

sportplan

City of Mississauga

Sport Plan

June 2013



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City of Mississauga Sport Plan

June 2013

Prepared by:
Community Services Department



"We have a very active sport community in Mississauga – from hockey to cricket, baseball to table tennis – our residents are participating in all kinds of sporting activities. In order for sport to continue to thrive, we need community sport organizations committed to working together with the City and Mississauga Sports Council. Our Sport Plan will guide us in providing even more opportunities for our residents to participate in sports, and build a healthy and strong community in the years to come."

Mayor Hazel McCallion

Acknowledgements

RECREATION

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Executive Summary

Mississauga is an active, healthy community, with a strong tradition of sport participation and achievement, and home to many local, provincial and national sport organizations. Community sport and recreation programs play a vital role in providing Canadians with the spaces, programs, and opportunities to gain the physical literacy skills they need to benefit from physical activity and sport participation.

Mississauga's leaders in sport, recreation and physical activity must collaborate to establish a shared strategy for developing, promoting and delivering physical activities for all residents. The Mississauga Sport Plan reflects this effort. The success of this strategy relies on many different agencies, organizations and levels of government. Therefore, the creation of strong partnerships, open communication and collaborative/complementary programs, all under the guidance of this framework, are essential to its success.

Vision

Mississauga will have a dynamic and collaborative sport system that enables all residents to enjoy sport to the extent of their interests and abilities. Mississauga will be known for its commitment to the celebration, promotion and development of sports events, facilities, participants and organizations.

The Sport Plan is intended to provide direction and recommendations to support the sustainability and growth of sport in Mississauga over the next 5 years. When the vision for sport in Mississauga is fully realized there will be increased interaction, planning and execution of sport programs in order to enhance the quality of life for Mississauga residents and increase the overall health and physical literacy for all. There will be increased participation in sport, celebration and promotion of sport, its athletes and volunteers. Mississauga will be a preferred destination for sport tourism events. Sport infrastructure in Mississauga will support opportunities for participation in sport for all ages, abilities, socioeconomics and cultural backgrounds.

To achieve this vision, the Mississauga Sport Plan identifies the following strategic goals:

Sport Leadership	Develop a shared leadership model for the implementation of the Sport Plan which ensures collaboration, investment and involvement from key stakeholders within the Mississauga Sport Delivery System
Sport for All	Develop inclusive and targeted programs, services and funding that address barriers to participation in sport.
Sport for Life	Increase participation in and understanding of the life-long benefits of quality sport and physical activity.
Celebration and Promotion of Sport	Actively promote sport and celebrate the achievements of athletes, volunteers and organizations.
Building Capacity of our Sport System	Increase capacity and sustainability of community sport providers, programs and services.
Sport Tourism	Mississauga will be recognized as a sport event-friendly city and a sport tourism destination of choice.
Sport Infrastructure	Ensure sport facilities meet community needs and are allocated in a fair and equitable manner.

Executive Summary

Recommendations

Sport Leadership

- 1 Establish a Sport Advisory Committee of key stakeholders to develop an implementation plan for the Sport Plan.
- 2 Develop a Terms of Reference for key stakeholders involved in the implementation of the Sport Plan.
- 3 Establish a reporting process for the implementation plan.
- 4 Review the governance model (including membership board composition, staffing model) and strategic plan of the Mississauga Sports Council to ensure alignment with the Sport Plan.
- 5 Support the advancement of the Mississauga Sports Council strategic plan through the development of a detailed work plan and a long-term business strategy.

Sport for All

- 6 Research, identify and recommend solutions to address gaps in programming and barriers to access.
- 7 Develop and deliver sport programs to increase participation of communities of interest (i.e. new Canadians, persons with disabilities, older adults, women/girls and youth/youth at risk).
- 8 Research and collaborate on securing grant funding programs from provincial, national and private sources that engage and attract communities of interest.
- 9 Further develop, administer and promote subsidy programs (i.e. Active Assist, Jumpstart, Kidssport).
- 10 Partner with the private sector through sponsorship programs to establish new funding sources and improve access to community sport.
- 11 Research and provide training on inclusive policy development, sensitivity and inclusion for sport providers.

Sport for Life

- 12 Conduct an analysis of existing sport programs to identify gaps and opportunities related to the Canadian Sport for Life model.
- 13 Develop a physical literacy action plan with key stakeholders that ensures consistent and streamlined programming.
- 14 Develop a comprehensive website and marketing plan to promote the benefits of physical activity, availability of sport opportunities and sport facilities within Mississauga.
- 15 Develop measures and processes to report on sport participation in the city.
- 16 Support Community Sport Organizations by sharing demographic and participation data in order to better inform program decisions.
- 17 Profile the focus on sport and physical activity within the City of Mississauga Recreation division's mission, mandate and through its resource allocation.

Celebration and Promotion of Sport

- 18 Develop a marketing strategy to increase awareness of and attendance at existing sport promotion and recognition events.
- 19 Leverage existing venues (i.e. Mississauga Celebration Square) and events (i.e. Olympics and Pan Am Games) to promote and celebrate sports in the community.
- 20 Develop a series of events during "Sport Weeks" to recognize the achievements of community sport athletes and volunteers.
- 21 Leverage technology and social media to attract more people to both existing and new sport celebration events.
- 22 Develop a long-term vision and strategic plan for the Mississauga Sports Hall of Fame.

Executive Summary

Building Capacity of our Sport System

- 23** Research and share best practice models for community sport group governance, financial planning, administration and organizational structures.
- 24** Review the City's affiliation policy to ensure good governance of organizations benefiting from City resources and access to facilities.
- 25** Host a Sport Summit focused on showcasing sport, providing opportunities for networking and sharing best practices.
- 26** Host focus groups and create user networks to provide regular opportunities for generating ideas, consolidating feedback, reviewing policies and identifying needs in the sport community.
- 27** Determine training gaps for organizations, coaches and volunteers and host training and provide resources to address those gaps.
- 28** Develop a volunteer incentive program to increase volunteerism in community sport.
- 29** Connect sport providers with the business community to increase opportunities for sponsorship, corporate volunteerism and shared expertise.

Sport Tourism

- 30** Develop a comprehensive Sport Tourism Strategy and Implementation Plan.
- 31** Create a community engagement plan to support the Pan Am and Para Pan Am Games.
- 32** Build a database of volunteers and resources to support sport tourism events.
- 33** Develop a communication and marketing plan to build awareness of the Sport Tourism Strategy.
- 34** Develop a plan to host a large multi-sport event or games.

Sport Infrastructure

- 35** Consult key stakeholders on infrastructure development, facility renovation plans and sport amenity standards.
- 36** Undertake a facility and utilization analysis to determine the types and number of facilities required to meet current and future community sport needs including amenities for cricket, field hockey, para-sports and other non-traditional sports to inform the next Recreation Master Plan (2014).
- 37** Conduct an allocation policy review of sport facilities to ensure balanced and equitable access.
- 38** Explore joint-use agreements with sport infrastructure providers (i.e. private clubs, Boards of Education) to increase access to existing facilities.
- 39** Explore joint funding for sport facility development/redevelopment projects with stakeholders.
- 40** Establish an annual user group exchange to discuss maintenance and repair of existing facilities.

Introduction

RECREATION

1.0 Introduction

1.1 Context and Purpose for Report

The Task Force on Sport was established in January 2010 by Mayor Hazel McCallion with a view of developing recommendations for the sustainability and future of sport in Mississauga. Task Force members were leaders in the community with experience and knowledge in sports and business. On May 11, 2011, the Task Force presented its findings to City of Mississauga Council. The report was received by Council and referred to staff for further comment.

In response, the Commissioner of Community Services appointed a Sport Review Team, with the responsibility for developing a long term plan for sport in the City of Mississauga, incorporating input from the Mayor's Task Force on Sport, the Mississauga Sports Council, staff, public and key community stakeholders.

The Sport Plan supports the strategic pillars of "belong" and "connect" as identified in the City of Mississauga Strategic Plan through:

- Support Aging in Place
- Attract and Retain Youth
- Nurture Diverse Cultures
- Build Vibrant Communities
- Celebrate our Community
- Build and Maintain Infrastructure

The City of Mississauga has a rich history of supporting community sport. The City has continued to make investments in sport infrastructure and events such as the Mississauga Marathon and Memorial Cup and developed and delivered a wide variety of community sport programs across the city in every neighbourhood.

Mississauga is home to OHL franchise the Mississauga Steelheads and very active community sport organizations who represent a wide range of sports and recreational interests. The City works with its public and non-profit partners including Boards of Education and YMCA on shared usage agreements to build public capacity.

The resulting report entitled **Mississauga Sport Plan** is intended to provide direction and recommendations to support the sustainability and growth of sport in Mississauga over the next 5 years.

Physical and Health Education Canada defines physical literacy as:

"Individuals who are physically literate move with competence and confidence in a wide variety of physical activities in multiple environments that benefit the healthy development of the whole person."

Physically literate individuals consistently develop the motivation and ability to understand, communicate, apply, and analyze different forms of movement. They are able to demonstrate a variety of movements confidently, competently, creatively and strategically across a wide range of health-related physical activities. These skills enable individuals to make healthy, active choices that are both beneficial to and respectful of their whole self, others, and their environment.

1.2 Methodology

The Sport Plan is intended to provide strategic direction to the City and community partners over the next 5 years. The development of the Sport Plan involved consultation with key leaders, a review of several background documents, demographic analysis and a leadership team of external and staff resources.

Specific inputs included:

- Findings of the Mayor's Task Force Report;
- Feedback from sport groups through regular consultation on operations;
- Feedback through public consultation on the Sport Tourism Strategy;
- Focused conversations with the Mississauga Sports Council; and
- Review of customer feedback on sports programs submitted through customer satisfaction surveys.
- Consultations and feedback from the project Steering Committee

The Sport Plan also includes an analysis of selected municipalities across Canada to identify best practices in the delivery of sport within the respective municipality. Several municipal sport policies and governance models for sport delivery were reviewed with particular focus on:

- The presence and involvement of a community sport council;
- Funding and grant models;
- Municipal role and functions;
- Relationships with sports organizations; and
- Existing and current trends and challenges.

The Sport Plan Core team examined the various inputs, consultations, policies, municipal plans within the context of the existing strengths and opportunities within Mississauga. Strategic goals and recommendations were chosen to address gaps identified by the sport community and capitalize on opportunities and strengths. The prioritization of recommendations will occur during the implementation planning phase of the project.

The Sport Plan provides a roadmap and establishes a shared leadership model for the implementation of the Sport Plan which ensures collaboration, investment and involvement from key stakeholders within the Mississauga Sport Delivery System. Its success depends on the action and involvement by all community partners.



Introduction

RECREATION

1.3 Policy Context

Federal, provincial and municipal policies and models were examined in order to provide guiding context and support for the Sport Plan in Mississauga. This plan aligns to the Canadian Sport Policy and Canadian Sport for Life Strategy.

Canadian Sport Policy

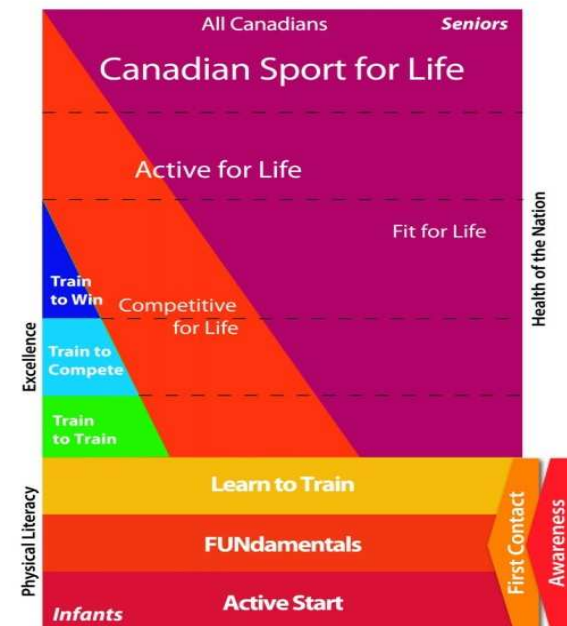
In the spring of 2012, the Government of Canada released a revised Canadian Sport Policy. The policy communicates the value and development benefits that can be achieved as outcomes of sport participation and identifies stages of engagement in physical literacy and sport. The Canadian Sport Policy articulates outcomes and objectives that speak specifically to the importance of enhanced collaboration among municipalities, sport organizations and school boards in order to continue to provide leadership and resources for sport programs and infrastructure as well as ensure equitable access to sports facilities and green spaces to all citizens. The Canadian Sport Policy identifies a broad range of sport-related activities and skill development which extends further than the traditional definition of sport. The policy speaks to upgrading of coaching development programs and the need to establish sustainable funding opportunities to support all levels of sport.

"Sport is built on partnerships with other sectors most importantly with Education and Recreation and is fostered through linkages with community organizations, service providers, and the private sector." (*Canadian Sport Policy 2012 pg. 2*)

Canadian Sport for Life

Canadian Sport for Life strategy builds on the Canadian Sport Policy by identifying stages of Long-term Athlete Development (LTAD), factors essential to athlete development, provision of resources for coaches, athletes (with and without disabilities), parents, recreational professions, educators and health professionals. A large number of federal, provincial, regional and municipal sport organizations have aligned their delivery strategies with the Canadian Sport for Life (LTAD) model.

"Canadian Sport for Life (CS4L) is a movement to improve the quality of sport and physical activity in Canada. CS4L links sport, education, recreation and health and aligns community, provincial and national programming. LTAD is a seven-stage training, competition and recovery pathway guiding an individual's experience in sport and physical activity from infancy through all phases of adulthood. CS4L, with LTAD, represents a paradigm shift in the way Canadians lead and deliver sport and physical activity in Canada." (*Canadian Sport Life Website - www.canadiansportforlife.ca*) Canadian Sport for Life identifies potential strategies for enhanced collaboration between recreation and sport including physical literacy program development, municipal planning and sport strategy development, sport councils, facility planning and access and allocation.



Introduction

RECREATION

Ontario Sport and Physical Activity Strategy - (Active 2010)

Ontario's Sport and Physical Activity Strategy was a comprehensive strategy designed to increase participation in sport and increase physical activity levels for all Ontarians. The strategy identified seven (7) areas of action in sport development and increased physical activity including:

- Expanding the pool of talented athletes and teams;
- Supporting increasing the quality and quantity of trained coaches, volunteers, administrators and officials;
- Increasing communication and collaboration within the sport and physical activity sector;
- Achieving a significantly higher proportion of Ontarians involved in quality sport activities at all levels and in all forms of participation and increasing physical activity levels of Ontarians from 48% to 55%;
- Supporting the development of initiatives to increase physical activity opportunities for Aboriginal Ontarians, ethnic minorities, women and girls, older adults, low-income families, children and youth and Ontarians with a disability;
- Supporting a community-driven approach to planning and program implementation that best meets local need; and
- Promoting policies supporting environments that offer opportunities for safe and affordable participation.

Ontario Sport & Physical Activity Strategy

There are numerous benefits associated with habitual physical activity and sport participation, including: increased longevity, psychological well-being, promotion of pro-social behaviours and improved social cohesion; increased labour-force productivity; higher student achievement; and, support for the economic growth of cities.



Introduction

City of Mississauga Future Directions (2009)

Future Directions Recreation Master Plan (2009) for the City of Mississauga recommends the provision of outdoor and indoor recreation facilities based on demographic projections, participation data and industry trends. The report also proposes a continued examination of partnership opportunities for the provision of recreation (and sport) programs, services and infrastructure in the city. The report supports the City in its effort to “continue to work with school boards to increase access and programming at select school sites”. (*Future Directions for Recreation 2009, Executive Summary, p.vi*)

The report also recommends that the City “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”. (*Future Directions for Recreation 2009, Executive Summary, p. iv*). Additional municipal strategic recommendations including from the Older Adult Plan and Youth Plan are incorporated in Future Directions.



Mayor’s Task Force on Sport Report (2010)

The Mayor’s Task Force on Sport report was presented to City of Mississauga City Council in 2010. The report contained a series of recommendations based on engagement sessions with community sport groups. The report, background information and many of the recommendations have been incorporated into the Sport Plan. (See *Appendix 2*)

Environmental Scan

2.0 Environmental Scan

2.1 Demographics

Age

According to the 2011 census data, the City of Mississauga's population is almost 738,000. The city's population is expected to see continued growth, particularly through intensification of existing areas, reaching a forecasted level of 811,100 residents by the year 2031. Population growth places pressures on existing infrastructure and services. Specific pressures and subsequent requirements will depend on the segments of market growth.

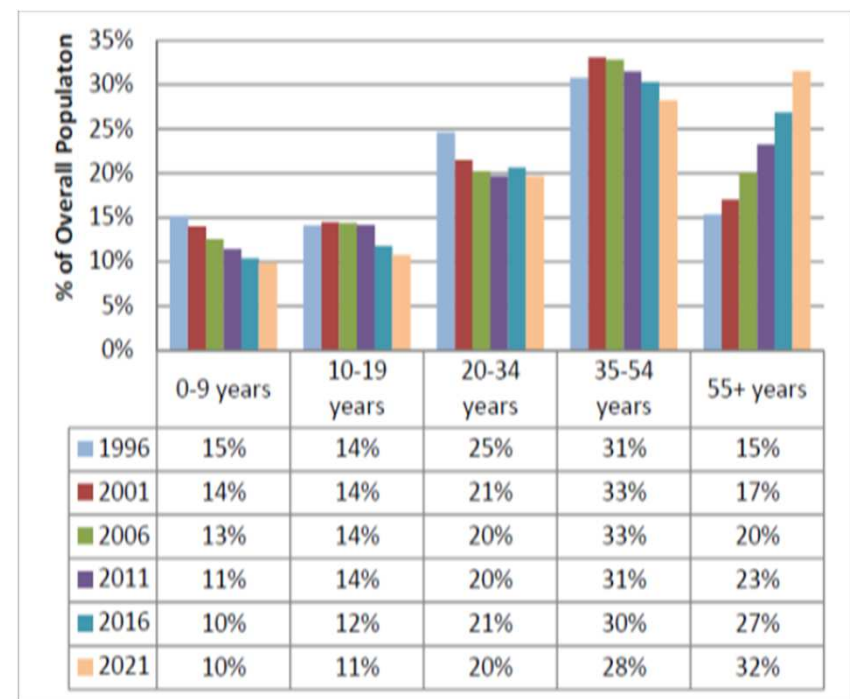
Mississauga's population is aging over time. In 2011, the median age of Mississauga's population was 38.5 years, up from 36 years in 2006. While the current median age is higher than that of Peel Region (37 years), it is still about two years below the Provincial median age (40.4 years).

Furthermore, Statistics Canada data indicates that the proportion of residents over the age of 55 increased from 15% in 1996 to 22% in 2011. An older Baby Boom generation, the first of who are now reaching age 65, will cause this percentage to continue to increase for years to come.

The proportion of children in Mississauga aged between 0-9 years is experiencing a slow decline (15% to 11% between 1996 and 2011), with over 2,000 fewer children over the past five years. The 10-19 age group held steady at 14% over the past fifteen years, with 5,300 more youth being added since the 2006 Census period. The Hemson Growth Forecast (2008) projected that the number of children and youth would decrease by nearly 18,000 between the years 2011 and 2021, representing a significant decline in the largest consumer of sport and recreation programs.

As referenced in the chart below, Mississauga's population is aging and with this change in demographics Mississauga will need to look at sport differently than it has in the past to ensure it remains relevant.

Age Breakdown As a Percentage of Total Population – 1006 - 2021



Source: Census 1996 – 2011, 2008 Growth Forecast, Montieth Brown Planning Consultants Analysis

Environmental Scan

RECREATION

Demographic information as per the most recently conducted National Household Service (2011) will not be released until May and August 2013. As such the data below on immigration and income in Mississauga is based on 2006 Census.

Immigration

Mississauga remains a favoured destination for newcomers to Canada. According to the 2006 Census, there were 343, 235 immigrant persons living in Mississauga which represented 51.6% of the total population which nearly double the provincial figure of 28% and even much higher than the national figure which has 19.8% of the population being immigrants.

In the City of Mississauga, 5.6% of immigrants arrived prior to 1961, 22.3% arrived between 1961 and 1980, 18% arrived between 1981 and 1990, 32.3% arrived between 1991 and 2000 and 21.8% arrived between 2001 and 2006 and are classified as recent immigrants. The two largest regions of birth of Mississauga immigrants are Asia and the Middle East at approximately 52% of the immigrant population and Europe at approximately 29% of the immigrant population.

Almost half the city, 49% is classified as visible minority compared to Canada which has 16.2% as visible minority. The top visible minorities in Mississauga are South Asian (20.2%), Chinese (6.9%), Black (6.2%), Filipino (4.6%) and Arab (2.5%).

In 2006, more than 200 different ethnic origins were reported. The 10 most frequent ethnic origins reported were, East Indian, English, Canadian, Scottish, Irish, Chinese, Italian, Polish, Portuguese and Filipino.

The top five mother tongues spoken in Mississauga are: English (49.9%), Urdu (4.7%), Polish (4.5%), Panjabi/Punjabi (3.7%) and Portuguese (2.9%).

Ethnic diversity in Mississauga is increasing and sporting needs will continue to evolve as the city becomes more and more diverse. This growing diversity necessitates an examination of the demand for traditional sports and suggests there may be a demand for new sports, or a need to market and outreach to new residents and create meaningful volunteer opportunities. The Malton Shiny Hockey Program is a great example of community program development to expand traditional sport programming to new Canadians.

Income

According to the 2006 Population Census, Mississauga's median household income was \$71,393 which is 33% more than the national average of \$53,634.

In 2006, 15.7% of residents in private households were classified as having a low income which is almost similar to a 15.3% presence of low income at the national level. While cost of living is greater in the GTA, families must make difficult decisions around where to spend their disposable income. There continues to be a need for access programs and subsidies to allow all residents the opportunity to participate in sports and recreation programs, regardless of income.

Active for Life

Given a solid foundation of physical literacy all individuals will have the necessary motor skills and confidence to remain active for life. Most will progress naturally in their early teens to enjoy playing a sport or set of sports, and engaging in physical activity generally, will retain that lifestyle through their entire lifespan

Environmental Scan

2.2 Benchmarking

Among municipalities that were benchmarked, very few had formal sport plans or policies. The majority of municipalities that did have a plan or policy were established in conjunction with or following an Olympic Games or a major sport tourism event with the initial intention to ensure the sustainability of the remaining infrastructure. In all cases, community sport organizations were engaged to ensure sustainable levels of utilization were achieved. Other factors that precipitated municipalities initiating a sport plan/strategy included:

- Creation of large, often provincial wellness initiatives;
- Response to Big City Mayor's Caucus (2005) motion which directed municipalities to develop civic sport, recreation and physical activity policies;
- Development of sport tourism strategies; and
- Introduction of Canadian Child Tax Credit for sport programs.

All municipal sport plans reviewed included guiding principles from the Canadian Sport Policy (2002 version) and Canadian Sport for Life Strategy. Sport Leadership was a key component of all municipal sport plans. In all cases, effective implementation of the plans and achievement of key goals relied heavily on a connected and engaged sports community.



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Municipalities have been successful in bringing together key members of the sport community through the development of Sport Councils or Sport Boards. Common functions of Sport Councils/Boards included:

- Representative authority and voice for Amateur Sport in the municipality
- Key consultative body for sport infrastructure development, program sustainability and other sport-related issues
- Champion of the celebration and promotion of sport in the city (i.e. Sport Day, major events, Sports Hall of Fame)
- Liaison between government, education, non profit and business community on policy, program, infrastructure and advocacy issues as they relate to sport development, infrastructure and tourism
- Secures funding for, facilitates the development of and hosts training and development opportunities for community sport organizations
- Champion public education campaigns promoting physical literacy and the benefits of sport and physical activity.
- Assist municipality in bid evaluation for sport tourism events; and
- Articulate and advocate funding priorities in the city

Through the development of Sports Councils or Boards, groups often seek support from provincial organizations. Sport Alliance Ontario is a provincial sport development agency. They provide programs, services and resources to help organizations achieve their own objectives. Sport Alliance Ontario has provided funding and support to emerging and developing Sport Councils in Ontario.

Appendix 1 provides more on the key data collected during the benchmarking phase of this project

Environmental Scan

2.3 Key Themes

As a result of policy reviews, municipal benchmarking, consultation and findings from the Mayor's Task Force Report, the following themes were identified as best practices which are applicable in Mississauga. Key themes will be incorporated into the strategic goals in ways which fit within the landscape of sport in Mississauga. These are:

- Commitment from municipality, sport groups, educators and others in the development of a collaborative leadership framework for delivery of sport;
- Municipal role in development and maintenance of sport infrastructure at a level that is acceptable to sport organizations and passive users for maximum community benefit and utilization - aging infrastructure strategy is common in most sport plans and policies;
- Demographic shifts and strategies to address these shifts;
- Regular engagement of and partnership with community sport groups;
- Municipalities that operate as a single-tier government (city and regional responsibilities are combined) have a much stronger connection between health promotion and recreation and sport programs;
- Inclusion of sport for life, increased participation, and inclusion strategies in sport policies;
- Inclusion of and recommendations around sport tourism;
- Clarification of role of municipality, sport organizations and sport councils;
- Varying roles of sport councils, however successful plans have created and empowered sport councils to be the hub of the community; and
- Inclusion of strategies to attract, train and retain volunteers.



2.4 Current State – Sport in Mississauga

Community-based sport is integral to the overall health of communities across Canada and Mississauga is no exception. Mississauga has a rich history of sport and recreation participation and is an energetic city with a diverse population. A large variety of recreation and sport opportunities are available to residents of all ages and a wide range of choice based on ability, from recreational play to high-performance competition. Mississauga has significant strengths in its community sport system and partners willing to build on our existing success.

Sport Delivery System

There exists a strong and diverse sport delivery system in the city, balanced between government, private and non-profit providers of services, funding and facilities. The Sports Council ensures there is a strong voice for sport overall in the community. Opportunities for greater awareness and collaboration among the system is explained in the plan.

Mississauga Sports Council

The Sports Council's mandate is to be the collective voice for sports groups in Mississauga. The Sports Council was established in 1983 and is responsible for the promotion, recognition and development of sport in the city. The Sports Council maintains and promotes the Mississauga Sports Hall of Fame and annually hosts a Sports Dinner to recognize contribution in sport in Mississauga and coordinates and assists in supporting two Sport Weeks each year.

Mississauga Community Sport Groups

There are more than 100 community sport groups in Mississauga. These organizations consist of dedicated volunteers that provide an opportunity for residents to play their sport of choice. Sport groups are responsible for recruiting and training players, coaches, officials and volunteers; they manage player registration and develop league schedules; organize activities, events and tournaments.

City of Mississauga

The City of Mississauga offers direct recreational sports programming in all community centres. Opportunities such as drop-in sports activities, registered programs, camps and leagues are offered year round directly by City staff or in partnership with community sport organizations. In addition to sports specific programming, the city offers a wide variety of physical recreational and fitness opportunities for all residents. The City of Mississauga is the main provider of sports infrastructure and facilities.

Boards of Education

Mississauga is home to two large boards of education (Peel District School Board and Dufferin-Peel Catholic District School Board). Schools in Mississauga have a long history of excellence in sport. School boards provide sport opportunities to students, instruction in physical education and infrastructure which is available to students as well as the entire community. The City of Mississauga and local school boards have developed a number of joint-use of agreements which involve sharing facility capital and operating costs (i.e. Erin Meadows Community Centre/St. Aloysius Gonzaga School, St. Marcellinus track, Glenforest School pool).

Other Service Providers

Mississauga has a number of service providers including post-secondary education institutions (University of Toronto-Mississauga and Sheridan College), YMCA Mississauga and the private sector that further enhance the sports facilities and programs offered in the city. Through these service providers residents can further enjoy fitness classes, weight training, dance classes, yoga, personal training, martial arts, badminton, tennis, table tennis, squash, sailing, kayaking, canoeing, basketball, billiards, darts, ball hockey, gymnastics, cheerleading, golf, swimming, archery, fencing and rowing.

A variety of private sports clubs, social clubs, faith-based sports programs and employer-driven sport opportunities are also available to Mississauga residents.

Environmental Scan

Participation Levels

The City of Mississauga has more than 100 community sport groups utilizing sport facilities in Mississauga. Based on registration data submitted in 2011, affiliated sport groups had over 38,000 participants enrolled. Sport programs directly delivered by the city continue to grow. Between 2009 to 2011, participation hours increased by 16% and individual registrations also increased by 19% over the same period.

The City of Mississauga is the direct service provider of many sport and skill based programs. The following charts illustrate participation information for City-run sport programs, leagues and learn to swim and skate programs.

Participation Levels in City Delivered Sports Programs

	2009	2010	2011	% Change 2009 – 2011
Participant Hours	545,906	599,920	631,823	16
Individual Registration	73,526	76,210	87,248	19



The City of Mississauga has developed a formal relationship with 62 community sport organizations recognized through the Community Group Support Program. In addition to affiliated sport groups, Mississauga is home to many other groups and umbrella associations (i.e. Mississauga Baseball Association) who contribute to the overall availability of sport in the community.

At this time, there is not a consolidated process to collect and respond to sport participation data in the city.

Environmental Scan

Facilities

The City of Mississauga in partnership with its community sport organizations provides a wide range of sport activities, programs and events at City-owned and partner facilities. Mississauga has a wide range of recreational amenities including pools, arenas, community centres, tennis courts, playgrounds, golf courses, lacrosse boxes, tracks and sports fields.

The City of Mississauga and its sport partners operate the following facilities:

Amenities	#'s
Arenas (ICE PADS)	25
Baseball Diamonds (lit)	14
Baseball Diamonds (unlit)	6
Softball Diamonds (lit)	25
Softball Diamonds (unlit)	64
Universal Diamonds (lit)	1
Basketball and Multi-Purpose Courts	65
Cricket Pitches	6
Football Fields (lit)	1
Football Fields (unlit)	2
Indoor Pools	11
Golf Courses	2

Amenities	#'s
Gymnasiums	14
Lacrosse Box	2
Mountain Biking/BMX	4
Multi-use (lit) ramps	1
Multi-use (unlit) ramps	6
Outdoor Pools	7
Soccer Fields (lit)	11
Artificial Soccer Fields (lit)	7
Senior Soccer Fields (unlit)	80
Minor Soccer Fields (unlit)	66
Mini Soccer Fields (unlit)	46
Public Tennis Courts (lit)	15
Public Tennis Courts (unlit)	55
Community Tennis Club courts (lit)	68

Source: Future Directions Master Plan (2009)
Facility planning determined through capital budget plan
prioritization and 5-year master plan

Infrastructure

How to allocate municipal facility space is an issue across Canada. Many municipalities simply perpetuate existing bookings without consideration of equity or quality outcomes. This practice leaves new sport organizations or new sports with little or extremely poor practice and playing time. Although there has been a trend towards third-party operation of public facilities, especially arenas, more commonly municipal recreation departments retain control, giving priority to mass participation programming at basic skill levels. Space for higher levels of organized sport is allocated on a rental basis and frequently after-hours when the facility is closed to mainstream use. This practice generates the perception – if not the reality – of a landlord-tenant relationship between recreation administrations and sport practitioners.

Source: Partnering 'Recreation' With 'Sport' Through Canadian Sport For Life

Environmental Scan

Affordable Access

In 2009, the City of Mississauga developed a financial assistance plan for Mississauga residents in order to encourage participation in recreation and sport programs for those families and individuals who are financially challenged. The program entitled "Active Assist" has continued to grow to accommodate over 3300 individuals and over 7600 registrations in 2011. Of the total registrations, 1309 registrations occurred in sport programs (17%). The City of Mississauga continues to offer lower rental rates for community sport organizations in order to encourage participation.

In addition to Active Assist, in 2011, the City approved and submitted 148 applications for funding to the Canadian Tire Jumpstart program. The majority of applications were completed on behalf of participants in affiliated sport organization programs.

"Wal-Mart at Play" program began in 2006 as a partnership between the City of Mississauga and Wal-Mart Canada. The funding received from Wal-Mart enables the municipality to offer free or low-cost after school sport and active recreation programs for youth. In 2011 the Wal-Mart program brought physical recreation and sport programs to 23,000 youth at 10 locations.

In addition to available grant programs, many community sport organizations self-fund access programs to encourage participation and ensure finances are not a barrier to participation (i.e. MHL Play More program).



Active for Life

Active for life type programming has traditionally been the primary focus of Recreation, and would remain so through an evolving partnership with Sport. Mainstream populations are served very well by existing municipal facilities and programs. The challenge is, and remains, to ensure that all persons, regardless of age, ability, physical capability, economic status, gender, culture, language and location, are aware, connected and able to access the places and conditions that support structured and unstructured sport activity.

Environmental Scan

2.5 Strengths, Opportunities and Challenges

Developing and implementing a successful sport plan requires an examination of the existing strengths, opportunities and challenges that exist in Mississauga today. Through the examination of the landscape of sport in Mississauga and consultation as described in the methodology section, the following key strengths, opportunities and challenges were identified. Seizing opportunities to overcome challenges and embrace our strengths will continue to allow sport to be successful in Mississauga.

STRENGTHS

- Proximity of sports amenities to neighbourhoods
- Quantity of facilities
- Variety of sport programs offered
- Long standing relationship between the City and Affiliated Sport Groups
- Well-established community sport groups
- Existing access and subsidy programs are well-utilized (i.e. Active Assist, Jerry Love and Jumpstart funding)
- Well-established Sport Council with a long history of celebrating sport in our community

OPPORTUNITIES

- Increase communication and shared purpose among school boards, Sports Council, municipality and sports groups.
- Capitalize on the increasing interest in social marketing
- Engage diverse populations in programming options (i.e. youth, older adults and newcomers)
- Marketing- road map for benefits of sport, sport for life model
- Establish pathway for sport development

CHALLENGES

- Decrease in overall volunteerism in Canada
- Declining participation in some mainstream sports
- Lack of awareness of physical literacy
- Communication among and between sports groups, Sports Council and City
- Aging infrastructure- limited ability of municipality to host national/international events
- Limited number of existing "clustered" facilities to enable greater sport-event hosting
- Affordability/rising user fees



Future of Sports In Mississauga

3.0 Future of Sports in Mississauga

Existing municipal sport plans have focused on strategic goals, long term vision and short-term actions that are meant to have a more immediate effect on the sport community and residents as a whole. Creating our vision for sport in Mississauga involves maximizing the potential of our existing strengths, being deliberate about pursuing opportunities related to sport and developing clear strategies to overcome or address our challenges in the next 5 years.

Vision

Mississauga will have a dynamic and collaborative sport system that enables all residents to enjoy sport to the extent of their interests and abilities. Mississauga will be known for its commitment to the celebration, promotion and development of sports events, facilities, participants and organizations.

When the vision for sport in Mississauga is fully realized there will be increased interaction, planning and execution of sport programs in order to enhance the quality of life for Mississauga residents and increase the overall health and physical literacy for all. There will be increased participation in sport, celebration and promotion of sport, its athletes and volunteers. Mississauga will be a preferred destination for sport tourism events. Sport infrastructure in Mississauga will support opportunities for participation in sport for all ages, abilities, socioeconomic and cultural backgrounds.

The following is a list of overarching goals that will help fulfill the Mississauga Sport Plan vision:

Strategic Focus Area	Goal Statement
Sport Leadership	Develop a shared leadership model for the implementation of the Sport Plan which ensures collaboration, investment and involvement from key stakeholders within the Mississauga Sport Delivery System.
Sport for All	Develop inclusive and targeted programs, services and funding that address barriers to participation in sport.
Sport for Life	Increase participation in and understanding of the life-long benefits of quality sport and physical activity.
Celebration and Promotion of Sport	Actively promote sport and celebrate the achievements of athletes, volunteers and organizations.
Building Capacity of our Sport System	Increase capacity and sustainability of community sport providers, programs and services.
Sport Tourism	Mississauga will be recognized as a sport event-friendly city and a sport tourism destination of choice.
Sport Infrastructure	Ensure sport facilities meet community needs and are allocated in a fair and equitable manner.

Strategic Goal #1 Sport Leadership

Develop a shared leadership model for the implementation of the Sport Plan which ensures collaboration, investment and involvement from key stakeholders within the Mississauga Sport Delivery System.

The vision of the Sport Plan focuses on greater participation in and access to quality sport programming and events; higher profile of sport achievement; increased capacity in the sport system through organizational development; and development of resources and infrastructure. Achieving the vision of the Sport Plan requires engaged stakeholders in the Mississauga sports delivery system to develop an implementation plan that is actionable. These stakeholders include but are not limited to: community sport groups, Mississauga Sports Council, boards of education, non-profit sport providers, government agencies, public health, Mississauga Toronto West Tourism, business community and the City of Mississauga.

While there are existing partnerships and relationships among and between key stakeholders, there is a need to strengthen these relationships in Mississauga moving forward. Strengthening relationships and providing a forum for regular contact would ensure ongoing collaboration, shared leadership and ownership and the ultimate success of the plan. Through research and benchmarking with other municipalities, it has been demonstrated that sport councils perform a crucial role in connecting key stakeholders in the larger sport community.

For the Mississauga Sports Council to take on a leadership role and become the “centre for collaboration in sport” it requires achieving a clearly defined mandate and working closely with community sport groups and other key stakeholders. This includes building on the Council’s existing roles and providing value-added services in the areas of: Connecting key stakeholders; organizational development and support; training and development; trends and demographics; sports tourism; strategic advice and host sport-related symposiums/summits .

By bringing together key stakeholders and supporting capacity building of the Mississauga Sports Council a leadership framework will be established which ensures the Sport Plan will remain vibrant and relevant to the community. The outcome of achieving the strategic focus of sport leadership will ensure stakeholders have developed an actionable implementation plan for the Sport Plan with reasonable time lines and Sports Council and the broader sport community are engaged in key issues and advancement of the Sport Plan.

Rec #	Recommended Action
1	Establish a Sport Advisory Committee of key stakeholders to develop an implementation plan for the Sport Plan.
2	Develop a Terms of Reference for key stakeholders involved in the implementation of the Sport Plan.
3	Establish a reporting process for the implementation plan.
4	Review the governance model (including membership board composition, staffing model) and strategic plan of the Mississauga Sports Council to ensure alignment with the Sport Plan.
5	Support the advancement of the Mississauga Sports Council strategic plan through the development of a detailed work plan and a long-term business strategy.

Strategic Goal #2 Sport for All

Develop inclusive and targeted programs, services and funding that address barriers to participation in sport.

Appreciating Mississauga's diverse community, the strategic focus of "Sport for All" intends to remove barriers to participation and increase access to sport for marginalized or underrepresented residents. The provision of subsidy programs, grant funding and sponsorship are vital to ensuring access to quality sport programs by the greatest number of participants. Sport delivery providers in the City of Mississauga should ensure they have relevant access policies and sustainable funding sources which support increased inclusion and participation for all members of our community.

Rec #	Recommended Action
6	Research, identify and recommend solutions to address gaps in programming and barriers to access.
7	Develop and deliver sport programs to increase participation of communities of interest (i.e. new Canadians, persons with disabilities, older adults, women/girls and youth/youth at risk).
8	Research and collaborate on securing grant funding programs from provincial, national and private sources that engage and attract communities of interest.
9	Further develop, administer and promote subsidy programs (i.e. Active Assist, Jumpstart, Kidssport).
10	Partner with the private sector through sponsorship programs to establish new funding sources and improve access to community sport.
11	Research and provide training on inclusive policy development, sensitivity and inclusion for sport providers.

Strategic Goal #3 Sport for Life

Increase participation in and understanding of the life-long benefits of quality sport and physical activity.

Participation in sport is a proven method of providing essential health benefits including the prevention of chronic illness, obesity and disease. The strategic focus on “Sport for Life” would support the continued development of Mississauga as a healthy community, and align delivery of programs with national and provincial plans for sport and physical activity. The “Sport for Life” recommendation focuses on providing increased understanding of the benefits of sport participation and physical literacy skills; greater awareness and linkages of existing opportunities as well as better measurement and sharing of sport participation and demographic information for more informed decision-making.

Rec #	Recommended Action
12	Conduct an analysis of existing sport programs to identify gaps and opportunities related to the Canadian Sport for Life model.
13	Develop a physical literacy action plan with key stakeholders that ensures consistent and streamlined programming.
14	Develop a comprehensive website and marketing plan to promote the benefits of physical activity, availability of sport opportunities and sport facilities within Mississauga.
15	Develop measures and processes to report on sport participation in the city.
16	Support Community Sport Organizations by sharing demographic and participation data in order to better inform program decisions.
17	Profile the focus on sport and physical activity within the City of Mississauga Recreation division’s mission, mandate and through its resource allocation.

Strategic Goal #4 Celebration and Promotion of Sport

Actively promote sport and celebrate the achievements of athletes, volunteers and organizations.

Mississauga is home to many successful sport teams, athletes, coaches and sport associations. Mississauga should build on its current celebration and recognition events (i.e. Sports Week, Sports Hall of Fame). The strategic focus of “Celebration and Promotion of Sport” would engage a greater number of residents in sport celebration events. Creating and promoting regular sport-focused recognition events will ignite community pride and support local athletes and sport successes.

Rec #	Recommended Action
18	Develop a marketing strategy to increase awareness of and attendance at existing sport promotion and recognition events.
19	Leverage existing venues (i.e. Mississauga Celebration Square) and events (i.e. Olympics and Pan Am Games) to promote and celebrate sports in the community.
20	Develop a series of events during “Sport Weeks” to recognize the achievements of community sport athletes and volunteers.
21	Leverage technology and social media to attract more people to both existing and new sport celebration events.
22	Develop a long-term vision and strategic plan for the Mississauga Sports Hall of Fame.

Strategic Goal #5 Building Capacity of our Sport System

Increase capacity and sustainability of community sport providers, programs and services.

To ensure the sport system remains relevant in a changing community, sport providers must be future-focused and strategic. Through engagement with community sport groups, the Mayor's Task Force report identified a need to continue to provide support and development to community based, volunteer driven sport organizations. The strategic focus on "Building Capacity of our Sport System" addresses that need identified by sport organizations for support and guidance in their governance, operational, recruitment and financial practices.

Rec #	Recommended Action
23	Research and share best practice models for community sport group governance, financial planning, administration and organizational structures.
24	Review the City's affiliation policy to ensure good governance of organizations benefiting from City resources and access to facilities.
25	Host a Sport Summit focused on showcasing sport, providing opportunities for networking and sharing best practices.
26	Host focus groups and create user networks to provide regular opportunities for generating ideas, consolidating feedback, reviewing policies and identifying needs in the sport community.
27	Determine training gaps for organizations, coaches and volunteers and host training and provide resources to address those gaps.
28	Develop a volunteer incentive program to increase volunteerism in community sport.
29	Connect sport providers with the business community to increase opportunities for sponsorship, corporate volunteerism and shared expertise.

Strategic Goal #6 Sport Tourism

Mississauga will be recognized as a sport event-friendly city and sports tourism destination of choice.

Working in partnership with Mississauga Toronto West Tourism, the City launched the development of a Sport Tourism Strategy in May 2012. The Sport Tourism Strategy will provide a planned and coordinated approach to sport tourism in Mississauga that is focused on attracting sporting events (local, provincial, national, international) that maximize the potential community and economic benefits of sport tourism.

Rec #	Recommended Action
30	Develop a comprehensive Sport Tourism Strategy and Implementation Plan.
31	Create a community engagement plan to support the Pan Am and Para Pan Am Games.
32	Build a database of volunteers and resources to support sport tourism events.
33	Develop a communication and marketing plan to build awareness of the Sport Tourism Strategy.
34	Develop a plan to host a large multi-sport event or games.

Strategic Goal #7 Sport Infrastructure

Ensure sport facilities meet community needs and are allocated in a fair and equitable manner.

Mississauga has an extensive inventory of quality sport facilities. Communities have been developed with “walk to” amenities to support participation in physical recreation, sport and passive use by the greatest number of residents. A survey conducted by the Mayor’s Task Force on Sport identified “investment in infrastructure” as a top priority for community sport groups. A strategic focus on “Sport Infrastructure” will ensure planning considers community input as well as current and projected utilization, demographics and trends.

Rec #	Recommended Action
35	Consult key stakeholders on infrastructure development, facility renovation plans and sport amenity standards.
36	Undertake a facility and utilization analysis to determine the types and number of facilities required to meet current and future community sport needs including amenities for cricket, field hockey , Para-sports and other non-traditional sports to inform the next Recreation Master Plan (2014).
37	Conduct an allocation policy review of sport facilities to ensure balanced and equitable access.
38	Explore joint-use agreements with sport infrastructure providers (i.e. private clubs, Boards of Education) to increase access to existing facilities.
39	Explore joint funding for sport facility development/redevelopment projects with stakeholders.
40	Establish an annual user group exchange to discuss maintenance and repair of existing facilities.

Measures of Success and Next Steps

4.0 Measures of Success and Next Steps

Success of the Mississauga Sport Plan relies on every key stakeholder playing a role in advancing sport in Mississauga over the next five years. Measures must include:

- An actionable implementation plan that engages key stakeholders with reasonable time lines.
- A review of the Mississauga Sports Council governance, membership composition , staffing model and strategic plan.
- Active engagement between the Mississauga Sports Council and the broader sport community.
- Master plans, infrastructure plans, and facility maintenance that are informed by stakeholder input.
- Sport celebration events are thriving and increasing awareness and knowledge of sport successes.
- Training and development programs are in place and well attended by community sport organizations and support the development of program quality, coach development, marketing and organizational sustainability.
- Feedback and recommendations to partner organizations on funding priorities are relevant and are shaping decisions which result in increased access.
- Increased participation and support for sport tourism events.
- Increased awareness of the benefits of physical activity and physical literacy, resulting in greater participation in sport programs.

A necessary first step would include the engagement of the existing Mississauga Sports Council and other key members of the sport community in the development of a transition and implementation plan. Acknowledging a collective effort is required to advance sport in the city, the Mississauga Sport Plan does need a “champion” to begin to create a new direction for sport. It is recommended that the City of Mississauga and the Mississauga Sports Council work collaboratively in the development of a comprehensive implementation plan and engagement of key stakeholders in the process. The implementation plan should be completed by the end of 2013.

The implementation plan will identify lead organizations for each recommendation. Through the implementation phase more specific ownership of each recommendation should be examined and identified clearly. A funding plan will be identified during the implementation process which would articulate resources required to advance specific recommendations.

The Mississauga Sport Plan will be reviewed annually and an “Annual Report on Sport” released through the Sports Council to ensure the plan stays relevant and top of mind for the sport community.

Success of the Mississauga Sport Plan will be require key stakeholders to come together in a collaborative framework to achieve the recommendations outlined in the plan, and others which arise through engagement and implementation. As key stakeholders review their individual organizational strategic plans and goals, inclusion of the Mississauga Sport Plan initiatives must be synergized.

Conclusion

5.0 Conclusion

The Mississauga Sport Plan is a living document with a future focus. The plan maps out a clear direction for sport in the City of Mississauga that will lead to increased opportunities for residents of all ages, abilities, socioeconomic and cultural backgrounds to participate in a large variety of quality sport programs, events and facilities. The Mississauga Sport Plan embraces the Canadian Sport for Life model and identifies a collaborative approach to building community sport capacity to create a sustainable, dynamic sport system which engages all residents.





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