li>• <b>Park Planning</b></li> <li>• Park Development</li> <li>• Sports Unit</li> </ul>	Variable	Yes
38	<p><b>All-weather Turf Structure</b></p> <p>Proceed with the development of outdoor artificial turf fields as currently planned, however, the provision of an all-weather structure should only be considered after a market demand study is completed and considers the impact of usage of the field house at the Hershey Complex, and if a suitable partnership can be reached with a community-based provider(s). Impacts on abutting municipalities with similar facilities also need to be part of the market assessment.</p> <p><i>(Section 3.7)</i></p>	1	Demand for Partnership	Initiated by trigger	<ul style="list-style-type: none"> <li>• <b>Hershey SportZone</b></li> <li>• Sports Unit</li> <li>• Business Planning</li> </ul>	\$2,500,000 <sup>3</sup>	Yes

<sup>3</sup> This project is identified as unfunded in the 10 Year Capital Budget and Forecast.

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31	<p><b><u>Shared Use Pool</u></b>            The City should facilitate discussions with organized aquatic user groups to consider repurposing one shared use pool (preferably the Glenforest pool) for the use of organized aquatic sports. Should this occur, operating responsibilities should be transferred to the organized users, with capital investment contributed by both the City and its partners.  <i>(Section 3.4)</i></p>	5	Aquatic Strategy	2011-2012	<ul style="list-style-type: none"> <li>• <b>Sports Unit</b></li> </ul>	Variable	No

Rec. #	Direction/Recommendation	Future Directions Service Area(s)	Implementation Trigger(s)	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
23	<p><b><u>Community Centre in Northwest Mississauga</u></b></p> <p>Employ a “Provision by Opportunity to Partner” approach in pursuit of providing the Churchill Meadows community with necessary community space. Ideally, this would be attained by actively seeking out one of the following options:</p> <p>i. Provide a gymnasium and meeting space if the City decides to revisit the joint municipal venture of a 50 metre indoor pool and associated fitness facilities. This would allow the facility to function as a community centre for the residents living in the western portion of Service Area #1.</p> <p>ii. Consider a community centre along Ninth Line after engaging in discussions with a third party such as the YMCA and/or local soccer and tennis organizations. If a suitable agreement can be reached, inclusion of a pool, fitness space, indoor soccer and/or indoor tennis opportunities should be pursued on the condition that residents have similar access to the facility as they would in a municipally owned and operated community centre.</p> <p>iii. If a suitable partner cannot be found, undertake a capacity analysis at the Erin Meadows Community and the reconstructed Meadowvale Community Centre to determine whether a new indoor pool can be justified in the Churchill Meadows community</p> <p>(Section 3.2)</p>	1	Request for public-private partnership	Dependent upon trigger and ability / inability to secure a partner(s)	<ul style="list-style-type: none"> <li>• <b>Director</b></li> <li>• Northwest District Manager</li> <li>• Business Planning</li> </ul>	\$10,000,000	Yes

Rec. #	Direction/Recommendation	Future Directions Service Area(s)	Implementation Trigger(s)	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
29	<p><b><u>Indoor Pool Northwest</u></b>            While no new indoor aquatic centres are recommended over the next five years (unless the Highway 5/10 corridor intensifies at a rate faster than expected ), the City should consider partnerships with either the municipalities of Milton and Oakville, or the YMCA, or another suitable third party to develop a pool in the western portion of Service Area #1.  <i>(Section 3.4)</i></p>	1,5	Intensification or request for partnership	2015+	<ul style="list-style-type: none"> <li>• <b>Northwest District Manager</b></li> <li>• Director</li> <li>• Sports Unit</li> </ul>	Refer to Community Centre Rec. #23	Yes
66	<p><b><u>Off-Leash</u></b>            The provision of new off-leash areas should be considered in partnership with a community organization(s) willing to contribute towards the capital and operational responsibility associated with the park.  <i>(Section 4.16)</i></p>	All	Request for partnership	Ongoing	<ul style="list-style-type: none"> <li>• <b>Community Development Coordinators</b></li> <li>• Parks</li> </ul>	Variable	Yes
<b>POLICIES AND/OR STANDARDS</b>							
8	<p><b><u>Integration</u></b>            Continue to place a focus upon integration of immigrants and ethnic groups into the spectrum of recreation program opportunities available to residents of Mississauga. Posters should be placed in select community centres and libraries, in the more prominent languages of the immediate community, identifying programs that are available and the number to call at the Region for more complete translations.  <i>(Section 2.5)</i></p>	All	Increase in newcomer population which necessitates additional services	Ongoing	<ul style="list-style-type: none"> <li>• <b>Facility Managers</b></li> <li>• Business Development</li> </ul>	N/A	No

Rec. #	Direction/Recommendation	Future Directions Service Area(s)	Implementation Trigger(s)	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
11	<p><b><u>Inclusive Activities</u></b>            The City should continue to offer inclusive activities as well as adaptive programming and facilities, while continuing to consider accessibility as a driver to all physical development, programming and communication activities (e.g. sensitivity training, barrier-free modifications to recreation facilities, integrated active living programs, etc.).  <i>(Section 2.6)</i></p>	All	Attaining market thresholds for individuals/families facing inclusion-related barriers (e.g. income, age, ability, ethnicity, etc.)	Ongoing	<ul style="list-style-type: none"> <li>• <b>Facility Managers</b></li> </ul>	Variable	Yes
28	<p><b><u>Ice Usage Data Collection</u></b>            At the next review of the Master Plan, better accounting practices (e.g. data collection, performance measurement statistics, etc.) by the City as to the number and location of users including adults should be in place to more accurately assess ice pad needs.  <i>(Section 3.3)</i></p>	All	Update to Future Directions	Ongoing	<ul style="list-style-type: none"> <li>• <b>Sports Unit</b></li> </ul>	Within existing resources	No
54	<p><b><u>Playgrounds</u></b>            The City should strive to provide playgrounds within 800 metres of residential areas, unobstructed by major playground barriers. At least 270 playgrounds should be the ultimate provision target, although this may be exceeded based upon geographic distribution.  <i>(Section 4.8)</i></p>	1,2,3,5 (for this Master Plan period)	One playground within an 800 metre radius of residential areas, unobstructed by pedestrian barriers	2011-2012 (2 playgrounds)  2013-2014 (1 playground)  2015+ (2 playgrounds)	<ul style="list-style-type: none"> <li>• <b>Park Planning</b></li> <li>• <b>Park Development</b></li> </ul>	Funded	Yes

Rec. #	Direction/Recommendation	Future Directions Service Area(s)	Implementation Trigger(s)	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
12	<p><b><u>Community Hubs</u></b></p> <p>Accessibility to public facilities should be a strong consideration particularly in areas where access to transit may be a financial challenge. Smaller neighbourhood hubs, whether they are libraries, elementary schools, community centres or other publicly accessible facilities, should ideally be within walking distance of the community. This may be of greater concern in areas of vulnerable, under-represented or disabled persons. Where easy access to a public facility is not available, the City should strongly consider providing those qualifying for the Active Assist program with transit tickets for the purposes of accessing municipal services as part of the registration to a program. To assure attendance, tickets could be provided to qualifying registrants at the end of each session.</p> <p><i>(Section 2.5)</i></p>	All	Evaluation ability of existing facilities to be accessed by a variety of transportation choices	Ongoing	<ul style="list-style-type: none"> <li>• <b>Operational Planning</b></li> <li>• Park Planning</li> </ul>	Variable	Yes

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1	<p><b><u>Intensification Areas</u></b>            Intensifying areas (e.g. high density nodes, corridors, etc.) should be examined for their ability to act as hubs of community activity, while providing opportunities for passive and active recreation to serve a larger population using a greater focus on neighbourhood-level planning. Appropriate municipal and non-municipal facilities (e.g. community centres, parks, libraries, elementary schools, etc.) should be strongly considered to deliver high quality and increasingly sophisticated recreational opportunities within walking distance of neighbourhoods. (See Map 10)  <i>(Section 2.2)</i></p>	All	Intensification being achieved	Contingent upon realizing intensification objectives	<ul style="list-style-type: none"> <li>• <b>Park Planning</b></li> <li>• Operational Planning</li> </ul>	Variable	Yes
25	<p><b><u>Safety Design</u></b>            Continue to ensure that new public leisure facilities are designed with the user's safety in mind, through use of CPTED or similar principles.  <i>(Section 3.2)</i></p>	All	Facility construction or reconstruction	Ongoing	<ul style="list-style-type: none"> <li>• <b>Facility Managers</b></li> </ul>	Variable	No

Rec. #	Direction/Recommendation	Future Directions Service Area(s)	Implementation Trigger(s)	Suggested Timing	Community Services Section(s) Most Responsible	Capital Costs	Additional Operating Costs
20	<p><b><u>Requests for Additional Facilities</u></b>            The City should respond to requests for facilities presently not part of the core mandate on a case-by-case basis by evaluating the municipality's role in providing the service in relation to quantified market demand and cost-effectiveness of such services, while also identifying potential strategies to address long-term need for such requests should a sufficient level of demand be expressed.  <i>(Section 2.9)</i></p>	All	Request for service / partnership	Ongoing	<ul style="list-style-type: none"> <li>• <b>Sports Unit</b></li> <li>• Business Planning</li> <li>• Park Development</li> <li>• Operational Planning</li> <li>• Park Planning</li> </ul>	N/A	No
41	<p><b><u>Flexible Space</u></b>            Any new recreation facilities developed in the future should contain flexible community rental and program spaces.  <i>(Section 3.8)</i></p>	All	New facility construction	Ongoing	<ul style="list-style-type: none"> <li>• <b>Facility Managers</b></li> </ul>	Variable	No
24	<p><b><u>LEED Standard</u></b>            New or reconstructed facilities should be designed according to LEED Silver standards, at a minimum, while also incorporating other appropriate "green" technologies to showcase the City's leadership role in energy efficiency, innovation and environmental stewardship.  <i>(Section 3.2)</i></p>	All	Facility construction or reconstruction	Ongoing	<ul style="list-style-type: none"> <li>• <b>District Manager</b></li> </ul>	Variable	No

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44	<p><b><u>Mini Soccer Fields</u></b>            The construction of dedicated mini soccer fields is discouraged in favour of programming mini fields across the width of senior soccer fields in order to maximize space dedicated to these sports fields. Consideration should be given to maximizing user safety in this instance by providing temporary mini nets (which can be removed when the senior field is being used by older players) and supporting features such as storage.  <i>(Section 4.2)</i></p>	All	New field development or existing field redevelopment	Ongoing	<ul style="list-style-type: none"> <li>• <b>Park Planning</b></li> <li>• <b>Sports Unit</b></li> </ul>	Variable	Yes
35	<p><b><u>Fitness Centres</u></b>            Full-service fitness centres (equipment-based) are only recommended in new and existing community centres which contain an indoor pool and/or gymnasium. Furthermore, the City should continue to integrate fitness/activity studios within new and existing facilities in order to ensure that residents are provided with such programs and activities that are offered in proximity to their neighbourhoods.  <i>(Section 3.6)</i></p>	All	Lack of fitness services in facilities containing indoor pool and/or gym	Ongoing	<ul style="list-style-type: none"> <li>• <b>District Manager</b></li> </ul>	\$800,000	Yes
61	<p><b><u>Park Considerations</u></b>            Provisions to incorporate spaces and amenities encouraging physical activity, wellness and informal use opportunities should be paramount considerations in the design of parks in order to encourage use and facilitate activity levels.</p>	All	Redevelopment or development of parks	Ongoing	<ul style="list-style-type: none"> <li>• <b>Park Planning</b></li> <li>• <b>Park Development</b></li> </ul>	Variable	No



## Implementation Guide

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