



# AGENDA

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## GENERAL COMMITTEE

THE CORPORATION OF THE CITY OF MISSISSAUGA  
[www.mississauga.ca](http://www.mississauga.ca)

**WEDNESDAY, OCTOBER 17, 2012 – 9:00 A.M.**

COUNCIL CHAMBER – 2<sup>nd</sup> FLOOR – CIVIC CENTRE  
300 CITY CENTRE DRIVE, MISSISSAUGA, ONTARIO, L5B 3C1

### Members

Mayor Hazel McCallion	
Councillor Jim Tovey	Ward 1
Councillor Pat Mullin	Ward 2
Councillor Chris Fonseca	Ward 3
Councillor Frank Dale	Ward 4
Councillor Bonnie Crombie	Ward 5
Councillor Ron Starr	Ward 6 (Chair)
Councillor Nando Iannicca	Ward 7
Councillor Katie Mahoney	Ward 8
Councillor Pat Saito	Ward 9
Councillor Sue McFadden	Ward 10
Councillor George Carlson	Ward 11

Contact:

Sacha Smith, Legislative Coordinator, Office of the City Clerk  
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CALL TO ORDER

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PRESENTATIONS

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- A. Natalee Somenzi, Supervisor, Community Programs with respect to the Malton Youth Advisory

MATTERS TO BE CONSIDERED

Unfinished Business

- 1. Park Naming – Former Russell Langmaid Public School – Park 512 – 170 Church Street

New Business

- 2. Outdoor Sports Field Management Policy
- 3. Primetime Ice Allocation Policy Review
- 4. Parking Prohibition (8:00 a.m. – 8:00 p.m., Sundays only) Greaves Avenue, First Street South, Gardner Road and Edgeleigh Avenue (Ward 1)
- 5. Discontinuation of the Name BraeBen Trail

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COUNCILLORS' ENQUIRIES

CLOSED SESSION

(Pursuant to Subsection 239 (2) of the *Municipal Act, 2001*)

ADJOURNMENT

CALL TO ORDER

DECLARATIONS OF DIRECT (OR INDIRECT) PECUNIARY INTEREST

APPROVAL OF THE AGENDA

PRESENTATIONS

DEPUTATIONS

Natalee Somenzi, Supervisor, Community Programs with respect to the Malton Youth Advisory

MATTERS TO BE CONSIDERED

Unfinished Business

1. Park Naming – Former Russell Langmaid Public School – Park 512 – 170 Church Street (Ward 11)

Corporate Report dated August 21, 2012 from the Commissioner of Community Services with respect to the naming of Park 512 at 170 Church Street.

This report was presented to General Committee at its meeting on September 5, 2012; the name was considered for at least thirty (30) days according to established protocol.

RECOMMENDATION

That the name “Jon Clipperton Park” for Park 512 in Ward 11 at 170 Church Street, be approved.

New Business

2. Outdoor Sports Field Management Policy

Corporate Report dated September 26, 2012 from the Commissioner of Community Services with an update on the implementation of an Outdoor Sports Field Management Policy.

RECOMMENDATION

That the report dated September 26, 2012 from the Commissioner of Community Services entitled “Outdoor Sports Field Management Policy” be received for information.

3. Primetime Ice Allocation Policy Review

Corporate Report dated September 26, 2012 from the Commissioner of Community Services with respect to a review of the Primetime Ice Allocation Policy.

RECOMMENDATION

That the report dated September 26, 2012 from the Commissioner of Community Services entitled Primetime Ice Allocation Policy Review be received for information.

4. Parking Prohibition (8:00 a.m. – 8:00 p.m., Sundays only) Greaves Avenue, First Street South, Gardner Road and Edgeleigh Avenue (Ward 1)

Corporate Report dated September 24, 2012 from the Commissioner of Transportation and Works with respect to a parking prohibition on Greaves Avenue, First Street South, Gardner Road and Edgeleigh Avenue for Sundays only.

RECOMMENDATION

That a by-law be enacted to amend By-law 555-2000, as amended, to implement a parking prohibition between 8:00 a.m. and 8:00 p.m., Sundays only, on Greaves Avenue (east side), First Street South (south side), Edgeleigh Avenue (west side), Gardner Road between Alexandra Avenue and Strathy Avenue (north side), and Gardner Road between Cawthra Road and Greaves Avenue (south side).

5. Discontinuation of the Name BraeBen Trail (Ward 6)

Corporate Report dated September 24, 2012 from the Commissioner of Transportation and Works with respect to the discontinuation of the name BraeBen Trail.

RECOMMENDATION

That the name “BraeBen Trail” for the cycling route along Terry Fox Way be discontinued.

ADVISORY COMMITTEE REPORTS

Museums of Mississauga Advisory Committee Report 4-2012 – September 24, 2012  
(Recommendation MOMAC 0032-2012 to MOMAC 0038-2012)

Environmental Advisory Committee Report 7-2012 – October 2, 2012  
(Recommendation EAC 0046-2012 to EAC 0052-2012)

Mississauga Cycling Advisory Committee Report 9-2012 – October 9, 2012  
(Recommendation MCAC 0055-2012 to MCAC 0058-2012)

COUNCILLORS' ENQUIRIES

CLOSED SESSION

(Pursuant to Subsection 239 (2) of the *Municipal Act, 2001*)

ADJOURNMENT



# Corporate Report

Clerk's Files

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**DATE:** August 21, 2012

General Committee  
**OCT 17 2012**

**TO:** Chair and Members of General Committee  
Meeting Date: September 5, 2012

General Committee  
**SEP 05 2012**

**FROM:** Paul A. Mitcham, P.Eng., MBA  
Commissioner of Community Services

**SUBJECT:** **Park Naming**  
**Former Russell Langmaid Public School**  
**Park 512 – 170 Church Street**  
**(Ward 11)**

**RECOMMENDATION:** That the following naming request be considered for the period of 30 days:

- Park 512 in Ward 11 be named "Jon Clipperton Park".

**BACKGROUND:** In accordance with the City's "Property and Facility Naming and Dedications" corporate policy, the Community Services Department is directed to bring forth names for General Committee and Council's consideration for the purposes of naming parks, trails, and facilities in the City of Mississauga. In accordance with the policy, General Committee is requested to consider the recommended names brought forth by the Community Services Department for a period of 30 days, after which the Committee is asked to make a final recommendation to Council.

The subject report outlines for consideration the naming of Park 512, located at 170 Church Street within Ward 11 (Appendix 1).

**COMMENTS:** The former Russell Langmaid Public School, located near the

intersection of Queen Street South and Ontario Street, was acquired by the City in the fall of 2010. The portion of the overall site located south of the Maiden Lane road allowance, now identified in the City's parkland inventory as Park 512, has an area of approximately 0.20 ha (0.49 ac.), and satisfies an identified need for parkland within the Streetsville area. The park development plans for Park 512 include the following park improvements:

- Existing play structure to be maintained and supplemented with an additional play piece, a sand play area and seating;
- Improved park access and circulation with new entry features and pathways;
- New plantings to improve park aesthetics and provide shade; and,
- Replacement of existing fencing with decorative and lower height fencing.

The proposal that Park 512 be named "Jon Clipperton Park" is in recognition of Jon William Clipperton, a Streetsville resident and well-known businessman. Born in 1946, Jon was a devoted Streetsville volunteer and a member of the Streetsville Lions Club. He served as President/Chair of various professional and health care organizations and was a key player in the development of the Vic Johnston Community Centre and the Streetsville Derbys Junior A hockey team.

Jon Clipperton played junior hockey and even had a chance at a professional career, but he had a stronger dedication to the family business, Atkinson Insurance Limited, which was started by his grandfather during the Depression. Jon eventually became president and successfully operated the business. He was a lifelong member of Streetsville United Church and was a devoted volunteer. Jon Clipperton died on August 29, 2009 at the age of 62.

Councillor Carlson has been consulted and supports the recommended name.

**STRATEGIC PLAN:**

The proposed park name "Jon Clipperton Park" is in accordance with the "Connect" Strategic Pillar for Change, in that naming the park in honour of a family with significant history in the city celebrates our community and promotes our past, by taking pride and connecting the new community to the history of Mississauga.



**FINANCIAL IMPACT:** There is no material financial impact associated with this initiative.

**CONCLUSION:** The proposed naming of Park 512 in Ward 11 to “Jon Clipperton Park” is in accordance with the City’s “Property and Facility Naming and Dedications” corporate policy and should be considered by General Committee for 30 days as per policy.

**ATTACHMENT:** Appendix 1: Map of Park 512



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

*Prepared By: Lucia Hlasna, Intern Planner, Park Planning*



# Corporate Report

Clerk's Files

Originator's Files

**DATE:** September 26, 2012

**TO:** Chair and Members of General Committee  
Meeting Date: October 17, 2012

**FROM:** Paul A. Mitcham, P.Eng., MBA  
Commissioner of Community Services

**SUBJECT:** **Outdoor Sports Field Management Policy**

**General Committee**  
**OCT 17 2012**

**RECOMMENDATION:** That the report dated September 26, 2012 from the Commissioner of Community Services entitled "Outdoor Sports Field Management Policy" be received for information.

**REPORT HIGHLIGHTS:**

- The City has invested in the development of outdoor infrastructure and it is important that a system is implemented that can ensure these assets are highly utilized.
- Staff in collaboration with field user groups will develop an Outdoor Sports Field Management Policy which will be presented to Council for approval in October 2013.

**BACKGROUND:**

For more than 20 years, the Recreation Division has followed an internal practice to allocate and permit field time to affiliated outdoor sport field user groups that serve established geographic areas. Independent of City staff involvement, each affiliated group then allocates field time to their respective teams for games or practices. The City remaining field time is then allocated to non-affiliated

groups. This internal practice has not been approved by Council in the form of a corporate policy, as is the case for allocating ice time to major user groups.

An increase in participation and registration was experienced for baseball in the early 90's and for soccer in the late 90's. The Future Directions Master Plan for Recreation set out the provision standard that responded to this demand as well as forecasted population growth. The 2009 Future Direction Master Plan for Recreation recommended a service level for soccer of one field per 2,800 population, and a service level of one diamond per 5,000 population for baseball. Further, Future Directions recommends a service level of one cricket pitch per 100,000. Overall the City has a capacity of 241 soccer fields (including artificial and multi-use fields), 159 ball fields and six (6) cricket pitches. By 2014 Future Directions recommends that the City add another 11 soccer fields, five (5) baseball diamonds and three (3) cricket pitches to meet the needs of the community.

The City has invested in the development of outdoor infrastructure and it is important that practices are implemented to ensure these assets are highly utilized.

**COMMENTS:**

As the City approaches its planning build-out and the demographic characteristics of the city change (i.e. aging population, increasing diversity, etc.), the timing is appropriate to review and analyze current sports field utilization and develop a system that can continue to respond to the current and future needs of community sport groups. Accordingly, it is recommended that the City develop a comprehensive Outdoor Sports Field Management Policy.

The development of an Outdoor Sports Field Management Policy will:

- Ensure equitable and fair distribution of field time to all affiliated sport organizations (including baseball, soccer, cricket, football, field hockey, rugby, field lacrosse, etc.) that is based on participant numbers and registration trends
- Build in sound turf management practices to ensure a balance of field use and rest

- Establish and develop processes for the management of tournament/ special event requests, seasonal permits, residency requirements, field opening and closures, and cancellation practices
- Provide the City with better utilization data and understanding of user group requirements to help guide future capital planning and investment in sport fields
- Align with the new hourly pricing system for outdoor sport field permits that was presented to Council as part of the Recreation Pricing Study
- Respond to the need to accommodate emerging sports
- Establish an appropriate hierarchy with respect to allocation
- Determine standards of play that align with the applicable governing body
- Incorporate best practices and benchmarking from surrounding municipalities

Recreation Division Staff will establish an internal working committee that will be responsible for completing the necessary background research and benchmarking that will serve as the basis for developing the Corporate Policy. This effort will be informed and supported through a series of focus groups and the establishment of the Mississauga Sports Field Network (“Network”).

The mandate of the Network will be to act in an advisory capacity and to review key policies, administrative processes and scheduling, and assist with facility and service planning. In the shorter-term, the Network will act as a touch point for developing the policy. Establishing a Network will ensure the City has meaningful dialogue with user groups while at the same time assisting the City in achieving its overall objective of the most effective use of field time and revenue security for our sports fields.

Staff estimates that a new Outdoor Sports Field Management Policy will be completed for fall 2013 and ready for implementation in spring 2014. Time does not permit for the Policy to be developed and implemented for the 2013 season as the allocation process begins in early January, however staff will work to reduce our operation costs on fields that are used less frequently in 2013.

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Staff will draft the Policy and follow the normal city protocols for policy development. Below are the estimated timelines and tasks required to complete the policy:

**Outdoor Sports Field Management Policy Timelines:**

<u>Timeframe</u>	<u>Task</u>
March/May 2013	Background Research and Data Analysis
May 2013	1 <sup>st</sup> Focus Group (Establish Network)
June 2013	2 <sup>nd</sup> Focus Group (Determine Requirements)
July/Aug 2013	Draft Policy
September 2013	3 <sup>rd</sup> Focus Group (Present Concepts)
October 2013	Policy to General Committee
October 2013	Policy to Council

**FINANCIAL IMPACT:** There is no financial impact at this time.

**CONCLUSION:** Staff will work with key stakeholders to establish priorities, criteria and standards for the management and allocation of outdoor sport fields. The establishment of a sports field network will assist the City in achieving its overall objective of maximizing outdoor sport fields in an efficient and effective manner.



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

*Prepared By: Jason Klomp, Manager, Sports*



# Corporate Report

Clerk's Files

Originator's Files

**DATE:** September 26, 2012

**TO:** Chair and Members of General Committee  
Meeting Date: October 17, 2012

**FROM:** Paul Mitcham, P.Eng., MBA  
Commissioner Community Services

**SUBJECT:** **Primetime Ice Allocation Policy Review**

<p>General Committee</p> <p><b>OCT 17 2012</b></p>
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**RECOMMENDATION:** That the report dated September 26, 2012 from the Commissioner of Community Services entitled Primetime Ice Allocation Policy Review be received for information.

<p><b>REPORT HIGHLIGHTS:</b></p>	<ul style="list-style-type: none"> <li>• Based upon forecasted demographic shifts, the increase in arena supply across the GTA and recent major user group registration trends, an overall decline in demand from traditionally high volume ice users in Mississauga is anticipated.</li> <li>• Among a number of goals the Recreation Division will consider to stabilize demand for ice in Mississauga, revising the Primetime Ice Allocation Policy is an initial priority for planning the long-term sustainability of the arena system</li> <li>• Staff will conduct a review of the Primetime Ice Allocation Policy that engages arena user groups in a meaningful way and provide a revised Policy for Council approval in May 2013</li> </ul>
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**BACKGROUND:** There has been a noticeable decline in demand for ice from the Mississauga Hockey League (MHL) and other traditional high volume

youth-oriented ice-based organizations in Mississauga over the past few years. Several factors have contributed to this decline in demand including changing demographics, socio-economic challenges, a trend towards more drop-in or self-scheduled activities, an aging population and a more competitive market place to name a few.

The Mississauga Hockey League's registration decreased by 576 players from the 2007 to 2011 season. At the same time Girls' Hockey which has long thought to be a growth sport at the provincial and national level has stabilized in Mississauga over the past three (3) seasons. The direct impact is a slippage in primetime ice use from a high of 92% overall utilization in 2009 to 88% in 2011. In real number terms, 2,000 fewer primetime hours we used by the MHL in 2011 compared to 2009.

To address these trends and further understand their implications the City worked with Montieth-Brown Planning Consultants and the JF Group to analyse the current situation and to develop strategies that respond to the current and future market conditions. The Arena Provision Strategy (attached as Appendix A) was developed in consultation with staff and key arena stakeholders.

The Arena Provision Strategy ("Strategy") recognizes that the City of Mississauga anticipated these changing usage patterns through its master planning efforts and strategic decisions more than a decade ago by developing an inventory of arenas sufficient to meet the "ultimate" ice needs of the community. This decision led to a temporary "peak" in demand in 2009 during which user requirements outpaced supply. Ice revenues and utilization rates reached historic highs and waitlists for City learn to skate programs were considerable. The recent decline in usage has resulted in the available supply of ice and revenue pressures for the City.

To mitigate this effect, Strategy reasserts that no new municipal arenas be added to the inventory in the next 10 years and beyond. Further, it suggests that the City focus on improving arena utilization through improved ice allocation and use practices that will enable a reasonable supply of primetime ice to be dedicated to new programming.

Consequently, the Recreation Division has taken a strategic approach in the short term to maximize primetime ice utilization. Four goals

have been established to stabilize utilization and pressure on the operating budget:

1. Review the Primetime Ice Allocation Policy
2. Review and Explore Ice Programming Opportunities
3. Effectively Outreach to Diverse Communities
4. Identify and Achieve Operational Efficiencies

The Primetime Ice Allocation Policy (“Corporate Policy”) is a key priority for unlocking and achieving the subsequent three (3) other goals as it drives utilization and manages our relationships with key arena users.

**COMMENTS:**

The existing Corporate Policy was last updated in 1996 and requires updating to align with current best practices, in accordance with the routine 3-year review and update protocol for corporate policies.

Key Goals of the Primetime Ice Allocation Policy are to:

- Ensure the recreational needs of affiliated community groups are adequately served;
- Incorporate best practices and benchmarking from surrounding municipalities;
- Address issues such as Learn to Skate waitlists, tournament bookings, public skating, arena opening/closing times;
- Respond to the needs of an increasingly diverse and aging population; and
- Achieve better overall utilization of primetime and non-prime time and summer ice.

A number of specific interests identified in the Arena Provision Strategy that will be further examined during the review of the Corporate Policy are:

- Allocating primetime ice based on current pre-season registration estimates rather than the current practice of



allocating ice based on previous year actual registrations numbers. This practice may provide an opportunity and sufficient planning time for the City to allocate available primetime ice to other user groups or for City learn to skate programming during the allocation process.

- Emerging ice sports and passive ice users
- Residency requirements for community sport groups
- Permit cancellations, ice returns and trading ice
- The standards of play for allocating ice time (according to provincial standards)

Recreation Division Staff will establish an internal working committee that will be responsible for completing the necessary background research and benchmarking that will serve as the basis for the updated Corporate Policy.

Arena user groups will be engaged through a series of focus groups. The first focus group meeting will present the key findings and recommendations of the Arena Provision Strategy, provide an overview of the policy review objectives, and establish the Ice Users Network (“Network”). The mandate of the Network will be to act in an advisory capacity and to review key policies, administrative processes and scheduling, and assist with facility and service planning. In the shorter-term, the Network will act as a touch point for the policy and allocation review.

Establishing a Network will ensure the City has meaningful dialogue with user groups while at the same time assisting the City in achieving its overall objective of the most effective use of ice time, year round and revenue security for our ice facilities.

A second focus group meeting will be convened to review the current Primetime Ice Allocation Policy and solicit input and advice from the Network participants. Staff will collate all feedback provided during the focus group session and at the third focus group meeting present key concepts that will form the revised Corporate Policy.

Staff will draft the revised Policy and follow the normal city protocols for policy review and updates. Below are the estimated timelines and tasks required to complete the review:

**Policy Review Timelines**

<b>Timeframe</b>	<b>Task</b>
Sept./Dec. 2012	Background Research and Benchmarking
January 2013	1 <sup>st</sup> Focus Group (Establish Ice User Network)
February 2013	2 <sup>nd</sup> Focus Group (Review Policy/Feedback)
February 2013	3 <sup>rd</sup> Focus Group (Present Key Concepts)
March 2013	Revised Policy to General Committee
April 2013	Revised Policy to Council

**FINANCIAL IMPACT:** At this time there is no financial impact.

**CONCLUSION:** Revising the Primetime Ice Allocation Policy is the first step to ensuring the long-term sustainability of the arena system in Mississauga. Engagement of user groups through the establishment of an Ice Users Network will be an integral part of that review process.

Looking ahead to the next Future Directions Master Plan for Recreation, the City will need to assess whether the aforementioned efforts have proven effective and whether it is time for the city to assess the current inventory of ice facilities against the established trends, demographics and other community facility needs.

**ATTACHMENTS:** Appendix 1: Arena Provision Strategy



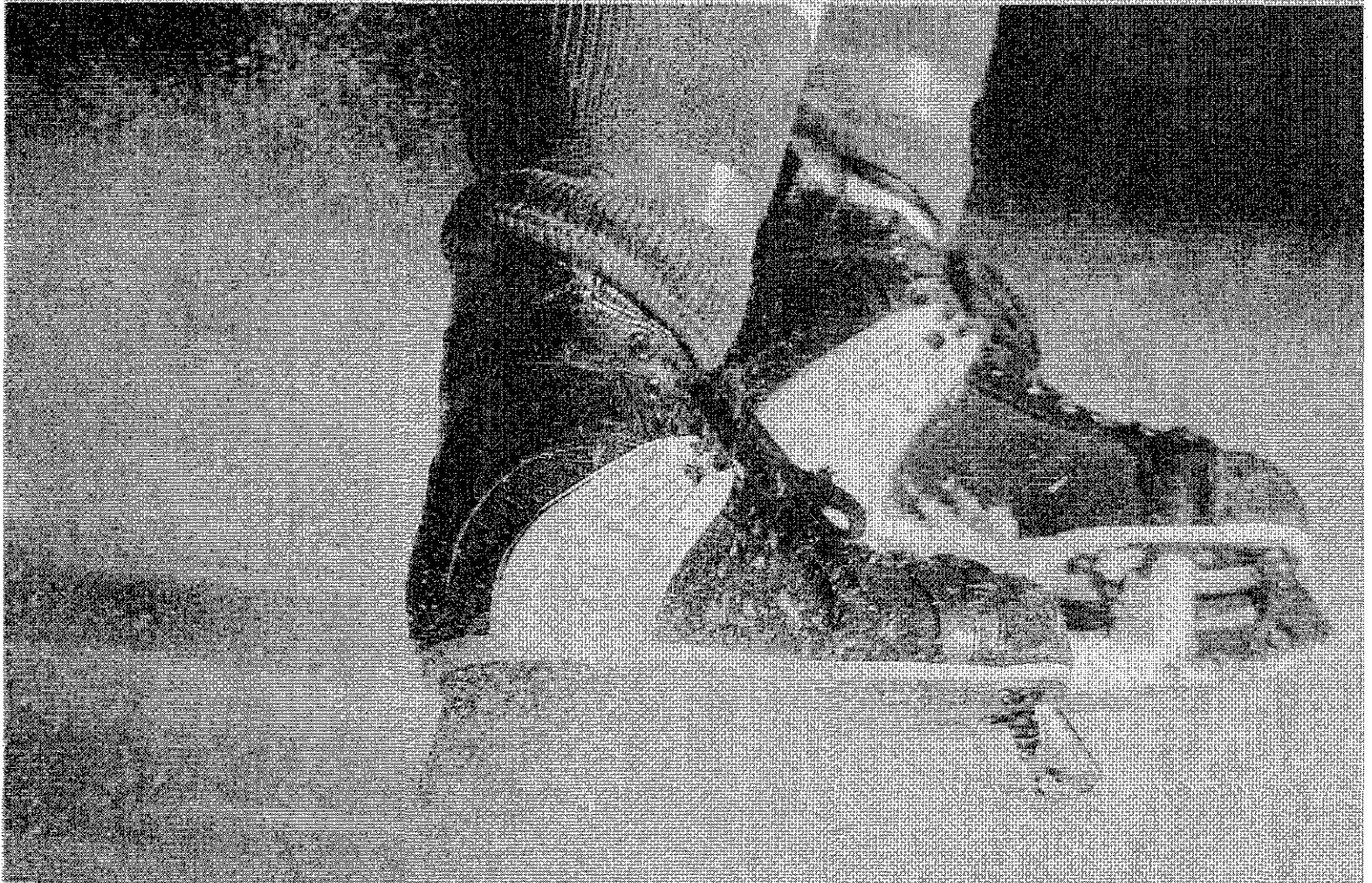
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Paul A. Mitcham, P.Eng., MBA  
Commissioner of Community Services

*Prepared By: Jason Klomp, Manager, Sports*

FINAL REPORT | JULY 2012

# Arena Provision Strategy





# Arena Provision Strategy

FINAL REPORT

July 25, 2012

Prepared by:



# Acknowledgements

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## City of Mississauga Council

Hazel McCallion, Mayor	Frank Dale, Ward 4	Katie Mahoney, Ward 8
Jim Tovey, Ward 1	Bonnie Crombie, Ward 5	Pat Saito, Ward 9
Patricia Mullin, Ward 2	Ron Starr, Ward 6	Sue McFadden, Ward 10
Chris Fonseca, Ward 3	Nando Iannicca, Ward 7	George Carlson, Ward 11

## Arena Provision Strategy Steering Committee

Jason Klomp, Sports Manager (Project Lead)	Rick Ioi, Arena Allocation Administrator
David Ferreira, Manager, Business Development	Darryl McWilliam, Manager, Customer Service
Albert Greaves, Business Advisor	Nicole Perkovich, Skating Coordinator
Wayne Hand, Facility Manager	Stu Taylor, District Manager

## Project Consultants

Monteith Brown Planning Consultants  
The JF Group

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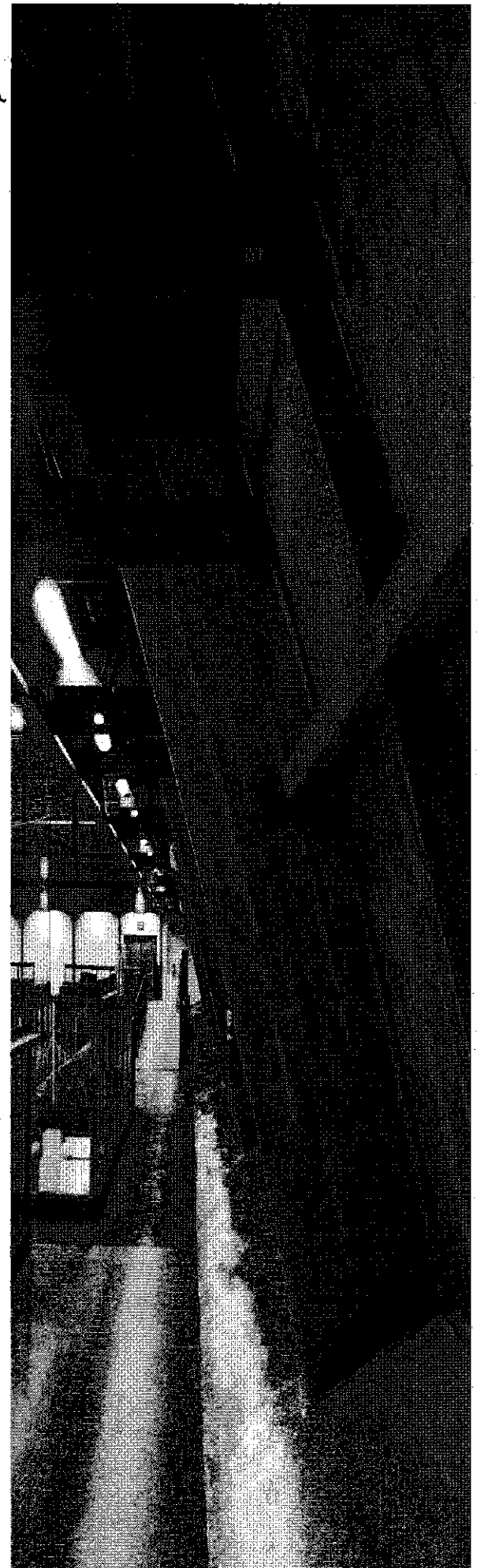
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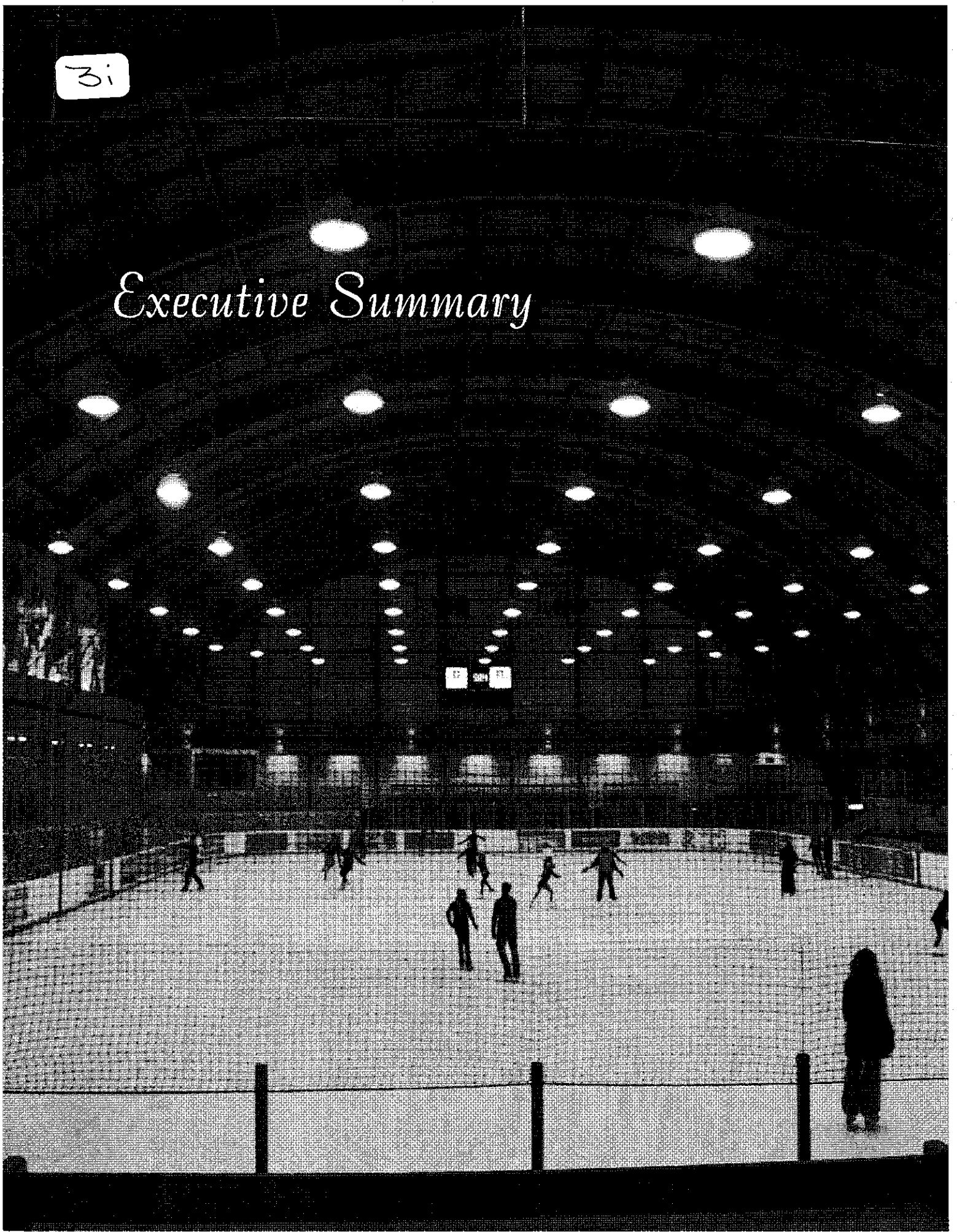
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Appendix A: Arena Supply Notes



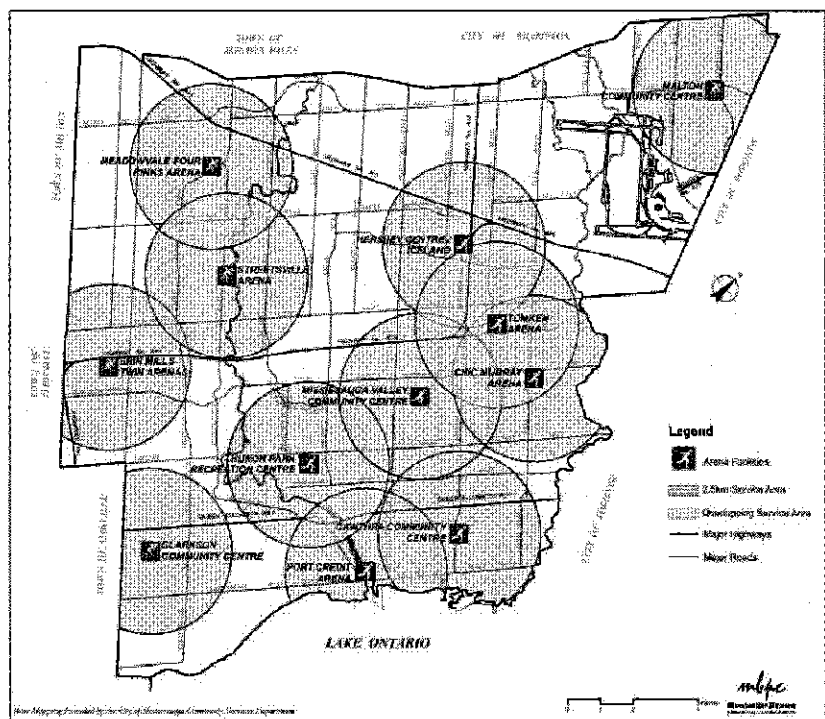
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# *Executive Summary*



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Hockey and figure skating have been a part of Mississauga's recreational fabric for decades. As Mississauga grew, so did its supply of arenas in response to increasing demands for ice sports; today, thirteen arenas provide a total of twenty-five ice pads. Since the completion of the first arena study, the City's population has grown from nearly 550,000 to almost 715,000 residents (excluding Census undercounts). Due to this influx, the City's arena system has faced a combination of challenges - the need to provide adequate time to a larger market as well as dealing with the physical consequences of intensively utilized facilities.



The intent of the 2012 Arena Provision Strategy is to "investigate and examine the changes in the arena business that have occurred and provide a detailed strategy and recommendations to meet short and long term shortfalls and identify opportunities to satisfy the peak demand period." In doing so, the goal of this study is "to review and assess current demand and supply for ice surfaces in Mississauga and provide recommendations for sustainable arena operations."

Early in the past decade, the City made a strategic decision to develop an inventory of arenas sufficient to meet Mississauga's "ultimate" ice needs. Municipal officials recognized that the ice system would be under pressure for a temporary period of "peak" demand during which arena user requirements would outpace supply. However, demographic and population growth projections indicated that the peak would subside in the late 2000's after which demand would recede to levels more representative of ice requirements of a mature community.

Based upon current and anticipated demographics, service levels, utilization rates, regional competition and recent user trends, the provision of additional arena facilities is not recommended over the course of the next ten years. With this in mind, the following strategy is advanced:

- **Short-Term (0-5 years)** – focusing on improving arena utilization through improved ice allocation and use practices and through entry into new program offerings.



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- **Long-Term (5-10 years)** – with a population of 773,800 forecasted for the year 2021, the existing arena supply would result in a provision ratio of about 1 ice pad per 32,500 population. The City should continue to monitor arena participation rates, demographics and other indicators of demand and re-evaluate the need for ice pads on an on-going basis.

This implementation strategy is based upon two general scenarios. The first scenario represents the desired outcome for the City whereby short-term strategies lead to a reversal of the declining participation and usage trend. Should short-term measures to improve utilization rates be successful, the City should maintain a status quo approach to providing its 25 ice pads. It is anticipated that five year updates to the Future Directions for Recreation and the Arena Provision Strategy will provide further direction to the City with respect to its supply of ice pads based upon future demographics and trends.

The second scenario applies if either measure to improve utilization/participation rates continue to decline. Should arena utilization rates and/or participation rates continue to decline after short-term strategies aimed at curbing the decrease, the City of Mississauga should consider an adjustment to its arena supply in the form of either reduced operating hours at all or selected facilities, or removal of an arena altogether (possibly re-purposed).

The primary goal of the Arena Provision Strategy is aimed at achieving the first scenario whereby utilization rates stabilize and rebound. To this end, a three Strategic Focuses and related tactics have been developed to counteract negative pressures caused by the aforementioned factors and to capitalize on opportunities to enhance arena performance.

### **Strategic Focus #1 – Driving Utilization Through Changes to the Policy Structure**

1. Adjust the definition of prime-time to drive utilization in the shoulder hours (11 pm – 12pm Mon-Fri) and maximize the benefit of the most marketable hours (i.e. 7am – 8am Sat.).
2. Implement a flexible pricing scheme to fill gaps in arena schedules and ensure that even nominal revenues can be generated for otherwise unused ice. Through this process, the City could offer bundled pricing packages (e.g. pre-booking a set number of slots with at a discounted rate).
3. Increase the number of prime time ice hours allocated to City programs (such as learn-to-skate, learn-to-hockey, etc.) by consolidating blocks of time made available through implementation of the adjustments noted in this Report.
4. Determine the feasibility of shifting learn-to-skate programs away from weekends to shoulder hour time slots (e.g. 4pm to 5pm on weekdays) to free time for higher demand programs such as affiliated group rentals.

- 
5. Develop an ice use policy to regulate the manner in which groups use allocated ice, obligations associated with minimum and maximum participants per hour, implications of turning ice back to the City, codes of conduct, etc.
6. Implement control protocols and procedures to ensure that ice within the City's inventory is utilized to its maximum efficiency:
- Allocated ice hours that become redundant and are no longer required by groups should be turned back to the Community Services Department for re-allotment following the principles outlined in the allocation policy.
  - Use the City web site or other technologies to promote the availability of ice and to encourage the uptake of ice for spot bookings, etc.
  - Work with user groups to provide links from their individual web sites to the area on the City site promoting available ice. This would make it easier for coaches to become aware of open ice.
  - Assemble time that has been turned back or that has become available for other reasons, into blocks that may be suitable to accommodate City programs, tournaments and other uses.
  - Build on the notion of the Hershey and Iceland facilities being the City's primary tournament sites to reduce bumping and scheduling difficulties by having tournaments widely distributed throughout the arena system.
  - Examine the use of "dangling hours" with a view to reducing the amount of unused ice (without creating scheduling or use complications for user groups). Dangling hours generally refers to offering groups half an hour blocks of ice time that typically sit idle in between scheduled one-hour allocated slots.
7. Designate specific arena sites for activities that are well-suited for individual locations (e.g. tournament sites, special event venues, figure skating only rinks, sledge hockey rinks, etc.). Ongoing discussions with user groups should be undertaken to stay apprised of opportunities to create "home" rinks for specific activities that could be subject to differential pricing based upon the level of amenity, ability to meet user requirements and consideration of market conditions at other arenas.
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### Strategic Focus #2 – Exploring New Program Opportunities

8. The City should expand and diversify its role in program development and operation to increase the range of ice and arena floor activities which are congruent with Departmental program objectives through the following municipal program options (at a minimum):
  - a) Enhanced learn-to-skate or skill development programs, including greater market segmentation (e.g. for hockey, figure skating, ringette, cardio or power skating, etc.);
  - b) Drop-in figure skating or hockey programs for spontaneous opportunities for play;
  - c) Partnering with, or assisting the MHL to develop a post-Juvenile adult league;
  - d) 3 on 3 hockey leagues and/or expanded adult hockey leagues; and/or
  - e) An older adult hockey league for those over 55 years of age.

9. City Programmers will schedule programs in synergistic clusters to enhance participation and augment learning opportunities (e.g. learn-to-skate prior to a public skate session).

10. Bolster marketing and promotion efforts to proactively market existing and new program options, potentially tied in with flexible or bundled pricing schemes as proposed in Key Tactic #2.

11. Maximize off-season usage of arena floors by diversifying program and event opportunities that can occur. At a minimum, the existing Zoning By-law will need to be amended to allow commercial activities to take place in land uses zoned for recreational activities (this may involve the drafting of 'temporary use' by-laws so that events with a retail component, such as trade shows, may be permitted).

### Strategic Focus #3 – Ensuring Long-Term Arena Sustainability

12. Evaluate any negative impact of gate fees on participation in conjunction with the MHL (e.g. determining if gate fees are a veiled cost that creates price barriers for participants, if this limits spectators, if it limits the appeal of ice activities targeting younger populations, etc.).

13. Adjust the City's prime-time ice rates so that prices reflect the value inherent in the City's arenas while remaining sensitive to competitive and market pressures.

14. Develop and implement a strategy, in consultation with user groups, to ensure that the number of available ice surfaces is consistent with demand throughout the entire season (e.g. by staggering the opening and closing of arena facilities during the start and end of the season).

15. Affiliated groups that book ice time outside of their set allocation (e.g. extra practices) should be charged at the applicable resident rate.

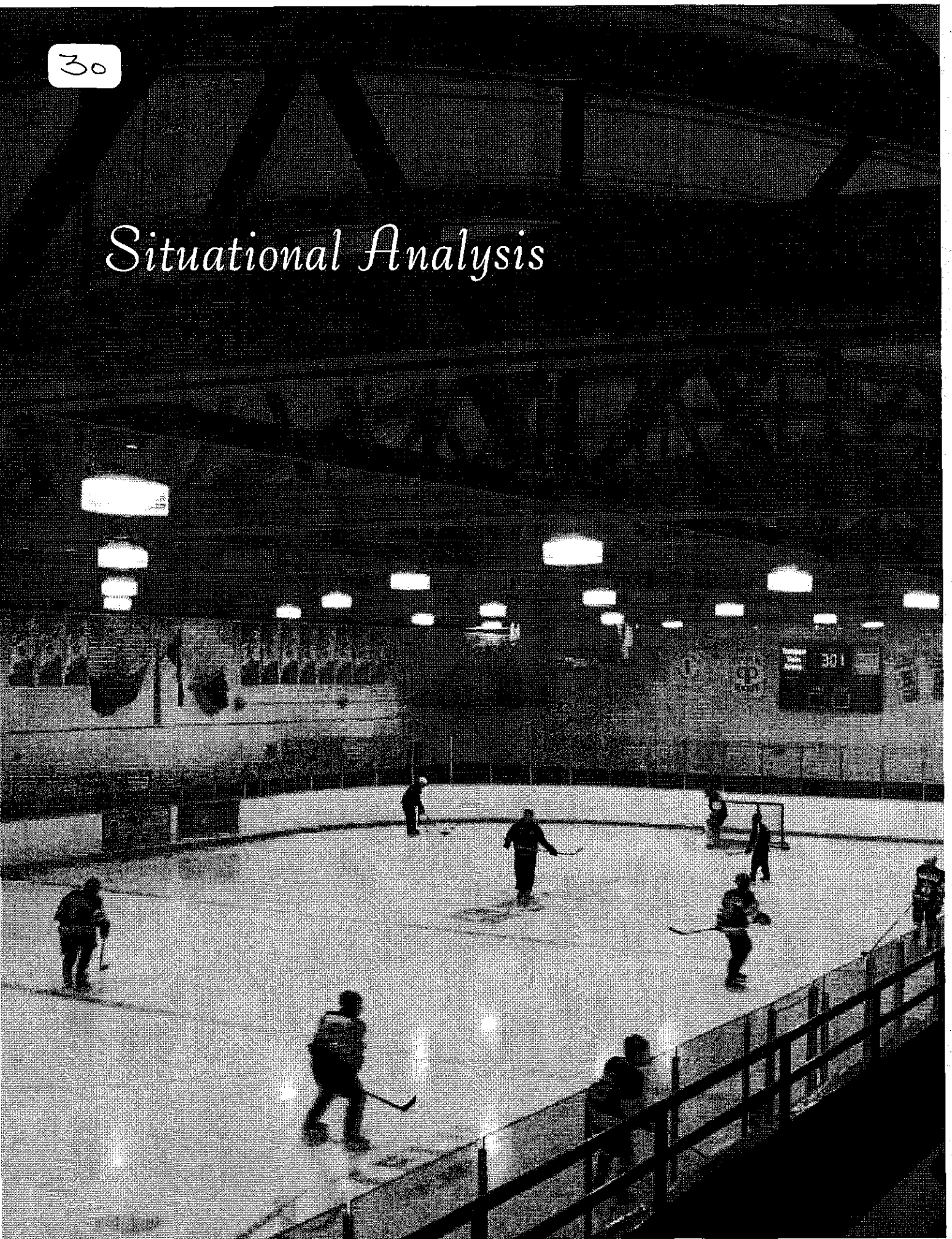
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16. Extend the programmable life of existing arenas through the implementation of key tactics contained in Strategic Focus' #1, #2 and #3. In the event that the City successfully implements the proposed tactics and achieves its intent of increasing participant numbers, revenue production, and/or utilization rates, the existing arena supply should be maintained at its present level. It is noted, however, that the proposed tactics are aimed at extending the arena lifecycle from a programming perspective (rather than a structural one) as demographic and recreational trends presently suggest that it will be increasingly difficult to maintain this supply that was built to meet ultimate demands (as opposed to peak demands, which have now passed).

17. Should implementation of the proposed tactics contained in this Strategy be unsuccessful (however determined by the City) after a three to seven year period, and demand for ice in Mississauga continues to decrease, prepare a business case to rationalize the decommissioning of an arena provided that such a course of action is supported by either an updated Future Directions for Recreation or Arena Provision Strategy. This business case should take into account revenue and operating considerations associated with arena operations as well as any future use associated with repurposing the rink.

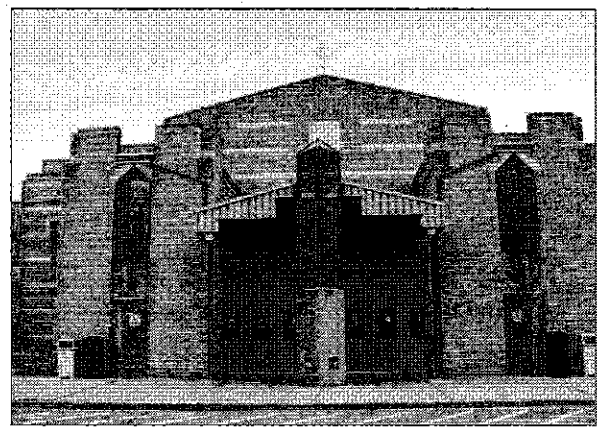
- In the event that an arena is decommissioned, the City should determine the most plausible candidate based upon business planning and future circumstances. The City should investigate potential adaptive re-use strategies for any such facility, along with associated costs of conversion/ongoing operation, including (but not limited to) use for public works, indoor turf sports, arts and cultural activities, and/or other programmable spaces.

# *Situational Analysis*



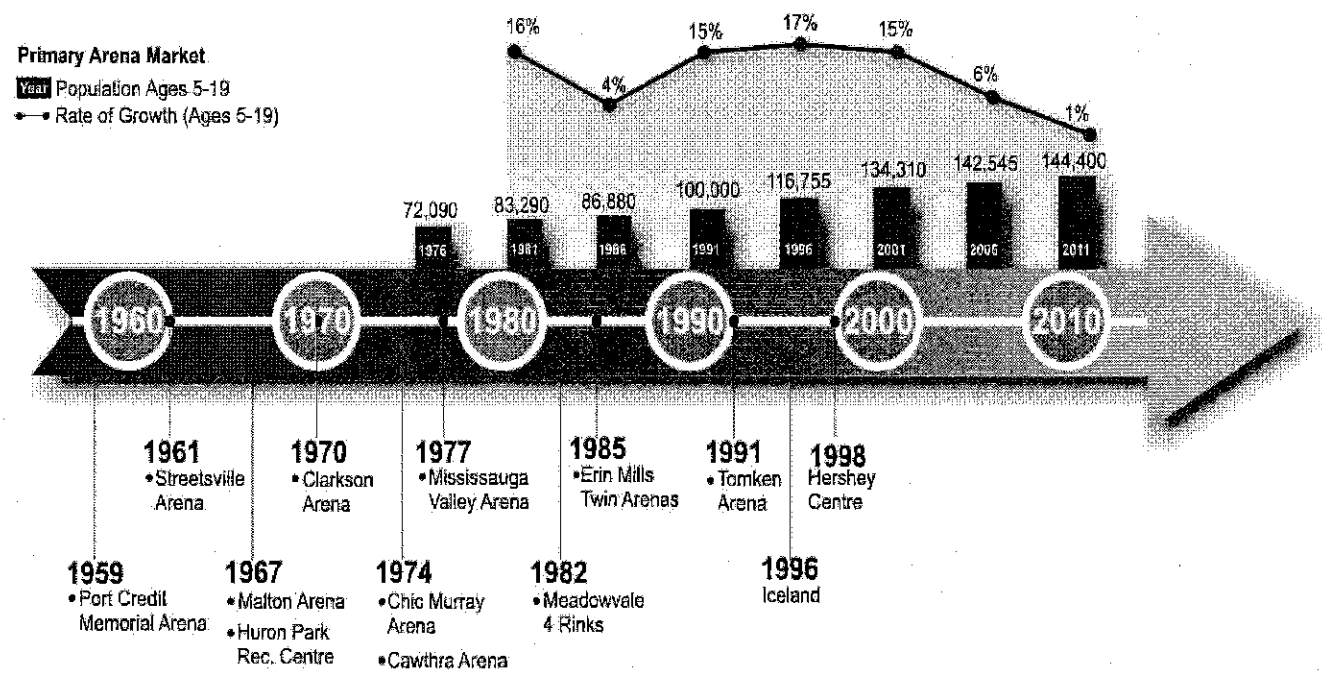
# 1. A Timeline of Arena Development

Hockey and figure skating have been a part of Mississauga's recreational fabric for decades. Port Credit Memorial Arena, originally constructed in 1959, is the City's first and oldest surviving public arena having been built fifteen years before Mississauga was incorporated as a municipality. As Mississauga grew, so did its supply of arenas in response to increasing demands for ice sports; today, thirteen arenas (including the community-operated Streetsville Arena) provide twenty-five ice pads in total.



Traditionally, the primary users of ice facilities typically comprise children and youth between the ages of 5 and 19. Figure 1 illustrates construction dates of City's arenas in relation to size of this primary market of children and youth. The demographics section contained in subsequent pages will discuss population projections, including that of the primary market, in greater detail.

Figure 1: Arena Development Timeline in Relation to Size of the Primary Market



\* Census data for the City of Mississauga was first available in 1976, after incorporation of the City  
 Source: Statistics Canada Census, 1976-2011

## 2. Future Directions for Recreation

To ensure that the arena supply kept pace with the Mississauga's rapid population growth, the City has been undertaking specific arena strategies and reviews for over fifteen years. For the Arena Provision Strategy to be reflective of municipal and public priorities, it must align with strategic planning exercises that guide the City, therefore, these processes have tied into the overarching 'Future Directions for Parks & Recreation' master planning initiatives undertaken every five years. The most recent Future Directions for Recreation, completed in 2009, articulates the following vision and mission statements for the Recreation & Parks Division.

**VISION:** We will anticipate and respond to the needs of our communities as a committed partner in fostering a healthy city in which to live, work and play.

**MISSION:** We are a dynamic team of staff, volunteers and partners who are committed to working together to strengthen individuals, families, our communities and the environment through stewardship and by offering and encouraging life-long learning, leisure and sustainable recreation experiences.

During a long period of increasing ice pad needs, the City undertook an Arena Provision Standards Review in 1995 and then advanced a number of strategies for meeting continued demand with the 1999 and 2004 Arena Provision Strategy reports. The City has recently experienced some usage patterns that suggest a change or shift in ice pad demand and, in order to better understand the implications, this 2012 Arena Provision Strategy has been undertaken to evaluate and strategize a response to the new market conditions. Whereas previous Arena Strategies focused on identifying strategic responses to population growth and participation in ice sports, the impetus for the 2012 Strategy is to identify approaches that counteract reduction in arena utilization which may be linked to the influence of an aging population and changing recreation participation patterns. While Mississauga's population has experienced significant growth since 1976, Figure 1 illustrates the growth rate of primary arena users (i.e. children and youth) has been decreasing over the past ten years, and in fact, 2011 Census data shows that the number of children (0-9 years) decreased by over 2,000 persons from 2006.

Previous Arena Provision Strategies anticipated that Mississauga would reach peak ice demand between 2009 and 2011, and that the number of primary users would start to decline around 2010. In response, the Strategies recommended capping arena development at 25 ice pads rather than constructing facilities to meet peak demands when the children/youth market reached at its temporary crest. Respecting this recommendation, the City placed a moratorium on new arena developments after the community ice surfaces were added at the Hershey Centre. By implementing this Strategy, municipal officials understood that the City would be in an "under supply" situation for a period of years during which the arena system would experience significant demand pressure – this sometimes resulted in rink utilization rates exceeding capacity by more than 20%. If the City had built to meet peak demand, an over-supply situation would have occurred as market demand levelled off and reduced over time.

### 3. The Intent of this Strategy

The 2012 Arena Provision Strategy is guided by a Terms of Reference, which states that the intent of the study is to *“investigate and examine the changes in the arena business that have occurred and provide a detailed strategy and recommendations to meet short and long term shortfalls and identify opportunities to satisfy the peak demand period.”* In doing so, the goal of this study is *“to review and assess current demand and supply for ice surfaces in Mississauga and provide recommendations for sustainable arena operations.”*

Monteith Brown Planning Consultants and The JF Group were retained to complete the study, employing a comprehensive methodology and planning process that generally involved three phases: 1) Research; 2) Assessment and Consultation; and 3) Strategy Formulation. In doing so, the Arena Provision Strategy provides guidance to optimize the municipal arena system in a manner that addresses evolving trends and preferences for ice sports so that long-term arena operations remain sustainable. This study has been coordinated by a Steering Committee consisting of City Staff, with input also being received from Mississauga’s Recreation and Parks Leadership Team as well as major arena user groups.



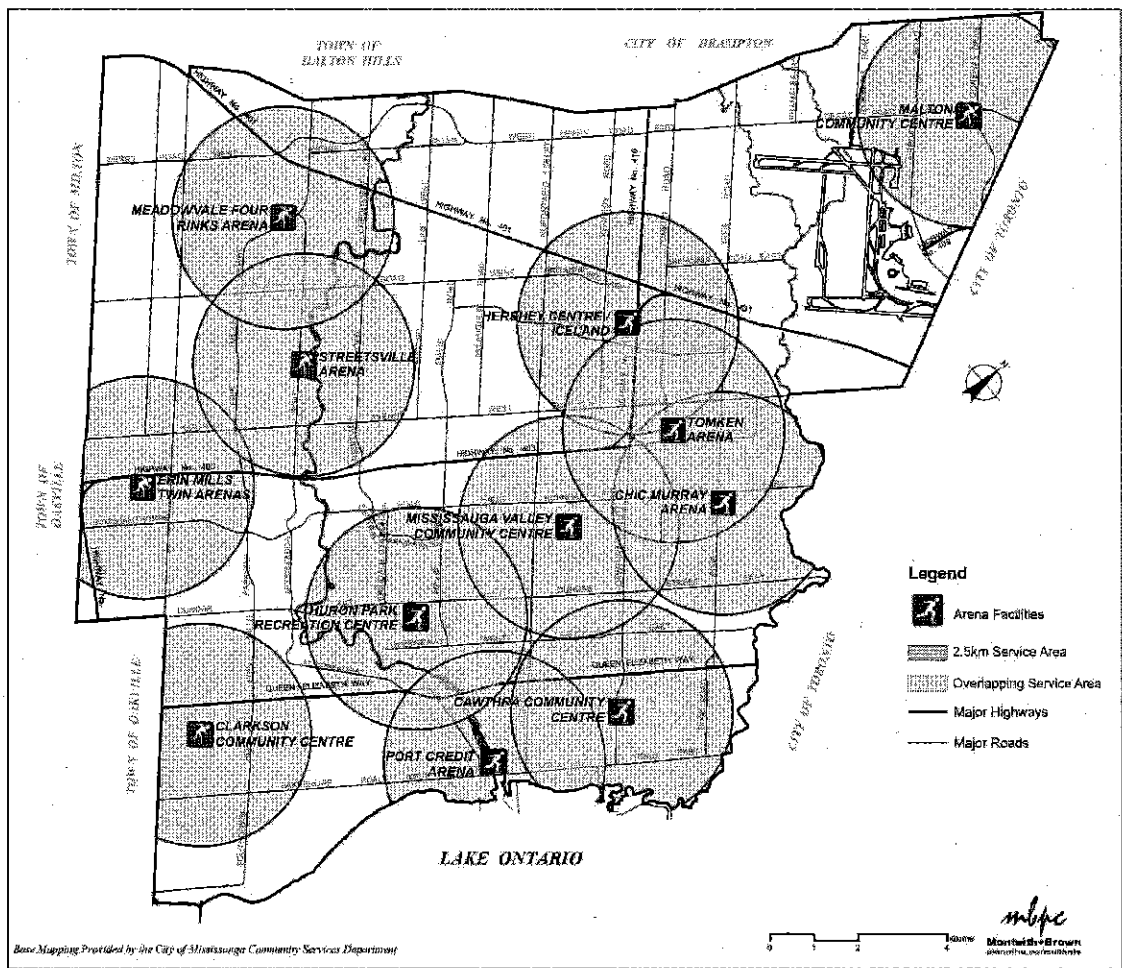
Based on the Terms of Reference and input from the Steering Committee, the Arena Provision Strategy will work in tandem with the City’s ‘Remodel for the Future’ process that is being prepared separately from this study and is currently underway. Whereas the Remodel for the Future process investigates strategies geared to operational efficiencies and cost containment, the Arena Provision Strategy rounds out the spectrum by focusing upon arena needs and utilization enhancement strategies. These two initiatives will subsequently guide the City of Mississauga in maximizing arena usage and performance.



### 4. The Local Market

There are a total of 25 indoor ice pads provided at 13 arenas throughout the City.<sup>1</sup> Although arenas function as “drive to” facilities with most users travelling by car to participate in their activities of choice, certain ice programming – such as after-school learn to skate or figure skating – benefit from neighbourhood-level access for children and youth. Arena locations and distribution are presented below, demonstrating around a five minute travel time by car (2.5 kilometres) to illustrate service coverage and overlaps (shown in yellow) between arena locations.

Figure 2: Distribution of City & Community Operated Arenas



Although residents in most regions of the City have convenient access to local arenas, the areas surrounding the Highway 403/Eglinton Avenue interchange are particularly well covered where 12 ice pads at 5 arenas are within close proximity (Hershey Centre, Iceland, Tomken Arena, Mississauga Valley Community Centre and Chic Murray Arena).

<sup>1</sup> Includes the Vic Johnson Arena in Streetsville and the Hershey Centre, neither of which are directly operated by the City, but excludes the Canadian Ice Academy which is a private sector twin pad arena located in the City’s east.

Situational Analysis | 2012 ARENA PROVISION STRATEGY

Table 1: Arena Supply & Characteristics

Arena	Year of Construction	Number of Rinks	Rink Size	Dressing Rooms	Spectator Seating Capacity	Leased Spaces	Onsite Dry Land Training	Other Spaces
Cawthra Community Centre & Arena	1974 (West Rink rebuilt in 1999)	2	180' x 85' (all rinks)	12	300 (West) 50 (East)	Pro Shop	Gymnasium, Walking Track	Concessions, Meeting Room
Chic Murray Arena	1974	1	180' x 85'	7	300	-	Gymnasium	Concessions, Hall, Meeting Rooms
Clarkson Community Centre & Library	1970	1	180' x 80'	6	550	Pro Shop	Gymnasium, Indoor aquatics	Concessions, Youth Centre, Seniors Centre, Meeting Rooms, Library
Erin Mills Twin Arenas	1985	2	180' x 80' (all rinks)	12	200, 300	Pro Shop	-	Hall
Huron Park Recreation Centre	1967	1	185' x 80'	5	900	-	Gymnasium, fitness centre, Indoor aquatics	Meeting Rooms
Hershey Centre	1998 (2 rinks added in 2003)	4	200' x 85' (all rinks)	5 (Main) + 18 (Comm. Rinks)	6,000 (Main) 250 (Comm.)	Pro Shop, Rehab. Centre	Artificial turf, gymnasium, fitness centre, gymnastics	Lounges, Concessions, Press Box
Iceland	1996	4	200' x 100' 185' x 85' (3 rinks)	26	1,200 (Main) 300 (others)	Pro Shop, Rehab. Centre	-	Restaurant, Concessions, Hall, Meeting Rooms
Malton Arena	1967	1	180' x 80'	6	300	-	-	Small Hall, Meeting Room
Meadowvale 4 Rinks	1982 (renovated in 2003)	4	185' x 85' (all rinks)	23	200 (A & B)	Pro Shop	-	-
Mississauga Valley Community Centre	1977	1	180' x 80'	5	300	-	Gymnasium, indoor aquatics, fitness centre	Library, Child Care Centre
Port Credit Memorial Arena	1959 (renovated in 2010)	1	185' x 85'	6 + 1 (team)	646	-	-	Concessions, Meeting Rooms
Streetsville Arena	1961 (renovated in 2009)	1	190' x 84'	6	1,000 (400 fixed)	-	-	Pro Shop, Concessions, Meeting Room, Banquet Hall
Tomken Arena	1991	2	185' x 85' 180' x 80'	12 + 1 (team)	400 (each)	-	-	Concessions, Hall

## 5. A Competitive Regional Market

A wide variety of arenas are competing to maintain or increase their share of the Greater Toronto Area ice market as the number of children and youth decline. Furthermore, the competitive market is becoming more difficult since arena users of today are willing to drive across municipal boundaries in order to access desirable ice times, even if arena rental rates are higher. The following table summarizes municipal arenas in the immediate region.

Table 2: Regional Arena Supply

Municipality	Arena Facility
<b>Brampton</b> - 16 ice pads - 1 pad per 32,744 pop.	<i>Quad Pads (1):</i> South Fletcher's Sportsplex
	<i>Twin Pads (3):</i> Cassie Campbell Community Centre, Century Gardens Recreation Centre, Earnscliffe Recreation Centre
	<i>Single Pads (6):</i> Chris Gibson Recreation Centre, Greenbriar Recreation Centre, James F. McCurry Victoria Park Arena, Jim Archdekin Recreation Centre, Memorial Arena, Terry Miller Recreation Centre
<b>Etobicoke</b> - 12 ice pads - 1 pad per 28,996 pop.*	<i>Twin Pads (1):</i> Centennial Park Arena
	<i>Single Pads (10):</i> Albion Arena, Amesbury Sports Complex, Central Arena, Chris Tonks Arena, Downsview Arena, Gord and Irene Risk Community Centre, Lambton Arena, Long Branch Arena, Mimico Arena, Pine Point Arena/Pool
<b>Halton Hills</b> - 6 ice pads - 1 pad per 9,835 pop.	<i>Quad Pads (1):</i> Mold-Masters SportsPlex (2 ice pads plus 2 pads to be constructed in 2012)
	<i>Single Pads (2):</i> Georgetown Memorial Arena(to be closed after Mold-Masters SportsPlex expansion), Acton Arena and Community Centre (includes 1 ice pad plus a mini pad)
<b>Milton</b> - 6 ice pads - 1 pad per 14,060 pop.	<i>Quad Pads (1):</i> Milton Sports Centre
	<i>Single Pads (2):</i> John Tonelli Sports Centre, Milton Memorial Arena
<b>Oakville</b> - 13 ice pads - 1 pad per 14,040 pop.	<i>Quad Pads (1):</i> Sixteen Mile Sports Complex (includes 4 ice pads plus 2 shooter pads)
	<i>Twin Pads (3):</i> Glen Abbey Community Centre, Joshua's Creek Arenas (incl. 2 ice pads plus 2 shooter pads), River Oaks Community Centre (incl. 2 ice pads plus 2 shooter pads)
	<i>Single Pads (3):</i> Kinoak Arena, Maple Grove Arena, Oakville Arena
<b>Mississauga</b> - 25 ice pads - 1 pad per 28,538 pop.	<i>Quad Pads (3):</i> Hershey Centre, Iceland, Meadowvale 4
	<i>Twin Pads (3):</i> Cawthra, Erin Mills Twin Rinks, Tomken
	<i>Single Pads (7):</i> Chic Murray Arena, Clarkson Arena, Huron Park Recreation Centre, Malton Arena, Mississauga Valley Arena, Port Credit Memorial Arena, Streetsville Arena

\*Population is taken from 2011 Census data on Federal Electoral Districts, as Etobicoke forms part of the City of Toronto.

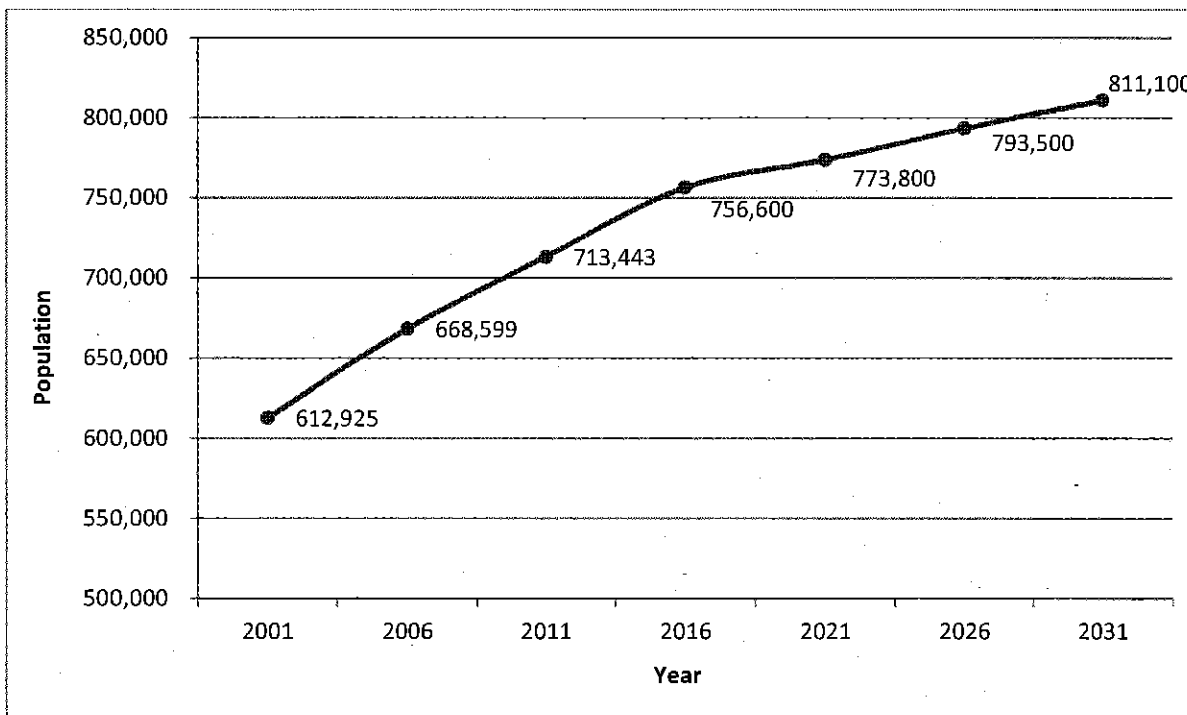
## 6. Influences on Arena Utilization

### a) Changing Community Demographics

Since the completion of the first arena study, the City's population has grown from nearly 550,000 to almost 715,000 residents (excluding Census undercounts). Due to this influx, the City's arena system has faced a combination of challenges - the need to provide adequate time to a larger market as well as dealing with the physical consequences of intensively utilized facilities.

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.<sup>2</sup> Population growth places pressures on existing facilities and services, however, it is the type of new residents (i.e. the market) that dictates specifically what kinds of pressures are generated. The participation base of ice sports such as hockey and figure skating have traditionally been comprised of younger residents from households with average to higher incomes, and those who have been established in Canada for a number of years. Although difficult to quantify, the decline in arena utilization (as will be discussed throughout this report) is undoubtedly linked to the fact that Mississauga's demographic profile is changing from its historical norms.

Figure 3: Historical & Forecasted Population Growth, 2001-2031



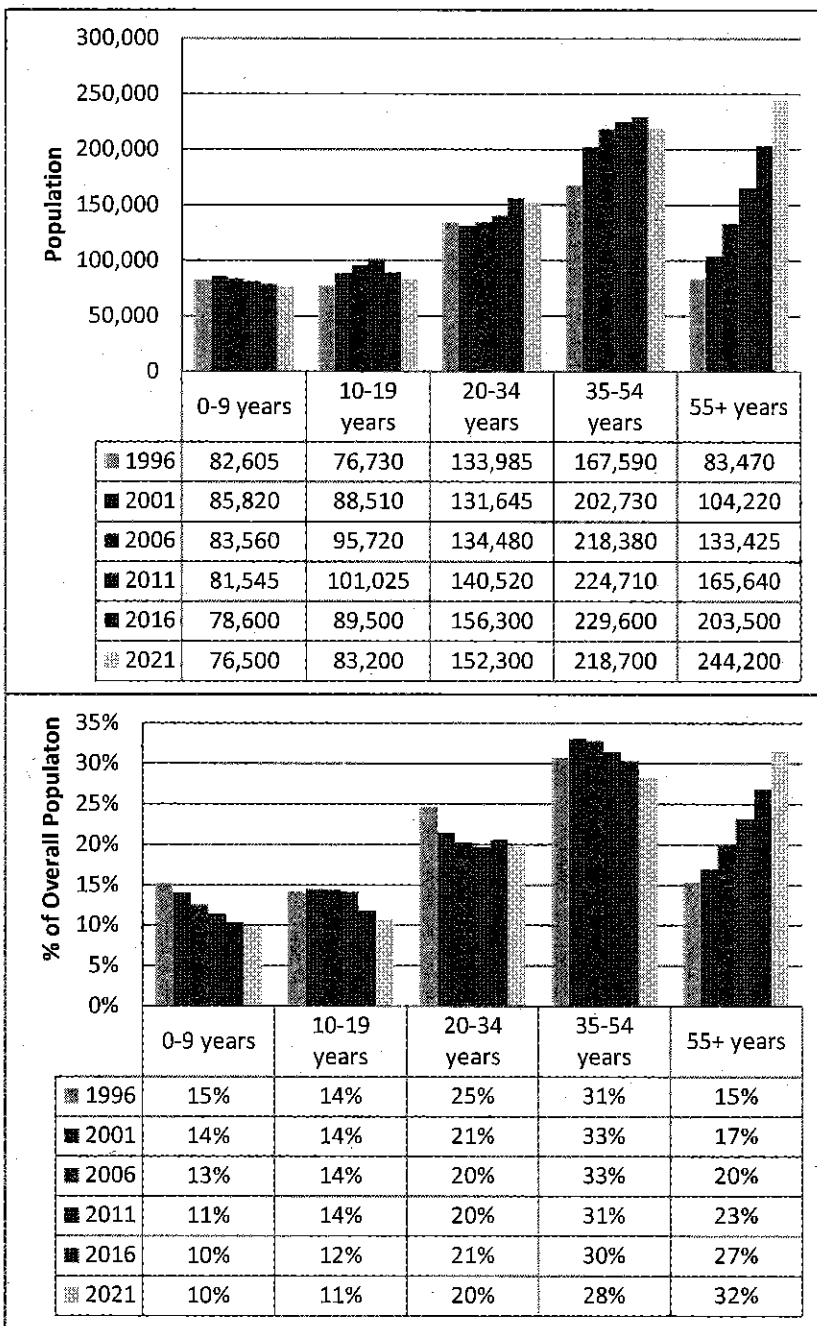
Source: 2001-2011 Statistics Canada Census; City of Mississauga 2009 Future Directions for Recreation (projections prepared by Hemson Consulting Inc. 2009, and Monteith Brown Planning Consultants 2009).

<sup>2</sup> City of Mississauga. 2009 Future Directions for Recreation.

Figure 4: Age Composition of the Population by Census Year, 1996-2011

Mississauga's population has been 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 the City's children 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. According to background data that informed the 2009 Future Directions, it is 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 primary arena market as the City approaches its planning build-out (i.e. build-out occurs where no large tracts of "greenfield" lands exist, which typically accommodate subdivisions and forms of housing occupied by families with children).



Source: Statistics Canada Census, 1996-2011; 2009 Future Directions for Recreation (projections prepared by Hemson Consulting Inc., 2009, and MBPC, 2009)

Age data for 2011 was released by Statistics Canada at the end of May 2012, over five months after the Arena Provision Strategy was initiated; accordingly, the Census release of age data coincided with the

final draft of the Arena Provision Strategy, long after demographics had been accounted for throughout the planning process. This Strategy has utilized demographics prepared as part of the 2009 Future Directions for Recreation which forecasted not only a larger population but also one that aged faster than what has actually occurred to date. The implication for the Arena Provision Strategy is that recorded participation declines in ice sport are not explicitly tied to a shrinking market base (children and youth) as once believed; instead, declining participation is more likely to be a result of cost, cultural diversity, and shifting interests away from traditional ice sports rather than the aging population.<sup>3</sup>

In addition, Mississauga remains a favoured destination for newcomers to Canada. According to the 2006 Census, 52% of Mississauga's population are immigrants, nearly double the provincial average. The 2006 Census also revealed that 49% of Mississauga's population was a visible minority. These groups, particularly if new to the country, may have different recreational interests (such as indoor soccer or cricket) which in turn are changing the demand for traditional sports. Similarly, level of income plays a role in participation (higher incomes are correlated with greater participation); while Mississauga reported a higher median household income than the provincial average in the 2006 Census (\$71,393 compared to \$60,455), cost of living is greater in the GTA and means that costs are an increasingly important factor for arena usage, particularly sports such as hockey that have high equipment costs.

### b) Key Trends in Arena Provision and Ice Sport Participation

Trend Area	Description / Implications
<b>Connecting Recreation to Improved Health</b>	<ul style="list-style-type: none"> <li>➤ Participation in recreation activities, such as arena sports, can positively impact quality of life through enhanced physical activity and social interactions</li> <li>➤ More often, municipalities are focusing on policies, programs and other opportunities targeted at improving the activity levels, health and well-being of their residents</li> <li>➤ Mississauga offers a wide variety of ice recreation activities, including Loonie Skates, shinny, fun skates, skill development programs for youth and adults, and a variety of lessons starting at age 3</li> </ul>
<b>Aging Population</b>	<ul style="list-style-type: none"> <li>➤ Between 2006 and 2026, the number of Canadian seniors is expected to increase from 4.3 million to 9.8 million<sup>4</sup></li> <li>➤ Mississauga is expected to have over 300,000 residents age 55 and older by 2031<sup>5</sup>, and the median age has increased from 36 in 2006 to 38.5 in 2011.</li> <li>➤ Generally, children, youth and young adults are the most common users of arenas; however, older adults are now remaining active later in life, and increasingly making use of daytime ice for dedicated skating times and hockey leagues</li> </ul>

<sup>3</sup> The 2009 forecasted, prepared by Hemson Consulting and MBPC, anticipated 179,000 children and youth (0-19) in 2011; 2011 Census data released on May 29, 2012 records 182,570 children and youth, 3,570 more than anticipated.

<sup>4</sup> CBC News. (2007). Boomers to reshape what it means to be a senior. Available online at [www.cbc.ca](http://www.cbc.ca)

<sup>5</sup> City of Mississauga. (2008). Older Adult Plan.

Trend Area	Description / Implications
<b>Personal Finances Under Pressure</b>	<ul style="list-style-type: none"> <li>➤ Level of income can be a significant barrier to participation in recreation, particularly in higher cost sports (such as hockey) due to equipment costs, rental rates, etc.</li> <li>➤ Subsidies and low-to-no-cost programming options can help alleviate the financial burden of participation, particularly in lower-income households</li> <li>➤ Mississauga has a higher percentage (15.7%) of persons with low income than the provincial average in 2006 (14.7%), according to the 2006 Census</li> <li>➤ Mississauga offers a number of assistance programs, including <i>Got Skates</i> (free skating lessons and use of donated skates and helmets), <i>Active Assist</i> (helping low income households participate in municipal recreation programming), <i>Jerry Love Children's Fund</i> (provides funds for children to participate in recreation), and <i>Wal-Mart at Play</i> (sponsored program providing access to free sport programs)</li> </ul>
<b>Lack Of Free Time</b>	<ul style="list-style-type: none"> <li>➤ Research across Ontario (including past work in Mississauga) shows that a lack of free time is the primary barrier to participation in recreation for youth and adults</li> <li>➤ Times at which programs and drop-in opportunities are offered may need to reflect longer work days, options, and limited leisure time</li> <li>➤ The 2009 Future Directions household survey found that 'a lack of time to get involved' is the greatest deterring factor for residents using City recreation programs and facilities; similarly, an Ipsos Reid survey<sup>6</sup> identifies a lack of time as the primary constraint to participation in Peel Region</li> </ul>
<b>Self-Scheduled, Unstructured Activities are Becoming More Popular</b>	<ul style="list-style-type: none"> <li>➤ Growing emphasis on spontaneous, non-programmed activities</li> <li>➤ Limited free time and the cost of registered programs can impact leisure choices and make unstructured activities more attractive</li> <li>➤ Mississauga offers drop-in skating to encourage spontaneous participation, including: hockey shinny for a range of ages, for youth, and for both genders; and fun skates for all ages</li> </ul>
<b>Decrease in Organized Sports, including Hockey</b>	<ul style="list-style-type: none"> <li>➤ Participation in many organized sports may decline as the population ages; around 50% of children and 28% of adults participate directly in sport in Canada<sup>7</sup></li> <li>➤ 9% of Canadian children and youth play hockey, half the percentage that played 20 years ago<sup>8</sup></li> <li>➤ Hockey Canada experienced a peak in registration for the 2008-2009 season at 584,679 players<sup>9</sup></li> <li>➤ Utilization rates of City arenas has slipped from a high of 92% in 2009 to 88% in 2011, suggesting that overall participation in ice sports is decreasing in Mississauga</li> </ul>

<sup>6</sup> Ipsos Reid Public Affairs. Region of Peel 2008 Recreation & Physical Fitness Survey. February 2008.

<sup>7</sup> Ministry of Industry. (2008). Culture, Tourism and the Centre for Education Statistics research papers: Sport Participation in Canada, 2005.

<sup>8</sup> Ibid.

<sup>9</sup> Kaufman, B. (2011). Hockey Losing Numbers Game: Minor ranks don't do enough to appeal to new Canadians. London Free Press. Available online at [www.lfpress.com/sports/hockey/2011/10/31/18902646.html](http://www.lfpress.com/sports/hockey/2011/10/31/18902646.html)

Trend Area	Description / Implications
<b>Increasing Rates of Physical Inactivity and Obesity</b>	<ul style="list-style-type: none"> <li>➤ Proportion of obese children increased threefold between 1981 and 2006<sup>10</sup></li> <li>➤ Less than half of all Canadian children are active enough to achieve optimal growth and development; adults have similar percentages</li> <li>➤ A culture of physical inactivity exists with "screen time" in front of TVs, computers and video game consoles, etc. further exacerbating sedentary behaviours</li> <li>➤ Participation in physical activity (including skating, hockey, and drop-in and organized activities offered out of Mississauga's arenas) can assist in addressing this issue</li> </ul>
<b>Overcoming Challenges for Persons with Disabilities</b>	<ul style="list-style-type: none"> <li>➤ Physical, attitudinal, communicational and policy/practice barriers can deter persons with disabilities from participating in recreation</li> <li>➤ AODA Customer Service Standard ensures that persons with disabilities are treated with respect and in a way that enables participation</li> <li>➤ Arena staff will need to be aware of the equipment and service requirements to best serve persons with a variety of disabilities</li> <li>➤ Users, both with and without disabilities, need to be made aware of available accommodations</li> </ul>
<b>Multi-Use Facilities</b>	<ul style="list-style-type: none"> <li>➤ 'One-stop shopping' destination for recreation (and even other civic and social services) for the whole family is preferred</li> <li>➤ Allow for efficient use of resources for facility operation economies of scale</li> <li>➤ Most facilities are being designed as 'community hubs' that are welcoming and aesthetically pleasing, rather than simply utilitarian</li> <li>➤ Single use or single pad facilities (e.g., halls) are normally not as cost effective and not as responsive to community needs and expectations</li> <li>➤ Mississauga offers a number of facilities that combine multi-pad arenas or arenas with other spaces such as gymnasiums, fitness centres and indoor aquatic centres (allowing for dry land training) as well as libraries, meeting rooms, and child care centres (allowing for convenience)</li> </ul>
<b>Green Construction</b>	<ul style="list-style-type: none"> <li>➤ Retrofitted and newly constructed facilities are increasing being LEED certified, which can result in increased capital costs, but lower operating costs over the long-term</li> </ul>
<b>Flexible Spaces</b>	<ul style="list-style-type: none"> <li>➤ Multi-use facilities are often designed with flexible spaces and potential to expand to allow for a wide variety of active and passive activities</li> <li>➤ Mississauga provides meeting spaces, gyms, and activity studios at a number of its facilities</li> <li>➤ Co-location of arenas with other amenities allows for cross-programming, including dry land training, camps, family programs, etc. (e.g. Cawthra, Burnhamthorpe, Clarkson, Mississauga Valley)</li> </ul>

<sup>10</sup> Health Canada and the Public Health Agency of Canada. (2006). It's Your Health.



Trend Area	Description / Implications
<b>Aging Infrastructure</b>	<ul style="list-style-type: none"> <li>➤ Most of Ontario's recreational infrastructure was built in the 1960s and 1970s</li> <li>➤ Most of these facilities are not barrier-free, too small, not responsive to current needs, and nearing the end of their useful life</li> <li>➤ Recent Federal and Provincial funding programs contributed millions of dollars toward the renewal and construction of recreational infrastructure</li> <li>➤ The City has renovated a number of arenas in recent years, including the West Rink at Cawthra Community Centre &amp; Arena, and renovations to the Meadowvale 4 Rinks and Port Credit Arena</li> </ul>

## 7. Input from Arena Users

A workshop with arena users was held on April 30, 2012 at Iceland to discuss the future of Mississauga's arena system. In attendance were the project consultants, City Staff (notably members of the project Steering Committee), and 16 individuals representing the following groups:

- Clarkson Hockey Association
- Cooksville Hockey Association
- Lorne Park Hockey Association
- Meadowvale Hockey Association
- Mississauga Figure Skating Club
- Mississauga Braves
- Mississauga Girls Hockey League
- Mississauga Hockey League
- Mississauga Jets
- Mississauga Ringette
- Mississauga Terriers
- Port Credit Hockey Association
- Streetsville-Meadowvale Figure Skating Club

The following general themes emerged from the workshop:

- Hockey groups are experiencing stable to declining participation, though there has been a recent increase in the number of younger age groups (notably 4 to 6 years); figure skating reports fewer learn-to-skate participants but stable numbers in more advanced programs.
- All groups are noticing declining volunteers numbers, and are having challenges finding coaches and executives who are willing to volunteer their time.
- A number of barriers and pressures were identified, such as access to arenas at convenient times, cost of equipment, cost of ice rentals, and interests in other sports/activities (some of which is driven by Mississauga's ethnic diversity).
- Many hockey groups, particularly those with Rep or A/B teams, rent arena time in non-municipal arenas such as private sector facilities outside Mississauga to access convenient prime times; these groups pay considerably more to rent private sector ice for additional practices (sometimes costing more than twice as much compared to the City's affiliated rates). House league programs, particularly higher level "red" and "white" teams with a more advanced skill level, have also started to rent private ice for their practices. Some in attendance stated that they would be willing to pay a higher rate for unallocated prime ice to avoid paying the highest

fees and travelling to private sector rinks but noted a need for the City to allocate this ice much earlier than is currently the case and to ensure availability of this ice over the entire season.

- While distribution of Mississauga's arenas is good, traffic congestion makes it difficult for coaches and parents to use different arenas at certain times during the day.
- Users feel more needs to be done to ensure that Mississauga residents get access first and foremost to prime ice times; furthermore, groups and the City must do more to enforce the resident-first policy while minimizing ice times which are turned back (or "burned").
- Shoulder hours (i.e. 4-5pm and after 10pm) are not considered appropriate by organizations for minor hockey players, particularly for younger age groups and as an inconvenience for parents. Instead, these hours should be allocated for adult and private/commercial users, or for learn-to-skate programs (in the early shoulder hours).
- Users mentioned that while improving revenue performance of arenas is important, operational performance and cost control cannot be overlooked. They indicated that groups need to know that the City is operating their facilities in a cost-effective manner comparable to other communities, and even the private sector.<sup>11</sup>

## 8. Benchmarking Best Practices

The following eleven municipalities participated in a municipal arena benchmarking exercise that collected information about their inventories, demands, trends and operating practices:

- |              |                |            |                 |
|--------------|----------------|------------|-----------------|
| - Brampton   | - Halton Hills | - Milton   | - Richmond Hill |
| - Burlington | - Hamilton     | - Oakville | - Vaughan       |
| - Edmonton   | - Markham      | - Ottawa   |                 |

The following pages summarize the information obtained through the benchmarking survey.

### a) Level of Provision

Determining adequate provision levels of ice arenas is dependent on a number of interrelated factors that are very often community specific. Communities with older populations typically need fewer rinks than communities that are home to young families. Similarly, historical propensity for participation in ice sports as well as the ethnic makeup of a jurisdiction will influence number of ice surfaces that are required to meet local needs. Additionally, municipal philosophies, policies and financial circumstances are frequently at the root of facility provision decisions. Therefore, while per capita provision data

<sup>11</sup> Mississauga's recent 'Remodel for the Future' process has created cost efficiencies though it is usually difficult for any municipality to match private sector operating efficiencies. Certain market studies show that the private sector achieves only about 10%-15% greater efficiency, largely due to their ability to offer flexible pricing to attract rentals on a last minute basis or for non-desirable times.

provides a useful lens through which to compare current standards, circumstantial differences between communities should always be considered in a comparison analysis.

Table 3: Level of Arena Provision in Benchmarked Municipalities

Municipality	Single Pads	Twin Pads	Tri-Pads	Quad Pads	Total Arenas	Planned Ice Pads	Total Ice Pads	Ice Pads Per Capita
Halton Hills	2	0	0	1*	3	0*	6	1 : 9,800
Oakville	3	3	0	1	7	0	13	1 : 14,000
Milton	2	0	0	1	3	0	6	1 : 14,000
Burlington	5	1	0	1	7	0	11	1 : 16,000
Ottawa	25	6	2	0**	33	0	43	1 : 21,500
Hamilton	17	3	0	0**	20	0	23	1 : 23,600
Edmonton	15	5	0	1	21	0	29	1 : 28,000
Mississauga	7	3	0	3	13	0	25	1 : 28,500
Etobicoke	12	1	0	0	13	0	12	1 : 29,000
Markham	6	2	0	0	8	0	10	1 : 30,200
Brampton	6	3	0	1	10	0	16	1 : 32,700
Vaughan	4	1	0	1**	6	0	8	1 : 48,000

Note: Per capita standards exclude the planned supply and are rounded to the nearest 100, using figures from the 2011 Census

\* Halton Hills is in the process of adding two rinks to an existing twin pad, thus this facility has been identified as a quad pad arena. The Acton Arena has been identified as a single pad arena despite containing two pads, one of which is a small leisure rink; the Acton Arena is planned to be twinned in 2014-201 and at that time, an existing single pad arena will be demolished resulting in no net gain of ice pads.

\*\* Although not included in the supply, Hamilton and Ottawa have joint operating agreements with private companies that provide quad-pad arenas (Ottawa also has some public access to a private single pad); in addition, the 4 pad Sports Village in Vaughan is operated through a partnership agreement with the private sector whereby the City has access to the equivalent of 2 pads (in terms of hours available).

^ Includes the Streetsville Arena or the Hershey Centre, noting that these are scheduled independently from the City of Mississauga, in recognition that they provide a level of service for local residents.

Municipalities that participated in the benchmarking exercise have similar operating philosophies and cost recovery targets. While it is recognized that most of their arenas require net operating subsidies (particularly single pad, and to a lesser extent, twin pads), municipal operators strive to reach full cost recovery whenever possible and to generate surpluses in multi-pad facilities.

## b) Definitions of Prime Time and Rental Rates

Mississauga's definition of prime time (weekdays 4pm to 12am, Saturday 8am to 9pm, and Sunday 8am to 11pm) is generally consistent with the comparator communities. A number of municipalities choose to open their rinks at 6am on weekends at the prime rate and some close at midnight, while others consider their prime times to start at 5pm and end at 11pm. As a result, Mississauga's total of 68 prime hours per week is within the normal range based on other definitions though it is on the higher end of the spectrum with most others defining about 62 hours to reflect the most desirable hours (at the low end, Edmonton defines only 55 prime hours per week).

## Situational Analysis | 2012 ARENA PROVISION STRATEGY

The following table summarizes the prime time definitions and rental rates for benchmarked communities who responded to requests for information.

Table 4: Prime &amp; Non-Prime Hours and Rental Rates

Municipality	Prime time hours		Non-prime hours		Ice rental rates	
	Weekdays	Weekends	Weekdays	Wkds	Prime time	Non-prime
<b>Brampton</b>	4pm-12am	6am-11pm	6am-4pm	11pm-12am	Affiliated \$147.52; Affiliated Youth Dvlpt. \$161.03; Schools \$147.52; Other City groups \$227.31; Non-City groups \$284.71; Commercial schools and tournament \$181.96	Affiliated \$100.46; Youth Dvlpt. \$121.69; Other City groups \$154.98; Non-City groups \$194.02; Commercial schools and tournaments \$181.96
<b>Burlington</b>	5pm-11pm	6am-11pm	6am-5pm	-	Adult \$253.28 Youth \$157.94	Adult \$223.28 Youth \$139.47
<b>Edmonton</b>	6pm-11pm	8am-11pm	8am-6pm	11pm onward	Minor \$127 Others \$254	Minor Shoulder \$102; Minor Non-Prime \$76; Other Shoulder \$203; Other Non-Prime \$152
<b>Halton Hills</b>	5pm-11pm	6am-11pm	6am-5pm 11pm-1am	11pm-1am	Youth registered \$199.89; Adult \$249.87; Leisure rink \$48.51	Day time \$124.93; Non-prime \$212.37; Special events in non-prime \$199.89
<b>Hamilton</b>	5pm-10pm	6am-12am	6am-5pm 10pm-12am	-	Affiliated \$137.18; Non-affiliated \$253.80	\$190.35; special rates apply for summer ice and Mohawk 4-Pad
<b>Markham</b>	4pm-11pm	7am-11pm	7am-4pm	-	Not available	
<b>Milton</b>	4pm-12am	6am-11pm (1am for MSC)	6am-4pm	-	Youth Affiliated \$189.28; Standard Adult and Non-Affiliated \$246.85	\$176.31
<b>Mississauga</b>	4pm-12am	Saturday 8am-9pm Sunday 8am-11pm	8am-4pm	-	Youth Affiliated \$187.99 GTHL \$225.07 Adult Affil./Resident \$273.29 Non-Res./Commercial \$309.15	Youth Affiliated \$121.20 GTHL \$136.04 Adult Affil./Resident \$155.82 Non-Res./Commercial \$196.63
<b>Oakville</b>	5pm-11pm	6am-11pm	6am-5pm	-	CORE Youth \$177; Youth \$223.50; Adult \$300; Commercial \$374.50	CORE Youth \$140; Youth \$193; Adult \$199; Commercial \$209.50
<b>Ottawa</b>	4pm-11pm	6am-12am	6am-4pm	11pm-12am	Adult \$266.25 Minor \$159.59	All users \$124.15
<b>Richmond Hill</b>	5pm-11pm	6am-11pm	6am-5pm	-	Youth \$203.03; Residents \$234.89; Non-residents \$263.29	Youth \$131.08; Residents \$131.65; Non-residents \$158.61
<b>Vaughan</b>	4pm-11pm	8am-11pm	8am-4pm	-	Community Service Group \$203.57; Resident \$309.33; Commercial \$325.61; Non-resident \$367.93	Community Service Group \$138.09; Resident \$198.33; Commercial \$205.72; Non-resident \$226.67

Notes: All prices include HST and are for the fall/winter season. Ottawa also offers a commercial rate of \$274.08 for groups making a profit (e.g. hockey academies).

### c) Design & Redesign

The development of multi-pad facilities has become increasingly prevalent with many of the comparator communities embracing this approach through renovations and more recent construction, largely to attain operating and construction efficiencies achieved through shared operations staff, resurfacing and operational equipment, economies of scale in utilities and the ability to cross-program between facility components (e.g. arena and fitness/dry land training). Ottawa, Halton Hills, and Hamilton are all presently in the process of adding ice pads to existing single or twin pads arenas while Richmond Hill plans to develop a new multi-pad facility for the year 2017.



As arena facilities near the end of their useful life for ice sports, consideration must be given to their future use. Examples of adaptive re-uses include storage for public works vehicles and equipment, indoor tennis, indoor soccer, indoor cricket, box lacrosse, indoor skateboarding, community space for recreation, arts and cultural pursuits, etc. The Syl Apps Community Centre in Paris, Ontario recently underwent a transformation from an arena into an indoor turf field, which is now used for soccer, flag football, lacrosse and as space for seniors to walk during the winter (additionally, two of the change rooms were renovated and are now home to the Museum and Historical Society). Another unique example of a repurposed ice arena is the Kingsdale Community Centre in Kitchener, which is located in the old Patrick J. Doherty Arena. Ridley College Fieldhouse in St. Catharines and the Loblaw/Ryerson University re-development at the old Maple Leaf Gardens in Toronto (offer other useful examples of arena repurposing).

It should be noted that none of the communities that were benchmarked for the Arena Provision Strategy have repurposed arenas as of yet, but many suggested it is something that they are considering as their arenas approach the end of their useful life.

### d) Participation and Use

In general, hockey participation has decreased in many communities, although some municipalities have continued to see growth in hockey or segments of the sport (e.g. girl's hockey). This mirrors trends across the country as Hockey Canada recorded a peak membership levels in 2008-2009 and has since seen a subsequent decline. Many of the benchmarked communities also reported growth in figure skating, a deviation from provincial and national trends where declines can be attributable to the time commitment required for the sport and the growth of girl's hockey. Communities with increasing arena

demands tend to have a younger age profile or are in a major population growth stage that is geared to younger family households. Nonetheless, a number of communities (particularly those with a younger age profile) report that they continue to experience arenas running at full or near full capacity particularly during prime time hours. In addition, many of these communities are experiencing a pent-up demand for prime time ice, similar to where Mississauga was during its peak demand years. Some benchmarks noted an increase in adult usage, particularly during the daytime non-prime hours.

The majority of benchmarked arenas are used for multiple activities, including organized hockey, shinny hockey, public skating, etc. Some specialized uses were reported, including by the City of Burlington, where one ice surface at its quad-pad facility is operated under an agreement with a figure skating club. While the ice is not dedicated for the club's use, the City has instituted rules (e.g., no sticks and pucks on the ice) and incorporated design features such as mirrors on the walls, limited glass on boards, office space, etc. that meet the needs of the figure skating club.

### e) Summer Use of Arenas

A number of municipalities provide summer ice at one or more facilities, although the majority of arenas (particularly single pad arenas) have the ice removed and the arena floor is available for rentals such as lacrosse, ball hockey, and non-sport rentals (e.g. trade shows). Discounted rates are common for floor rentals as compared to those charged during the winter arena season. In Mississauga, City staff indicate that it is not feasible to host non-recreational uses having a commercial component, such as a trade show, due to zoning restrictions that permit for-profit retail activities; other communities have addressed this issue through temporary use by-laws at arenas.

### f) Ice Allocation Policies

All benchmarked communities have ice allocation policies that prioritize the order in which groups are able to access municipal ice rentals. In all cases, the municipality receives top priority in booking ice time, followed by residents of the community by age and/or affiliation (e.g. youth, minor hockey, etc.), and then non-resident organizations and/or commercial service providers. Most benchmarks do not charge a separate rate for those who live outside the municipality (i.e. non-resident fees for arena rentals), but some are considering the benefits of adding such a rate to supplement rental revenues.

In addition, allocation policies outline insurance, cancellation, and residency requirements for groups renting ice. Cancellation policies in many communities require that organizations provide between 7 and 30 days notice, depending on the type of rental (one-off or seasonal, respectively). In the event that an organization 'turns back' ice, the rental time is usually offered to other regular renters before being offered for sale publicly.

In most benchmarked communities, almost all prime time ice is rented. Some high demand municipalities have purchased and re-sold ice in other jurisdictions due to their internal prime time constraints; for example, the Town of Halton Hills secured additional weekly ice time for its minor

hockey organization in Milton and at the private sector Teen Ranch in Caledon. It is noted that Halton Hills is planning for the development of additional ice to meet its growing needs.

### g) Municipal Involvement in Programming

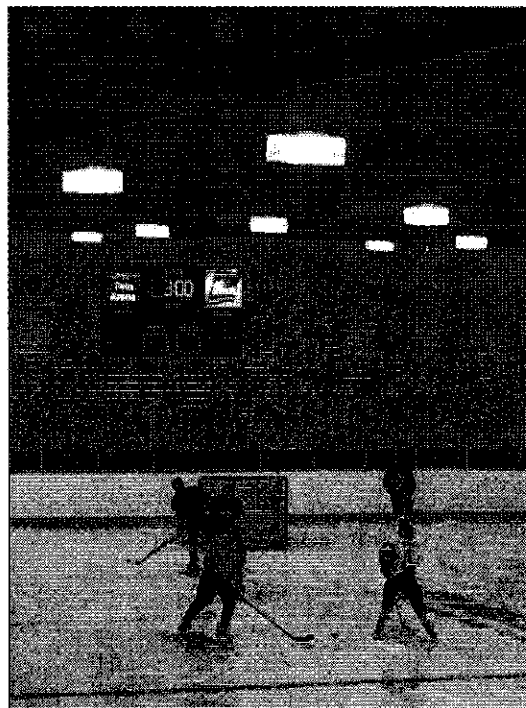
Benchmarked municipalities offer drop-in arena activities such as public skating and shinny (including family, parent and tots, adults, older adult programs), learn to skate, power skating and instructional hockey, accessibility skates, and figure skating. The reason for the municipal focus on drop-in activities is related to the fact that many community or volunteer groups provide organized programming that the municipalities may not see as a gap area, or do not choose to compete with.

Municipal programming amongst benchmarked communities was generally provided at various times across the week, including prime and non-prime time slots; Mississauga generally provides the same number of primetime public skates in terms of days of the week.

### h) Strategies for Increasing Usage

Although benchmarked municipalities have limited prime-time availability at their arenas, all have a good deal of non-prime ice availability. In an effort to fill the gaps in bookings, municipalities employ measures to increase usage. For example, Milton and Burlington offer last minute booking rates that are heavily discounted; in these cases, the intent is about receiving a nominal amount of money for the rental (rather than having it sit idle and generate no revenue at all), more so than attempting to increase utilization rates.

In terms of boosting non-prime usage, many municipalities offer seniors-only and adults-only drop-in skating, adult shinny, and parent and tot shinny and drop-in skating. Hockey leagues for older adults 55+ are also beginning to emerge in a variety of communities. Oakville offers all-day figure skating and shinny if the arena is available, and Markham is offering a daytime older adult and tot skate. Richmond Hill is attracting new users through a variety of non-traditional programs such as learn-to-skate programs targeted to new Canadians, school rentals at which the Town provides an instructor, and lunchtime skates for employees of local companies.



## 9. Arena Utilization

The City of Mississauga Ice Allocation Policy<sup>12</sup> provides guidance in determining how ice is to be scheduled amongst the various users of municipal arenas (noting that this Policy does not apply to the Hershey Centre bowl and Streetsville Arena, both of which are booked independently from the City). As a result, the way in which this policy is implemented will have a direct impact on the utilization rate and ultimately revenue generated (as user fees differ between user groups). The current Ice Allocation Policy sets the following level of priority for arena users:

1. a) Recreation and Parks programs (instructional and recreational);  
b) Affiliated youth groups;  
c) School teams; and  
d) Special Needs groups.
2. a) Mississauga-based youth representative organizations with minimum of 80% City residents  
b) Other Mississauga resident groups  
c) Junior A hockey
3. Affiliated Adult Leagues
4. Private leagues and individual users (minimum 80% residency)
5. Commercial and non-resident users

Part of the Arena Provision Strategy mandate is to investigate the current arena environment and to provide the City of Mississauga with recommendations that will maximize ice use. In an effort to identify opportunities for improvement, an analysis of municipal data pertaining to the ice use profile was undertaken – the Streetsville Arena and the Hershey Centre rinks are excluded as they are booked independently from the Community Services Department and data is not readily available.

The vast majority of user groups prefer to rent ice during prime time hours which the City defines as 4:00pm to 12:00am from Monday through Friday, 8:00am to 9:00pm on Saturday and 8:00am to 11:00pm on Sunday. Based on this definition, each ice sheet yields 68 hours per week of prime time. While certain rentals and municipal programs occur outside of this prime-time window, the non-prime time revenue production is modest. Consequently, we have restricted our analysis to prime time ice.



<sup>12</sup> City of Mississauga Policy No. 08-03-03: Prime Time Ice Allocation. Effective Date: 1996-02-28.

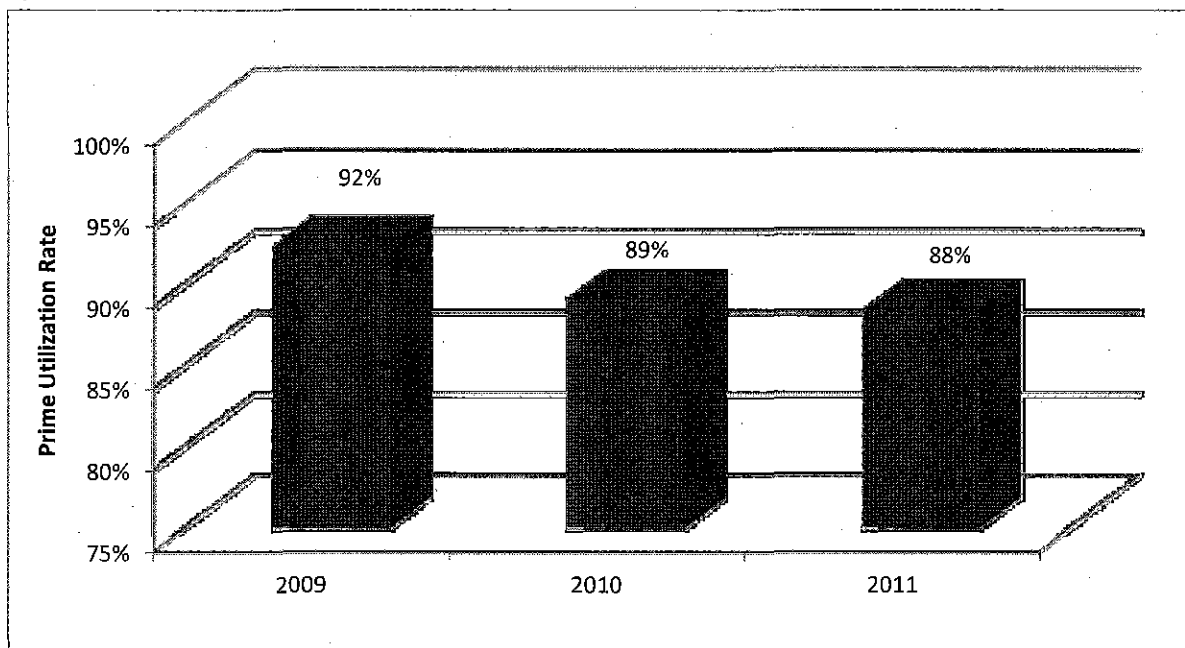


### a) Ice Utilization

The City operates eleven arenas that offer a total of 20 sheets of ice, comprised of six single pad rinks, three twin arenas and two quad pads (this excludes the Streetsville Arena and the Hershey Centre). User groups rent blocks of ice hours in the various facilities and allocate their assigned times to the various types of uses within their purview (e.g. minor hockey games and practices for various age groups, etc.) The City also runs a variety of programs that are sprinkled throughout the system normally in time slots that do not conflict with user group requirements or historical use profiles. Staff agreed that for the purposes of this analysis, the City's winter ice season is assumed to be 36 weeks. Therefore, each sheet of ice yields 2,488 hours of prime ice time.

The volume of utilized prime time ice (for all purposes) has steadily declined over the past three years. In absolute terms, 2,037 fewer prime time hours were used in 2011 compared to 2009. Based upon the volume of prime time hour, utilization has slipped from a high of 92% in 2009 to 88% in 2011.

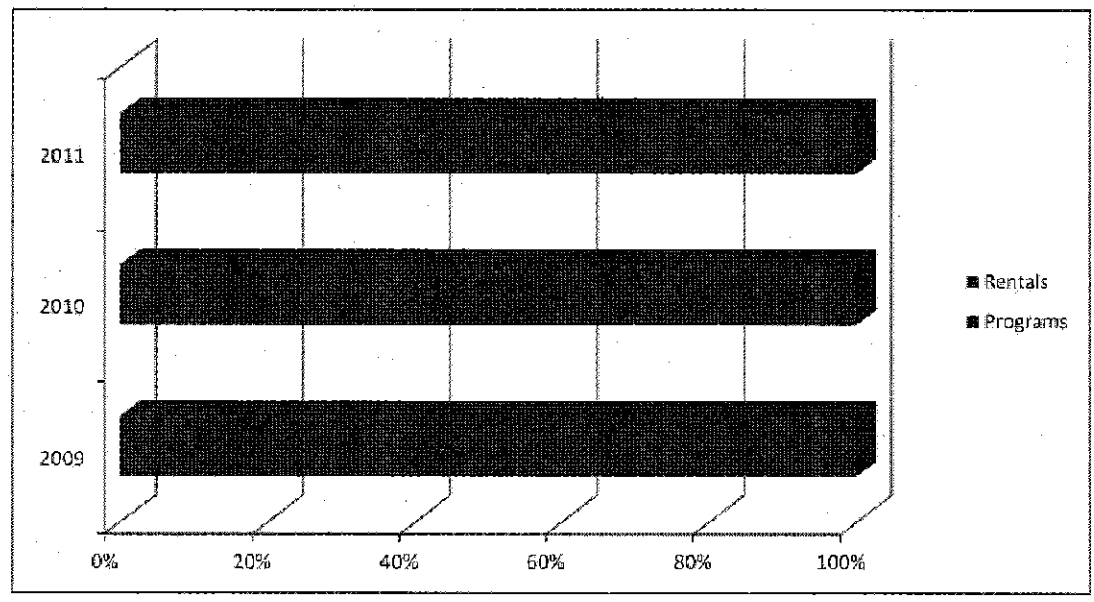
Figure 5: Prime Time Ice Utilization, 2009-2011



The City's prime utilization rate, while decreasing, is comparable to other municipalities in the province. As indicated in Table 4, certain municipalities define fewer prime hours (e.g. starting at 5pm or ending at 10pm on weekdays), therefore, Mississauga's rate is actually higher when factoring in desirable prime hours. Generally speaking, 90% utilization of desirable prime hours tends to represent the industry norm in communities that are experiencing satisfactory levels of use in their arenas, thus Mississauga continues to fall within this range. It is because Mississauga built its supply to meet ultimate demand (rather than peak demand, which has since passed), that it is experiencing a downward trend in its prime utilization rate.

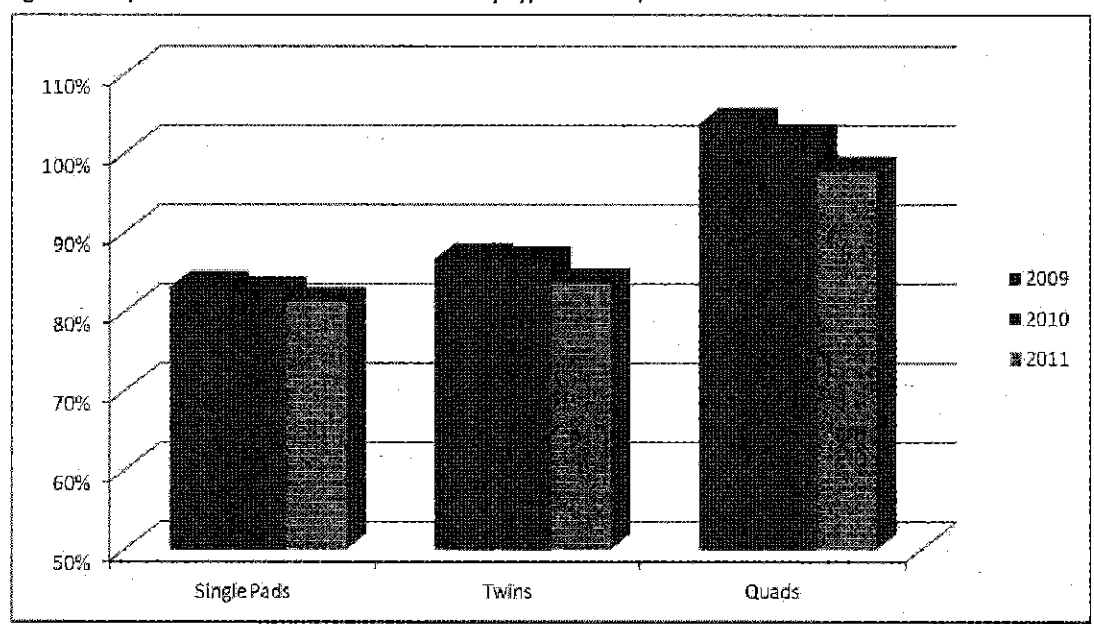
Interestingly, over the same period, the relative number of hours used for City programming has modestly increased. The rise in hours allocated to City programs, however, was not sufficient to stem the overall decline in ice utilization.

Figure 6: Proportion of Prime Time Ice Utilization by Type of Use, 2009-2011



Unused prime time ice hours are more prevalent in single pad rinks. This could possibly be caused by programming limitations and other use restrictions that are alleviated at multi-pad facilities.

Figure 7: Proportion of Prime Time Ice Utilization by Type of Arena, 2009-2011



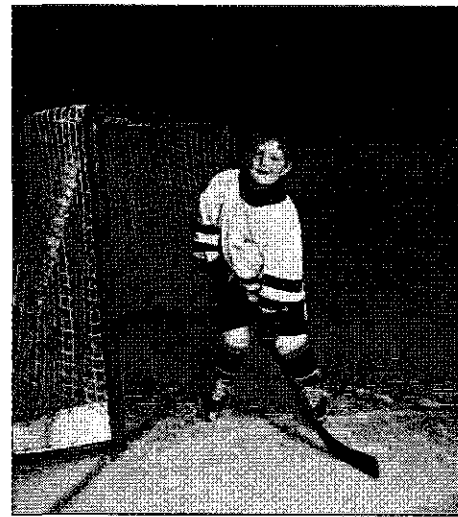
Note: The effect of the 2010 Port Credit Arena renovation has been eliminated by adjusting of the total number of available prime time hours used to calculate the single pad utilization rate.

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**b) Available Prime Time Hours**

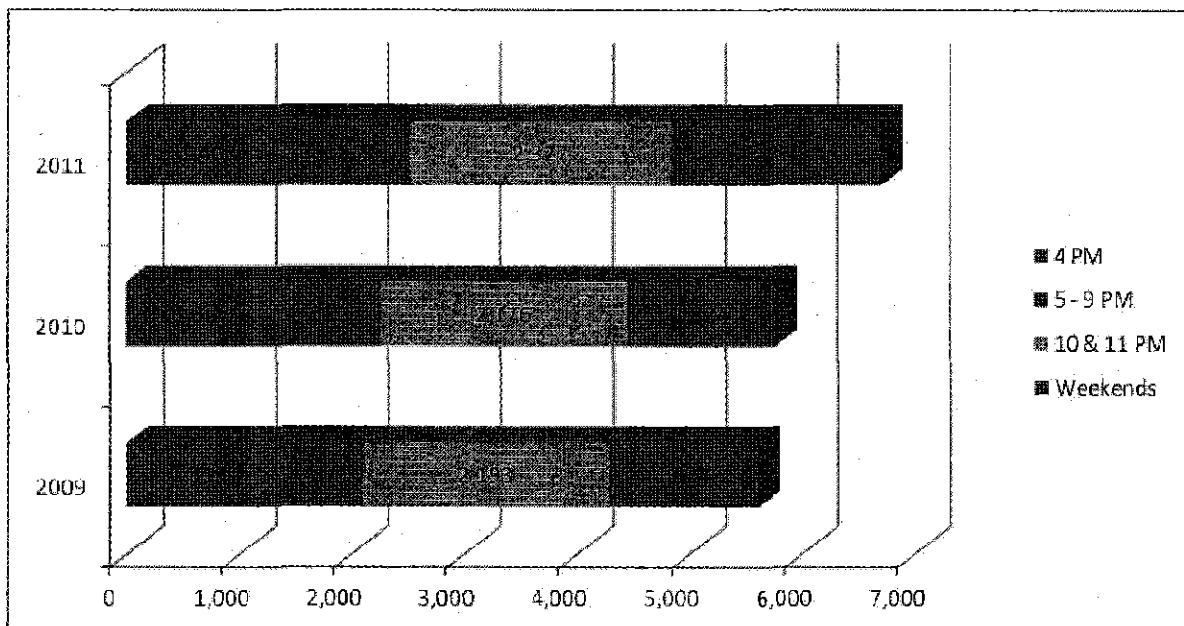
According to City Staff, user groups are increasingly reluctant to utilize hours on the edges or the shoulders of prime time, thus scheduling groups in the early evening and late night hours is becoming more difficult. Our analysis of the hour-over-hour utilization of prime time confirms staffs' suspicion.

As illustrated by Figure 8, about 1,100 fewer prime time hours were utilized in 2011 than in 2009. Collectively in each of the past three years, the 4:00 PM, 10:00 PM and 11:00 PM time slots represent about 60% of the total unused hours throughout the system. Interestingly, however, the number of unused hours in the most desirable 5 PM to 9:00 PM time periods has also increased by about 16% year over year. It is also noteworthy that there has been a steady increase in the amount of unused ice during weekends.



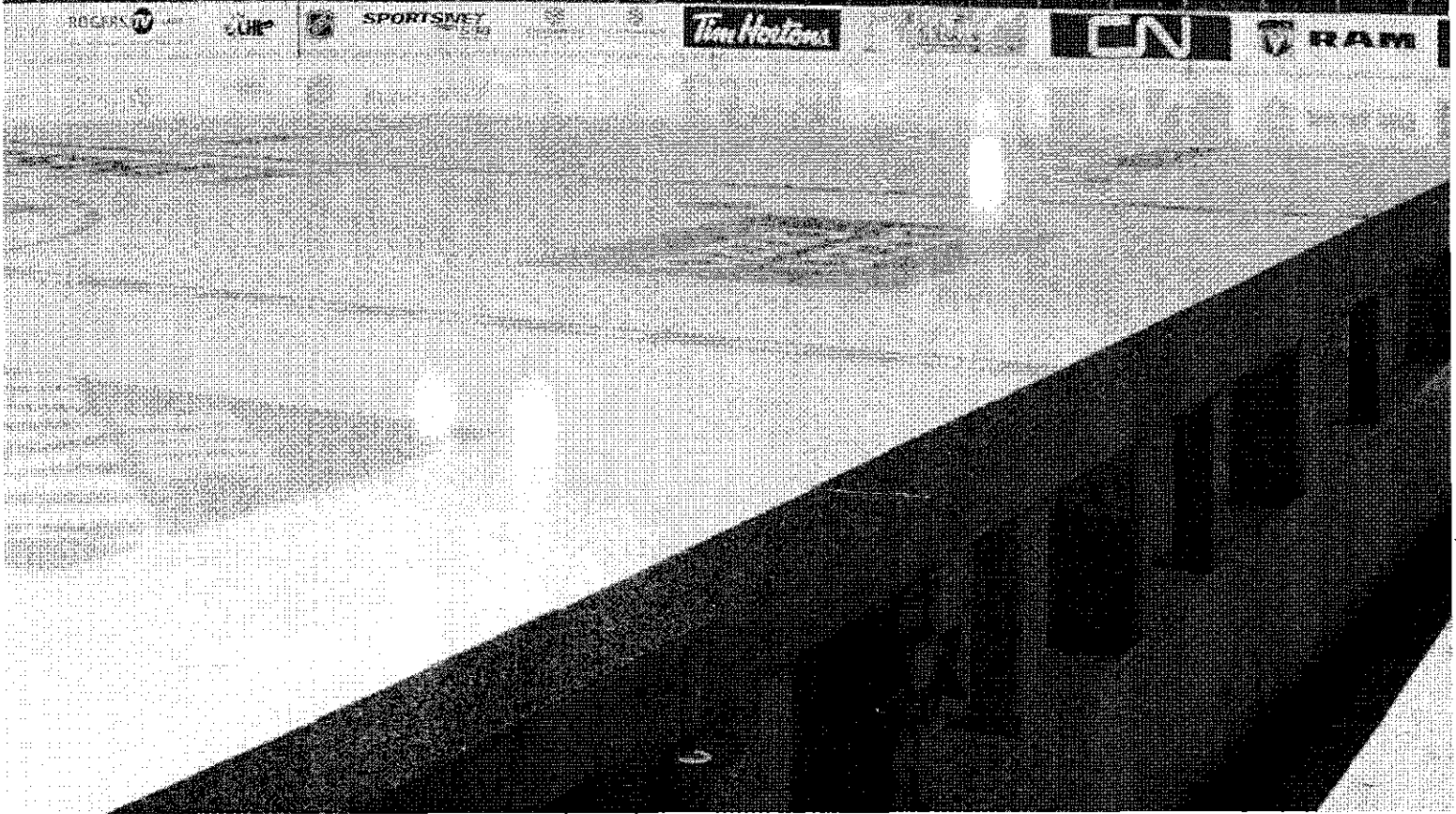
Available (unused) hours are also quite prevalent early and late (September and March/April) in the ice season. However, our analysis indicates an increase in the number of available hours in most months of the past three seasons.

Figure 8: Proportion of Available Prime Hours by Time Slot, 2009-2011



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# Strategic focus Areas & Key Tactics



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## Introduction

Early in the past decade, the City made a strategic decision to develop an inventory of arenas sufficient to meet Mississauga's "ultimate" ice needs. Municipal officials recognized that the ice system would be under pressure for a temporary period of "peak" demand during which arena user requirements would outpace supply. However, demographic and population growth projections indicated that the peak would subside in the late 2000's after which demand would recede to levels more representative of ice requirements of a mature community.

It is noteworthy that the quantity of future ice use by traditional participants will continue to be influenced by local demographic traits and general recreation participation trends. The City's projected population growth, demographic forecasts and anticipated consumer trends suggest that Mississauga will continue to experience contracted arena demand for at least the next ten years.

The time is right for the City to once again adopt creative and thoughtful strategies to ensure that the arena system is capable of achieving its ice utilization capacity. The strategies must mitigate the effects of shifting socio-demographic pressures while responding to existing and emerging market conditions. Understandably, certain strategies may need to deviate from historical practises in order to effectively respond to changes in consumer preferences and variations in facility use profiles. However, circumstances call for the City to proactively manage its ice system to maximize its performance and to enhance its ability to effectively meet the needs of Mississauga residents.

The elements of this Arena Provision Strategy focus on increasing and stabilizing ice utilization. Given the City's considerable investment in developing and maintaining its arena supply, the Arena Provision Strategy suggests that modifications to operational procedures and policy matters will occur in advance of considering of adjustments to the number of ice surfaces within the City's inventory.

As mentioned throughout this report, many of the key drivers of ice use by traditional user groups and individual participants will be influenced by factors over which the City has very little control. Changes in Mississauga's cultural makeup, a trend towards more drop-in or self-scheduled activities, its aging population and ice users' desire to access only the most convenient time slots are circumstances that will continue to affect the performance of City's arena system for the foreseeable future. Therefore, in the absence of mitigating responses, it would be reasonable to expect that the erosion of ice use and the associated decline in arena utilization will persist unabatedly.

The Strategic Focuses and related tactics described in the following sections have been developed to counteract negative pressures caused by the aforementioned factors and to capitalize on opportunities to drive arena utilization and ensure sustainability. In several instances, the tactics are interdependent and therefore should be scheduled and implemented accordingly.

## Strategic Focus #1 – Driving Utilization Through Changes to the Existing Policy Structure

Key Tactic	Implications for City	Implications for Users
1. Adjust the definition of prime-time to drive utilization in the shoulder hours (11 pm – 12pm Mon-Fri) and maximize the benefit of the most marketable hours (i.e. 7am – 8am Sat.).	Potential for greater utilization during the week	Lower user fees in shoulder hours
2. Implement a flexible pricing scheme to fill gaps in arena schedules and ensure that even nominal revenues can be generated for otherwise unused ice. Through this process, the City could offer bundled pricing packages (e.g. pre-booking a set number of slots with at a discounted rate).	Ability to maximize utilization and assist with maintaining cost recovery targets	Ability to conveniently access ice on an as-needed basis
3. Increase the number of prime time ice hours allocated to City programs (such as learn-to-skate, learn-to-hockey, etc.) by consolidating blocks of time made available through implementation of the adjustments noted in this Report.	Provide residents with access to new recreational opportunities within prime time	Shifting some allocated hours to shoulder times
4. Determine the feasibility of shifting learn-to-skate programs away from weekends to shoulder hour time slots (e.g. 4pm to 5pm on weekdays) to free time for higher demand programs such as affiliated group rentals.	To be determined after seeing how market responds to use of shoulder hours, though the intent is to maximize utilization	More weekend times available for use
5. Develop an ice use policy to regulate the manner in which groups use allocated ice, obligations associated with minimum and maximum participants per hour, implications of turning ice back to the City, codes of conduct, etc.	Attain operational and financial efficiencies, maximize utilization of allocated ice through enforcement of the Policy	More transparent and equitable approach to see how ice utilization is managed

## Strategic Focus Areas &amp; Key Tactics | 2012 ARENA PROVISION STRATEGY

Key Tactic	Implications for City	Implications for Users
<p><b>6.</b> Implement control protocols and procedures to ensure that ice within the City's inventory is utilized to its maximum efficiency:</p> <p>a) Allocated ice hours that become redundant and are no longer required by groups should be turned back to the Community Services Department for re-allotment following the principles outlined in the allocation policy.</p> <p>b) Use the City web site or other technologies to promote the availability of ice and to encourage the uptake of ice for spot bookings, etc.</p> <p>c) Work with user groups to provide links from their individual web sites to the area on the City site promoting available ice. This would make it easier for coaches to become aware of open ice.</p> <p>d) Assemble time that has been turned back or that has become available for other reasons, into blocks that may be suitable to accommodate City programs, tournaments and other uses.</p> <p>e) Build on the notion of the Hershey and Iceland facilities being the City's primary tournament sites to reduce bumping and scheduling difficulties by having tournaments widely distributed throughout the arena system.</p> <p>f) Examine the use of "dangling hours" with a view to reducing the amount of unused ice (without creating scheduling or use complications for user groups). Dangling hours generally refers to offering groups half an hour blocks of ice time that typically sit idle in between scheduled one-hour allocated slots.</p>	<p>Attain operational and financial efficiencies</p> <p>Improved ability to fill time slots</p> <p>Improved ability to fill time slots</p> <p>Attain operational and financial efficiencies</p> <p>Attain operational and financial efficiencies</p> <p>Attain operational and financial efficiencies</p>	<p>Attain operational and financial efficiencies</p> <p>Enhanced awareness and access to time slots</p> <p>Enhanced awareness and access to time slots</p> <p>Ability to access times for noncore programs</p> <p>Ability to access times for noncore programs</p> <p>Not applicable</p>
<p><b>7.</b> Designate specific arena sites for activities that are well-suited for individual locations (e.g. tournament sites, special event venues, figure skating only rinks, sledge hockey rinks, etc.). Ongoing discussions with user groups should be undertaken to stay apprised of opportunities to create "home" rinks for specific activities that could be subject to differential pricing based upon the level of amenity, ability to meet user requirements and consideration of market conditions at other arenas.</p>	<p>Attain operational and financial efficiencies by concentrating specific uses to candidate sites, potential economic development benefits through sport tourism (tournaments)</p>	<p>More consistent access to facilities that are oriented to a specific purpose</p>

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## Rationale

The City of Mississauga's Primetime Ice Allocation Policy was developed in 1996 and should be updated to reflect current circumstances. Previous Arena Provision Strategies recommended the City revisit the policy to reaffirm and, where necessary, revise the policy to ensure that it meets the requirements of user groups, is consistent with current and emerging ice use trends and helps to maximize the efficient allotment of ice. The prevailing policy limits the City's ability to maximize the efficient use of ice time throughout the arena system, indicating that the review and update process is overdue. Policy adjustment is a very important method of giving the City additional control over how the ice time is allotted and utilized, something that will be critical to ensure the sustainability of the arena system. When developing a new Ice Allocation Policy, the City should consider the following aspects at a minimum.

An Ice Use Policy is intended to create efficiency within arena scheduling and utilization practices. In fact, some local groups have developed internal usage policies dealing with "burned ice" whereby if a team does not show up to its allocated time, it loses that time slot for a month and another team benefits with extra ice. An Ice Use Policy would allow the City to set specific parameters and incentives to make sure that ice is utilized as desired, with enforceable penalties defined should the policy not be used as per its intent. This policy would also ensure that regional leagues make sure that a Mississauga team is on the ice at all times (unless exceptions are requested for consideration by the City).

As recommended in the 2004 Arena Provision Strategy, the City should establish tracking mechanisms through which arena staff can monitor group's activities and identified if the Policy is not being followed. Where possible, the City may also consider automating the city's record keeping and administration functions including administrative activities associated with ice allocation, on-line ice bookings, etc. to support decision-making with respect to its ice allocation and usage policies. This direction is in keeping with the City "taking control or ownership" of its ice.



## Strategic Focus #2 – Exploring New Program Opportunities

Key Tactic	Implications for City	Implications for Users
<p><b>8.</b> The City should expand and diversify its role in program development and operation to increase the range of ice and arena floor activities which are congruent with Departmental program objectives through the following municipal program options (at a minimum):</p> <ul style="list-style-type: none"> <li>f) Enhanced learn-to-skate or skill development programs, including greater market segmentation (e.g. for hockey, figure skating, ringette, cardio or power skating, etc.);</li> <li>g) Drop-in figure skating or hockey programs for spontaneous opportunities for play;</li> <li>h) Partnering with, or assisting the MHL to develop a post-Juvenile adult league;</li> <li>i) 3 on 3 hockey leagues and/or expanded adult hockey leagues; and/or</li> <li>j) An older adult hockey league for those over 55 years of age.</li> </ul>	Provide residents with access to new recreational opportunities within prime time and maximize arena utilization	Not applicable
<p><b>9.</b> City Programmers will schedule programs in synergistic clusters to enhance participation and augment learning opportunities (e.g. learn-to-skate prior to a public skate session).</p>	Attain operational and financial efficiencies	Not applicable
<p><b>10.</b> Bolster marketing and promotion efforts to proactively market existing and new program options, potentially tied in with flexible or bundled pricing schemes as proposed in Key Tactic #2.</p>	Increased marketing costs and discounted rental rates potentially offset by higher utilization and/or user volumes	Not applicable
<p><b>11.</b> Maximize off-season usage of arena floors by diversifying program and event opportunities that can occur. At a minimum, the existing Zoning By-law will need to be amended to allow commercial activities to take place in land uses zoned for recreational activities (this may involve the drafting of 'temporary use' by-laws so that events with a retail component, such as trade shows, may be permitted).</p>	Ability to diversify revenue streams from arenas and maximize year-round use	Not applicable

## Rationale

In conjunction with adjustments to the Ice Allocation and Usage Policies proposed in Strategic Focus #1, the diversification of municipal programming is encouraged as a means to increase arena utilization. Offering more recreational ice opportunities for the community supports a healthy active lifestyle and complements programs provided by community groups. The City already offers introductory-level programming such as lessons, fun skates, power skating and skill development, and shinny.

To diversify and expand upon its existing programming options, the City should reconsider what it considers to be its "core" offerings and move beyond its traditional mandate and that of certain user groups with similar programs. While the City may not want to directly compete with programs already offered by its affiliated user groups (unless there are specific gaps that are not being met), the ultimate goal is to maximize ice utilization throughout the arena system, particularly through booking shoulder hours.

At a minimum, the City should look at other options which may include:

- Drop-in opportunities for youth or adult hockey, ideal for shoulder hours (youth would particularly be a good market for the 3pm to 5pm slot after school).
- Organized adult or older adult leagues, noting that for these to be successful, the City would need to aggressively define, market and possibly adjust its program delivery, based upon declining rates observed at Iceland. A pilot project for an adult or older adult (55+) league at Iceland is encouraged, particularly if organized and run during the daytime non-prime slots.
- Alternative program options by segmenting learn-to-skate into different areas (e.g. hockey, ringette, cardio or power skating, etc.) or rationalizing entry into other arena uses such as broomball, speedskating, etc. (note that consultations for this study did not reveal a need for such programs, though future market feasibility studies could look at these in greater detail).
- Alternative uses for arena floor rentals in the off-season to maximize year-round bookings of the arena system. For example, arenas that do not provide summer ice could build upon the traditional offerings of ball hockey and box lacrosse to offer trade shows or indoor festivals (this would require a Zoning By-law amendment to permit activities having a retail component to use recreationally zoned land), indoor skateboarding clinics, or a range of other activities deemed suitable by the City. Consideration should also be given to designating certain arenas as venues for specific off-season usage to concentrate activities such as adult or youth-specific leagues, rinks for 3-on-3 play, etc. to maximize operational efficiencies in the spring and summer.

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### Strategic Focus #3 – Ensuring Long-Term Arena Sustainability

Key Tactic	Implications for City	Implications for Users
12. Evaluate any negative impact of gate fees on participation in conjunction with the MHL (e.g. determining if gate fees are a veiled cost that creates price barriers for participants, if this limits spectators, if it limits the appeal of ice activities targeting younger populations, etc.).	Staff time to assist MHL	Time to investigate merits of charging a gate fee
13. Adjust the City's prime-time ice rates so that prices reflect the value inherent in the City's arenas while remaining sensitive to competitive and market pressures.	Ability to increase revenue production for desirable time slots	Potential for adjustments to the ice rental rate
14. Develop and implement a strategy, in consultation with user groups, to ensure that the number of available ice surfaces is consistent with demand throughout the entire season (e.g. by staggering the opening and closing of arena facilities during the start and end of the season).	Attain operational and financial efficiencies	Fewer non-peak hours available (may result in a nominal impact to most users) though efficiencies in operation could be reflected through the ice rental rate
15. Affiliated groups that book ice time outside of their set allocation (e.g. extra practices) should be charged at the applicable resident rate.	Ability to increase utilization or assist in maintaining current cost recovery rates	Higher rental rate for unallocated ice at City rinks, but a lower rate than private sector rinks
16. Extend the programmable life of existing arenas through the implementation of key tactics contained in Strategic Focus' #1, #2 and #3. In the event that the City successfully implements the proposed tactics and achieves its intent of increasing participant numbers, and/or utilization rates, the existing arena supply should be maintained at its present level. It is noted, however, that the proposed tactics are aimed at extending the arena lifecycle from a programming perspective (rather than a structural one) as demographic and recreational trends presently suggest that it will be increasingly difficult to maintain this supply that was built to meet ultimate demands (as opposed to peak demands, which have now passed).	Staff and financial resources to be determined by extent of initiatives undertaken	Not applicable
17. Should implementation of the proposed tactics contained in this Strategy be unsuccessful (however determined by the City) after a three to seven year period, and demand for ice in Mississauga continues to decrease, prepare a business case to rationalize the decommissioning of an arena provided that such a course of action is supported by either an updated Future Directions for Recreation or Arena Provision Strategy. This business case should take into account revenue and	To be determined through future business planning if/when such a course of action is warranted	Fewer hours available in total as a result of removal of an ice pad(s) from the supply

Key Tactic	Implications for City	Implications for Users
operating considerations associated with arena operations as well as any future use associated with repurposing the rink.		
<ul style="list-style-type: none"> <li>In the event that an arena is decommissioned, the City should determine the most plausible candidate based upon business planning and future circumstances. The City should investigate potential adaptive re-use strategies for any such facility, along with associated costs of conversion/ongoing operation, including (but not limited to) use for public works, indoor turf sports, arts and cultural activities, and/or other programmable spaces.</li> </ul>		

## Rationale

Consistent with the approach taken in the 2004 Arena Provision Strategy, it is assumed that despite a total of 25 ice pads system-wide, the effective supply of ice pads is placed at 23.8 rinks in recognition that a) the Hershey Centre bowl is not available for public use due to special events and OHL play; b) a second pad at the Hershey Centre accommodates overflow associated with events held at the bowl and is thus available 80% of the time for community use; and c) the independently operated Streetsville Arena is included in the supply given that it absorbs a significant amount of usage from local users.

To provide additional context, participation numbers from major arena users is shown in the following table. The data illustrates a decline in participants, which is consistent with national/provincial trends that suggests about half as many people play hockey today than compared to twenty years ago.

Season	2007	2008	2009	2010	2011	Difference*
Mississauga Girls Hockey Association	1,043	962	991	981	983	- 60
Mississauga Hockey League	7,112	6,901	6,725	6,549	6,536	- 576
Mississauga Ringette Association	-	-	308	301	304	- 4
<b>Subtotal – Hockey &amp; Ringette</b>	<b>8,155</b>	<b>7,863</b>	<b>8,024</b>	<b>7,831</b>	<b>7,823</b>	<b>- 640</b>
Port Credit Figure Skating Club	-	422	483	482	435	13
Streetsville-Meadowvale F.S.C.	-	406	457	406	482	76
Mississauga Figure Skating Club	-	314	276	271	302	- 12
<b>Subtotal – Figure Skating</b>	<b>-</b>	<b>1,142</b>	<b>1,216</b>	<b>1,159</b>	<b>1,219</b>	<b>77</b>
<b>Total – All Groups</b>	<b>8,155</b>	<b>9,005</b>	<b>9,240</b>	<b>8,990</b>	<b>9,042</b>	<b>- 563</b>

\* Difference is calculated from present registration to that of earliest recorded registration in the five year period

Hockey in Mississauga has declined by approximately 640 players over the past four seasons, with notable attrition in the Novice to Bantam categories (-741 players) and the Midget to Juvenile divisions (-68 players), though buoyed by a resurgence in the Tyke division (+234 players). While the increase in

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the number of Tyke players is certainly encouraging, the considerable decrease in the older child and youth divisions is unsurprising given the shifts in demographics and recreational interests that are occurring. It is hoped that the resurgence in the Tyke division will carry through over time, however, the task to retain these players will be challenging in the face of current and projected demographics, competing interests (notably drop-in activities and indoor soccer), and the natural tendency of many teenagers to reduce their participation in sports. Girl's hockey, which has seen growth on a provincial level over the past few years (and offset losses experienced in boy's hockey) also appears to have stabilized in Mississauga. On the other hand, figure skating registrations appear to be modestly increasing.

The previous Future Directions and Arena Provision Strategies articulated a service level standard of 1 ice pad per 29,000 residents. With the 2011 Census recorded population at 713,443 and the effective ice pad supply standing at 23.8, the existing service level is approximately 1:30,000 (or about 1:28,500 if including all of the Hershey rinks). A lower level of service is acceptable from the perspective of the aging population and recognition that demand for arena sports is lower than previous years due to changing preferences. As was predicted in the Future Directions and previous Arena Provision Strategies, the decrease in core users of municipal arena facilities suggests that **no new municipal ice pads are required to meet current or forecasted demand.**

Despite lower than average service levels and evidence of declining prime time bookings, prime time utilization remains at a satisfactory rate of 88% (the optimal minimum is around 90%, slightly higher than the present level of use). While the current utilization rate is not what Mississauga has been accustomed to over the past decade, the City's strategic decision to remain at an undersupply situation until the market stabilized resulted in an artificially robust ice use profile. Now that the demand conditions have indeed normalized, the combination of an increasingly competitive marketplace coupled with more discerning ice users may mean that the City's arenas have returned to a more typical ice use profile. Past arena strategies suggested the City build facilities with a view of meeting ultimate demand and cope with extreme ice pressures until population and other factors brought demand back to normal levels. This has now occurred and thus 88% prime utilization could represent the "new normal".

Benefits of Extending the Programmable Lifecycle	Challenges with Extending the Programmable Lifecycle
<ul style="list-style-type: none"> <li>• Arenas are presently meeting a level of need and providing opportunities for physical activity</li> <li>• Arena supply has already been constructed and largely paid for through ongoing capital investments</li> <li>• Per capita level of service at 1 per 29,000 is comparable to many larger urban centres</li> <li>• Prime utilization rate is an acceptable 88%</li> <li>• Excellent geographic distribution across the City</li> </ul>	<ul style="list-style-type: none"> <li>• Declining utilization rates mean fewer hours being booked</li> <li>• Operational impacts on arenas</li> <li>• Ongoing costs of capital maintenance may occur on underutilized facilities</li> </ul>

Benefits of Extending the Programmable Lifecycle	Challenges with Extending the Programmable Lifecycle
<p>would be maintained</p> <ul style="list-style-type: none"> <li>• A range of prime time hours remain available for youth and adult to choose from</li> <li>• Should trends change and arena use increases, maintaining the existing supply Provides flexibility if trends change and (as capacity already exists to accommodate higher usage)</li> </ul>	

Based upon current and anticipated demographics, service levels, utilization rates, regional competition and recent user trends, the provision of new arena facilities is not recommended over the course of the next ten years. With this in mind, the following strategy is advanced:

- **Short-Term (0-5 years)** – focusing on improving arena utilization through improved ice allocation and use practices and through entry into new program offerings.
- **Long-Term (5-10 years)** – with a population of 773,800 forecasted for the year 2021, the existing arena supply would result in a provision ratio of about 1 ice pad per 32,500 population. The City should continue to monitor arena participation rates, demographics and other indicators of demand and re-evaluate the need for ice pads on an on-going basis.

This implementation strategy is based upon two general scenarios. The first scenario represents the desired outcome for the City whereby short-term strategies lead to a reversal of the declining participation and usage trend. Should a reversal of the existing participation/usage trend occur whereby rates increase or remain stable, arena needs should be re-evaluated on the basis of maintaining the existing supply. The second scenario applies if either measure to improve utilization/participation rates continue to decline. In this event, the City should consider divestiture of a municipal arena, preferably one of the older single pads.

#### Scenario 1: Extend the Programmable Lifecycle of Existing Arenas

Should short-term measures to improve utilization rates be successful, the City should maintain a status quo approach to providing its 25 ice pads. It is anticipated that five year updates to the Future Directions for Recreation and the Arena Provision Strategy will provide further direction to the City with respect to its supply of ice pads based upon future demographics and trends.

#### Scenario 2: Adjust the Existing Arena Supply

Should arena utilization rates and/or participation rates continue to decline after short-term strategies aimed at curbing the decrease, the City of Mississauga should consider an adjustment to its arena supply in the form of either reduced operating hours at all or selected facilities, or removal of an arena altogether. This option is considered to be appropriate in the event that the system-wide prime time utilization rate falls below 85% assuming that ice rental rates remain at current levels (though

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accounting for inflation-related pricing escalation). A system-wide prime utilization rate of 85% would amount to approximately 10 hours of unbooked ice per week per ice pad across 21 municipal rinks (excluding Streetsville and Hershey Centre rinks, and based upon a 68 hours/week definition of prime time). This would imply a softening of shoulder hours (as being presently experienced) would likely have occurred as well as softer prime bookings, the latter of which could be effectively accommodated with a lower overall supply of rinks.

It is emphasized that falling to 85% prime utilization represents a trigger point through which further assessment is required **prior to removal** of an arena, through a comprehensive business plan or update to this Arena Provision Strategy, in order to confirm that such an action is warranted. For example, subsequent analysis will need to look at the following variables (at a minimum):

- If utilization rates have softened in the most desirable time slots (i.e. between 5pm and 9pm) and that shoulder hour utilization has further eroded;
- Based on the above point, if the utilization rates continue to be excellent during desirable time slots, utilization at other arenas may not be expected to drastically change with the removal of an ice pad (i.e. removing a pad does not mean utilization rates at other pads will increase); and
- Investigating utilization rates during the shoulder season (i.e. September to October, March to April) compared to the core season (i.e. November through February).

At this time, the most plausible candidate(s) to consider for closure would be single pad facilities, given that the majority of them are older and do not operate as fiscally efficiently as the multi-pad stock. Excluding the Streetsville Arena, the City presently has six single pad facilities; in evaluating which arena to consider for closure/repurposing, the following criteria should be considered (at a minimum):

- Distance to the next closest arena(s), and whether that facility could reasonably accommodate additional use during prime and shoulder hours.
- Proximity to concentrated population base (e.g. market size within its catchment area).
- Facility age and amenity level, in relation to other arenas.
- Whether the rink is contained in a stand-alone arena or as part of a multi-use community centre (recognizing there is merit and challenges in repurposing both types of facility configurations).
- The amount of capital investment required for the arena in the short to medium-term (e.g. if new mechanical systems, structural upgrades, etc. are needed).
- The capital and ongoing operating costs required to repurpose an arena as compared to retaining the facility for ice usage.

It is anticipated that repurposing an arena would not be required for at least three to seven years in order to determine if the proposed tactics do in fact extend the programmable life of existing arena facilities. Further study would be required to determine exactly what potential re-uses for any arena in question would be, based upon market feasibility and cost implications. The 2009 Future Directions for

recreation identified a number of emerging program needs including indoor soccer (noting that indoor turf facilities are approaching a saturation point in the GTA market), ultimate frisbee, cricket, arts and cultural uses, etc. and it is anticipated that the 2014 update to the Future Directions will provide greater insight into recreational needs in the future. Additional business planning is thus required if the City reaches a point where repurposing an arena becomes a priority.



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## Appendix A: Arena Supply Notes

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### Cawthra Community Centre & Arena

The Cawthra Arena is a twin pad with 12 dressing rooms, 2 referee's rooms and a first aid room. The arena was constructed in 1974 with eight dressing rooms, though the west rink was completely rebuilt in 1999 with an additional four dressing rooms. The facility contains two rinks measuring 180' x 85', a concession stand operated by City Staff and a pro shop leased out to an external operator. The west rink provides spectator seating for 300 while the east rink allows for about 50 spectators. The larger community centre contains a gymnasium with an indoor walking track encircling it at the top, while an indoor swimming pool is publically available at the adjacent school.

The primary users are the Mississauga Hockey League (MHL) and a women's league, with staff indicating that the prime time usage is excellent. The facility is staffed by two operators and one part timer during prime hours, and contains one ice resurfacer.



### Chic Murray Arena

The Chic Murray Arena was constructed in 1974. The single pad arena contains an undersized rink measuring 180' x 85' with spectator seating for approximately 300. The rink is supported by 6 dressing rooms, a small girls-only dressing room, a referee's room, and concession booth. The arena is contained within the Burnhamthorpe Community Centre, which provides dry-land training support in the form of a gymnasium. Also included in the community centre are a number of small meeting rooms and a hall; an outdoor artificial rink (measuring 100' x 100') relieves a certain degree of pressure on the arena by providing drop-in skating opportunities during the day time and shinny during the evenings.

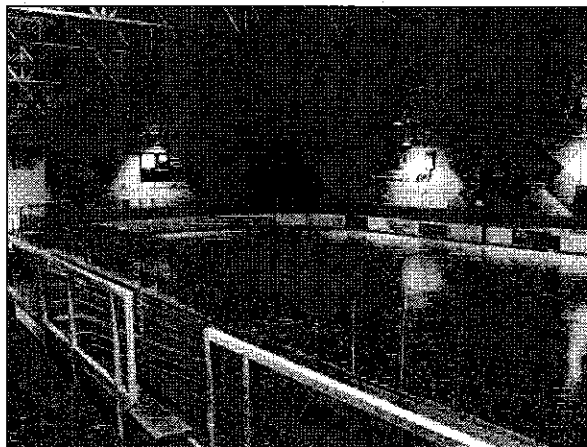
The primary users of the arena are the MHL and Greater Toronto Hockey League (GTHL). Staff indicate that prime time utilization is excellent. The facility is staffed by two operators and a part-time employee during prime hours. One ice resurfacer supports the arena.

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### Clarkson Community Centre

The Clarkson Community Centre has a single pad arena built in 1970. The rink measures 180' x 80' and has spectator seating for about 550; the arena also contains 6 dressing rooms, 1 referee's room, a first aid room, concessions and a pro shop. A number of other components exist onsite as part of the overall community centre, such as the gymnasium, indoor aquatics centre (lap pool with therapy tank), youth and seniors centres, meeting rooms and a library branch.

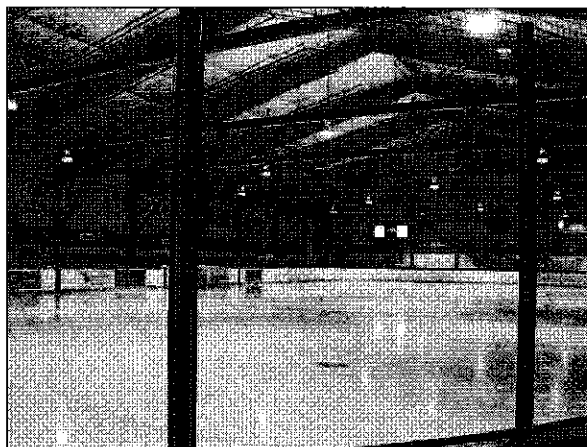
The primary users of the arena are the MHL and Mississauga Girls Hockey League. Staff indicate that prime time utilization is excellent. The arena is usually staffed by two operators during prime hours and supported by one ice resurfacer. Roof replacement is the only major planned capital investment.



### Erin Mills Twin Arenas

The Erin Mills Twin Arenas were built in 1985 with both pads measuring 180' x 80' and spectator seating ranging between 200 and 300. There are 12 dressing rooms, 2 referee's rooms, a hall, concession stand and pro shop.

The primary users of the arena are the MHL, GTHL, and a local high school. The facility is staffed by four operators during prime hours. One ice resurfacer supports the arena. Staff indicate that an upgrade to the HVAC system in the dressing rooms is planned, largely to address the humidity. They also indicate that the spauling across both slabs is occurring, and investments will need to be made accordingly.

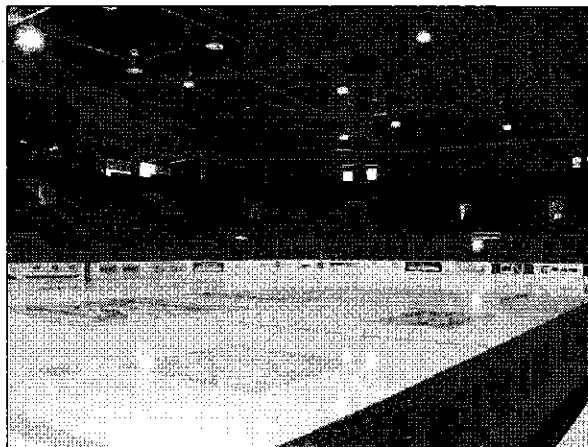


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### Hershey Centre

The Hershey Centre was originally constructed in 1998 with two rinks, one of which is exclusively dedicated for OHL play (Mississauga Majors) and special event use, and another two rinks were added in 2003. Each community rink contains 6 dressing rooms while the main bowl has 5 dressing rooms; all ice surfaces measure 200' x 85' to meet professional hockey standards. The seating capacity of the main rink is approximately 6,000 while the community rinks each hold about 250 persons.

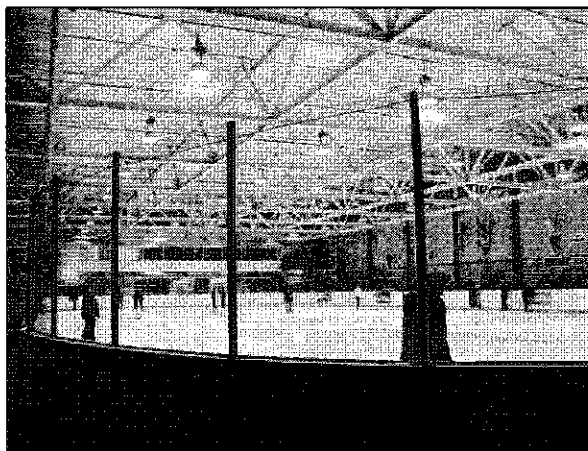
As an event-oriented venue, the Hershey Centre has 2 lounge areas, 4 major concession stands, a press box and a number of club seats and private suites. There is also a pro shop and rehabilitation centre. Ice is maintained in each rink throughout the summer.



### Huron Park Recreation Centre

Built in 1967, the Huron Park Recreation Centre's ice pad measures 185' x 80' with 5 dressing rooms, 1 referee's room, a first aid room, and spectator seating for about 900. It is noted that each dressing room has a single step that one must cross to enter, thus posing a concern for barrier-free accessibility. The community centre itself was expanded in 2004 and now contains a gymnasium, fitness centre, and indoor aquatic centre (lap pool with therapy tank).

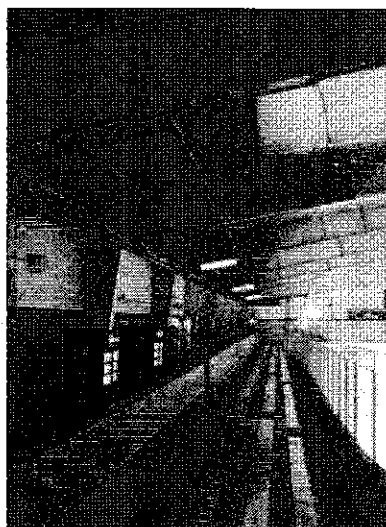
Staff indicate that the roof was just improved in the past three months. They indicate that utilization is satisfactory but not great, and that they are the second-lowest revenue generating arena in the City. The ice is removed in the summer and can accommodate lacrosse and ball hockey, though the pad is also used by soccer field users if it rains.



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### Iceland

Constructed in 1996, Iceland was Mississauga's first premier arena venue until the construction of the Hershey Centre. Iceland contains four rinks; Rink One is an Olympic size venue measuring 200' x 100' with spectator seating for 1,200 while the other three rinks measure 185' x 85' and have seating capacity for about 300 in each. There are 24 dressing rooms and 2 girls-only change rooms, along with 2 referee's rooms and a first aid room. Iceland provides a number of leased spaces such as a pro shop, sports injury centre as well as the City-operated "Time Out" concession and IceBreakers Restaurant. There are also a number of meeting rooms and a banquet hall. The primary users of the arena are the MHL, the Mississauga Adult Hockey League, and Figure Skating. Staff indicate that prime time utilization is fairly good. The facility is staffed by two operators on each side (for a total of four) and houses three ice resurfacers (one of which is a spare).

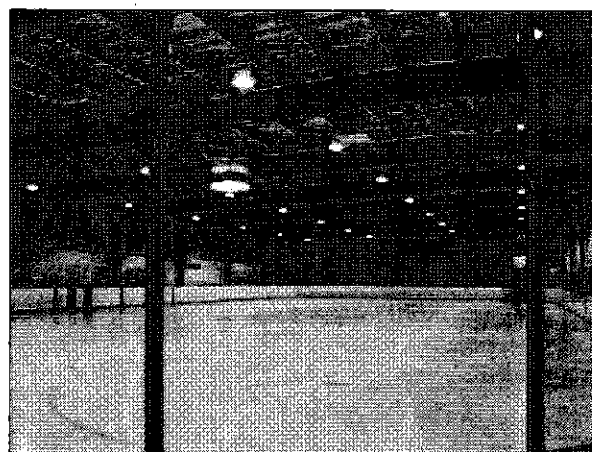


### Malton Arena

The single pad Malton Arena was built in 1967 with an ice surface measuring 180' x 80' and seating capacity for about 300. The rink is supported by 6 dressing rooms, a referee's room, a small hall, meeting room, concession booth and pro shop.

### Meadowvale 4 Rinks

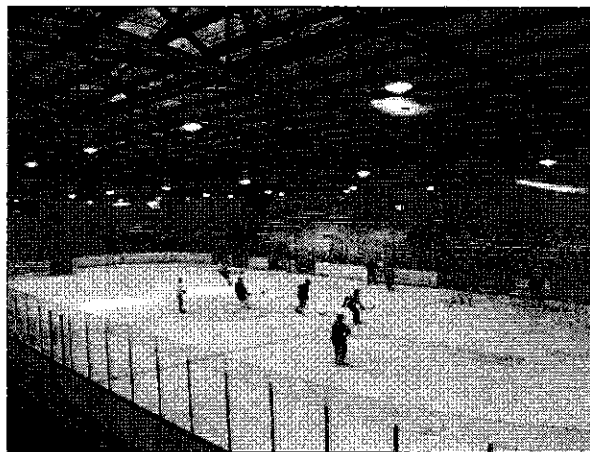
The Meadowvale 4 Rinks arena was originally constructed in 1982, and re-opened in 2003. Each ice surface measures 185' x 85' and are supported by 23 dressing rooms and 4 referee's rooms. Only Pads A and B have spectator seating, both with capacity for about 200 persons. A "Time Out" branded concession is available along with a privately operated pro shop leased out by the City. The primary users of the rinks are the MHL and Streetsville-Meadowvale Figure Skating Club.



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### Mississauga Valley Community Centre

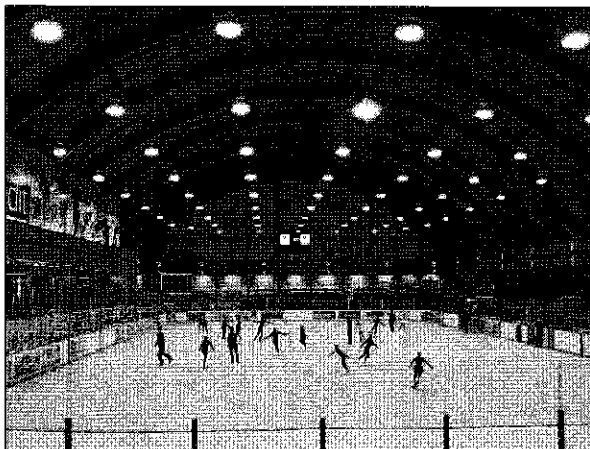
A single pad arena exists at the Mississauga Valley Community Centre, constructed in 1977 with an ice surface measuring 180' x 80' and spectator seating for about 300 persons. The rink is supported by 5 dressing rooms and a referee's room. The larger community centre also contains an indoor aquatics centre, fitness centre with squash courts, library, child care centre and detached gymnasium.



### Port Credit Memorial Arena

The Port Credit Memorial Arena is the City's first and oldest surviving public arena, originally constructed in 1959 and renovated/expanded in 2010. The rink measures 185' x 85' with spectator seating for 646, and contains 6 dressing rooms, a referee's room and first aid room, along with 1 team room dedicated to the Junior A squad. There are also two meeting rooms and concessions.

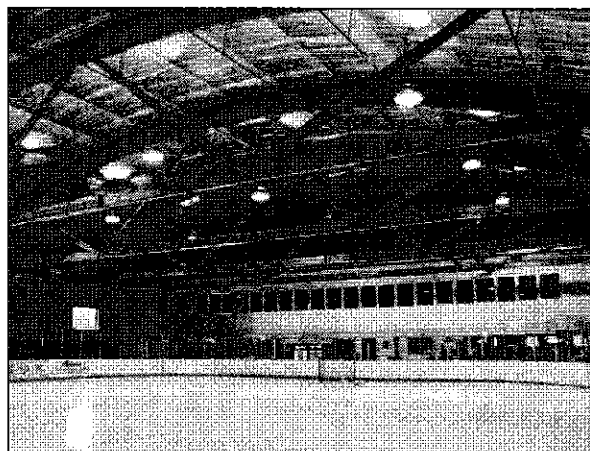
The facility is very well utilized during prime hours, primarily utilized by MHL and Port Credit Figure Skating. It is staffed during prime times by two operators and a part time person.



### Streetsville Arena (Vic Johnson Community Centre)

Constructed in 1961, the Streetsville Arena is the only non-municipal arena in Mississauga as it is operated autonomously by a community centre board (the City of Mississauga contributes funding towards major lifecycle items). A major renovation of the lobby and dressing rooms was completed in 2008. The ice surface measures 190' x 84', slightly below NHL standards, as is supported by 6 dressing rooms and 2 referee's rooms. The concessions, pro shop and a separate banquet hall fall under the purview of the community board operations.

The primary users of the arena are the Streetsville Hockey League and the Streetsville Tigers AA hockey

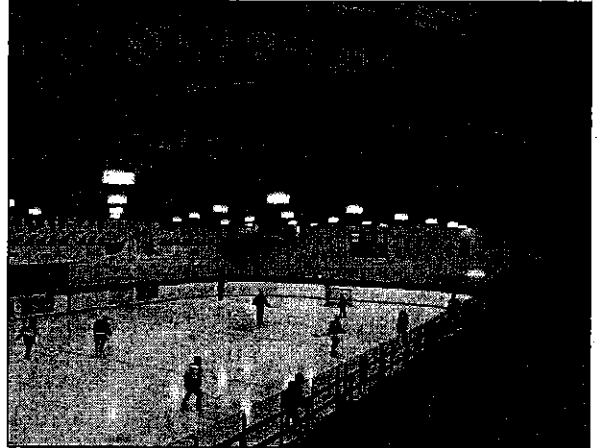


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team. Prime time utilization is excellent, according to arena staff, with very little time available during evenings and weekends.

**Tomken Twin Rinks**

The Tomken Twin Rinks were built in 1991. Rink One (also known as the Paul Henderson Rink) measures 185' x 85' while Rink Two measures 180' x 80'. Both rinks have spectator seating for about 400 persons and are supported by 6 dressing rooms, 1 team room, and a "Time Out" branded concession booth operated by the City of Mississauga. There is also a large auditorium on the second floor, accessible by elevator or stairs





# Corporate Report

Clerk's Files

Originator's  
Files

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RT.10.Z-06

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**DATE:** September 24, 2012

**TO:** Chair and Members of General Committee  
Meeting Date: October 17, 2012

**FROM:** Martin Powell, P. Eng.  
Commissioner of Transportation and Works

**SUBJECT:** **Parking Prohibition (8:00 a.m. – 8:00 p.m., Sundays only)  
Greaves Avenue, First Street South, Gardner Road, and  
Edgeleigh Avenue (Ward 1)**

General Committee

OCT 17 2012

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**RECOMMENDATION:** That a by-law be enacted to amend By-law 555-2000, as amended, to implement a parking prohibition between 8:00 a.m. and 8:00 p.m., Sundays only, on Greaves Avenue (east side), First Street South (south side), Edgeleigh Avenue (west side), Gardner Road between Alexandra Avenue and Strathy Avenue (north side), and Gardner Road between Cawthra Road and Greaves Avenue (south side).

**BACKGROUND:** In January 2012, the Transportation and Works Department received a request from the Ward Councillor's office to implement a parking prohibition between 10:00 a.m. and 1:00 p.m., Sundays only, on Greaves Avenue (east side), First Street South (south side), Edgeleigh Avenue (west side), Gardner Road between Alexandra Avenue and Strathy Avenue (north side), and Gardner Road between Cawthra Road and Greaves Avenue (south side). The Transportation and Works Department conducted a study that revealed that the presence of vehicles parked on both sides of the roadway, during Church service hours on Sundays between 10:00 a.m. and 1:00 p.m., eliminate the ability for two-way traffic to operate safely. As a result, a parking prohibition between 10:00 a.m. and 1:00 p.m., Sundays only, was implemented.



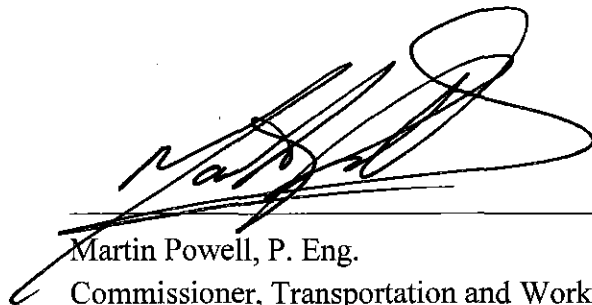
Since the 10:00 a.m. and 1:00 p.m., Sundays only, parking prohibitions were implemented, the church has since changed the hours of their service. As a result, vehicles are once again parked on both sides of the roadway on Sundays, eliminating the ability for two-way traffic to operate safely.

**COMMENTS:** The Ward Councillor supports the above proposal.

**FINANCIAL IMPACT:** Costs for the sign installations can be accommodated in the 2012 Current Budget.

**CONCLUSION:** The Transportation and Works Department supports the implementation of a parking prohibition between 8:00 a.m. and 8:00 p.m., Sundays only, on Greaves Avenue (east side), First Street South (south side), Edgeleigh Avenue (west side), Gardner Road between Alexandra Avenue and Strathy Avenue (north side), and Gardner Road between Cawthra Road and Greaves Avenue (south side).

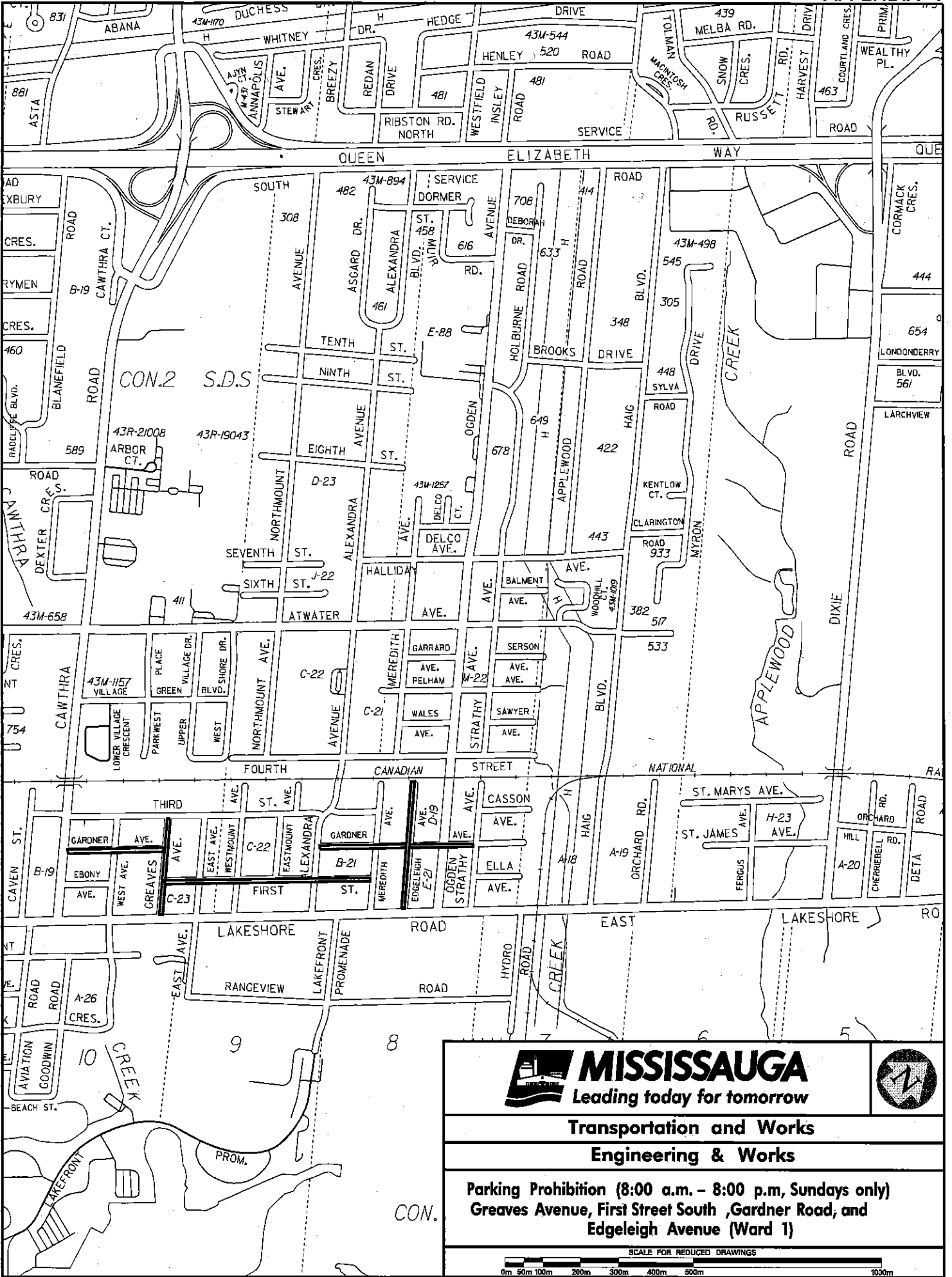
**ATTACHMENTS:** Appendix 1: Location Map – Parking Prohibition (8:00 a.m. – 8:00 p.m.) – Greaves Avenue (east side), First Street South (south side), Edgeleigh Avenue (west side), Gardner Road between Alexandra Avenue and Strathy Avenue (north side), and Gardner Road between Cawthra Road and Greaves Avenue (south side) (Ward 1).



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Martin Powell, P. Eng.  
Commissioner, Transportation and Works

*Prepared By: Denna Yaunan, A.Sc.T., Traffic Technician*



	<p><b>MISSISSAUGA</b> Leading today for tomorrow</p>	
<p><b>Transportation and Works Engineering &amp; Works</b></p>		
<p><b>Parking Prohibition (8:00 a.m. - 8:00 p.m, Sundays only) Greaves Avenue, First Street South, Gardner Road, and Edgeleigh Avenue (Ward 1)</b></p>		
<p>SCALE FOR REDUCED DRAWINGS 0m 50m 100m 200m 300m 400m 500m 1000m</p>		



# Corporate Report

Clerk's Files

Originator's Files

MG.23.REP

**DATE:** September 24, 2012

**TO:** Chair and Members of General Committee  
Meeting Date: October 17, 2012

**FROM:** Martin Powell, P.Eng.  
Commissioner, Transportation and Works Department

**SUBJECT:** **Discontinuation of the Name BraeBen Trail (Ward 6)**

<p>General Committee</p> <p><b>OCT 17 2012</b></p>
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**RECOMMENDATION:** That the name "BraeBen Trail" for the cycling route along Terry Fox Way be discontinued.

**BACKGROUND:** On August 4, 2010, Council approved a new cycling route wayfinding signage program. The objectives of the wayfinding program are to direct people to cycling routes and multi-use trails, educate motorists that there may be cyclists on the roadway and inform people how to get around the network.

The naming of routes is an important component of the wayfinding program. As such, signing of routes consistent with the name of the road or corridor they follow is an intuitive way of informing cyclists how to get around the network. To this end, existing trail names are being reviewed for consistency with the new cycling route wayfinding program prior to new signs being installed.

The implementation of the new cycling route wayfinding program is one of the actions listed as part of the Mississauga Cycling Master Plan and Implementation Strategy that was approved by Council in September 2010.

**COMMENTS:**

The Cycling Office is working on the implementation of a new wayfinding signage program on priority on-road cycling routes and boulevard multi-use trails.

The boulevard multi-use trail adjacent to Terry Fox Way has been identified as a priority route for the new wayfinding signs. In 2004, Council approved that the boulevard multi-use trail along Terry Fox Way and signed bicycle route along Silken Laumann Way between Winterton Way and Bancroft Drive be named "BraeBen Trail".

The cycling route wayfinding signage program calls for the name of routes within the road right-of-way to be the same name as the road or corridor that the route follows.

Given that this cycling route is within the road right-of-way of Terry Fox Way and the on-road portion of Silken Laumann Way, it is suggested that the City should discontinue the practice of referring to this route as "BraeBen Trail". As such, the existing "BraeBen Trail" signs should be removed and the new signs should refer to the boulevard multi-use trail along Terry Fox Way between Windsor Hill Boulevard and Britannia Road West as "Terry Fox Trail".

**FINANCIAL IMPACT:**

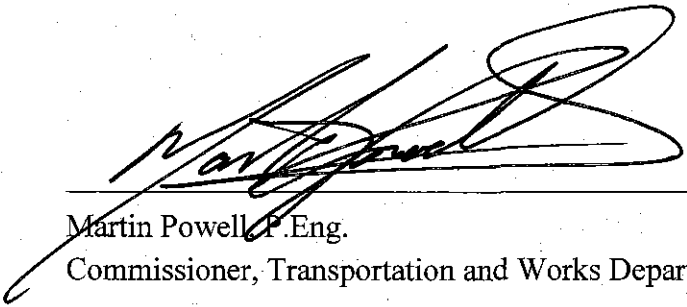
Costs for the signage can be accommodated in the approved Cycling Program Capital Budget.

**CONCLUSION:**

The proposed discontinuation of the name "BraeBen Trail" for the cycling route along Terry Fox Way is consistent with the Council approved cycling route wayfinding signage program.

**ATTACHMENTS:**

Appendix 1: Map of BraeBen Trail

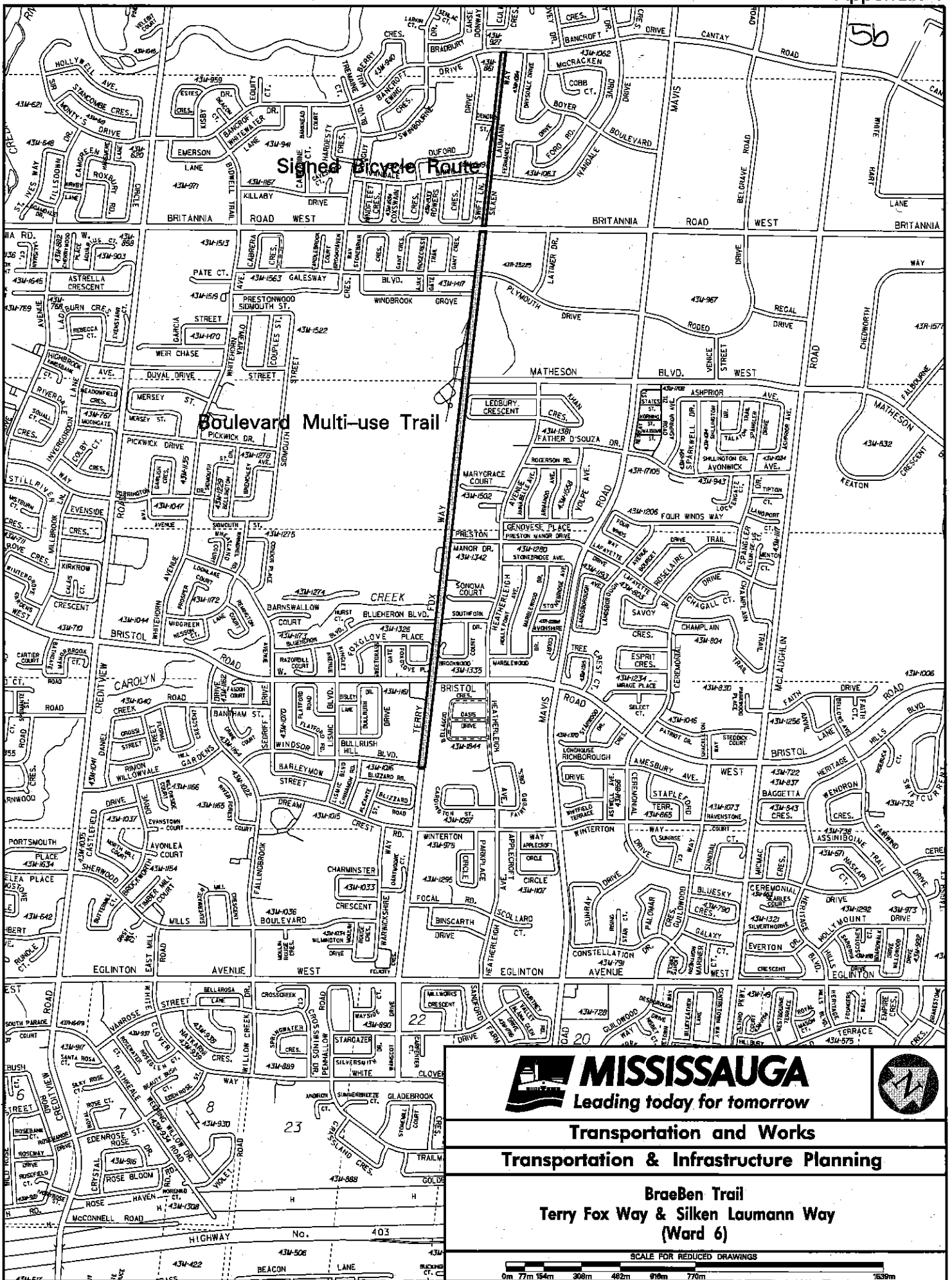


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Martin Powell, P.Eng.

Commissioner, Transportation and Works Department

Prepared by: *Jacqueline Hunter, Cycling Technologist*  
*Cycling Office*



**MISSISSAUGA**  
 Leading today for tomorrow



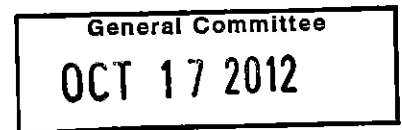
**Transportation and Works**  
**Transportation & Infrastructure Planning**

**BraeBen Trail**  
**Terry Fox Way & Silken Laumann Way**  
**(Ward 6)**

SCALE FOR REDUCED DRAWINGS

0m 77m 154m 308m 462m 616m 770m 163m

REPORT 4-2012



TO: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Museums of Mississauga Advisory Committee presents its fourth report for 2012 and recommends:

**MOMAC-0032-2012**

That the Museum's Manager's Report dated September 12, 2012 from Annemarie Hagan, Museums Manager be received.  
(MOMAC-0032-2012)

**MOMAC-0033-2012**

That the Capital Projects Report dated September 12, 2012 from Annemarie Hagan, Museums Manager be received.  
(MOMAC-0033-2012)

**MOMAC-0034-2012**

That the memorandum dated August 28, 2012 from Karen Morden, Legislative Coordinator regarding the 2013 meeting dates for the Museums of Mississauga Advisory Committee and Collections and Storage Subcommittee be received.  
(MOMAC-0034-2012)

**MOMAC-0035-2012**

That the Corporate Report dated August 20, 2012 from the Commissioner of Community Services with respect to an update for a location for the Artifact Preservation Centre and Future Museum presented to the Museums of Mississauga Advisory Committee as an Information Item, be received.  
(MOMAC-0035-2012)

**MOMAC-0036-2012**

That the Corporate Report dated July 30, 2012 from the Commissioner of Community Services with respect to Enrolment in the Cultural Access Pass Program presented to the Museums of Mississauga Advisory Committee as an Information Item, be received.  
(MOMAC-0036-2012)

**MOMAC-0037-2012**

That the letter dated August 13, 2012 from Kiki Aravopoulos, Ontario Heritage Trust with respect to the installation of glass doors at the Benares Historic House, be received.  
(MOMAC-0037-2012)

MOMAC-0038-2012

That staff arrange a meeting with representatives from the University of Toronto Mississauga, Peel District School Board, Councillors Jim Tovey and Pat Mullin to discuss options with respect to a rental or permanent facility for storage and/or museum purposes.

(MOMAC-0038-2012)

REPORT 7-2012

General Committee

OCT 17 2012

TO: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Environmental Advisory Committee presents its seventh report for 2012 and recommends:

EAC-0046-2012

1. That the PowerPoint presentation entitled "Credit Forever" by Peter Orphanos, Chair, Sierra Club Canada, Peel Region Group, and Environmental Advisory Committee Citizen Member, to the Environmental Advisory Committee on October 2, 2012 be received; and
2. That the Environmental Advisory Committee supports in principle the Credit Forever vision presented by Peter Orphanos, Chair, Sierra Club Canada, Peel Region Group, and Environmental Advisory Committee Citizen Member, to the Committee on October 2, 2012 and that this matter be referred to staff for further review and consideration, as appropriate, through the City of Mississauga's Credit River Parks Strategy.

(EAC-0046-2012)

EAC-0047-2012

That the overview from Karen Spencer, Advisor, City Strategy and Innovations, City Manager's Office, entitled "City Committees of Council Structure Review," be received.

(EAC-0047-2012)

EAC-0048-2012

1. That the PowerPoint presentation, dated October 2, 2012 and entitled "10<sup>th</sup> Annual EcoBuzz Conference," by Stephanie Crocker, Associate Director, EcoSource, Rahul Mehta, Peel Environmental Youth Alliance (PEYA) Facilitator, EcoSource, and Elaine Hanson, Sheridan College, Office for Sustainability, and Environmental Advisory Committee Member, to the Environmental Advisory Committee on October 2, 2012 be received; and
2. That the overview from Rahul Mehta, Peel Environmental Youth Alliance (PEYA) Facilitator, EcoSource, entitled "PEYA EcoBuzz 2012 Backgrounder," be received.

(EAC-0048-2012)

EAC-0049-2012

That the PowerPoint presentation entitled "Callelo: A Novel Bioherbicide" by Jessie MacAlpine, five-time Canada-Wide Science Fair Alumnus, and Founder and President, Oxford County Science and Technology Fair, to the Environmental Advisory Committee on October 2, 2012 be received.

(EAC-0049-2012)

EAC-0050-2012

That the Memorandum dated September 20, 2012 from Mary Bracken, Environmental Specialist, Environmental Management Section, Community Services Department, entitled "Revised Council Support Resolution for Rooftop Solar Applications Under the Provincial Feed-in Tariff (FIT) Program" be received.

(EAC-0050-2012)



EAC-0051-2012

That the chart from Environment staff with respect to upcoming agenda items and Environmental Advisory Committee (EAC) role be received.

(EAC-0051-2012)

EAC-0052-2012

1. That the chart dated October 2, 2012 from Julie Lavertu, Legislative Coordinator, Environmental Advisory Committee, with respect to the status of outstanding issues from the Environmental Advisory Committee be received; and
2. That the matter of organizing a future off-site educational or training session for the Environmental Advisory Committee be referred to Environment staff for further review and consideration at a future Environmental Advisory Committee meeting.

(EAC-0052-2012)

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REPORT 9-2012

General Committee

**OCT 17 2012**

TO: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Mississauga Cycling Advisory Committee presents its ninth report for 2012 and recommends:

MCAC-0055-2012

That a representative from the Mississauga Cycling Advisory Committee (MCAC) attend the Halton Active Communities Summit on October 18, 2012 and that the cost to attend the event be funded from MCAC 2012 budget.

(MCAC-0055-2012)

MCAC-0056-2012

That the 2012 calendar of events regarding Mississauga cycling related events in 2012 be received for information.

(MCAC-0056-2012)

MCAC-0057-2012

That the action list from the meeting from September, 2012 be received for information.

(MCAC-0057-2012)

MCAC-0058-2012

That the 2012 the Mississauga Cycling Advisory Committee upcoming agenda items be received for information.

(MCAC-0058-2012)