



City of Brampton

Parks and Recreation Master Plan

Discussion Paper #3: Interim Report

FINAL (version 4.0)

February 14, 2017

This Discussion Paper has been prepared as an initial background report as part of the Parks and Recreation Master Plan. The intent of this working paper is to provide an assessment of parks and recreation facility and program needs for review by the PRMP Steering Committee.

This Discussion Paper is a building block in the development of the Master Plan and should not be construed as part of the final Master Plan. Accordingly, no information contained herein should be relied upon for long-range decision-making as the Final Parks and Recreation Master Plan will contain finalized, verified information for such purposes.

Other Discussion Papers that will be developed over the course of the Master Plan's preparation include a Background Information Report, Consultation Analysis Report, this Interim (Needs Assessment) Report, and a Financial Analysis Report. Together, each Discussion Paper will provide information that will ultimately be integrated into the Draft and Final Master Plan documents.

Prepared by:



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Section 1: Introduction & Strategic Framework

1.1 Purpose of the Parks and Recreation Master Plan

The field of parks and recreation planning has emerged in response to the importance of the sector, effectively positioning decision-makers and service providers to meet the parks and recreational needs of a community in a sustainable manner. Municipalities frequently undertake assessments of their parks and recreation systems to develop policy frameworks, and quantify benefits and needs through broad guiding documents such as Master Plans, topic-specific specialty studies and other day-to-day tasks aimed at service improvements or supporting the annual budgeting process.

The Parks and Recreation Master Plan (herein referred to as the 'PRMP' or 'the Master Plan') is a long-range document. It will provide a framework for the City of Brampton to make future decisions aimed at ensuring a comprehensive system of parks and recreation facilities and services. The Master Plan is especially important to guide the parks and recreation system in a sustainable manner, as the City's population continues to grow and diversify. The scope of the Master Plan focuses upon:

- Parks and open space systems, and outdoor sports and recreational facilities;
- Indoor sports and recreational infrastructure and buildings; and
- Programming and services.

The PRMP has a fifteen year planning horizon (to the year 2031).

1.2 Methodology

Planning Process

The preparation of the Master Plan is being overseen by the Planning & Development Services Department with the support of multiple departments – most notably, the Community Services Department who include the Recreation and the Building Design and Construction Divisions. The City retained Monteith Brown Planning Consultants,

Tucker-Reid & Associates, and Swerhun Facilitation as the project consultants responsible for developing the Master Plan.

The City has formed a Project Steering Committee to provide overarching advice and approve key deliverables. A Project Working Team oversees day-to-day aspects of the planning process including providing direction on consultations, reviewing deliverables, as well as liaising with municipal departments and senior management. Additionally, a Master Plan Citizen Panel has been formed with a broad cross-section of local residents from Brampton's Citizen Advisory Committees. The role of the Citizen Panel is to provide advice throughout the master planning process and help disseminate information to the community.

Key components of the project methodology include:

- A comprehensive community engagement programme supported by Communications and Engagement Plans that articulate a broad range of consultation tactics including project branding and awareness efforts, surveys, workshops and roundtable discussions, key opinion leader interviews, and public information sessions.
- Comprehensive reviews of quantitative and qualitative data from other municipal documents, demographics and trends reports;
- Confirmation of the municipal inventory of parks and recreation facilities, supported through GIS mapping efforts and high-level observations regarding facility conditions;
- Assessments of parks and recreation facilities and programming including quantifiable metrics and service level standards; and
- A review of operational impacts and financial implications associated with major directions coming out of the PRMP including capital funding sources and financial strategies.

The Master Planning process commenced with a meeting with the Project Steering Committee and Project Working Team in January 2016, while the first Citizen Panel was held in March 2016. Initial community engagement activities occurred in 2016 Q1/Q2, the needs assessments contained in this document were delivered in Q3 and finalized in 2017 Q1, while a draft Master Plan is expected in 2017 Q2 with the final Master Plan targeting completion for 2017 Q3.

As mentioned, the PRMP's scope encompasses parks and recreation facilities and services. Although the City's parks and recreation infrastructure also accommodates other facilities and services spanning arts and culture, trails, natural heritage system, etc., it is not within the scope of the PRMP to explore these elements as many are, or will be, addressed by documents such as cultural plans, active transportation master plans, natural heritage reviews or conservation plans, etc.

Furthermore, the PRMP views Brampton's sport sector in tandem with its community-level recreation facility and program offerings, and recognizes that the City has made certain investments in higher calibre sport infrastructure. The PRMP should not, however, be construed as being a comprehensive 'Sport Plan' or 'Sport Facility Strategy' that defines the City's role using a national or international centre of excellence model. As noted in the City's Terms of Reference, the development of the Master Plan provides an opportunity for the development of a *framework* from which more detailed "strategies" can follow (i.e. the Master Plan should be viewed as a *point of departure* through which subsequent, more detailed analysis can be and should be undertaken, where necessary).

Parks & Recreation Planning Areas (RPAs)

The City of Brampton covers a large geographic area of over 266 square kilometres, through which there are distinctive sub-communities with varying population densities and other socio-demographic characteristics. For the purposes of the PRMP, it is advantageous to segment the City into smaller geographic units.

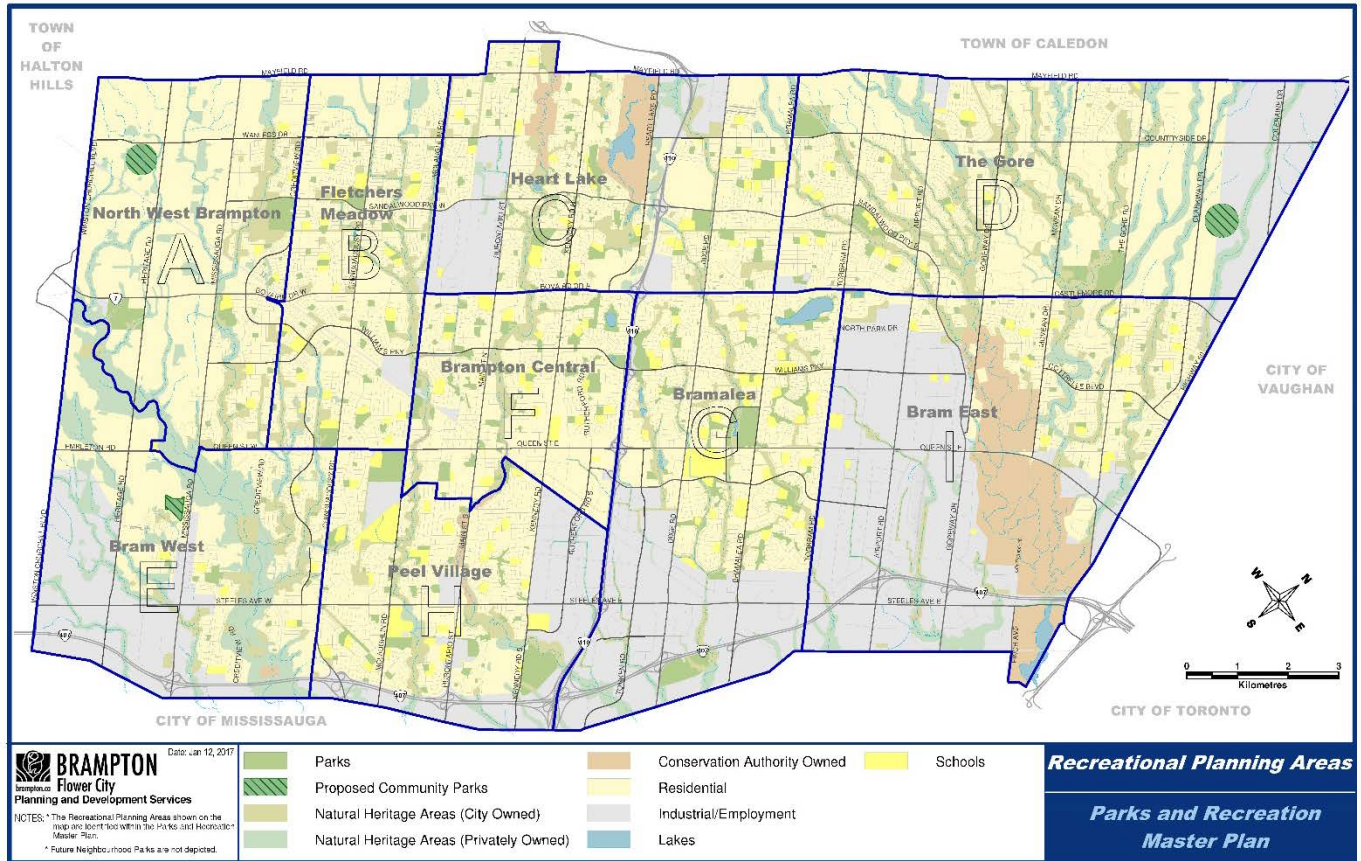
Referred to herein as Brampton's 'Recreational Planning Areas (RPA)', the nine RPAs illustrated in Map 1 represent relatively homogenous geographic units.

- RPA A: "Northwest Brampton"
- RPA B: "Fletchers Meadow"
- RPA C: "Heart Lake"
- RPA D: "The Gore"
- RPA E: "Bram West"
- RPA F: "Brampton Central"
- RPA G: "Bramalea"
- RPA H: "Peel Village"
- RPA I: "Bram East"

The boundaries for the RPAs were based upon a number of factors, including:

- Having access to at least one major park and/or recreation centre in each.
- Having comparable travel times to access major parks and recreation services.
- Possessing relatively similar population projections (to 2031).
- Having discernable boundaries (such as major roads, river valleys, etc.) that tend to create neighbourhoods by virtue of their location such as major roads, river valleys, etc.
- Incorporating and respecting historical and identifiable neighbourhood boundaries.
- Having regard for municipal operations boundaries relating to responsibilities of various units within the Planning & Infrastructure Services Department and Public Services Department (notably Parks and Recreation/Culture) that relate to parks and recreation infrastructure.

Map 1: City of Brampton –Recreational Planning Areas



The parks and recreation service levels within each RPA can be evaluated in relation to other areas of Brampton of comparable size and character. RPA boundaries have been established with the assistance of City Staff representing multiple departments, and are consistent with previous methodologies employed in earlier planning processes - such as the City's Parkland Dedication Discussion Papers, that were prepared in 2009/2010 and tabled to Council.

Note: It should be emphasized that in the identification of prospective RPA boundaries, there was a conscious decision to not use Wards as the basis of this analysis.

Ward boundaries are subject to change, over time, and are not consistent in terms of the variables noted above – which influence, or potentially influence the use of parks and recreation infrastructure.

Staff and the consultant team deliberated on this point and advocated for the boundaries as noted above. There is no requirement, nor recommendation at the time of writing of this paper, that these RPA boundaries will serve in the formal delivery of services and or programs. The use of the RPA's is for analytical purposes only in addition to other assessment tools.

1.3 Discussion Papers

The PRMP will be informed by a series of Discussion Papers prepared at critical points during the planning process. These Papers are intended to summarize relevant pieces of information that have been uncovered during the research and consultation phases that in turn, will aid needs assessments. Discussion Papers informing the Master Plan will include:

1. Background Information (finalized July 2016)
2. Consultation Analysis (finalized July 2016)
3. Interim Report (this document)
4. Financial Analysis (estimated 2016 Q4)

Discussion Papers are not anticipated to be formally approved by City Council and thus, are not considered to be part of the final PRMP since these Papers will contain information and assessments that are subject to change, following their presentation and review.

Summary of Key Findings from Discussion Paper #1

Discussion Paper #1 articulates background information central to the development of the PRMP including applicable legislation, strategic and policy frameworks, community demographics, trends in the parks, recreation and sport system, as well as an inventory of parks and recreation facilities and programs offered by the City. The following is a summary of inputs most pertinent to the needs assessments contained in this Interim Report – refer to Discussion Paper #1 for more information.

Policy Context

- Regard for legislation such as the Planning Act, Development Charges Act, Growth Plan for the Greater Golden Horseshoe (to name but a few) which prescribe how the City will grow and where new populations will be directed, how much parkland can be acquired through the land development process, the degree to which new parks and recreation facilities can be funded, etc.
- Recognition of national and provincial frameworks and models guiding the parks and recreation sector such as the Framework for Recreation in Canada, the Canadian Sport Policy and Canadian Sport For Life model.
- Regard for various local and regional frameworks including the City of Brampton Strategic Plan, City and Peel Region Official Plans, Peel Public Health Strategic Plan, etc. to position the parks and recreation system as a complementary component of other city-building and healthy living initiatives.
- Specific policies and procedures used by the City of Brampton to manage its parks, recreation, sport and natural heritage systems such as parkland

dedication by-laws, allocation policies, facility design standards, other master plans, etc.

Community Demographics

- The 2016 mid-year population estimate used for the PRMP is 614,300 persons taken from the City's Preliminary Population Forecasts (May 2015). These projections take the City's population to 837,000 persons at the end of the PRMP planning period in 2031 and ultimately to 888,600 persons by the year 2041. Over the PRMP period, this represents growth of nearly 223,000 persons (+36%).¹
- By 2031, the greatest levels of growth are forecasted in RPA 'A' in the northwest (+60,000 person), RPA 'D' in the northeast (+47,000 persons), and RPA 'E' in the southwest (+43,000 persons). These are generally associated with the Mount Pleasant, Huttonville North, Bram West, Sandringham-Wellington, Vales of Castlemore and Countryside Villages Secondary Plan Areas.
- Brampton's Census median age of 34 years is much younger than those of the Region and the Province. Over the PRMP period, an aging of the population is anticipated as the number of residents between 35 and 54 years of age as well as seniors 70 years and older represent the largest growth categories by total number of persons. Forecasted growth across specific age groups is as follows:
 - Children ages 0 to 9 – growth of 33,000 persons (+43%)
 - Youth/Teens ages 10-19 – growth of 65 persons (+0.1%)
 - Younger Adults ages 20-34 – growth of 55,000 persons (+37%)
 - Mature Adults ages 35-54 – growth of 49,000 persons (+29%)
 - Older Adults ages 55-69 – growth of 38,000 persons (+46%)
 - Seniors ages 70 and over – growth of 46,000 persons (+116%)²
- Approximately 49% of Brampton's population was born in Canada. Of the other half (roughly 260,000 immigrants), 59% were born in Asian countries prior to immigrating to Canada. However, 83% of all immigrants arrived prior to 2001 meaning that the majority are well established in this Country and have a degree of familiarity with Canadian culture.³

¹ City of Brampton, Planning Policy and Growth Management. May 2015. Preliminary Population Forecasts.

² City of Brampton, Planning Policy and Growth Management. Original data prepared by Hemson Consulting in November 2014 and revised by City of Brampton Staff in December 2015.

³ Statistics Canada. 2011 National Household Survey.

- Brampton's median and average incomes for individuals and households are lower than those of the Region. In comparison to the Province, individual incomes are also lower in Brampton, however, the City's household incomes are higher (though the cost of housing in the GTA is also much higher than other parts of the province and thus will affect disposable incomes).⁴
- Recognizing that certain demographic information used in the PRMP will need to be reviewed and/or be used to update assessments upon release of the 2016 Census (anticipated at various points in 2017), updates to the Official Plan and Development Charges Background Study, Regional planning documents, and other growth management initiatives.

Summary of Selected Trends in Parks & Recreation

- Rising rates of physical activity, obesity and certain chronic disease (notably diabetes in Brampton) largely due to sedentary lifestyles and lack of free time outside of work or school.
- Growing demands for unstructured and spontaneous activities in response to busy lifestyles.
- Integration of 'Youth-Friendly', 'Age-Friendly', 'Sport-Friendly', 'CPTED', 'Green', etc. design and service principles in parks and recreation facilities/programs.
- Multi-use, multi-generational, and multi-seasonal parks and recreation facility designs being increasingly employed to provide 'one-stop' convenience to residents, added value to user and sport groups, and economies of scale in operation to municipalities.
- Balancing geographic distribution of parks and facilities across the City as well as individual neighbourhoods (i.e. fewer but larger/multi-use versus more but smaller/focused-use) while also considering the ongoing costs of construction, maintenance and longer-term renewal.
- Use of parkland (and facilities, to a certain extent) to promote environmental sustainability, stewardship and reconnecting residents with nature.
- Building capacity within the parks and recreation sector through community development, support for volunteers, economic development initiatives, partnerships, etc.

⁴ Ibid. National Household Survey.

- Funding challenges associated with constructing and maintaining new and aging infrastructure, particularly when competing with other infrastructure deficits (e.g. road and sewer work).

Inventory of Parks and Recreation Facilities and Programs

The supply of specific facilities and the range of programs offered through the City of Brampton are contained in their respective sections found throughout Sections 2 through 5 within this Interim Report.

Summary of Key Findings from Discussion Paper #2

Discussion Paper #2 articulates input received through the PRMP's comprehensive community awareness and engagement program. The PRMP represents an exciting and inspirational opportunity for residents and stakeholders to help shape the vision of Brampton's parks, recreation and sport system. Therefore, engaging the community is one of the fundamental building blocks of the PRMP process, with the following consultation activities taking place throughout the preparation of the PRMP.

Activity	Audience / Participation	Timing Initiated
Creating the project 'brand' along with a print/digital awareness campaign	All residents and stakeholders	March 2016 and ongoing throughout
Formation and regular meetings of the PRMP Citizens Panel	PRMP Citizen Panel	Meetings in March 22 and June 16, 2016
PRMP Launch Event	Mayor, Councillors, Community Leaders, and Local Media	April 12, 2016
Public Survey	All residents (1,122 responses)	April 12 to June 1, 2016
Council & Senior Management Interviews	Council & Senior Management (31 individual and group interviews)	April 12 through June 8, 2016
Stakeholder Group Survey	Stakeholder Groups (35 responses)	April 18 to May 30, 2016
PRMP Public Meeting	All residents and stakeholders (40+ persons in attendance)	May 3, 2016
City Staff Workshops (6 events in total)	City Staff (150 persons from multiple Departments and Divisions in attendance)	May 5 and 6, 2016
Stakeholder Workshops	Stakeholder Groups (77 persons representing 25+ organizations in attendance)	May 10 and 11, 2016
Pop-Up Intercept Events (5 outreach events in total)	All residents and stakeholders	May 24 to May 30, 2016

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

- Continuing to build on the City's commitment to delivering **inclusive** parks and recreation facilities, programs and services in response to the considerable diversity that exists in Brampton in terms of persons from different social, cultural and religious backgrounds, low income earners, and persons with disabilities.
- Building on the City's multi-use design philosophy by positioning parks and recreation facilities to be **flexible, multi-seasonal, multi-generational and multi-cultural**.
- Balancing the **needs of neighbourhoods with the needs of the entire City** by strategically targeting specific programs, services and facilities based on their appropriate geographic scale while also being cognisant of financial and operational sustainability.
- The continued development of the **local sport system** is a priority for certain groups and individuals who believe that the City has a role to play in enabling opportunities for local athletes to be successful and showcase Brampton, the province and the country.
- Recognizing that while organized sports are an important part of the City, **there are many people whose interests or abilities are oriented to unstructured, self-scheduled and drop-in forms of recreation** in Brampton, meaning investments in passive/socially-focused recreational areas should be balanced with traditional facility investments.
- Striving to provide **comfort, safety and welcoming atmospheres** through park and facility designs in a manner that encourages residents of all backgrounds to gather indoors and outdoors.
- Pursuing **partnerships** along with creative and collaborative delivery of facilities and the programs offered within them, so that the parks and recreation experience offered to residents is maximized.

1.4 PRMP Vision & Guiding Principles

A Vision has been established specifically to guide the PRMP, based upon part of the PRMP branding initiative originally established by City Staff whose components have since been reinforced through common themes expressed through the PRMP's community engagement activities. Having been part of the PRMP from early on, the Vision carries forward an integral part of the PRMP brand through which residents are now familiar.

Plan. Grow. Play. Together.

The Vision reflects four key tenets heard through community engagements and are already core values within various Divisions of the Planning & Infrastructure Services and the Public Services Departments.

The City of Brampton is committed to **'Plan'** for its future needs in a manner that is proactive, innovative and rooted in evidence. The PRMP integrates a robust methodology through which to guide decisions for the City's parks, recreation and sport infrastructure over the next fifteen years and beyond. It is the intent of the City to proactively anticipate and plan for needs, rather than having to react to future pressures.

The City of Brampton will **'Grow'** in a number of ways over the next fifteen years. The most obvious growth relates to the City's population and developed land base where the City's parks and recreation infrastructure will need to keep pace. The City will also grow its capacity to effectively deliver parks, recreation and sport facilities and services through an ongoing commitment to service excellence, innovation, and investments in its infrastructure and staff.

The City of Brampton is committed to providing opportunities for its residents to **'Play'** indoors and outdoors, across all four seasons. The City recognizes that structured and unstructured forms of play allow residents to lead healthy lifestyles by being physically active, socially engaged, exposed to natural surroundings, and benefitting from economic spinoffs attained through the local parks, recreation and sport system.

The City of Brampton is committed to planning and providing a parks, recreation and sport system where residents can participate **'Together'** regardless of age, ability or disability, income level, cultural background or sexual orientation. The City's parks and recreation system is one that is inclusive, safe, and recognizes the diverse needs and interests of the community. This tenant is the fundamental

connecting link within the Vision Statement as the City strives to 'plan' together, 'grow' together, and 'play' together.

The PRMP Vision recognizes the role of parks, recreation, and sport in maintaining the quality of life enjoyed by residents, and building upon the City's historical achievements in these areas. The City, through its Planning & Infrastructure Services and Community Services Departments, aspires to provide the 'right mix' of facilities, programs and services within its parks, recreation and sport system.

To support the Vision, five Guiding Principles have been advanced to guide implementation of the PRMP along with the City's other future decisions relating to the provision of parks, recreation and sport services.

The City of Brampton's parks, recreation and sport system is intended to:

1. Support regional and municipal initiatives focused upon health promotion and design of healthy communities.
2. Distribute an appropriate and fiscally responsible range of parks, facilities and services – in conjunction with complementary private, institutional and community sector assets – serving residents from across the City as well as within specific areas of Brampton.
3. Provide inclusive, affordable, and accessible opportunities for all Brampton residents.
4. Encourage community development in the planning, design and delivery of parks, recreation and sport services through ongoing dialogue, support for volunteers and community organizations, and leveraging appropriate partnerships.
5. Embody an environmentally and financially sustainable model in the design and ongoing operations of the parks, recreation and sport system.



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Section 2: Parkland Assessment

This Section contains an overview of the City's current parks, open space, and natural heritage system. It reviews the parkland classification system contained in the City of Brampton Official Plan along with the supplies of parkland associated with it, while also considerations for future parkland and open space acquisition and renewal opportunities.

2.1 Parkland Classification System

Parkland takes many different forms, ranging from manicured parks and open spaces to larger tracts with ecological value. In planning the parks system, primary considerations include, but are not limited to:

- Planning the appropriate function and use for each park and each park type;
- Providing well-balanced opportunities for active and passive forms of recreation, recognizing the value parks and open spaces contribute to the overall health and welfare of the community;
- Achieving a satisfactory distribution of parkland to ensure that parks are easily accessible, while maintaining the integrity of natural heritage systems; and
- Maintaining a high degree of walkability and connectivity among parks through active transportation infrastructure and key linkages.

Parks planning is thus an important part of the municipal land use decision-making process. Land use planning is guided by the City of Brampton Official Plan, which contains many specific policies regarding the provision of municipal parkland. Section 4.7.3 of Brampton's Official Plan prescribes a 'Parks Hierarchy' that is used as a guideline for the acquisition, spatial distribution, and development of parks and recreation facilities. Each park type defines specific functions, forms, size, and offers varying amenities. The Official Plan's classification system is summarized in Table 1.

Table 1: City of Brampton Official Plan Parks Hierarchy

Park Type	Service Area	Function and Facilities	Size
City Parks	Entire City	<ul style="list-style-type: none"> • Serve as destinations for active recreation and become focal points for the City of Brampton. • Provide a range of opportunities for both outdoor active and passive recreation which may include but is not limited to the following: a large playground, shade structure, multi-purpose court, multiple sports fields, lighting, seating areas, walkways, open active area, landscaping, floral displays, buffer areas, and/or natural or cultural features. • Contain recreation facilities that have specialized location requirements (such as senior citizen recreation centres) or features that could be considered to be specialized in a city-wide context for any other specific reasons. 	The size of City Parks shall depend on the shape and constraints of the property, and the specific programs for the park.
Community Parks	Generally be located to serve 15,000 to 20,000 persons within a 3.0 kilometre (1.86 mile) radius	<ul style="list-style-type: none"> • Provide a range of opportunities for outdoor active and passive recreation which may include but is not limited to the following: a large playground, shade structure, multi-purpose court, splash pad, multiple sports fields and associated flood lighting, seating areas, walkways, lighting, open active area, landscaping, floral displays, buffer areas, and/or natural or cultural features. • Contain a recreation centre complex which may contain but is not limited to the following amenities, or combination of amenities: one or more arenas, one or more indoor soccer fields, indoor courts, swimming pool, fitness facilities, snack bar, and community space. 	Generally be in the range of 10 to 12 hectares (25 to 30 acres) of tableland.
Neighbourhood Parks	Generally serve 4,000 to 5,000 people within a 0.4 kilometre (1/4 mile) radius.	<ul style="list-style-type: none"> • Provide a range of opportunities and experiences for active and passive recreation which may include but is not limited to the following: a playground, shade structure, multi-purpose court, seating areas, walkways, lighting, open active area, landscaping, floral displays, buffer areas and/or natural or cultural features. 	Generally be in the range of 0.8 to 1.2 hectares (2 to 3 acres). Note: parks less than 0.5 hectares will only be provided in exceptional cases and special situations that are prescribed more fully in the Official Plan.

Source: City of Brampton Official Plan, Section 4.7.3 (under review)

Brampton's parklands provide an opportunity to showcase a variety of City features, as reflected through other municipal documents. For example, parks and open spaces are identified as opportunities to showcase horticultural and environmental qualities through the Grow Green Master Plan and the Natural Heritage and Environmental Management Plan, and are used as key components of the Gateway Beautification Program. Parklands are also an important part of municipal sustainability initiatives with the City of Brampton's Sustainable Community Design Guidelines supplementing the Official Plan Parks Hierarchy with certain functional directions:

- Parks will support, complement, and buffer the Natural Heritage System, where appropriate;
- Locate Community Parks in a central location for easy access and to serve all the surrounding neighbourhoods;
- Where possible and appropriate, link Community Parks and recreation centres to the Natural Heritage System and any pedestrian/ bicycle paths;
- Where appropriate, locate Community Parks adjacent to Secondary schools to allow for shared use of facilities, such as parking;
- Centrally locate Neighbourhood Parks within a 400 to 800 metre distance (5 to 10 minute walk) of residents;
- Where appropriate, locate Neighbourhood Parks adjacent to school sites to allow for shared amenities such as recreational play fields and parking lots (Note: the City has experienced challenges in the past with this practice as many of its co-located parks were deteriorating at a much more rapid pace and some confusion among the public as to whether the parks were actually community accessible space); and
- Locate parkettes as a central sub-neighbourhood feature for residents within a 200 to 400 metre distance (3 to 5 minute walk).⁵

Brampton's urban structure has evolved since the current Official Plan was prepared in 2006, and the types of parks needed to service the City need to be positioned in a manner that considers factors such as meeting needs in areas of infill and intensification, consideration of the City's transit oriented development objectives, alignment with active transportation policies and routes, etc. The current parkland hierarchy remains appropriate, particularly for the City's remaining greenfield areas characterized by traditional subdivision developments. However, the more urbanized areas of the City will have a new set of challenges in terms of parkland acquisition (through land and cash-in-lieu, thereof), the ability to accommodate needed recreation facilities, and funding the renewal of aging parkland.

⁵ City of Brampton. 2013. Sustainable Community Guidelines: Part 8 of the Development Design Guidelines. p.S12-S13.

The PRMP provides an opportunity to revisit the existing park classification and help to provide direction to the City's ongoing Official Plan review process. The current definitions of the City, Community and Neighbourhood Park categories remain appropriate and should continue to be applied in greenfield residential developments. The most notable additions are for the inclusion of an Urban Park category and a Linear Park which can be explained as follows:

Urban Park – sometimes referred to as Urban Squares or Plazas – are smaller specialized parks that are most suitable within the City's higher density urban areas (e.g. Downtown Core or other higher use nodes and corridors) or within underserved areas where the acquisition of larger parks is not possible. Urban Parks may contain a greater degree of hardscaped elements or built features than other forms of parkland, though these parks may be designed, where feasible, to accommodate certain functions of other park typologies (e.g. acting as destination parks, recreational or cultural hubs, etc.). Urban Park settings are intended to serve as interesting public spaces for unorganized, spontaneous and passive social, cultural and leisure activities that should emphasize opportunities for provision of public art and cultural expression. They are intended to supplement the recreation needs of high density neighbourhoods and ensure walk-to access to parkland and may include informal and formal play grounds, seating areas, and unstructured green space.

The type, number and scale of facilities to be provided within these parks should be determined on a case-by-case basis. In certain instances, these parks may be located in private spaces that provide for public access. Urban Parks should be located along main pedestrian routes with high visual exposure, and include a minimum of one street frontage for visibility and safety. The design of Urban Squares & Plazas should have regard for best management practices for environmental sustainability, accessibility standards, and CPTED principles. Generally speaking, Urban Parks should be designed to possess a higher level of quality and/or durability, relative to other forms of parkland, in order to withstand pressures associated their location in areas of high density and the heavy intensity of use. They may serve to link other parks, green spaces and destination areas to support connectivity of the overall parks/green space system. As noted later in Recommendation #46 of this Report's rectangular field assessment, relocation of sports fields situated in major intensification areas will provide opportunities for the City to reorient certain parks to better respond to the pressures generated by higher density developments in the core areas.

Linear Park - the City's Transportation and Transit Master Plan advances 'active transportation' modes as a key component of the overall transportation system⁶ while Peel Region has also articulated a vision for a robust non-motorized transportation network in support of public health and environmental goals. For

⁶ City of Brampton. 2009. Transportation and Transit Master Plan. pp. 39.

this reason, the City should create a Linear Park category reflecting parklands that are oriented to off-road recreational trails and/or connecting links between other forms of parkland or major community destinations.

Recommendation – Parkland Classification

- #1. Integrate Urban Park and Linear Park classifications into the City's Official Plan parkland hierarchy.

2.2 Supply of Parks, Open Spaces and Natural Areas

The City's parks database includes over 3,725 hectares (9,200+ acres) of land consisting of traditional parks but also include natural areas, valleylands, woodlots, wetlands and conservation areas, stormwater management ponds, etc. This supply equates to roughly 6.1 hectares per 1,000 residents, of which 1.8 hectares per 1,000 (or 4.5 acres/1,000) is attributable to parkland typologies falling under the current Official Plan's parks hierarchy. It is worth noting that some of the 'Other Properties' listed in Table 2 (below) may be useable for passive recreational activities (e.g. walking, hiking, birdwatching, etc.). However, their value is primarily ecological and/or operational, and they would not necessarily be acceptable under the City's current parkland dedications permitted by the Planning Act.

In addition to the noted supply of parkland, the City's database identifies a number of future parks that would add 697 hectares to the supply, as follows:

- 82 hectares across 4 future Community Parks;
- 105 hectares across 95 future Neighbourhood Parks;
- 413 hectares across 64 future Environmental Parks; and
- 97 hectares across 40 future Stormwater Management Ponds.

The database categorizes a further 1,000+ hectares in 'Proposed' Environmental Parks that have been identified (e.g. through secondary planning, draft plans of subdivision, etc.) but may or may not be constructed pending their currently unapproved status.

Table 2: Supply of City of Brampton Parkland, Open Space and Natural Areas, 2016

Park Type	Number of Sites	Total Area (Hectares)	Hectares per 1,000 Residents (2016 Population)
City Parks	17	361.62	0.6
Community Parks	37	336.11	0.5
Neighbourhood Parks*	327	400.40	0.7
Sub-Total	381	1,098.13	1.8 ha / 1,000

Park Type	Number of Sites	Total Area (Hectares)	Hectares per 1,000 Residents (2016 Population)
Other Properties			
Conservation Authority-Owned Lands	9	904.76	1.5
Conservation Authority-Owned Lands (City Maintained)	13	101.76	0.2
Environmental Parks	289	1,351.97	2.2
Leased Recreation Facility Lands	3	3.06	0.0
Operations / Administration Facilities	7	44.34	0.1
Stormwater Management Ponds	89	224.80	0.4
Sub-Total	97	2,630.69	4.3
Total	478	3,728.82	6.1 ha / 1,000

* Also includes Parkettes, Town Squares, Vest Parks, and Local Parks.

Notes: Supply excludes future and proposed parks. Service level based on 2016 population of 614,300.

Totals may not add due to rounding.

Source: City of Brampton, April 2016

2.3 Needs for Additional Parkland

Parkland supply levels and supply targets across the GTA are dictated by broad factors such as historical parkland supplies, urban form and population density, extent of natural heritage system, etc. Dating back to the mid-20th Century, a number of municipalities targeted their parkland provision at a rate of 10 acres per 1,000 persons - about 4 hectares per 1,000 persons - as a general rule of thumb. Generally speaking, most GTA municipalities have parkland supply ratios in the order of 2.5 to 4.0 hectares (or 6.1 to 9.9 acres) per 1,000 population, applicable to parks associated with parkland hierarchies within their respective Official Plans or Master Plans.

Brampton's current supply level of 1.8 hectares (4.4 acres) per 1,000 persons for its active park forms (i.e. City, Community and Neighbourhood Parks) is on the lower side of the provision spectrum. That being said, the City has increased its overall supply of active parkland by over 130 hectares (320 acres) since undertaking the 2008 Master Plan process, however, the rate of acquisition has not been maintained with the rate of population growth (in 2008, the service level was recorded at 2.25 ha per 1,000).

This reduction in service levels is a likely result of a confluence of factors including (but not limited to):

- Parkland being physically acquired at rates lower than historical practice (i.e. compared to the 1970's and 80's).
- Rapidly escalating land values resulting in concerns about spending significant amounts of CIL Reserves (Cash-In-Lieu of Parkland) on select properties – a

directly contributing factor in Brampton that has resulted in forgoing pursuit of several properties in the greenfields' portions of the City.

- A period of 10+ years where the rates at which CIL was being collected, not being adjusted to reflect inflation, or taking full advantage of the provisions set out in the Planning Act (since been corrected).
- Actual population densities in developing communities being slightly higher than original forecasts, but with no or limited ability to modify targeted supply.
- A propensity to demand that parkland dedication collections on new development be supplied as a blend of land (for Neighbourhood Parks) and CIL, with the intent of earmarking towards Community and City Park purchase, but as noted above, being met with challenges in doing so.
- Continued impacts of changes to the Development Charges Act in the late 1990's.

Over the PRMP period, the City should strive to at least maintain – and preferably improve upon – its existing supply service ratio of Neighbourhood Parks at the current rate of 0.7 hectares per 1,000 persons. A greater emphasis should be made to bolster Neighbourhood Park supplies in greenfield areas and urban park/parkette supplies in areas of intensification. While it would be optimal to also maintain the current supply service level for Community and City Parks, a combined rate of 0.9 hectares per 1,000 persons has been applied to these parks - representing a slight decrease from the 1.1ha/1,000 currently in place - in order to recognize that land scarcity will likely challenge the City in cost-effectively obtaining such larger format parks. The City has already secured a number of larger Community and City Park parcels to achieve 0.4 hectares per 1,000 persons within Community Park sites.

Therefore, the overall level of service collectively established for Neighbourhood, Community and City Parkland is 1.6 hectares per 1,000 persons which is the minimum level of parkland that the City of Brampton should strive to be providing for its active, tableland parks over the fifteen year PRMP planning horizon.

To summarize, the City of Brampton should consider targeting individual park classifications at the following rates:

City & Community Parks	0.9 hectares / 1,000 persons (combined)
Neighbourhood & Urban Parks	0.7 hectares / 1,000 persons
Total	1.6 hectares / 1,000 persons
Environmental & Other Parks	No set target (to be provided over and above active tableland parcels)

Based upon an amended service level target of 1.6 hectares per 1,000 persons, Brampton would require a total park supply of 1,339 hectares in 2031 assuming a projected population of 837,000 persons. This would necessitate the acquisition of an additional 241 hectares (595 acres). After accounting for the 187 hectares in future Neighbourhood and Community Parks identified at the present time – i.e. lands conveyed but not yet developed – the quantum is reduced to 54 hectares (133 acres) as shown in Table 3. The most pressing needs will be for Neighbourhood and Urban Parks given that planned supplies for Community & City Parks are expected to reconcile future needs on a city-wide basis (but not necessarily for a couple of RPAs). Contributions to Environmental Parks and other non-recreational, non-tableland categories should be over and above the 1.6 hectare per 1,000 target, and should continue to not be accepted as parkland dedication given the identified need for active, tableland parcels.

The addition of 241 new hectares of active parkland could be aided by the following:

- In addition to the **roughly 187 hectares in future Neighbourhood and Community Parks** that the City expects to add over the PRMP period, Brampton's current cash-in-lieu of parkland balance provides financial flexibility to obtain new, quality parkland in areas where it is needed the most and provided there is some capacity to acquire said lands.
- The GTA experience is such that parkland dedications permitted through the Planning Act have generally yielded parkland at a rate in the range of 1.2 hectares (3 acres) per 1,000 persons depending upon proposed densities. Assuming this scenario holds true in Brampton, the addition of 222,500 new residents over the next 15 years **could result in conveyance of over 200 hectares to the City**, again depending upon densities and the degree to which parkland is conveyed through the Planning Act's 5% versus 1 hectare per 300 dwelling unit alternative standard. It is worth noting, however, that the majority of parkland serving new developments tends to be oriented towards Neighbourhood-level parks which lends itself well to the fact that Brampton already has a number of City/Community Park parcels identified in its greenfield areas thereby providing flexibility to meeting neighbourhood-specific needs through a portion of its future parkland acquisition.
- Securing parkland in established areas - particularly those undergoing transition to infill and intensification - will be more challenging and requires the City to be proactive in its acquisition efforts.

Table 3: Parkland Requirements by RPA, 2016-2031

	<i>North West Brampton</i>	<i>Fletchers Meadow</i>	<i>Heart Lake</i>	<i>The Gore</i>	<i>Bram West</i>	<i>Brampton Central</i>	<i>Bramalea</i>	<i>Peel Village</i>	<i>Bram East</i>	
	RPA A	RPA B	RPA C	RPA D	RPA E	RPA F	RPA G	RPA H	RPA I	City Total
Population Estimate (2016)	25,900	85,300	93,700	76,400	28,900	72,400	87,800	81,800	62,100	614,300
Population Forecast (2031)	85,900	110,800	105,600	123,200	71,600	89,000	90,400	91,500	68,900	836,800
CITY & COMMUNITY PARK Current Supply (2016)	86.6	27.6	88.0	65.2	32.5	77.1	186.8	133.6	0.3	697.7
Current Service Level (ha per 1,000)	3.3	0.3	0.9	0.9	1.1	1.1	2.1	1.6	0.0	1.1
2031 Supply Required to Achieve Service Level Target @ 0.9 ha per 1,000	77.3	99.7	95.0	110.9	64.4	80.1	81.4	82.4	62.0	753.2
Planned Parkland Assemblies	15.7	0.0	0.0	55.6	11.1	0.0	0.0	0.0	0.0	82.4
Projected Surplus (Deficit)	25.0	(72.2)	(7.0)	9.9	(20.8)	(3.0)	105.4	51.3	(61.7)	26.8

	RPA A	RPA B	RPA C	RPA D	RPA E	RPA F	RPA G	RPA H	RPA I	City Total
NEIGHBOURHOOD Park Current Supply (2016)	9.8	52.9	76.8	34.3	19.1	70.9	72.7	41.7	22.2	400.4
Current Service Level (ha per 1,000)	0.4	0.6	0.8	0.4	0.7	1.0	0.8	0.5	0.4	0.7
2031 Supply Required to Achieve Service Level Target @ 0.7 ha per 1,000	60.1	77.6	73.9	86.2	50.1	62.3	63.3	64.1	48.2	585.8
Planned Parkland Assemblies	6.7	9.3	3.9	33.6	4.8	0.0	0.0	0.5	1.7	60.5
Projected Assemblies for Areas without Secondary or Block Plans	41.0	--	--	--	3.0	--	--	--	--	44.0
Projected Surplus (Deficit)	(2.6)	(15.4)	6.8	(18.3)	(23.2)	8.6	9.5	(21.8)	(24.3)	(80.9)

TOTALS	RPA A	RPA B	RPA C	RPA D	RPA E	RPA F	RPA G	RPA H	RPA I	City Total
2016 Service Level (ha per 1,000)	3.7	0.9	1.8	1.3	1.8	2.0	3.0	2.1	0.4	1.8
Total Tableland Required in 2031	137.4	177.3	169.0	197.1	114.6	142.4	144.6	146.4	110.2	1,339.0
Projected Surplus (Deficit) @ 1.6 ha per 1,000 persons	22.4	(87.5)	(0.3)	(8.4)	(44.1)	5.6	114.9	29.5	(86.0)	(54.1)

Note: all figures shown in hectares. Existing and Future park supplies derived from City of Brampton database, Nov. 2016

Although the recommended supply service ratio is below optimal levels – tableland acquisition at a rate of 2.0 to 2.2 hectares per 1,000 persons is the minimum considered necessary to obtain quality parkland for a range of uses – Brampton's 1.6 hectares per 1,000 persons rate is in line with the City's historical targets. However, it could be difficult to acquire parkland at any higher rate (consider that every 0.1 hectare per 1,000 increase to the city-wide standard creates a need for 84 new hectares of parkland).

In looking at the targeted levels of service for each RPA, the following is noted:

- North West Brampton (RPA 'A') – this RPA is well positioned in terms of City and Community Parkland, with substantial pressures placed on the need for Neighbourhood Parkland. Fortunately, the City has identified a number of future parks in this location and emphasis should be placed on securing these.
- Fletchers Meadow (RPA 'B') – this is one of the more challenging RPAs to service according to the supply service level target due to the built-out nature of this area. The considerable deficit shown for City and Community Parks is somewhat mitigated by Fletchers Meadow proximity to large supplies in the adjacent RPAs of North West Brampton, Brampton Central and Peel Village.
- Heart Lake (RPA 'C') – the ability to secure all levels of parkland is seen as reasonable, with the modest deficit projected for Community Parkland not deemed to be critical. Further, this RPA encompasses Heart Lake Conservation Area which contributes considerable greenspace for passive recreational uses.
- The Gore (RPA 'D') – greatest priority will need to be placed on securing planned assemblies for City/Community Parkland and acquiring a sufficient quantum of Neighbourhood Parkland as residential communities develop.
- Bram West (RPA 'E') – residential growth will drive the need to secure parkland of all forms, noting that this area may face certain challenges as most lands have been planned and anticipated park contributions may not be sufficient to attain the entire quantum required by the supply service level target.
- Brampton Central (RPA 'F') – park supplies are envisioned to largely meet the needs over the PRMP period, though greater focus will be required to secure appropriate parcels near intensification corridors. This may result in bolstering Neighbourhood Parks supplies to offset a small deficit projected for City and Community Parks under the supply service level target.
- Bramalea (RPA 'G') – this area will be well served over the PRMP period.

- Peel Village (RPA 'H') – the focus will need to be placed on bolstering Neighbourhood Park supplies.
- Bram East (RPA 'I') – as with Fletchers Meadow, considerable deficits are projected based on the supply service level target though the residential areas are well established making future park acquisition challenging. That being said, many of the RPA's residential areas are in proximity to Community/City Parks in The Gore (e.g. Gore Meadows Community Park) and Bramalea, while the Bram East Conservation Area also contributes considerable greenspace (albeit more passive in nature).

Parkland acquisition opportunities will be discussed in greater detail in the pages that follow.

Recommendations – Parkland Needs

- #2. Proactively pursue a park service ratio of 1.6 hectares per 1,000 population over the PRMP period, specific to City, Community and Neighbourhood typologies. To support this target, pursue the documentation of park supply service level targets in the Official Plan as part of the ongoing Official Plan Review. Continue to ensure that any parklands obtained under this ratio should be quality, useable tableland to ensure cost-effective and recreationally-focused park development.
- #3. Target the acquisition of 241 hectares of new parkland by the year 2031 in support of Recommendation #2. To this end, undertake a Parkland Acquisition Strategy within the next two years to provide direction regarding the location and quantum of parkland being pursued across various communities in Brampton.

2.4 Parkland Acquisition Strategies

Parkland Dedication

There are several provincial and municipal regulations, policies, and guidelines governing the acquisition and location of parkland, notably Sections 42 and 51.1 of the Ontario Planning Act, Section 4.7.2 of the City of Brampton Official Plan, and the City of Brampton Parkland Dedication By-law. With an ongoing process underway to update the Official Plan, the City should ensure cohesion between the Official Plan and the recommended updates found within the PRMP in order for appropriate strategies and policies to have legislative authority under the Planning Act and Municipal Act. Furthermore, a comprehensive review of the Zoning By-law should be undertaken to ensure that it properly implements Official Plan policy including the creation of appropriate setbacks, defining appropriate vehicular parking requirements, bicycle parking, etc.

The City of Brampton's parkland dedication policies are contained in Section 5.21 of its Official Plan which states that:

"the City, as a condition of development or redevelopment or subdivision approval or consent, shall require the conveyance of parkland, or cash in lieu thereof, at the rate of:

- For residential purposes: 5% of the land being developed or 1 hectare per 300 dwelling units, whichever is greater;
- For commercial or industrial purposes: 2% of the land being developed; and,
- For all other purposes: 5% of the land being developed.
- As a condition of approval, Council may from time to time, offer reductions to these rates to encourage economic development within defined areas of the City or to meet other objectives. The policies relating to these reductions are detailed in Section 5.22 [of the City of Brampton Official Plan]."

Of note, Subsection 51 (25)(b) of the *Planning Act* – affecting the conveyance of land for pedestrian and bicycle pathways – also allows the dedication of land for "pedestrian pathways, bicycle pathways and public transit rights of way" as a condition of plan of subdivision approval, at the municipality's discretion. These could be dedicated over and above Section 51.1 requirements, at the discretion of Council, and could be used to assist the City in supplementing the proposed Linear Park category as per the PRMP's Recommendation #1.

With Brampton's ongoing Official Plan review underway, it is important to recognize the City's evolving urban structure that is transitioning towards greater rates of infill and intensification developments as well as a new legislative context for parks planning as articulated through Bill 73 to amend the Ontario Planning Act. While Brampton's current Official Plan policies will continue to form the basis for future parkland dedication requirements, the updated Official Plan may wish to consider the following elements that relate dedications to factors such as density and built form. In such communities, notable policies relating to the calculation of parkland dedication include:

- Policies specifying which Planning Act conveyance standard is to be used according to proposed density. For example, low density residential developments (e.g. less than 15 units per net hectare) may require 5% dedication while medium density (e.g. 15 to 50 units per net hectare) and high density (e.g. 50+ units per net hectare) both require dedication per the alternative rate at 1 hectare per 300 units. Application of the alternative rate will require a case-by-case examination as to whether physical land is

conveyed versus cash-in-lieu thereof given recent amendments enacted through Bill 73 (discussed in greater detail in the following pages).

- While some communities tie the alternative dedication standard to density, the City of Markham is an example that builds in the service level ratio established in its parkland classification system. For developments comprised of townhouse and small multiplex dwellings, Markham requires “1 hectare per 300 dwelling units or 1.2 hectares per 1,000 persons, whichever is lesser, provided that in no case shall the conveyance be less than 5 percent of the land proposed for development or redevelopment” and that “where residential development is comprised of apartment buildings containing more than 6 units, 1.2 hectares per 1,000 persons, subject to any dedication adjustment permitted by an implementing parkland-dedication by-law, provided that in no case shall the conveyance be less than 5 percent of the land.”
- Brampton’s Parkland Dedication By-law, consistent with a number of other communities, establishes parkland dedication policies for mixed-use development. This will continue to be relevant over the PRMP period given that mixed-use developments are often prevalent in the infill and intensification context, and align with best practices in land use planning since they can help achieve compact, walkable community designs.
- Certain cities may accept ‘strata parks’ that are situated above private property, such as over an underground parking garage. Typically such parks are located in mixed-use neighbourhoods as an Urban Square or Urban Parkette, though the value of the contribution to parkland conveyance is sometimes discounted relative to non-strata parks due to inherent encumbrances on the use and development of the strata park.
- Brampton’s Official Plan, through Section 5.12, acknowledges opportunities to gain parkland through bonusing provisions allowed by Section 37 Planning Act. In the infill and intensification context, Section 37 bonusing remains a useful tool for the City to acquire additional parkland or higher quality park investments in exchange for density-based incentives. Many municipalities employing reference to Section 37 through their Official Plans have been particularly successful in acquiring additional parkland amenities such as pathways, playgrounds, multi-use courts, and conveyance of remnant parcels and natural areas in exchange for additional height and/or density provisions. Using Section 37 provisions may become increasingly common in areas where the City is expected to intensify and experience greater densification.

In anticipation of continued infill and intensification developments in established neighbourhoods where the ability to secure new parkland can be challenging, the City should make a conscious effort to proactively seek new parks using traditional and non-traditional means as discussed previously and will be discussed in subsequent pages. Of particular importance will be finding new parks and revitalizing existing

parks in the downtown core such as the Central Area and Queen Street precinct, as well as other mature neighbourhoods where intensification and infill developments will add tens of thousands of new residents over the PRMP's planning horizon. For example, the Central Area Vision and Downtown Urban Design Vision Study (2005) highlighted Rosalea Park as an opportunity for enhancing design aesthetics and recommended a park-specific master plan for the site to re-orient it as an urban park. In such areas, the City will need to be proactive in securing new parkland through parkland dedications, strategic purchases of institutional and/or industrial lands, greater coordination with the land development industry to integrate public or private open spaces within specific projects (e.g. rooftop gardens, internal commons), etc. With growing pressures being placed on parkland, future parks could be located near restaurants, shopping areas, etc. to create urban linkages and/or utilize neighbouring infrastructure such as picnic tables, gazebos, washrooms, etc. to reduce future maintenance costs.

Recommendations – Parkland Acquisition

- #4. Align the PRMP's parkland objectives with those contained within the City of Brampton Official Plan and its implementing Zoning By-law.
- #5. Through Official Plan policy, the City should continue to require parkland dedication as permitted by the *Ontario Planning Act* through acquisition of physical parkland or cash-in-lieu thereof.
- #6. Through the Official Plan Review process and future reviews of its Parkland Dedication Policy, the City should explore ways to align its parkland dedication requirements, as permitted through the *Ontario Planning Act*, with density of proposed developments and continuing to leverage the *Planning Act's* density bonusing provisions.
- #7. In line with other municipal initiatives focussed on urban design and revitalization projects within areas of intensification, evaluate renewal options associated with new and existing parkland possibly through park-specific master planning or facility fit exercises.

Cash-In-Lieu of Parkland Dedication Policies

Pursuant to Sections 42 and 51.1 of the Planning Act, most communities consider accepting cash-in-lieu of parkland equal to the value of parkland required, based on certain situations or criteria. Typically the municipalities accept payment in instances where:

- Parkland is not required to achieve local provision targets;
- There are existing parks and recreation facilities in the area which will adequately serve the projected population; and/or

- The dedicated parkland fails to provide an appropriate size, configuration, or location, or the dedication would compromise the site, rendering it unsuitable for development.

The amount of cash remitted in-lieu of parkland is calculated based on the value of the land as of the day before the building permit is issued, pursuant to the Planning Act, thereby ensuring cash received reflects the appropriate market rate of the development site (i.e. with land use approvals and infrastructure servicing, etc. in place). The value is based upon the amount of land that would have otherwise been conveyed physically through the Planning Act's parkland dedication requirement or alternative requirement.

The primary objective of having cash-in-lieu policies in place is to ensure that a municipality collects sufficient revenues to acquire parkland that is necessary to meet municipal standards and targeted service levels/ratios. Brampton undertook a comprehensive review of its parkland dedication by-law in 2012-2013 which has positioned the municipality well to acquire land or cash to meet service level targets. With Brampton approaching build-out of its developable greenfield lands, there are increased challenges for the City to purchase land for parks purposes primarily due to land scarcity. As such, Brampton staff have been shifting focus to acquire more parkland through the development approvals process (via dedication) rather than accepting cash-in-lieu and trying to acquire land on the open market. This approach should continue.

It is not yet clear whether recent amendments to the Ontario Planning Act in 2016, via Bill 73 will significantly impact municipalities like Brampton. The Bill impacts municipalities when they are collecting cash-in-lieu under the 'alternative' Planning Act dedication requirement (amended to a ratio of 1 hectare per 500 dwelling units compared to 1 hectare per 300 units in the past). Experience in some municipalities suggests they have accepted lands for park purposes in other parts of their community that were under ownership of the developer and will work with applicants if the potential to add onsite parkland exists.

There are a number of methodologies that are used across the province to determine the cash-in-lieu contribution, briefly described as follows.

1. **Fixed Percentage of Land** – this is the simplest way of calculating the payment as it is based on straight application of the Planning Act requirement to convey 5% of residential land and 2% of all other lands, based on the market value of the land the day before the building permit is issued.
2. **Percentage of Land Value** – caps the cash contribution at a fixed percentage of the land value, which is usually less than would be required through the Planning Act. The City of Toronto's Alternative Parkland Dedication By-law

caps its cash-in-lieu at 10% of the land value for most higher density developments.

3. **Fixed Unit Rate** – establishes a dollar cap per dwelling unit, usually calculated on the basis of the market value of 1 hectare of developable land divided by 300 dwelling units (which now would be affected by Bill 73 to result in dividing by 500 units instead of the 300 units of the past). A variation of the fixed unit rate is similar to a Development Charge whereby a fixed rate is applied across the board regardless of location within the municipality, usually differentiated by density/unit type, provided that the payment does not otherwise exceed what would be required under the Planning Act.
4. **Persons Per Unit Rate** – establishes a multiplier for one and two bedroom units, based on the estimated market value of the development site or broader area.

Recommendation – Cash-in-lieu of Parkland

- #8.** The City should establish parameters to guide case-by-case decisions that will be required when evaluating whether it is more advantageous to require conveyance of physical parkland versus collection of cash-in-lieu thereof, considering new legislation enacted through *Ontario Bill 73* to amend the *Planning Act*. In general, and in accordance with the direction set out in the City of Brampton 2013 Parkland Dedication By-law Review, when processing new development applications, require wherever possible, that parkland dedication requirements be fulfilled either as 100% land conveyance or 100% cash-in-lieu thereof (i.e. limit partial conveyances).

Alternative Means of Securing Parkland

The City should consider employing a number of alternative acquisition initiatives to maintain an acceptable supply of parkland, supplemental to parkland supplies received through dedications. Section 5.21.2 of the City of Brampton Official Plan states that:

“Land required for park purposes in accordance with the policies of this Plan will be acquired by use of:

- (i) Parkland dedications as a condition of subdivision approval or as a condition of development or redevelopment;
- (ii) Funds allocated in the City budget from general revenue or development charges capital contributions;

- (iii) Money received for park purposes as a condition of approval of consents or in lieu of required land dedications;
- (iv) Lands bequeathed to the City for park purposes by corporations, agencies or individuals; and,
- (v) Leases and agreements to use certain lands for park purposes.”

Alternative acquisition measures to consider beyond those stated in the Official Plan, may include (but not be limited to):

- Municipal purchase or lease of land (using general revenue or capital contributions as noted in the City’s Official Plan);
- Land exchanges or swaps, particularly if development is to occur in natural areas highly valued by the community;
- Off-site conveyance of parkland;
- Negotiating right of first refusal;
- Establishment of a Parks Foundation (i.e., community, corporate and/or municipal donations to be put toward parkland acquisition);
- Reallocating surplus municipal lands to parks use;
- Negotiating access to non-municipal parks and facilities (e.g. through reciprocal agreements) and/or encouraging user groups to access these spaces on their own behalf;
- Seek to purchase ‘over-dedication’ of parkland associated with new development and/or infill areas; and
- Partnership / joint provision of lands with community partners.

With a considerable supply of open space, as well as the demands that a growing population will require for recreational facilities and services, it is recommended that the City continue with its focus on obtaining parkland for active recreational uses and social gatherings especially in under-served areas. Opportunities to obtain lands in the established areas of Brampton may arise if commercial, industrial or institutional lands become available for sale. For example, if a local school board considers closure and sale of underutilized or aging schools, the City should strongly consider the acquisition of such property for the purposes of utilizing it as parkland, or possibly capitalizing on the school facility itself for programming (e.g., gymnasium, arts space, and/or renovating to include other needed facilities).

Joint planning efforts with the local school boards continues to be encouraged, particularly as the City intensifies, to achieve mutual synergies and economies as it relates to park provision and maximizing useable space through shared parking areas, sports fields, etc. Consultation and coordination with the school boards is encouraged

as per the City's current Official Plan policy and in conformity with recent amendments to the Ontario Planning Act through Bill 73 regarding parks planning.

Recommendations – Parkland Acquisition

- #9. Consider a range of alternative parkland acquisition strategies to obtain adequate parkland where limitations exist in acquisition through the development process.
- #10. Continue to work with the Peel District School Board and the Dufferin-Peel Catholic District School Board in the planning and provision of joint school-park campuses, as per Section 4.7.1.16 of the current City of Brampton Official Plan.

2.5 Parkland Design Strategies

High Quality Public Spaces

Ensuring that parks provide attractive and comfortable experiences to the user are paramount in ensuring successful utilization and attracting a broad range of use. The use of public spaces has become increasingly popular and growing in demand in a number of communities. High quality urban spaces face the greatest demand for socialization and passive unscheduled recreation and cultural activities; therefore, recognizing the importance in not only supplying the appropriate spaces to the community, but ensuring these spaces are flexible in design and maintained allow parks and open spaces to remain suitable for a range of uses. Public spaces should be inviting, accessible, bright, safe, and designed on a human scale. Redeveloping underutilized sites and brownfields in urban areas to public open spaces have also been an increasing trend found in communities throughout Ontario.

Community groups and other stakeholder often desire public spaces as the location to hold community programs and special events (Amphitheatre or Pavilion) in parks and urban settings such as downtown or other open spaces. Integrating parks and open spaces in urban areas such as downtowns or main streets have become a key component in providing liveable urban spaces for communities to come together, while also softening the streetscape with green amenities.

Parks are being designed with patrons' safety in mind, as quality spaces are also safe spaces. Section 4.7.1.19 of the Brampton Official Plan states that "Crime Prevention Through Environmental Design (CPTED) principles shall be applied in the design and location of open spaces to minimise the fear and incidence of crime." High volume areas should be well lit, low visibility areas should be limited, and neighbourhood level parks should be designed so that surrounding residents and streets have "eyes on the park", thus discouraging undesirable activities. Maintenance of parks and open spaces is now accepted in the industry as a key component of perceived "safety" in parks and in deterring inappropriate behaviour. Considering CPTED principles in park

design will achieve safer, user-friendly parks and open spaces in Brampton. While certain older parks in the City were designed with different principles in mind (some are bounded by rear residential lots thus limiting visibility inside the park), progressive shifts in parks planning and design have resulted in safety being a foremost consideration in many of the City's new parks. Facilitating ambassador programs (e.g. Adopt a Park/Adopt a Trail) and in consultation with Peel Regional Police will also encourage civic participation in keeping local parks free of undesirable behaviours.

Increasing Emphasis on Non-Programmed Spaces

The public is placing greater demands on spontaneous, non-programmed forms of activity. With busy schedules and lifestyles, participation in leisure activities have evolved from organized to unorganized sports. This trend is largely driven by a lack of time (particularly those who are employed or are in school), a general decline/stabilization of many organized sports, and the desire for self-scheduled, accessible and affordable forms of activity. Parks are, for the most part, free to the public and in fact represent a lower investment to the municipality than many indoor leisure facilities (such as pools, arenas, seniors' centres and other facilities with significant capital and overhead costs).

In today's digital age filled with sedentary activities, physical inactivity is a growing trend prevalent among youth and youth and children, often leading to high levels of obesity and chronic disease. Providing additional parks and recreation opportunities and incentives to exercise may help to address this issue. A sizeable portion of Brampton's parkland supply can be used for informal or non-programmed activities which require little infrastructure or intensive development to facilitate spontaneous forms of leisure. For example, a simple open field can be used for pick-up sports (e.g. kicking a soccer ball, flying a kite, picnicking or tossing a Frisbee) and represents a fairly low investment for the City. Conversely, the provision of hard surface courts, an amphitheatre, a splash pad, etc. can require a greater investment, particularly if there is a need to tie servicing in with it (e.g. water or electricity supplies).

Recommendation – Parkland Designs

- #11.** Ensure that sufficient open spaces are allocated to facilitate informal activities within all types of parks through the parkland design process. Informal spaces should be large enough to accommodate casual play and gathering opportunities, as well as being flexible enough to accommodate any future infrastructure demands that may arise through the needs associated emerging activities.

Responding to Brampton's Diverse Community Profile

Brampton's multi-cultural and diverse socio-economic profile is one of the City's core attributes, and inclusion is not only embraced but celebrated. The City's parks system

exemplifies Brampton's commitment to providing opportunities for residents of many backgrounds to experience recreation outdoors, whether through facilities such as the ski hill at Chinguacousy Park (offering an affordable way for people to participate who may not otherwise have the means to do so), co-location of a number of seniors' focused activities through the Flower City Community Campus, the abundant cricket pitches and kabaddi field that encourages sport among South Asian populations, the City's unstructured areas in parks for picnicking and social gatherings (many cultures view recreational activity as family events), and the City's commitment to providing safe and tolerant spaces for all residents to feel welcome. As such, pressures continue to be placed upon a broad variety of park-based components whether it be for sports fields, non-programmed spaces and amenities (e.g. shade structures) for social activities such as chess, open fields or outdoor fitness infrastructure for yoga or "boot camps", as well as attractive features such as fountains, gardens and landscaped areas.

Recommendation – Parkland Designs

- #12.** Design parks in a manner that results in inclusive and flexible spaces as Brampton's growing population diversifies in terms of age, income, ability and ethnicity. Parks should be able to respond to emerging needs, regular consultations with the community is required in the park design process while the provision of open spaces/outdoor facilities that can be readily converted to other uses is encouraged. Should emerging demands result in infrastructure requests that are constrained by funding capacity, then the development of guidelines may be necessary (like those developed by staff in 2015 to govern the placement of shade structures).

Multi-Use Parks

There is a growing demand that parks contain something for everybody, rather than being designed solely for singular uses. While single use parks still have merit in appropriate locations (e.g. sports field complexes where turf quality is not diminished by heavy use by non-sporting events), parks that provide opportunities for a range of ages, family types, and abilities are viewed as spaces for inclusive leisure activity. Furthermore, there has been a considerable trend towards participation in non-programmed (spontaneous) outdoor activities such as pick-up sports, musical "jam" sessions, picnicking, family gatherings, special events, etc. In this sense, parks can be viewed as "outdoor community centres" that combine a number of programmed and non-programmed uses.

As with trends in parkland design that achieve economies of scale, municipalities, including Brampton, have taken advantage of co-locating a number of facilities on site. For example, a multi-field sports complex (like Creditview Sandalwood) achieves efficiencies through having common infrastructure such as irrigation, lighting and drainage systems, common parking areas, centralizing staff operations such as

maintenance of a single parcel instead of multiples, and facilitating opportunities for tournaments and development clinics for user groups (much in the same way that a twin-pad arena would achieve its efficiencies). In this regard, economies of scale can be achieved in both the capital development and ongoing operations of any given park.

As with community centres, the public has developed high expectations with regard to the quality of parks and are seeking innovation and comfort (i.e. outdoor kiosks, washrooms, drinking fountains, concessions, parking, benches, shade structures). Furthermore, the lack of time trend is leading people to seek “one-stop shopping” destinations where multiple activities can be pursued at the same time, eliminating the need to spend time travelling in between destinations for individual and family activities.

The provision of high quality, multi-field parks and open spaces in larger complexes or parks such as the Flower City Community Campus, Chinguacousy Park and Creditview Sandalwood Park not only encourages physical activities among all age groups, but high quality fields also provide opportunities for attracting tourists and holding tournaments at a City-wide or regional scale. When developing new or existing parks with sports fields, municipalities are considering the needs of local users and spectators with supplementary amenities such as washroom facilities and covered shelters. Incorporating more non-programmed spaces and natural areas, as well as linkage to the trail network, will also become increasingly important in serving local needs.

Recommendation – Parkland Designs

- #13.** Parks should be viewed as “outdoor community centres” that concentrate as wide a range of activity as permitted by their classification, form and function. Consolidating activities and infrastructure can lead to greater operational efficiencies for the City while providing a one-stop destination for individuals, groups and families.

Convenience, Comfort and Safety

The presence of good signage/gateway features is the first impression that a park user will have of a park and the parks system as a whole. The presence of signage is an important element in promoting recognition and stewardship in the community. Without proper and consistent signage, park users may be confused about the property’s ownership. Signage is also important as part of the tourism infrastructure that directs tourists easily to destinations and encourages them to return because of the ease of travel – they are also one of the first impressions of a site. Signs develop a sense of place and combined with good urban design, can create unique districts and foster aesthetic development. They also provide interpretive information that connects

a user to the park and may encourage the person to take further interest in their surroundings. A good sign is clear, attractive and designed in context to its surroundings (in this case, parks and open spaces).

Once inside a park, patrons often look for a number of convenience and comfort-based features depending upon their intended use. In non-programmed or passive parks where social activities such as picnicking, family gatherings, cultural events, etc. are taking place, patrons would be looking for amenities such as treed areas and shade structures, picnic tables or pavilions, and washrooms (either permanent or temporary). Such amenities are also beneficial in strategic locations along major trail routes and at trail heads. Similarly, patrons at active parks such as sports field complexes may be looking for similar amenities as well as features such as designated seating, change rooms, and concessions. There is an inherent cost to creating a comfortable park, therefore, municipal investment may be strategically directed to those parks which are intended to function as premier destinations for gatherings and events.

The topic of shade shelters has been prevalent throughout the PRMP. Observations within many parks, and supported by numerous requests received by City Staff, suggests that shade shelters are among the highest requested facilities in parks. In response, the City of Brampton has developed a protocol through which to identify where shade shelters are suitable. With over 100 shade shelters in local parks, this represents a sizeable capital investment for the City – costs can range from \$60K to \$110K per structure - particularly if the City continues to develop these structures in response to park user demands. Criteria that the City uses to assess the suitability of placing a shade structure in a park includes the size of the park, whether existing shade structures or shade elements (e.g. mature trees) are already in place in the park, compatibility with existing park uses, and setbacks to other park uses and adjacent land uses.⁷ The provision of shade elements, whether through use of shelters, trees or other features continues to be encouraged in line with the City's protocols given that they are attracting use of the local parks system.

Under the *Accessibility for Ontarians with Disabilities Act* of 2005 (AODA), the Ontario Government defines a barrier as anything that prevents a person with a disability from fully participating in all aspects of society because of his or her disability, including physical, architectural, informational, technological, communicational, attitudinal, or policy/practice barrier(s). The range of recreational activities, both competitive and non-competitive, for people with disabilities has increased significantly in recent years. Utilizing parkland to provide residents of all ages and abilities with opportunities to recreate is important in achieving inclusivity among all. To ensure a high degree of

⁷ City of Brampton. March 7, 2016. Report to Planning & Infrastructure Services Committee: **Shade Structure Locational Criteria and Implementation Protocol.**

accessibility to municipal parks, the following design theory criteria are advanced for consideration:

- Provide barrier free access to all parks and open spaces, including the facilities located within them, wherever possible.
- Minimize barriers to access, such as curbs, stairs, and other obstructions while primary pedestrian routes within parks should be universally accessible.
- Consider the provision of features, activities and facilities through park design to engage the full range of users, including those with disabilities.
- Consideration of sensory gardens and other similar integrated design elements are encouraged to provide a complete and inclusive park experience for all potential visitors.

Recommendations – Parkland Designs

- #14. Ensure that adequate signage exists at all municipal parks, trailheads (with appropriate routing information) and recreation facilities. These signs should be restored or replaced when they deteriorate.
- #15. Continue to provide public toilets (through a combination of permanent and portable facilities) at Community and City Parks, as well as strategic trailheads along the greenway systems.
- #16. New park construction and major renewals of existing parks should have regard for principles of safety and accessibility through their designs.

Environmental & Ecological Considerations

The importance of environmental protection is increasingly recognized by society. As people become more aware of the benefits of environmental protection, demand for passive settings that connect people to nature is increasing. Municipalities are placing a greater emphasis on the 'development' of passive park space (e.g., woodlots, prairie grasslands, flower gardens, civic gathering spaces, etc.), often times ensuring that a portion of new active parks remains in a more natural state.

There is often a concern that recreational uses that occur in naturalized or conservation areas can be to the detriment of ecological function of the site. Impacts can be mitigated through careful management and planning that consider synergistic solutions between recreation and conservation goals. An understanding of the carrying capacity, or the ability of the natural area to accommodate use, needs to be in place in order to understand where passive and more intensive uses should/should not take place. For example, park developments should be located in areas that are not extremely sensitive to human use, such as strategic wildlife habitats or corridors,

environmentally significant areas, etc. Brampton's residents already benefit from a number of high quality natural areas, some of which are located in lands held by the City, the Toronto Region Conservation Authority (TRCA), the Credit Valley Conservation Authority (CVC), and other properties where strategic partnerships advance natural heritage interests.

Naturalized park spaces (whether achieved through 'maintaining' a site in its natural state or 'returning' a site to its natural state) are consistent with many principles related to environmental sustainability and stewardship, and is a key outcome of the City's Environmental Master Plan and the Natural Heritage and Environmental Management Strategy (NHEMS). Naturalization typically involves reduced grass cutting, planting of native species, and public education to create awareness in the community. Interpretative signage in appropriate areas can help park patrons understand the significance of indigenous or significant plants and habitats.

The Sustainable Neighbourhood Retrofit Action Plan (SNAP) projects underway between the City and the TRCA represent an excellent example of a community-centred sustainability initiative. Among other objectives, the SNAP program works with residents at the neighbourhood level to enhance natural features, reduce energy consumption, reduce water usage, and increase natural cover to promote biodiversity.⁸ The SNAP project in Brampton is taking place in the County Court neighbourhood to prepare that community for climate change and transform it to become more environmentally friendly in conjunction with area residents and businesses (a couple of its initiatives include renewal of County Court Park to better suit local recreation needs and integrate environmental education features and community gathering space, as well as a retrofit of the Upper Nine stormwater management pond to address water quality and volume objectives and serve as a community amenity and natural area destination). Pending completion and successful outcome of the SNAP retrofits for County Court Park and Upper Nine SWM, the City should extend the initiative to other parks.

Recommendations – Parkland Designs

- #17. The PRMP should be considered in tandem with the City of Brampton's Environmental Master Plan and the Natural Heritage, Environmental Management Strategy and Active Transportation Master Plan.
- #18. Extend the Sustainable Neighbourhood Retrofit Action Plan (SNAP) model for park redevelopment to other strategic locations, in partnership with the Toronto Region

⁸ Rodgers, C., Behan, K., & Ligeti, E. (2012). Community Based Adaptation in Brampton Through the Sustainable Neighbourhood Retrofit Action Plan (Rep.). Retrieved March 18, 2016.

Recommendations – Parkland Designs

Conservation Authority, pending successful outcome of the current pilot projects for County Court Park and the Upper Nine Stormwater Management Pond.

2.6 Parkland Renewal Strategies

As with many indoor and outdoor recreational facilities, parks have a lifecycle. Granted, the lifecycle of a park can last decades over which certain components degrade and are replaced, but park renewal is also important in the context of the cyclical nature of the neighbourhood maturation and evolution process. Take for example a traditional greenfield Neighbourhood Park that is constructed with a playground, basketball court and some seating areas largely in response to the younger age profile of the newly developed residences around it. While that same park will serve the neighbourhood thirty years later, most of the children have since moved away and their parents, still the original tenants of their house, do not have a reason to visit the park. Accordingly, a park renewal process can be undertaken recognizing that the demographics of the surrounding area have changed along with the fact that recreational interests may have also changed and warrant a new experience to be provided in the park. Similarly, parks located in areas of intensification may need to be renewed simply so that they do not deteriorate even further once hundreds, if not thousands, of new residents start to rely on the park for their outdoor needs.

In areas of intensification, the preservation and enhancement of existing parkland is usually considered as a priority. An area barren of parks, gathering spaces, and outdoor civic amenities cannot offer the quality of life that municipalities want to promote – steps must be taken to balance the desire for greater densities with the provision of appropriate public spaces for outdoor recreation and socialization. Along the Queen Street and Hurontario Road/Main Street corridors – among others – higher pressures can be expected to be placed upon parks such as Gage Park, Rosalea Park, Duggan Park, Chinguacousy Park, Bramalea Ltd. Community Park, etc. to accommodate new opportunities for structured and unstructured usage. Strategies to overcome these new and added pressures may include (but not be limited to):

- renewing existing facilities and other park components in preparation for a greater level of use that is expected to occur with new developments;
- repurposing selected sports fields (replacing them at another location, possibly with higher quality fields) and rejuvenating the park in question in a manner that serves the needs of the increased population base;
- integrating flexible, multi-use and multi-dimensional facilities that can be used for different activities throughout the year in order to maximize the limited

park space available (e.g. multi-use courts, splash pads that also function as fountains for public art and used for skating in the winter);

- use of stormwater management ponds to replicate a park or natural setting, thereby providing another opportunity for respite among urban dwellers in high density areas – this is supported through City of Brampton Official Plan Section 4.7.1.15 which states “Stormwater management facilities will be utilized for passive recreation opportunities, where appropriate”;
- incorporation of public art and thematic park designs to help define a sense of place.

A further opportunity to assess this aspect of service delivery is through the preparation of an Asset Management Plan. At the time of writing of this paper, the City has embarked on the preparation of such a plan. It will cover all facets of city infrastructure and will assist in prioritizing reinvestments in existing infrastructure.

Recommendation – Parkland Renewal

- #19.** In conjunction with the Asset Management Plan and future growth management exercises establish a prioritized list of parkland renewal projects to be undertaken over the next fifteen years. A capital funding plan should be developed in support of this parkland renewal plan.

LET'S CONNECT PARKS AND RECREATION MASTER PLAN

PLAN. GROW. PLAY. TOGETHER

Section 3: Indoor Recreation Facility Assessment

Brampton's indoor recreation facilities play a valuable role in promoting healthy lifestyles, developing local athletes and encouraging social interaction among Brampton's residents. With 92% of community survey respondents stating that indoor recreation facilities as being important or very important to them and their households, these facilities are highly valued and form an integral part of life in Brampton.

This section evaluates the need for various indoor recreation facilities that form part of the City's core service mandate. Service level targets and associated needs for various indoor facility types are summarized below, with the supporting analyses contained throughout the rest of this section.

Table 4: Indoor Facility Assessment Service Level & Facility Needs Summary

Facility	Current Supply	Current Service Level	PRMP Targeted Service Level	Additional Facilities Required by 2031
Indoor Aquatic Centres	13	1 : 47,254 residents	1 : 60,000 residents	1
Ice Pads	20	1 : 30,715 residents	1 : 700 to 800 registered players	0
Curling Sheets	12	1 : 51,192 residents	1 : 100 to 125 club members	0
Fitness Centres	7	1 : 87,757 residents	No generally accepted standards – confirm by business planning	1 (minimum)
Indoor Tennis Courts	6	1 : 102,383 residents	1 : 100 tennis club members plus confirmation through business planning	TBD per future business plan
Squash & Racquetball Courts	13	1 : 47,254 residents	No generally accepted standards – confirm by business planning	0
Gymnasiums	16	1 : 38,394 residents	Consider in new major community centres and/or pursue by partnership opportunity	1
Indoor Soccer Fields	4	1 : 153,575 residents	No generally accepted standards – confirm by business planning	TBD per future business plan
Dedicated Seniors Space	2	1 : 62,418 older adults ages 55+	No generally accepted standards	1
Dedicated Youth Space	0	0	No generally accepted standards	1
Multi-Purpose Program Rooms	61	1 : 10,070 residents	No generally accepted standards	TBD per new facility construction

3.1 Indoor Aquatic Facilities

Supply & Distribution

There are 13 indoor aquatic centres integrated within City of Brampton community centres including one presently under construction and scheduled to open in 2017 plus one leased pool. Recognizing the different level of design and investment among the facilities, the City's indoor aquatic centres are categorized into three distinct 'Levels' for the purposes of the PRMP.

Category	Description	Facility
Level 1 Aquatics Centre	Natatorium contains at least two pool tanks (not including hot tubs) of which at least one is a large format pool whether a 25 metre rectangular pool or a large leisure pool. Level 1 facilities will also incorporate barrier-free features required to access change rooms and within the natatorium, and include family change rooms. Supporting amenities may include diving boards, slides, waterplay features, hot tubs, etc. Service Catchment: City-Wide (3 km+)	<ul style="list-style-type: none"> – Cassie Campbell Community Centre – Chinguacousy Wellness Centre – Gore Meadows Community Centre (opening 2017) – South Fletcher's Sportsplex
Level 2 Aquatics Centre	Natatorium contains at least one large format pool whether a large (20 metre min. length) rectangular pool or leisure pool. Supporting amenities may include family change rooms, diving boards, hot tubs, etc. Service Catchment: Community-wide (3 km)	<ul style="list-style-type: none"> – Balmoral Recreation Centre – Century Gardens Recreation Centre – Earnscliffe Recreation Centre – Ellen Mitchell Recreation Centre – Kiwanis Youth Centre for Sports Excellence / McMurchy Pool (leased) – Loafer's Lake Recreation Centre
Level 3 Aquatics Centre	Natatorium contains smaller format pools less than 20 metres in length and/or smaller kidney shaped tanks. Supporting amenities may include hot tubs, small slides, etc. Service Catchment: Neighbourhood (2 km)	<ul style="list-style-type: none"> – Jim Archdekin Recreation Centre – Chris Gibson Recreation Centre – Howden Recreation Centre

The City's overall service level is one indoor aquatics centre per 47,254 population. Service levels are above the average in every RPA with the exception of RPA 'B' as well as the three RPAs where aquatic facilities do not presently exist (noting the residential population in RPA 'I' is situated in close proximity to the new Level 1 pool being constructed at Gore Meadows Community Centre & Library).

RPA	Physical Supply			Adjusted Supply		
	Actual Number of Aquatic Centres	2016 Service Level	2031 Service Level (with current supply)	Adjusted Supply*	2016 Service Level	2031 Service Level (with current supply)
B	1	1 : 85,300	1 : 110,800	1	1 : 85,300	1 : 110,800
C	2	1 : 46,850	1 : 52,800	1.25	1 : 74,960	1 : 84,480
D	2	1 : 38,200	1 : 61,600	2	1 : 38,200	1 : 61,600
F	2	1 : 36,200	1 : 44,500	1.25	1 : 57,920	1 : 71,200
G	4	1 : 21,950	1 : 22,600	2.75	1 : 31,925	1 : 32,875
H	2	1 : 40,900	1 : 45,750	1.75	1 : 46,750	1 : 52,300
A / E / I	0	--	--	0	--	--
Total	13	1 : 47,254	1 : 64,369	10.0	1 : 61,430	1 : 83,680

* Adjusted supply and adjusted service level based on Level 2 and Level 3 aquatic centres contributing the equivalent of 0.75 and 0.5 Level 1 centres, respectively, due to differences in size and quality relative to Level 1 centres. Adjusted supply applied for the purposes of illustrating the difference in quality of facilities by RPA.

Themes from Community Engagement

Through the community survey, 48% (535 households) reported swimming indoors during the previous twelve months. Further, 43% rated additional public investments in indoor aquatic facilities - through upgrades or new construction – as the highest priority articulated through the survey and significantly higher than other facility investments (fitness centres were the next highest priority at 28%). This is generally consistent with feedback received through other input opportunities including the Public Meeting where the need for more pools was identified as well as some participants specifically suggesting a rebuild of the Howden Recreation Centre with a new pool. The COBRA Swim Club was the sole aquatic sport organization submitting a group survey through which they expressed hope that the new pool in Gore Meadows would alleviate some of their pressures for additional pool time and also indicated a desire for a 50 metre pool in Brampton to further athlete development and attract high calibre events.

Local & Regional Market Conditions

The City of Brampton's indoor aquatics centres are well positioned to serve residents of all ages and varied interests, something that is important because swimming is one of the few activities that can be pursued from early childhood through to older adulthood, either in structured or drop-in formats. Brampton places considerable focus on learn-to-swim and drowning prevention through its aquatic facilities, aligning with the considerable demand pressures – largely a result of the City's young age

profile - that the population places on lessons. The City's pools accommodated almost 55,000 registered swimmers in 2015, an increase of over 4,000 registrations from the prior year.

The City's indoor aquatic centres are also ideal to respond to growing demands for the aquatic fitness market (also known as 'aquafit') which is well suited to adults and older adults as it is a low impact, social activity that promotes physical health – the City's aquatic centres, including many of the Level 3 facilities, are well positioned to deliver on warm water, therapeutic uses. Of note, the Brampton Union Street YMCA also has an indoor pool that offers lessons and other aquatic programming which relieves a degree of pressure on municipal pools albeit for the use of its members (though the YMCA operates under a non-profit structure).

Provincially, participation in swimming has been continuously gaining popularity over the past decade due to a number of factors as previously discussed. In terms of competitive swimming, Swim Ontario reported nearly 18,000 members in 2013, more than doubling its 2002 membership levels.⁹ Swim teams are major users of pool time in Brampton, tending to prefer traditional rectangular pool configurations with lanes, while the aquafit and early childhood learn-to-swim markets are increasingly shifting their preferences to warmer water leisure/teaching pools.

Facility Design & Operating Considerations

Research suggests that many residents are interested in aquatic facilities that offer high quality recreational swimming opportunities through traditional rectangular pools but more recently are seeking warm water pools and leisure pool formats. In some communities, requests have been received for salt water pool systems (in place of chlorine or ozone), wave pools, platforms and deep wells for competitive diving. Recent construction estimates place the construction of indoor aquatic centres in the range of \$450 to \$600 per square foot depending upon amenities, finishes, etc.

Traditional pool layouts contain the 25 metre, 6 lane rectangular tank. However, recent trends in pool construction and retrofitting have seen an evolution in public pool design that offers more variety and that accommodates a growing diversity of users, thereby raising the bar in facility quality. As exemplified through the design of the new pool in Gore Meadows, Brampton continues to respond to demands for modern amenities including, but not limited to, adding waterplay features, providing spacious decks, installing family change rooms, and updating viewing galleries, washrooms, and showers. Requests are often received from competitive swim clubs for 8 lane 50 metre (Olympic or long-course) pools - there are about a dozen municipal 50 metre pools in Ontario that generally satisfy the competitive swim meet market. Due to the substantial cost of building and operating 50 metre pool facilities along with the fact that the competitive swim meet market is generally well served in the GTA (particularly with the construction of a new 10 lane Olympic-sized swimming pool as part of the Markham Pan Am Centre), most area municipalities choose to provide the traditional 25 metre rectangular pool or leisure tank to serve community-level recreational needs.

⁹ Swim Ontario. 2014. ED's Report to the Swim Ontario Board on January 8, 2014: Swim Ontario Registration 1989 – 2014.

With the advent of the leisure pool has come a new class of aquatic user – those who come for entertainment, not just lessons, programs or fitness. Although indoor pool use traditionally peaks during the winter months (particularly in early January), the emergence of the leisure pool concept has helped to increase the use of aquatic facilities year-round. The chief attribute of the leisure pool is the ability to accommodate a larger number of bathers than the rectangular pool. The leisure pool suits recreational swimming (particularly amongst children), learn to swim programs, and aquatic therapy to some degree, but has not been highly popular with competitive aquatic clubs.

Many municipalities are also providing warm water tanks for its therapeutic benefits. Therapeutic pools are generally small format tanks – usually maintained around 90 to 95 degrees Fahrenheit – that are predominantly used for rehabilitation or therapeutic purposes (e.g., people with disabilities or injuries), but are also suited to toddlers and seniors as well as those less comfortable in water. Therapeutic pools vary in size and shape, but most have shallow depths and feature a range of supporting amenities and assisting devices including, but not limited to massage jets, benches, handles, ladders, chair lifts, and resistance machines. Generally speaking, aquatic therapy provides a medium for individuals to improve mobility and increase blood flow throughout the body, thereby relaxing muscles and decreasing tension.¹⁰ Some municipalities, such as Mississauga, have partnered with local health providers and hospitals to deliver therapeutic programs out of their therapeutic tanks.

The City's supply of indoor aquatic centres is rapidly aging:

- Six of its pools (half of the supply of indoor aquatics centres) have been in service for more than 35 years, consisting of Loafer's Lake, Century Gardens, Balmoral, Earnscliffe, and Howden Recreation Centres along with the McMurchy Pool (all are Level 2 or Level 3 pools).
- Four pools are between 20 and 35 years old, consisting of Jim Archdekin, Chris Gibson, Ellen Mitchell Recreation Centres (all Level 3 pools) and South Fletcher's Sportsplex (Level 1 pool).
- Two pools at Cassie Campbell and Chinguacousy Wellness Centre were built within the last 20 years (both are Level 1 pools).

Accordingly, the City is faced with a sizeable capital renewal cost with this aging infrastructure through which funding is prioritized through its asset management processes. In the future, the City may explore partnerships with other entities such as (but not limited to) the local school boards to develop more Level 1 and 2 aquatic centres to share capital and/or operating costs, given importance placed upon the 'Swim to Survive' program and the role of high school swim teams in long-term sport and athlete development.

Rationalization of Current and Future Needs

Brampton's current level of service near 1:47,000 falls within the typical GTA range which tends to be anywhere from 1:35,000 to 1:50,000. However, assuming that each Level 1 pool is counted as

¹⁰ The perceived benefits of aquatic therapy as an intervention tool. 2010. Retrieved from http://lightner.keuka.edu/files/2010/08/First_Final_paper_ch1-5.pdf

the equivalent of 1.5 Level 2/3 pools – due to their multiple tanks, greater capacity and larger service catchment – the “effective” supply would be 15 indoor aquatic centres or 1:41,000.

As communities mature into major population centres (i.e. over 500,000 population) – a stage that Brampton has already entered - service targets in the range of 1:60,000 to 1:75,000 become more appropriate to account for factors such as:

- Large established communities often have a large physical supply of indoor pools (anywhere between 5 and 10 at a minimum) which creates a critical mass and where excess programming capacity typically amounts to the equivalent of one indoor pool.
- As these communities mature over time, aging population characteristics become much more prevalent than when these communities experienced their initial population booms.
- Recognition that as municipalities approach build-out of their remaining greenfield areas, the realities of land scarcity and land economics are such that constructing large new multi-use community centres with pools becomes much more difficult and costly.

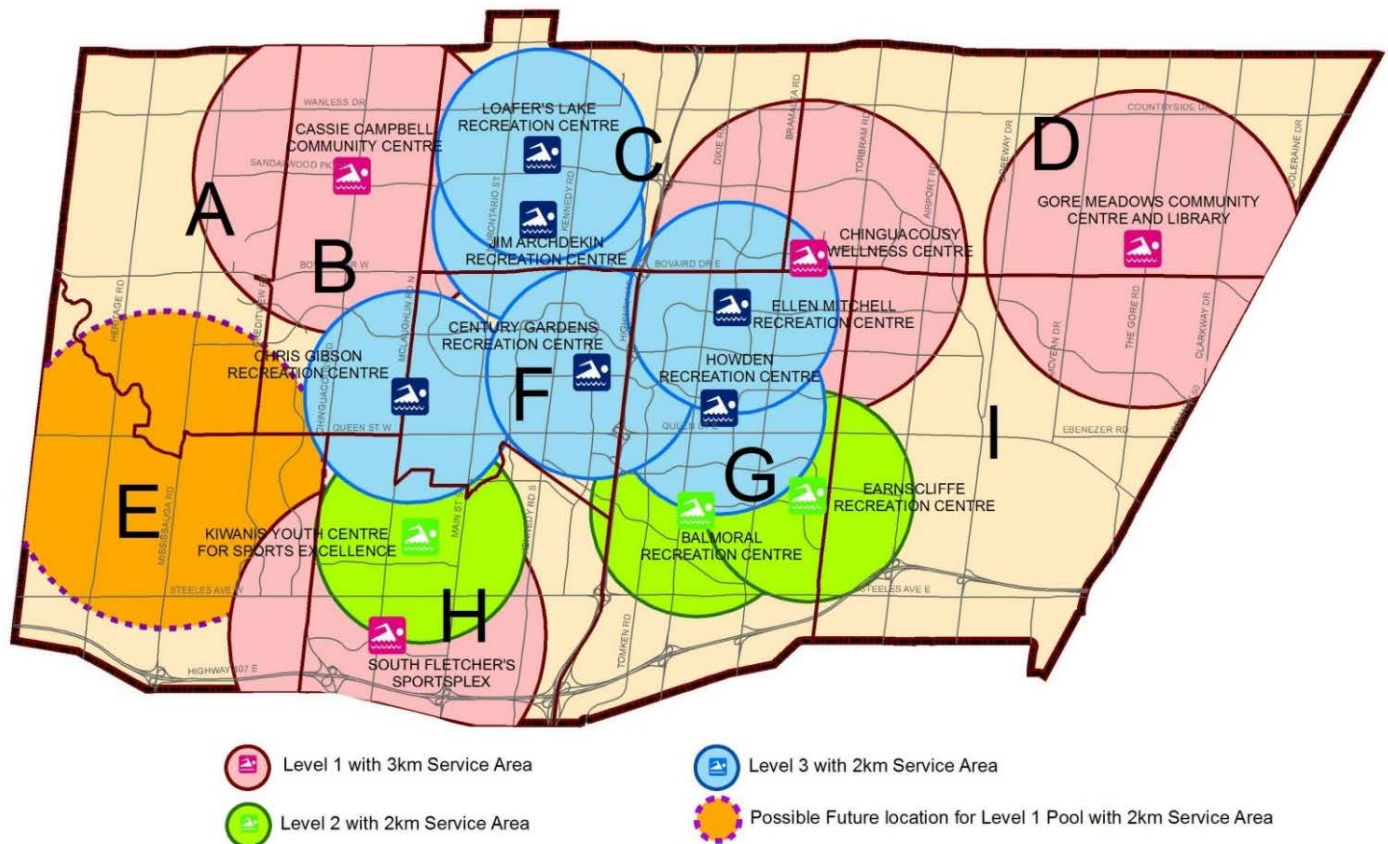
Over the PRMP period, the recommended service level that the City should strive to attain is one indoor aquatic centre per 60,000 population. With the exception of RPA ‘B’ and RPAs with no facilities at present time, all other RPAs would exceed or be close to this level of service (in terms of an ‘unadjusted’ supply that does not differentiate by aquatic centre size or quality). At a City-wide level, this target would result in the need for one new indoor aquatic centre between the years 2026 and 2031.

The City’s historical template of aquatic facility design, whereby many Level 2 and Level 3 pools were constructed to serve a very localized demand, combined with the City’s modern template embodied through Level 1 facilities that serve a much broader catchment has resulted in very strong geographic distribution. With over 100,000 new residents expected to live in RPAs ‘A’ and ‘E’ by 2031, the recommended location for the proposed new aquatics centre would be west of the Chinguacousy Road corridor to ensure proximity to this large new population base as well as maintain adequate geographic coverage. The proposed “Mississauga/Embleton” Community Park in Bram West would be the preferred location for a new aquatic centre while timing for new construction would occur in the 2026 to 2031 timeframe.

Beyond the PRMP timeframe, there is a case to be made that an indoor aquatic centre would be required to service the North West Brampton RPA (RPA ‘A’) since that area does not have such a facility and its population is projected to be approximately 86,000 by the year 2031. Although there would likely be some geographic overlap with Cassie Campbell Community Centre in RPA ‘B’ and the proposed ‘Mississauga/Embleton’ community centre in RPA ‘E’, these two facilities would serve the collective populations of North West Brampton, Fletchers Meadow and Bram West RPAs – which will exceed 270,000 beyond the year 2031 – at a rate of 1:135,000 highlighting the pressure that will be placed on these two facilities. Adding an aquatic centre in North West Brampton would reduce that ratio to 1:90,000.

Within the PRMP period, the City should therefore proactively seek a parcel of land that is sufficiently sized to accommodate a north-west community centre containing an indoor aquatics facility and other recreational components deemed necessary to meet needs post 2031. Pursuing this land banking philosophy will position the City to acquire a property at a lower market rate than would otherwise be incurred if deferring purchase beyond the PRMP planning horizon, while also positioning the City to potentially sell the land in the event that market or population thresholds required to support a future pool are not attained.

Map 2: Potential Coverage of Indoor Aquatic Centres



The analysis of geographic distribution also illustrates the duplication in service catchment areas of many Level 2 and Level 3, especially in RPA 'G' which is serviced by four pools (with a resulting service level around 1:22,000) but also is served by two other pools in adjacent RPAs. In particular, the service catchment of the Howden pool bisects 5 other pools in total.

In reviewing Fall 2015 learn-to-swim registrations – as these are typically the highest demand programs and can be used as an indicator of available capacity – the Level 1 pools attain strong fill rates suggesting a strong degree of use (all fill more than 80% of their program capacities). Conversely, the smaller Level 3 pools cannot offer the same lesson capacities as the larger pools, and most have fill rates below 80% though recognizing that their usage is bolstered by other programming such as aquafit which lends itself well to the small pool format. It is cautioned, however, that fill rates do not necessarily speak to the 'actual capacity' of a given pool because fill

rates are based on the number of programs that a municipality chooses to deliver, rather than the number of programs that a pool can actually accommodate in a given year.

Notwithstanding the more limited programming capacity of the Level 3 pools relative to their larger counterparts, there is a financial case to be made to consolidate some of them given service duplications and their advanced lifecycle state – the average age of Level 3 pools is around 35 years - will require substantial capital reinvestments for remediation as most will approach the end of their useful life by the end of the PRMP period. These renewals are typically not Development Charge eligible and thus must be funded through the tax base, capital reserves (if applicable) and/or potential grants (if available). It is also worth noting that due to the capital and operating cost of aquatic centre operations, most municipalities no longer consider pools as ‘walk-to’ destinations and thus do not have the same geographic service coverage as does Brampton. While Brampton’s coverage is viewed as a strength, it comes at a considerable cost that must be balanced with fiscal reality and recognition that there are many competing parks and recreational priorities that could potentially be addressed by slightly reducing the focus on Level 3 indoor aquatics.

With the Howden Recreation Centre pool temporarily shuttered due to lifecycle issues, there is merit in repurposing its natatorium to another use focused on neighbourhood level programming and outreach. In doing so, the surrounding neighbourhood would still be well-served by pools at the Balmoral, Earnscliffe, Century Gardens, and Ellen Mitchell Recreation Centres (for Level 3 program opportunities) as well as the pool at Chinguacousy Wellness Centre (for Level 1 program opportunities). Doing so will allow the City to potentially better respond to dryland program and rental opportunities in continued support of a decentralized, neighbourhood-based delivery strategy. Further, any programming capacity lost through the Howden pool would be more than replaced – at the City-wide level – through the construction of a new Level 1 aquatic centre in the southwest as well as the soon-to-be-opened pool in Gore Meadows.

Pending the permanent conversion of the Howden pool (or an alternate Level 3 pool if deemed to be a better choice), the City should undertake a subsequent analysis to determine the extent of any cost savings or impact on long-term fiscal sustainability, as well as the success of any new neighbourhood focused programs and other uses. Such an analysis should then be applied to further consolidation of another Level 3 pool that is considered to be underutilized and located in an area of geographic overlap, such as the Jim Archdekin pool. It bears noting that after factoring the inclusion of a new Level 1 pool on the west side, removal of one or two Level 3 pools will still position the City to achieve the PRMP’s service target. That is, removal of one pool would result in a long-term service ratio of 1:54,000 while removal of two pools would result in a service ratio of 1:58,000 based on an “effective” supply of between 14.5 and 15.5 pools (factoring greater capacity of Level 1 facilities).

With respect to Level 3 pools that are retained, the City should initiate a process that examines the potential adaptation of such facilities to provide a more therapeutic and rehabilitative aquatic experience. The location of these neighbourhood pools is such that many are located in established areas where aging trends will be more prevalent than those in the City’s periphery. Possible adaptation considerations include pool and deck improvements that facilitate therapeutic programs, increasing water temperatures to 88 to 92 degrees Fahrenheit, and improving accessibility within

change rooms and the pool deck, etc. The City could also explore potential programming partnerships with local healthcare providers and hospitals to deliver post-rehab programs at these locations in order to diversify service opportunities available within these neighbourhood aquatic hubs as a means to improve utilization and/or financial performance. It is recommended that two pools be adapted within the next ten years as pilot projects – locations will need to be confirmed through future study – prior to determining whether to extend therapeutic pool model into other Level 2 and/or Level 3 aquatic centres.

Recommendations – Indoor Aquatics

- #20.** Construct one new Level 1 (City-serving) indoor aquatic centre toward the end of the PRMP planning period, preferably at the 'Mississauga/Embleton' Community Park. The aquatic centre should contain a 25 metre rectangular pool as well as separate pool(s) for leisure, aquatic fitness and therapeutic programs, while incorporating 'sport-friendly' features in mind to be supportive of the City's long term athlete development objectives.
- #21.** Consolidate the supply of Level 3 (Neighbourhood) indoor aquatic centres by repurposing a minimum of one such facility within the next five years – potentially the Howden Recreation Centre – to a space oriented to dryland uses primarily supporting the City's decentralized/neighbourhood-based service objectives.
- #22.** Determine two Level 3 indoor aquatic centres appropriate to pilot retrofit projects that adapt these facilities to better provide a therapeutic and/or rehabilitative aquatic experience. Pending the results of the pilot project, additional Level 2 and Level 3 aquatic centres may be re-oriented to such warm water uses.
- #23.** Proactively seek a parcel of land within RPA 'A' capable of accommodating a future indoor aquatic centre and/or other indoor recreational components that may be required after the current PRMP planning period terminates (in 2031).

3.2 Arenas

Supply & Distribution

The City of Brampton owns and operates 11 arenas that collectively provide 20 ice pads. The City's overall service level is one ice pad per 30,715 population with the strongest service levels found in RPA 'H' (1:11,400), RPA 'G' (1:18,100) and RPA 'F' (1:22,250). There are four RPAs without an arena, three of which are largely undeveloped but represent primary future residential growth areas in Brampton.

RPA	Number of Ice Pads	RPA Service Level (2016)	RPA Service Level (2031 with current supply)
B	2	1 : 42,650	1 : 55,400
C	1	1 : 93,700	1 : 105,600
F	4	1 : 18,100	1 : 22,250
G	5	1 : 17,560	1 : 18,080
H	8*	1 : 10,225	1 : 11,438
A / D / E / I	0	--	--
Total	20	1 : 30,715	1 : 41,840

* includes 4 ice pads at the Powerade Centre that are operated by a third party

The City of Brampton also provides outdoor skating through an outdoor rink at Mount Pleasant Square along with an outdoor skating trail at Gage Park. Two additional outdoor skating areas are presently under construction with a new outdoor rink at Gore Meadows Community Centre and a new outdoor skating trail at Chinguacousy Park. All four of these skating destinations are refrigerated to sustain usability even through warmer weather periods of the winter, and while they are not counted towards the arena inventory, they extend the City's level of service largely for drop-in and pleasure skating activities which in turn can reduce pressures placed on arenas themselves. The Gore Meadows rink, once opened, is also envisioned to accommodate the City's Learn-to-Skate programming thereby servicing the north-east to a certain degree.

Themes from Community Engagement

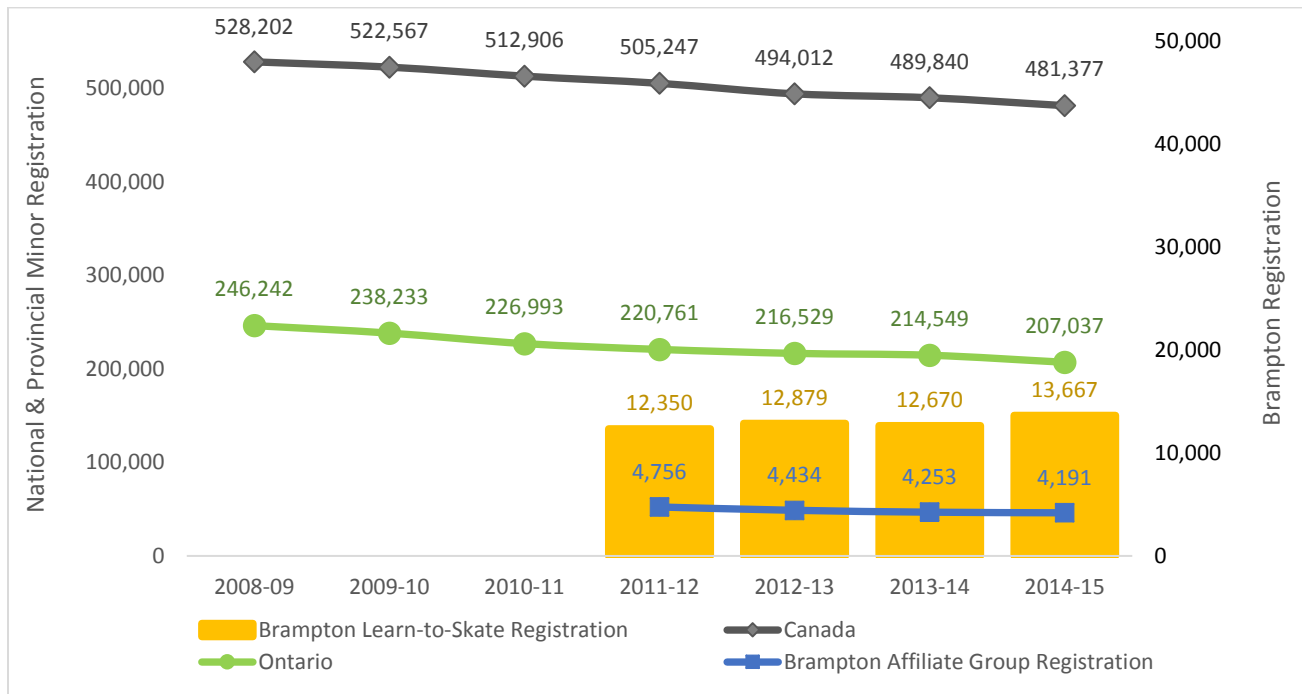
Five arena user groups submitted a stakeholder survey through the PRMP outreach process. Common themes included a desire to play in more modern facilities that have greater barrier-free accessibility, as well as a hope that the City makes adjustments to its ice allocation policies and ice rental rates to allow groups to grow their memberships through greater access to the ice.

Input from the general public regarding ice was largely obtained via the community survey which reported 20% participation (219 households) in ice hockey, figure skating or ringette making participation in ice sports the thirteenth most popular activity surveyed. By comparison, pleasure skating – either indoors or outdoors – ranked just outside of the top five at 28% (318 households) partaking in the past twelve months. The survey sample rated additional investments in arenas as its sixth highest priority with 23% support.

Local & Regional Market Conditions

In 2015, Brampton had nearly 4,200 players registered with organizations affiliated with the City as compared to about 4,750 registered players in 2012. The trend is consistent with national, provincial and GTA level registrations that demonstrate a slow decline in organized hockey participation since a peak in the 2008/09 season.¹¹ Participation rates in hockey – and figure skating to a certain extent – have been affected by many factors such as escalating costs (of ice time, equipment and travel), immigration patterns from nations not playing ice sports, difficulties in securing quality coaching, as well as greater concerns over safety and competing interests for leisure time.

Figure 1: Minor Player Registration in Hockey Canada (Ages 5 to 20), 2008/09-2014/15



Source: Hockey Canada Annual General Meeting Reports; City of Brampton registration data.

Despite declining affiliate registrations and a lower prime time utilization profile, Brampton's learn-to-skate programs have grown substantially over the past five years (approximately 12,350 registrants in 2012 to over 14,000 registrants for 2016 year-to-date, the vast majority of whom are 14 years of ages and below). City-run program increases have partially mitigated impacts on diminishing rental performance that has been affected by lower affiliate registration levels and a growing prevalence of certain groups turning back their allocated ice time at the last minute. Turn backs have been negatively affecting operating performance as it often results in ice sitting unused due to limitations on the ability to reschedule or resell the ice on such short notice.

Data provided by City staff show that Brampton's ice pads have consistently allocated – i.e. hours exclusive of turn backs, unplanned downtime, etc. - around 2,500 to 2,600 hours in prime time periods per peak month since 2012 (peak months of November and February were looked at). For

¹¹ Hockey Canada. Annual General Meeting Reports.

the most recent 2015/16 season, this results in an overall prime time utilization rate around 85%. By comparison, shoulder hour utilization is just 43% and the number of hours booked in these periods has decreased in the past three years suggesting that ice users are seeking, but not entirely filling the most desirable hours of operation that should be completely filled based on historical precedent.¹² This is consistent with many municipalities in the GTA where declining bookings or underutilization within arena systems are requiring them to employ a number of coping initiatives to maintain their cost-recovery/capital renewal strategies. Such strategies include, but are not limited to, amendments to ice allocation policies, enhancing programming to promote learn-to-skate, learn-to-hockey, and sport safety, subsidies to reduce the cost to participate, reduced operating hours, decommissioning ice pads, and accepting rentals from non-local groups.

Anecdotal discussions with arena operators and arena users around the GTA reveals that arena participation in the Peel, Halton and York Regions is fairly transient, with many players - usually adults and at the rep-level - willing to drive further distances in exchange for more convenient ice times. Having access to regional facilities can be beneficial in certain instances as it alleviates the financial burden placed on any one individual municipality to construct and operate an arena as well as the ability to draw from a larger population base which can create the critical mass necessary for sustainable municipal operations. It can also reduce the need for a single municipality to undertake a multi-million dollar investment to construct a new ice pad and subsidize its operations while demand slowly builds, and in turn minimizes a municipality's exposure to risk, should local arena participation and utilization trends become unsustainable over the long term.

Facility Design & Operating Considerations

Within Brampton's supply of ice pads, only seven (including those at the Powerade Centre) are designed to the NHL-regulation 200 feet by 85 feet specification (60 metres by 26 metres). The rest of the City's arenas are typical of templates employed across Ontario in the 1970s and 1980s that utilize smaller rinks in the range of 180 feet by 80 feet. The modern template of larger ice pads tends to provide a safer experience than smaller rinks given that players are typically larger and faster as compared to past generations. The modern facility model often consists of multiple ice pads (two or more) to achieve a number of benefits, including simultaneous programming opportunities, economies of scale, and operating efficiencies. Recent construction estimates place the construction of arenas in the range of \$225 per square foot plus soft costs and site works (usually in the range of \$15M to \$20M for a twin pad arena depending upon method of construction).

Some municipalities in the GTA, including Richmond Hill and Ajax, provide Olympic-size ice pads measuring 60 metres by 30 metres (200 feet by 100 feet), although these are niche-type facilities to facilitate recreational skating and figure skating programs. Hockey groups – especially those with young children or older adults – have been observed to avoid Olympic ice pads because the larger

¹² Prime time periods are 6pm to 10pm on weekdays and 8am to 10pm on weekends. Shoulder periods are from 5pm to 6pm on weekdays, 7am to 8am on weekends, and 10pm to 11pm on weekdays and weekends. Analysis excludes rentals at Powerade Centre as this is administered by a private operator independent of municipal pricing and allocation policies.

surface area results in greater skating distances between the boards (and thus requiring a greater level of physical conditioning and different game strategy).

Approximately two-thirds of the arena supply, amounting to seven arenas in total, has been in service for more than 25 years, two arenas are between 10 and 20 years old, while Cassie Campbell arena is the only arena built within the last ten years (although the Earnsccliffe and Century Garden arenas each added a new ice pad in the past ten years by twinning their original rinks). Over the fifteen year PRMP planning horizon, the City will be faced with a sizeable capital renewal cost with this aging infrastructure through which funding is prioritized through its asset management processes. From an operating perspective, it is likely that the City's quad-pad arenas recover a greater proportion of their operating costs than do the single and twin pad facilities as cost recovery in the arenas is driven by economies of scale generated through co-location of multiple pads at a single site.

Rationalization of Current and Future Needs

Application of a service level target is not appropriate in the Brampton scenario primarily for two reasons. A service target of one ice pad per 700 to 800 registered players is the preferred method of assessing needs (which also makes provisions to include a modest amount of municipally delivered prime time programming), however, the City's registration tracking process does not presently verify user group submissions nor does it include adult players and thus it is not possible to assess needs on this basis. Second, the City's service level of 1:30,000 is well below the typical GTA range (usually around 1:15,000 to 20,000 population) but, as discussed in the indoor aquatics assessment, is not comparable due to the City's large existing supply along with residential build-out and aging pressures. Further, a service level in the 1:15,000 to 20,000 range does not align with the considerable prime time availability apparent in the local arena system in both the most desirable time slots and the shoulder hour periods.

At present time there is no basis through which to recommend any new arenas in Brampton during this PRMP period with the City achieving a relatively strong geographic coverage in its arena and outdoor rink/trail system, the degree of surplus capacity available at arenas beyond early weekday evenings, and the fact that many area municipalities are also competing to attract players to their rinks through pricing and arena construction. In fact, the City should begin to proactively position itself to adjust its arena supply upon attaining one or both of the following triggers:

- **utilization rates** dipping below the 80% threshold which should trigger repurposing or divesting of one of its older single pad arenas; and/or
- **a major capital expenditure** being required to renew an aging arena, in which case strong consideration should be given to consolidating the ice pad supply into fewer arena locations, namely through relocating single pad arenas into a multi-pad complex.

Map 3 and Map 4 further exemplify why the City will need to take a proactive approach to consolidating and/or reducing its arena supply upon reaching an above noted trigger point. Compounding the operational inefficiencies of the low prime time utilization rate is a considerable geographic overlap between the facilities. Aging, single pad arenas are the most likely candidates for

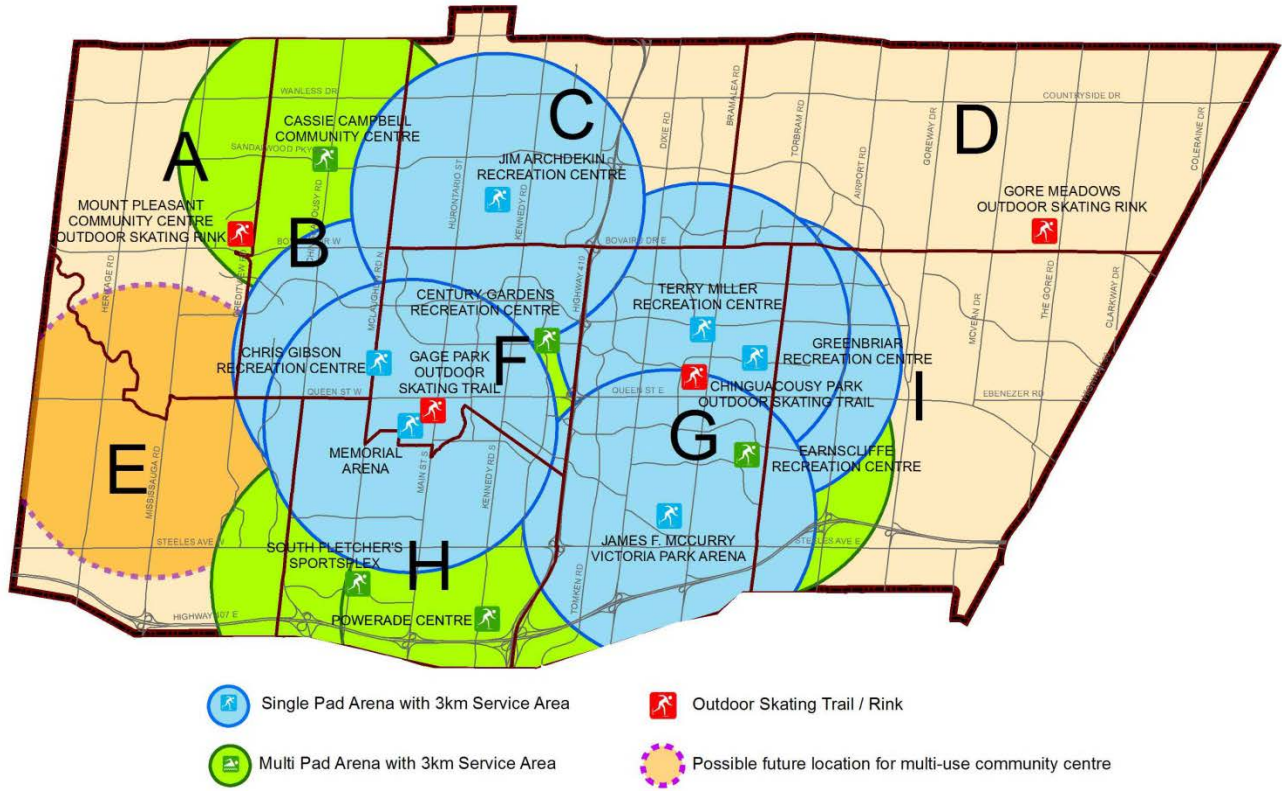
consolidation and/or repurposing activities, particularly given their overlapping service areas as shown by the blue radii in the two maps. In fact, the analysis of prime time usage shows that the lowest levels of utilization are found at Victoria Park Arena (between 58% and 68% peak month usage in core prime times for 2014 and 2015), Memorial Arena (between 61% and 76%), and Greenbriar Arena (between 65% and 90%), all of which happen to be single pad arenas over 35 years of age. Given the typical useful life of an arena is between 40 and 50 years – based on observations across Ontario – as noted, the City is facing a multi-million dollar renewal commitment with two-thirds of its arenas over 25 years of age, and that infrastructure deficit could grow even larger as its other arenas continue to age.

A preferred strategy moving forward is for the City to keep the Victoria Park Arena closed for ice rentals over the near future as it was recently shuttered due to a major fire earlier in 2016. Dry floor uses may continue pending the cost evaluation necessitated by the fire. By doing so, the City will be able to discern the ability of the rest of the arena system to accommodate users and rentals displaced from Victoria Park Arena for its upcoming 2016/17 season – presumably, a supply with one less ice pad should result in a marginal increase in utilization rates system-wide and in fact should demonstrate improved operational and financial performance. Beyond the next season, so long as the City does not fall below the 80% prime time utilization level then it should consider closing at least one additional single pad arena (depending upon overall arena utilization) and relocating that ice pad – potentially along with a replacement to the Victoria Park Arena – to a new multi-pad arena, possibly integrated with a proposed multi-use community centre in the City's west end. Doing so, will improve the operating performance and sustainability of the arena system given that multi-pad venues achieve greater levels of cost-recovery through economies of scale, and are more conducive to use by organized user groups and for tournament play.

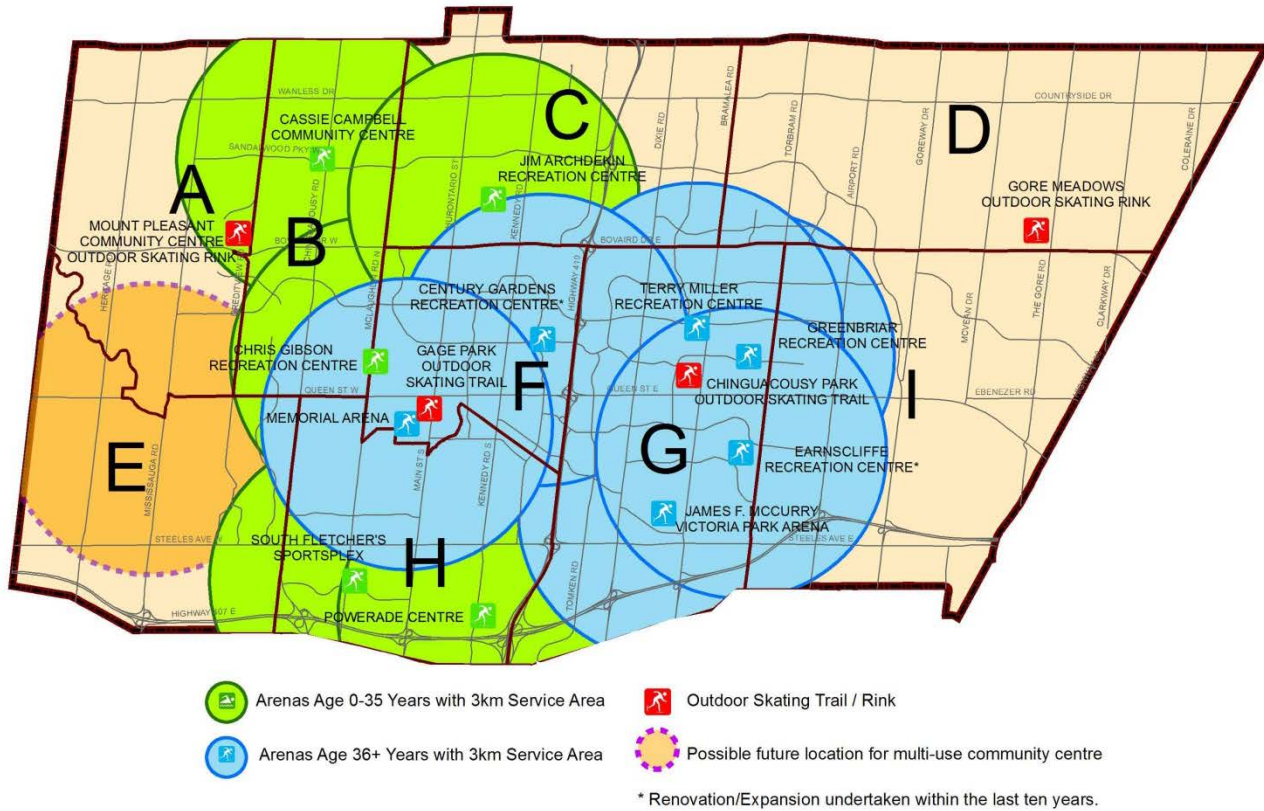
In the event that utilization rates drop below the 80% trigger point, however, this would warrant consideration of a net decrease in the supply of ice pads. The potential to relocate ice pads at one or more single pad arenas would remain a viable opportunity in order to achieve the aforementioned multi-pad efficiencies while also reducing geographic redundancies that exist.

As noted in the program assessments of Section 5.13, namely Recommendation #109, the City should also explore opportunities through which to increase arena utilization rates in prime and non-prime hours. For example, pricing incentives or scheduling requirements could be employed to generate greater shoulder hour bookings. Since the City's programs are experiencing growth while rentals decline, there may be opportunities to expand the municipal programming complement and/or develop new program options such as recreational leagues as studies in Brampton and other communities have shown that programming can generate a greater revenue per participant than traditional ice rentals, which could then be reinvested back into maintaining the arena system. The future direction for arena facilities and programming could be pursued after the PRMP by way of an Arena Strategy that focuses specifically on these facilities and employs a more robust consultation program geared directly to arena users to help determine ways in which to improve the long-term sustainability of Brampton's arenas.

Map 3: Arena Supply by Single Pad and Multi-Pad Facilities



Map 4: Arena Supply by Age of Building



Recommendations – Arenas

- #24.** The Victoria Park Arena should remain closed indefinitely for ice operations. Pending cost evaluations of remediating the facility due to the recent fire, consideration may be given to retaining the building for dry floor programming.
- #25.** Maintain an adjusted supply of 19 ice pads - including the Powerade Centre but excluding Victoria Park Arena - so long as prime time bookings as defined for the PRMP do not fall below 80%. Should prime time bookings fall below this threshold, this should trigger a review investigating potential options to divest of one of the City's older, underutilized single pad arenas.
- #26.** At the time when a major capital renewal is required for one or more of the City's older single pad arenas, consideration should be given to consolidating the supply of single pad arenas into a new multi-pad arena – possibly relocated to a large multi-use community centre such as the one proposed at the 'Mississauga/Embleton' site – to attain operational efficiencies and improve geographical distribution of arena pads provided that utilization rates support such a reinvestment.
- #27.** Initiate an Arena Strategy within the next five years that re-affirms arena-specific directions contained within the Parks and Recreation Master Plan and defines an implementation strategy to meet the targeted supply of ice pads. In advance of the Arena Strategy, the City should:
- a) Implement measures aimed to track metrics such as the actual hours used in its arenas, verifiable registration data of all affiliated and major non-affiliated arena user groups, etc.;
 - b) Refresh the Ice Allocation Policy; and
 - c) Evaluate various capital renewal opportunities required to modernize strategic arenas in a manner that bolsters their current usage levels (e.g. improvements to dressing rooms, lobbies, viewing areas, etc.).

3.3 Curling Facilities

Supply & Distribution

The City owns and operates two curling facilities, each with six curling sheets, consisting of the Brampton Curling Club (adjacent to Memorial Arena) and the Chinguacousy Curling Club (at Chinguacousy Park). Both curling facilities have been in service for over 40 years.

Themes from Community Engagement

Little input was received during the PRMP consultations regarding curling. The community survey recorded 5% of its sample (61 households) having participated in the sport over the past twelve months, placing it outside of the top twenty-five most popular activities. It is noted that tennis participants at one of the Stakeholder Workshops indicated that they would like better access to the Chinguacousy Park Curling Club – or a facility of their own - since there is no clubhouse for tennis.

Local & Regional Market Conditions

Brampton is one of few municipalities that continue to own and operate its own curling facilities. Although there have been a few new curling clubs that have been built by municipalities in recent years (e.g. the Schomberg Curling Club is a regional example), municipalities in Ontario appear to be relying upon privately owned and operated facilities to a greater degree compared to years past.

Registrations among the six primary curling groups using the Chinguacousy Curling Club have fluctuated between 674 members to 661 members in 2015. The number of members associated with the Brampton Curling Club is not known at present time, nor is their historical membership trend. In terms of program registrations, the City had nearly 90 people participate in the 'Curling Try It' program in 2015 and about 30 people registered in 'Curling Level 1' which are the City's primary Fall/Winter offerings for the sport (achieving fill rates of 88% and 62%, respectively). Another 200 people participated in Spring/Summer programs. Drop-in admissions are available at the Chinguacousy Curling Club, fluctuating between 424 and 521 since in 2012.

Regional differences exist with respect to trends in curling. Experience in other communities revealed that some curling clubs are challenged with keeping doors open as their memberships decline (with some clubs folding completely). Other clubs continue to thrive. Research completed by Curling Canada revealed that although the sport continues to appeal largely to older adults and seniors, many curling clubs are offering youth leagues and programs to recruit new members and help sustain membership levels as older members become less active in the sport. Nearly 70% of individuals registering in the City's curling programs in 2015 - about 175 registrants - were between the ages of 5 and 14.

Facility Design & Operating Considerations

The design of curling facilities typically centres upon two primary components being the playing area (i.e. the sheets) and a hall-type space for socialization that takes place afterwards. Best practices dictate that a minimum of four sheets be provided to sufficiently allow for bonspiels and other events to effectively take place. If tied in with an arena, the ice plant is sometimes mutual but is not always

the case. Operating impacts vary depending upon if municipal resources are required to maintain the ice surface or the hall (curling clubs sometimes take ownership of this if they have the expertise and capacity to do so) though it is safe to say the facilities operate near or below cost recovery thresholds.

Rationalization of Current and Future Needs

As a general guide, one curling sheet for every 100 to 125 members/active participants is a common metric for evaluating facility needs. The absence of complete membership data precludes application of the standard thereby necessitating reliance on program fill rates and anecdotal observations of club use which suggests that the 12 existing curling sheets across both clubs could accommodate additional use, particularly during the daytime hours. Until membership and/or quantifiable usage data at each Curling Club can be obtained, no new curling facilities are recommended for construction over the PRMP period.

Recommendation – Curling Facilities

- #28.** Maintain a supply of 12 curling sheets with a focus on assessing this supply in relation to the number of local curlers registered with groups using the Brampton Curling Club and Chinguacousy Curling Club.

3.4 Fitness Facilities

Supply & Distribution

The City maintains a broad fitness portfolio, employed through the traditional fitness centre model with cardiovascular and weight-training equipment, and integrated group fitness/aerobics studios (programs only – no weights) within 7 multi-use community centres. Fitness centres and group fitness studios are complemented by other amenities such as indoor walking tracks and squash/racquetball courts at selected locations (the latter are discussed in Section 3.5). Recognizing the different level of design and scale of service, the City’s fitness centres are categorized as follows for the purposes of the PRMP.

Category	Description	Facility
Level 1 Fitness Centre	A club-format template integrating a wide range of exercise equipment, machines and studio space generally above 9,000 square feet. May be supported by components such as change rooms dedicated to fitness users, hot tub, sauna, indoor track, etc. Service Catchment: City-Wide (3 km+)	<ul style="list-style-type: none"> – Cassie Campbell Community Centre – Chinguacousy Wellness Centre – Gore Meadows Community Centre & Library (new space opening in 2017).
Level 2 Fitness Centre	A small-format fitness centre with a more limited range of exercise equipment and machines than found in City-wide facilities, generally below 9,000 square feet. Service Catchment: Community / Neighbourhood (2 km)	<ul style="list-style-type: none"> – Century Gardens Recreation Centre – Earnscliffe Recreation Centre – Loafer’s Lake Recreation Centre – South Fletcher’s Sportsplex

Of note, the City also offers a 'FitZone' as part of the Century Gardens fitness centre which is a fitness centre designed specifically for youth ages 7 to 14. Equipment includes a rock wall and a special gaming system focused on keeping active.

The City's overall service level is one fitness centre per 87,757 population with the strongest level of service found in RPA 'D' (1:38,200).

RPA	Actual Number of Fitness Centres	Physical Supply		Adjusted Supply		
		2016 Service Level	2031 Service Level (with current supply)	Adjusted Supply*	2016 Service Level	2031 Service Level (with current supply)
B	1	1 : 85,300	1 : 110,800	1	1 : 85,300	1 : 110,800
C	1	1 : 93,700	1 : 105,600	0.5	1 : 187,400	1 : 211,200
D	2	1 : 38,200	1 : 61,600	2	1 : 38,200	1 : 61,600
F	1	1 : 72,400	1 : 89,000	0.5	1 : 144,800	1 : 178,000
G	1	1 : 87,800	1 : 90,400	0.5	1 : 175,600	1 : 180,800
H	1	1 : 81,800	1 : 91,500	0.5	1 : 81,800	1 : 91,500
A / E / I	0	--	--	0	--	--
Total	7	1 : 87,757	1 : 119,543	5.0	1 : 122,860	1 : 167,360

* Adjusted supply and adjusted service level based on Level 2 fitness centres contributing the equivalent of half (0.5) of a Level 1 centre due to differences in size and quality. Adjusted supply applied for the purposes of illustrating the difference in quality of facilities by RPA.

Themes from Community Engagement

Participation in fitness programs (aerobics, yoga, group fitness classes, etc.) were the third most pursued activity in the community survey at 38% (427 households) over the prior twelve months while another weight-training rounded out the top five with 30% participation (341 households). The survey sample rated fitness and weight rooms as their second highest priority to receive additional investments with 28% support, trailing only indoor pools in this regard. Little other input was received through consultations, however, with only two requests received through a stakeholder survey submission and the Public Meeting for fitness centres to be integrated at a couple of the older community centres.

Local & Regional Market Conditions

The number of fitness memberships sold has grown over the past four years with 4,500+ annual memberships and 26,000 one month memberships sold in 2015 (as compared to 3,600 annual and 17,700 one month memberships in 2012). Neighbourhood memberships – allowing access to select fitness centres – have also grown over this time, reaching 2,600 annual memberships sold in 2015. In total, over 10,000 more City-wide and neighbourhood memberships were sold in 2015, representing 44% growth over the four year period which is encouraging. Another interesting note is that percentage growth in the number of individual client recreation memberships (822 in total for

2016) has grown by 21.5% since 2012 which exceeds the rate of population growth (15.5%) over that time. Furthermore, drop-in participation amounts to nearly 30,500 users and has remained fairly consistent over the past four years.

The emphasis being placed on personal health is resulting in growing participation across Ontario for physical fitness activities. This is translating into increasing use of private and public sector fitness services oriented to health and wellness, including active living programming centred on cardiovascular and stretching activities (e.g. aerobics, yoga, Pilates, etc.). Group fitness programming appears to be the fastest growing segment of the sector, more so than traditional weight-training, given they are being designed as fun, social activities ('Zumba' is a notable example). As with most urban municipalities, Brampton offers some form of studio-based active living programs in many of its community centres.

The growth in the City's fitness memberships is likely due to other factors as well such as population growth, the family and multi-use experience afforded at the community centres (memberships also allow access to public swims and skates, access to squash courts, and other amenities depending on membership type), as well as the relative affordability as an annual adult membership is in the range of \$430. That said, the City faces competition in the local fitness market from a sizeable private sector fitness industry in Brampton and area municipalities. Notable competitors are LA Fitness and Regency Fitness that have somewhat replicated a multi-use experience through inclusion of pools, gymnasium and squash facilities to complement their fitness field houses while Goodlife Fitness offers both premium clubs as well as a low cost model through its Fit4Less subsidiaries. Brampton is also home to other major players such as Anytime Fitness, Curves, Planet Fitness along with many small niche businesses specializing in areas such as yoga, CrossFit, elite sport training, etc. The Brampton Union Street YMCA also features a fitness space with leisure pool, indoor track and gymnasium.

Facility Design & Operating Considerations

Full service, club-format fitness centres in municipal settings were originally designed more with functionality in mind to complement other community centre offerings with less of a focus on quality of finishes or providing large floor areas as is the case with some of the City's older facilities such as Loafer's Lake. More recent fitness centre designs are brighter and larger – as with Cassie Campbell and the Chinguacousy Wellness Centre – particularly where the intent is to compete with the private sector for members. Indoor walking or running tracks have become a complement to many community centres – even where a full-service club is not provided – since they are well-suited for Ontario's four season climate, they offer dryland training opportunities, and they are relatively easily integrated around facility components such as field houses, arenas and gymnasiums.

Recent construction estimates place the construction of fitness centre space in the range of \$350 per square foot depending upon level of amenity, finishes, etc. Fitness centres often operate as enterprise facilities that generate modest profits or recover most of their costs, though operational performance largely depends on factors such as where the municipality chooses to price memberships and programs (e.g. in line with market rates or at a subsidized level), market saturation and competition in the area, and the range of equipment and programming available.

Rationalization of Current and Future Needs

Service level targets are employed in certain communities, as Brampton has done with its 1:50,000 standard advanced in the 2008 Master Plan process, though the range varies considerably since municipalities often factor many other variables in deciding whether to enter the fitness centre market, if so to what extent, the size of the private fitness market, the availability of complementary municipal facilities, etc. Accordingly, many municipalities make a decision to provide fitness centres if constructing a community centre if fitness is deemed to positively enhance the customer experience through cross-functional synergies as well as contributions to the operational bottom line.

For the current PRMP period, use of a service level standard is not recommended given that detailed business planning - which includes quantification of private sector competition) - is a more appropriate means of analysis. As an example, use of the previous 1:50,000 standard would require an additional 10 new fitness centres to be provided which would represent a very large capital and operational cost, particularly since the fitness centres would need to be tied to another recreational component, through which limited needs have been identified throughout this Discussion Paper. As a result, the preferred approach is for the City to replicate its current fitness centre model when constructing major new multi-use community centres.

With an indoor pool and gymnasium recommended as part of a new southwest multi-use community centre at the Mississauga/Embleton site, the City should integrate a Level 1 fitness centre as part of that facility given the logical synergies between these components. A group fitness studio and indoor walking track (the latter integrated within the fitness fieldhouse or the gymnasium) should also form part of the fitness experience there.

As discussed in Section 3.9, the City should also initiate a process whereby selected multi-use program rooms in municipal community centres, particularly those serving at the neighbourhood level such as Level 2 and 3 Aquatic Centres can be optimized to provide a higher quality group fitness (fitness classes) experience. Doing so will allow the City to expand on its outreach efforts into the neighbourhoods to deliver quality fitness programming and by leveraging its existing neighbourhood-centred facilities, builds convenience and even walkability to reach municipal fitness programming. This in turn could also boost membership and 10-pass sales. Of note, integration of a group fitness studio through repurposing the Howden Recreation Centre pool – and/or other Level 3 pools – should be strongly considered in line with PRMP Recommendations #21 and #34.

Recommendations – Fitness Facilities

- #29. Construct a Level 1 (City-wide) fitness centre toward the end of the PRMP planning period (2031) as part of a west-side multi-use community centre (at the 'Mississauga/Embleton' site) containing an indoor aquatic centre and gymnasium. A group fitness studio and indoor walking track should support this fitness centre.
- #30. A group fitness studio should be added through the conversion(s) of a Level 3 Aquatic Centre as proposed through Recommendation #21.

3.5 Indoor Racquet Sport Courts

Supply & Distribution

The City operates an air-supported indoor tennis facility (bubble) at Chinguacousy Park containing six courts. Four racquetball and nine squash courts are also provided at the five neighbourhood-focused recreation centres in RPAs 'C', 'F' and 'G'.

Themes from Community Engagement

Community survey participation in indoor tennis stood at 8% over the past twelve months (85 households) while a similar number stated investment in additional indoor courts as a priority, both of these ranking outside of the top twenty responses.

Although squash and racquetball were not prominent in the community survey, local racquet sport organizations contributed a great deal of input through their attendance at the Public Meeting, Stakeholder Workshops and stakeholder survey submissions. Common themes among them included the need for more courts, conversion of certain courts from North American to International regulation standards, and potential creation of a racquet sport complex that includes tennis, squash, racquetball, pickleball, badminton and table tennis.

Local & Regional Market Conditions

Participation in tennis is showing a slight resurgence after a period of decline (discussed in greater detail in Section 4.5). Indoor tennis is largely played by those seeking club-type experiences with programs, round-robin play, etc. along with those looking to train in the sport year round. Accordingly, indoor tennis courts have long been dominated by private sector racquet clubs though a few municipalities such as Brampton have chosen to provide indoor courts largely where sufficient demand and participation is apparent. Brampton's tennis programs at Chinguacousy Park have demonstrated growth over the past four years in prime time rentals and adult pay-as-you-go categories, but declines in non-prime rentals.

The sport of squash grew and flourished in the GTA between 1970 and the mid-1990s after which growth stagnated. The game remains popular in certain areas of the province but after an initial decline of players in the late 1990s, the number of players has remained reasonably flat. There is some growth in the game of doubles squash; however this represents singles players converting to the doubles version of the sport rather than more people taking up the game. The sport is growing in parts of the United States through collegiate programs as well as well-established junior programs implemented in private and commercial clubs.

Brampton is an example of municipality operating squash and racquetball courts largely due to the continued interest and support from a number of local racquet sport organizations. However, the City is an exception to the norm as most municipalities have delegated to the private sector to address demands. Between 2012 and 2015, Brampton sold around 85 annual racquet memberships per year though the number 10-punch tickets sold has declined in half. Further, there were nearly 3,000 non-member drop-in visits in 2015 which is a slight decrease compared to 2012 when there

were nearly 3,300 non-member drop-ins; however, it is worth noting that member drop-ins doubled over the same period demonstrating that those who purchase a membership are likely to visit more often. It is noted that some of the City's other fitness membership packages include use of the squash and racquetball courts and are not reflected in the above. The aforementioned downward participation trend that occurred also caused many private fitness providers to rethink inclusion of squash facilities based primarily on the economics of space allocation as they can attract more users (and therefore more revenue) on a square foot basis for group exercise compared to a squash court. Although the City's drop-in participation has decreased as a whole, growth has been observed in badminton and table tennis.

Facility Design & Operating Considerations

Indoor tennis court dimensions are similar to outdoor courts (refer to Section 4.5) and surfacing choice tends to be asphalt or clay, the latter of which is more expensive to construct and maintain. The City is well aware of the operational requirements of air-supported structures, particularly seasonal ones, in terms of energy consumption, setup/takedown and storage of the bubble, snow removal, etc.

Squash court specifications articulated by the World Squash Federation outline the size of the court as 9.75m in length, 6.4m in width and 5.64m in height and usually employ a parquet floor. Operating costs do not tend to be significant as the square footage is fairly small, though there is a degree of upkeep required to ensure cleanliness and safety of users.

Rationalization of Current and Future Needs

There are no generally accepted levels of service specifically applicable to indoor tennis and squash/racquetball courts. A general rule of thumb, as discussed in the outdoor tennis assessments, is to provide one club court per 100 to 125 tennis club members which can be applied in the context of determining both outdoor and indoor tennis court requirements for club-based programs. The number of residents that have purchased memberships at the Chinguacousy Winter Tennis Club (CWTC) has ranged between a high of 464 (year 2012) to a low of 403 (year 2014) over the past five years. On this basis, and considering other indoor tennis programming that occurs at Chinguacousy Park, the six indoor courts are expected to meet current needs.

Assuming that the year 2016 indoor tennis penetration rate for registered members stays constant, membership is projected to be around 600 members by the year 2031 at which time the CWTC courts may begin to experience capacity pressures particularly if the complement of municipal programs remains at or grows above current day levels. The continued growth of pickleball could also add pressures should that sport become more prominent at the CWTC. However, addition of new indoor tennis and/or pickleball courts to the supply – unless forming an expansion to the CWTC – needs to be carefully rationalized given the projected tennis membership is not expected to sufficient to support two separate locations without possibly drawing a portion of the CWTC membership away from that facility.

Similarly, squash courts tend to be provided where a municipality makes a decision to include them as a complement to a fitness centre. While the local squash market is not quantified due to the

different membership packages available, the fact that there are multiple organizations operating in the City for a number of years speaks to the demand for courts – the five groups submitting surveys had a collective membership of 270 players.

The preferred strategy moving forward is one that positions the City to have flexibility in meeting future demands. Since the capacity of Chinguacousy Winter Tennis Club and market penetration of the local indoor tennis market would largely be fulfilled through the six existing indoor courts, the recommended approach is for the City to install a grade beam around one of the outdoor tennis court complexes proposed in Recommendation #56. This will allow the City to investigate demand for future indoor tennis opportunities by way of study subsequent to the PRMP process, and if confirmed that future indoor tennis is required and will not unduly compromise the operational sustainability at the CWTC, an air-supported structure (bubble) can be easily integrated. This implies that a grade beam should be installed either in Gore Meadows or at the site chosen for the proposed west-side multi-use community centre.

With respect to squash and racquetball courts, there is presently no quantifiable data or a business case to support expansion of the supply of courts despite an articulated demand by certain squash and racquetball enthusiasts during the PRMP consultations. With a community centre recommended in the next ten to fifteen years, inclusion of squash/racquetball courts should be re-evaluated based on market conditions at that time.

Recommendation – Indoor Racquet Sport Courts

- #31.** Install a grade beam around one of the future outdoor tennis club court complexes as proposed through Recommendation #56, to allow the selected site to be easily adapted should the need for a new indoor tennis facility be rationalized in the medium to long-term, provided that a new facility will not compromise the sustainability of the Chinguacousy Winter Tennis Club.

3.6 Gymnasiums

Supply & Distribution

A total of 16 gymnasiums are available across 12 locations. Six of the City's community centres contain gymnasiums plus one additionally at the Flower City Seniors Centre, with varying size and configurations between each. In addition, the City has use of gyms located in the schools that are attached to Century Gardens, Jim Archdekin, Ken Giles and Terry Miller community centres through Joint Use Agreements with the Peel District School Board (PDSB).

The City's overall service level is one gymnasium per 38,394 population, including the joint-use facilities, and achieves strong geographic distribution with all RPAs serviced by a gym apart from the future growth area in RPA 'E' and RPA 'I' whose residential population is located in the catchment area of Gore Meadows Community Centre & Library. Above-average levels of service by population are found in RPA 'A' (1:12,950), RPA 'C' (1:18,740) and RPA 'H' (1:20,450).

RPA	Number of Gymnasiums	RPA Service Level (2016)	RPA Service Level (2031 with current supply)
A	2	1 : 12,950	1 : 42,950
B	1	1 : 85,300	1 : 110,800
C	5	1 : 18,740	1 : 21,120
D	1	1 : 76,400	1 : 123,200
F	1	1 : 72,400	1 : 89,000
G	2	1 : 43,900	1 : 45,200
H	4	1 : 20,450	1 : 22,875
E / I	0	--	--
Total	16	1 : 38,394	1 : 52,300

Note: supply includes 6 school gymnasiums accessible under joint use agreement with PDSB

Themes from Community Engagement

A number of groups submitting a stakeholder survey indicated that they utilize City of Brampton and/or school board gymnasiums to run their programs, many of whom stated that competition for prime gymnasium times is limiting their capacity to grow. Such groups represented volleyball, basketball, badminton, futsal, and ball hockey. The community survey reported participation in the following sports that often take place in gymnasiums (but also can take place outdoors and in other venues): basketball (18%); indoor soccer (15%); badminton (11%); volleyball (10%); and pickleball (1%). While all of these pursuits ranked outside of the top 15 most popular activities in the twelve months prior, collectively they account for 622 households and over half of all activities listed and reinforcing how flexible gyms can be in terms of use and programming. Gymnasiums rounded out the top ten facilities identified by the survey sample as priority targets for additional investment.

Local & Regional Market Conditions

Municipal gymnasiums host numerous programs throughout the year ranging from sports (e.g. badminton, basketball, indoor soccer, floor hockey, and volleyball), active living and floor-based fitness, dance and general interest. Gymnasiums are also made available for drop-in activities and sports.

Facility Design & Operating Considerations

As gymnasiums accommodate a wealth of opportunities, they are designed with adaptability and flexibility in mind. While there is no standard template, gymnasiums are typically influenced by community needs, although the minimum gymnasium size should be large enough to accommodate a school-sized basketball court measuring approximately 23 metres by 13 metres (74 feet by 42 feet) with high ceilings. It is common for larger communities to provide gymnasiums large enough for multiple basketball courts, with dividing walls to facilitate simultaneous activities, and various painted lines that delineate a number of indoor sports. Some new gym builds consider capability for hosting multi-court tournaments with lines to match, sufficient ceiling height and window design to support all levels of sport (sometimes using a 'training court' or 'centre court' concept). Gymnasium

amenities may also include storage, change rooms, seating areas, a stage, and/or kitchen. Recent construction estimates place the construction of gymnasium space in the range of \$300 per square foot depending upon level of amenity, finishes, etc. while operating costs are fairly nominal but dependent upon level of amenity and size of the space.

Two gymnasiums are housed in community centres constructed within the last ten years while the other four gymnasiums are located in buildings that have been in service for over 20 years. The age of school gymnasiums varies.

Rationalization of Current and Future Needs

Municipal service levels for gymnasiums varies dramatically since some communities – such as Brampton - can provide fewer gymnasium facilities of their own since they have consistent access to school gymnasiums through partnerships or joint-use agreements. The typical range observed is one municipal gymnasium per 40,000 to 60,000 population placing Brampton’s current provision at the upper end of this range, due in part to the City’s proactive pursuit of joint-use agreements with the PDSB. Rather than rely upon a service level target, a targeted approach is recommended to reconcile needs on a go-forward basis recognizing that growing land scarcity will constrain the City’s ability to build multiple new gyms even if they are required. This is because gymnasiums by themselves would not drive the need for new multi-use community centre as would an indoor aquatic centre or arena.

Therefore, the City should continue to pursue joint-use agreements with local school boards particularly if when the boards are constructing new schools or substantially renovating existing schools. In doing so, the City could contribute capital and/or operating resources in exchange for equitable degree of public access that accommodates a broad range of sports and gym-based programming.

With an indoor pool and fitness centre recommended as part of a contemplated, future multi-use facility on the ‘Mississauga/Embleton’ site, a new gymnasium forms an optimal complement to that design and should be provided to address needs particularly in the southwest Brampton. Another strategic opportunity that presents itself is through the conversion of a Level 3 Indoor Aquatic Centre(s) as per Recommendation #21 as repurposing such space into a gymnasium provides the City with a flexible venue to deliver highly responsive, neighbourhood-centric programming.

Recommendation – Gymnasiums

- #32.** Engage the Peel District School Board and Dufferin-Peel Catholic District School Board, at the time they are planning new construction and significant renovations to existing schools, to discuss opportunities to create new joint-use agreements specific to gymnasiums. Continued efforts to extend joint-use agreements into existing schools remain an objective, particularly where they can bolster neighbourhood-level access to community programs and rentals.
- #33.** Construct a double gymnasium toward the end of the PRMP planning period (2031) as part of the proposed multi-use community centre at the Mississauga/Embleton Community Park, complementing an indoor aquatic centre and fitness centre. The gymnasium should be

Recommendation – Gymnasiums

designed with 'sport-friendly' features to be supportive of the City's long term athlete development objectives.

- #34.** A gymnasium or large multi-purpose hall capable of accommodating gym sports should be strongly considered through any future conversion(s) of a Level 3 Aquatic Centre as proposed through Recommendation #21.

3.7 Indoor Turf Fields

Supply & Distribution

The City owns and operates the Brampton Soccer Centre that contains four indoor fields housed as part of a broader multi-use community centre. This facility is located in RPA 'C'.

Themes from Community Engagement

The two soccer organizations responding through the stakeholder survey indicated that they would like the City to invest in additional indoor turf fields, with one of the group's specifically requesting a larger field of play. A few attendees at the Public Meeting and the Stakeholder Workshops also articulated a preference for a turf fields enclosed in a bubble or dome. The community survey recorded 15% participation in indoor soccer (170 households), placing within the top twenty activities pursued during the previous twelve months while the survey sample rated indoor sports fields as a lower level priority falling outside of the top ten with 15% support.

Local & Regional Market Conditions

The Brampton Soccer Centre complements the City's supply of outdoor rectangular fields, allowing the City to deliver instructional soccer programming (as well as within a number of its gymnasiums) while servicing local sports field associations that organize their own leagues and related programs, as well those seeking pick-up rentals. While the primary use of artificial turf fields is for soccer, this facility type can accommodate multiple field activities including rugby, football, lacrosse, Ultimate Frisbee, dodgeball, team conditioning, training, and fitness pursuits. Between 700 and 800 hours per month have been booked during peak season periods over the last four years at the Brampton Soccer Centre, although the usage has been trending downwards with 84% prime time utilization during 2015. The number of indoor players with affiliated groups was recorded at 3,600 in 2014 (2015 data was not available at time of writing) compared to 4,100 players in 2012. The City notes, however, that booking and registration data may be under-reported as adult registrations are not presently tracked while bookings may reflect the low end of the usage spectrum due to block bookings starting before and ending after prime time not being reflected.

Indoor turf fields are typically provided by the municipality, private sector, community group, or a combination of the three in order to share financial and operating responsibility. Partnership agreements between municipalities and community-based operators are typical where an air-

supported structure (bubble) encloses the field. Many municipalities that have constructed permanent structures have tended to do so by integrating them with other municipal recreation facilities, and thus usually operate such facilities autonomously given that there are already municipal staff onsite to schedule, maintain, and provide access to the fields while overhead costs are usually built into the entire facility budget.

Facility Design & Operating Considerations

The size of indoor turf fields varies considerably. The Brampton Soccer Centre fields are actually designed around the dimensions of an ice pad while templates employed in other communities take the shape of a rectangular field. Even the size of an indoor rectangular field differs by community as some provide a full size field that can be divisible into four while others provide fields that can only be divisible in two or not divided at all.

Rationalization of Current and Future Needs

The need for indoor turf fields is best calculated with a sound understanding of the local soccer playing market, noting the 3,600 affiliated indoor players three years ago is the most recent data set available (but excludes a sizeable portion of the total market as noted above). Looking specifically at the Brampton Soccer Centre, there appears to capacity available to accommodate more bookings which would suggest that the system has the ability to respond if faced with demands for more hours.

That said, there is merit to groups' requests for a full size indoor field given the Brampton Soccer Centre fields are suited to smaller-format games. However, it is not possible to quantify the local market for indoor turf given the lack of registration data available to the City which limits the ability to anticipate impacts that a new full-size indoor rectangular field would have on use at the Brampton Soccer Centre. In order to make an informed decision and prevent further erosion of the existing facility, the City should undertake an indoor turf study in 2020 that is preceded by a period of trend tracking of registration and rentals occurring at the Brampton Soccer Centre. That study, which should include a consultation component with field users and prospective partners (e.g. field sport organizations, school boards, etc.), will provide the City with a sound understanding of market conditions and financial costs that can be used to decide whether or not to invest in additional indoor fields. It is understood that a local school board is planning to undertake its own artificial turf study, through which the City is encouraged to participate as a stakeholder and consider the results of such as study when embarking on its own turf strategy In the interim, it is likely that the Brampton Soccer Centre will continue to have capacity through which to accommodate additional demands.

Recommendations – Indoor Turf Fields

- #35.** The City should undertake an Indoor Turf Study to determine the feasibility of investing in a second indoor turf facility based on market conditions, costs, and potential impacts – if any – to the Brampton Soccer Centre. Similarly, the City should consult with the school boards to be

Recommendations – Indoor Turf Fields

aware of any artificial turf field developments (indoor or outdoor) planned at local schools, and whether there are partnership opportunities that may be pursued as a result.

- #36.** The City should strive to improve upon its data tracking systems to allow for a better understanding of registration characteristics of major indoor field renters including the number, age and residency status of their respective membership bases.

3.8 Seniors' Centres

Supply & Distribution

The City operates two seniors-dedicated facilities: the Flower City Seniors Centre (FCSC) in RPA 'G', and the Knightsbridge Community & Senior Citizens' Centre (KCSC) in RPA 'H'.

Themes from Community Engagement

Recognition of the growing population of seniors was a theme expressed throughout a number of consultation initiatives, with a general sentiment being the need to ensure facilities and services are available for seniors. 5% of community survey participants reported participating in organized seniors' programs over the past twelve months, placing outside of the top twenty surveyed activities. However, 18% of the survey sample supported additional investments in dedicated seniors' facilities which falls within the top ten priorities.

Local & Regional Market Conditions

The two seniors' centres deliver programs in arts and crafts, cards, dance, drama, and music, education and culture, fitness and health, sports and games, special events and more. However, the operating/delivery model is different between the two locations as the FCSC is directly delivered by the City of Brampton while the KCSC is delivered by the community (with support of the City for maintenance and registration). Over 2,800 people participated in programs offered through the Flower City Seniors Centre while another 150 participated in City-run programs at Knightsbridge Community & Senior Citizens Centre, collectively amounting to over 14,000 program registrations in 2015 (noting data for programs run by KCSC's community-based provider is not available and thus not included in this figure). Program fill rates are fairly strong at the FCSC, hovering around the 85% mark over the past three years and the facility appears to be very well used particularly during the daytime.

As a result of the many physical and social benefits produced by older adult centres, these important community assets are generally regarded as an important part of the health care and recreation sectors. However, only about 10% of Ontario's older adult population make use of their services. Based on the 2,950 residents that participated in programs at Brampton's two seniors' centres, uptake amounts to only 2.5% of the City's entire 55+ population. In general, older adult centres province-wide have been most successful in attracting individuals from lower or middle income

brackets, including a very high portion of single women. Further, anecdotal observations of FCSC staff suggest that while the centre attracts some usage by visible minority groups, it is not necessarily representative of Brampton's cultural profile as a whole.

The target market for older adult centres in Ontario is the 65-plus age group, although membership tends to be available to those 50 or 55 years of age and older. Because older adult centres are designed to appeal to such a wide age range, members tend to stay involved for a very long time. Members of older adult centres are also very healthy and have strong activity patterns that help them remain physically well (55% of members described their level of physical activity as fair/moderate, and 33% as good/excellent).¹³

In addition to these two dedicated facilities, the City's community centres offer many programs specific to older adults and seniors from dancing classes to fitness programs and more. Every year since 2013, there have been over 23,000 drop-in visits under the City's A55 programs, granted this is far less than the 60,000+ drop-in visits at the FCSC.

Not necessarily reflected in the FCSC and KCSC membership or participation figures are a number of other community-based senior citizens clubs and organizations. There are 61 such community-based seniors groups that are affiliated with the City of Brampton that collectively report over 6,700 members using the two seniors centres along with various community centres, parks and schools throughout the City.

Facility Design & Operating Considerations

The FCSC is representative of best practice in senior centre design, employing a multi-use concept integrating spaces for social activity, physical activity, arts and culture, and education. The facility is well positioned to accommodate active living programs in demand by younger seniors through the fitness studio and gymnasium but contains a number of social areas (lounges, craft studios, etc.) that are also responsive to the needs of more elderly members whose interests tend to be more of a passive nature. The stand-alone facility model dedicated to older adults and seniors is consistent with practices in other municipalities (e.g. Mississauga, Markham, Richmond Hill, Aurora, etc.) although integrated models whereby dedicated space for seniors form part of a broader community centre are also common.

Rationalization of Current and Future Needs

Despite strong fill rates, programming at the two seniors' centres attracts a very small proportion of Brampton's older adult population. The FCSC's 2015 membership was 3,250 individuals which equates to 2.5% of the 55+ population; however, there are approximately 6,100 individuals holding the City's A55 Plus recreation membership, which is capture of 5%, nearly double that of the FCSC. Even combining the two membership categories captures less than 8% of the total seniors market. This may be due to a number of reasons such as the fact: seniors are susceptible to transportation barriers and thus the catchment area – and program capture as a result – is more localized; the

¹³.¹³ Older Adult Centres' Association of Ontario. 2010. Building Bridges to Tomorrow: User Profile of Older Adults Centres in Ontario.

dedicated facilities are not capturing as many 'younger' seniors who instead choose to participate at inter-generational community centres, as the above capture rates may suggest; and/or seniors using the FCSC and KCSC may be more inclined to partake in the facilities' non-programmed offerings.

All indications suggest that the FCSC is a very busy location and its ability to add additional program capacity is constrained. While this provides rationale through which to replicate the model elsewhere in the City, it is important to recognize that the FCSC also responds well to the demographic and socio-cultural characteristics of its immediate area (i.e. over half of FCSC program registrants reside west of Highway 410), including many of whom reside in Brampton's historic core where demographic characteristics are much different than in the peripheral areas where the 'traditional' seniors centre model may not respond in the same way. For example, older adults in certain newcomer or cultural groups may not be as inclined to formally register for programs in the same way as established Canadian seniors would, but instead may be looking simply for get-togethers or non-structured activities that they can pursue with friends or family.

Herein lies a potential challenge for the City. There is a growing demand for seniors spaces, however, such demands are different than the City already addresses through its existing centres and in fact is different than what is usually provided through the prototypical facility developed in the rest of Ontario. Brampton's east end has been the subject of much discussion for a new seniors centre and there is certainly merit in considering a dedicated space east of Torbram Road corridor. However, with the demographics of the area showing a substantial East Asian and South Asian populations (as well as other cultural groups), the type of space provided will need to consider cultural nuances if it is to be successful.

For example, an east-end seniors centre may incorporate some similar elements as a traditional seniors centre would (e.g. yoga studios, gymnasiums, eating areas, etc.) but possible non-traditional spaces could be comprised of rooms and programs oriented to newcomer services (e.g. volunteer and/or employment services, ESL, newcomer integration, etc.) and a greater focus on indoor/outdoor communal areas for gatherings. There is also opportunity to deliver a facility and programming using a hub-model approach with other agencies specializing in community and newcomer services such as Brampton Public Library (that delivers a large share of the City's newcomer services), the YMCA and Region of Peel to complement any recreational offerings of the City. The parcel at the southeast intersection of Torbram Road and Sandalwood Parkway should be considered as a possible location – among others – for a new seniors' facility.

Input received through consultations suggests that seniors are increasingly congregating in common areas of community centres, largely for socialization but sometimes for passive activities such as card playing. This represents an excellent example of trends that suggest community centres are playing an increasingly important role in preventing social isolation among the seniors' population. However, it can also be a challenge in the sense that sometimes these groups will occupy space in community centre lobbies and seating areas for hours at a time, sometimes at the inconvenience of other facility users (e.g. spectators, organizations who have to pay for permits to access rooms, etc.). Nevertheless, this is considered to be a "good problem" to have as community centres – and parks for that matter – are constructed with the hopes of having people use them. Creative strategies

should be employed to accommodate casual use by such seniors' groups potentially through adding or reconfiguring common spaces, providing additional seating areas, or opening up multi-purpose rooms for use if they are not otherwise being used for permitted/programmed activities or rentals. Doing so will allow the City to reinforce its commitment to a neighbourhood-based facility delivery model. It also reinforces Brampton's community centres as intergenerational facilities that can continue to integrate 'age-friendly' principles in design and service delivery which can result in a more efficient use throughout the day and reduce pressures placed on dedicated seniors' centres. A focus on engaging seniors clubs informally using outdoor spaces and parks should be employed to determine if/how they could make better use of the City's 55+ programs and facilities.

Recommendations – Seniors' Centres

- #37. Construct a seniors' centre in the east end of Brampton using a community-hub centred approach involving prospective partners to complement services offered by the City. A specific site selection, design and consultation effort with prospective partners and older adult representatives should precede construction to verify the optimal model of delivery.
- #38. Evaluate the ability of common areas, lobbies and multi-purpose rooms at existing community centres to accommodate a greater degree of unstructured gatherings and organized seniors' programming. Similarly, other municipal facilities beyond those in the recreation portfolio should also be examined for their ability to accommodate 55+ programming as appropriate.
- #39. Re-examine the operating/governance model employed at existing and future seniors centres to seek consistency specifically relating whether the City or a community group directly delivers programming to the 55+ population.
- #40. Initiate an engagement and implementation strategy targeted to seniors' groups that informally use parks and other outdoor spaces on a consistent basis, to determine if/how they can be integrated within the rest of the City's 55+ service complement. Such a strategy could be employed as part of the recommended Older Adult Plan (see Recommendation #106).

3.9 Multi-Purpose Rooms

Supply & Distribution

Community centres in the City of Brampton collectively contain 61 multi-purpose rooms (MPRs) of varying sizes and capacities. These rooms host numerous programs across age groups. Multi-purpose rooms, as well as auditoriums, can host different events and programs. Programs range from visual arts, drama and singing, music, photography, and pottery, to day camps, to general interest programs such as cooking and languages.

Additionally, youth lounges or youth rooms provided at a number of community centres are largely multi-programmable spaces providing space for drop-in youth programs at specific times. It is

understood that these are not dedicated youth rooms but are also available for other program opportunities for all age groups (though program priority in these spaces is assigned to youth). Youth-specific programming is largely delivered out of certain lounges as well as other multi-purpose rooms and gymnasiums located in other community centres.

Themes from Community Engagement

Apart from certain sport organizations articulating that they make use of MPRs for meetings, AGMs, training, etc., few comments were received through the PRMP consultations with respect to these spaces apart from some Public Meeting attendees expressing a desire for these rooms to be made available for free so that they could socialize in them rather than occupying other common areas such as lobbies of community centres.

The community survey rated investment in dedicated youth centres as the eighth highest priority (22% or 215 households) while community/banquet halls fell outside the top 15 requests at 10%. Input provided through various in-person consultations reinforced the importance of making sure there are adequate facilities and programs to engage local youth/teens.

Local & Regional Market Conditions

Brampton's MPRs are used for meetings, programs, camps, arts and cultural activities and general community rentals. Nearly 42,000 hours were booked in prime time across the MPRs in 2015, an increase of nearly 3,000 hours since 2012. The majority of use, however, takes place during the daytime with over 60,000 hours booked in non-prime times in 2015 which amounts to 10,000 more hours than in 2012.

Facility Design & Operating Considerations

Multi-Purpose Rooms

Multi-purpose rooms, as their name suggests, are designed to accommodate many different programs and uses within their confines. They can be small rooms less than 500 square feet which are suited for meetings to large halls capable of hosting gatherings of 300+ persons. It is common practice to construct large rooms that feature wall dividers to reinforce flexibility of uses depending upon the type of program or event that is booked. Some MPRs incorporate features oriented to fitness classes or dance (e.g. softer floors, wall mirrors, etc.), others are designed with arts and cultural uses in mind (e.g. with sinks, cupboards, etc.) and others are fitted with multi-media and audio-visual systems for business meetings or gatherings for families and friends. Recent construction estimates place the construction of multi-purpose program space in the range of \$300 per square foot depending upon level of amenity, finishes, etc. while their operating impact is nominal in relation to most other community centre components.

Youth Space

Municipalities provide space for youth in a number of ways. As Brampton has done, certain MPRs are made available to youth at certain times of the day but are not exclusive to youth programs which makes these rooms flexible, though a limitation is that these general rooms may not have features that are appealing to youth. Recognizing this, some municipalities have created dedicated

spaces for youth that contain features such as foosball and pool tables, multi-media areas, comfortable couches to 'hang out', graffiti walls, etc. Such a format is usually integrated within a community centre – sometimes with a separate external access to give youth an impression the space is 'theirs' – though some municipalities have chosen to provide stand-alone youth centres as well.

Rationalization of Current and Future Needs

Multi-Purpose Rooms

While data suggests there are ample rental opportunities available within the supply of MPRs, provision of additional community program spaces should be considered when constructing new or expanded major municipal facilities, whether future multi-use community centres, libraries or other civic institutional buildings. This is recommended on the basis that multi-use program rooms do not generally add a considerable capital or annual operating cost in relation to other major community centre components, and will augment the geographic distribution of space by servicing populations in new residential areas where no such facilities presently exist.

Similarly, looking towards the end of the master planning period and beyond when infill and intensification activities become increasingly common, integration of community program rooms within private condominium or apartment developments should also be explored in concert with local land development industry (municipalities have the option to negotiate community programming space in private developments using bonusing provisions of the Planning Act). Doing so would allow the City to expand program opportunities in established areas of Brampton and enhance distribution of service while reducing the urgency to secure new land for multi-purpose program opportunities.

City Staff and some members of the public have noted that common areas in community centres are being occupied by informal gatherings of residents, some of whom spend a lot of time in these areas socializing. This is excellent in the sense that buildings are being used although it can come at the detriment of other facility users involved in or watching organized activities. Many municipalities are exploring how their community centres can attract more informal utilization, particularly to minimize social isolation experienced among the elderly and newcomer populations.

Given the pressures being placed on these common areas and the fact that MPRs are locked when not being utilized, the City should give consideration to opening up some of its MPRs to alleviate pressures elsewhere in a facility. It is fully appreciated that certain groups pay to rent these rooms and there could be an inequity to such an approach, although it could entail a similar philosophy as used for shade shelters whereby a permit holder has first right to a MPR whereas casual users can occupy the space provided it is not otherwise booked. There is also a challenge that revenues could decrease should organized groups decide to become 'unorganized' and take advantage of any loopholes, however, these rooms are fairly low cost in the grand scheme of facility operations though additional staff supervision could be required particularly where the rooms are not in highly visible locations to ensure safety and no negative behaviours are occurring.

Youth Space

The City of Brampton is a Platinum-level Youth-Friendly Community, the highest designation that can be awarded to a municipality under the initiative. While some MPRs are primarily intended for youth at specific times, there is opportunity to leverage best practices found in other municipalities that provide youth with dedicated space within multi-use community centres. The proposed west-side multi-use community centre is recommended to contain a gymnasium and a skateboard park, two facilities that are highly complementary to youth/teen-based programming as well as the indoor aquatic centre and splash pad. A future youth space should be designed in consultation with local youth, teens and youth-serving agency representatives.

Recommendations – Multi-Purpose Rooms

- #41.** Multi-purpose rooms for community programs and rentals should be considered at the time of new recreation facility construction or expansion projects, including as part of the proposed 'Mississauga/Embleton' community centre.
- #42.** A space dedicated for youth/teen programming should be integrated within the proposed 'Mississauga/Embleton' community centre to attain synergies with the indoor aquatic centre, gymnasium and skateboard park. The integrated space should be designed with input received from local youth.
- #43.** The City should undertake a strategy through which to prioritize improvements required to enhance the programming capacity of multi-purpose rooms located in older community centres. These rooms should be viewed to accommodate specific or a flexible range of uses that are conducive to the City's programming portfolio, age-specific opportunities, and for community rentals.
- #44.** As older recreation centres approach or reach their renewal/redevelopment lifecycle, the City should evaluate the ability to consolidate activities/programming where groups of smaller centres are located in order to maximize capital dollars, including the potential closure of one or more facilities. Programming and capital investment should be reflective of current and anticipated future demands.

LET'S CONNECT PARKS AND RECREATION MASTER PLAN

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Section 4: Outdoor Recreation Facility Assessment

Brampton's outdoor recreational infrastructure attracts residents to experience the local parks system while providing opportunities for sport development, enjoyment of the outdoors, and opportunities for residents to gather with one another in their neighbourhoods, communities and across the City. Nearly 900 community survey respondents place a high degree of importance on Brampton's outdoor recreation facilities making them critical parts of the urban fabric. This section evaluates the need for various outdoor recreation facilities that form part of the City's core service mandate. Service level targets and associated needs for various indoor facility types are summarized below, with the supporting analyses contained throughout the rest of this section.

Table 5: Outdoor Facility Assessment Service Level & Facility Needs Summary

Facility	Current Supply	Current Service Level	PRMP Targeted Service Level	Additional Facilities Required by 2031
Rectangular Fields (Natural)	140.5*	1 : 4,372 population 1 : 58 affiliated players	1 : 75 registered players (affiliated and non-affiliated)	9 (minimum)
Ball Diamonds	101.5*	1 : 6,052 population	1 : 100 registered players	TBD upon collecting affiliate and non-affiliate group registration data
Cricket Pitches	18	1 : 34,128 population	Based on geography	Up to 3
Artificial Turf Fields	5	1 : 122,860 population	No generally accepted standards – confirm by business planning	1
Tennis Courts	52	1 : 11,813 population	1 : 10,000 population in new growth areas	30
Multi-Use Sport Courts	24	1 : 3,991 youth ages 10 to 19	1 : 800 to 1,500 youth (10-19) plus a court within 800m to 1.5km for newly developing residential areas	TBD based on future park and subdivision design
Skateboard Parks	6	1 : 15,964 youth ages 10 to 19	1 : 5,000 youth (10-19) plus consideration of geography	2
Bike Parks	0	0	No generally accepted standards – confirm by business planning	Up to 1 (contingent on separate study)
Outdoor Pools	3	1 : 204,767 population	No generally accepted standards – confirm by business planning	0

Facility	Current Supply	Current Service Level	PRMP Targeted Service Level	Additional Facilities Required by 2031
Splash Pads	9	1 : 8,697 children ages 0 to 9	1 : 3,000-5,000 children (0-9)	4
Playgrounds	294	1 : 2,089 population	Within 800m of major residential areas	TBD based on future park acquisitions

* supply and service levels reflected in terms of 'unlit equivalent' facilities

4.1 Outdoor Rectangular Fields

Supply & Distribution

The City of Brampton outdoor sports field inventory includes 129 natural grass rectangular fields consisting of 35 major rectangular fields - 2 stadium fields, 5 lit and 28 unlit fields – along with 29 minor unlit rectangular fields and 65 mini unlit rectangular fields. The City also permits 65 fields at local schools (comprised mostly of minor fields, primarily through Peel District School Board properties).

In addition, four of the City's five outdoor artificial turf fields can be used for soccer. Recognizing that lit grass fields and outdoor artificial fields provide greater capacity for play than an unlit natural grass field – largely due to extending play later into the evening and artificial turf does not need to be rested – an equivalency factor has been applied where by each of the 5 lit grass fields is counted as 1.5 unlit grass fields while each of the 4 artificial turf fields are counted as 2.0 unlit grass fields. In doing so, the City's effective supply of rectangular fields stands at 140.5 unlit grass field equivalents (or 205.5 fields when including permitted school fields). It should be noted, however, that the number of minor, mini and school fields changes season by season depending upon user group registrations (i.e. where fields are non-dedicated sizes but rather are lined within a larger sized field).

RPA	Number of Fields (Lit and Unlit)	RPA Service Level (2016)	RPA Service Level (2031 with current supply)
A	21	1 : 1,233	1 : 4,090
B	8	1 : 10,663	1 : 13,850
C	15.5	1 : 6,045	1 : 6,813
D	8	1 : 9,550	1 : 15,400
F	29	1 : 2,497	1 : 3,069
G	43	1 : 2,042	1 : 2,102
H	16	1 : 5,113	1 : 5,719
E / I	0	--	--
Total	140.5	1 : 4,372	1 : 5,956

Note: Equivalency factor of lit grass fields and artificial turf fields is 1.5X and 2.0X an unlit grass field, respectively. Chart does not reflect 65 fields permitted through schools which increase current and future service levels to 1:3,000 and 1:4,100, respectively.

Based on the effective supply, the City's overall service level is one unlit field equivalent per 4,372 population – the service level improves to 1:3,000 when including permitted school fields. Strongest levels of provision for municipal fields are found in RPA 'A' (1:1,200, noting this is because the RPA's residential areas are just beginning to develop but are already served by a major sports field complex at Creditview Sandalwood Park), RPA 'G' (1:2,000) and RPA 'F' (1:2,500).

Themes from Community Engagement

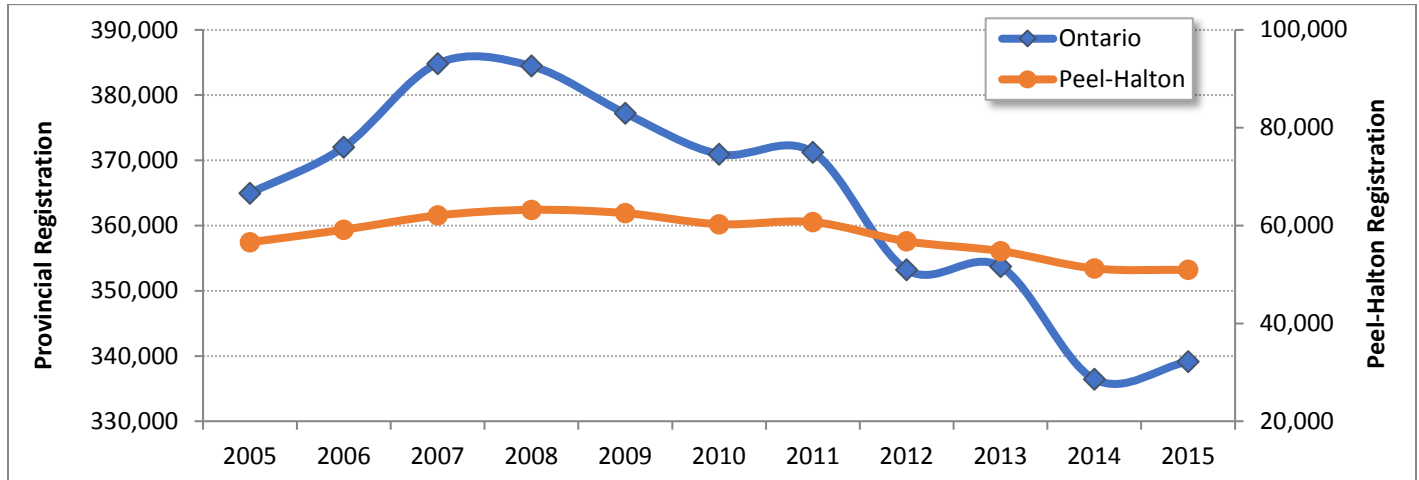
Certain soccer clubs participating in the Stakeholder Workshops and submitting a stakeholder survey reported that they were unable to expand their membership due to a limited supply of facilities and competition for booking time. Some also attributed their membership growth partially to Brampton's cultural diversity and stated a desire for additional artificial turf fields for indoor and outdoor play, as well as better coordination with school boards to encourage them to keep their fields to a higher standard. The community survey recorded 23% of its sample (260 households) playing outdoor soccer during the past twelve months, making the sport the ninth most popular pursuit, based on survey respondents. Additional fields were the eleventh highest priority for future investments, representing 16% of those surveyed.

Local & Regional Market Conditions

Soccer underwent enormous growth in the 1990s when it replaced baseball and hockey as the most popular organized sport among Canada's youth. The Peel-Halton Soccer Association, which encompasses Brampton-based clubs sanctioned by the Ontario Soccer Association (OSA), grew steadily until reaching peak registration in 2008 after which participation tapered albeit not to the extent for Ontario as a whole.

As of 2014, there were approximately 51,000 players registered in Peel-Halton. What is most notable about the declining regional participation numbers is the fact that the capture rate is decreasing. There are about 12,000 fewer outdoor soccer players in Peel-Halton (affiliated with the OSA) since its peak, yet population in Peel-Halton has been growing significantly, therefore, the percentage of the population playing outdoor soccer is in decline. This may suggest that interest in soccer in the Peel and Halton Regions may be levelling off among residents, although with implementation of the OSA's Long Term Player Development standards (LTPD), continued demand for soccer fields can be anticipated. LTPD aims to bolster grassroots soccer programming by focusing upon improved coaching, fewer games, more ball time, and skill development as opposed to the historical emphasis on scoring and winning games. However, declining OSA registrations are likely being offset by observed growth in private academies and religious/cultural groups forming their own unaffiliated leagues (there are a number of non-OSA affiliates in Brampton), though the number of players falling under non-OSA affiliates is difficult to quantify. Therefore, soccer remains one of the most popular sports across the province that continues to exhibit growth potential both locally and throughout Ontario.

Figure 2: Provincial Registration Trends in Outdoor Soccer



Source: Ontario Soccer Association

In Brampton, the number of youth players registered with affiliated organizations decreased from 7,500 players to 6,100 players between 2012 and 2015 (-19%). On a percentage basis, this rate of decline is greater than the rate experienced for the Peel-Halton Soccer Association (-10%) and provincial registrations as a whole (-4%) over the same period of time, although noting that certain groups (e.g. adults and non-affiliates under the City’s policy) are not included in the Brampton numbers although some of these groups may be affiliated with the OSA.

Looking specifically at Brampton’s lit and unlit natural grass rectangular fields during peak season months of June to August, the number of prime time bookings (which are different than actual hours rented) has decreased across all field types between 2012 and 2015 by over 4,600 hours, potentially correlating with affiliated player registration trends, although tournament bookings grew by 400 hours. Between June and August 2015, the City indicates that prime time utilization rates are strongest for its artificial turf fields and it is apparent that there is ample time available for use within its grass fields (across the entire system, without differentiating by field quality).

Utilization rates should be interpreted with a degree of caution as the City notes its statistics may reflect the low end of the usage spectrum due to certain fields accommodating multiple sports (which may restrict availability), block bookings occurring starting before and ending after prime time not being reflected, etc. As noted earlier, the City does not presently have a mechanism to track the number of hours actually used (this is common in most municipalities given the number of fields that would have to be monitored with limited staff resources).

Facility Design & Operating Considerations

The OSA’s LTPD model tailors field dimensions specifically to the age and ability of players, recognizing the various stages of physical and cognitive development. Under the LTPD scenario, there are six field sizes oriented to 11 versus 11 (referred to as

11v11), 9v9, 7v7, 5v5 and 3v3 whose respective dimensions and age divisions are articulated as follows.

Table 6: Long Term Player Development Field Dimensions

	U4 / U5	U6	U7	U8	U9 / U10	U11 – U12
Game Day Squad Size	Parent & Child	Max 6	Max 8	Max 10	Ideal 9 / Max 12	Ideal 12 / Max 16
Field Width	n/a	18 to 22 metres	25 to 30 metres	25 to 30 metres	30 to 36 metres	42 to 55 metres
Field Length	n/a	25 to 30 metres	30 to 36 metres	30 to 36 metres	40 to 55 metres	60 to 75 metres

Source: Ontario Soccer Association

Given that most rectangular fields in existence were designed and constructed prior to the LTPD coming into effect, not all fields meet LTPD specifications. Historically, most municipalities developed their fields as ‘full/regulation’ size, ‘intermediate/junior’ size, and ‘mini/micro’ size. The full field - if designed per FIFA regulation standards – is similar to the 11v11 dimensions and this type of field can generally accommodate all the sizes of fields required under LTPD. Using existing line markings with cones and portable nets, one 11v11 field can accommodate eight 3v3 fields, five 5v5 fields (additionally, two 5v5 fields can also be placed across the width of a 7v7 field), and one 7v7 field.

The level of amenity at each field depends upon its function within the field classification hierarchy (e.g. Class A, B or C) and the type of park that it is located within. Fields located within neighbourhood-level parks do not tend to have any built structures or permanent seating associated with them whereas fields located in Community/City-level parks and sports field complexes may have washroom/change room facilities, concessions, players benches and/or shelter structures, bleacher seating, internal pathways and patio areas, etc. Fencing is also installed where it is necessary to protect grass and artificial turf fields from non-permitted usage due to the operating efforts expended on them.

Research has shown that soccer organizations typically prefer smaller fields 60 metres by 30 metres (200 feet by 100 feet) to run programming, although 100 metres by 60 metres (360 feet by 200 feet) field templates are also desirable to support rep-level and adult play. Estimated construction costs - excluding design - typically start at \$110,000 for unlit mini/3v3 fields and \$275,000 for unlit senior/11v11 fields, depending on factors such as the design, site conditions and field amenities. Lit fields tend to add an additional \$200,000, regardless of field size. Operating costs depend upon the level of maintenance expended largely through cutting, irrigating, fertilizing and shoulder season turf repairs. A premier field will incur a greater operating cost than would a neighbourhood level or practice field, the latter of which would be cut and irrigated less frequently.

Rationalization of Current and Future Needs

GTA municipalities generally target soccer fields at a rate of one field per 70 to 80 registered players, a standard that considers the mix of youth versus adult users along with house league versus rep-level participants. With 6,100 youth and 2,100 adults in City-affiliated organizations, the 8,200 players in total result in a service ratio of one field per 58 affiliated players. When factoring unaffiliated players into the equation (registrations for unaffiliated groups – such as academies and cultural groups – is not formally tracked), the service level will draw lower into the aforementioned range but also must recognize that certain unaffiliated groups may have a greater proportion of non-residents.

Since Brampton has a fairly youthful demographic relative to other communities, a service level of one field per 75 registered players is recommended as a target which considers the fact that younger age divisions are less likely to play later in the prime time window and accounts for the fact that unaffiliated registrations have not been reflected. Under a conservative scenario that assumes capture rates among affiliate groups will remain constant over the PRMP planning period – despite the fact that they are decreasing at the regional and local level – the City of Brampton would require a minimum of 9 new rectangular fields by the year 2031 to meet the needs of soccer.

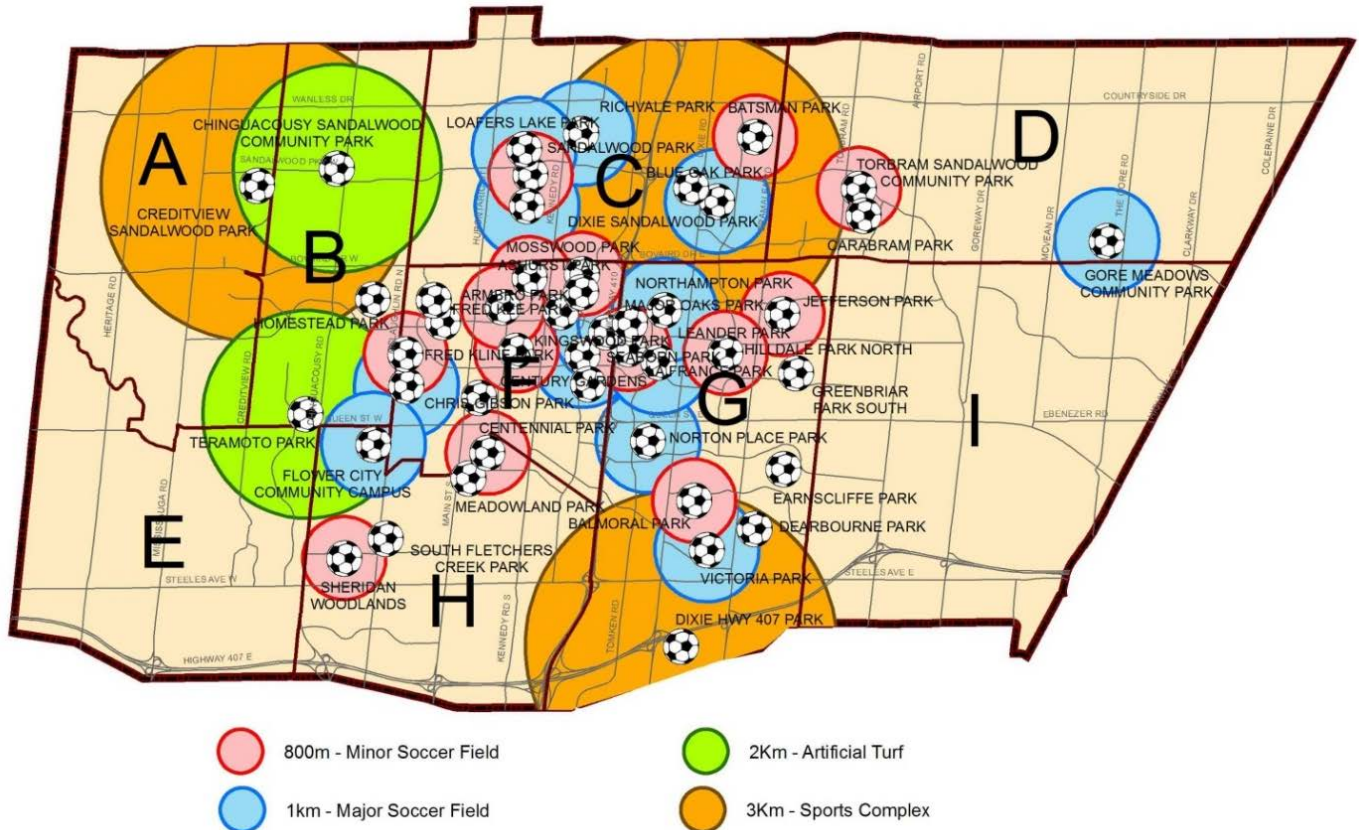
By comparison, the City's existing service level of one field per 3,000 exceeds the 1:4,300 ratio utilized through its 2008 Master Plan process. If maintaining that 1:4,300 standard – although noting the previous Master Plan process recommends reviewing the standard at this time – the City would require over 50 new fields by 2031 which is not deemed to be a sustainable use of land and capital given the capacity that is apparent in the rectangular field system today.

The preferred rectangular field implementation strategy takes an approach of new field construction – i.e. the 9 new fields recommended under the 1:75 player standard – as well as through balancing geographic distribution and service levels across the RPAs.

An important point to make is that the City's primary residential greenfield areas are expected to have considerable population growth, particularly among the youth demographic, but RPA 'D' and RPA 'E' in particular will have below-average service levels given their rectangular field supplies are largely undeveloped. On the other hand, RPA 'F' and RPA 'G' are among the best-served in Brampton as measured by geographic coverage (see Map 5) and population, however, they are characterized by mature neighbourhoods with aging characteristics. Combined with the fact that these two RPAs are expected to experience considerable intensification and infill development over and beyond the PRMP - which in turn will place significant pressures upon the parks located within them – there is merit in relocating certain fields there in order to:

- a) better service areas of the City with more youthful populations by matching geographic distribution of the supply to where demands are greatest; and
- b) reclaim and redesign parkland occupied by rectangular fields to relieve pressures created by future intensification activities and position these parks to function in a manner to that envisioned for 'Urban Parks' as envisioned in Section 2.1 of this report (e.g. potentially acting as destination parks, recreational or cultural hubs, etc.).

Map 5: Distribution of Rectangular Fields



Of the 69 physical fields (72 unlit natural grass equivalents) located in Brampton Central and Bramalea (RPA 'F' and RPA 'G'), **relocation of 20 fields** by 2031 would still retain a healthy service level around 1:3,500 population (collectively) at that time and potentially free up a considerable quantum of land for 'Urban Park' and other neighbourhood-serving functions in these two areas.

The following considerations are advanced for the City with respect to future rectangular field developments, centred upon the construction of 9 new rectangular fields and 20 fields relocated from RPAs 'F' and 'G':

- **North West Brampton (RPA 'A')** – the service level in this area is presently the strongest in Brampton and will remain above average in fifteen years. However, the availability of greenfield land makes this RPA a logical

destination for at least **2 new rectangular fields** by 2031. This would result in a service level of 1:3,700 population at that time.

- **Fletchers Meadow (RPA 'B')** – the service level in this area is presently the lowest of all the RPAs (1:10,000), however, a significant proportion of the population residing here is located in close proximity to the Creditview Sandalwood Park rectangular field complex which considerably mitigates pressures within the RPA 'B' physical boundary. Nevertheless, this RPA's future residential development areas – largely the Mount Pleasant Secondary Plan Area – are a logical choice for at least **1 new field and 2 relocated fields** by 2031 (as permitted by availability of parkland). This would result in a service level of around 1:10,000 at that time, remaining well below the RPA average but again recognizing pressures are alleviated by the nearby rectangular field complex.
- **The Gore (RPA 'D')** – the availability of greenfield land, low service levels and significant forecasted population growth make this RPA an ideal candidate for at least **3 new rectangular fields and 5 relocated fields** by 2031. This would result in a long term service level of 1:7,700. The creation of a sports field complex to serve the east-side of the City has been contemplated at Gore Meadows Community Park; this recommendation should be considered as park design work (contemplated in 2017) is undertaken. This site would assist in meeting a portion of field developments identified for RPA 'D'.
- **Bram West (RPA 'E')** – as another RPA with considerable greenfield land and considerable population growth, but with no rectangular fields developed as of yet in its boundary, this RPA should contain at least **3 new rectangular fields and 8 relocated fields** by 2031. This would result in a service level of 1:6,500 population at that time. The proposed 'Mississauga/Embleton' site represents an opportunity to help fulfill this recommendation although additional lands would need to be added to the City's inventory to address further field development since there are presently no other major parks contemplated in this area.
- **Bram East (RPA 'I')** – given there are no rectangular fields here at present, **5 relocated fields** should be considered by 2031 (as permitted by availability of parkland). This would result in a long-term service level around 1:14,000 which is well below the RPA-wide average but recognizing populations in Bram East would also be serviced to a degree if constructing a soccer field complex at or near Gore Meadows Community Park.

In recognition of growing land scarcity pressures in Brampton that will pose greater challenges in assembling lands large enough to accommodate one or more sports

fields, the City should consider a few key strategies as a point of departure in developing the future supply of rectangular fields:

- a) There is merit in discussing joint-use development and usage agreements with the local school boards to determine cost-saving potential in construction and/or operations given the capacity that exists in the system today. A joint field development/usage strategy would especially be helpful in areas where large parcels of parkland are more limited, as discussed above for Bram West.
- b) The City should explore permitting open spaces within parks (i.e. land not otherwise designed as a sport field) whereby leagues could arrange lining of their own mini/micro fields for play provided such open spaces are flat, unencumbered and/or designed as multi-use areas where groups can bring their own portable nets as required. Not only would this help address pressures where land for full fields is scarce, it would help improve neighbourhood-based distribution as well as potentially alleviate pressures from other rectangular fields and open up capacity for additional usage.
- c) As articulated through Recommendation #51, the City should also work with its soccer associations to determine how greater usage of fields can be achieved particularly if strategic reinvestments into existing infrastructure were to occur. Amendments to current sports field allocation practices may also aid in this respect and potentially result in cost savings through reducing investments in new field construction by making more efficient use of the existing inventory.

The City notes that numbers articulated for the affiliated organizations may be slightly off as some organizations do not provide accurate registration numbers, nor has the City historically recorded adult registrations (though adult membership is now being recorded but still may not reflect all users). The City should ensure that a formalized system exists to track registrations among major affiliated and unaffiliated sport associations using municipal sports fields which in turn will aid the City's field planning, management and scheduling processes. Having organizations provide accurate registration is crucial in this respect and, as an example, can be integrated through the annual sports field allocation process whereby groups are required to submit names and contact information for each of its members that the City can verify as required. Upon reconciling its registration collection methodology to its satisfaction, the City should plan future fields reverting to a 1:75 player standard.

Recommendations – Outdoor Rectangular Fields

- #45.** Construct a minimum of 9 new rectangular sports fields over the PRMP period, primarily focusing upon parks within new residential areas of RPA 'A, RPA 'D' and RPA 'E'. All or a portion of these new fields, as appropriate, should be pursued through shared-use agreements with the Peel District School Board and the Dufferin-Peel Catholic District School Board, where available and/or appropriate.
- #46.** At the time when renewal or redevelopment of parks in major intensification and infill areas is required, and where those parks contain sports fields, explore the relocation of up to 20 such rectangular fields to greenfield residential growth areas. The intent is to: a) reclaim and redesign spaces in these parks to accommodate intensification-related pressures; b) respond to socio-demographic conditions of the surrounding neighbourhoods; c) minimize traffic impacts and make reclaimed spaces more conducive to Urban Park functions (see Recommendation #1); and d) ensure greater access to greenfield areas where younger populations tend to be more sizeable than mature neighbourhoods. Sports field relocations should be complemented by strategies aimed to increase use of casual open spaces within parks, where appropriate, to meet needs of mini and micro field players.
- #47.** Future rectangular sports fields, designed primarily for soccer, should have regard for the field dimensions articulated by the Ontario Soccer Association's Long Term Player Development model - as well as other accepted field standards (e.g. FIFA regulations) - in support of skill development for local athletes.
- #48.** As part of its continued efforts to record and track key metrics, the City should refine how it collects and tracks membership data of all affiliated and major unaffiliated sports field organizations in order to allow for accurate sports field planning, management and scheduling activities to take place. At a minimum, this should involve amending sports field allocation policies and procedures whereby organizations are annually required to submit verifiable registration data in order to access priority scheduling and field rentals. Regular stakeholder / user group engagement is encouraged as part of the ongoing field monitoring and implementation strategy.
- #49.** Undertake a Pricing Study that evaluates the direct and indirect costs of maintaining the entire sports field system (i.e. rectangular fields, ball diamonds cricket pitches, multi-use fields, etc.), and rationalizing a sustainable cost-recovery threshold to ensure that the field supply is one that affords the desired level of quality and quantity over the long-term. A Pricing Study should involve stakeholder/user group consultation as part of its process.

4.2 Ball Diamonds

Supply & Distribution

The City of Brampton sports field inventory includes 81 ball diamonds comprised of 52 major ball diamonds (6 lit hardball diamonds plus another 24 lit and 22 unlit softball diamonds) and 29 minor unlit ball diamonds. In addition to these, the City permits 26 diamonds at local schools, primarily through Peel District School Board properties, while 5 lit diamonds are available for use through the Brampton Sports Park (City-owned land but managed by a third party operator in conjunction with the Powerade Centre).

Recognizing that lit diamonds provide greater capacity for play than an unlit diamond – due to extending play later into the evening – an equivalency factor has been applied where by each of the 30 lit diamonds is counted as 1.5 unlit diamonds. In doing so, the City's effective supply of ball diamonds stands at 96 unlit diamond equivalents (or 129.5 diamonds when including permitted school diamonds and the Brampton Sports Park). It should be noted, however, that the number of school diamonds changes season by season depending upon user group registrations.

Based on the effective supply, the City's overall service level is one unlit diamond equivalent per 6,052 population – the service level improves to 1:4,800 when including permitted school fields. Strongest levels of provision for municipal diamonds are found in RPA 'F' (1:2,500) and RPA 'H' (1:3,400).

RPA	Number of Diamonds (Lit and Unlit)	RPA Service Level (2016)	RPA Service Level (2031 with current supply)
B	6	1 : 14,217	1 : 18,467
C	17	1 : 5,512	1 : 6,212
D	13	1 : 5,877	1 : 9,477
F	29	1 : 2,497	1 : 3,069
G	12.5	1 : 7,024	1 : 7,232
H	24	1 : 3,408	1 : 3,813
A / E / I	0	--	--
Total	101.5	1 : 6,052	1 : 8,244

Note: Equivalency factor of lit diamonds is 1.5X an unlit diamond. Chart does not reflect 26 diamonds permitted through schools and 5 lit diamonds at the Brampton Sports Park, which increase current and future service levels to 1:4,800 and 1:6,600, respectively.

Themes from Community Engagement

A common theme among hardball and softball/slo-pitch organizations providing input through the Stakeholder Workshops and Survey was the need for additional time at

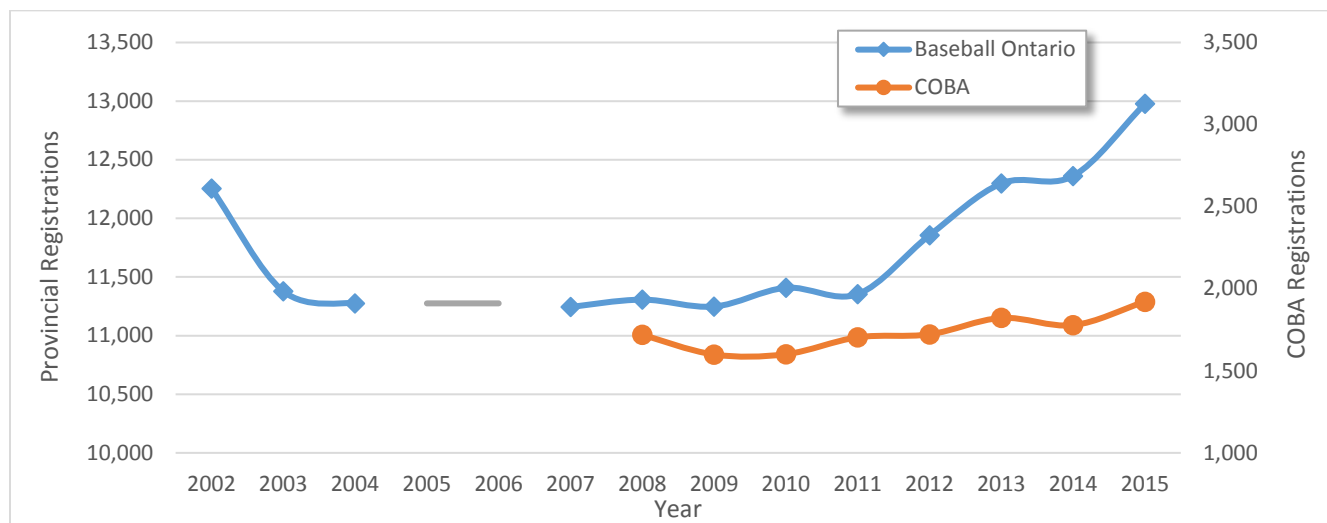
ball diamonds, as most reported their membership levels as stable to growing. The community survey recorded 19% participation in baseball or softball over the past twelve months (218 households), placing this activity just within the survey sample's top fifteen recreational pursuits. Additional investments in ball diamonds were a modest priority articulated through the survey, with 13% support and ranking just outside of the top fifteen priorities.

Local & Regional Market Conditions

In Brampton, 1,925 players were registered with affiliated organizations in 2015 compared to 2,150 players in 2012. Groups voluntarily provide this information to the City though adult registrations were not historically recorded and thus these stated numbers do not likely reflect the entire spectrum of membership in any given year.

Provincially, baseball has been making a resurgence in the past three years after a substantial period of decline in the early 2000s. For 2015, Baseball Ontario identified that 12,977 participants and 918 teams were registered with affiliated organizations which amounts to 15% and 18% growth, respectively, compared to 2004 levels.¹⁴ There are a number of reasons attributable to the recent resurgence including a greater focus of the provincial body in skill development and grassroots programs, along with renewed interest in the past few years in the Toronto Blue Jays (which may also be attracting interest from the GTA's immigrant populations who were not previously as familiar with the sport).

Figure 3: Provincial Trends in Hardball, 2002-2015



Note: COBA (Central Ontario Baseball Association) covers Brampton, Mississauga, Milton, Halton Hills, Burlington, Oakville and Cambridge. COBA registrations not available for 2002 to 2007 while provincial registrations not available for 2005 and 2006.

Source: Baseball Ontario

¹⁴ Baseball Ontario. 2015. Annual General Meeting.

Looking specifically at Brampton's diamonds during peak season months of June to August, prime time bookings generated nearly 2,000 more hours in 2015 compared to the prior season, marking a reversal of a declining rental trend in the three seasons prior. Tournament bookings, however, have declined since 2012. For 2015 bookings, the City indicates that the hardball diamonds and lit major diamonds tend to be used more frequently than unlit softball diamonds, and it is apparent that there is ample time available for use within the entire diamond system, without differentiating by quality). It is noted that the City does not presently have a mechanism to track the number of hours actually used (this is common in most municipalities given the number of diamonds that would have to be monitored with limited staff resources).

Facility Design & Operating Considerations

The design of ball diamonds varies considerably based on site conditions (including proximity of park boundaries to adjacent land uses), with foul lines ranging between 67 metres to 80 metres (220 feet to 260 feet) for major softball and hardball diamonds. The major difference between softball and hardball diamonds is that the latter has a pitcher's mound. Estimated construction costs - excluding design - range between \$255,000 for unlit junior diamonds and \$375,000 for hardball diamonds, depending on factors such as site conditions, the design specification and materials. Lit diamonds are an additional \$200,000, regardless of diamond size.

The level of amenity at each diamond depends upon its function within the field classification hierarchy (e.g. Class A, B or C) and the type of park that it is located within. Class A (also referred in some cases as 'premier') diamonds tend to have clay-based infield surfacing along the base paths as well as other supporting features such as outfield fencing, player's benches and/or dugouts/shelters, and sometimes features such as batting cages and or bullpen warm-up areas. If located within Community or City-level Parks and sports field complexes, built structures such as washroom/change room facilities, concessions, bleacher seating, internal pathways and patio areas, etc. may also be present. Lower-order diamonds and those within neighbourhood-level parks may employ chip infields and do not tend to have any built structures or permanent seating associated with them.

Operating costs depend upon the level of maintenance expended largely through cutting, irrigating, and fertilizing grassed outfield areas, dragging infield areas, and any necessary turf repairs. Diamonds with quality infields and outfields – such as premier diamonds and hardball diamonds - will incur a greater operating cost than would a neighbourhood level or practice diamond, the latter of which would be cut, dragged and irrigated less frequently.

Rationalization of Current and Future Needs

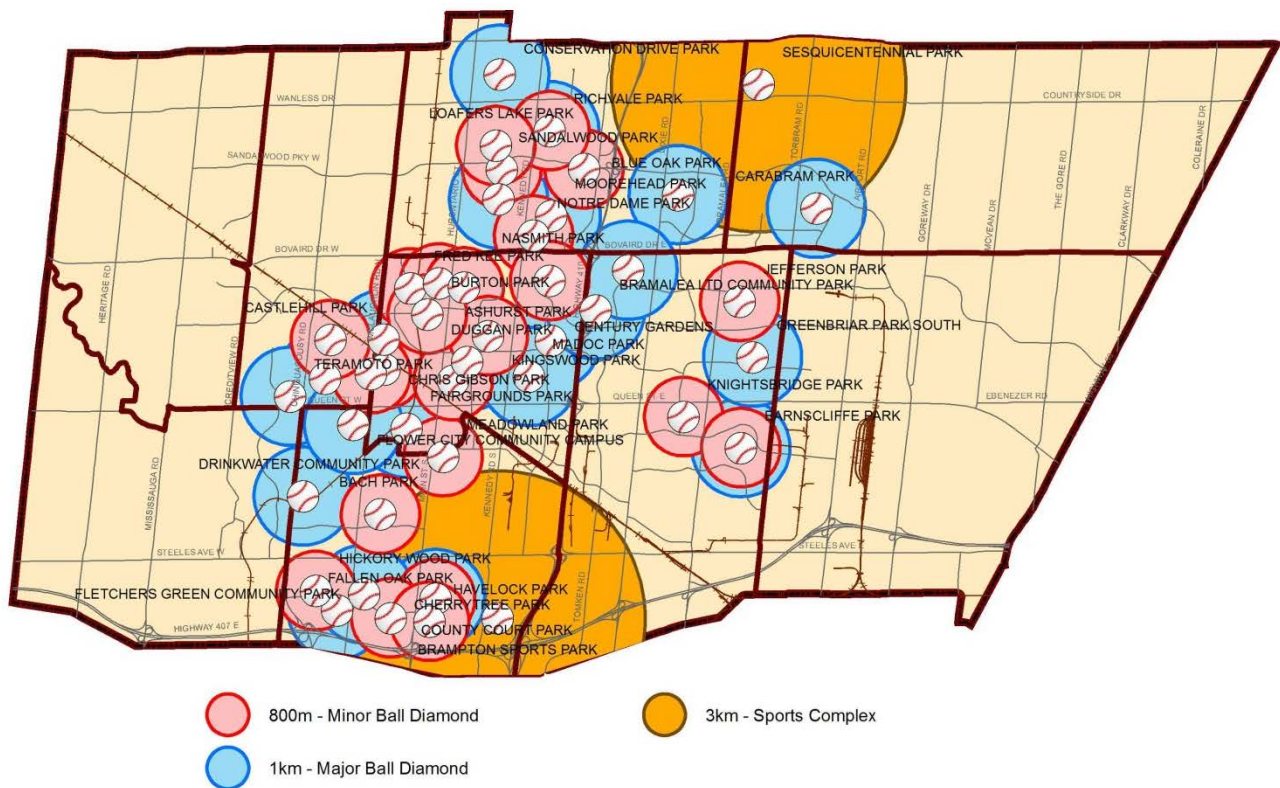
Most GTA municipalities employ a service level target of one ball diamond per 100 registered players. Given that the accuracy of affiliate – and non-affiliate –

registrations remains questionable, a population-based standard will be employed for the purposes of the PRMP.

Across the region, service levels for diamonds tend to be in the range of one diamond per 3,000 to 4,000 population. The City is closer to providing a service level of 1:5,000 population, which if carried forward throughout the PRMP planning period would necessitate a total supply of 167 diamonds, nearly 40 more diamonds than in the current municipal and permitted school supply. However, rather than constructing this entire quantum a more cautious approach is required in light of the surplus capacity recorded in the system, the historical reliance on non-verifiable registration data, the considerable capital and operating costs of diamonds, and the fact that diamond rentals have only reverted back to a growth scenario this past season after declining a number of years. Instead, the City should employ a strategy that:

- considers reconciling gaps in geographic distribution
- pursues joint-development and joint-use agreements with the school boards when constructing new diamonds, to the greatest degree possible; and
- conducts strategic investments in existing ball diamonds (e.g. field and lighting improvements) that are determined in consultation with ball associations and leagues, such that these reinvestments in local diamonds leads to greater usage by the ball organizations.

Map 6: Distribution of Ball Diamonds



Note: Brampton Sports Park diamonds are operated by a third party

Reinforcing earlier discussions, the number of ball diamonds to be constructed and improved would benefit from a more rigorous registration data collection process in order to adequately understand market-based characteristics such as the number, age and place of residence for local ball players, as well as the mix of hardball versus softball players. The City should also seek to balance geographic distribution, particularly in the future greenfield growth areas (RPA 'A', 'D' and 'E') through a combination of new diamond construction and relocation of existing diamonds in areas of major intensification - namely RPA 'F' – in tandem with rectangular field relocations advanced through Recommendation #46 to reorient redundant, lower quality diamonds to Urban Park functions to adapt to increasing densities in such areas. Relocating 7 diamonds in RPA 'F' to greenfield areas, as an example, would still retain a strong service level relative to other parts of Brampton at around 1:4,000 population and may in fact reduce the need to add net new diamonds to the supply if the relocated diamonds are designed to a higher standard of quality.

Recommendations – Ball Diamonds

- #50. Upon implementation of proposed sports field user registration trend tracking processes (as articulated in Recommendation #48), revisit the PRMP's ball diamond analyses to understand user profiles and market needs. New diamonds should primarily be constructed where required to address gaps in geographic distribution and/or where shared-use agreements with the Peel District School Board and the Dufferin-Peel Catholic District School Board can be negotiated.
- #51. Engage local ball, soccer and other field sport associations to determine improvement and funding opportunities associated with strategic reinvestments in the existing supply of Brampton's ball diamonds, rectangular fields and cricket pitches, with the understanding that such investments will bolster usage of these existing assets.
- #52. At the time when renewal or redevelopment of parks in major intensification and infill areas is required, and where those parks contain ball diamonds, relocate between 5 and 10 existing diamonds to greenfield residential growth areas. The intent is to: a) reclaim and redesign spaces in these parks to accommodate intensification-related pressures; b) respond to socio-demographic conditions of the surrounding neighbourhoods; and c) minimize traffic impacts and make reclaimed spaces more conducive to Urban Park functions (see Recommendation #1).

4.3 Cricket Pitches

Supply & Distribution

The City of Brampton outdoor sports field inventory includes 18 cricket pitches (including three pitches at the Brampton Sports Park that are managed by a third party). Of these, three pitches are dedicated for use by cricket with the remainders

overlaid on other sports fields. The majority of the supply is designed as a full-size pitch with four being under-sized.

The resulting service level is one cricket per 34,128 population across Brampton, with strongest provision levels found in RPA 'A' (1:13,000) and RPA 'C' (1:18,700). Spatial distribution is adequate considering that the only areas not having a pitch are RPA 'F' which is situated in the City's core and where limited land is available to accommodate such a space intensive facility, as well as in RPA 'E' where residential development is still in its infancy and in RPA 'I'.

RPA	Number of Cricket Pitches	RPA Service Level (2016)	RPA Service Level (2031 with current supply)
A	2*	1 : 12,950	1 : 42,950
B	2	1 : 42,650	1 : 55,400
C	5	1 : 18,740	1 : 21,120
D	1	1 : 76,400	1 : 123,200
G	4	1 : 21,950	1 : 22,600
H	4**	1 : 20,450	1 : 22,875
E / F / I	0	--	--
Total	18	1 : 34,128	1 : 46,489

* one future premium cricket pitch is included in current plans for McCandless Park (not reflected in the supply)

** three of these cricket pitches are managed by a third party operator

Themes from Community Engagement

The provision of cricket pitches was frequently mentioned throughout a number of consultation initiatives as an example of a type of facility required to meet Brampton's multi-cultural recreational needs. Cricket was played by 6% of the community survey sample (68 households) during the twelve months prior and cricket pitches were requested by 7% (72 households) although it is noted that households most regularly speaking South Asian languages - a cultural group that comprises much of the GTA's cricket playing market – comprised 11% of the survey sample (102 households).

Cricket associations and leagues participating in the Stakeholder Workshops and submitting group surveys are generally of the opinion that local demand for cricket facilities surpasses supply and that quality of play at existing pitches could be enhanced through improved or different turf, cutting turf to a lower height (one group expressed an ability to undertake this work if provided with lawn mowing and rolling equipment), providing lit pitches, integrating amenities such as washrooms and spectator seating, and designing pitches to international standards.

Local & Regional Market Conditions

The number of hours rented in prime time has been steadily increasing across Brampton's cricket pitches over the past four years, growing by 14% to reach over 5,800 rented hours in 2015. Cricket has been established in Brampton for a number of years – and is becoming more popular across the GTA - due to increasing number of active newcomers from European, Asian, and Caribbean countries where this sport is typically played. The Brampton-Etobicoke & District Cricket League indicates that they have 3,600 members (an estimated 80% of whom are Brampton residents) and over 150 clubs, a number that has been growing and has resulted in the League having to turn away more than 600 new members due to a lack of facility space – with respect to the latter concern, it is worth noting that the City's records indicate that its cricket pitches are used 50% of prime times in the peak June to August months, and are around 35% utilization during the shoulder months in the spring and fall. This may suggest that this League - and others given needs expressed for more fields - may not be making use of certain pitches, most likely due to the overlays with shared sports fields, or due to undersized fields or concerns around field quality.

The sport is governed by Cricket Canada that represents Canada's cricket team at the national level. The organization also supports grassroots cricket and in 2009, it estimated that over 20,000 youth played cricket in schools and community-based development programs throughout the Country.¹⁵

Facility Design & Operating Considerations

There are two main components to a cricket field. A cricket field is a large oval field that varies between 137 metres and 150 metres (450 feet and 492 feet) in diameter. A rectangular strip in the middle of the oval measures approximately 20 metres by 3 metres (66 feet by 10 feet).

Rationalization of Current and Future Needs

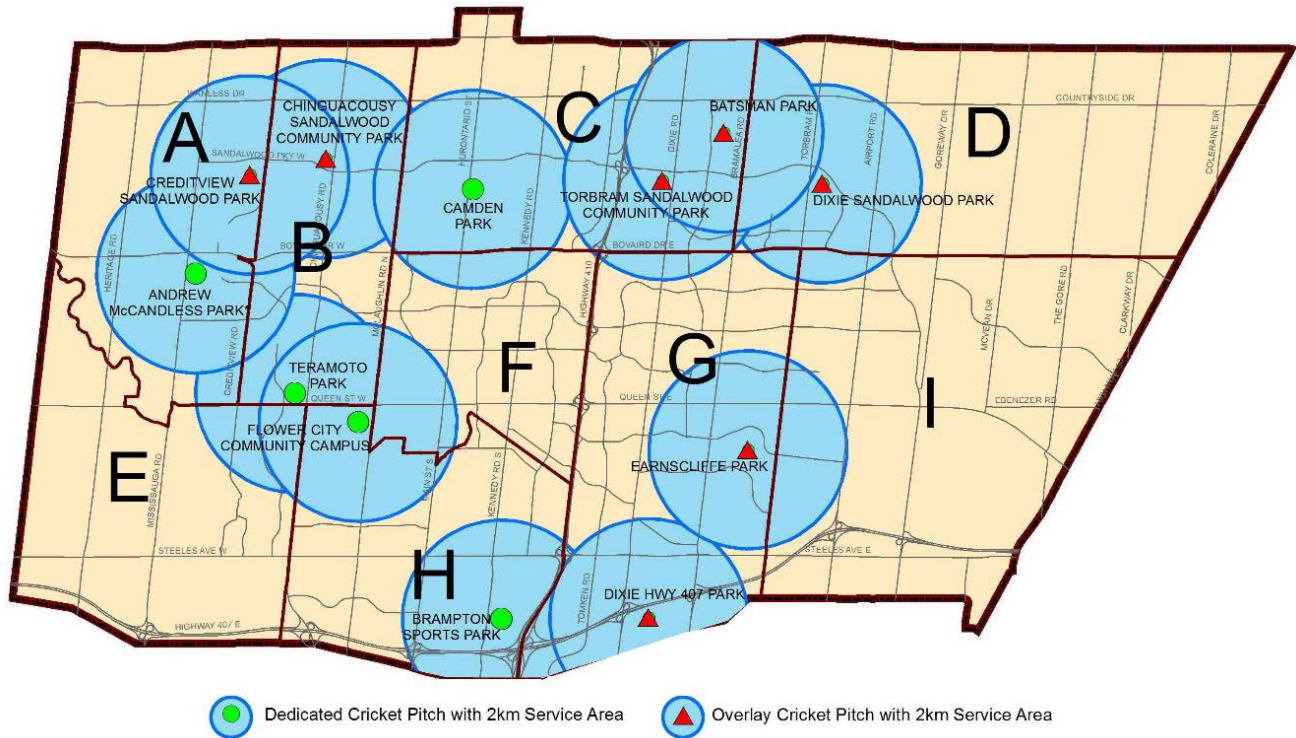
Brampton is among a select few municipalities in Canada to embrace cricket pitches and is viewed as an example for others to follow. This is due in part of the City's multi-cultural nature but also because the City has recognized and acted upon a need for such facilities. Brampton's service level of 1:34,000 is three times what is usually targeted in most other GTA communities that have constructed or are contemplating provision of cricket facilities.

Given the strong service level in terms of population and geographic distribution, the PRMP does not advance a service standard. A new premium cricket pitch is included in the design at the Andrew McCandless Park in *North West Brampton* (RPA 'A') and will alleviate short to mid-term pressures for a high quality, competition-level facility suited to regional league play. Upon the City reassuming the Powerade Centre (envisioned to

¹⁵ Cricket Canada website. <http://gocricketgocanada.com>. Retrieved August 30, 2016.

occur no later than 2034), the three cricket pitches there may also attain greater usage since the municipality – as with its other sports fields and recreation facilities - will likely subsidize their costs to a greater degree than the private operator does and presumably be able to accommodate more rentals and possibly improved turf.

Map 7: Distribution of Cricket Pitches



* Planned premium pitch at McCandless Park

On the basis of geography, a cricket pitch should be located in Bram West (RPA 'E') since no such facilities presently exist and historical experience would infer that the City's new residential areas will continue to attract younger and more multi-cultural populations. It is recognized that the absence of large park parcels beyond the 'Mississauga/Embleton' Community Park will create challenges in securing a quantum of land sufficiently sized to accommodate cricket meaning that the City will have to proactively seek out lands for this. Given population growth and a high proportion of South Asian residents (a key market segment for cricket) in east Brampton, a full cricket pitch should also be considered as part of the Gore Meadows Community Park.

As part of the sport field user group engagement advanced through Recommendation #51, the City should consult with its major cricket associations to discuss how existing cricket pitches can better be positioned to attract greater use. As noted, at least one organization has indicated that it is turning away new players on the basis that it cannot secure sufficient field times across the multiple municipalities in which it plays, yet Brampton's supply appears to have prime time capacity especially during the shoulder seasons.

Recommendation – Cricket Pitches

- #53.** Proceed with the construction of one new premium cricket pitch at Andrew McCandless Park (RPA 'A') as well as one additional full cricket pitch to be located at the Gore Meadows Community Park (RPA 'D') and another at a location to be determined in Bram West (RPA 'E').

4.4 Other Field Sport Facilities

Supply & Distribution

As part of its rectangular field inventory, the City also provides:

- 4 multi-use artificial turf fields (excluding indoor turf fields);
- 1 water-based artificial turf field hockey field;
- 2 rugby fields;
- 2 football fields;
- 1 kabaddi field; and
- 2 lacrosse fields (and 1 outdoor lacrosse box).

Themes from Community Engagement

The community survey recorded between 2% and 5% participation in football, rugby, kabaddi, and lacrosse over the past twelve months, placing them near the bottom of surveyed activities. Fields for these activities also rated near the bottom end of priorities for the survey sample with 4% or less support for additional investments.

Local & Regional Market Conditions

Certain municipalities are providing multi-use fields shared primarily by football, rugby, field lacrosse, and Ultimate Frisbee users. These sports often have difficulty in accessing soccer fields (their seasons often run in the spring and fall when wet weather makes fields vulnerable to damage from intensive use), and they can be challenged by the quality and availability of school fields that they so heavily tend to rely upon.

The City's field hockey pitch at Cassie Campbell has shown an increase from 189 to 278 field bookings between 2013 and 2016, though the number of hours booked has decreased from 851 to 753 over this period (revenue has not been impacted by fewer rentals having grown by 12%). The City's prime time utilization data shows that over the past three years, about 41% of available prime times have been used on average suggesting there is capacity available at this pitch. Field booking data was unavailable for the other sport-specific pitches (e.g. kabaddi, lacrosse, etc.) at time of writing. It is understood from correspondence between the City and Powerade Centre that the Kabaddi field is used four to six times per year as full day events that host upwards of 10,000 spectators.

Facility Design & Operating Considerations

The facility model for developing artificial turf and multi-use fields varies in each community and is typically dependent on the size of the local market, availability of capital funding and resources (e.g., partnerships), and financial viability of the business model as artificial fields are costly to develop compared to a traditional grass field. Estimated construction costs (excluding design) start at \$1.1 million for an unlit artificial outdoor turf field and a lit field is an additional \$200,000.

Despite a higher introductory cost, artificial turf fields require less maintenance compared to natural grass fields although general maintenance and upkeep is required to maintain a high quality playing experience. As new fibres and materials are developed, artificial turf fields can offer true to life playing surfaces together with several other benefits including, but not limited to:

- higher shock absorption, grip, and uniform surface over the entire field reduces joint stress and injuries;
- durable and resilient materials less susceptible to damage than natural turf;
- environmentally and operationally friendly (does not require mowing, fertilizing, irrigating or aerating);
- specifically designed for high demand sports use;
- offers more playability and is not impacted by rain; and
- customizable materials in colour and size.

Rationalization of Current and Future Needs

There are also no generally accepted service level standards for multi-use fields, as benchmarked communities tend to provide them on a case-by-case basis or utilize outdoor artificial turf fields to accommodate shoulder season opportunities. However, analysis of booking data shows that the City's artificial turf field bookings have been growing over the past four years and had among the strongest utilization rates of all rectangular fields, possibly due to their ability to accommodate multiple sports. The City's field surveillance program backs this, finding that artificial turf fields had a much higher percentage of being in use relative to most other field types.

Distribution-wise, artificial turf fields are concentrated in *North West Brampton* (Creditview Sandalwood Park), *Fletchers Meadow* (Cassie Campbell and Teramoto Park) and *Bramalea* (Chinguacousy Park). Over the PRMP period, one new artificial turf field designed for multi-use opportunities should be constructed. Based on current capacity available at existing fields, this field would be best provided after ten years has elapsed although timing could be accelerated if the City is approached with a partnership opportunity (e.g. at a local school). Location of the new field would be dependent upon factors such as partnership/joint development potential though from

a distributional perspective there is no artificial turf located east of Bramalea Road thus making the The Gore or Bram East RPAs ideal. In designing this facility, a grade beam should be installed around the field at the time of construction in support of the indoor turf analysis that has been recommended upon the City gaining a better understanding of indoor registrations. Additional specialized artificial turf fields (e.g. wet fields) may be considered provided that they can be justified through a business case demonstrating sustainable cost-recovery levels and little net impact on the usage of other fields in the inventory.

Recommendation – Other Field Sport Facilities

#54. Construct 1 new artificial turf field after the next ten years have elapsed, for use by a broad range of field sports, at a park preferably located east of Bramalea Road (RPA 'D'). A grade beam should be installed around the field in the event that the City rationalizes the need for a new indoor turf facility as per Recommendation #35. The development of this and any future artificial fields should be confirmed through the requisite business planning analyses conducted in advance of construction to ensure operational sustainability.

4.5 Outdoor Tennis Courts

Supply & Distribution

Throughout the City of Brampton there are 28 lit tennis courts and 17 unlit tennis courts across 19 parks. In addition to these, 7 Har-Tru (clay) courts at Rosalea Park are leased to the Brampton Tennis Club (for exclusive use by its members) and are factored into the supply, bringing the total supply to 52 outdoor tennis courts situated on municipal lands. The City-wide service level is one tennis court per 11,813 population, with strongest service levels found in RPA 'F' (1:5,600 including the Brampton Tennis Club courts), RPA 'H' (1:6,800), and RPA 'C' (1:7,800).

RPA	Number of Courts (Lit and Unlit)	RPA Service Level (2016)	RPA Service Level (2031 with current supply)
B	6	1 : 14,217	1 : 18,467
C	12	1 : 7,808	1 : 8,800
F	13*	1 : 5,569	1 : 6,846
G	9	1 : 9,756	1 : 10,044
H	12	1 : 6,817	1 : 7,625
A / D / E / I	0	--	--
Total	52	1 : 11,813	1 : 16,092

* includes 7 courts at Rosalea Park that are on City land but are leased for the exclusive use of the Brampton Tennis Club

Excluded from the supply are outdoor tennis courts exclusively owned or operated third parties such as the school boards. The City also operates indoor tennis courts at the Chinguacousy Winter Tennis Club that are discussed separately in Section 3.5.

Themes from Community Engagement

Over the past twelve months, 16% of the online survey sample (178 households) played tennis which places it outside of the top 15 most popular recreation activities although 12% supported additional investment in public courts making it the twelfth most requested facility in the community survey. A submission by the Brampton Tennis Club indicates that a pressing priority is renewal of their aging clubhouse, including accessibility improvements, and addition of more courts to allow their membership to grow.

Discussions regarding tennis courts were also held during the Public Meeting (the context of which was to make the Chinguacousy Parks more accessible to the general public rather than just Tennis Club members) as well as the Stakeholder Workshops which generally focused on providing affordable clubhouse spaces. One email submission also articulated a desire for additional tennis courts in the northeast.

Local & Regional Market Outlook

There is growth potential in Brampton for the sport of tennis due to a confluence of factors. First and foremost is the fact tennis has become popular among the Baby Boomer population meaning aging trends could drive participation. The sport is fairly popular among the Asian and South Asian communities – as well as other cultural backgrounds – which are prominent in Brampton. The success of Canadian men and women on the professional ATP and WTA tours, including a number of players from the GTA, has renewed interest locally and at a national level with a strong organized presence in Brampton by way of the Brampton Tennis Club and the Chinguacousy Winter Tennis Club.

Locally, the Brampton Tennis Club reports having approximately 400 members over the past three years and foresees future membership growth since the forgiving nature of their clay courts are highly desirable to an aging population. In addition, the Bramalea Tennis Club operates at Chinguacousy Park for the outdoor season and players from both clubs migrate indoors once the City reinstalls the bubble over the courts (creating the Chinguacousy Winter Tennis Club). At the national level, Tennis Canada estimates over 5 million regular tennis players with most participating recreationally in unstructured formats, although many are affiliated with tennis clubs which provide leagues, ladders, instruction as well as competitive play. The Ontario Tennis Association identifies that there are between 55,000 and 63,000 adult and junior members and 225 to 240 affiliated tennis clubs, representing the largest tennis association in Canada and the fifth largest in North America. Support and promotion of the Long Term Athlete Development model through the national and provincial tennis bodies is one reason that is believed to be driving growth in the sport.

Utilization of outdoor courts intended for drop-in play (e.g. courts in a neighbourhood park) is not generally tracked but there is no evidence of unmet demand for spontaneous play based on anecdotal observations. For such casual play opportunities, the onus is placed on maintaining existing tennis courts in such a manner that their condition does not discourage play due to surface quality, absence of nets, etc. which is managed by the City through its capital asset planning processes.

Pickleball is an emerging sport, similar in nature to tennis but played with a slower ball, and smaller racquets and outdoor courts. This effect results in reduced pressures on joints and suits the ability of many older adults to have an enjoyable experience. Pickleball has become one of the fastest growing sports in the GTA and throughout Canada, having most recently being showcased at Chinguacousy Park as part of the 2016 Canada 55+ Games. In the past three years, Pickleball Canada estimates that growth in the number of participants increased 75% from 60,000 to 105,000 and the number of pickleball courts increased three-fold from 2,000 to 6,000. What once was a casual, energetic activity, pickleball has grown in popularity as many older adults (including baby boomers) and seniors seek active leisure opportunities.

Facility Design & Operating Considerations

The City's practice is to construct its tennis courts using asphalt, with acrylic surface treatments applied at certain locations (usually a Community or City Park), which is a fairly common approach across the municipal sector. Regulation tennis courts measure 78 feet by 36 feet (24 metres by 11 metres) to their playout lines. Usually construction costs range from \$50,000 to \$75,000 per tennis court depending upon factors such as surface material, application of surface treatment, fencing, etc. The provision of clay courts tends to be a private sector endeavour due to a higher capital development cost and intensive maintenance requirements, although there are also examples of community tennis club facilities with such courts including the Brampton Tennis Club.

Tennis courts operations and maintenance activities are relatively standard with courts inspected annually for heaving, cracking, condition of fencing, etc. Lifespan tends to usually be over 15 years over the course of which the City will take relatively minor and low cost actions (such as filling in minor cracks) and more major resurfacing activities occurring when courts are no longer suitable to deliver a safe level of play, or at the time when a park as a whole undergoes a major renewal. Tennis courts are generally considered to be a low cost capital and operating item within the recreation facility portfolio, although premier courts (such as those used by tennis clubs or other organized users) will incur greater cost due to more regular maintenance, the use of surface treatments, and fencing and/or lighting systems.

While most municipalities offer pickleball within their gymnasiums, a growing number of tennis court designs also allow the opportunity for pickleball to be played. This is achieved through differentiated line markings denoting playout boundaries and use of temporary/non-permanent pickleball nets. Regulation pickleball courts measure 44

feet by 20 feet (13 metres by 6 metres) – under these dimensions, a typical tennis court can accommodate four pickleball courts if using portable nets, though one pickleball court can be lined within a tennis court if using the tennis net (a system, sometimes employing a strap and hook, needs to be in place to pull the sides and centre of the net down to 36 and 34 inches, respectively).

Rationalization of Current and Future Needs

Tennis Courts

Across the GTA, most municipalities target the provision of outdoor tennis courts at a rate of one court per 4,000 to 6,000 population. The variation in the range is due to factors such as historical supply, local popularity of the sport, presence of local tennis clubs and availability of club-format courts provided by the public and private sector, and age composition of the community as a whole. This service level range is generally effective in meeting the needs of both casual and competitive participants (although for club-based courts, a service standard factoring the number of competitive players per court is also used). Even when factoring school board courts into the mix – which brings the total supply around 70 courts – Brampton's level of service is in the 1:8,000-9,000 range which remains below many GTA comparators.

When looking at the geographic coverage of tennis courts using a 1 kilometre service radius - generally appropriate for casual players – along with a 3 kilometre radius for the tennis club courts, Map 8 illustrates a number of gap areas are also apparent and reinforcing that tennis court provision may be underserved relative to other communities. The majority of courts are located across a centralized spine bounded by McLaughlin Road to the west and Highway 410 to the east.

In the past, the City of Brampton has targeted a provision level of one tennis court per 10,000 persons in new development areas and where there is interest in the formation of a locally-based club.¹⁶ There is merit in continuing to apply a standard based on populations in new development areas since court development in secondary plan areas (i.e. RPAs 'A', 'D', and 'E') will extend service coverage to the periphery beyond the existing centralized spine. Further, existing courts can be relied upon to meet needs of intensification-related growth in established areas – the exception would be RPA 'B' is also noted for consideration because despite the existing six courts there, its 2031 service level of 1:18,500 is considered to be very low.

Assuming that the City were to retain its current standard of 1:10,000 population in new growth areas, plus accounting for RPA 'B', a total of 30 new outdoor tennis courts would be required by the year 2031. This is a substantial number of courts over the fifteen year period and while a portion of these are necessary to ensure good

¹⁶ City of Brampton. 2008. Parks, Culture and Recreation Master Plan.

geographic distribution, a cautious approach is recommended whereby a number of courts are to be constructed based upon proven future need.

To provide a cost-effective approach that avoids potentially overbuilding the tennis court supply in the absence of proven demand, a phased implementation strategy is advanced to guide parks planning in new residential growth areas. The strategy involves building up to 16 of the 30 targeted courts across five parks located in greenfield residential growth areas as follows:

- 10 tennis courts being oriented to drop-in, neighbourhood-based play; and
- 6 tennis courts being oriented to a community tennis club model.

The remaining 14 courts would be provided either through new construction – only if confirmed by usage and demand analytics of existing courts – as well as potentially through exploring partnerships to gain public access to tennis courts located on school board properties.

Table 7: Tennis Court Implementation Strategy

New Growth Areas in RPA:	Number of Courts Required by 2031 @ 1:10,000	Implementation Strategy
A	9 (@ 86,000 population)	Recommended: 2 Future Parks with 2 tennis courts in each (4 total) Optional: Confirm use and demand prior to constructing remaining five courts
B	2 (@ 25,000 new persons)	Recommended: 1 Future Park in Mount Pleasant with 2 courts (a multi-use tennis/pickleball combination design is encouraged)
D	12 (@ 123,000 population)	Recommended: 6 club-format tennis courts at Gore Meadows Community Park Recommended: 1 Future Park with 2 tennis courts Optional: Confirm use and demand prior to constructing remaining four courts (multi-use tennis/pickleball combination design is encouraged)
E	7 (@ 71,000 population)	Recommended: 1 Future Park with 2 tennis courts Optional: 4 to 6 club-format courts at Mississauga/Embleton Community Park if confirmed by future demand

Bolstering the supply by 16 tennis courts would raise the total to 68 tennis courts in Brampton. Based on the 2031 population, the service level would be approximately 1 court per 12,300, the City’s overall provision level in 2031 would be around 1:10,000 if constructing all 30 tennis courts but in both instances, service levels would remain well below the more comparable benchmarked targets in the 1:4,000-6,000 range. If the City were to strive to attain the lower end range at 1:6,000 over the next fifteen

years, it would need to more than double its current supply by adding over 85 new courts (as opposed to 30 new courts per the 1:10,000 standard). This is not deemed to be a tenable target given the finite number of new parks that can expect to be added to the supply. Accordingly, the 1:10,000 standard continues to be applied for this current master planning period despite the fact that it will not attain an overall service level in line with most others. However, geographic coverage will be improved.

It is worth noting that the approach presented above does not reconcile the fact that RPA 'I' does not have any tennis courts. Discussed in the next paragraph is the construction of courts at the Bram East Community Parkland Campus – located west of The Gore Road – which would thus reconcile the geographic gap. As such, no new tennis courts would be recommended in RPA 'I' so long as tennis courts are constructed at this location or elsewhere in the Gore Meadows community.

As noted, the implementation strategy concentrates 6 tennis courts as part of a future community tennis club complex at the Gore Meadows Community Park. Doing so would add to the critical mass of facilities onsite and position these future courts to expand upon the community tennis club model already in use in Brampton. Facilitating expansion of the tennis club model achieves a number of benefits for the City:

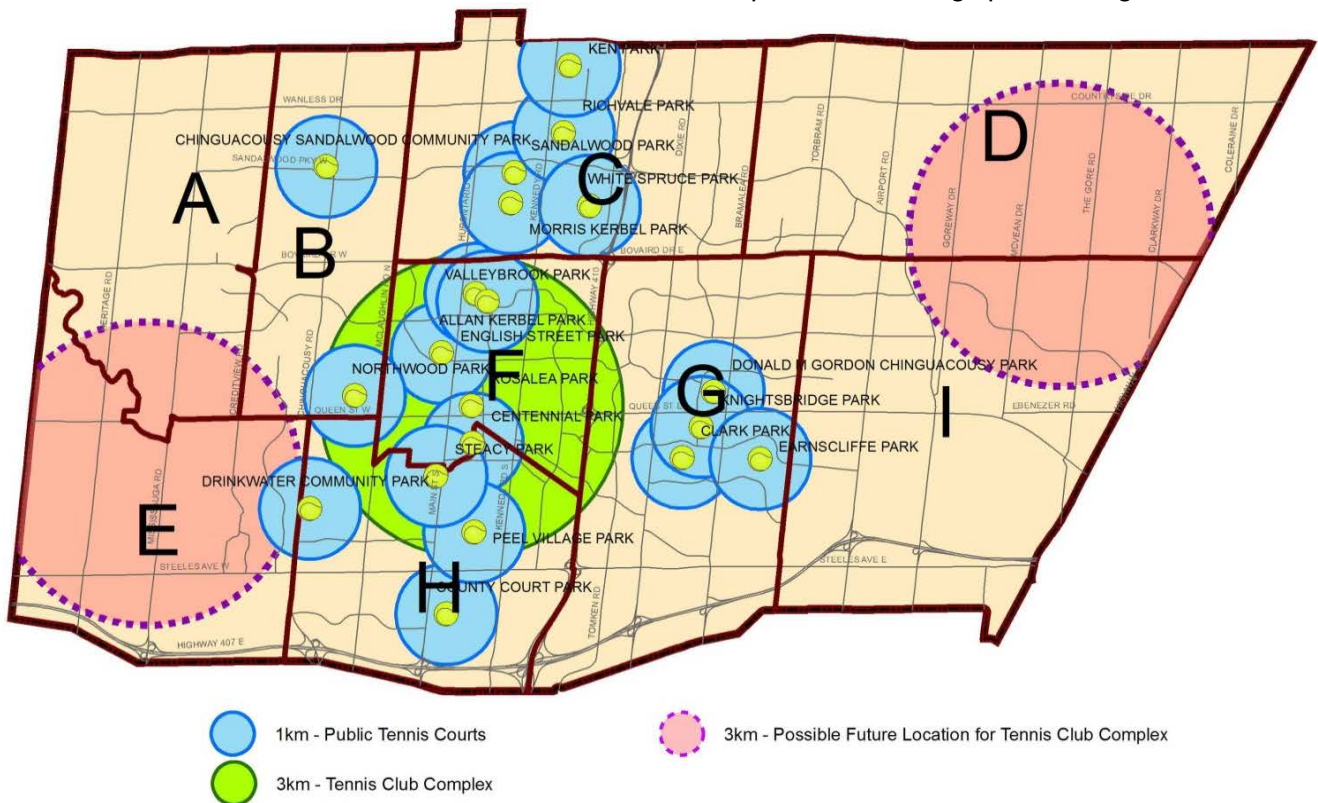
- supports the City's objectives of furthering sport and long-term athlete development in Brampton;
- research conducted across the province suggests that organized tennis, largely through tennis clubs, is the most effective way to increase participation levels in the sport;
- integrating courts for organized play within Community or City-wide Parks and/or co-located with community centres achieves efficiencies with access to indoor space (e.g. club administration or gathering, washrooms / change rooms, fitness training, etc.), parking and staffing.
- empowers local community stakeholders to deliver tennis programming collectively and collaboratively with the City of Brampton; and
- as non-profits many community clubs have been able to leverage external funding (e.g. Trillium grants) to reinvest into their courts and often partner with their host municipalities to direct proceeds from memberships and fundraising into the court improvements as well.

A similar approach should also be considered on the west side where up to 6 of the 16 courts collectively recommended in RPAs 'A' and 'E' being co-located at a single site to create a complex conducive for a community tennis club. This future community tennis club complex is preferred at the 'Mississauga/Embleton' Community Park to benefit from amenities located within the proposed multi-use community centre,

although an alternative location for the six-court complex could be the Heritage/Bovaird City Park or developed in partnership with a future secondary school.

However, further consultations should be conducted with the Brampton Tennis Club since its catchment area at Rosalea Park is in proximity into these future residential development areas and thus that club may benefit from a second location possibly functioning as a satellite site (the City should also discuss whether the Club prefers to stay at Rosalea Park or relocates its primary operations to another site, such as the Flower City Community Campus). Suggested timing for the Gore Meadows Community Park club courts is within the next five years while the Mississauga/Embleton Community Park club courts should be targeted in the next ten to fifteen year period to coincide with residential developments as well as allow the City to observe any successes and challenges associated with the initial expansion of the community tennis club model.

Map 8: Potential Geographic Coverage of Tennis Courts



Note: Potential Future Club Court Complexes shown solely for the purposes of illustrating potential geographic purposes – actual sites will need to be confirmed through future evaluations as will sites for future casual courts.

Although Brampton does not provide dedicated outdoor pickleball courts, some of its tennis courts are used to accommodate those interested in the sport. Should the City be faced with demands for additional outdoor pickleball courts, programming, repurposing and facility renewal should be directed to existing tennis courts rather than constructing new courts. Strategic locations may include existing and future

tennis courts located in proximity to neighbourhoods exhibiting large populations of seniors, as well as future club-court complexes identified in previous paragraphs at the Gore Meadows and Mississauga/Embleton Community Parks. Monitoring pickleball at these locations should be undertaken to determine whether investment in dedicated outdoor pickleball courts is warranted towards the end or beyond the PRMP's fifteen year planning horizon.

Recommendations – Outdoor Tennis Courts

- #55.** A minimum of 10 outdoor tennis courts oriented for general community use should be distributed across new residential development areas to ensure adequate geographic distribution. It is recommended that 4 courts at 2 future parks be provided in RPA 'A' while 2 courts at a future park containing 2 tennis courts be provided in each of RPA 'B', RPA 'D' and RPA 'E' (6 courts in total). Additional tennis courts may be considered if required to satisfy geographic distribution, proven unmet demand and/or where agreements can be negotiated to access tennis courts owned by the local school boards.
- #56.** In support of the Community Tennis Club and Long-Term Athlete Development models, the City should construct 6 club-based tennis courts at the Gore Meadows Community Park (RPA 'D') within the next five years. Through a subsequent assessment and confirmation of need for additional club-based tennis courts, another 4 to 6 club-based courts should be explored in conjunction with the proposed multi-use community centre at the Mississauga/Embleton Community Park. A future club-based tennis court complex(es) should be constructed with higher quality finishes, fencing and lighting, and at least one complex should be flexibly designed to allow installation of an air-supported structure should additional indoor tennis opportunities be warranted at a future time (as per Recommendation #31).
- #57.** Prior to construction of club-format outdoor tennis court complexes proposed through Recommendation #56, the City should engage the local tennis playing community to confirm the potential of forming new or expanding existing tennis clubs, and discuss relocation/expansion of the community tennis club model to the identified Community/City Park locations (or suitable alternatives).
- #58.** Future tennis court designs, whether associated with new court construction or renewal of existing courts, should be conducive to accommodating opportunities to play pickleball.

4.6 Multi-Use Sport (Basketball) Courts

Supply & Distribution

The City provides 24 multi-use sport courts across 22 park locations. The majority of these courts support basketball although other activities such as ball hockey can be played on them. The supply does not include outdoor courts located at schools.

The City-wide service level is one multi-use sport court per 27,267 population. As the City's previous planning initiatives have targeted court provision specifically based upon the number of youth between the ages of 10 and 19, the table below illustrates service level by RPA per number of youth. While the City-wide service level amounts to one court per 4,095 youth, the strongest service levels are found in RPA 'C' (1:2,140), RPA 'B' (1:2,730), and RPA 'D' (1:3,050).

RPA	Number of Courts	RPA Service Level (2016 – Youth Only)	RPA Service Level (2031 – Youth Only with current supply)
B	5	1 : 2,730	1 : 2,438
C	7	1 : 2,142	1 : 1,659
D	4	1 : 3,056	1 : 3,388
F	1	1 : 11,584	1 : 9,790
G	3	1 : 4,683	1 : 3,315
H	3	1 : 4,363	1 : 3,355
I	1	1 : 9,936	1 : 7,579
A / E	0	--	--
Total	24	1 : 3,991	1 : 3,994

Notes: Excludes outdoor courts at local schools. Service levels reflect provision for youth (10-19 population) calculated on the assumption that forecasted City-wide age cohort proportions are applied to RPA populations

Themes from Community Engagement

With 16% of the online survey sample playing basketball (indoors and outdoors) over the past twelve months, participation lies outside of the top 15 most popular recreation activities while 14% supported additional investment in basketball courts making it the fifteenth most requested facility in the community survey. The only other feedback received regarding basketball was from Salaam Sports who requested higher quality courts along with a suggestion from a Citizen Panel member that the City could promote the fact that there are free facilities in Brampton, such as basketball courts, for residents to use regardless of their income. During some consultations, basketball was noted as a sporting activity that City should be viewed as leader in Canada given that a number of local basketball players have achieved success at the national and international levels.

Local & Regional Market Conditions

Brampton has helped to produce national and international calibre basketball players, some of whom grew up playing on the City's outdoor courts and in its gymnasiums. The local popularity of the sport is fueled by factors such as its affordability and access to free outdoor courts, growth in the City's immigrant population from countries with a high interest in basketball, a large Toronto Raptors fan base in the G.T.A., and a strengthened national program as evidenced by growing numbers of Canadians playing in the NBA and WNBA. Although the City does not directly program these multi-use courts, basketball programs are offered within a number of municipal gymnasiums. The City's basketball-related programs (primarily indoors) also demonstrate strong interest and considerable strength, with the number of registrants growing from 76 residents in 2012 to nearly 2,500 registrants at the time of writing in 2016.

Facility Design & Operating Considerations

Multi-use courts can vary from rudimentary surfaces (e.g., asphalt and concrete) and sizes to high quality sports surfaces (e.g., rubber) with removable equipment such as net posts, boards, and hoops. With no established design standard due to their flexible nature, multi-use courts can be provided in a variety of shapes and sizes given that these facilities are not programmed and primarily focus on facilitating spontaneous opportunities for active play. Multi-use courts can be provided as rectangular pads in the shape of a basketball court or half court. Some municipalities design multi-use courts large enough to be flooded in the winter to provide an outdoor ice pad. Research suggests that the size of a multi-use court may be equivalent to a full basketball court, or 25 metres by 15 metres (82 feet by 50 feet), although this may vary. Estimated construction costs - excluding design - also vary between \$10,000 and \$35,000, depending on the design, materials, and specifications.

The City's practice is to construct its outdoor multi-use sport courts using asphalt. Operations and maintenance activities are relatively standard with courts inspected annually for heaving, cracking, etc. Multi-use sport courts are generally considered to be a low cost capital and operating item within the recreation facility portfolio. Lifespan tends to usually be over 15 years over the course of which the City will take relatively minor and low cost actions (such as filling in minor cracks) and more major resurfacing activities occurring when courts are no longer suitable to deliver a safe level of play, or at the time when a park as a whole undergoes a major renewal.

Brampton has had some experience in the last 10 to 15 years where the placement of multi-purpose courts with basketball nets in small, Neighbourhood Parks – predominantly in low-density residential neighbourhoods – has proven problematic due to conflicts with adjacent land uses or designs that have not incorporated best practices in terms of CPTED (Crime Prevention Through Environmental Design). Issues

associated with noise, users coming from other neighbourhoods, real and perceived concerns of youth 'hanging out' etc., have resulted in complaints and in some cases, removal of nets. Vandalism of these facilities (torn nets, bent rims, etc.) has not been uncommon. These experiences have given pause to the placement of new facilities in new communities.

The selection of parks for the emplacement of new courts and nets should have careful regard for the surrounding neighbourhood, including developing multi-use courts in parks serving newly developing residential areas prior to their build-out (new residents moving in would be aware there is a court already in service). Alternatively, there should be consideration given to CPTED principles including the placement of courts and whether there is direct or indirect supervision, such as at a community centre, arena, etc. Ultimately, it would be hoped that with more facilities available city wide, there would be more widespread play and reduced problems associated with singular facilities.

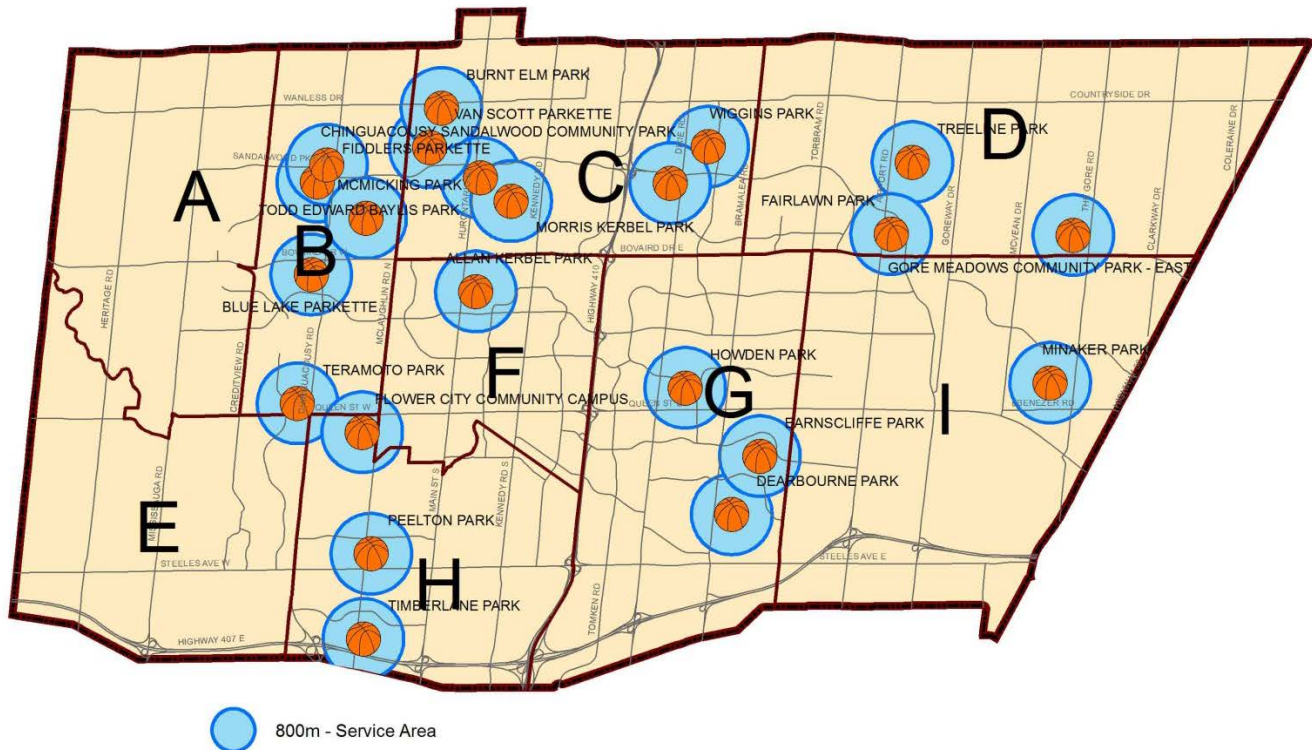
Rationalization of Current and Future Needs

Across the GTA, most municipalities target new multi-use court construction based upon the number of youth and teens living in the community, as they represent the primary users of these outdoor courts. Typically a standard in the range of one court per 800 youth between the ages of 10 and 19 is used to assess City-wide needs, meaning that Brampton's current service level by youth – which presently stands at 1 court per 4,000 persons ages 10 to 19 – is well below this provision standard and runs contrary to consultations expressing a desire to be a national leader in basketball (granted, the City's gymnasiums and outdoor courts at schools – the latter to a lesser extent – also contribute to the development of local basketball players).

In tandem with a youth-based service level, provision of multi-use sport courts is also centred upon geographic distribution since children and youth tend to walk/bike to courts. Applying an 800 metre service radius around each court (about a 10 to 12 minute walk for most youth) as shown in Map 9, the City is also underserved on the basis of geography with gaps apparent, especially around established residential areas within RPA 'F', RPA 'G', and RPA 'H'.

Given that Brampton is primarily characterized by built up and established neighbourhoods, constructing the quantum of courts to attain a City-wide 1:800 youth standard is highly unlikely (it would require the City to more than triple its supply of courts). It is on this basis that the PRMP continues to employ the City's historical service target that focuses upon the number of youth residing in new development areas (the previous Master Plan applied a target of 1:1,500 youth in new areas).

Map 9: Distribution of Multi-Use Sport Courts



With future residential growth directed to RPAs 'A', 'D' and 'E', the City should ensure that these neighbourhoods are adequately serviced by courts. To provide a general indication of how many courts would be required in these RPAs, an assumption has been made that each RPA will have the forecasted City-wide proportion of youth, translating into the following strategies if targeting service between one court per 800 to 1,500 youth:

- *North West Brampton* (RPA 'A'), with a forecasted population of 9,500 youth by the year 2031, would require between 6 and 12 multi-use sport courts;
- *The Gore* (RPA 'D'), with a forecasted population of 13,500 youth, would require between 9 and 17 courts; and
- *Bram West* (RPA 'E'), with a forecasted population of 7,900 youth by 2031, would require between 5 and 10 multi-use courts but recognizing there may be constraints due to the current scarcity of future parkland in the area.

Although the above noted RPA youth populations collectively generate between 20 and 39 courts, the precise number of courts will be determined through future secondary and tertiary planning exercises. The City should strive to ensure that these new residential areas are serviced by a basketball court within a 800 to 1,000 metres, and thus park development will ultimately dictate the number of future multi-use courts are built (whether above or below the noted range).

The City should also look at constructing one court in Brampton Central (RPA 'F') as its service provision is significantly below the others, possibly at Madoc Park or an existing park located south of Williams Parkway. While service levels are also low in Bram East (RPA 'I'), the existing courts at Minaker Park and the nearby Gore Meadows Community Park are situated in proximity to the Bram East community thereby reducing the need for additional courts there. The geographic gap in Bramalea (RPA 'G') could be addressed by half court development at an appropriate park in the Northgate Secondary Plan Area (recognizing that the gap here is partially served by a number of school courts).

Recommendations – Outdoor Multi-Use Sport Courts

- #59. New multi-use sport courts should be constructed in newly developing residential areas so that these communities are serviced by a court within an 800 metre to 1 kilometre service radius (or a 10 to 15 minute walk time). The location of new facilities in these areas should carefully incorporate suitable buffers to adjacent land uses and consider CPTED-related principles in order to reduce any real/perceived negative impacts associated with this facility type.
- #60. One new multi-use court should be constructed in RPA 'F', potentially located in an existing park south of Williams Parkway or through new park development that may arise through intensification activities within the Queen Street Corridor.
- #61. Each RPA should have a minimum of one full-size basketball court designed in a 'sport-friendly' manner with appropriate backboard/hoop systems, line markings, surfacing, fencing, seating areas, etc. to promote high quality playing experience for basketball players. Such courts are preferably located within Community and City Parks.

4.7 Skateboard Parks

Supply & Distribution

The City has eight skateboard parks including the new skatepark approved for construction this year at Andrew McCandless Community Park. The size, surface material and skate elements differ across each which in turn dictates the types of board and bike sports (e.g. skateboarding, BMX, scooters, inline skating, etc.) that take place within them. In this analysis, the term 'skateboard park' is used to refer to integrated 'board and bike parks' (i.e. venues that can accommodate either skateboarding, or skateboarding along with other board and bike sports together).

Recognizing the different level of design and investment among the facilities, the City's skateboard parks are categorized as follows for the purposes of the PRMP:

- **Major Skateboard Park** – a premier skatepark attracting users from across the City due to the high quality design – usually concrete construction – and broad range of features available. The Chinguacousy Park skatepark best exemplifies this category in Brampton.
- **Minor Skateboard Park** – attracting users from a more localized catchment area, largely a group of neighbourhoods, employing smaller footprint and more modular features than found in a Major skatepark. Skateboard parks at Morris Kerbel Park (Jim Archdekin Recreation Centre), Cassie Campbell Community Centre, Gore Meadows Community Park, Fairgrounds Park Robert Post Park and the approved skatepark at Andrew McCandless Park fall under this category.
- **Basic Skateboard Park** – attracting users from the surrounding neighbourhood due to limited size and limited number of amenities. The Worthington Park skatepark exemplifies this category as it only has a few elements.

Distribution of board and bike parks across the City is fairly strong within established residential communities with these facilities located in each RPA except for RPA 'E' (future growth area), RPA 'H' and RPA 'I' whose residential population is serviced by the nearby Gore Meadows skatepark.

RPA	Number of Skateboard Parks	RPA Service Level (2016 – Youth Only)	RPA Service Level (2031 – Youth Only with current supply)
A	2*	1 : 2,072	1 : 6,872
B	2**	1 : 6,824	1 : 6,094
C	1	1 : 14,992	1 : 11,616
D	1	1 : 12,224	1 : 13,552
F	1	1 : 11,584	1 : 9,790
G	1	1 : 14,048	1 : 9,944
E / H / I	0	--	--
Total	8	1 : 11,973	1 : 11,980

* includes approved skatepark at Andrew McCandless Park

** includes one 'Basic Skateboard Park' offering a lower amenity value relative to other skateparks.

Note: Service levels reflect provision for youth (10-19 population) calculated on the assumption that forecasted City-wide age cohort proportions are applied to RPA populations

Themes from Community Engagement

Skateboarding was pursued by 6% of households (69 respondents) participating in the community survey, placing it outside of the top twenty surveyed activities, while 8% of households stated additional investments were required in skateboard parks thereby making it a lower-end priority among surveyed facility needs. There was discussion at one of the PRMP's public meetings that expressed a desire for a higher quality skateboard park at Morris Kerbel Park.

Local & Regional Market Conditions

Skateboard parks are now considered to be a core recreation facility in most municipalities across Ontario, recognized for their ability to provide children and teens (and even younger adults) with a positive place to partake in physical and social activity. Skateboarding, while historically associated with negative youth behaviour, has become mainstream and will be introduced as part of the 2020 Tokyo Olympics for the first time lending further credibility to the sport. This has the potential to drive interest and participation in skateboarding even higher which in turn could lead to greater demands for future skateboarding facilities. With community survey respondents indicating the greatest dissatisfaction with teen-related programming, the City's skateboard parks are opportunities through which to encourage greater physical activity among children and youth – particularly since a number of bike/board sports are affordable and can be pursued as part of 'hanging out' with friends.

Facility Design & Operating Considerations

Skateboard parks take many forms and formats depending upon their intended type of use, skill level, and fit within a park and its surrounding land uses. Often times, they are designed to facilitate other board and bike sports for use by BMX and mountain bike enthusiasts, youth using two wheel scooters, in-line skaters, etc. Dedicated skateboard parks tend to be provided where their design is not conducive to more intensive wear and tear caused by bikes, though most municipal skateboard parks are intended for the multitude of bike and board sports that exist. The design of skateboard parks also depends upon their location. Major skateboard parks, such as the one at Chinguacousy Park, are often large concrete forms featuring many components such as bowls or stairs, and are often found within parks serving a large geographic area at the community or city-wide level.

Minor skateparks are often designed with a focus on providing modular (sometimes temporary) elements such as quarter pipes, ramps, spines, etc. that can be placed on level surfaces including on or adjacent to parking lots such as done at the Jim Archdekin and Cassie Campbell Community Centres. Smaller skateboard parks, whether concrete formed or employing modular components, can also be integrated at the neighbourhood park level so long as noise and visibility are adequately considered. These smaller parks help to improve geographic distribution for a demographic that usually relies on active transportation rather than cars to reach

destinations, and can be places where novice to intermediate skill levels can practice and build confidence before using the major skateparks. Some neighbourhood serving parks integrate 'skate zones' that provide only one or two elements – such as a rail and/or a grind box to practice skateboard tricks – in a small area of the park that appeals largely to young children learning to skateboard or bike.

In alignment with urban design objectives, some municipalities have constructed 'plaza style' skateparks that mimic a civic streetscape by integrating tree planter boxes, stairs and rails, curbs, etc. The scale of plaza style skateparks can be large or small making them suited to both major and minor skateparks, and also lend themselves well to areas of intensification and other built-up areas where parkettes or urban parks are more common.

Rationalization of Current and Future Needs

A service level target of one skateboard park per 5,000 youth aged 10 to 19 is employed by many municipalities in the province, including the City of Brampton. With a service ratio in the range of 1:12,000 youth, Brampton offers a lower level of provision on this basis although the City has effectively addressed the very important element of geographic distribution. The City's historic strategy has centred upon providing a single high quality, city-serving skateboarding destination facility (Chinguacousy Park) that is complemented by a number of smaller, minor skateparks in areas with burgeoning youth populations.

This strategy has had its benefits and challenges. By focusing on a single City-serving skateboard park, Brampton was able to direct considerable resources into constructing a high quality skatepark at Chinguacousy Park that has received recognition across the GTA's skateboarding community. The result is a skateboard park that is intensively used due to its popularity and central location within Brampton, particularly with its proximity to the City's rapid transit corridor along Queen Street (Map 10 utilizes a 5 kilometre service radius as a result). Anecdotal observations, however, suggest that the number of skatepark users is very high at certain times which is a testament to its excellent design but also suggests that usage approaches capacity at times.

The network of skateboard parks is also fairly cost-efficient since the rest of the minor skateparks have not required the degree of investment as the premier skatepark. The cost savings have also been attained while improving geographic outreach, particularly by co-locating them with community centres which have good accessibility in terms of walkability and proximity to major transit routes. However, the more limited square footage and fewer amenities restricts the capacity of these minor skateparks to attract greater usage while some of the more basic skateboard parks (e.g. Morris Kerbel Park, Worthington Park and the recently removed skatepark at South Fletcher's Sportsplex) in fact receive low levels of use as their interest value is not as great as other skateboard parks in the area.

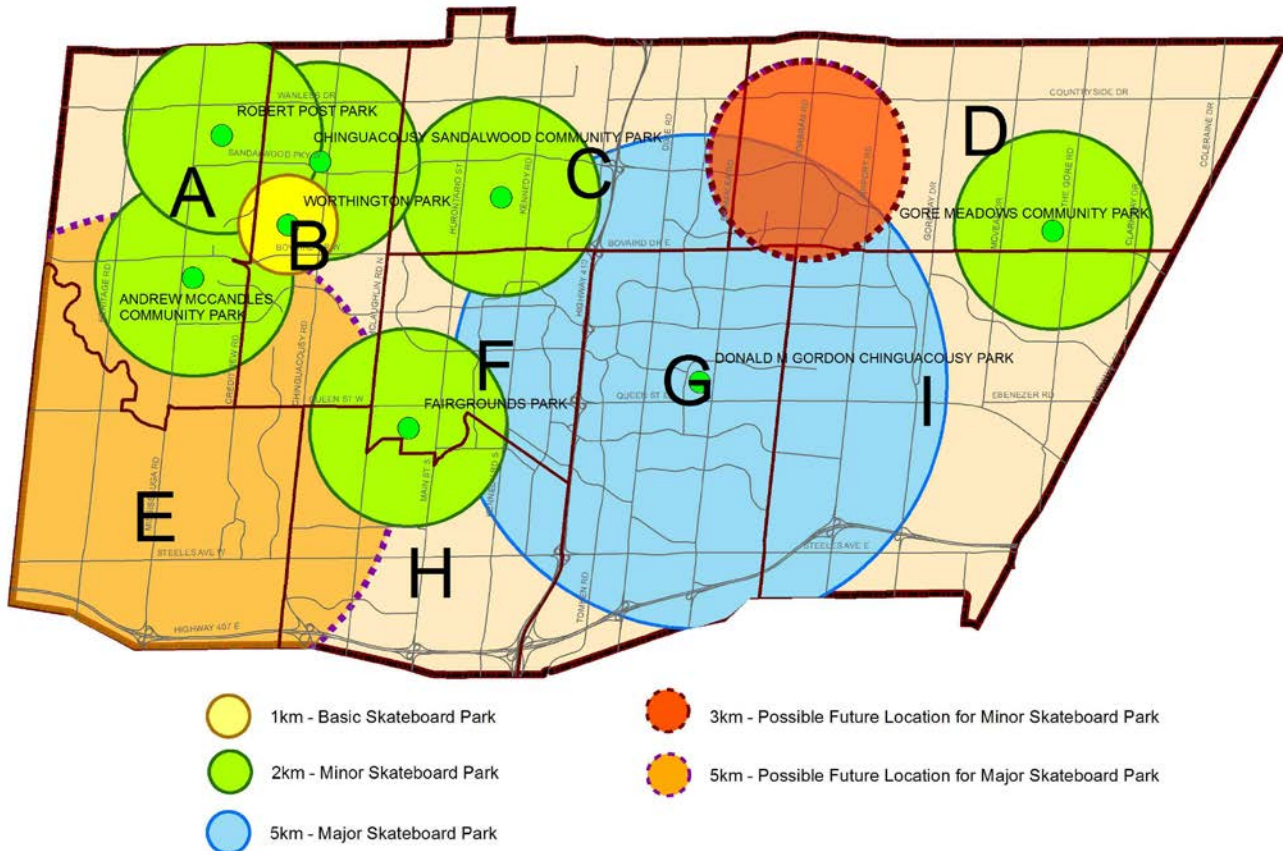
The PRMP reaffirms the City's geographic hierarchical approach to providing skateboard parks over the next fifteen years. Bram West (RPA 'E') is the priority for a new skateboard park in order to address the geographic gap as well as the fact that it is anticipated to have a population that will include upwards of 7,000 youth. Given the success of the Chinguacousy Skateboard Park, the future Bram West skatepark should be designed as a Major Skateboard Park employing concrete construction in either a bowl or plaza style format.

Additionally, a secondary geographic gap is apparent in The Gore (RPA 'D') predominantly in the Sandringham-Wellington and Countryside Villages Secondary Plan Areas located north-east of the Bramlea Road and Bovaird Drive. Although these are on the periphery of Chinguacousy Park's 5 kilometre radius, non-motorized travel from these residential communities to that skatepark would be onerous. Further, the youth population of The Gore is projected to be substantial and will have the lowest level of provision barring no changes to its current supply of skateparks – adding a second skatepark in The Gore would improve the year 2031 service level from 1:13,500 youth (as it would stand with only the one existing facility) to 1:6,800 youth which is closer to regional provision standards (at the city-wide level). It is recommended that the City explore locations suitable to accommodate a minor skateboard park within the western part of The Gore to improve both the geographic and population-based service levels.

In deciding where to locate the future skateboard parks, a number of factors should be considered. The parks in which they are located should be fairly accessible within walking distance of a large concentration of children and youth, or be located near a trail route. Best practice dictates that it would be advisable to locate them at parks containing other youth-oriented features (such as multi-use courts) and that the skateboard parks should be highly visible from the street and/or areas with a municipal staff presence (e.g. community centres) to ensure safety. On this basis:

- The Bram West (RPA 'E') major skatepark should be co-located onsite with the youth/teen space proposed for the Mississauga/Embleton community centre (see Section 3.9 of the indoor recreation facility assessments).
- The Gore (RPA 'D') minor skatepark's location should be determined through a site selection process that evaluates the suitability of existing and future park sites for such a facility. For example, there may be opportunity to integrate skateboarding components at the Torbram-Sandalwood Community Park (which sits adjacent to a high school but noting the site has also been contemplated for a future recreation centre in partnership with the YMCA).

Map 10: Distribution of Skateboard Parks



Adding one new skateboard park to the existing supply will result in a service level around 1:10,000 youth by the year 2031, which is still below regional population-based targets though will largely reconcile outstanding gaps in geographic distribution, particularly west of the Highway 410 corridor. To mitigate pressures being placed on the current and future complement of skateboard parks, it is also recommended that the City explore the construction of 'skate zones' within existing and future Neighbourhood Parks and Parkettes, where appropriate, as a means to complement the existing level of service, continue to enhance geographic distribution, and provide a place for beginners to develop their skills prior to moving on to the City's Major and Minor skateboard parks.

Recommendations – Skateboard Parks

#62. Construct one Major Skateboard Park at the Mississauga/Embleton Community Park in RPA 'E' to complement the proposed indoor youth/teen space (as per Recommendation #42) as well as one Minor Skateboard Park at a site to be chosen in RPA 'D'. The skateboard parks should be designed in consultation with the local board and bike sport community as well as other local youth.

4.8 BMX & Mountain Bike Parks

Supply & Distribution

The City does not presently have facilities designed specifically for BMX or mountain biking activities.

Themes from Community Engagement

BMX and mountain biking were activities pursued by 6% of households (68 respondents) participating in the community survey, placing them outside of the top twenty surveyed activities just behind skateboarding. However, community survey participants identified bike parks as a high priority with 25% support making it the fourth most requested facility (only swimming pools and fitness areas ranked higher). It is also worth noting that recreational cycling (which extends to uses beyond BMX and mountain biking) was the fourth most popular activity pursued by 33% of the community survey sample over the past twelve months. Beyond community survey results, biking was minimally brought up through other consultations with the community (recognizing that the child and youth voice may be underrepresented as discussed with skateboarding).

Local & Regional Market Conditions

Although Brampton's community survey results do not show strong participation in BMX and mountain biking, both of these activities are generally considered to be growth sports at the national level due to their relative affordability (depending upon the type/quality of bike used), their ability to be pursued easily in unstructured formats and the fact that a wide range of municipal infrastructure can accommodate them (e.g. trails, parkland, roads, skateboard parks, etc.). The core market for BMX and mountain biking are children, youth and younger adults (i.e. persons generally under 35 years of age).

As a recreational pursuit, mountain biking is surging in popularity. Mountain biking provides the thrills and adventure of an extreme sport, but is becoming popular enough to be classified as a mainstream activity (cross-country mountain biking has been part of the Summer Olympics since 1996). As the number of Canadians involved in mountain biking increases, issues concerning biking facilities have arisen. The shifting trend towards various self-propelled activities has increased the number of participants using the same facilities, namely trails and natural spaces. Biking opportunities exist in urban areas, but are generally geared towards commuting or leisure biking. Mountain bikers seeking more specialized facilities have begun to create their own facilities throughout the urban area, such as in parks, on private land, the urban core and sometimes on environmentally sensitive land.

While significant growth is occurring in large, tourist-oriented mountain bike parks such as Whistler B.C., there has also been an increase in smaller municipal parks with

GTA examples including the Mississauga Challenge Park, the ROC in Georgina, and Anchor Park in the Town of East Gwillimbury. These mountain bike parks provide riders of all ages and capabilities with a convenient means to enjoy the sport and improve their skills. The parks also make mountain biking accessible to a broader range of people, as seen in the increase in women's participation in the sport.

BMX (Bicycle Motocross) is another bike sport that has witnessed rapid growth since the 1980s and has also been part of the Olympic Games since 1996. According to the Ontario Cycling Association, BMX racing is one of the fastest growing sports in North America. Municipalities involved in providing larger format BMX tracks usually do so in partnership with an external club and there are 11 tracks in Ontario that are sanctioned by BMX Canada, of which three - Milton, Stouffville and Niagara Falls - are in the Greater Golden Horseshoe.

Facility Design & Operating Considerations

The City of Brampton's active transportation network facilitates on and off-road cycling for recreational and utilitarian purposes while its skateboard parks are designed to accommodate use by BMX and mountain bike enthusiasts as discussed in Section 4.7. This is generally consistent with the approach employed in other municipalities with only a select few (albeit a growing number) providing dedicated mountain biking and BMX venues.

Mountain bike 'challenge' or 'terrain' parks tend to be located in naturalized settings such woodlots and other hazard lands. They employ features and obstacles such as nature paths, cliffs and embankments, logs, etc. The size of these facilities varies greatly and is largely site dependent. On the other hand, BMX tracks involve a circuit of dirt jumps and other obstacles, the length of which can vary anywhere from 300 to 400 metres (900 to 1,300 feet) for sanctioned tracks. Mountain bike and BMX parks do carry a cost to construct and operate depending upon the length, configuration, and any supporting amenities/structures.

Dedicated BMX tracks are found in Milton, Kingston and Saugeen Shores while dedicated mountain bike challenge parks can be found in Mississauga, Georgina and East Gwillimbury. Certain municipalities are also integrating a few BMX or mountain biking elements such as a couple of dirt jumps or log obstacles with Meadowvale Sports Park and Clarkson Park in Mississauga, and Hickson Park in Aurora being regional examples.

Rationalization of Current and Future Needs

There are no set standards for dirt jumps or mountain bike parks given their specialized nature, demand for these facilities remains generally untested in most markets, and the fact that bike parks are not typically a core service in most municipalities meaning they are usually constructed on a case-by-case basis where an opportunity presents itself to an interested municipality.

Apart from community survey input, there is little information specific to Brampton that can be used to rationalize investment in a dedicated BMX or terrain park. That being said, it appears that there is a degree of demand based solely upon the fact that bike parks rated as such a high priority in the survey and the anecdotal observations of use by bikers at the skateboard parks and in certain naturalized areas (the latter of which is something the City should attempt to discourage where disturbing ecological health). In reconciling needs of these bike users, the City should employ a couple of broad strategies:

- Ensure that the two skateboard parks proposed in the future residential growth areas of RPAs 'A' and 'E', as discussed in Section 4.7, are designed in a manner that accommodates the needs of extreme sport enthusiasts beyond simply the skateboarding community; and
- In the event that the City is approached by the BMX and/or mountain bike community, engage in discussions to determine what type of facility would best suit their needs, and subsequently undertake the requisite feasibility and business planning assessments to determine whether in fact dedicated bike parks are required to service current and future needs. In investigating potential site and design elements, the broader public – especially local youth – should also be engaged.

In tandem with the recommended skate zone concept (Recommendation #62), the City should also explore ways in which small-scale mountain biking or BMX elements can be integrated within a neighbourhood or community park design. This would not represent a full-fledged bike park but simply contain a few pieces of equipment (e.g. small boardwalk, planks, dirt hill, etc.) in a small contained area of a park that are suited to developing skills related to balance and riding on natural terrain.

Recommendations – BMX / Mountain Bike Parks

- #63.** Initiate a feasibility study involving community engagement, site selection and design processes to confirm the need expressed through the PRMP's community survey for a dedicated BMX and/or mountain bike park.
- #64.** Bolster smaller scale BMX and mountain biking opportunities by integrating a few basic elements within appropriate neighbourhood level parks in new residential areas or those parks slated for renewal in established areas.

4.9 Outdoor Aquatic Facilities

Supply & Distribution

Outdoor Swimming

The City operates an outdoor rectangular pool at Eldorado Park that typically opens at the end of June for drop-in swimming (no registered programs) and an extensive camp program, and runs until the beginning of September. Supplementing this pool is another that is owned operated by the TRCA at Heart Lake Conservation Area.

Smaller wading pools are provided at Balmoral Park and Gage Park. Outdoor swimming is also available at Professor's Lake Recreation Centre which includes a 65 acre spring-fed lake which includes a beach and swimming area. In addition to swimming, kayak, paddleboat, paddleboard and canoe rentals are available at Professor's Lake.

Splash Pads

In addition to its outdoor pools and swimming opportunities, the City of Brampton has nine splash pads (also referred to as 'spray pads') with differing designs and waterplay features. The City's splash pads complement the outdoor swimming and wading pools as part of the overall outdoor aquatics system. For the purposes of the PRMP, the supply of splash pads is categorized as follows:

- **Major Splash Pad** – a large splash pad generally over 5,000 square feet that provides a highly interactive experience with multiple waterplay components whose catchment area transcends multiple RPAs. Seven major splash pads include those at Chinguacousy Park, Chris Gibson Recreation Centre, Brampton Soccer Centre, Cassie Campbell Community Centre, Century Gardens Recreation Centre, Batsman Park, and Gore Meadows Community Park.
- **Minor Splash Pad** – facilities generally below 5,000 square feet in size and/or having a more limited range of waterplay components than found in Major splash pads, thereby focusing their catchment area at the community level (i.e. a cluster of neighbourhoods). Two minor splash pads are located within Teramoto Park and Peel Village Park.

The average level of service across Brampton is one splash pad per approximately 8,700 children between the ages of 0 and 9, with the highest level of provision in RPA 'F', RPA 'B' and RPA 'C'. Every RPA with established residential areas also has access to a splash pad within its boundary except for RPA 'I' which is located in close proximity to the Gore Meadows Community Park splash pad. Of note, Heart Lake Conservation Area also contains a splash pad operated by TRCA.

Themes from Community Engagement

The community survey recorded 22% of its sample swimming outdoors (243 households) and a further 21% (232 households) having visited a wading pool or splash pad in the twelve months prior, placing both just outside of the top ten recreational pursuits. However, additional investment in the outdoor pool supply was third highest priority in the community survey at 25% while additional splash pads were the seventh highest priority with 22% of households indicating that more investments in the splash pad supply were important to them. Other input received suggested that splash pads are a desirable part of the park experience and can be used to diversify the types of activities that can take place in a park. One request was received from a member of the public specifically for a splash pad in Talbot Park (RPA 'F').

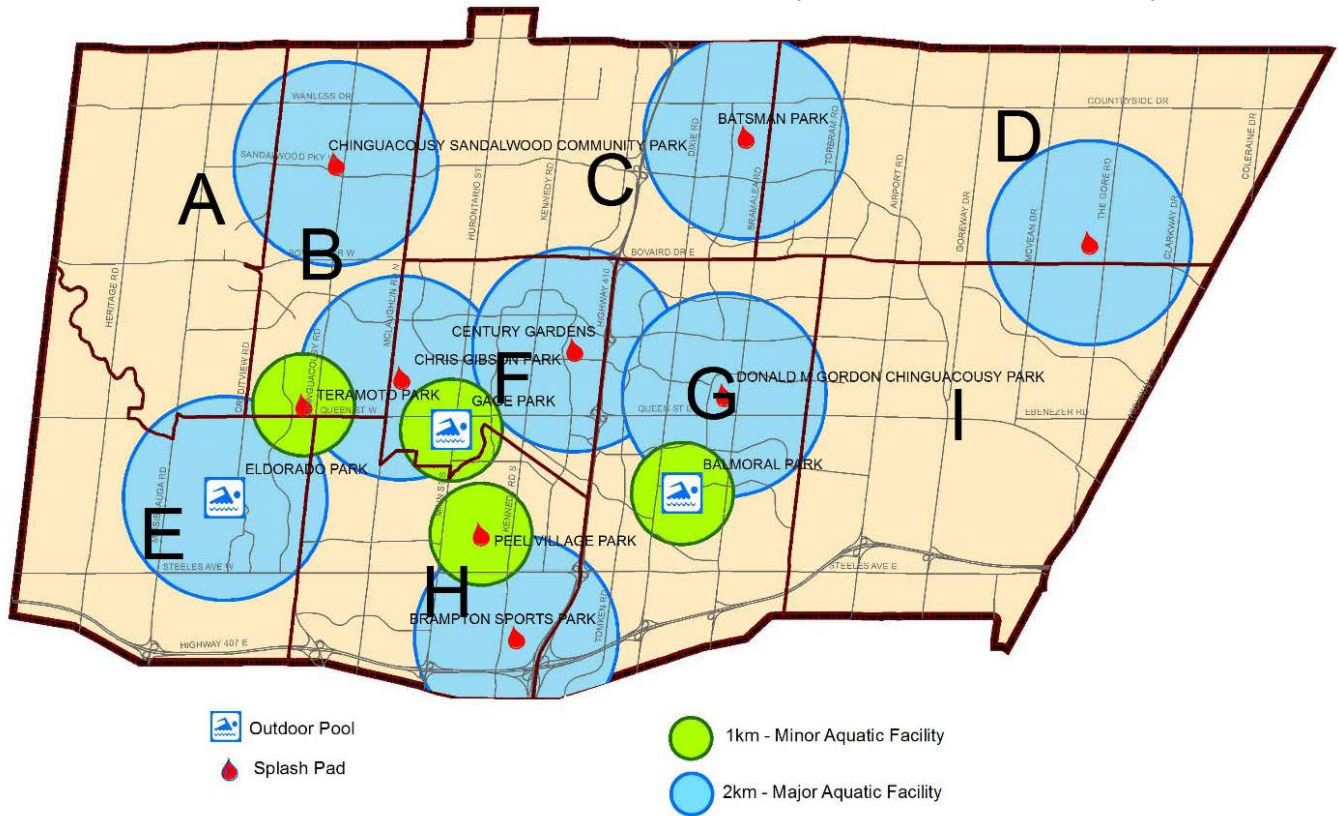
Local & Regional Market Conditions

Outdoor Swimming & Wading Pools

Eldorado Pool is a legacy from when most of Ontario's outdoor pools were developed throughout the 1960s and 1970s, and were a key part of the community fabric. Today, Eldorado Pool plays an important role in Brampton's summer camp program and has also attracted between 3,000 and 4,500 paid admissions since 2012 (revenue generated from the latter has ranged between \$8,000 and \$12,000 per season). Comparatively, the two wading pools have attracted attendance between 2,500 and 2,800 visits (no revenue generated as these are non-programmed) over this same period.

Although there is a historical sentiment attached to many of Ontario's outdoor pools (many adults recall spending their childhood time there), usage of outdoor pools province-wide has been declining steadily for two primary reasons. The most discernable impact is related to greater affordability of backyard pools, especially large inflatable or laminated structures that can be purchased for less than \$1,000. The second reason is that many indoor aquatics centres have been constructed by municipalities since the 1980s which have reduced investment in outdoor pools and redirected municipal programming (e.g. lessons, drop-ins, etc.) to these controlled climate facilities. While this transition has occurred, the older outdoor pools have continued to age and many are now at a point where major capital reinvestment is required for structural and mechanical components.

Map 11: Distribution of Outdoor Aquatic Facilities



RPA	Number of Splash Pads	RPA Service Level (2016 – Children Only)	RPA Service Level (2031 – Children Only with current supply)
B	2	1 : 5,545	1 : 7,202
C	2	1 : 6,091	1 : 6,864
D	1	1 : 9,932	1 : 16,016
E	0*	--	--
F	2*	1 : 4,706	1 : 5,785
G	1*	1 : 11,414	1 : 11,752
H	1	1 : 10,634	1 : 11,895
A / I	0	--	--
Total	9	1 : 8,697	1 : 12,426

* Denotes where RPA is also served by an outdoor swimming pool, wading pool or beach (but not counted as part of the splash pad supply/service level)
Service levels reflect provision for children (0-9 population) calculated on the assumption that applies forecasted City-wide age cohort proportions to RPA populations

Despite this, outdoor pools can continue to service community needs as destination facilities (if supported through quality and interactive designs) as well as offering places of respite during hot summer months, especially for residents seeking access to affordable opportunities in areas not located in proximity to an indoor pool. TRCA's 'Wild Wetland Splash Pad and Pool' also provides a valued service to the community in terms of outdoor aquatics and takes a degree of pressure off City pools.

Splash Pads

Brampton's splash pads are popular and well used based upon observations across the various parks. They are a family-friendly, fun and affordable recreational activity through which residents are drawn to the City's parks in order to access waterplay features and cool down during the warm summer months. Splash pads are becoming more popular each year given their wide appeal and the benefits over traditional pools. In 2009, it was estimated that spray pads and water parks attracted over 80 million visits in North America and has grown on average between 3-5% each year.¹⁷

Facility Design & Operating Considerations

Outdoor Pools

Trends in municipal service delivery suggest that municipalities are moving away from providing outdoor pools altogether due to the high operating cost relative to the short three month usage season (usually June to August), and the ability to offer lessons and other programming within their indoor pools. Municipalities who have chosen to provide new outdoor pools or replace their aging pools in recent years have usually done so on the basis of providing a differentiated experience oriented to fun through waterpark designs, sport tourism or rentals, or as part of overarching municipal economic development strategies.

Splash Pads

Splash pads (sometimes referred to as spray pads or waterplay facilities) take on a variety of design styles and themes to create unique and interactive experiences as many are designed with sensors and buttons that activate water features. Sophisticated drainage systems ensure that splash pads have no standing water, minimizing the risk of drowning and transmission of infectious diseases. In Brampton, some of the major splash pads employ thematic designs such as at the Brampton Soccer Centre (flower theme) and Chris Gibson Recreation Centre (space theme) while others have more minimalist designs that focus on functional components such as sprayers set in ground or mounted posts. Another recent design trend that has been observed is for lit splash pads that extend use into the late evening when summer evenings continue to exhibit high temperatures.¹⁸

¹⁷ World Waterpark Association. 2009. Waterpark industry general and fun facts.

¹⁸ Anderson, K. 2013. Splash down! Splash pads arriving in style. Recreation Management.

Compared to traditional outdoor pools, splash pads tend to be substantially more cost effective to build and operate as they are usually unsupervised (there is no standing water) and, depending upon the servicing system, can use less water and chemical additives. For example, expenditures associated with splash pads using a simple 'meter and discharge' system – with no need for treatment - have their costs largely relegated to the cost of water. There may even be cost savings if the greywater discharge is recovered and redirected to irrigate onsite lawn or gardens. On the other hand, splash pads with filtration systems to cleanse and recycle/recirculate water will have greater a capital impact to build the system as well as a greater operating cost for staff time along with chemical, equipment and utility costs (though there may be certain savings/operational payback from reduced water consumption, not to mention an intrinsic environmental benefit of water conservation).

Brampton's model of providing high quality, larger format splash pads within Community or City Park typologies is consistent with best practice in most parts of the province. Such larger parks are better able to handle greater patron volumes and accommodate vehicular parking, provide the necessary electrical and water servicing infrastructure, and the function of Community and City Parks is such that they are already major destinations that a splash pad complements very well. Although there are some municipalities that have adopted a 'walk-to' model of providing splash pads (Milton is a regional example), they have done so by differentiating the size/scale of neighbourhood splash pads whereby they are more limited in nature (e.g. contain only one or two basic components), function more as a 'cooling station' rather than as a quality recreational destination, and have accepted a higher cost of operation associated with the decentralization of the service.

Rationalization of Current and Future Needs

Outdoor Pools

Service level standards are no longer applicable to outdoor pools since provision is now opportunity-based where a municipality makes a conscious decision to construct or renew outdoor pools based on factors relating to asset management and long-term financial sustainability, economic development and tourism, etc. As Brampton's lone outdoor pool, Eldorado Pool should continue to be operated over the PRMP period as it provides a unique aquatic experience although doing so will require the City to evaluate improvements to ancillary support components since there are presently no family change rooms, the existing change rooms are small, and there is limited parking available onsite. Given the degree of support expressed for outdoor pools through the community survey, the City should commission an architectural study in advance of the next major capital expenditure required for Eldorado Pool to determine ways to enhance it improve its 'fun factor' to complement camp programming and incorporate interactive waterplay elements to broaden its appeal to a larger market and expose a greater number residents from across the City to all that Eldorado Park offers (i.e.

aquatics, casual play, picnicking, and environmental awareness) which could in turn also bolster camp participation.

However, no new outdoor swimming or wading pools are recommended given the high operating costs relative to the short operating season and the supply of indoor aquatic centres available throughout the City.

Splash Pads

Generally accepted provision standards across the GTA are in the range of one splash pad per 3,000 to 5,000 children ages 0 to 9 as well as ensuring adequate geographic distribution of facilities. In examining Brampton's supply characteristics, its level of service per children is lower than most regional comparators though this is offset by relatively strong distribution. Accordingly to maintain geographic coverage and slightly bolster overall service levels, the following strategy is recommended:

- Every RPA should have at least one Major Splash Pad noting, however, that this could provide difficult for RPA 'I' although most of its residential areas are situated in fairly close proximity to the major splash pad at Gore Meadows Community Park.
- Construct 2 new splash pads in North West Brampton (RPA 'A') by the year 2031 when the growth forecast estimates over 11,000 children in the area.
- Construct 2 new splash pads in Bram West (RPA 'E') by the year 2031 when the growth forecast estimates over 9,000 children in the area. Recognizing Community Parkland supply constraints, at least one of these splash pads may have to be accommodated in a larger-format Neighbourhood Park provided impacts (e.g. traffic, parking) can be reasonably mitigated.
- Conversion of the Gage Park and Balmoral Wading Pools to splash pads (consistent with directions from the 2008 Master Plan process).

This net addition of 6 new splash pads (bringing the total supply to 14 splash pads) would improve existing level of service to reach an anticipated 1:6,800 children ratio by the year 2031. One of these splash pads should be located at the proposed Mississauga/Embleton multi-use community centre site to create a year-round destination for aquatics while also leveraging that facility's washroom/change rooms and onsite staffing.

Recommendations – Outdoor Aquatic Facilities

- #65.** Commission an architectural study in advance of the next major capital renewal project at Eldorado Pool (RPA 'E'), to determine ways to increase the pool's appeal and ability to function as a fun, interactive destination within Brampton.

Recommendations – Outdoor Aquatic Facilities

- #66. Target the provision of a Major Splash Pad in each RPA. Further, construct a total of 4 new splash pads, provided equally throughout RPAs 'A' and 'E', at least two of which are designed as Major Splash Pads. One of these splash pads should be co-located with the multi-use community centre proposed at the Mississauga/Embleton Community Park.
- #67. Convert the existing wading pool at Gage Park (RPA 'F') to a Major Splash Pad in line with the park's function as a civic destination as well as converting the Balmoral wading pool (RPA 'G') to a minor splash pad.

4.10 Playgrounds

Supply & Distribution

The City of Brampton has 294 playgrounds, including 43 barrier-free venues conducive to use by children and caregivers with disabilities. Playgrounds are very well distributed across most established residential areas throughout Brampton when applying an 800 metre service radius that generally equates to a 10 to 15 minute walk for young children and their caregivers.

Themes from Community Engagement

The community survey was the primary source of input regarding playgrounds in Brampton. Use of playgrounds was the seventh most popular activity surveyed with 28% of the survey sample (313 households) visiting a playground in the past twelve months.

Local & Regional Market Conditions

Playgrounds serve as neighbourhood-level amenities that benefit early childhood development and foster cognitive and social skills, and physical activity. Playgrounds are typically provided within a reasonable walking distance of residential areas within established urban areas, without having to cross major barriers such as arterial roads, railways, and waterbodies.

Adventure and nature playgrounds are also becoming more popular across the world, which move beyond traditional play structures and utilize landscape features, natural materials and structures, and provide creative options and daring opportunities.¹⁹ These playgrounds have facilitated the concept of "Risky Play", which encourages children and youth to take more risks through climbing, exploring, moving vigorously, and creating their own activities using their own imagination. These styles of play are popular in the UK and USA, and are gaining traction in Canada which may be

¹⁹ Martin, T. (2016). Fundamentals of Engaging Play Spaces: Adventure and Nature Play.

beneficial given that the most recent ParticipACTION Report Card identified that the over-protection of children is negatively impacting their ability to be physically active and develop valuable skills. In Ontario, the Lawson Foundation is dedicating \$2.7 million towards risky play in Canada and in 2016, awarded the YMCA of Western Ontario with \$160,000 towards a pilot project focusing on self-directed and unstructured risky play.

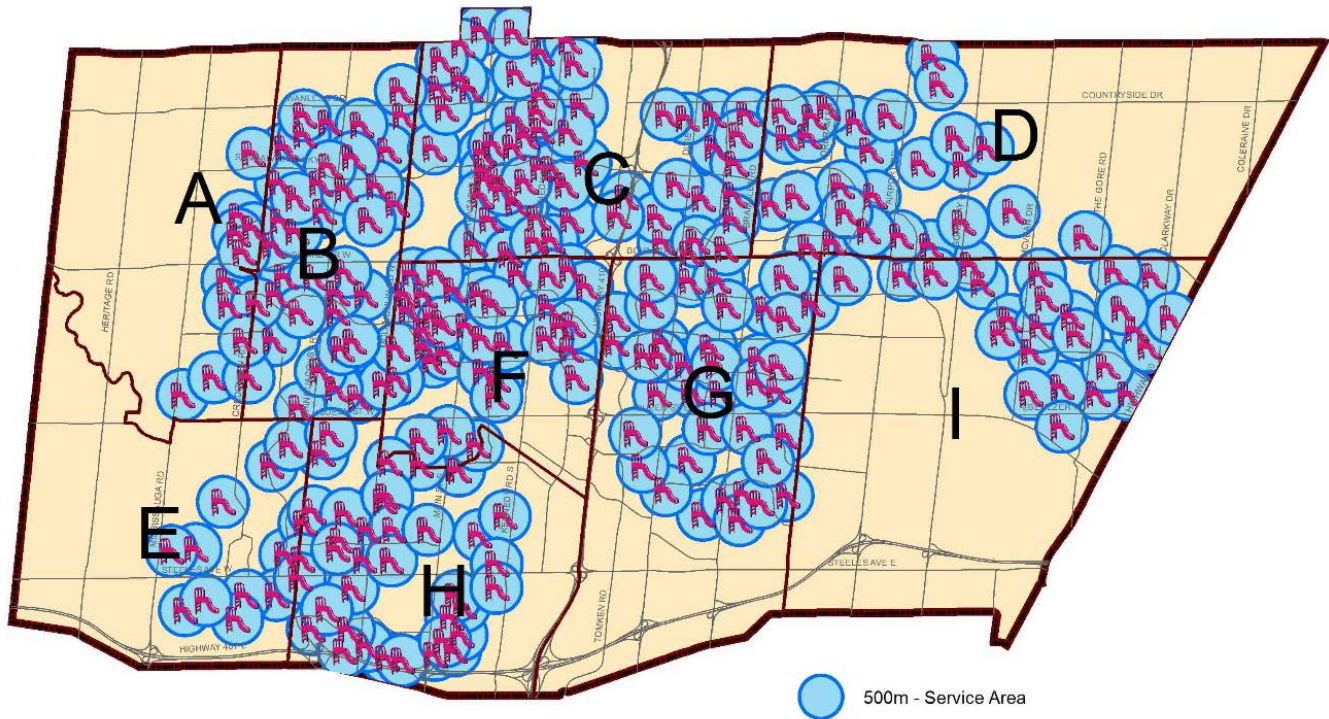
Facility Design & Operating Considerations

The design of playgrounds has evolved from the traditional playground equipment, which typically consisted of swings, slides, and other elements that generally do not provide engaging playing experiences. Modern playgrounds are uniquely designed to facilitate creative play that allows the user to use their imagination to create more enjoyable playing environments. This may include a broad range of design elements such as the use of vibrant colours, interactive play components, thematic designs, and components that stimulate the senses. These features are considered by the Canadian Standards Association (CSA), which guides the standards for children's play spaces and equipment. Brampton has been proactively exploring the provision of accessible playgrounds to accommodate users with disabilities which positions the City to comply with AODA legislation in its outdoor spaces.

Rationalization of Current and Future Needs

As playgrounds are generally "walk-to" facilities serving neighbourhood-level demands, it is recommended that the City provide a playground within 800 metres (roughly a ten minute walk time) of all built up residential areas, unobstructed by major barriers such as waterways, railway lines, highways and major roadways, etc. Based upon this service radius, the vast majority of Brampton's established residential areas have access to a playground. New residential areas in RPAs 'A', 'D' and 'E' should target playgrounds using the same service radius.

Map 12: Distribution of Playgrounds



As part of the City's regular playground safety inspections and asset replacement strategy, part of the ongoing evaluation process should also be to explore potential upgrades to allow for greater accessibility among persons with disabilities and special needs. Doing so will allow the City to build upon its already strong complement of barrier-free playgrounds and does not necessarily imply that all playgrounds have to be fully barrier-free. For example, there may be relatively minor fixes such as making sure playground entry ramps are flush with the with the ground, using surface materials conducive to wheelchairs and walkers, etc. The City's Accessibility Advisory Committee should continue to be engaged to assist in determining how playgrounds (and the parks in which they are located) can better employ universal design elements and be funded so that they are as inclusive as possible to persons with disabilities.

Recommendation – Playgrounds

#68. Provide playgrounds with a focus on serving major residential areas generally within an 800 metre radius free of major pedestrian barriers such as major roads, railways, and watercourses.

4.11 Specialty Facilities

The City operates a number of specialty facilities, some of which are oriented as enterprise facilities (e.g. golf course, ski hill) while others are of break-even or subsidized nature (e.g. lawn bowling club, track and field facilities). Such specialty

facilities are not commonly provided in most Ontario municipalities – they are typically provided to provide unique experiences, often supported through cost-benefit analyses that account for local demand factors – and thus service level targets are not available for use. Instead, these are facilities that the City chooses to provide on the basis of expressed needs and acceptance of any costs that are borne through construction and operations. The City's specialty facilities appear to be serving the intended markets and have capacity to accommodate usage for the foreseeable future. So long as the City deems their utilization to be sufficient in relation to the costs of operation, these facilities should continue to be made available to the public over the PRMP period.

Recommendation – Specialty Facilities

#69. Monitor key performance and utilization indicators for speciality/enterprise facilities to determine their long-term viability and revenue contributions to the City. In the event that future market conditions and operating profile of specific specialty facilities are not deemed to be favourable to the interests of the community, consideration may be given to repurposing the lands to another form of passive and/or active parkland provided that this is supported through a comprehensive business plan regarding their operations.

4.12 Other Indoor and Outdoor Facilities

The City of Brampton may be pressed for additional indoor and outdoor facilities which are not currently of sufficient demand to warrant a specific recommendation in the Master Plan, nor do they form part of the City's core service mandate. However, the City must be prepared to appropriately respond to future requests. These demands may arise for existing activities / facilities or for those that evolve according to future trends and preferences.

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

- local/regional/provincial trends pertaining to usage and popularity of the activity/facility;
- examples of delivery models in other municipalities;
- local demand for the activity / facility;
- the ability of existing municipal facilities to accommodate the new service;
- the feasibility for the City to reasonably provide the service / facility as a core service and in a cost-effective manner;

- the willingness and ability of the requesting organization to provide the service / facility if provided with appropriate municipal supports.

Recommendations – Other Indoor & Outdoor Facilities

- #70.** Requests for facilities presently not part of the City of Brampton's core parks and recreation service mandate should be evaluated on a case-by-case basis, after first considering the municipality's role in providing the service in relation to quantified market demand and cost-effectiveness of such services, while also identifying potential strategies to address long-term need for such requests should a sufficient level of demand be expressed.
- #71.** To supplement decision-making and performance measurement exercises supporting investment in facilities falling within and beyond the City of Brampton's core recreation facility service mandate, collect registration data from user groups regularly booking time in arenas, indoor pools, sports fields and other major recreational facilities including through implementation of allocation policies and other appropriate means.



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Section 5: Service Review & Program Assessment

5.1 Overview

The critical questions that are addressed in the Parks and Recreation Master Plan's Recreation Service Review and Program Assessment include:

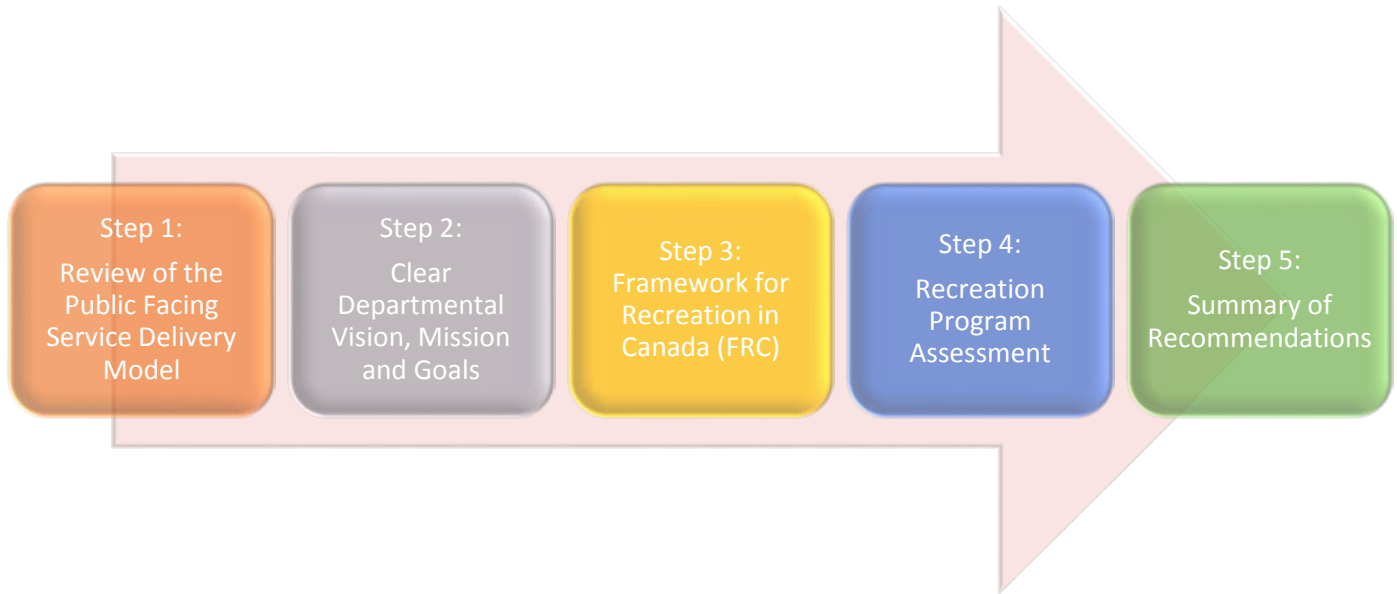
- a) What is **the role of the City** in providing and enabling recreation programs and services in maximizing participation and what is the service delivery model?
- b) What **influences impact the delivery** of services, for example - diversity, participation rates, demographics, trends, promising practices in other jurisdictions and the voice of residents heard during the consultations to support the development of the plan?
- c) How can related **partners and stakeholders** address priorities in the delivery of service to contribute in providing a broad range of choices for residents?
- d) What are the **recommended service delivery priorities** – Outcomes that Matter - for the future and how can these be developed/ further supported in a timely and effective manner?
- e) How can the City demonstrate to the public and stakeholders that **progress is being made** on the implementation of the service delivery recommendations?

Priority actions are offered as a result of quantified data, community engagement, consultation and research articulated in previous sections of this document. The focus is on the delivery of recreation programs and services along with priorities for further planning, implementation and continuous evaluation. Developed in concert with the Facility Assessments presented in Sections 3 and 4, the Service Review and Program Assessment creates a framework for policy development and effective administration of the City's recreation programs and services.

5.2 Service Review and Program Assessment Process

The Recreation Service Review and Program Assessment has been undertaken to ensure that the City of Brampton is meeting the needs of the residents and reflects the elements of a high performing organization. The process has included a comparison of existing program and service provision approaches to industry standards, trends, and best practises alongside the community, Council, public, opinion leader and staff input garnered through the Master Planning process.

The review and assessment process is articulated by the following illustration:



Step One: Review of the Public Facing Service Delivery Model – Guiding Principles and a description of the service delivery model as the public views it.

Step Two: Clear Departmental Vision, Mission and Goals – A Review of how Departmental Goals and Objectives are planned, synthesized, supported and measured.

Step Three: Framework for Recreation in Canada - A Comparison of the work of the Community Services Department as compared the expectations housed in the Framework for Recreation in Canada "Pathways to Wellness".

Step Four: Recreation Program Assessment – The Program Assessment is included under Goal #5 – **Increasing Capacity** - Ensure the continued growth and sustainability of the recreation field

Step Five: A Summary of Recommendations and Suggested Timing

5.3 Service Review and Program Assessment Section Layout

Each of the steps undertaken for the Service Review and Program Assessment will provide:

- Relevant Background
- The scope of the assessment and an overview of what is evidenced within the City of Brampton. A table summarizes the review elements for each sub-section as aligned with the Framework for Recreation in Canada (FRC). Each indicator to support the FRC is rated either “Not in Place”, “In the Planning Stages”, “Implemented/Requires Focus” and “Complete/Mature State”;
- Relevant comments on specific approaches and initiatives in Brampton are offered at a high level;
- The identification of key strengths and gaps; and
- Recommendations for future action.

Recreation Service Delivery Model

Similar to other municipal and local governments in Canada, Brampton has an inherent part in providing and enabling recreational opportunities for the community. The role of local government is to ensure that active and social activities and like services for residents are provided in the most cost effective and efficient manner. Typically, communities enable various methods to ensure that residents can enjoy active and healthy lifestyles. City Council must ensure that these approaches are sustainable over time and can adapt to changing conditions like population growth, income disparity, diversity and varying backgrounds of residents.

The role of the municipality is to anticipate and plan for such changes, and in turn develop the tools necessary to be proactive and respond in partnership with other providers. Most successful communities demonstrate strong communications, promotion and awareness of opportunities, the development of a common vision and guiding principles, partnerships, joint development and planning initiatives, start-up funding for new initiatives and evaluation mechanisms. The most proactive municipalities continuously monitor shifts in the community, build cohesion and a sense of purpose with all providers, and move toward the same vision and goals.

Related service providers may have a distinct mandate from a health promotions and social services perspective, or a faith-based mandate to engage residents through recreation and social pursuits. Private providers have a profit driven mandate and may well have a discount in order to better penetrate various markets like youth and older adults. All providers have a common objective in providing market driven services although their motivation may differ. Effective communities provide forums for discussions including all providers, common communications and training tools, and

one stop shopping mechanisms for similar age cohorts and segments. The collective evaluates the complete system to proactively respond to trends and current and anticipated issues.

Specific roles include:

- Understanding the growth patterns of the community and any changes that are upcoming;
- Identifying social issues that can be addressed through the provision of services;
- Providing a full range of programs and activities based on community need and preference;
- Working with community partners to enable a full breadth of opportunities;
- Ensuring that the infrastructure is adequate, well maintained and provides safe experiences;
- Complying with legislative requirements in all aspects of service delivery and facility and parks provision;
- Providing and enabling fiscal, human and physical resources; and
- Measuring and evaluating the efficiency and effectiveness of services in order to improve policies and practises.

5.4 Service Delivery Philosophy and Guiding Principles

Recreation Service Delivery Models are first articulated in a set of guiding principles to clarify what the department is setting about to achieve. The actual model will clarify the emphasis in providing a consistent leisure experience to users of recreation facilities, programs and services. The City of Brampton's Community Services Department and Planning & Development Services Department – both of which include the Parks and Recreation Divisions encompassed by the PRMP – are mature organizations which have experienced and risen to the challenges of a changing community and societal challenges over time. The Departments have done their best to respond and have more recently taken a more proactive approach in better understanding user preferences, measuring participation and engaging other related organizations to work better together. These approaches are promising and it is clear that City Council and staff have always centred on providing service excellence in an efficient and effective manner. While the service delivery principles have not been pronounced, the intentions and actions are clear through current practises observed during the development of the PRMP.

Parks and Recreation Divisions Service Delivery Guiding Principles

Brampton's various Divisions and units relating to parks and recreation services – under the Community Services Department and Planning & Development Services Department - strive to embrace the following Guiding Principles in the delivery of services:

- **Participation** – The benefits of being actively engaged in recreation pursuits result in healthier individuals and a healthier community as a whole. All efforts are made to include as many residents as possible in recreation and cultural pursuits.
- **Range of Opportunities** – A choice of program and service types will be offered to meet a wide variety of interests to optimize personal development.
- **Proactive Regarding Social Issues** – Both Departments are aware of the changing community and responds with initiatives to address social issues such as physical inactivity, reducing barriers to participation and drowning prevention.
- **Equity and Inclusion** – Different approaches are taken to include more residents as residents have diverse needs in accessing and participating in programs and services. This might include Access Policies for low income residents or bringing programs to low income neighbourhoods where transportation may be an issue.
- **Quality Services** – All users of recreation facilities, programs and services will receive the benefit of stringent compliance with legislative requirements, safety, cleanliness, pleasing experiences and knowledgeable and customer driven staff.
- **Integrated Service Delivery** – The Departments work collaboratively with related organizations as the City is not the only primary provider of leisure and active pursuits in Brampton. In order to be more effective, the Departments work with other providers – such as martial arts and sport groups (e.g. soccer, baseball, football, swimming club, etc.) – to increase participation and address common social priorities such as inactivity and diversity. Internal supports within the Departments and within the Corporation also work to support the Parks and Recreation Units in achieving their mandate and key outcomes.

Current Service Delivery Model

The current program and service delivery model for the Recreation Division utilizes a two-tiered approach. Programs and services are provided **directly** through both the City and other providers (public, private, not-for profit and charitable). Brampton staff

members and volunteers determine needs in concert with community and member research/consultation and follow a continuum of developing, implementing, delivering, evaluating, modifying and improving service and program delivery. Other programs and opportunities are provided through community groups such as sport associations, faith groups, non-profit organizations and the private sector which is considered **indirect delivery**. Through a combination of direct program delivery and indirect delivery as well as community development tools (where staff support community organization initiatives), the municipality strives to ensure that a diverse and a barrier-free range of recreational programs and/or opportunities is provided for all residents, regardless of their background.

Direct Program and Service Delivery

The Recreation Division delivers programs and services across the municipality in a variety of facilities and spaces. These programs and services are either offered as registered programs and drop-in and casual opportunities. Staff design, develop and execute programs based on quantified resident interests and new trends. A registered program and member-based activity (e.g., fitness) is a supervised activity/course through which residents register for the programs and commit to attend the workshops or series of classes. Most often there is learning and skill development continuum involved in a structured environment and many of the programs are standardized so the same program can be offered in multiple locations.

In addition to registered programs, flexible drop-in activities are offered such as lane swims or public skating. Drop-in programs offer residents the ability to participate in a range of recreation activities without having to register beforehand, thereby providing an element of flexibility for residents' busy schedules. These opportunities are generally offered at a lower cost and can be accessed when the services are scheduled in the parks or recreation facilities. Drop-in opportunities are becoming more popular as busy schedules dictate the need for more casual form of recreation. As part of their program evaluation and assessment, Staff review the program and service mix to determine programs and services that are either declining or increasing in use. Adjustments are made to program / service offerings in order to remain nimble and respond to current trends in participation.

Indirect Program Service Delivery Mechanisms

Beyond direct provision, Brampton supports the delivery of parks and recreation programs and services through relationships with volunteer, not-for-profit organizations and other local service providers. There are dozens of groups and organizations providing services and recreational pursuits. Support from the municipality is provided in a variety of ways:

- **Permits** – Parks and recreation facilities are distributed throughout the municipality and provide valuable local space to many community-based

service providers. Permits are provided for a wide range of activities including sports, special events, arts, aquatics, meetings, social gatherings, fundraisers, and general activities. These leased facility spaces are available to all groups servicing residents for both recreation and other uses.

- **Community Development and Enabling Self-Determining Groups** - Brampton has ongoing relationships with local community organizations to facilitate the development of sport and recreational opportunities. The goal is to build groups' capacity to sustain and increase participation and volunteerism in their recreation/sport activities over time. Organizations that rely on volunteers often do not have the capacity or time to recruit and train individuals to assist with the program/sport delivery. The municipality often assists these groups with developing governance structures, policy templates, common training needs, access to information in the pursuit of grants and networking opportunities with other like providers.
- **Grants Program** - Brampton provides annual grants to non-profit groups for a variety of purposes, including the provision of recreational experiences for community members. The grant program is an excellent way to broaden the reach of recreational opportunities and support volunteer efforts in the community.

Current Recreation Service Delivery Model in Brampton

The current Service Delivery Model in Brampton is appropriate and suitable to meet upcoming challenges in future years. With the reality of aging infrastructure, capital and operating budget pressures; increasing partnerships and the ability of community stakeholders to share the opportunity to provide programs and services is a movement worth exploring. Some municipalities put greater emphasis on Community Development/Engagement versus Direct Program provision, however, Brampton has placed strong emphasis on the directly providing programs and services. A shift to more partnerships and ensuring that community partners have the capacity to self-govern and deliver is a movement that may offer some relief in operating costs in the future.

The illustration that follows demonstrates the ideal Service Delivery Model, depicting that all services providers and related organizations work collectively toward the needs of the recreation and sport participant. To a significant degree this model is in place in Brampton for parks and recreation experiences, sporting and active living opportunities and programs. There is clearly a choice to the participant as to which organization(s) they choose to join. With limited community resources, a strengthened integrated approach to address key community issues such as inclusion, physical activity, sport development and the aging population should be more strongly addressed.



Gaps

- Input received from City staff (before the most recent corporate realignment) indicated that Departmental discussions regarding the Service Delivery Model and direct/indirect focus would help staff perform their work with more clarity. A simplistic model was requested with discussion around whether “direct” or “indirect” service delivery approaches garner the most participation and benefits.
- There are a significant number of areas that the Department is working on cooperatively with related partners. These key issues include but are not limited to the Healthy Communities Initiative to address increasing physical activity and reducing incidents of Diabetes in specific populations in Brampton and the Strong Neighbourhood Strategy which will identify neighbourhoods experiencing social stresses such as poverty. The Sport Community works as a collective through the Brampton Sport Alliance to determine and address sport development. Greater opportunities exist to work in partnership with other providers and related partners on issues that Recreation can lead or assist in addressing such as increasing access for marginalized populations, supporting the aging population and other outcomes recommended in this document. Working with related partners will reduce duplication and demonstrate greater efficiencies through the sharing of resources.

- Joint planning with the Parks and Recreation Divisions were requested as part of the stakeholder consultations. Stakeholder groups would like provide input into higher level priorities and respective actions.

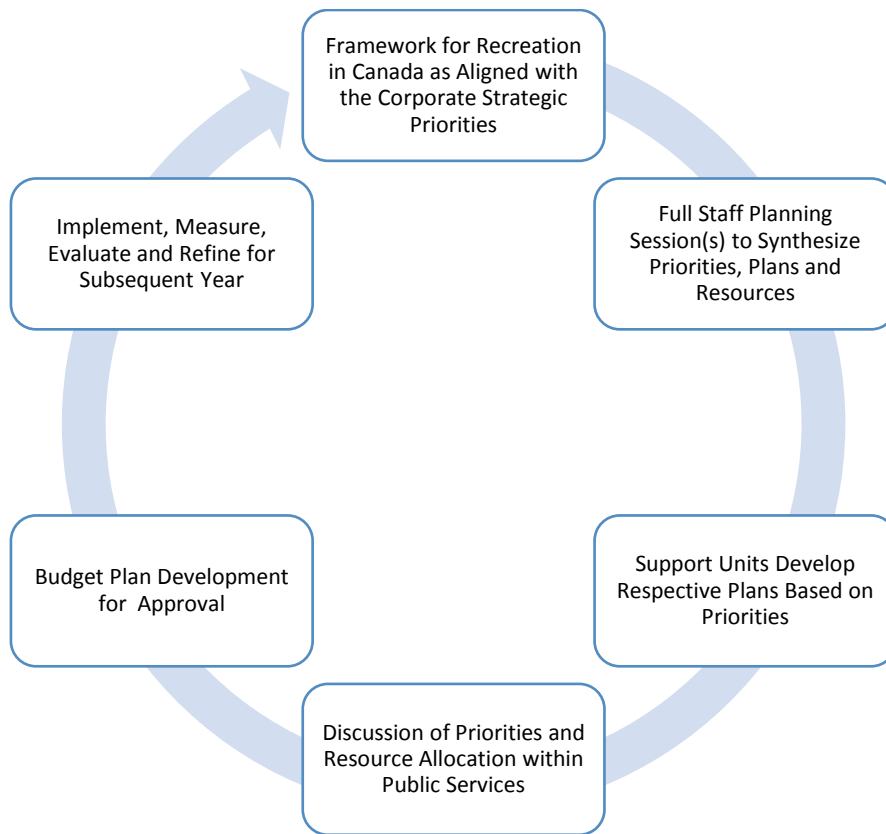
Recommendations – Service Delivery Philosophy and Guiding Principles

- #72. Share and review the Guiding Principles and the Service Delivery Model with all levels of Recreation staff to ensure that there is a common understanding of the emphasis on the role of the municipality and the balance between service delivery mechanisms (direct and indirect). Further to assist staff, articulate and remedy any areas of concern within the current delivery system.
- #73. Convene annual meetings with related partners and stakeholders to share strategic priorities, address current social issues and strategies and work together to address common areas of focus in Brampton.
- #74. Explore the opportunity to increase partnerships and community stakeholder capacity to deliver recreation programs and services in an effort to reduce ongoing operating expenses.

5.5 Suggested Annual Planning Process

The Parks and Recreation Divisions are proactive and responsive to the needs of Brampton residents. Evidence indicates that there is growth in most programs and services over the last three years, although there is capacity to accommodate more participants. Staff address key issues such as policy refinements and program enhancements in a thoughtful and timely manner considering community input. Planning processes happen at the Leadership Level and within key Lines of Business and Support Units and in order to support the annual Current Budget process. Targets are set within each Line of Business to support the annual Current Budget plan and to guide staff in their efforts over the course of the respective year. There is significant activity to deliver and measure program delivery which serves the public well, however there is no concise annual planning process that gathers the input of all levels of staff and the support units within the Department, to develop a succinct and simple plan that all staff can contribute to.

The Departmental Planning Process on the following page is recommended to ensure that all staff have input into annual plans and priorities. Further, the support units can develop meaningful work programs by understanding the priorities and challenges of the operating department. There should be one plan for the Community Services Department with alignment from the support units in Corporate Services.



5.6 Recreation Division Vision

A vision statement speaks to how the Recreation Division would like to be viewed in the future and captures the essence of the intended outcomes of participating in recreation and cultural services.

The next five years brings with it many endeavours to increase participation, reach out to marginalized populations and address some social issues such as physical inactivity, the aging population and Nature Deficit Disorder. The vision is in keeping with the Brampton Strategic Plan.

The proposed vision is simply stated and allows staff at all levels to remember it and acknowledge their part in achieving the vision. It also speaks to the work that staff intends to do to better engage and work cooperatively with community partners and stakeholders. In line with the PRMP’s Vision Statement as expressed in Section 1.4, the proposed Vision for the next five years for the various Divisions and Units involved in Brampton’s parks and recreation (and possibly cultural) services is captured as follows.

Plan. Grow. Play. Together.

5.7 Mission Statement

A Mission Statement speaks to what the Department is setting about to achieve, for whom and a quick description of how it is done. A refreshed Mission Statement is offered to the various Divisions and Units involved in Brampton's parks and recreation (and possibly cultural) services as a result of the input garnered from the public, Council members, staff and key stakeholders.

Recreation and Cultural Services works with community partners to enable positive outcomes in all residents through being active in recreation, sport and outdoor activities.

5.8 Alignment with Brampton's Strategic Priorities



Brampton Strategic Plan

The Brampton Strategic Plan was developed to reflect the community priorities in the work of the municipality. Each Department and Division develops their annual plans to demonstrate alignment and contributions to advancing these community driven primacies. The Departmental accomplishments and upcoming years' priorities are aligned with the priorities in the Strategic Plan which in turn lead corporate deliberations and are part of annual budget deliberations. Ideally the alignment of corporate, departmental and individual plans assists the City in being accountable and in summarizing successes and measuring community impacts over time.

A Framework for Recreation in Canada

The Framework for Recreation for Canada was developed over the course of three years and involved a significant amount of consultation with Canadians as to their thoughts on the benefits and importance of recreation as a community and individual good. The Canadian Parks and Recreation Association in collaboration with the Interprovincial/ Territorial Governments – through the interprovincial Sport and Recreation Council and the Provincial /Territorial Recreation and Parks Associations – developed a framework that rejuvenates the definition of recreation and parks, articulates the economic impacts of recreation and parks as well as the benefits and key goals and strategies that should be evident in each community across Canada. This Framework is extremely relevant to the City of Brampton and will be used to complete the Program assessment and develop key directions for the City.

Table 8 on the following page outlines the Framework for Recreation in Canada (FRC) and how it is aligned with the Brampton Strategic Plan Pillars.

The Ontario Government's Sport Plan – Game ON

Building on the hosting of the 2015 Pan Am / Parapan Games, the Government of Ontario has developed a Sport Plan in concert with stakeholders, experts and athletes. The Plan seeks to increase focus on engaging all Ontarians in a sport of their choice at a level of their choice and builds on the Canadian Sport for Life Long-term Athlete Development program. The key goals focus on participation, Development and Excellence. The Implementation Plan includes the use of a Minister's Advisory Panel which will include the advice and recommendations of experts and engagement of sport facilitators in each of the goals as indicated. The first year of focus will include looking at opportunities to engage more girls and women in sport. Brampton work in sport will be to ensure that the City issues are represented at the table and further that the City is aligned with the priorities in the Game ON Plan.

Table 8: Framework for Recreation in Canada

The Framework for Recreation in Canada 2015 - Pathways to Wellbeing Vision Statement: We envision a Canada where everyone is engaged in meaningful, accessible recreation experiences that foster: <ul style="list-style-type: none"> • Individual wellbeing • Community wellbeing • The wellbeing of our natural and built environment 				
Goal #1: Active Living Foster active living through physical recreation	Goal # 2: Inclusion & Access Increase inclusion and access to recreation for population that face constraints to participation	Goal #3: Connecting People & Nature Help people connect to nature through recreation	Goal #4: Supportive Environments Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities	Goal #5: Recreation Capacity Ensure the continued growth and sustainability of the recreation field
Supportive Activities in Brampton				
Recreation for all ages Participation throughout one's life Physical Literacy Sport Development Sport Tourism Free Play opportunities	Equitable participation for all, regardless of socioeconomic status, age, culture, race, Aboriginal status, gender, ability, sexual orientation or geographic location Specific efforts to include marginalized populations	Natural spaces and places Comprehensive system of parks Public awareness and education Minimize negative impacts on the environment	Provide essential spaces and places Use existing structures and spaces for multiple purposes Renew infrastructure Active transportation Partnerships & Sponsorships Assessment tools Aligned community initiatives	Collaborative system Quality Assurance Service Standards Knowledge management Business Supports Marketing / Communications Organizational effectiveness Performance management Economic Impact Career development & Education Capacity development Community engagement & leadership Volunteers
Framework for Recreation in Canada Alignment with the Brampton Strategic Plan Pillars				
	Growth Management (Growing)	Environmental Stewardship (Preserving)	Economic Development (Thriving) (Economic Impact of Recreation, Culture and Sport)	Corporate Excellence (Serving) Community Engagement (Engaging)

Outcomes That Matter

The Recreation Division has over 2,800 employees consisting of 257 full-time staff and 2,623 part-time staff, and a myriad of volunteers to facilitate a broad range of leisure and sport programs and services. In a City and a delivery system as large as Brampton's, it is important to synthesize the key outcomes for the Department. The PRMP exercise has identified these key outcomes as a focus for the next five years.

It is recommended that specific emphasis be placed on these outcomes over the course of the next five years:

- **Physical Activity** – We aim to improve resident's Physical Activity levels – frequency, duration and intensity
- **Water Safety** – Every resident has the opportunity to learn how to swim; every family knows the importance of being safe in and around water
- **Aging Population** – Our elders are active and engaged in leisure pursuits
- **Including Marginalized Populations** – Efforts to include all residents will enhance the overall health and vibrancy of our community
- **Sport Development** – Every resident has the opportunity to participate in sport at a level of their choice
- **Getting Outdoors** – It is critical to the health of individuals and the community as a whole to be outdoors in natural settings.

Strengths/Gaps

- There are no firmly articulated and longstanding goals for the Parks and Recreation Divisions that have received Council consideration and approval.
- A summary of Key Outcomes in the provision of Parks and Recreation would provide the public and stakeholders an opportunity to understand the key directions and align their efforts accordingly.

Recommendations – Alignment with Strategic Priorities

- #75.** Adopt the Goals stated in the Framework for Recreation in Canada as being relevant and applicable to the City of Brampton's Divisions oriented to parks and recreation over the course of the next five years, ensuring alignment with the Brampton Strategic Plan Pillars.

Recommendations – Alignment with Strategic Priorities

#76. Approve the Key Outcomes for the next five years as recommended:

- Physical Activity – We aim to improve resident's Physical Activity levels – frequency, duration and intensity
- Water Safety – Every resident has the opportunity to learn how to swim; every family knows the importance of being safe in and around water, regardless of their background
- Aging Population – Our elders are active and engaged in leisure pursuits
- Including Marginalized Populations – Efforts to include all residents will enhance the overall health and vibrancy of our community by increasing opportunities for social interaction
- Sport Development – Every resident has the choice to participate in sport opportunities
- Getting Outdoors – It is critical to the mental and emotional health of individuals and the community as a whole to be outdoors in natural settings.

5.9 Goal #1: Active Living

Foster active living through physical recreation

The physical inactivity issue has been dubbed a critical Public Health Issue in Canada. Increased numbers of Canadians are suffering from chronic health conditions including heart attacks and strokes, some forms of cancer, and Diabetes as a result of obesity and inactivity. Increased screen time and sedentary behaviours are keeping Canadians inactive.

Data compiled through the Canadian Health Measures Survey indicates that 9% of children and youth accumulate at least 60 minutes per day of moderate to vigorous physical activity recommended through the Physical Activity Guidelines. Based on these less than optimal results, the ParticipACTION Report Card on Physical Activity for Children and Youth assigns a grade of D- for overall physical activity in 2015 for the third consecutive year.²⁰ While the ParticipACTION Report Card does not delve into adult physical activity levels, 2011 data from Statistics Canada using the Canadian Health Measures Survey showed that 17% of adult men and 14% of adult

²⁰ ParticipACTION. 2015. The ParticipACTION Report Card on Physical Activity for Children and Youth.

women attained the recommended 150 weekly minutes of moderate to vigorous physical activity, though usually concentrated in activities occurring infrequently throughout the week.²¹

In 2011, the Canadian Society for Exercise Physiology released the Canadian Physical Activity Guidelines based on over four years of research analysis funded by several groups including the Public Health Agency of Canada. The Canadian Physical Activity Guidelines are consistent with the World Health Organization’s guidelines, and provide advice on how much physical activity is generally recommended to realize health benefits among various age groups.²²

Age Group	Frequency and Duration	Intensity	Types of Activity
Early Years (0 to 4)	180 minutes throughout the day (toddlers)	Any intensity	A variety of activities in different environments Activities that develop movement skills
Children (5 to 11)	60 minutes per day	Moderate to Vigorous	Vigorous activities at least 3 times per week Activities that strengthen muscle and bone at least 3 days per week
Youth (12 to 17)	60 minutes per day	Moderate to Vigorous	Vigorous activities at least 3 times per week Activities that strengthen muscle and bone at least 3 days per week
Adults (18 to 64)	150 minutes per week, in bouts of 10 minutes or more	Moderate to Vigorous	Add muscle and bone strengthening activities using major muscle groups, at least 2 days per week
Older Adults (65+)	150 minutes per week, in bouts of 10 minutes or more	Moderate to Vigorous	Add muscle and bone strengthening activities using major muscle groups, at least 2 days per week

Source: Canadian Physical Activity Guidelines, 2011

Canadian Sedentary Behaviour Guidelines

Daily participation in physical activity is critical to one’s well-being, and one must consider how sedentary behaviours can have a detrimental effect on healthy outcomes as well. The Sedentary Guidelines developed by the Canadian Society of Exercise Physiology²³ set about to minimize the amount of time that Canadians are inactive in a typical day (the guidelines themselves focus on children and youth under 18 years of age). Sedentary behaviours are defined as “postures or activities that require very little movement” and can be described as time spent in front of a computer, electronic game or television, extended sitting, time spent in motorized transport and in the case

²¹ Statistics Canada. Catalogue No. 82-003-X. January 2011. Physical activity of Canadian children and youth: Accelerometer results from the 2007 to 2009 Canadian Health Measures Survey; Physical activity of Canadian adults: Accelerometer results from the 2007 to 2009 Canadian Health Measures Survey.

²² Canadian Society for Exercise Physiology. 2011. Canadian Physical Activity Guidelines and Canadian Sedentary Behaviour Guidelines.

²³ Ibid

of 0 – 4 years old being restrained in a stroller or car seat. Setting limits on the amount of daily screen time is also suggested.

Age Group	Sedentary Guidelines and Screen Time
Early Years (0 – 4)	Sedentary – limit time spent in motorized transport, sitting, time spent indoors and being restrained in strollers etc. Screen Time – not recommended for 0-2 years – no more than 1 hour per day for 2 to 4 year olds
Children and Youth (5 to 11) and (12 to 17)	Sedentary – limit time spent in motorized transport, sitting and time spent indoors Screen Time – no more than 2 hours per day

The World Health Organization (WHO) has developed a guide that captures best practises and evidenced-based approaches in increasing physical activity. The document entitled “A Guide for Population Based Approaches to Increasing Levels of Physical Activity” is versatile as it can be utilized for national, provincial and local strategy development. The following list captures the relevant principles and can be utilized as a checklist for the development of a Physical Activity Strategy in Brampton.

Intervention Type:

- High Level Political Commitment
- Alignment with National Policies and Initiatives
- Identification of National Health Goals and Objectives
- Specific Objectives Relevant to the Community
- Funding
- Support from Stakeholders
- Cultural Sensitivity
- Relationship with Other Related Sectors
- Interventions at Different Levels within the Local Reality
- Target the Whole Population as well as Specific Target Groups
- A Coordinating Team
- Multiple Interventions Strategy
- Clear Identity for the Strategy
- Leadership and Workforce Development
- Dissemination

Monitoring and Evaluation

The following table summarizes how Brampton is currently enabling Physical Activity in the goal to support an active community able to meet Canada Physical Activity Guidelines and Sedentary Guidelines.

Table 9: An Overview of Brampton’s Practises as it Relates to FRC Goal 1

Framework for Recreation in Canada Goal 1: Active Living - Foster active living through physical recreation					
		Not Yet In Place	In Planning Stages	Partially Complete / Requires Focus	Complete / Mature State
1.1	Opportunities for physically active recreational experiences in Brampton address all ages (through the life course)				•
1.2	Barriers for access to active programs are reduced in order to increase participation in physically active recreation programs and services			•	
1.3	Physical Literacy in active recreation programs and community outreach?		•		
1.4	A range of opportunities for children and youth to play outside or participate in low-no cost planned or spontaneous activity with families and/or multi-generations			•	
1.5	Training program for recreation leaders provides information on the importance of reducing sedentary behaviours, Canada Physical Activity Guidelines, Canada’s Sedentary Guidelines, and Physical Literacy.	•			
1.6	A City-wide strategy that seeks to increase physical activity and active living through recreation and sport.	•			
1.7	The Canadian Sport for Life Long Term Athlete Development Model is adopted and fostered departmentally and through work with sport groups.		•		
1.8	There is cohesion in the Sport community to advance sport and foster Sport Development and Sport Tourism.			•	
1.9	Work is done collectively with other community partners (education, public health, social services, sport organizations, age specific groups etc.) to increase physical activity and active living and advance other leisure pursuits.			•	
1.10	Employ best practises identified by the World Health Organization or other evidenced-based interventions to increase levels of physical activity in the community.			•	
1.11	There is a staff Physical Activity Strategy available to encourage Brampton to lead healthy lifestyles and demonstrate a commitment to Active Living to the community.	•			

Local Strengths/Gaps

- The Recreation Division staff are working with the Local Health Integration Network (LHIN) to address obesity reduction and the high incidence of Diabetes in Brampton through a Healthy Communities Initiative. Brampton's contribution to this initiative is to increase the ability of Brampton residents to be more active in a walkable community and to increase healthy food choices in the Gore Meadows and Cassie Campbell Community Centres.
- Some staff have been trained in the Long Term Athlete Development (LTAD) program developed through the Canadian Sport for Life Model (CS4L) to encourage the inclusion of Physical Literacy in programs and camps. Physical Literacy is defined as the ability to engage in basic movement skills to enable residents to be involved in a sport or activity of their choice.
- The range of active choices are significant in Brampton and residents are encouraged to be active through registering in programs, participating in drop-in opportunities, using parks, trails and naturalized areas and getting involved with sport through community organizations.
- Brampton has adopted the CS4L and its LTAD Program by bringing sport groups together to discuss common challenges and work with the municipality to address sport development issues and concerns under a common framework. This approach will remain an important consideration of Brampton as sport preferences change and the need to keep residents engaged increases.
- Recreation works collectively with the Brampton Sport Alliance to advance sport and address areas of common concern. Physical Literacy, Sport Development and Sport Tourism will all be subject areas of an upcoming study to address the advancement of sport in Brampton.
- While the Healthy Communities Initiative is a strong first step in addressing the reduction of Diabetes in Brampton and encouraging residents to be more active, it does not address the whole population as well as targeted populations in a more comprehensive way to increase physical activity.
- Sport and Sport Development are avenues to increase the public's interest in physical activity. A Sport Strategy is under development to assess the current sport delivery system and the ability of Brampton to respond to sport development and sport tourism.
- The effects of physical inactivity are affecting the health and quality of life in Brampton; it must be realized that successful approaches to improving

physical activity in the population will take decades and requires a long term commitment.

Recommendations – Alignment with Goal #1 (Active Living)

- #77. Work with community partners to develop a City-wide Physical Activity Strategy that will address increasing physical activity levels in all ages of the population.
- #78. Assess the challenges and priorities with respect to Sport Development, Long-term Athlete Development Program and support for sport tourism in the development of the Sport Strategy for Brampton.
- #79. Train all program related staff in the elements of Physical Literacy and incorporate Physical Literacy within all programs and camps.
- #80. Work with Daycare, Pre-School providers and elementary schools to introduce Physical Literacy at a young age in Brampton.
- #81. Promote the importance and benefits of Physical Literacy and active lifestyles in all appropriate communications mechanisms within Brampton.

5.10 Goal # 2: Inclusion & Access

Increase inclusion and access to recreation for populations that face constraints to participation

Relevant Background Information

Parks and Recreation Departments in Canada have recognized that it is important to take different approaches to including all segments of the population in leisure pursuits. There are certain populations that experience barriers to participation and these barriers must be addressed in order to deliver full access to all residents. Working with specific populations and support organizations to understand and remove barriers is critical in serving the full population. Barriers are typically experienced by persons with disabilities, newcomers to Canada from diverse cultures, persons from low income backgrounds, possibly the LGBTQ community, and in some cases women and girls.

The Equity Lens

The City of Toronto developed an “Equity Lens” which is a simple tool that assists staff to be more inclusive as they review the effectiveness of existing policies/programs

and develop new ones. The lens poses three questions for staff to address as programs and services are developed and/or reviewed.

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

Including Residents from Low Income Backgrounds – ActiveAssist

ActiveAssist Brampton is a municipally supported user fee subsidy available to eligible low-income households to access recreation opportunities and programming. The City of Brampton and the City of Mississauga share the branding identifier of ActiveAssist for their respective fee assistance programs. As both are within the Region of Peel, a joint effort between the municipalities has been established in order to provide consistency for potential applicants/participants. Fundamentally the programs are similar in concept however the administration and application processes differ slightly

Persons with Disabilities

Physical access to recreational facilities is imperative and a legislative requirement in Ontario as baseline criteria in treating all residents equitably. The development and delivery of recreation programs and services for persons with disabilities should be viewed as a collective responsibility within the community. Often, municipalities take a leadership role in bringing all support agencies together to begin a more holistic discussion on the strengths, challenges and gaps of program and service provision. These discussions often are the impetus in developing priorities and strengthening the ability of the collective to share resources, increase penetration and to develop innovative and meaningful programs. The City of Hamilton recently developed a recreation plan for persons with disabilities by engaging all support organizations and agencies and by reaching out to residents with disabilities and has seen stronger relationships and meaningful recreation services as a result.

Safe Spaces/ Positive Spaces

The Lesbian, Gay, Bisexual, Transsexual and Questioning (LGBTQ) community often experience exclusionary behaviours. The introduction of "Safe Spaces" is one way of welcoming this community to public places. Safe Spaces was developed by Safe Spaces Canada whereby signage on the front door of a community space indicates that staff have been trained in reducing homophobic gestures and slurs and in creating welcoming environments.

The Ontario Council of Agencies Serving Immigrants developed the Positive Spaces Initiative through Citizen and Immigration Canada to denote public spaces that are safe for and welcoming to the LGBTQ community. Signage including the Pride flag in the graphic denotes that the space is positive for the LGBTQ population.

Cultural Diversity

Municipalities enjoying an increase in Cultural diverse populations have employed varying methods to better include newcomers to Canada. The approach with the most promising results is the building of relationships with the diverse cultural groups that are active in the community. Initial discussions centre on understanding recreation and park's needs, how to provide access, and navigating Municipal government. Program related initiatives include the introduction of traditional Canadian sports and activities and introducing all residents to diverse activities, sports and leisure pursuits.

Brampton is reaching out to the South Asian population to better accommodate residents in parks, green spaces and within community centres. Efforts are being made to better understand the leisure needs of residents through the Diversity Advisory Committee. The way in which most successful communities include marginalized populations has been to ensure that the makeup of the Equity and Inclusion Advisory Committee, and the make-up of staff and volunteers, is representative of the community it serves. This notion includes persons of all equity seeking communities; cultural diversity, low income residents, the LGBTQ community, persons with disabilities and females etc. By ensuring a diverse workforce and support system of committees and volunteers, diverse contributions and opinions regarding service delivery improvements are sought and valued.

Girls and Women

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

Monitoring and Evaluation

The following table summarizes how Brampton is currently enabling inclusion and access in the goal to support an inclusive community.

Table 10: An Overview of Brampton's Practises as it Relates to FRC Goal #2

Framework for Recreation in Canada Goal 2: Inclusion and Access - Increase inclusion and access to recreation for populations that face constraints to participation					
		Not Yet In Place	In Planning Stages	Partially Complete / Implemented	Complete / Mature State
2.1	There is a Policy in place which guides staff in the support of including diverse and marginalized populations			•	
2.2	An affordable access policy approved by Council that monitors the demand and is adjusted accordingly				•
2.3	Programs and camps that provide opportunities to participate by children and youth and vulnerable families from low income backgrounds. Participation numbers are tracked to understand the need in your community using current census data				•
2.4	Provide opportunities to lead and/or participate in programs and services by a variety of cultural communities based upon the composition within your community Provide introductory programs to learn typical and popular Canadian Sports and activities			•	
2.5	Programs encourage women and girls of all backgrounds to participate.				•
2.6	Initiatives exists that provide safe and welcoming environments for people with all sexual orientations and identities	•			
2.7	Specific studies and initiatives are undertaken to include more residents of specific ages as demographics shift and trends dictate (youth, older adults etc.).			•	
2.8	Persons with disabilities and special needs in program planning and delivery, and policy development, to ensure that your recreation environments remove barriers to participation			•	

Local Strengths/Gaps

Persons with Disabilities

There are three methods being utilized by the City of Brampton to include residents with disabilities. Residents with disabilities can participate in any program or service and request a support worker to assist them enjoy the experience. The Recreation Division also offers Inclusive Programs and Services where persons with disabilities can participate in various activities and sports. Athletes with intellectual disabilities can be a part of the Special Olympics which offers a variety of competitive sports. Organizations specializing in supporting residents with disabilities can rent a facility to facilitate their own recreation and sport activities.

The following summary of participation in Inclusive Programs indicates that registration has remained stable since 2013 with minor fluctuations in participation. A closer relationship and joint planning with organizations that support persons with disabilities will serve to better understand leisure needs and the provision of service to persons with disabilities. Considering that it is estimated that 20% of the population will have disabilities in the future; the current uptake in Inclusive programming requires focus.

Table 11: Summary of Inclusive Programming Participation

Inclusive Programming	2013	2014	2015
Registration Capacity	789	834	799
Registered Participants	663	715	676
Utilization %	84%	86%	85%

Female Participation

The Recreation Division has partnered with Canadian Association for the Advancement for Women in Sport (CAAWS) to increase participation in sport and recreation to the point where registration statistics demonstrate that female participation is strong. Female participation in community-driven sport has not been determined, however, this audit is critical in identifying as to whether further interventions and inclusionary efforts are required.

Active Assist - Residents from Low Income Backgrounds

The Recreation Division partners with the Children’s Aid Society to ensure that children in the care have access to recreation and sport opportunity. Staff encourages clients to become involved in recreation pursuits and can approve their means testing based on data that they are privy to. This approach is seamless and provides added value to the children in their care. An expansion of this approach would be appropriate with Social Service through the Region of Peel. The ActiveAssist program is available to all Brampton residents from low income backgrounds and participation has increased. In 2015, 2,979 individual residents received subsidies through the ActiveAssist program at a value of \$195,400. The uptake of the program is low considering the number of low income individuals living in Brampton. A review of the Recreation and Culture Guide for the Spring and Summer found no promotion of the Active Assist Program. An assessment to determine the effectiveness of the Active Assist program would include an evaluation of the ease in which clients can access the program, the market penetration of the lower income population, client satisfaction, stakeholder engagement and any other barriers at a minimum.

Diversity

Relationships with diverse cultures are being made by staff at the community centre level and through contacts in sport and the community at large. Efforts are being made to understand recreation preferences and introduce residents to the merits of

participation in recreational pursuits. A formalized approach to including diverse cultures is needed to ensure access and full participation. Consideration should be given to developing a reference panel made up of all diverse groups including but limited to diverse cultures, females, persons from low income backgrounds, persons with disabilities and the LGBTQ community at a minimum. The role of the Panel would be to provide connections into diverse communities and ensure that the department and programs and services it offers are inclusive and represent the community it serves.

Older Adults

The Seniors Council is a Committee of Council and is accountable to ensure barrier free access to City programs and services. Older adult groups are supported through free use of community centres to host programs and events. The Council discusses new policy directions and their potential effect on the older adult population. It is appropriate to develop an Older Adult Strategy with the significant percentage of older adults in Brampton and a need to include additional older adults in recreation programs and services.

Youth

The City's efforts to include youth in parks and recreation services are recognized thorough Brampton's Youth Friendly Community designation at the Platinum level. Playworks is a collective of youth-serving organizations that developed a list of 16 criteria to demonstrate a Youth Friendly Community. Brampton received its designation in 2014 as a result of work with community partners and the Region of Peel. This award is significant and very few municipalities in Ontario reach this premium status. It speaks volumes about the way youth are included and served. The designation will last until 2018 when the municipality will need to access its compliance and apply for the status again for the next four years.

Recommendations – Alignment with Goal #2 (Inclusion and Access)

- #82. Audit female participation in sport within Brampton's community-driven sport organizations to ensure that there is equitable access and that any barriers are understood and addressed.
- #83. Promote the Active Assist – Brampton's Financial Assistance Policy to ensure that more residents from low income backgrounds can participate in recreation programs and services.
- #84. Evaluate the effectiveness of the Active Assist Program in concert with an educational institution to measure its effectiveness and emerging outcomes.
- #85. Train staff and volunteers in the elements of Safe and Positive Spaces in order to welcome residents from the LGBTQ community.

Recommendations – Alignment with Goal #2 (Inclusion and Access)

- #86. Meet with representatives of the LGBTQ community and the Equity and Inclusion Committee to discuss barriers to participation and any remedies to address these barriers.
- #87. Formalize meetings with representatives from diverse cultural groups to discuss and address barriers to participation in recreational pursuits.
- #88. Ensure that all committees and volunteers working with the department are representative of the diversity of the Brampton community.
- #89. Host annual meetings (at a minimum) with organizations representing persons with disabilities and the Equity and Inclusion Committee to discuss ways that the City can increase participation in sport and recreation.
- #90. Develop an Older Adult Strategy that addresses the parks, recreation and cultural needs of residents over the age of 55 years.

5.11 Goal #3: Connecting People & Nature

Help people connect to nature through recreation

Relevant Background Information

Children are given fewer opportunities to engage in outdoor and 'risky' play compared previous generations. Children spend less time outdoors due to a fear of accidents and more time spent indoors engaged in sedentary behaviours (most likely in front of screens).

Research Supports Outdoor Activity

ParticipACTION has recently released a position statement on Outdoor Play in increasing physical activity in children. The position centres around children are less active when they are indoors and are engaged in sedentary behaviours. The key statement reads: *"Access to active play in nature and outdoors—with its risks—is essential for healthy child development. We recommend increasing children's opportunities for self-directed play outdoors in all settings—at home, at school, in child care, in the community and in nature."*

Nature Deficit Disorder (NDD)

Richard Louv authored two books specific to outdoor play; 'Last Child in the Woods' and "The Nature Principle – Human Restoration and the End of Nature Deficit Disorder". In his books Louv (who completed extensive research across North

America) contends that Nature Deficit Disorder is becoming increasingly evident in people who do not get outdoors often enough. It is not positioned as a medical diagnosis but a health issue with possible symptoms of anxiety, depression, aggression, sadness and negative emotions. His research demonstrates that parents are allowing children to spend more time indoors in front of screens and are ignoring the merits of free play in an outdoor setting. Outdoor play is critical to children's development; they need outdoor and unstructured play to master new skills, be active, learn new things and become in awe of their natural environment.

Outdoor Risky Play Strategies and Frameworks

In 2016, the Lawson Foundation launched an Outdoor Play Strategy that provided \$2.7M in funding to support risky outdoor play initiatives across Canada. Their research presents that children do better academically who are exposed to outdoor risky play and further that outdoor play is fundamental to children's development. The Canadian Public Health Association has received funding to develop a Policy Tool Kit for service providers to outline healthy risks in playground settings.

No Child Left Inside

The State of Oregon has passed legislation to create the "No Oregon Child left Inside" Task Force to develop policies and strategies in developing Environmental Literacy in children and youth. The City Calgary and City of Toronto are engaged in researching and experimenting with the merits of risky play and testing various applications. The City of Calgary was a recipient of the Lawson Foundation funding and has developed a "Play Charter" which shows commitment from many community partners in implementing more applications of risky play in that City. Calgary also used the funding to train Playground Ambassadors to facilitate risky play in children within Calgary's parks system. The City of Toronto has given direction to staff to investigate and propose more applications for Risky Play in that City.

Monitoring and Evaluation

The following table summarizes how Brampton is currently enabling the goal to support a community that is connected to nature through recreation.

Table 12: An Overview of Brampton’s Current Practises as it Relates to FRC Goal #3

Framework for Recreation in Canada				
Goal 3: Connecting People and Nature - Help people connect to nature through recreation				
	Not Yet in Place	In Planning Stages	Partially Complete / Implemented	Complete / Mature State
3.1 Staff works with planners in the municipality and the Conservation Authority to ensure that there are natural spaces and places in neighbourhoods through the provision of parks, trails and naturalized areas. The PRMP’s Parks Section provides standards for the provision of parks while the City has a Master Plan focused on the trails and cycling system.				•
3.2 Parks and open space system connect to adjacent municipalities. The public has year-round access to nature through design, signage and maintenance of park areas and natural spaces.				•
3.3 The municipality is researching the merits of areas that promote “Risky Play” to encourage children and youth to master skills through outdoor experiences.	•			
3.4 Promotional and communication programs promote the importance of access to nature and the role of parks and recreation in helping people connect to nature. Parks promote the value of parks in terms of providing low cost, year-round access, spontaneous access to recreational opportunities in natural areas provides benefits to mental and physical health			•	
3.5 Ongoing discussions are in place with the local partners on promoting access to naturalized areas for children and youth that have elements of risky play.	•			

Brampton Parks – Outdoor Classroom

Brampton’s Parks Division offers in-classroom sessions on Parks environmental education to promote the use and value of local parks and naturalized areas. This service is available to all classes from Kindergarten to Grade 8. The Grade 4 program is more comprehensive on stewardship and the range of green assets. Brampton’s Parks staff responds to various requests from the Educational system and speak to forestry and benefits of the urban forest, stormwater management, invasive species in green spaces, pollinators, the food chain, etc. The Brampton Wilderness Centre is another municipal outreach program whereby the City delivers environmental and outdoor courses for students to develop knowledge and skills. Although it has been

closed for 2014 and 2015, over 12,500 programs were delivered through that location in 2013.

The Outdoor Classroom at the Community Forest within Elgin Woods Park is a partnership with the Toronto Conservation Authority and provides a naturalized area and outdoor learning centre for students and residents. The development of an urban forest is in partnership with Trees Canada and the Region of Peel.

Tree Planting

Other opportunities for residents to become involved in parks uses involve community gardening at any of the four locations throughout Brampton. Tree planting opportunities are facilitated 5 times annually on Earth Day (2 events), National Tree Day, Scouts/Guides in concert with the Toronto Region Conservation Authority and Community Parks Day.

Registered - Environmental Programs

The number of registrants in Environmental and Outdoor programs has decreased by 40% or by 511 registrants from 2013 to 2015. The program opportunities have also decreased significantly to reflect the current interest in this program type. One possible explanation for this change may be that there was a change in the delivery model with the transferring of program delivery responsibilities back to the Region of Peel who were the funding body for the majority of this programming.

Environmental and Outdoor Programs	2013	2014	2015
Registration Capacity	5,357	7,187	2,614
Registered Participants	1,269	1,048	758
Utilization %	24%	15%	29%

Local Strengths/Gaps

- The notion of outdoor Risky Play is an endeavour that is worth further research and development by the Community Services Department and the Planning & Development Services Department.
- Environmental Stewardship is one of the Pillars of the Brampton Strategic Plan and is of importance to the community. Market research with the users and non-users of this program type is needed to either reduce the availability or refine the program offerings to attract a greater number of participants.

Recommendations – Alignment with Goal #3 (Connecting People and Nature)

- #91.** Develop a “Play Charter” with other related Community Stakeholders in Brampton who are engaged in healthy childhood development and support Outdoor Risky Play in Brampton.

Recommendations – Alignment with Goal #3 (Connecting People and Nature)

- #92. Research the merits, appropriate applications, risk management and support mechanisms regarding Outdoor Risky Play in Brampton.
- #93. Evaluate the rationale and potential remedies to increase participation in environmental and outdoor programs.

5.12 Goal #4: Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.

Relevant Background Information

Supportive Environments speaks to strengthening the relationship with related service providers, community stakeholders and for-profit entities.

Types of Partnerships in a Municipal Recreation Setting

In all partnership arrangements, specifications and requirements must ensure that the partner respects and aligns with the Departments’ vision, mandate, values, strategic priorities and service standards.

Partnership Types	Description	Formalized Relationship
Not-for-Profit Community Groups	Community groups exist to provide services, leagues, education etc. through the use of volunteers for the most part and are not-for-profit. They may require assistance in forming as a group but most likely require space and consideration for a not-for-profit rate for rental fees.	Community groups abide by an Affiliation Policy or a Community Development Policy and thrive more effectively through sharing of information, cross-marketing of opportunities and regular communications to enhance the delivery system.
Complementary Institutions and Agencies	Working more effectively with school boards, hospitals and other agencies such as the Y and the Boys and Girls Clubs can benefit the community through the development of joint programs and initiatives and sharing of resources. This will broaden the reach of like programs and services and reduce duplication.	Requires a Service Level Agreement or a Reciprocal Agreement that outlines the rights, obligations and deliverables of each agency.

Partnership Types	Description	Formalized Relationship
Private Service Providers	Private service providers have a for-profit mandate and may provide specialized programs and services not necessarily in the municipal mandate. Often profit sharing can provide an alternate form of revenue to the municipality.	A contract will articulate the rights, obligations and deliverables of each party. Specific consideration must be given to ensuring that quality assurance, risk management and service levels are equal to that of the municipality.

Partnership Principles

Each partnership must be considered with the following guiding principles in mind:

- a) The outcome of the partnership is aligned with the municipal values, mandate and priorities;
- b) There is an articulated need for the proposed service in the community;
- c) The financial and liability risks to the municipality is shared or reduced;
- d) The partner is best equipped and qualified to co-deliver the service through identified efficiencies, and the ability to reach an identified segment of the population;
- e) The quality of the program or service provided through the partnership meets municipal quality assurance and risk management requirements and complies with legislation;
- f) Unsolicited for-profit partnership proposals are dealt with transparently and through a competitive process as identified in the City’s procurement process;
- g) Accountabilities and responsibilities can be clearly defined and complied with; and
- h) Annual reporting requirements capture participation numbers, expenditure reduction or revenue enhancement and are clearly aligned with departmental objectives.

Monitoring and Evaluation

The following table summarizes how Brampton is currently enabling the goal to support a community that is facilitating supportive environments.

Table 13: An Overview of Brampton’s Current Practises as it Relates to FRC Goal #4

Framework for Recreation in Canada					
Goal 4: Supportive Environments - Ensure the provision of supportive physical and social environments that encourage participation in recreation and help to build strong, caring communities					
		Not Yet In Place	In Planning Stages	Partially Complete / Implemented	Complete / Mature State
4.1	Work with community partners (YMCA, School Boards, Related Organizations, Faith Community) with common objectives to maximize the use of resources.			•	
4.2	An approved Asset Management Plan is in place.				•
4.3	A Policy is in place with respect to Partnership Development and/or Alternative Service Delivery as well as Sponsorships.		•		
4.4	The condition of the facility inventory is assessed to ensure investment is targeted, prioritized and maximizes participation.				•
4.5	Staff is aware of the Energy Management Plan and actively participates in actions to reduce energy consumption.				•
4.6	Facility utilization is measured to ensure the efficient and effective use of public assets.				•
4.7	A relationship with Regional Government and other key partners is in place with respect to providing mutual supports for increasing participation in leisure pursuits.				•
4.8	Neighbourhood or local organizations exist to address local concerns with respect to Parks and Recreation.			•	
4.9	Actively promote the benefits of recreation and provide ongoing information to your community about the importance of recreation to the quality of life.		•		
4.10	The Corporate Strategic Plan includes a focus on individual and community wellbeing.				•
4.11	Alignment with, other community building initiatives that may exist in the community – Age-Friendly Community, Healthy Cities, Safe Cities, Strong Neighbourhoods, etc.				•

Comment Regarding Facility Provision

Facilities – The responsibility for facility design, construction and ongoing capital works rests outside of the Department of Community Services. The PRMP process included input from the Facilities and Finance Divisions to discuss programs for energy conservation/management, compliance with the AODA, asset management, facility conditions and all work that is underway to extend the lifespan of the parks and

recreation facility stock. Analysis and recommendations regarding Parks and Recreation asset and facility provision is covered off in Sections 3 and 4 report.

Local Strengths / Challenges

Partnerships

Partnerships are varied and considered valuable in terms of sharing resources and responsibility for a certain projects or initiatives. Partnerships tend not streamlined into categories based on the type of relationship. It would be helpful to staff to understand the types of partnerships that exist, the nature of the partnership and the intended deliverables.

Sponsorships

There are some businesses that would like to sponsor certain recreational programs and opportunities. Many of these sponsorship opportunities are unsolicited. The process is not clear as to how to respond quickly while respecting a transparent process. Some other communities send out a list of sponsorship opportunities in preparation for the beginning of the year and entertain proposals in a transparent fashion; this is seen as fair and equitable. The Sponsorship Policy is currently under review in Brampton.

Strong Neighbourhoods – Neighbourhood Committees

Brampton has been engaged in developing and supporting the Strong neighbourhood strategy with the Region of Peel. The Region has mapped out the neighbourhoods in Brampton and released this information in the Fall of 2016. Neighbourhoods that could use interventions and greater supports were identified. This is critical work in ensuring equitable access to services and developing creative solutions to local issues.

Volunteerism

Volunteerism is an effective way to engage the public in enhancing programs and services. Recreation Services provides support to volunteers in terms of recruitment, job matching, training, supervising, and recognition and retention strategies. Volunteerism is promoted in the Recreation and Culture Guide. There are software programs that can assist with volunteer matching, tracking of the volunteer corps, tracking hours and determining the economic value of volunteerism.

Benefits of Recreation and Social Messaging

The benefits of recreation are implied, understood and supported in Brampton. There is no mention of the benefits to the individual and community as a whole in the Recreation and Culture Services Guide and this would be a likely place to highlight the social, physical, emotional and spiritual benefits.

Recommendations – Alignment with Goal #4 (Supportive Environments)

- #94. Adopt the Partnership Framework as suggested in the PRMP in order to determine what types of partnerships exist and their effectiveness as well as potential partnerships that would benefit the delivery of services in Brampton.
- #95. Develop procedures for staff as a result of the current review of the Sponsorship Policy to include methods of addressing unsolicited Sponsorships as well as identifying Sponsorship opportunities.
- #96. Utilize the neighbourhood analysis of Brampton as developed by the region of Peel to identify neighbourhoods that could benefit from some interventions in order to increase access and participation in Recreation.
- #97. Investigate the use of technology to recruit, volunteer match, track volunteerism hours and identify the economic value of volunteerism.
- #98. Develop an annual Communications Strategy on the benefits of Recreation and Active Living.

5.13 Goal #5: Recreation Capacity

Ensure the continued growth and sustainability of the recreation field

Building capacity within the recreation field speaks to the ability of the department to meet legislative and industry standards in the execution of it work while ensuring that internal systems and approaches are innovative and staff develop.

Monitoring and Evaluation

The following table summarizes how Brampton is currently enabling the goal to sustain recreational capacity within the community.

Table 14: An Overview of Brampton’s Current Practises as it Relates to FRC Goal #5

Framework for Recreation in Canada					
Goal 5: Recreation Capacity - Ensure the continued growth and sustainability of the recreation field					
		Not Yet In Place	In Planning Stages	Partially Complete / Implemented	Complete / Mature State
5.1	Alignment with City-wide priorities and the priorities of the Department are included within training programs for staff and volunteers			●	

Framework for Recreation in Canada					
Goal 5: Recreation Capacity - Ensure the continued growth and sustainability of the recreation field					
		Not Yet In Place	In Planning Stages	Partially Complete / Implemented	Complete / Mature State
5.2	Work with Community Colleges and/or Universities to benefit from research to align with priorities within the community. Use and/or contribute to the Leisure Information Network (LIN) to ensure access to the most up to date recreation information			•	
5.3	All operations and practises are in compliance with legislative and regulatory requirements				•
5.4	Policies and procedures are reviewed annually to ensure that they are relevant, easily understood and currently applicable			•	
5.5	Actions exist to support the development of service levels, program standards, program content and naming conventions.			•	
5.6	Quality assurance programs are in place to ensure that all programs and services meet public expectations (High Five, Canadian Sport for Life Model, Ontario Camps Association Guidelines etc.)			•	
5.7	The pricing of programs is reflective of the true costs to facilitate the program/service, a comparison to market pricing and the value to individual and community good.		•		
5.8	Customer satisfaction surveys, complaint summaries and program evaluation results are utilized to inform program and service improvements				•
5.9	An approved Volunteer Policy, Plan and tracking is in place.			•	
5.10	There are key strategies in place to address leading trends and social issues such as inactivity, the aging population, risky play, sport development etc. (see Goal 3)	•			
5.11	Regular forums and meetings take place with colleagues from adjacent municipalities and other aligned jurisdictions (School Boards, YMCA, Public Health) to encourage collaboration in the development of new programs and services (see partnerships under Goal 4).			•	
5.12	The performance of key lines of business are evaluated to ensure a level of high performance including but not limited to Aquatics, Fitness and Active Living, Arenas and General programs.			•	

Framework for Recreation in Canada				
Goal 5: Recreation Capacity - Ensure the continued growth and sustainability of the recreation field				
	Not Yet In Place	In Planning Stages	Partially Complete / Implemented	Complete / Mature State
5.13 Staff has the ability to adjust plans and approaches as required to ensure that resources are used most effectively.	●			
5.14 Marketing and Communications Plans are in place to support social messaging and promote participations in programs and services.			●	
5.15 Performance measurement is in place to demonstrate the performance of your department including market penetration, user satisfaction, registration participation, drop -in participation, cost recovery of direct costs.				●

The Program Assessment and Service Review includes the following elements and expands on the requirements stated in the Canadian Recreation Framework under Goal #5 regarding Recreation Capacity. It includes an overview, some data and analysis where available and strengths and challenges. A list of recommendations follows the full analysis. The elements of the Recreation Program Assessment as requested by the City of Brampton includes:

- I. Market Penetration
- II. Overview of Key Lines of Business
- III. Registration Fill Rates by Age Group
- IV. Quality Assurance in the Delivery of Programs and Services
- V. Communications and Marketing
- VI. Pricing and Fee Development
- VII. Performance Measurement

I. Market Penetration in Registered Programs

One of the key indicators for the Recreation Division is the Market Penetration by Age. This measures the percentage of the population in a given age range that is registered in a City of Brampton program opportunity. This allows the Division to understand its reach and appeal within the general population and within specific age groupings. Efforts are taken to understand the recreation preferences in Brampton, and where decreases in participation are becoming a trend. Specific work is undertaken within this review to understand where participation rates have increased or decreased significantly year over year.

- In 2015, the highest participation rates were seen within the 5 – 9-year age group; 47% of the 41,040 residents in that age range participated in a registered program.

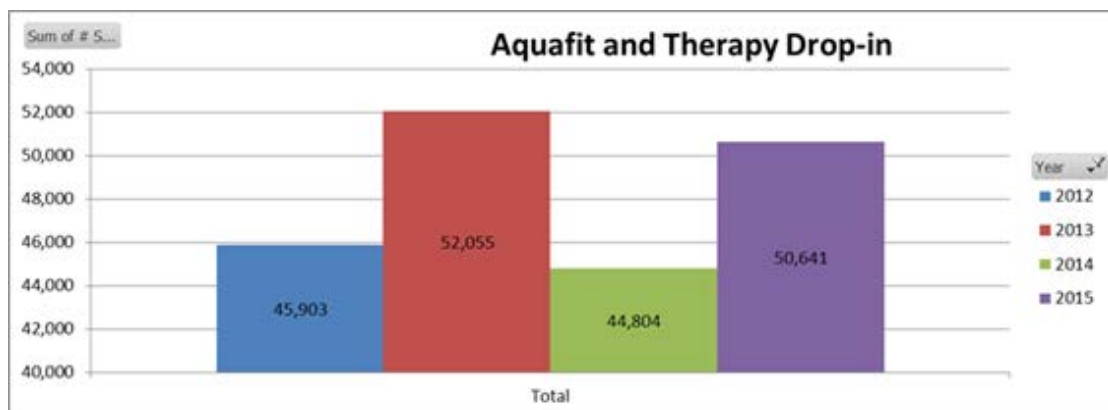
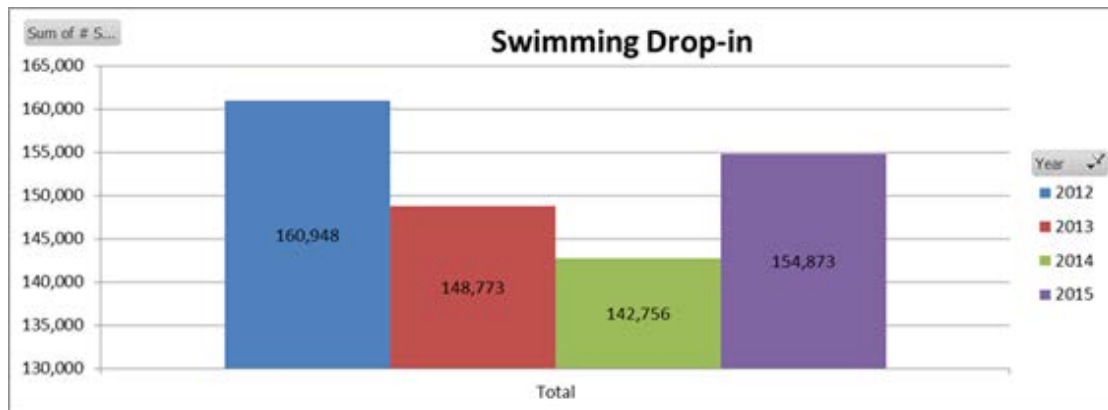
II. Overview of Key Lines of Business

Aquatics

Municipal pools in Ontario place a strong emphasis on learning to swim, drowning prevention and water safety in and around water. The learn-to-swim program in Brampton serves all levels up to and including lifeguard and instructor level training. Building upon the indoor aquatic assessments contained in Section 3.1:

- Swim registrations have increased from 47,436 registrants in 2012 to 54,937 registrants in 2015, reflecting a 16% increase or an additional 7,501 registrants.
- The number of individual clients has increased by 8% in the same time period.
- Drop-in participation for Leisure and Lane swims has decreased since 2012 by 6,075 or 4% since 2012 to 2015.
- Drop-in participation for Aquafit and Therapeutic programs in pools has increased by 4,738 or 10% from 2012 to 2015.

Swimming Registrations	2013	2014	2015
Registration Capacity	70,112	66,230	71,091
Registered Participants	51,317	50,633	54,933
Utilization %	73%	76%	77%



Drowning Statistics for 2015

The World Health Organization reports that drowning is the third leading cause of unintentional death in children and youth. Drowning is the leading cause of unintentional death in some countries such as Southeast Asia and Pacific Regions. 500 fatalities can be attributed to drowning in Canada and it is the number one cause of unintentional injury amongst one to four-year-old children and the second most prevalent cause of preventable death overall. (Lifesaving Society Drowning Report – 2016)

An Ipsos Reid study in 2010 commissioned by the Lifesaving Society found that those who have been in Canada for less than 4 years possess a four times greater chance of being unable to swim than Canadians. Continued emphasis on Water Safety and Swim to Survive programs in Brampton should continue to be a strong focus for the foreseeable future.

Local Strengths/Gaps

- Brampton is the first municipality in Canada to offer the Swim to Survive 14+ at no fee. This is an innovative approach to ensuring persons with little to no swimming skills can learn to survive if they fall into the water.

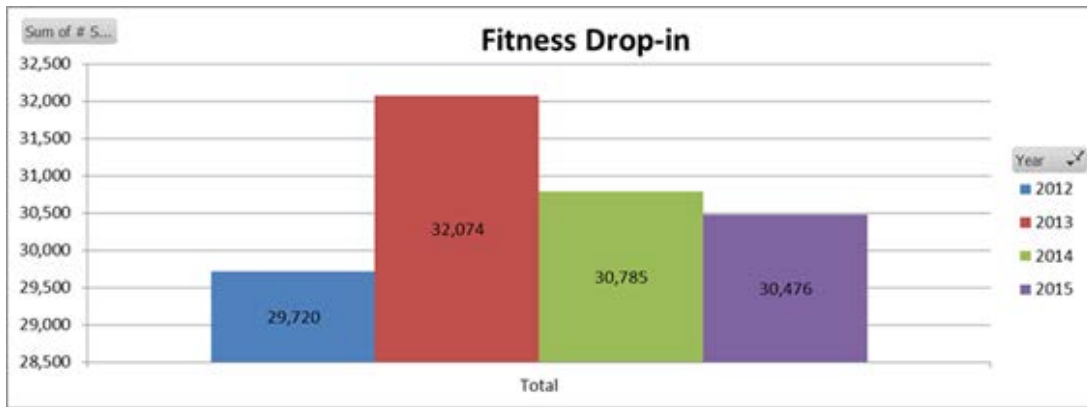
Fitness

Building upon fitness assessments contained in Section 3.4:

- Fitness registrations have decreased by 971 participants since 2013 or a decrease of 13%.
- Fitness memberships have increased by 3,540 since 2013 showing an increase of 10%.
- Fitness Drop-in opportunities have increased by 756 participants or 2% since 2012.

Fitness and Health Courses	2013	2014	2015
Registration Capacity	13,514	11,620	10,347
Registered Participants	7,628	7,153	6,657
Utilization %	56%	62%	64%

Fitness Memberships	2013	2014	2015
Membership Capacity	There are no capacities defined for these membership sales		
Members	34,794	37,881	38,334



Local Strengths and Gaps

- There is value in the current membership offerings through the fitness centres as memberships have increased over the course of the last three years by 10%.
- A decline in the number of registrations for fitness classes requires further review as an introduction to active living through participation in these classes through education and awareness is an opportunity.
- The number of opportunities for fitness courses has also declined by over 3,000 possible registrations in classes. It may be that certain membership options include participation in classes or that the competitors are offering more value for the investment. These issues and potential remedies need to be explored further.

Arenas

Building upon arena assessments contained in Section 0:

- Arenas are typically measured by the utilization of the facility as compared to available hours as these facilities typically accommodate rental opportunities for community sport groups.
- Prime Time Hours are defined as evening hours Monday through Friday and daytime and evening Saturdays and Sundays. Non-Prime Time Hours are defined as daytime use Monday through Friday and after 10:00 p.m. on all days of the week.
- Annual utilization rates for all arenas are demonstrated in the following tables depicting use during both prime time and non-prime time hours.
- Utilization is determined by the hours available for prime and non-prime times and considers various uses including rentals, programs and maintenance

schedules. Use is captured for one week in November for each year – as the season would be in full operation. This data represents the full ice season

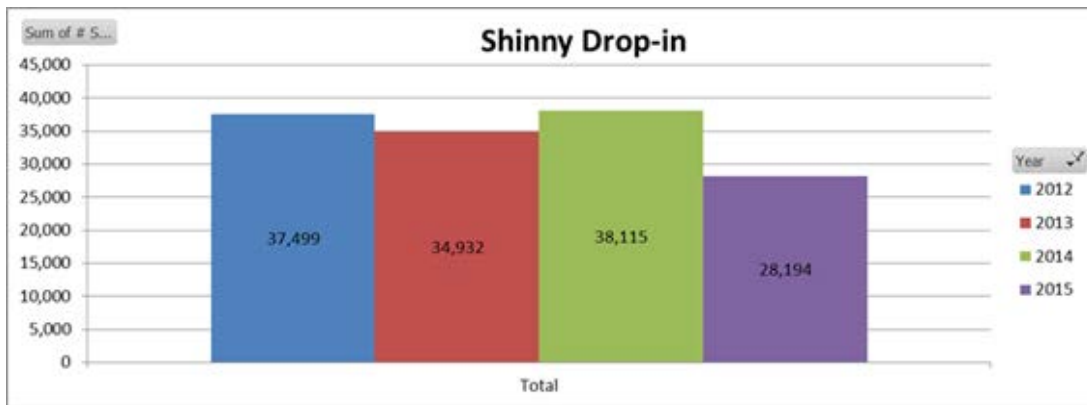
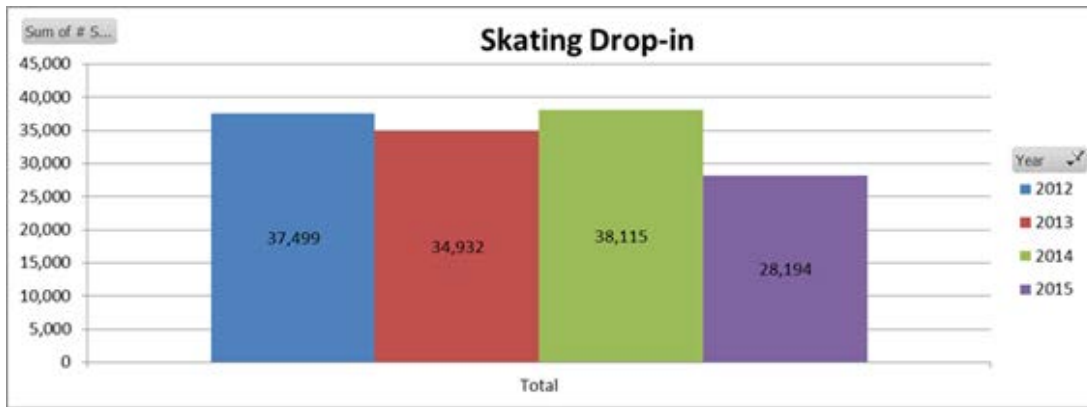
- Overall, arenas are operating at an average of 84% of capacity during prime time and 47% of capacity during non-prime time considering the utilization during the last 4 years as compared during one week in November.
- An overall utilization rate of 84% indicates that there are prime time hours available but utilization remains consistent over the last three years.
- There has been a decline in the use of arenas during primetime hours since 2012 of 5%. There has also been a decline in the use of arenas during non-prime hours from 2012 to 2015 of 7%.
- This trend of declining use is typical in arenas as communities become more diverse and sport preferences change. Further the non-prime hours are less desirable and rental groups shift their requests to prime time hours and resist using arenas during early mornings and late evening use.
- The use of ice time for learn to skate programs is well attended with over 13,500 registrants in 2015. Learn to skate program has grown since 2013 by approximately 800 skaters or by 6%.
- Drop-in opportunities for public skating and shinny have decreased since 2012.

Table 15: Ice Utilization

Brampton Arenas – Ice Utilization	2012	2013	2014	2015	Four Year Average
Prime Time Utilization (one week in November)	88%	82%	83%	84%	84%
Non-Prime Utilization (one week in November)	50%	45%	49%	43%	47%

Table 16: Participation in Skating Lessons

Skating Lessons	2013	2014	2015
Registration Capacity	17,157	16,885	18,261
Registered Participants	12,879	12,670	13,667
Utilization %	75%	75%	75%



Local Strengths and Gaps

- While there are consistent utilization rates for ice time; there is capacity within the system to accommodate more hours of ice use.
- Specific utilization of ice during non-prime time requires focus; there may be opportunities for the Department to develop recreational leagues for certain age groups or other ice related opportunities for different markets. This expansion of the use of ice is an ongoing issue in arenas in Ontario but must be explored in order to maximize the use of public assets.

Camps

- Registrations in Brampton Camps have increased by 6,945 registrants since 2013 or by 41%

Table 17: Camp Registrations

Camps	2013	2014	2015
Registration Capacity	22,626	24,734	34,645
Registered Participants	15,780	17,196	22,725
Utilization %	70%	70%	66%

Data provided by the City of Brampton (as of August 8, 2016) demonstrates that:

- The average age of a camper in Brampton is 9 years old.
- In 2015, the camping opportunities provided penetrated 15% of the 4 – 14-year-old market (utilizing 2016 population estimates).
- The number of camp opportunities has increased from 970 camp weeks in 2012 to 1,596 camp weeks in 2016 representing an increase of 65%
- The number of participants engaged in camps has increased from 5,867 campers in 2012 to 7,316 in 2016 which represents an increase of 25%
- Program revenue has increased in the same timeframe from \$1.8M to \$2.8M representing an increase of 56%
- The number of clients registering online has grown 5% to 33% in 2016. This is low although efforts to increase online registrations have resulted in a slight increase.

Local Strengths /Gaps

- The growth in camp registrations is an indicator that the camp experience is positive and that there is value in the camp content, safety measures and overall quality.
- There are challenges with the effective management of non-resident fees based on the process used. Only those who register in person have non-resident fees attached. Approximately 3% of camp registrants are non-residents who pay an additional cost to participate.
- Although there is growth in registrations for camps; they could be registered to a greater extent as camps were registered to 66% of their full capacity in 2015.

General Interest Programs (including Arts, Drama, Music, Dance, First Aid Leadership, Special Events, General Interest and Training & Development)

- Registrations in General Programs have increased by 8,668 registrants since 2013 or by 38%

Table 18: General Interest Registrations

General Programs	2013	2014	2015
Registration Capacity	39,010	42,231	53,582
Registered Participants	23,104	25,558	31,772
Utilization %	59%	60%	59%

Local Strength/Gaps

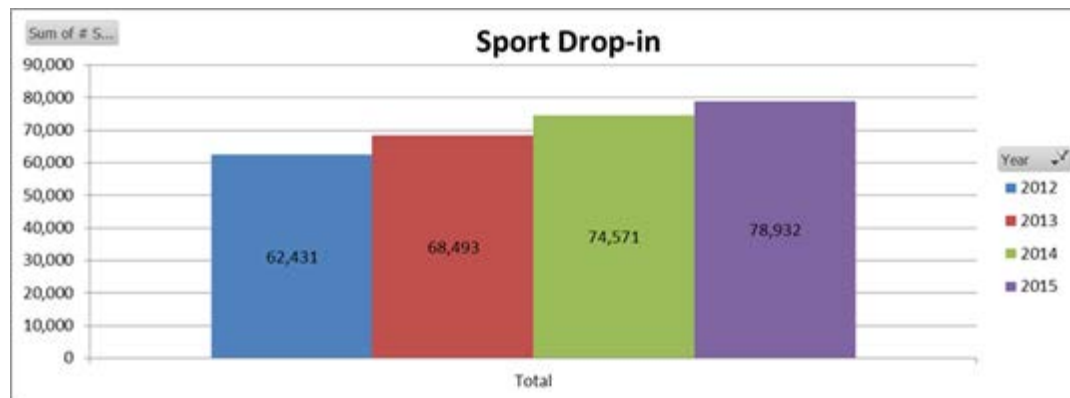
- Staff engage the public in developing new general program types and keep track of current trends in program offerings
- There is growth in the number of registrations, however the fill rate of programs remains consistently at between 59 and 60%. More could be done to cull programs that do not register to a 50% capacity consistently.

Sports (including Skating, Sports, Snowboarding and Skiing)

- Registrations in sport have increased by 5,381 registrations since 2013 or by 24%
- Drop-in participation for sport opportunities have increased 16,501 or 26% since 2012

Table 19: Sport Program Registrations

Sport Programs	2013	2014	2015
Registration Capacity	29,684	31,982	35,898
Registered Participants	22,184	24,195	27,565
Utilization %	75%	76%	77%



Strengths /Gaps

- The vast majority of sport opportunities for league play is developed and managed by sport organizations and private enterprise. The Recreation and Culture Guide promotes sport organizations, and sport development is seen as a joint responsibility between the City and the sport organizations.
- The City does not seek to compete with local sport organizations but complement their sport offerings by offering introductory opportunities and a continuum in sports that are not offered through other organizations.
- The Canadian Sport 4 Life and the Long Term Athlete development program is a model that is being implemented across Canada. The model prepares and

encourage athletes to participate at a level of their choice. This model should be included in the Recreation and Culture Guide to educate residents about sport involvement and advancement.

- Physical Literacy involves the education of Canadians at all ages with respect to movement and skills that are needed to be more active and involved in sport opportunities. It would be helpful if Physical Literacy is either offered as separate program or incorporated in to existing active programs.
- There is reference to male and female sport programs within the Guide and the notation of limiting resident’s participation in terms of gender identity has been challenged as of late in other GTA municipalities (e.g. Gymnastics).

III. Registration Fill Rates by Age Group – 2015

The work of the Recreation staff is to provide opportunities for all age groups and to ensure that there is a consistent or improving level of interest by each age group. The following table demonstrates that programs for children aged 6 - 12 have the highest fill rate - calculated by determining the % of program offerings that are registered for. This is a demonstration that staff are cognizant of the preferences in terms of course content and the days and times that the courses are offered.

Registration Data	Pre-School (0 -5 years)	Children (6 -12 years)	Youth (13-19 Years)	Adults (20 - 54 years)	Older Adults (55+ years)	Total
Registration Capacity	49,122	129,496	83,044	50,985	57,815	370,462
Registration	26,097	76,016	21,574	17,321	31,180	172,188
Utilization %	53%	59%	26%	34%	54%	46%

Strengths/Gaps

- This measurement provides important data as staff review their annual offerings and add or eliminate program offerings. The key is to understand the market and offer the right number of classes at the right times in the right places.
- Offering a lower number of program opportunities may increase the fill rate and avoid labour intensive processes to cancel and ask registrants to consider another opportunity at another time or location if a program does not receive sufficient registrations.
- Lower fill rates by certain age groups are understood; for example, the youth market prefers casual and drop in opportunities versus a structured program.
- An overall fill rate target of 70% would streamline efforts in directly offered programs and remove program receiving low registrations.

IV. Quality Assurance in Program and Service Delivery

a) Legislative and Regulatory Compliance

There are over 75 Legislative Acts affecting the provision of parks, recreation and cultural service in Ontario. The Leisure Information Network (LIN) has developed an Audit Tool that is searchable by discipline (aquatics, arenas, fitness, parks etc.) and outlines the legislative regulations and respective requirements and reflects industry standards. The Legislative Audit Tool provides plain language explanations of each regulation and allows the staff person to rate whether the requirement is being adequately addressed along a continuum of "Not in Place" "Under Development" "Recently Implemented" or "In a Mature State". This tool provides municipalities the ability to audit compliance and identify the areas that require further review and development.

b) Facility Quality Assurance Check Program

The department has developed a Facility Quality Assurance Check Program that articulates the elements of a high performing facility with respect to quality assurance and cleanliness. This regular audit allows staff to complete facility checks and identify any outstanding issues. In 2015 there was a target to complete five inspections per month at each location and 977 Facility Quality Assurance Checks were completed across all locations.

c) Policy Development and Revisions

The Recreation Division isolates policies that are in need of development and or others that require revision. The Affiliation Policy is under revision to reflect the current realities of being revised to This is completed as the need arises and there is no annual and scheduled review of policies and procedures as part of the annual planning process.

d) Trend Analysis

The Department is cognisant of trends in the field of recreation and culture and has recently held a staff development session on trends and their impact on the provision of service.

e) Quality Assurance Frameworks

Recreation is active in implementing Quality Assurance Frameworks developed for recreation service providers in Ontario. The most common are Parks and Recreation Ontario High Five Program, Aquatic Safety Management Program, Playworks Youth Friendly Community Designation, and the Canadian Fitness Safety Standards. The Department employs these standards and they are a strong part of the quality assurance program.

High Five – Principles of Healthy Childhood Development is a quality assurance model that has been developed in Ontario and has now expanded to a national level program. Brampton is fully implementing the High 5 Program over 4 years in Aquatics, Fitness, Active Living and General Interest programs.

a) Mystery Shopper Program

Recreation revised the Mystery Shopper program in 2015 with a goal to fully implement the revised program in the second quarter of 2016. 20 - 40 mystery shops per week are conducted throughout the City facilities to test for cleanliness and customer service. The results of the mystery shopper visits are shared with the Recreation Supervisors and Managers to ensure a prompt response to any concerns. There is a 90% satisfaction level on facility cleanliness and customer service.

b) Program Levels, Naming Conventions, Content/Curriculum, Space and Ratios

Program/Service Levels refer to a description of the program type or service, the number of times a program or service type is offered in a given year, the ideal conditions that surround the service or program type, the actions (promotion, registration, hiring/training of staff, content of program, etc., that supports the program/service types and the frequency of these actions. This is important information in determining the resources required to offer the respective services and programs and also the ability to create efficiencies in each of the supports to provide the program/service. This information exists in Brampton but has not been collected and reviewed for these purposes.

c) Naming Conventions

Naming Conventions are developed to ensure that the public understands the course content and further that the public can receive consistent programs from all centres City-wide. Recently, naming conventions have become more important as municipalities across the GTA are being challenged as to "Female" and "Male" only programs. This practise is seen by some as discriminatory to those who may identify other than the gender they were born. There is also a sensitivity to some faith based groups who can only participate in gender-specific programs and services. The Recreation Division is under the process of developing naming conventions and reviewing the names of programs/services. A review of the Recreation and Culture Guide has revealed some cases of male or female only programs and therefore the continuous review of naming conventions should continue.

d) Content/Curriculum

Content and curriculums are developed to ensure that a registrant will receive similar course content wherever they register for recreation programs and

services and further there will be thoughtful approach to skill development. This work is underway and will take significant time to complete as there are over 1,500 program types. Aquatics has standard course requirements and there are content and lesson plans available from the service providers. This work is underway and should continue.

e) Space and Instructor to Participant Ratios

Space and instructor to participant ratios are standards that consider the number of participants that can be safely accommodated within each program type. The instructor to participant ratios are developed according to some legislative requirements and considers industry standards as well as the space that is available to offer the respective program. Brampton has been cognizant of space and instructor to participant ratios in the development of the various course options. As industry standards change, the staff bring forward a recommendation to change the ratios. This is fairly systematic, however, an annual review of space and ratios should continue to be undertaken to ensure the utmost safety to the participants.

f) Satisfaction Levels of Participants

The satisfaction levels for all programs are collected through online questionnaires. This information provides staff with the latest input on the quality of the programs and services and allows staff to be prompt in responding and enforcing the Departments' commitment to continuous improvement.

g) Complaint Management – 311

311 is a centralized call centre that manages all calls with respect to the services provided by the City of Brampton. This is an effective way of answering a concerned citizen's questions and provides one staff person to answer a myriad of queries with respect to any City service. 311 staff pass along any concerns or complaints received to the operating department and the resolve is dealt with as soon as possible. It would be helpful if 311 could categorize and summarize these concerns/complaints into common themes to ensure that the Parks and Recreation Divisions can place emphasis in reviewing common areas of concern.

V. Communications and Marketing

The main source of communications and promotion of Recreation programs and services is the full listing of activities in the Recreation and Culture Guide and the content of this publication is also housed on the City website. The Guide is one of 40 communications tactics utilized to implement the marketing and communications support to Recreation services. The Marketing Unit works together with Recreation Services to develop a calendar of campaigns (both promotions of services and as well

social campaigns regarding safety in and around water, ice safety etc.) and based on strategic priorities.

An excerpt from the marketing Services work efforts for 2016 in its support for Recreation Services includes:

- 55 production campaigns
- 6 development projects
- 500 tactics

In-house marketing efforts include:

- Identify target audiences and developing key messages
- The provision of market information (market penetration, customer satisfaction levels etc.) to enable evidenced-base decision making
- Develop communication plans and executing tactics
- Document production schedules
- Assist in navigating media and event protocol
- Write job specifications for printed materials and photographic services
- Seek quotations and ensuring jobs are delivered on budget
- Coordinate public service event calendars
- Coordinate content for LED and mobile signboards
- Coordinate program, product and service information with other publications like Connections, Brampton Bulletin and City Page
- Develop distribution plans and working with distributors
- Work collaboratively with CLASS and IT staff to translate and post digital promotional material on the portal, city web page, etc.

The Marketing Unit works with Corporate Communications to:

- Execute design and print production
- Provide media support
- Coordinate proofs and edits
- Respond to Issues management requests

The in-house marketing and communications efforts are extensive and continually seek to understand the market and trends, promote programs and services and provide social messaging to the public. This service is essential in providing the public with the full breadth of opportunities and addressing the need for social messaging within the community.

VI. Pricing and Setting of Rates and Fees

Brampton has a requirement to post rates and fees on the City's website according to Provincial legislation. A review of the methodology utilized to determine the pricing of programs and services revealed that the pricing of rates and fees is based on historical pricing plus inflation and a comparison to the market. This approach relies on historical practises and does not reflect the true cost to provide the service. Current practises in recreation pricing suggest that the municipality first understand the cost to deliver the service including both direct and indirect costs. This is valuable information in determining where efficiencies could be made especially reductions to the indirect costs. A Pricing Policy is then developed to determine the value of the program or service to individual and community good and the percentage of the program or service that could be cost recoverable to ensure fiscal sustainability over time.

VII. Performance Measurement

Brampton's Recreation Division, through the Knowledge Management Unit, has demonstrated advanced application in the development and utilization of performance measures and indicators. Results are produced quarterly for each recreation centre on the following indicators at a minimum:

- Participation in registered and non-registered programs
- Performance as compared to targets
- Pent up demands in registered programs
- Community engagement initiatives and participation
- Market penetration
- Participation by gender
- User satisfaction, amongst other measures

This is exceptional work and although the data collection and interpretation is continually refined, it is considered a leading practise and is as developed as few municipal recreation departments in Ontario. The information assists staff in making evidenced-based decisions with respect to programs and community engagement efforts. The data is readily available on a Dashboard which all staff can access and utilize to apprise them of recent efforts as compared to previous years.

The performance measurement efforts with respect to the work of the Parks and Recreation Divisions are well executed and in a mature state (although continually refined). It is timely to suggest that the Departments begin to measure the outcomes of their respective work in the community. The Canadian Wellness Index has been developed to measure outcomes in communities and may be an appropriate mechanism to begin this work.

Recommendations – Alignment with Goal #5 (Recreation Capacity)

- #99. Complete an audit of legislative and regulatory compliance within the Parks and Recreation Divisions.
- #100. Complete an annual review of Policies and Procedures to ensure their relevancy to current requirements.
- #101. Work to articulate the full capacity of parks, recreation and cultural facilities and respective programs during both prime and non-prime time hours.
- #102. Articulate service levels, ideal conditions, actions and frequency of actions in the delivery of programs and services to identify potential efficiencies.
- #103. Develop a Pricing Policy based on the true costs to offer the program and service and base cost recovery levels on the value of the program/service to the individual and community good (i.e. lower levels of cost recovery for certain age groups, persons with disabilities etc.).
- #104. Conduct market research to engage a stronger percentage of the adult population in parks and recreation programs through various ways including social media.
- #105. Develop an Older Adult Strategy to maximize participation in parks and recreational pursuits.
- #106. Continue to emphasize safety in and around water, learn-to-swim and drowning prevention.
- #107. Conduct market research to increase the level of participation in all programs and services.
- #108. Develop marketing approaches to increase the use of ice during prime and non-prime hours to reflect optimum utilization.
- #109. Promote the benefits and assist residents in registering for programs online.
- #110. Incorporate the Long Term Athlete Development Model for Sports into program development.
- #111. Continue to develop standard course content for recreation programs.
- #112. Request a monthly summary of complaints lodged through Brampton's 311 call service, in order to address common public issues in a timely manner.
- #113. Begin to work with partners to develop outcome measures surrounding Recreation Services.



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Section 6: Next Steps

Discussion Paper #3 advances the facility, service and program assessments for the PRMP. Upon approval of Discussion Paper #3 by the Steering Committee, the Consulting Team will initiate the preparation of an implementation strategy that notes the timing and financial plan associated all approved recommendations. This will be advanced through Discussion Paper #4, and will ultimately lead to the preparation of the Draft Parks and Recreation Master Plan. The Draft PRMP document is currently envisioned to be an 'Executive Summary' style report that concisely articulates high level findings and all recommendations contained within each of the four Discussion Papers.

Subsequent presentations to the Citizen Panel and through a workshop with stakeholder groups are planned to take place as part of upcoming project phases.