

City of Brampton

Parks and Recreation Master Plan

FINAL DRAFT | May 2017



PLAN. GROW. PLAY. TOGETHER

mbpc
Monteith•Brown
planning consultants

tra.
TUCKER-REID & ASSOCIATES

 **Swerhun**
ENGINEERING DESIGN



City of Brampton

Parks and Recreation Master Plan

FINAL DRAFT

May 17, 2017

Prepared by:



Acknowledgements

The Parks and Recreation Master Plan (PRMP) is a reflection of the work put in by over a thousand organizations and individuals from across Brampton. The PRMP has been developed with the input of City of Brampton Council and Staff, representatives of the local parks and recreation sector, community and volunteer associations, agency partners and the general public. We wish to thank all that contributed their time and effort to this important endeavour and hope that the PRMP provides residents of Brampton with a sustainable plan to meet parks and recreation needs over the next decade and beyond.

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Executive Summary

Plan. Grow. Play. Together.

These four words embody the Vision of the City of Brampton’s Parks and Recreation Master Plan (PRMP). By the year 2031, population forecasts show Brampton’s population growing from over 600,000 persons at present to reach more than 837,000 persons. This level of growth will influence the types of parks and recreation services required in the City, as will other factors such as the continued diversification among people of different ages, cultural backgrounds, incomes, interests and abilities. The PRMP is the blueprint that guides the City’s planning and provision of parks, recreation facilities and the programs that take place within them.



Skateboarding Competition at Chinguacousy Park

The PRMP has involved extensive research, consultation and assessment efforts. Through open houses, workshops, focus groups, interviews and surveys, the PRMP’s community engagement strategy resulted in direct participation from over 1,200 individuals speaking on behalf of hundreds of others in their respective households and community organizations. Common themes expressed during consultations included:

- Providing inclusive parks, facilities, programs and services (e.g. activities that appeal to many ages, interests, cultural backgrounds, abilities, income levels, and servicing rural and urban residents).
- Developing parks and facilities to be flexible destinations for multi-use, multi-seasonal, multi-generational and multi-cultural activities.
- Balancing the needs of individual neighbourhoods with the needs of the City of Brampton as a whole through targeted investments throughout the municipality.
- Striving to make sure parks and recreation facilities are comfortable, safe and welcoming.
- Pursuing partnerships along with creative, cost-effective and collaborative ways of delivering parks, facilities and programs to Brampton residents.



The PRMP contains 114 recommendations spanning the delivery of parks and recreation facilities and services over its fifteen-year span. The following synopsis summarizes the PRMP's most pressing actions for the City of Brampton to implement in the coming years (not presented in any particular order of priority or timing).

- 1) Construct a **multi-use community centre** at the yet-to-be-named parcel of land referred to as the Mississauga/Embleton Community Park in Brampton's south-west. The community centre should contain an indoor aquatics centre, fitness centre, double gymnasium and dedicated spaces for youth and seniors. It would also potentially house a twin pad arena that would replace two aging single pad arenas elsewhere in the City. Complementing the indoor spaces would be an outdoor community tennis club complex (that could potentially be bubbled for seasonal indoor tennis), a full-size sport-friendly outdoor basketball court, and a quality skateboard park. This concept is reflective of the community's desire for a multi-use, multi-seasonal and multi-generational facility.
- 2) Construct a **seniors' centre** in Brampton's east that would incorporate some similar elements as a traditional seniors' centre (e.g. yoga studios, gymnasiums, eating areas, etc.) but also include non-traditional spaces 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 an opportunity to deliver a facility and associated programming using a community hub model potentially with other agencies specializing in community and newcomer services such as – but not limited to – Brampton Public Library, the YMCA and the Region of Peel to complement any recreational offerings of the City.
- 3) Strategically **optimizing the City's older and smaller community centres** in a manner that minimizes functional limitations (e.g. undersized pools, single pad arena operations, etc.), repositions them in a way that allows the City to offer new forms of programming and meet unmet needs embedded within these established communities, and provides financial sustainability in operations to the City. Notable ways to achieve this strategic optimization include:
 - a. Undertaking a pilot project to retrofit two older community centres in a manner that refocuses them towards therapeutic and/or rehabilitative aquatics and fitness programming (also has the benefit to advance 'Aging in Place' opportunities for older residents in surrounding neighbourhoods).
 - b. Relocation of aging single pad arenas to multi-pad arenas in order to improve the user experience and tournament opportunities, while increasing cost recovery potential for the City of Brampton.
 - c. As older community centres approach or reach their renewal/redevelopment lifecycle, 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. Vacated facility components (e.g. an ice pad, aquatics centre, etc.) could be replaced by other needed facility types such as gymnasiums, fitness studios, multi-purpose program rooms, age-specific rooms, arts and cultural space, etc.
 - d. Undertaking an Indoor Facility Infrastructure Needs Study for the Bramalea family of community centres that considers all of the above points in relation to their lifecycle renewal requirements.
- 4) Adding over **240 hectares of new parkland** to the City's inventory, guided by a Parkland Acquisition Strategy that considers parklands already assumed by the City but not yet developed, parks that could be conveyed using the Planning Act, use of the City's Cash-In-Lieu of Parkland reserves to obtain new lands, etc.
- 5) Develop a prioritized list of parks to be redeveloped over the next fifteen years through a **Parkland Renewal Plan** that is prepared in conjunction with the City's Asset Management Plan and future growth management exercises. Renewal of existing parks is advanced given the aging state of certain municipal parks, the need to cost-effectively co-ordinate lifecycle renewals within individual parks, and respond to changing demographics of



neighbourhoods surrounding parks due to aging populations, infilling and intensification development pressures, etc.

- 6) Extending the **Sustainable Neighbourhood Retrofit Action Plan (SNAP)** model in partnership with local conservation authorities through new park developments and existing park revitalization projects, pending successful outcomes of current projects at County Court Park and the Upper Nine Stormwater Management Pond. Furthermore, the PRMP has aligned itself to function alongside other municipal initiatives focused on strengthening the natural heritage system and promoting environmental stewardship, including implementation of the City’s Environmental Master Plan, Active Transportation Master Plan, and Natural Heritage & Environmental Management Strategy.
- 7) Constructing a minimum of **9 new rectangular grass fields, 1 new artificial turf field** (designed in a manner that could be bubbled in the future), and **3 new cricket pitches**. Consultations should also be undertaken with sports field user groups to discuss ways to improve existing fields and diamonds in order to maximize usage of infrastructure already in place.
- 8) Commission an **architectural study of Eldorado Pool** to improve its ‘fun factor’ while constructing a total of **4 new splash pads** and converting wading pools at Gage Park and Balmoral Park to splash pads.
- 9) Incorporating supporting sport and recreation frameworks into facility and program delivery including the **Framework for Recreation in Canada, Long-Term Athlete Development model, Long-Term Player Development model**, etc.
- 10) Regularly **communicating the achievements of the PRMP** to Council, the public, stakeholders and agency partners to keep them informed of progress being made. An update of the PRMP is recommended after five years given the rate of change in Brampton’s population and the ongoing evolution of trends affecting the parks and recreation sector.



Great Gulf Park



Gore Meadows Community Centre



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A photograph of four children of diverse backgrounds smiling and floating in a swimming pool. The water is clear blue, and the children are looking towards the camera. In the background, a yellow floating ring is visible. A white text box is overlaid in the top right corner.

Section 1.0
Plan. Grow. Play. Together

1.1 A Vision for Parks & Recreation in Brampton

Conversations with the community make it clear that residents value the parks and recreation services provided by the City of Brampton and wish to see a strong parks and recreation system for years to come. To this end, the Parks and Recreation Master Plan (the “PRMP”) positions the City of Brampton to build upon its successes by providing a decision-making framework that strives towards a comprehensive, sustainable system of parks, facilities and programs. Specifically, the PRMP is a blueprint to the year 2031, providing the City with overarching directions on its:

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

Parks and recreation planning is a critical part of city building given the importance such infrastructure and services play in building a healthy, vibrant community. Canada’s leading 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 City of Brampton recognizes that parks and recreation services are an integral part of its community building and strengthening neighbourhoods initiatives.

PLAN. GROW. PLAY. TOGETHER.



Teramoto Park



In line with the input of local residents and best practices found throughout the country, the following Vision has been crafted specifically for the PRMP:

PLAN. GROW. PLAY. TOGETHER.

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 to the year 2031 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 of Brampton aspires to provide the ‘right mix’ of facilities, programs and services within its parks, recreation and sport system. To support the Vision, six Guiding Principles guide the implementation of the PRMP along with the City’s other future decisions relating to the provision of parks, recreation and sport services.

PRMP Guiding Principles

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

1. Support national, provincial, regional and municipal initiatives focused upon health promotion and design of healthy communities.
2. Provide a pleasing and sustainable range of parks, facilities and services serving community wide interests as well as neighbourhoods within Brampton.
3. Provide inclusive, affordable, and accessible parks, recreation and sport opportunities for all Brampton residents.
4. Encourage community engagement in the planning, design and delivery of parks, recreation and sport services through ongoing dialogue, collaboration, 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.
6. Embrace public service excellence in the delivery of parks, recreation and sport in Brampton.

Leave all the afternoon for exercise and recreation, which are as necessary as reading. I will rather say more necessary because health is worth more than learning.

~ Thomas Jefferson



1.2 Investing in Brampton through Parks and Recreation

The City of Brampton has long valued parks and recreation, with its historical roots of formal parks and recreation services tracing back to 1903 when Gage Park was created as the first municipal park. Over the years, Brampton's parks and recreation sector has grown in tandem with the City's urban expansion while continuing to adapt to the unique mix of ages, incomes and cultures. The City's 2015 Community Service Satisfaction Survey found that residents are proudest of Brampton's parks, naturalized areas and recreation and sports centres.

Parks and recreation facilities and services offer many benefits to Brampton's residents. The City of Brampton uses its parks and recreation infrastructure to:

- Provide opportunities for healthy living through physical and social activities;
- Aid in the planning and design of healthy communities;
- Create a sense of place and belonging;
- Spur economic development and tourism; and
- Promote environmental health and sustainability.

A Chance to Be Healthy and Active

The parks and recreation sector is highly conducive to facilitating physical activity, an essential component of a healthy lifestyle and personal well-being. Participation in physical activity has a number of health benefits including improved physical and mental health, greater prevention of chronic ailments and disease, increased self-esteem, and a higher likelihood to engage in positive lifestyle and behaviour choices (particularly among children and teens).

Many Canadians do not engage in sufficient levels of physical activity for a number of reasons such as lack of time, automobile-centric community planning and development practices, growing disparities between various socio-economic status factors as they relate to health, and the prevalence of sedentary activities (e.g. watching television, online activities, etc.) as opposed to physically active pursuits. A 2012 survey found that only a quarter of Peel Region residents are physically active during their leisure time¹ – the provision of parks and recreation facilities and programs is thus an important part of counteracting physical inactivity and increasing overall health of residents. Further, Peel Region has among the highest rates of diabetes in Ontario and Brampton is home to many residents whose cultural backgrounds – such as persons of South Asian and Caribbean descent – are predisposed to risk of diabetes, meaning the City's parks and recreational infrastructure is a critical part of combatting this disease.^{2,3}



People who cannot find time for recreation are obliged sooner or later to find time for illness

~ John Wanamaker,
19th Century Philanthropist

¹ Region of Peel. Rapid Risk Factor Surveillance System 2011/2012, Peel Public Health.

² Region of Peel. 2013. Diabetes Atlas for the Region of Peel.

³ Social Planning Council of Peel and St. Michael's Hospital. 2015. An Exploratory Study of Diabetes Among South Asians in Peel.



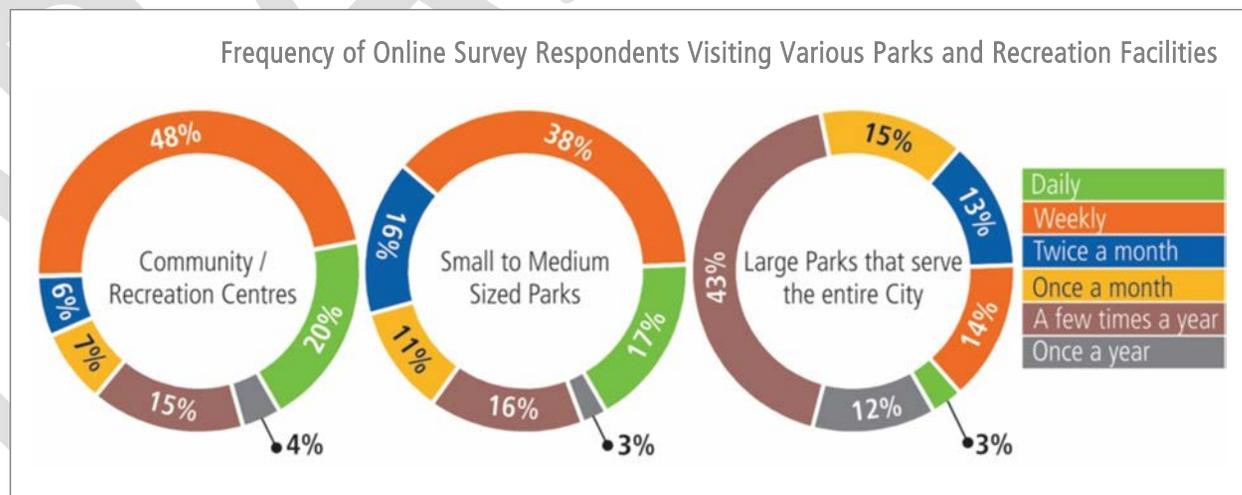
Contributing a Sense of Place and Belonging

The built form of a community influences levels of physical activity, well-being and community vibrancy with parks and recreation infrastructure forming an important element of Brampton’s urban design and place-making objectives. A number of the City’s land use planning documents emphasize parks and recreation spaces in city-building efforts, including the City’s Official Plan, Secondary Plans, the Development Design Guidelines and Brampton’s ‘Grow Green’ Environmental Master Plan. Research shows that children living in “smart growth” neighbourhoods (i.e. areas designed to increase walkability and have more parks and green space areas) get 46% more moderate or vigorous physical activity than children who live in conventional neighborhoods.⁴ Regionally, many Peel residents believe it is important to live within a ten-minute walk of parks and trails (90%), community centres and libraries (85%) and recreation facilities (83%).⁵ In Brampton, where there is a large and growing population of newcomers to the City, parks and recreation facilities are important places of civic integration where newcomers can learn about the City and where they can socialize and recreate.



Local Skateboarders

Brampton has designed a number of its parks and recreation facilities in a manner that has led to them to be major community focal points and destination areas where residents from all walks of life can gather. Examples include Gage Park, Chinguacous Park and many of the City’s major and minor community centres and associated parklands. Residents use these parks and recreation infrastructure to participate in physical and cultural activities together, interact at a social and personal level and partake in festivals and special events. All of these activities help Bramptonians to feel connected to their neighbourhood and the broader community.



⁴ Jerrett M, Almanza E, Davies M, et al. 2013. Smart growth community design and physical activity in children. American Journal of Preventative Medicine.

⁵ Region of Peel. Rapid Risk Factor Surveillance System 2011, Peel Public Health.

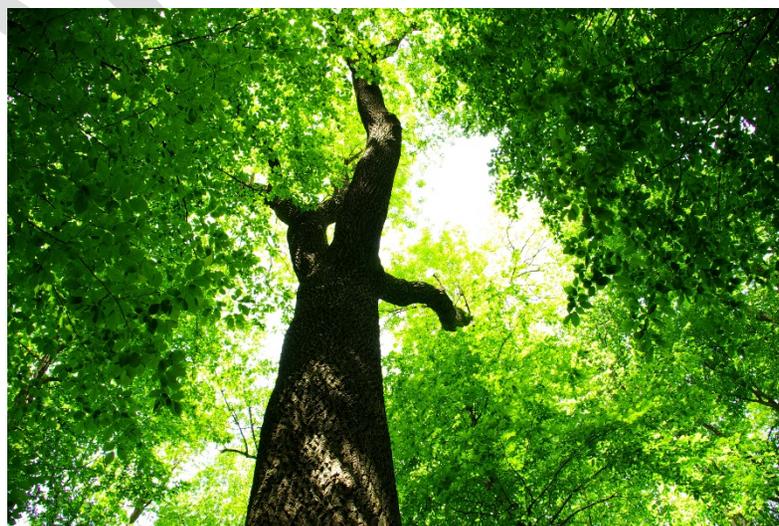


Economic Development and Prosperity

The parks and recreation system contributes towards economic development and tourism potential of the City. Having high quality parks and recreation spaces assists in attracting new businesses (e.g. manufacturing plants, company headquarters or satellite offices, etc.), highly demanded professionals (e.g. doctors, entrepreneurs) and new residential growth. Since these are highly sought amenities among employers and employees alike, having a strong parks and recreation system provides a community with a competitive advantage. The system also facilitates tourism and sport tourism opportunities. Tourists may choose to visit the City to experience horticultural displays, partake in special events and festivals, or play in tournaments. Accordingly, many of the City's parks and facilities attract use from non-residents who generate economic spin-offs for local businesses.

Environmental Sustainability

Objectives related to the preservation, conservation and management of green space can be achieved through the parks and recreation system, while facilities and service delivery practices can achieve goals relating to environmental sustainability. Securing parkland augments naturalized areas and adds green space capable of functioning as carbon sinks, onsite stormwater retention, habitat areas, etc. while parks and recreation facilities can be designed in a manner to minimize energy consumption or use renewable energy sources, integrate native plantings, and more.



1.3 Project Methodology

The Planning & Development Services Department has overseen the preparation of the PRMP with the support of multiple departments, most notably the Community Services Department, Public Works & Engineering Department and Corporate Services Department. The City retained Monteith Brown Planning Consultants, Tucker-Reid & Associates, and Swerhun Facilitation as the project consultants responsible for developing the PRMP. The City formed a Project Steering Committee to provide overarching advice and approval of key deliverables. A Project Working Team oversaw day-to-day aspects of the planning process including providing direction on consultations, reviewing deliverables, as well as liaising with municipal departments and the senior management. Additionally, the City formed a Citizen Panel specifically for the PRMP with local residents from Brampton’s Citizen Advisory Committees. The Citizen Panel has provided advice throughout the master planning process and helped disseminate information to the community.



Gage Park Skating Trail

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 all 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;
- A review of operational impacts and financial implications associated with major directions coming out of the PRMP including capital funding sources and financial strategies; and
- Three Discussion Papers prepared at critical points during the planning process, documenting Background Information, Consultation Analysis, Interim Findings and an Implementation Analysis.



The scope of the PRMP encompasses parks and recreation facilities and services. Although the City’s parks and recreation infrastructure accommodates other facilities and services spanning arts and culture, trails, natural heritage system, etc., these elements were not within the scope of the PRMP to explore 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 for the project, *the PRMP provides an opportunity for the development of a framework from which more detailed “strategies” can follow* (i.e. the PRMP should be viewed as a point of departure through which subsequent, more detailed analysis can be and should be undertaken, where necessary).

There is ample 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 used to develop the PRMP (the Discussion Papers prepared to inform the master planning process offer additional background information).

Policy Context

The PRMP has had regard for many frameworks, policies and procedures including:

- 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.
- 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.
- 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.



Parks & Recreation Day Camp



Community Demographics

The PRMP considers many demographic factors indicating ‘how many’ people reside in Brampton as well as ‘who they are.’ Community demographics help to define the prospective ‘market’ for parks, recreation and sport services as they are indicative of the number and type of facilities and programs that are required. Specific considerations in the PRMP include, but are not limited to, the following points.

- The PRMP’s baseline figure of 614,300 persons is derived from the City’s Preliminary Population Forecasts 2016 mid-year estimate. This estimate includes the ‘Census undercount’ noting that the 2016 Census records Brampton’s population at 593,638 persons - excluding undercount. The City’s projections take Brampton’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%).⁶
- By 2031, the greatest levels of growth are forecasted in the northwest (+60,000 persons), the northeast (+47,000 persons), and 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 average age of 36.5 years is younger than that of Peel Region and the Province.⁷ 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%)⁸



City of Brampton Children’s Program

⁶ City of Brampton, Planning Policy and Growth Management. May 2015. Preliminary Population Forecasts.

⁷ Statistics Canada, 2016 Census.

⁸ 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.

- 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 are well established having arrived in Canada prior to 2001 and suggests that the majority have a degree of familiarity with Canadian culture.⁹
- Brampton’s median and average incomes for individuals and households are lower than those of Peel Region while the cost of housing in the GTA is much higher than other parts of the province and thus will affect disposable incomes.¹⁰

Summary of Selected Trends in Parks & Recreation

- Rising rates of physical inactivity, 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 (Crime Prevention)’, ‘Green’, and other design/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 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.

Minor Sports in the community is fun and recreation for everyone, not just the elite. I think back to my days in minor hockey and those are my fondest memories, having fun.

~ Bobby Orr,
Hockey Legend



Maxwell & Lois Rice Park

⁹ Statistics Canada. 2011 National Household Survey (note: at time of writing, applicable data from the 2016 Census had not yet been released).

¹⁰ Ibid. National Household Survey.



Parks and Recreation Planning Areas

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 'Parks and Recreational Planning Areas (RPA)', **Map 1** illustrates the nine RPAs.

- **RPA A:** "North West 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"

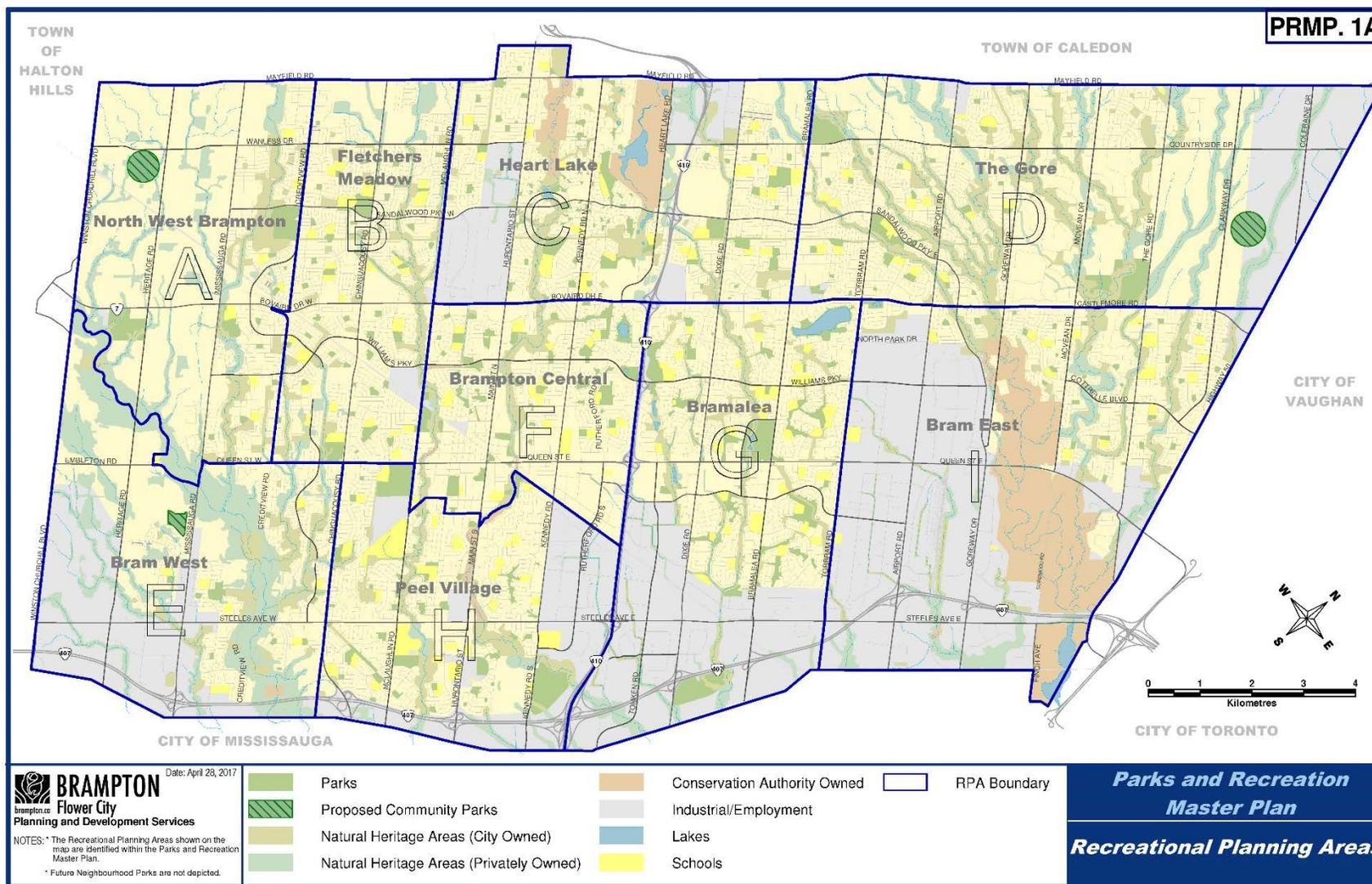
The boundaries for the RPAs were based upon a number of factors, including:

- Having access to at least one major park and/or community 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.
- 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.

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.



Map 1: City of Brampton –Recreational Planning Areas



Section 2.0 Community Conversations about Parks and Recreation



2.1 Overview of Consultation & Summary of Themes

The PRMP represents an exciting and inspirational opportunity for residents and stakeholders to help shape Brampton’s parks, recreation and sport system. 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:

- Creating the project ‘brand’ along with a print/digital awareness campaign;
- Formation and regular meetings of the PRMP Citizens Panel;
- PRMP Launch Event (with the Mayor, Councillors and Community Leaders);
- Public Meeting (40+ persons in attendance);
- Public Survey (1,122 responses);
- Stakeholder Group Survey (35 responses);
- Stakeholder Workshops (125 participants representing 30+ organizations)
- Council & Senior Management Interviews (31 interviews);
- City Staff Workshops (150 participants); and
- Pop-Up Intercept Events (5 outreach events in total).

The community engagement process collected feedback from residents, stakeholder and community groups, elected officials, and City of Brampton Staff in order to maximize representation from a broad range of people having a stake in the local parks and recreation system. Members of the Consulting Team and the City of Brampton collaboratively designed and delivered the various consultation initiatives. Each consultation tool, as presented in the pages that follow, was designed to engage different audiences and thereby involved a broad range of processes and questions.

Physical fitness is not only one of the most important keys to a healthy body, it is the basis of dynamic and creative intellectual activity.

~ John F. Kennedy



PRMP Stakeholder Workshop at Century Gardens
April 25, 2017

Through conversations with the community, a number of broad themes emerged. While not intended to be exhaustive, commonly identified themes from the consultations are as follows (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 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.
- While organized sports are still an important part of the City, **there are also many people whose interests or abilities are oriented to unstructured, self-scheduled and drop-in forms of recreation**. This means balancing investments in passive/socially-focused recreational areas 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 in order to maximize the parks and recreation experience offered to residents.

2.2 PRMP Citizen Panel

A Citizen Panel was formed to provide citizen-based guidance at key points within the PRMP's planning process by selecting a group of citizen and community stakeholders that collectively represents a broad cross-section of individuals and organizations with an interest in parks and recreation. Citizen Panel members were selected from existing City of Brampton's Citizen Advisory Committees who expressed an interest in being part of the PRMP.

The Citizen Panel has articulated their opinions about needs and opportunities in Brampton, the results of the engagement process, the draft vision, principles, goals and objectives, and the draft master plan. By meeting regularly throughout the process, the Citizen Panel has acted as a sounding board to anticipate issues, opportunities and challenges, and to act as a conduit to distribute information about the master plan process and other engagement opportunities to organizations and members of the public associated with Citizen Panel members. The Citizen Panel convened a total of three times prior to the development of the Draft PRMP, providing input into the preliminary consultation and needs assessment phases of the project.



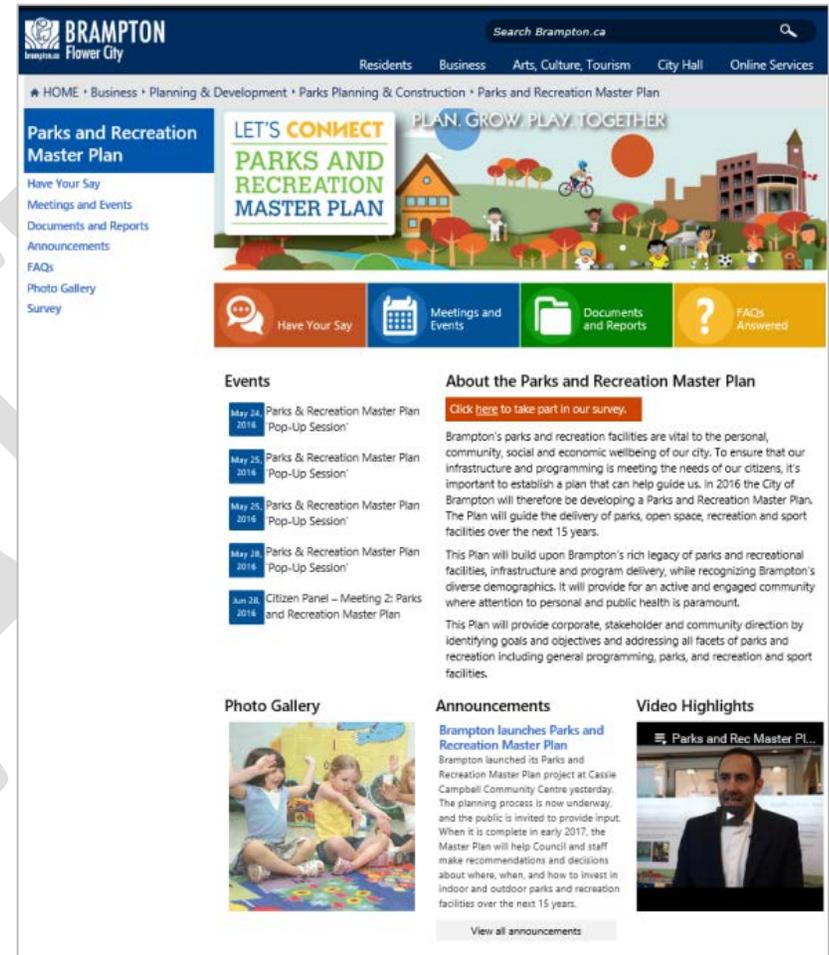
2.3 Advertising and Awareness Efforts

City Staff from multiple departments created a project brand to direct awareness and community outreach efforts leveraging the City’s “Let’s Connect” initiative. A public web portal dedicated to the PRMP - accessed via www.brampton.ca/PRMP - was created to:

- Communicate the purpose of the PRMP and address FAQs (Frequently Asked Questions);
- Advertise meetings and events;
- Allow residents to submit questions and written comments via a feedback form;
- Provide a direct link to the online public survey;
- Show project progress;
- Showcase images specific to the PRMP and Brampton’s parks and recreation system as a whole; and
- Provide a number of reports relating to the PRMP.

A project-specific email address was created for residents to direct PRMP-related questions and comments to the attention of City Staff and the Consulting Team, in addition to the City’s 311 Call Centre.

In order to create awareness of the PRMP and opportunities to participate, the City rolled out a variety of advertising initiatives during periods when consultation activities were taking place. This included ads on the Garden Square big screen, various newspapers, in and on City buses and bus shelters, community centre posters, news releases, etc. that encouraged people to visit the PRMP website and to be part of the planning process.



City Staff also prepared a Discussion Guide in the form of a brochure that was placed at each community recreation centre, City Hall and distributed at the various consultation events. The brochure communicated information about the PRMP, along with key dates for community engagement activities.

Participants of all consultation activities had the option of providing their contact information and being added to a PRMP distribution list. In addition, the City compiled a 'Stakeholder Register' using its existing databases in order to identify key groups and their contact information so that this information could be leveraged in order to establish communications relating to the PRMP. Staff from the Recreation Division actively contacted many representatives of stakeholder groups by telephone and email. City Staff expended considerable effort, including multiple follow-ups with major groups (three emails and at least one phone call), in a concerted effort of encouraging stakeholder groups to attend one of the Stakeholder Workshops and to submit a Stakeholder Survey so that the input of these groups could be considered through the master planning process.



PLAN. GROW. PLAY. TOGETHER

Help us plan so our community can grow and play together.

What is the Parks and Recreation Master Plan?

The Parks and Recreation Master Plan will help the City ensure that the right parks and recreation facilities are built in the right locations, over the next 15 years, to make Brampton a healthy, active place to live.



The Master Plan will build upon Brampton's rich legacy of parks, recreational and sports facilities and program delivery. It will help to define the City's role in contributing to the health and well-being of Brampton residents.

The Master Plan will include a review of:

- Indoor recreation facilities - such as community centres, arenas, pools and gymnasiums.
- Outdoor recreation facilities - such as sports fields, splash pads, tennis and basketball courts.
- Parks and open spaces - evaluating service levels, park types and design elements.

Recreational trails, arts and culture facilities, and natural heritage lands (e.g. valley-lands) are not within the scope of the Master Plan - rather these are being looked at through affiliated plans and strategies including the City's Strategic Plan, the Active Transportation Master Plan, the Natural Heritage and Environmental Management Strategy, etc.

... help us plan to provide the most suitable parks and recreation facilities and programs, in the right location, at the right scale, to best meet the needs of the community.

We will assess how infrastructure is being used now, study emerging trends, and develop recommendations to improve quality of life for all Brampton residents.

... evaluate our parks, sports and recreation infrastructure.

Much of Brampton's parks and recreation infrastructure was developed over the last 40 years. Some is in need of repair or replacement. Through the Master Plan, we will take stock of our infrastructure, evaluate it, and develop recommendations about building new or renewing older facilities.

... develop a financial plan to guide future decision-making.

Brampton, like all municipalities, must make difficult choices on how best to direct the dollars it collects through taxes, development charges and fees. The Master Plan will offer guidance on the most efficient way to distribute these dollars to develop and maintain parks, recreation and sport facilities for Brampton's future.

The Parks and Recreation Master Plan will...

... assess Brampton's changing population and its needs.

Brampton is one of the fastest growing cities in Canada - how should Brampton's parks, programming and recreational and sports facilities change to address our expanding and increasingly diverse population?

Your input is important

LET'S CONNECT

Be part of the Parks and Recreation Master Plan process:

- Visit our website
- Take our survey
- Come to an event



2.4 PRMP Launch Event & Public Meetings

The PRMP was officially launched on April 12, 2016 at the Cassie Campbell Community Centre, featuring speeches from the Mayor, Ken Hall who is the 2015 Canadian Sport Tourism Alliance Sport Event Volunteer of the Year and a Paralympic Coach, and Jesse Mermuys and Sim Bhullar from the Raptors 905 basketball club. Also in attendance were members of City Council, City staff and a number of local and regional partners.

As the Launch Event was focused on disseminating information to the community and raising awareness of the PRMP, a subsequent Public Meeting was held on May 3, 2016 to receive feedback directly from residents. Held at Loafer’s Lake Recreation Centre, 40 members of the public attended the Public Meeting in addition to City Staff and members of Council. The themes below reflect feedback raised during the Public Meeting:

- The **quality and number of facilities** was identified as both one of the best things and as an area to improve. Participants generally felt that facilities were well maintained, however, they felt that there were some specific sites where quality could be improved and that more facilities should be added as Brampton grows.
- **Access to facilities** was identified as both one of the best things and as an area to improve. Participants generally felt that parks and facilities are well located and accessible by car and transit. There was interest in seeing a better balance of facility types across the city to help ensure that Brampton residents do not have to travel too far to access a wide range of programs.
- The **diversity and range of programs** offered by the City was identified as one of the best things about parks, recreation and sport facilities and programs. Participants suggested improvements such as improving the times of program offerings, giving priority time slots to youth and ensuring adequate access to programs for seniors.

Public Open Houses scheduled for May 29 and 31, 2017 will present an overview of the Draft PRMP and its findings, and seek feedback from residents pertaining to the PRMP before the document is finalized and presented to City Council for approval.



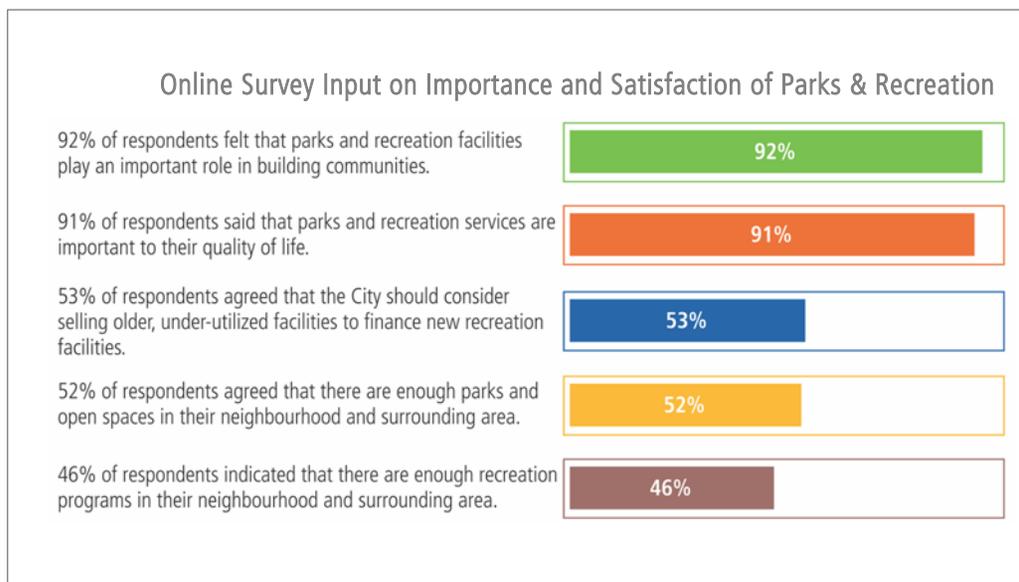
PRMP Kick-Off Event at Cassie Campbell Community Centre
April 12, 2016



2.5 Public Survey

An online community survey undertaken between April 12 and June 1, 2016 solicited public opinion, preferences, and priorities with respect to participation in parks and recreation activities. The survey was available through the PRMP website and advertised using municipal social media pages, pop-up stations, e-mail blasts, and leveraging stakeholder groups to spread the message via their members and community contacts. Highlights from the 1,122 surveys received included:

- The five most popular recreational activities were walking, jogging or running (51% of respondents); indoor swimming/aquatic fitness (48%); fitness classes (38%); recreational cycling (33%); and weight training (30%).
- Nearly half (46%) of households are unable to participate in parks and recreation activities as often as they would like, primarily because households cannot access programs at a convenient time.
- Parks and recreation facilities are very important to survey respondents, evidenced by the fact that between 83% and 92% of respondents stating various components of the parks and recreation system are important to their households.
- 59% of respondents had at least one member of their household participate in a recreational program and/or camp offered by the City of Brampton. About two-thirds (62%) of this subgroup were satisfied with their last recreational program/or camp, while one-third (31%) of the respondents were somewhat satisfied and 7% were not satisfied.
- 58% of respondents favoured larger multi-use community centres that serve a broad geographic area compared to smaller but more localized indoor recreation facilities while opinion was almost equally split for larger versus small parks. Of note, residents with postal codes associated with newer residential developments (largely along the periphery) were more likely to want the larger multi-use facilities and larger parks. For postal codes in more established areas, respondents were generally evenly split between city versus neighbourhood serving facilities, however, they were more likely to request smaller neighbourhood serving parks suggesting walkability to parkland is important to established areas.
- The highest priorities for additional public spending for parks and recreation facilities are for an indoor pool (with 43% of respondents expressing support for such a facility); fitness/exercise space (28%); outdoor swimming pools (25%); bike parks (25%); and outdoor skating rinks (23%).



2.6 Stakeholder Survey & Workshops

A survey designed specifically for local stakeholder groups using City of Brampton parks and recreation facilities and services was sent to over 170 organizations, with 36 completed surveys received from the following groups:

Arenas & Aquatics

1. Brampton Bombers Junior B
2. Brampton Hockey Inc.
3. Brampton Newfoundlander & Friends Hockey Association
4. Brampton Ontario Speed Skating
5. COBRA Swim Club
6. Draft Choice Hockey

Field Sports

7. Brampton - Etobicoke & District Cricket League
8. Brampton Excelsior Lacrosse Club and BMLA
9. Brampton Rugby Football Club
10. First Touch Futbol
11. Mapola FC Academy

Baseball & Softball

12. Brampton Girls Softball Association
13. Brampton Men's Recreational Baseball League
14. Brampton Minor Baseball Inc.
15. Brampton Recreational Mixed Slo-Pitch
16. Extreme Slo-Pitch League
17. Heart Lake Mixed Slo-Pitch League
18. Heart Lake Adult Mixed Slo-Pitch Association

Ball Hockey & Field Hockey

19. Brampton Field Hockey Club
20. Brampton Ladies Ball Hockey
21. Indian Ball Hockey Federation
22. OKD Field Hockey Club

Racquet Sports

23. Brameast Badminton Club
24. Brampton Tennis Club
25. Brampton Sunday Morning Squash League
26. Brampton Wednesday Squash Leagues
27. City of Brampton Racquetball Association (CBRA)
28. Monday Night Interfacility Squash
29. Saturday - Terry Miller Squash

Other Activities

30. Bramalea Remote Control Flyers
31. Brampton Volleyball League
32. Retraite Active
33. Salaam Sports
34. The Journey Neighbourhood Centre
35. Tora Martial Arts
36. Women's Probus Club of Brampton Centre



The following common themes emerged from the Stakeholder Survey:

1. Specialized sport groups, such as ball hockey, speed skating, and racquetball, reported that a lack of facilities for their sport limited their group’s ability to expand, despite demand. This prompted a number of groups to book facilities outside of Brampton.
2. Ball hockey groups requested a year-round indoor concrete pad facility to allow them to play beyond summer months, when ice rinks are operational.
3. Long-standing groups offering ‘traditional’ sports, such as tennis, hockey, and soccer, reported that they were unable to expand their membership due to a limited supply of facilities and competition for booking time.
4. Price competition from neighbouring municipalities is prompting certain groups and individuals to use facilities outside of Brampton.
5. Most groups felt that there was little they could do to increase accessibility for people with disabilities due to the nature of the sport that they played. However, many indicated that they provided some sort of subsidy for lower-income families.

On May 10 and 11, 2016, four stakeholder workshops were hosted with interested organizations at Chris Gibson Recreation Centre and Chinguacousy Park Curling Club. In total, 77 people attended representing approximately 20 organizations including various sports clubs, recreation clubs, seniors’ groups, agency partners and others. The purpose of these workshops was to seek input to help identify gaps, opportunities and priorities with regard to parks, recreation and sport facilities and programs in the City of Brampton. The key themes below reflect feedback raised by multiple participants, either at one or more of the four workshops:

- **Sport is important to Brampton and its programs and facilities need to meet a high standard** - Many participants felt that Brampton’s parks and recreation facilities need to be high-quality and follow international specifications. These facilities should balance the needs of recreational sport, competitive sport, and elite sport.
- **Diversity and multi-use should be priorities** - Stakeholders in attendance felt it was important for Brampton’s parks and recreation facilities to make space for many different sports. Some attendees talked about specific sport facility needs (e.g. field hockey turf, racquet courts, cricket pitches) while others felt that the City could explore developing large, multi-purpose facilities that provide space for many sports.
- **Brampton’s growth and cultural / socio-economic diversity should be important considerations in development the Master Plan** - Many participants identified Brampton’s changing demographics and diverse cultures as being important trends to consider, when identifying priorities and building new facilities and infrastructure.
- **The City and sports / recreation organizations should collaborate** - Many felt that increased collaboration between the City and sports organizations would result in better facilities and programs for Brampton residents. The City could consult more with sports organizations when designing sites and facilities, and could work to make sure its programs complement, rather than compete, with sports groups. Several participants said the City could support organizations by helping them promote and advertise programs. They referenced, for example, the Recreation and Culture Leisure Guide and the desire for enhanced access (for nominal cost) to that semi-annual publication.



- Funding and costs are key issues** - Most sports organizations are largely volunteer run and face funding challenges. The City could provide great support to sports organizations by providing permit discounts or minimizing the amount of paperwork organizations have to submit.

A subsequent workshop was held on April 25, 2017 to present preliminary findings from the Draft PRMP to stakeholder representatives. A total of 48 representatives from agency partners and stakeholder groups attended the workshop. In addition to the survey and workshops, City Staff and the Consultants received other verbal and written feedback from certain groups for consideration through the PRMP.

2.7 Pop-Up Intercept Events

In May 2016, the City of Brampton staffed “Pop Up” Booths at South Fletcher’s Sportsplex/Fletcher’s Creek Library, Gore Meadows Recreation Centre/Library, Bramalea City Centre, Shoppers World Shopping Centre, and at Garden Square for Bike to Work Day. The purpose of the Pop-Up Events was to broaden the reach of the master plan process and engage people who might not otherwise learn about or participate in the process by engaging people within high traffic, publicly accessible spaces.

The Pop-Up Booths supplemented PRMP awareness efforts to reach the general public, distribute the PRMP brochure, answer questions, collect feedback from people passing by, and to encourage residents to complete the public survey using iPads available at the booths. These events mimicked a small-scale public open house using a select number of display panels and City staff on hand.



PRMP Pop-Up Booth



Section 3.0 Cultivating Brampton's Parks System



3.1 Having a Strong Planning Policy Framework in Place

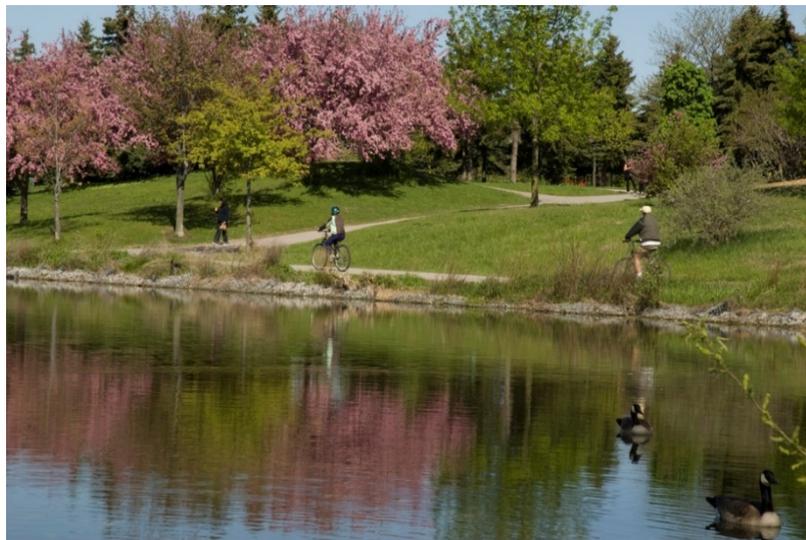
Parkland takes many different forms, ranging from manicured parks and open spaces to larger tracts with ecological value. Brampton’s parklands provide an opportunity to showcase a variety of City features, as reflected through other municipal documents. For example, parks and open spaces are used to highlight horticultural and environmental qualities through the Grow Green Master Plan and the Natural Heritage and Environmental Management Plan, and are key components of the Brampton’s Gateway Beautification Program.

Parks planning is an important part of the municipal land use decision-making process, guided by the City of Brampton Official Plan that contains specific policies regarding the provision of municipal parkland. Section 4.7.3 of Brampton’s Official Plan prescribes a ‘Parks Hierarchy’ that guides the acquisition, spatial distribution, and development of parks and recreation facilities. Each park type defines specific functions, forms, size, and offers varying amenities. Table 1 summarizes the Official Plan’s classification system.

Brampton’s urban structure is evolving since the current Official Plan was prepared in 2006. The types of parks needed to service the City should 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, meeting the needs of culturally diverse population, 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 and accompanying recreation facilities.

Nature surrounds us, from parks and backyards to streets and alleyways. Next time you go out for a walk, tread gently and remember that we are both inhabitants and stewards of nature in our neighbourhoods.

~ David Suzuki, Environmentalist



Loafers Lake



Table 1: City of Brampton Official Plan Parks Hierarchy (Current-2006)

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: multiple sports fields (lit and unlit), City-wide-scaled playgrounds, shade structure, multi-purpose courts, 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, the specific programs for the park and/or reflect historic land assembly practices
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 comparable to City parks. • Contain a recreation centre complex that 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, multi-purpose court, seating areas, walkways, lighting, shade structure, 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 (Note: Document is under review in 2017. For clarity, some of the terms used under “Function and Facilities” have been modified for alignment with this document).



The PRMP provides an opportunity to revisit the existing park classification and to provide direction to the City’s ongoing Official Plan review process. Current definitions of City, Community and Neighbourhood Park categories remain largely appropriate and should continue to be applied in the remaining greenfield residential developments. Notable additions recommended through the PRMP include the addition of the *Urban Park* and *Linear Connector* categories.

- **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 Central Area 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 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. Their intent is to supplement the recreation needs of high-density neighbourhoods and ensure walk-to access to parkland and may include informal and formal playgrounds, seating areas, and unstructured green space.

The type, number and scale of facilities 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. As noted later in Recommendation #54 of the PRMP’s sports field assessment, relocation of selected 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 Connector** - the City’s Transportation Master Plan advances ‘active transportation’ modes as a key component of the overall transportation system¹¹ while Peel Region has articulated a similar vision for a robust non-motorized transportation network in support of public health and environmental goals. For this reason, the City should create a Linear Connector category reflecting lands 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 Connector classifications into the City’s Official Plan parkland hierarchy.



Example of an Urban Park with a greater focus on built features
Image Credit: sitephocus.com

¹¹ City of Brampton. 2015. Transportation Master Plan Update. pp. 73; Transportation and Transit Master Plan, 2009. pp. 39.



3.2 Securing Parkland for the Future

The City's parks database includes over 3,700 hectares (9,200+ acres) of traditional parks, natural areas, valleylands, woodlots, wetlands and conservation areas, and stormwater management ponds. This supply equates to roughly 6.1 hectares per 1,000 residents, of which 1.8 hectares per 1,000 is attributable to parkland typologies falling under the current Official Plan's parks hierarchy. Some of the 'Other Properties' listed in Table 2 may be useable for passive recreational activities (e.g. walking, hiking, birdwatching, etc.), however, their value is primarily ecological and for natural conservation purposes.

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 4.0 hectares per 1,000 persons - as a general rule of thumb.

Most GTA municipalities have parkland supply ratios in the order of 2.5 to 4.0 hectares per 1,000 population. Brampton's current supply level of 1.8 hectares 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 since undertaking the 2008 Master Plan process, however, the rate of acquisition has not been maintained with the rate of population growth - in 2008, Brampton's service level was recorded at 2.25 hectares per 1,000 population.

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
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

* Category includes parcels identified as Parkettes, Town Squares, Vest Parks, and Local Parks within the City of Brampton parks database.

Notes: Supply excludes future and proposed parks. Service level based on 2016 population of 614,300. Totals may not add due to rounding.

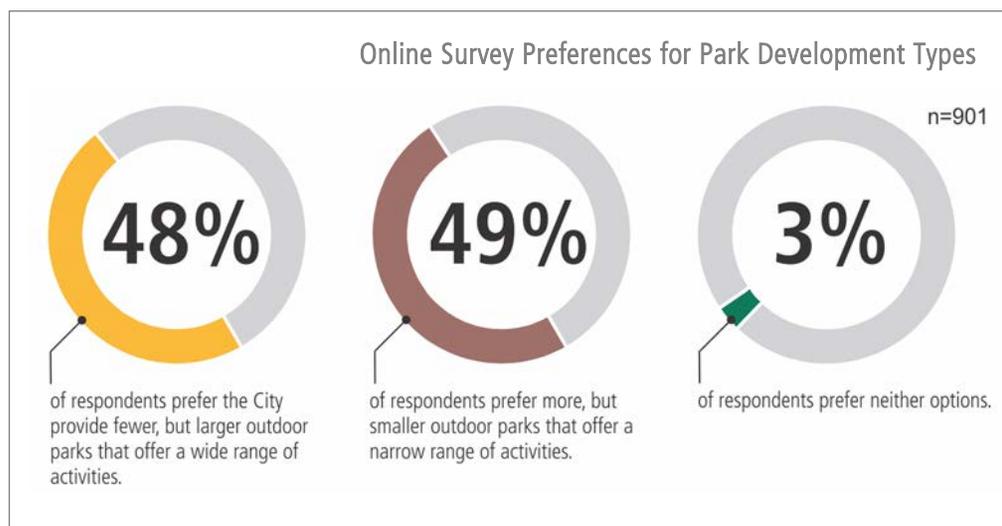
Source: City of Brampton, November 2016



Providing additional parks and recreation opportunities along with incentives to exercise may help to address issues in times where sedentary activities are causing high levels of obesity and growing instances of chronic diseases such as diabetes. Diabetes, obesity and physical inactivity are threatening the health of Peel residents. A 2011 survey by Peel Public Health found that 32 per cent of students in grades 7-12 were overweight or obese. Reductions in active transportation (e.g., walking or cycling to and from school and work) are associated with poor health outcomes, including increases in chronic disease. Designing neighborhoods to provide more opportunities to walk, cycle and use public transportation is imperative to improving health outcomes.¹²

The City can contribute to improving the health and well-being of its residents in many ways, including striving to at least maintain – and preferably improve upon – its existing Neighbourhood Park service ratio 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, including the Central Area. Although maintaining current service levels for Community and City Parks would also be optimal, a combined rate of 0.9 hectares per 1,000 persons is applied to these parks. This represents a slight decrease from the 1.1ha/1,000 currently in place, recognizing that land scarcity and rapidly escalating land values could challenge the City in cost-effectively obtaining larger park sites. However, the City has already secured a number of new Community and City Park parcels to strengthen future service levels.

Therefore, the overall level of service collectively established for Neighbourhood, Community and City Parkland is 1.6 hectares per 1,000 persons and represents 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.



Recommended Supply Service Level Ratios by Park Type

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

¹² News Release - Region of Peel. February 2017. "Peel Regional Council Approves Official Plan Amendment to Promote Healthy and Age-friendly Development."



Table 3: Parkland Requirements by RPA, 2016-2031

	North West Brampton	Fletchers Meadow	Heart Lake	The Gore	Bram West	Brampton Central	Bramalea	Peel Village	Bram East	City Total
CITY & COMMUNITY PARKS	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
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
NEIGHBOURHOOD PARKS	RPA A	RPA B	RPA C	RPA D	RPA E	RPA F	RPA G	RPA H	RPA I	City Total
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



Based upon the amended service level target, Brampton would require a total park supply of 1,339 hectares in 2031, necessitating acquisition of an additional 241 hectares (595 acres). After accounting for the 187 hectares in identified future Neighbourhood and Community Parks – i.e. those being lands conveyed but not yet developed through the development approvals process – the quantum is considerably reduced to 54 hectares (133 acres) as shown in Table 3.

The most pressing needs will be for supplementary Neighbourhood and Urban Parks as 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 the Natural Heritage System and other non-recreational, non-tableland categories should be over and above the 1.6 hectare per 1,000 target, and should not be accepted as parkland dedication per current municipal practice, given the identified need for active, tableland parcels.

In looking at the targeted levels of service for each RPA, as indicated in Table 3:

- **North West Brampton (RPA 'A')** is projected to be well positioned in terms of City and Community Parkland, with substantial pressures placed on the need for Neighbourhood Parkland as the long range planning for the community is undertaken. The City has identified a number of future parks in this RPA and should place emphasis on securing these through the implementation of the secondary planning for the area.
- **Fletchers Meadow (RPA 'B')** is one of the more challenging RPAs to service based on the service level target, due to the built-out nature of the area. The deficit shown for City and Community Parks is somewhat mitigated by Fletchers Meadow's proximity to large supplies in the adjacent, Brampton Central and Peel Village RPAs and anticipated supply in North West Brampton.
- **Heart Lake (RPA 'C')** has a reasonable ability to secure all levels of parkland, with the modest deficit projected for Community Parks, not deemed to be critical. Further, this RPA encompasses Heart Lake Conservation Area (TRCA owned) which contributes considerable publicly accessible greenspace for passive recreational uses.
- **The Gore (RPA 'D')** should place the greatest priority on securing planned assemblies of City/Community Parks and acquiring a sufficient quantum of Neighbourhood Parkland as its residential communities develop.

Recommendations – Securing Future Parkland

- #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.



- **Bram West (RPA 'E')** will need parkland of all forms due to forecasted residential growth, noting that this RPA may face challenges as most lands have been planned and anticipated park contributions may not be sufficient to attain the supply service level target.
- **Brampton Central (RPA 'F')** is well positioned with existing park supplies over the PRMP period, though greater focus will be required to secure appropriate parcels near intensification corridors and the Central Area. This may result in bolstering Neighbourhood Park supplies to offset a small deficit projected for City and Community Parks under the supply service level target.
- **Bramalea (RPA 'G')** will be well served over the PRMP period.
- **Peel Village (RPA 'H')** should place its focus on bolstering Neighbourhood Park supplies.
- **Bram East (RPA 'I')** – as with Fletchers Meadow – is projected to have considerable deficits based on the supply service level target though the residential areas are well established making future park acquisition challenging. That being said, many of this RPA's residential areas are in proximity to Community/City Parks in The Gore (e.g. Gore Meadows Community Park) and Bramalea, while the Claireville Conservation Area (TRCA owned) also contributes considerable public greenspace (albeit more passive in nature).



Bonnie Braes Park



3.3 Strategies to Acquire Parkland

The City of Brampton has a number of means through which to acquire new parkland for future generations. The most common tool is parkland dedication permitted through Sections 42 and 51.1 of the *Ontario Planning Act*, which require future land developments to contribute a portion of their lands – or cash-in-lieu thereof – for parkland. Parkland dedication policies are implemented through Section 5.21 of the City of Brampton Official Plan, and the City of Brampton Parkland Dedication By-law.

Parkland Dedication (or Cash-In-Lieu Thereof)

The City of Brampton’s Official Plan parkland dedication policies state 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].”



Berkshire Glade Park

With an ongoing (2017) 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, the City should undertake a comprehensive review of the Zoning By-law to ensure that it properly implements Official Plan policy including the creation of appropriate setbacks, defining requirement vehicular and bicycle parking requirements, etc.



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. 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 (development and redevelopment) of lands with community partners (e.g. public school boards).

With the existing 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).

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* – including the alternative conveyance requirement – through acquisition of physical parkland or cash-in-lieu thereof.



Mattamy Castlemore Phase 1 Park



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.

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. 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) highlights Rosalea Park as an opportunity for enhancing design aesthetics and recommends a park-specific master plan for the site to reorient it as an urban park. Parks staff is planning to initiate this work in 2017.

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 parkland facing growing pressures, 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.

Recommendation – Parkland Acquisition (continued)

- #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. 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).
- #8. Consider a range of alternative parkland acquisition strategies to obtain adequate parkland where limitations exist in acquisition through the development process.
- #9. 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.



3.4 Creating Positive, Comfortable Spaces within Parks

Parks as High Quality Public Spaces

The use of public spaces has become increasingly popular and growing in demand in a number of communities. 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). Ensuring that parks provide attractive and comfortable experiences to the user is paramount in ensuring successful utilization and attracting a broad range of use. A number of broad design philosophies are encouraged as a point of departure:

- **“Form Follows Function”** – The function of a park dictates its design in many instances. There are many factors that drive function and thus design, including (but not limited to):
 - The desire of certain community groups and residents to hold community programs and special events in parks and urban settings such as downtown or prominent open spaces.
 - Experiences showing that persons from diverse cultural groups may be using parks in a different way (e.g. social purposes rather than ‘traditional’ recreation) which in turn could affect the layout of future parks.
 - The fact that integration of parks and open spaces in denser urban areas such as downtowns or main streets has become a key component in providing liveable urban spaces for communities to come together, while softening the streetscape with green amenities.
 - Contrast the points above to a park whose function is driven by requirements of sport and its form will reflect that accordingly.

You can neither lie to a neighbourhood park, nor reason with it. 'Artist's conceptions' and persuasive renderings can put pictures of life into proposed neighbourhood parks or park malls, and verbal rationalizations can conjure up users who ought to appreciate them, but in real life only diverse surroundings have the practical power of inducing a natural, continuing flow of life and use.

~ Jane Jacobs, Author



Chinguacousy Park



- **Flexibility** – 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. 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.
- **Inclusivity** – Brampton’s multicultural and diverse socio-economic profile is one of the City’s core attributes, and inclusion is not only embraced but celebrated. The parks system exemplifies Brampton’s commitment to providing opportunities for residents of diverse ages, abilities and interests to experience recreation outdoors.
- **Comfort** – Good signage/gateway features is the first impression that a park user has of a park and the parks system as a whole. Once inside a park, patrons often look for a number of convenience and comfort-based features depending upon their intended use. The topics of shade shelters and toilet facilities (portolets or other) have been particularly prevalent throughout the period in which the PRMP was being prepared. Shade shelters and portolets are among the highest requested amenities in parks. In response, the City of Brampton has developed protocols to assess their merit for inclusion and is incorporating these into City Budgets, as able.
- **Safety** – Public spaces should be inviting, accessible, bright, safe, and designed on a human scale. 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.
- **Multi-Use** – There is a growing demand that parks contain something for everybody, rather than being designed solely for singular uses. 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 spontaneous, non-programmed 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.

Recommendation – Parkland Designs

- #10. 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.
- #11. 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).
- #12. View Brampton’s parks 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.



- Urban Agriculture & Horticulture** - Gardening is one of the most popular forms of leisure activity in Canada and visits to public gardens and historic sites is expected to increase as the population ages and demands more passive types of outdoor leisure activities. The City of Brampton offers four community gardens that are typically used to grow food, something that responds well to aforementioned popularity as well as the fact that higher density developments do not leave much, if any space for backyard gardening. Community gardening also is a strong enabler of community development philosophies whereby a municipality's role can be nominal if residents and volunteers gain the capacity to oversee the operation in whole or in part. The provision of additional community gardens in Brampton should be considered after monitoring the success of its existing community gardens, whether there is sufficient community interest/capacity to assume certain day-to-day responsibilities, and/or in areas of low income and geographic gaps where community gardens can be used as a community catalyst for positive change.
- Leash-Free Areas** – Off-leash areas have become much more common in Ontario, driven by rising pet ownership rates, backyards becoming smaller or not provided (especially in areas of intensification), a desire to encourage social interaction among pet owners, and serving a growing number of persons that may be unable to walk their pets a lengthy distance due to age or disability. In a community such as Brampton where there are presently four leash-free areas, additional dog parks may be considered on a case-by-case basis. Factors to be considered include approaching a point when usage of existing dog parks exceeds their respective capacities, where required to service a geographic gap (particularly to serve higher density residential areas), and/or whether a qualified community organization expresses an interest in funding and/or operating a leash-free area.



Flower City Community Campus



Revitalizing Older Parks

As with most 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 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 30 years later, most of the children may have since moved away and their parents, still the original tenants of their home, do not have a compelling 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 changed and warrant new experiences 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.

Since park renewal or improvement projects typically have less flexibility from a growth-related funding perspective, leveraging partnerships with others to share costs is an opportunity worthy of consideration to increase the likelihood of implementing park renewals over time. For example, sport organizations could be engaged to find ways to contribute towards specific renewal of a park-based facility that would improve their current experience, neighbourhood or ratepayer associations could be asked to fundraise towards quality of life/placemaking enhancements, and/or collaborations with agency partners could be pursued (e.g. the SNAP programs being implemented by local Conservation Authorities as discussed in Section 3.5).

I would love to see existing small community parks revamped to meet the needs of growing communities.

~ PRMP Survey Respondent

Recommendation – Parkland Designs (continued)

- #13. 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.
- #14. 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.
- #15. New park construction and major renewals of existing parks should have regard for principles of safety and accessibility through their designs.

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 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 natural setting, thereby providing another opportunity for respite among urban dwellers in high density areas, something that is supported through City of Brampton Official Plan Section 4.7.1.15; and
- 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, the City has embarked on the preparation of such a plan that is expected to cover all facets of city infrastructure and will assist in prioritizing reinvestments in existing infrastructure.

Recommendation – Parkland Designs (continued)

- #16.** 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.
- #17.** 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.



Chinguacousy Park, situated along the Queen Street intensification corridor
Image Credit: Google Earth

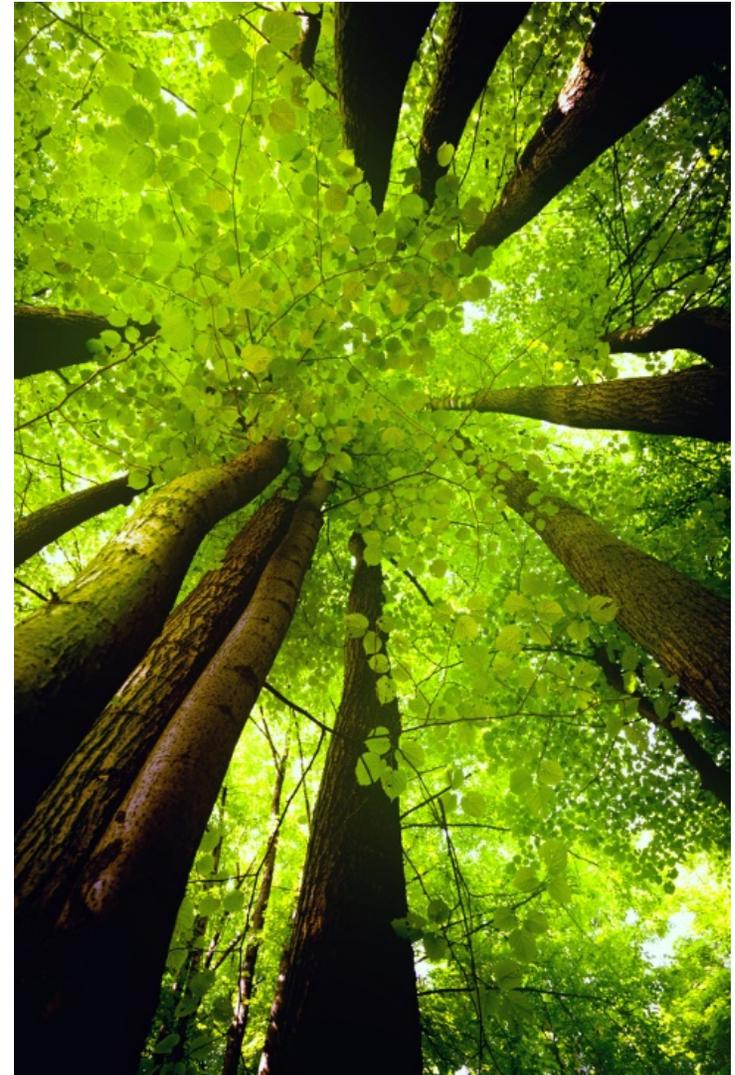


3.5 Protecting Our Green Space

Bramptonians are increasingly recognizing of the importance of environmental protection. As people become more aware of the benefits of environmental protection, demand for passive settings that connect people to nature is increasing. The City of Brampton and its partners 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 recreation areas remain in a more natural state (usually along the periphery).

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. Careful management and planning that considers synergistic solutions between recreation and conservation goals can mitigate impacts. 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, active recreation areas 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), Credit Valley Conservation (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.¹³ 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 the County Court SNAP 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 with the TRCA as well as the CVC given the latter has recently developed a SNAP program in consultation with the City. Doing so provides an opportunity to complement future park renewal projects undertaken by the City in the future, sharing the costs of doing so, and furthering environmental sustainability and stewardship initiatives throughout Brampton.

Life lived amidst tension and busyness needs leisure.
Leisure that recreates and renews. Leisure should be a time
to think new thoughts, not ponder old ills.

C. Neil Strait, Author

Recommendations – Parkland Designs

- #18. The PRMP should be considered in tandem with the City of Brampton's Official Plan policies regarding the Natural Heritage System, the Environmental Master Plan, the Natural Heritage & Environmental Management Strategy, and the Active Transportation Master Plan.
- #19. Extend the Sustainable Neighbourhood Retrofit Action Plan (SNAP) model for park redevelopment to other strategic locations, in partnership with the Toronto Region and Credit Valley Conservation Authorities, pending successful outcome of the current pilot projects for County Court Park and the Upper Nine Stormwater Management Pond.

¹³ Rodgers, C., Behan, K., & Ligeti, E. (2012). Community Based Adaptation in Brampton Through the Sustainable Neighbourhood Retrofit Action Plan (Rep.). Retrieved March 18, 2016.

Section 4.0 A Strong Network of Recreation Facilities



4.1 Overview of Recreation Facilities in Brampton

Brampton’s indoor and outdoor recreation facilities play a valuable role in promoting healthy lifestyles, developing local athletes and nurture vibrancy in the communities that surround them. The City’s recreational infrastructure also attracts residents to experience the local parks system and promote enjoyment of the outdoors, while providing opportunities for residents to gather with one another in their neighbourhoods, communities and across the City.

Table 4 and Table 5 identify the inventory of City owned indoor and outdoor recreation facilities, along with target service levels and additional needed facilities to the year 2031 (based upon research, consultation and analysis undertaken for the PRMP). Contained within this section are further details regarding the targeted service levels and additional number of facilities required, as well as discussions regarding detailed strategies that the City may need to prepare to implement future recommendations.

The best thing about Brampton Parks and Recreation is location - easy accessibility, by transit, by cars, etc. They’re all in good locations. The city is well-planned. The newer regions have bigger facilities, and we like that.

~ PRMP Public Meeting Attendee

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, improvement of existing recreation centres and/or pursue by partnership opportunity	2 (minimum)
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



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 residents 1: 58 affiliated players	1: 75 registered players (affiliated and non-affiliated)	9 (minimum)
Ball Diamonds	101.5*	1: 6,052 residents	1: 100 registered players	TBD upon collecting affiliate and non-affiliate group registration data
Cricket Pitches	18	1: 34,128 residents	Based on geography	Up to 3
Artificial Turf Fields	5	1: 122,860 residents	No generally accepted standards – confirm by business planning	TBD based on future partnerships
Tennis Courts	52	1: 11,813 residents	1: 10,000 populations 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 residents	No generally accepted standards – confirm by business planning	0
Splash Pads	9	1: 8,697 children age 0 to 9	1: 3,000-5,000 children (0-9)	4
Playgrounds	294	1: 2,089 residents	Within 500 to 800 metres of major residential areas (approximately a 10 minute walk)	TBD based on future park acquisitions

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



4.2 A Need for New Community Centres

Brampton’s indoor recreation facilities have been evaluated in terms of their number, how well used they are during prime and non-prime time hours, input received during targeted consultations with user groups and the public, and best practices found across the country in terms of facility provision and operation.

The most notable facility-related recommendation stemming from the PRMP is to construct a multi-use community centre, complemented by a number of outdoor recreational amenities, at the ‘Mississauga/Embleton Community Park’¹⁴ located in Bram West (RPA ‘E’). To be constructed between the years 2022 and 2025, this future community centre would include an indoor aquatics centre supported by a fitness centre, gymnasium, youth space and multi-purpose program rooms. The community centre would ideally be designed in a manner that could potentially house ice pads relocated from aging arenas found elsewhere in the City.¹⁵ To support the community centre, the ‘Mississauga/Embleton’ Community Park should integrate an outdoor community tennis club complex (that could potentially be bubbled for seasonal indoor tennis), a full-size sport-friendly outdoor basketball court, and a skateboard park developed to a similar scale as that found at Chinguacousy Park. Other outdoor recreational components could be rationalized based on the site’s ultimate configuration.

The PRMP also anticipates that a future community centre will be required in North West Brampton (RPA ‘A’) based on its forecasted growth profile upon reaching residential build-out, likely just beyond the PRMP’s planning horizon to the year 2031. While the precise components of that facility will need to be determined through study conducted in the future term, within the PRMP period the City should proactively identify and/or acquire lands suitable to accommodate a community centre. In doing, so the City could possibly use a land banking strategy or negotiate a parkland conveyance agreement with the landowners in North West Brampton comparable to that being deployed in the Gore RPA (427 Secondary Plan Area) given the escalating cost of land and diminishing supplies of large developable parcels in North West Brampton.

Rationale supporting the need for new community centres and their various facility components are contained in the subsections that follow.

I never could have achieved the success that I have without setting physical activity and health goals.

~ Bonnie Blair,
Olympic Gold Medalist



Gore Meadows Community Centre & Library

¹⁴ “Mississauga/Embleton” represents a working name for this site. Formal naming to follow in 2017.

¹⁵ At time of preparation of this document, City staff are evaluating site programming to assess capacity to accommodate such a program. An alternative location may be necessary to fulfill this objective which could form part of a future Arena Provision Strategy.



4.3 Optimizing Existing Community Centres

Brampton has many community centres in its facilities portfolio. However, not all community centres are the same in terms of design and scale, providing different levels of quality and amenity between them largely depending on when a facility was first constructed. For example, the most recent aquatic and fitness centres at Gore Meadows Community Centre are considerably different from community centres in Bramalea.

The result is strong geographic distribution in relation to established areas, however, a number of the older community centres require greater capital renewal investment as they age. These lifecycle renewable costs are sizeable, multi-million dollar investments that are primarily funded through the existing tax base, though there may be opportunities in certain instances to leverage alternative funding sources from senior levels of government or through cash-in-lieu of parkland dollars (though the City also requires parkland as discussed in the previous section).

For this reason, it is important to optimize facility usage in order to maximize the City’s return on its investment. Throughout this section and as part of the PRMP’s background analysis, facility utilization and conditions have been carefully scrutinized through the supporting needs assessments. The following are notable considerations for the City as it relates to optimizing existing community centres:

- Many of the City’s older recreations centres were constructed to meet a highly localized catchment area using a philosophy centred upon walkability. Facilities in Bramalea – such as the Howden, Greenbriar, Terry Miller and Balmoral Recreation Centres – exemplify this philosophy of anchoring a neighbourhood around one or two major facility components (e.g. a pool or an arena, but not usually both).
- However, the model of smaller but more abundant community centres tends to require a higher cost of upkeep and operation relative to a multi-use community centre model where the City can provide larger but fewer facilities at a lower operating cost per square foot. Further, programming opportunities that tend to flourish in larger multi-purpose community centres are provided to a more limited degree within Brampton’s smaller community centres due to constraints related to space and configuration.

Facility renewal, particularly indoor recreation centres should be a priority. In the older parts of the City, it would be nice to have a sense of equivalency. Something on par with facilities like Cassie Campbell.

~ PRMP Public Meeting Attendee



Loafers Lake Recreation Centre



- Needs assessments have found certain program limitations with some pools and single pad arenas located in older community centres, with examples being limited learn-to-swim capacities for aquatics and tournament unsuitability for arena users.
- Older community centres present a strategic opportunity to reposition them in a way that allows the City to offer new forms of programming and meet unmet needs embedded within these established communities. For example, the City could bolster its complement of therapeutic programs and other activities allowing residents living in mature communities to “age in place”, while the relocation of aging ice pads to multi-pad arenas can improve tournament play for user groups and cost recovery potential for the City. As older community centres age, they should be evaluated in terms of their programming potential with a view of maximizing their usage and/or consolidating programming in a manner that provides financial sustainability to the City.

Subsequent subsections of the PRMP will explore these concepts in greater detail.

Recommendations – Existing Community Centres

- #20. As older community 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.
- #21. Undertake an indoor facility infrastructure needs study specific to the Bramalea family of community centres that examines their needs in relation to their lifecycle renewal requirements.

DRAFT



4.4 Indoor & Outdoor Aquatic Facilities

There are 13 indoor aquatic centres integrated within City of Brampton community centres plus one leased pool. They are categorized into three distinct 'Levels' for the PRMP given that the scale of design varies greatly between them and the fact that they service either a neighbourhood, community or City-wide catchment area.

Also within the City's aquatics portfolio is a robust range of outdoor aquatic opportunities available to residents consisting of:

- An outdoor rectangular pool at Eldorado Park for drop-in swimming (no registered programs) and an extensive camp program. Residents can also make use of the TRCA's outdoor pool at Heart Lake Conservation Area.
- Smaller wading pools are provided at Balmoral Park and Gage Park.
- Professor's Lake Recreation Centre contains a beach and swimming area, while kayak, paddleboat, paddleboard and canoe rentals are available.
- Nine splash pads with differing designs and waterplay features, categorized as 'Major' and 'Minor' facilities based on their size and catchment area.

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, in either structured or drop-in formats. However, the City's supply of indoor aquatic centres is rapidly aging with six of its pools (half of the supply) having been in service for more than 35 years, all of which are Level 2 or Level 3 pools. In fact, all but two Level 2 and Level 3 pools were constructed over 20 years ago.

Indoor Pool Type	Description
Level 1 Indoor Aquatics Centre	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+)
Level 2 Indoor Aquatics Centre	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 (2 km)
Level 3 Indoor Aquatics Centre	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)

Splash Pad Type	Description
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.
Minor Splash Pad	Splash pads 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).



To meet future needs for indoor swimming, the City of Brampton should:

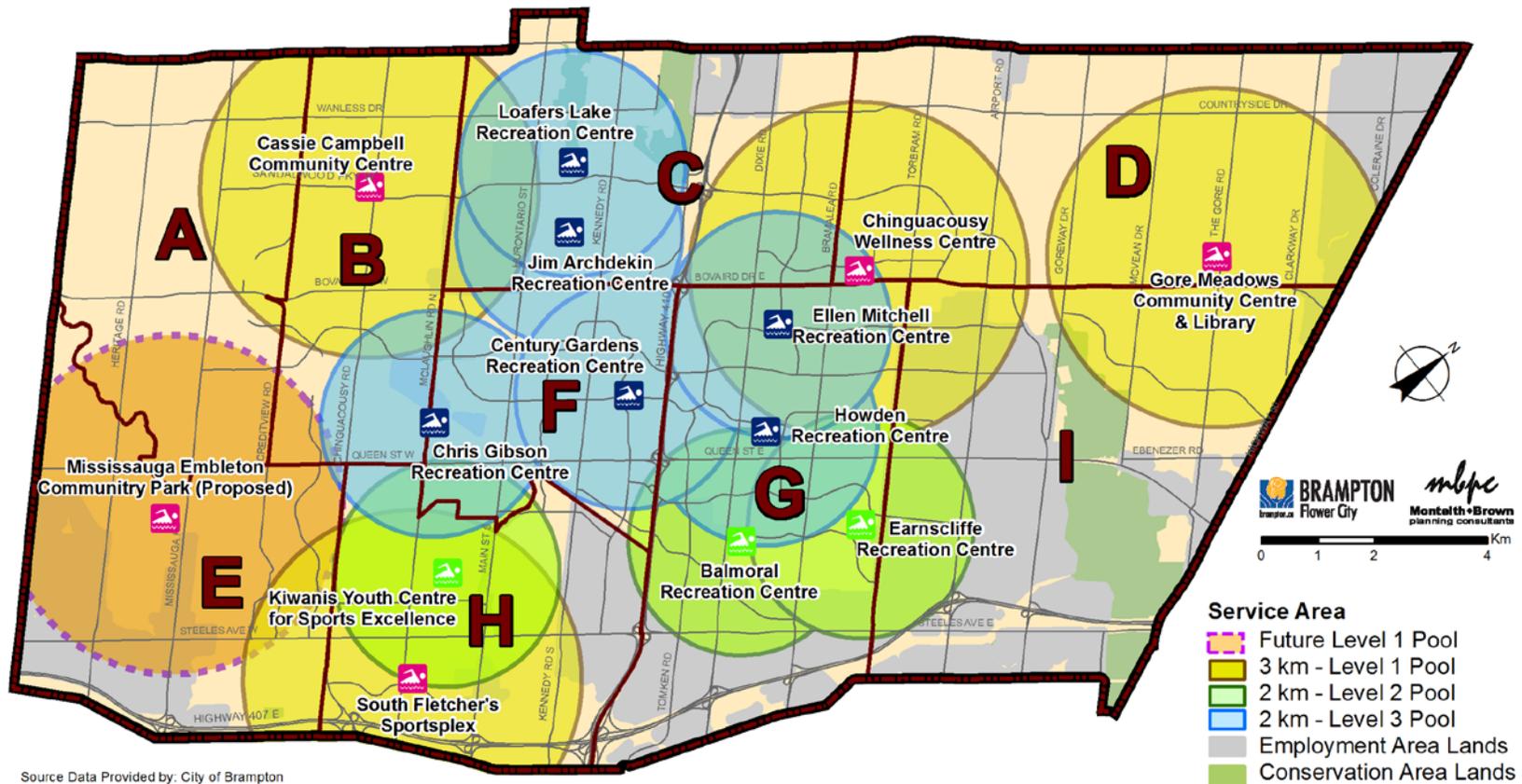
- Strive towards a service level target of one indoor aquatic centre per 60,000 population. At a City-wide level, this results in **the need for one new indoor aquatic centre** after the year 2026, however, there is merit in advancing construction between the years 2022 and 2025 to alleviate escalating pressures being placed on municipal pools as the population grows. The 'Mississauga/Embleton' Community Park in Bram West (RPA 'E') is an ideal site for a new aquatics centre with over 100,000 new residents expected in RPAs 'A' and 'E' by 2031.
- Initiate a pilot project to **convert two Level 3 aquatic centres into warm water therapeutic pools** in order to respond to the needs of the older adult populations in the surrounding neighbourhoods. Exploration of partnerships with local healthcare providers and hospitals to deliver post-rehabilitation programs at these locations is also encouraged. Pending results of the pilot project, the therapeutic pool model may be extended into Level 2 and/or other Level 3 aquatic centres.
- **Consolidate the supply of Level 3 aquatic centres** given their narrow programming capacity and design limitations, geographic overlaps (see), and advanced lifecycle state, the latter of which is a concern because these aging pools will require substantial capital reinvestments for remediation, are most usually funded through the tax base, and provide limited programming capacity.
- Beyond the PRMP timeframe, there is a case to be made for **an indoor aquatic centre in North West Brampton** (RPA 'A') since that area does not have a pool and its population is projected to be approximately 86,000 by the year 2031 requiring site identification/acquisition in the nearer-term.

Recommendations – Indoor Aquatics

- #22. Construct one new Level 1 (City-serving) indoor aquatic centre, preferably at the 'Mississauga/Embleton' Community Park between 2022 and 2025. 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.
- #23. 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.
- #24. 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.
- #25. 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).



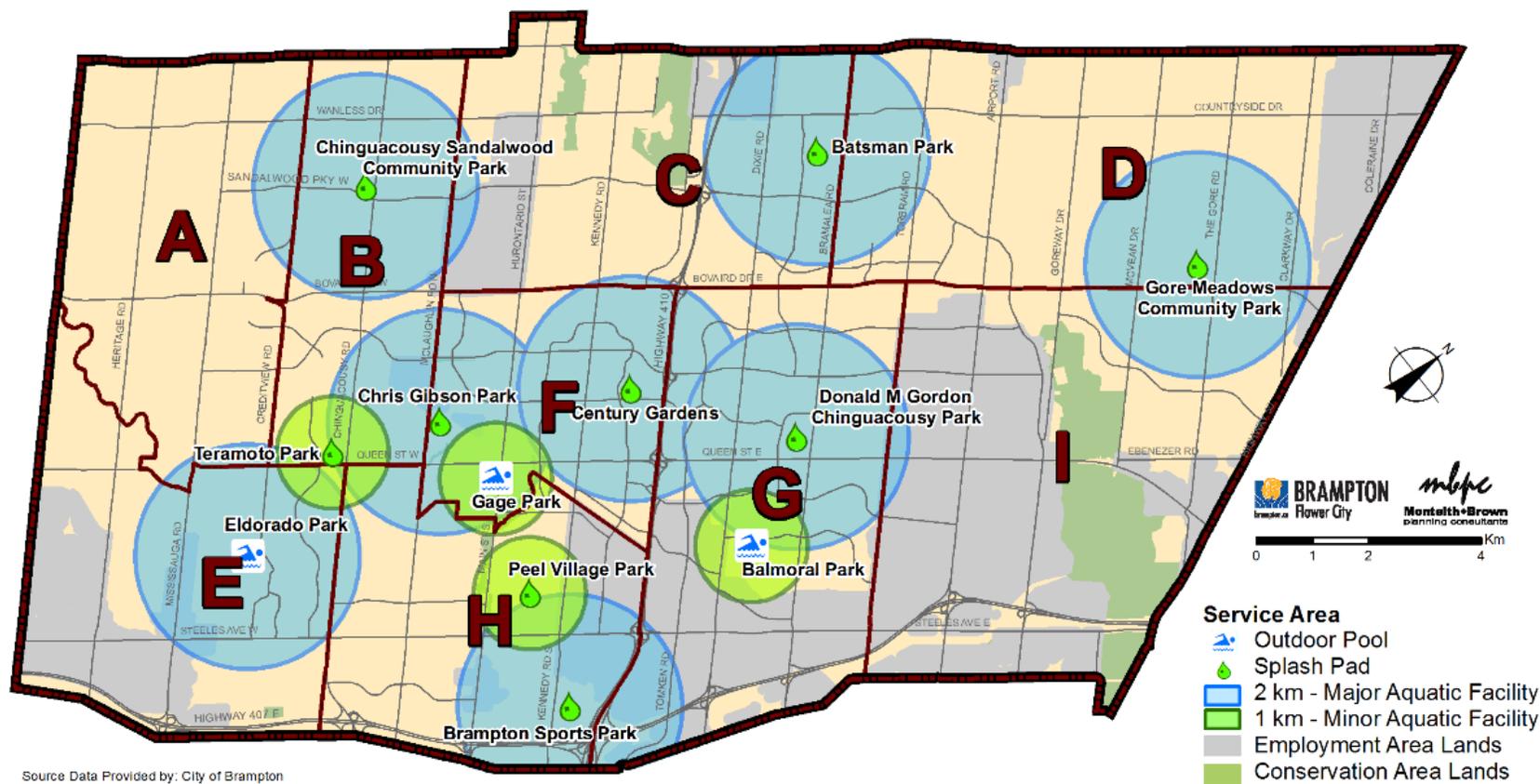
Map 2: Existing & Potential Coverage of Indoor Aquatic Centres



Source Data Provided by: City of Brampton



Map 3: Distribution of Outdoor Aquatic Facilities



Source Data Provided by: City of Brampton

To maintain geographic coverage and slightly bolster overall service levels of outdoor aquatic facilities, the PRMP advances the following strategy:

- Every RPA should have at least one Major Splash Pad noting, however, that this could prove difficult for RPA 'I' although most of its residential areas are situated in fairly close proximity to the 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.
- Convert the Gage Park and Balmoral Wading Pools to splash pads.

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 no family change rooms, the existing change rooms are small, and there is limited onsite parking. Given the 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. The Study would determine ways to enhance the pool to improve its 'fun factor', complement camp programming, incorporate interactive waterplay elements to broaden its appeal to a larger market and expose a greater number of residents from across the City to all that Eldorado Park offers. However, no new outdoor swimming or wading pools are recommended given the high operating costs relative to the short operating season, as well as the strong supply and distribution of indoor aquatic centres found throughout Brampton.

Recommendations – Outdoor Aquatics

- #26.** 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.
- #27.** 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.
- #28.** 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.



4.5 Ice Rinks & Curling Clubs

The City of Brampton owns 11 arenas that collectively provide 20 ice pads. The City also operates outdoor pleasure rinks at Mount Pleasant Square, a new outdoor skating trail at Chinguacousy Park, along with an iconic skating trail at Gage Park in the downtown. A new outdoor practice rink is being constructed at Gore Meadows Community Centre. The City is one of the few municipalities that still operates its own curling facilities, dating back over 40 years by way of the Brampton Curling Club and the Chinguacousy Curling Club that collectively offer 12 sheets of ice.

To meet future needs, the City of Brampton should:

- Provide a total of 19 ice pads across the City, which represents one less ice pad than present but implies that the Victoria Park Arena – recently shuttered due to a major fire – remains closed for the foreseeable future (pending future study). The reduction in supply is rationalized by softening prime time and shoulder hour utilization rates (standing at 85% and 43%, respectively) as well as strong geographic coverage in the municipal arena and outdoor rink/trail system. A supply with one less ice pad would presumably result in a marginal increase of utilization rates system-wide, possibly demonstrating improved operational and financial performance.
- Remove one additional ice pad – by either repurposing or divesting of an older single pad arena – if triggered by City-wide prime time utilization rates dropping below 80%.
- Consider relocating at minimum of one older single pad arena – potentially along with a replacement to the Victoria Park Arena (should ice demand increase) – to the proposed multi-use community centre at the ‘Mississauga/Embleton’ Community Park¹⁶. Doing so would 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. Map 4 further exemplifies why the City needs to take a proactive approach to consolidating and/or reducing its arena supply upon reaching the above-noted trigger point. A considerable geographic overlap between arenas compounds

Recommendations – Arenas

- #29. 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.
- #30. 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.
- #31. 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.

¹⁶ See earlier remark on ongoing review of capacity of site to accommodate ice surfaces



the operational inefficiencies of the low prime time utilization rate. 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 map.

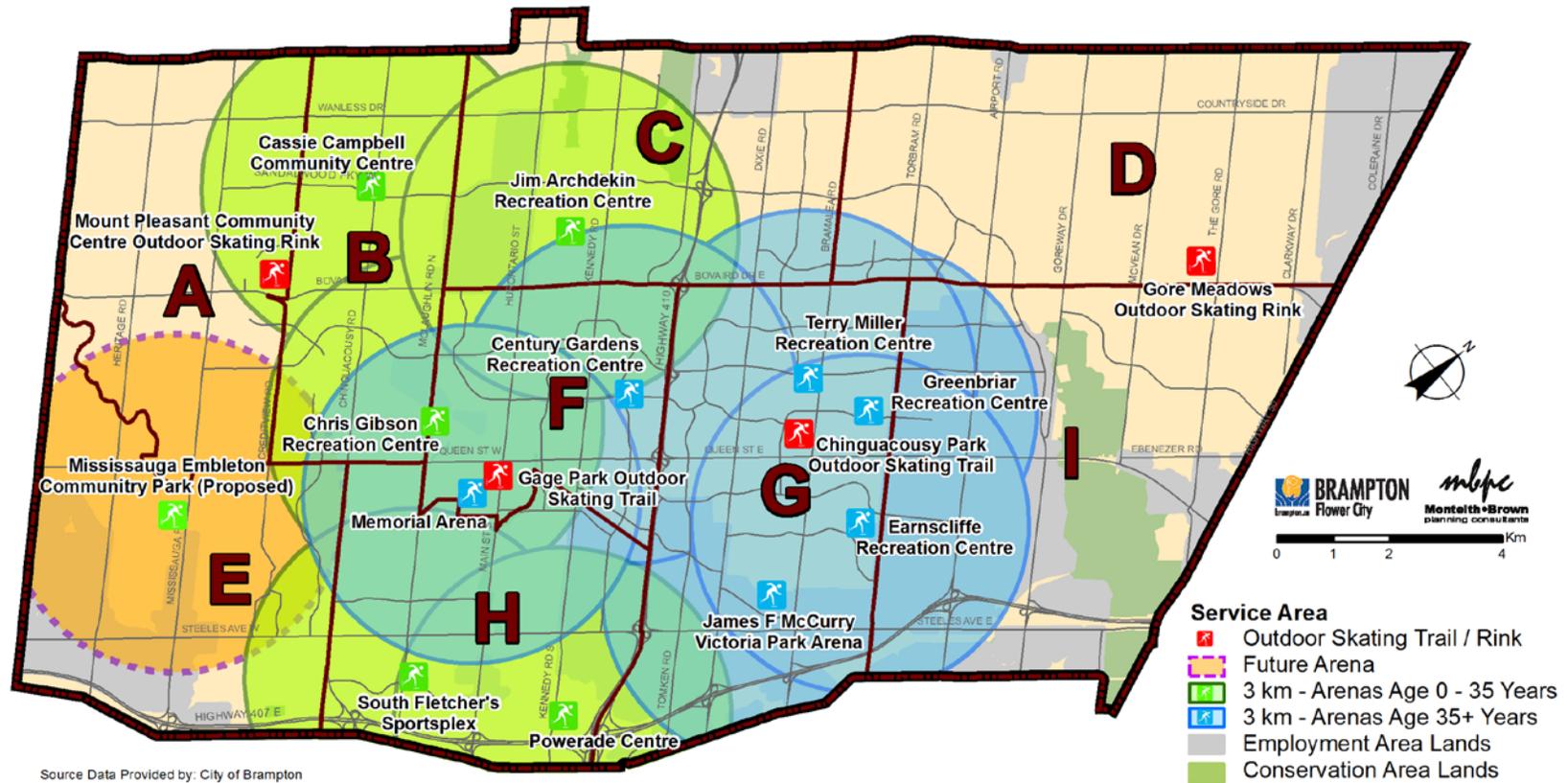
- Maintain the existing supply of outdoor ice rinks given that the two under construction are expected to add substantial capacity and will considerably improve geographic distribution.

As noted in Recommendation #103 of the program assessments, the City should explore opportunities to increase arena utilization rates in prime and non-prime hours (e.g. pricing incentives, scheduling strategies, etc. could be employed to generate greater shoulder hour bookings). Since the City's programs are growing while rentals decline, there may be opportunities to expand the municipal programming complement and/or develop new programs such as recreational leagues as studies in Brampton and other communities show that programming can generate a greater revenue per participant than traditional ice rentals, which could then be reinvested into the arena system. The preferred direction for arena facilities and programming is to pursue – by way of an Arena Strategy that employs a more robust consultation program geared directly to arena users – ways in which to improve the long-term sustainability of Brampton's arenas.

Recommendations – Arenas (continued)

- #32.** Initiate an Arena Strategy within the next five years that reaffirms 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.).
- #33.** 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.

Map 4: Existing & Potential Coverage of Arenas, by Age of Building



Source Data Provided by: City of Brampton

4.6 Fitness Facilities

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 seven multi-use community centres. Recognizing the different level of design and scale of service, the City’s fitness centres are categorized into two ‘Levels’ for the purposes of the PRMP.

Brampton complements its fitness centres and group fitness studios with other amenities such as indoor walking tracks, the six indoor tennis courts at Chinguacousy Park, as well as four racquetball and nine squash courts provided at five neighbourhood-focused community centres. To meet future needs, the City of Brampton should:

- Integrate a Level 1 fitness centre as part of a multi-use community centre at the ‘Mississauga/Embleton’ Community Park in Bram West to complement the proposed indoor aquatic centre and gymnasium. A group fitness studio and indoor walking track should also form part of the fitness experience there.
- Initiate a process whereby selected multi-use program rooms in select 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 neighbourhoods to deliver quality fitness programming and leveraging existing neighbourhood-centred facilities, building convenience and even walkability to reach municipal fitness programming. Refer to Section 4.9 for additional discussion on this direction for multi-purpose rooms.

If we could give every individual the right amount of nourishment and exercise, not too little and not too much, we would have found the safest way to health.

~ Hippocrates

Category	Description
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+)
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)

Recommendations – Fitness Facilities

- #34.** Construct a Level 1 (City-wide) fitness centre as part of a multi-use community centre at the ‘Mississauga/Embleton’ site between 2026 and 2031. A group fitness studio and indoor walking track should support this fitness centre.
- #35.** A group fitness studio should be added through the conversion(s) of a Level 3 Aquatic Centre as proposed through Recommendation #23.



4.7 Gymnasiums

The City of Brampton’s gymnasium supply involves a combination of facilities owned by the municipality and school boards. The sizes and configurations vary widely with the Cassie Campbell and Gore Meadows Community Centres regarded as the only two ‘premier’ gyms available in the City. Although the City operates gyms at the Flower City Seniors Centre, South Fletcher’s Sportsplex and seasonally at the Brampton Soccer Centre, these are not always available or conducive for the City to offer typical gymnasium programs while the six gyms accessible under joint use agreements with the school boards also have certain programming constraints.

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. With the City having access – to varying degrees – to 16 gyms across 12 community centres and schools, the service level falls within the typical range of one municipal gymnasium per 40,000 to 60,000 population.

Due to limitations from operating and design constraints, however, the City is somewhat underserved from a general program delivery perspective as evidenced by its inability to grow gym-related programming to meet observed demand. 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.



Cassie Campbell Community Centre Gymnasium

To increase gymnasium capacity over the PRMP planning period, a targeted approach focusing on a few key actions is recommended:

- Continuing 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 full-sized gymnasiums allowing for a broad range of sports and gym-based programming.
- Explore strategic opportunities to add gymnasium or large multi-purpose space through facility redevelopments - per PRMP Recommendations #20 and #21 - as well as a possible conversion of a Level 3 Indoor Aquatic Centre(s) as per Recommendation #23. Repurposing an older community centre's surplus or underutilized recreation space within into a gymnasium would provide the City with a flexible venue to deliver highly responsive, neighbourhood-centric programming.
- Exploring the feasibility of permanently dedicating one of the indoor fields at the Brampton Soccer Centre for gymnasium activities (the City already does this on a seasonal basis).
- The east-end seniors' centre – per Recommendation #39 - would be a strong candidate through which to add another gymnasium to the municipal supply.
- With an indoor pool and fitness centre recommended as part of a future community centre at the 'Mississauga/Embleton' Community Park, a new gymnasium forms a strong complement to that multi-use design and should be provided to address needs particularly in the southwest Brampton.

Recommendation – Gymnasiums

- #36.** 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 full-sized 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.
- #37.** 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 designed with 'sport-friendly' features to be supportive of the City's long term athlete development objectives.
- #38.** A gymnasium or large multi-purpose hall capable of accommodating gym sports should be strongly considered through any indoor recreation facility redevelopment and future conversion(s) of a Level 3 Aquatic Centre as proposed through Recommendation #23 as well as the east-end seniors' centre proposed through Recommendation #39).



4.8 Seniors Centres

The City operates the Flower City Seniors Centre (FCSC) and the Knightsbridge Community & Senior Citizens' Centre (KCSC). These two dedicated 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).

As a result of the many physical and social benefits produced by older adult centres, these community assets are generally regarded as an important part of the health care and recreation sectors. 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.

The FCSC is a very busy location and its ability to add additional program capacity is constrained. In fact, the facility is so intensively used that the City should explore ways to alleviate pressures and demands for programming, potentially by making use of other facilities located in the Flower City Community Campus (the Lawn Bowling Club building may present an opportunity to do so). While the strength of the FCSC provides rationale through which to replicate the model elsewhere in the City, it responds well to the demographic and socio-cultural characteristics of its immediate area. Over half of FCSC program registrants reside west of Highway 410, including many living 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.



Flower City Seniors Centre



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 an opportunity to deliver a facility and associated 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. To address the seniors' facility needs in east Brampton, consideration of a parcel of land located 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. 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 also be employed to determine if/how they could make better use of the City's 55+ programs and facilities.

Recommendations – Seniors' Centres

- #39. 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.
- #40. 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.
- #41. 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.
- #42. 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 Strategy (see Recommendation #85).



4.9 Multi-Purpose Rooms & Youth Space

Brampton’s community centres collectively contain 61 multi-purpose rooms of varying sizes and capacities. These rooms host numerous events and programs across many age groups ranging from visual arts, drama and music, photography, cooking, day camps and many general interest programs. Additionally, youth lounges and youth rooms provided at a number of community centres are providing space for drop-in programs at specific times. These are not dedicated youth rooms as they are 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.

To meet future needs, the City of Brampton should:

- Consider community program spaces as part of the design of new or expanded major municipal facilities, whether future multi-use community centres, libraries or other civic institutional buildings.
- Integrate a youth space at the multi-use community centre proposed for the ‘Mississauga/Embleton’ Community Park to be highly complementary with the proposed gymnasium, skateboard park, indoor aquatic centre and splash pad. A youth space would reinforce Brampton’s designation as a Platinum-level Youth-Friendly Community.
- Seek integration of community program rooms within private condominium or apartments located in the downtown in concert with the land development industry, possibly through use of the Planning Act’s density bonusing provisions. Doing so would allow the City to expand program opportunities in established and intensifying areas of Brampton and enhance distribution of service while reducing the urgency to secure new land for multi-purpose program opportunities.
- Give consideration to opening up some multi-purpose rooms for drop-in or non-structured use in community centres to alleviate pressures elsewhere in a facility. 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.

Recommendations – Multi-Purpose Rooms

- #43. 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.
- #44. 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.
- #45. 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.



4.10 Sports Fields

Included within the City of Brampton’s sports field inventory are:

- 129 natural grass rectangular fields plus another 65 fields permitted by the City at local schools
- 4 multi-use outdoor artificial turf fields and 1 water-based artificial turf field hockey pitch
- 4 indoor artificial turf fields at the Brampton Sports Centre
- 81 ball diamonds plus another 26 diamonds permitted by the City at local schools, as well as 5 lit diamonds are available for use through the privately managed Brampton Sports Park
- 15 cricket pitches plus another 3 privately managed cricket pitches at the Brampton Sports Park
- 2 rugby fields, 2 football fields and 1 kabaddi field
- 2 lacrosse fields and 1 outdoor lacrosse box.

In guiding the entire sports field system over the PRMP period, there are a number of recommendations that are common to the entire system.

- There is a need to engage sports field users in order to explore ways in which to encourage greater utilization of existing infrastructure. A number of fields – whether for soccer, ball, cricket or other sports – are not being used to their full potential and the City should explore reasons as to why groups may not be inclined to book them. Topics of discussion include but are not necessarily limited to:
 - Whether field quality or maintenance levels are sufficient;
 - If sufficient amenities are in place (e.g. lighting, spectator seating, batting cages, etc.);
 - If adequate geographic distribution exists throughout the City;
 - Whether amendments to current sports field allocation practices are required;
 - Potential solutions for the City and user groups to collectively address challenges relating to usage; and/or
 - The evaluation of field-permitting practices and pricing strategies to encourage optimal use of sports fields.

Recommendations – Sports Fields

- #46. 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.
- #47. 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 indoor and outdoor 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 - including the number, age and residency status of members - 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.



- The City has resources and policies in place through which to track market demand factors such as registration levels for certain groups (largely affiliated youth-serving organizations) and field usage levels. There is opportunity to improve data tracking systems to obtain more robust information such as registration specific to unaffiliated and adult user groups, age and place of residency, building upon field surveillance methodologies, etc. The City has utilized its existing resources and additional funding at times to track key metrics, however, consideration for dedicated resources and personnel to aid in tracking and monitoring efforts would greatly enhance decision-making abilities.

The pages that follow illustrate the spatial distribution of various sports fields and provide guidance for specific field types in Brampton.

Rectangular Fields

Brampton’s rectangular fields are used primarily by soccer organizations but also for other field sports such as (but not limited to) football, rugby, field lacrosse, and field hockey. To meet future needs for rectangular fields, the City of Brampton should:

- Discuss joint-use development and usage agreements with the local school boards to determine cost-saving potential in constructing and/or operating natural and artificial turf fields given the capacity that exists in the rectangular field system today. A joint field development/usage strategy would especially be helpful in areas where large parcels of parkland are more limited, as in Bram West.
- Employ a provision standard of 1 outdoor soccer field per 75 registered local soccer players, which would result in a need for 9 new soccer fields by 2031 assuming registration trends in soccer do not significantly change.
- Construct 1 new outdoor multi-use artificial turf field in the longer term given utilization data shows capacity currently available at existing artificial fields. Given that the City has been involved in discussions with a local school board to determine the feasibility of jointly pursuing an artificial field, timing could be accelerated should a suitable partnership agreement be reached with the school or another third party (thereby creating value to the taxpayer). Accelerated timing may also alleviate pressures on the City to construct multiple natural fields or carry out improvements at existing fields over the PRMP period.

Recommendations – Sports Fields (continued)

- #48.** 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 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.
- #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.
- #50.** 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.



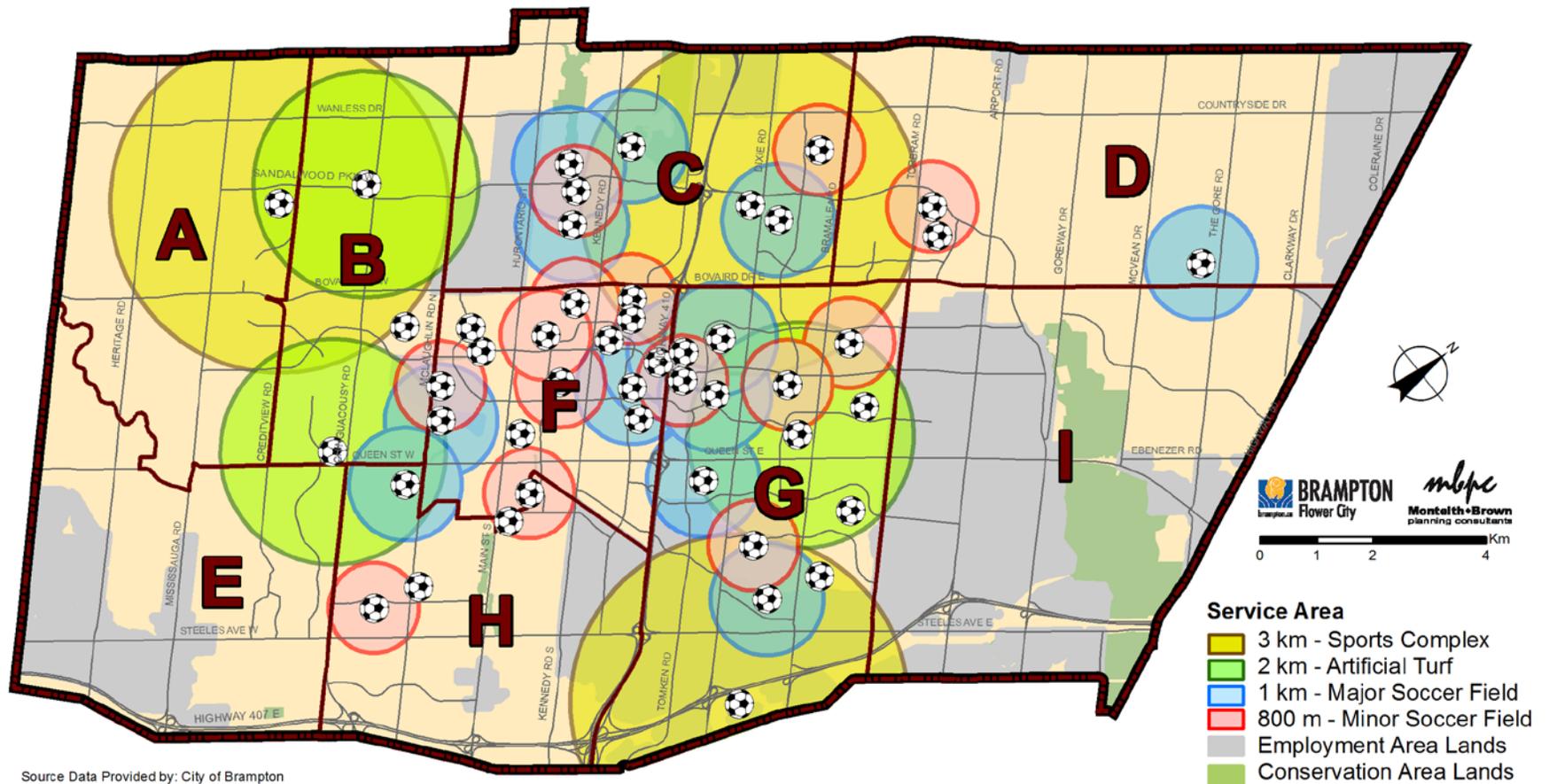
- Location of a new artificial field – if developed by the City alone – would be dependent upon factors such as partnership/joint development potential though from a distributional perspective there is no artificial turf located east of Bramalea Road thus making The Gore or Bram East RPAs ideal. In designing 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 (see point below) upon the City gaining a better understanding of indoor registrations.
- Consider additional specialized artificial turf fields (e.g. water-based fields) where they can be justified through a business case demonstrating sustainable cost-recovery levels and minimal net impact on the usage of other fields in the inventory.
- Relocate up to 20 outdoor rectangular fields located in established neighbourhoods to greenfield development areas where younger populations are expected. Relocations will allow existing parks to be refreshed and renewed in a manner that responds to community demographics and future infill developments.
- Undertake an indoor turf study prior to the year 2020 that is preceded by a period of trend tracking of registration and rentals occurring at the Brampton Soccer Centre. Although the Brampton Soccer Centre has capacity available to accommodate more bookings, there is merit to groups’ requests for a full size indoor field given the Brampton Soccer Centre fields are well-suited to smaller-format games. Further study and additional consultation with indoor sport field user groups will allow the City to make an informed decision and ensure future indoor field developments do not compromise the sustainability of the Brampton Soccer Centre.
- 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.

Recommendations – Sports Fields (continued)

- #51.** 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 #48. 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.
- #52.** 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.



Map 5: Distribution of Existing Rectangular Fields



Source Data Provided by: City of Brampton

Ball Diamonds

With respect to ball diamonds, a cautious approach is required in light of surplus capacity recorded in the system, the City’s historical reliance on non-verifiable registration data, the considerable capital and operating costs of diamonds, and the fact that diamond rentals have only recently reverted to a growth scenario in this season after declining for a number of years. Therefore, the City should employ a strategy that:

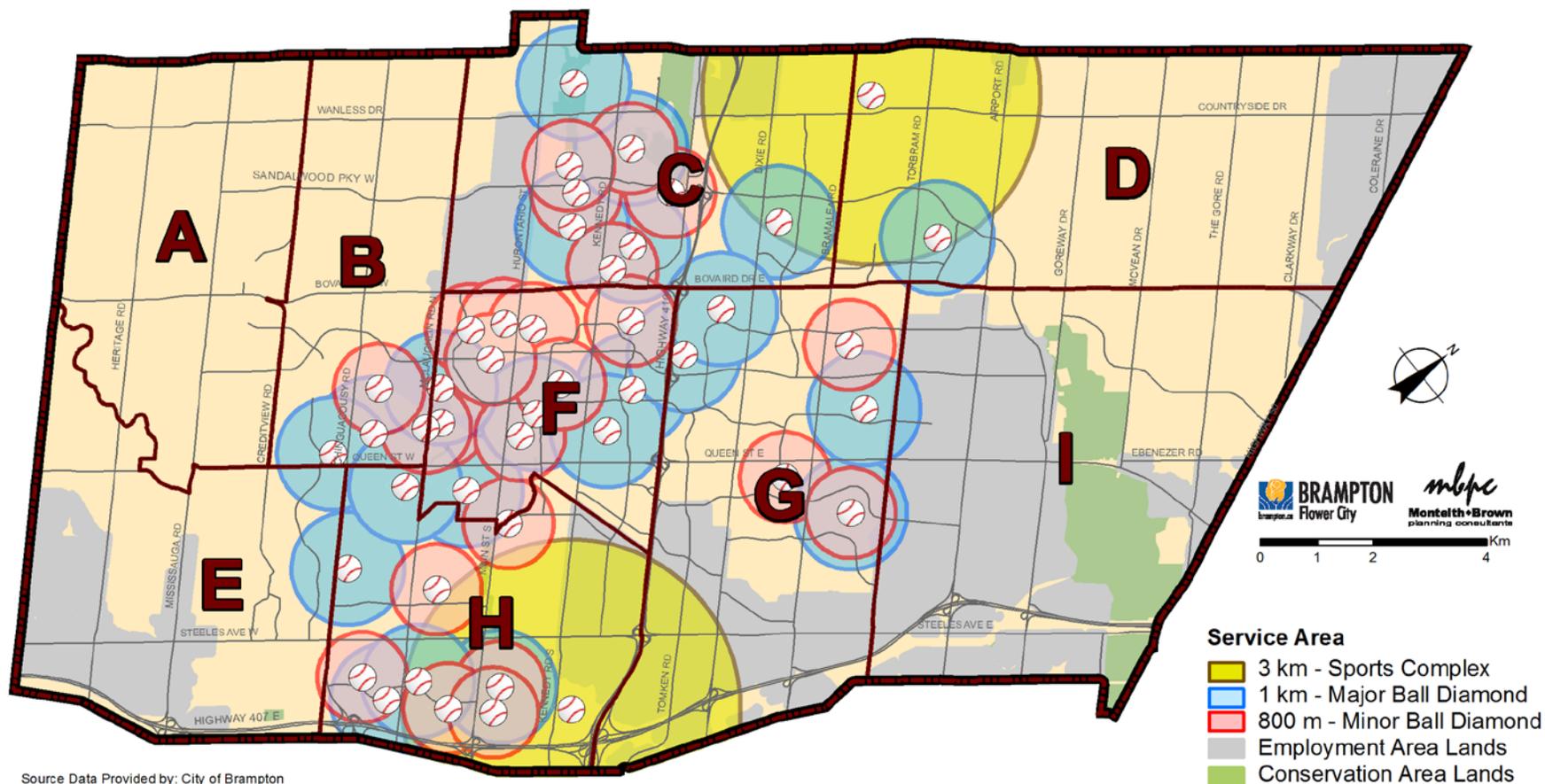
- Considers reconciling and balancing gaps in geographic distribution through a combination of new diamond construction and relocation of existing diamonds in areas of major intensification, particularly where lower quality or underutilized diamonds are better reoriented to Urban Park functions;
- Pursues 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.

Recommendations – Sports Fields (continued)

- #53.** Upon implementation of proposed sports field user registration trend tracking processes (as articulated in Recommendation #47), 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.
- #54.** 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 rectangular fields, and between 5 and 10 existing ball 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; 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.



Map 6: Distribution of Existing Ball Diamonds



Source Data Provided by: City of Brampton

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

Cricket Pitches

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 supply and service level are among the strongest among communities across the country that have constructed or are contemplating provision of cricket facilities. In continuing to recognize and meet the future need for cricket pitches, the City should:

- Proceed with the premium cricket pitch at Andrew McCandless Park in North West Brampton (RPA 'A');
- Construct a cricket pitch in Bram West (RPA 'E') since no such facilities exist and historical experience infers that the City's new residential areas will continue to attract younger and more multicultural populations. The absence of large park parcels beyond the 'Mississauga/Embleton' Community Park creates a challenge, and means the City will have to proactively seek sufficiently sized lands for a new pitch in this RPA.
- Construct a full cricket pitch as part of the Gore Meadows Community Park in The Gore (RPA 'D').
- Consult with its major cricket associations to discuss how existing cricket pitches can better be positioned to attract greater use, as per Recommendation #46. At a minimum, this should involve exploring at least one cricket pitch where field lighting can be installed as well as parks where ancillary amenities such as batting cages, spectator facilities, etc. can be provided.

What drew me towards team sport were the camaraderie and friendship. The chance to celebrate victory and success with a group of people is something I have enjoyed doing.

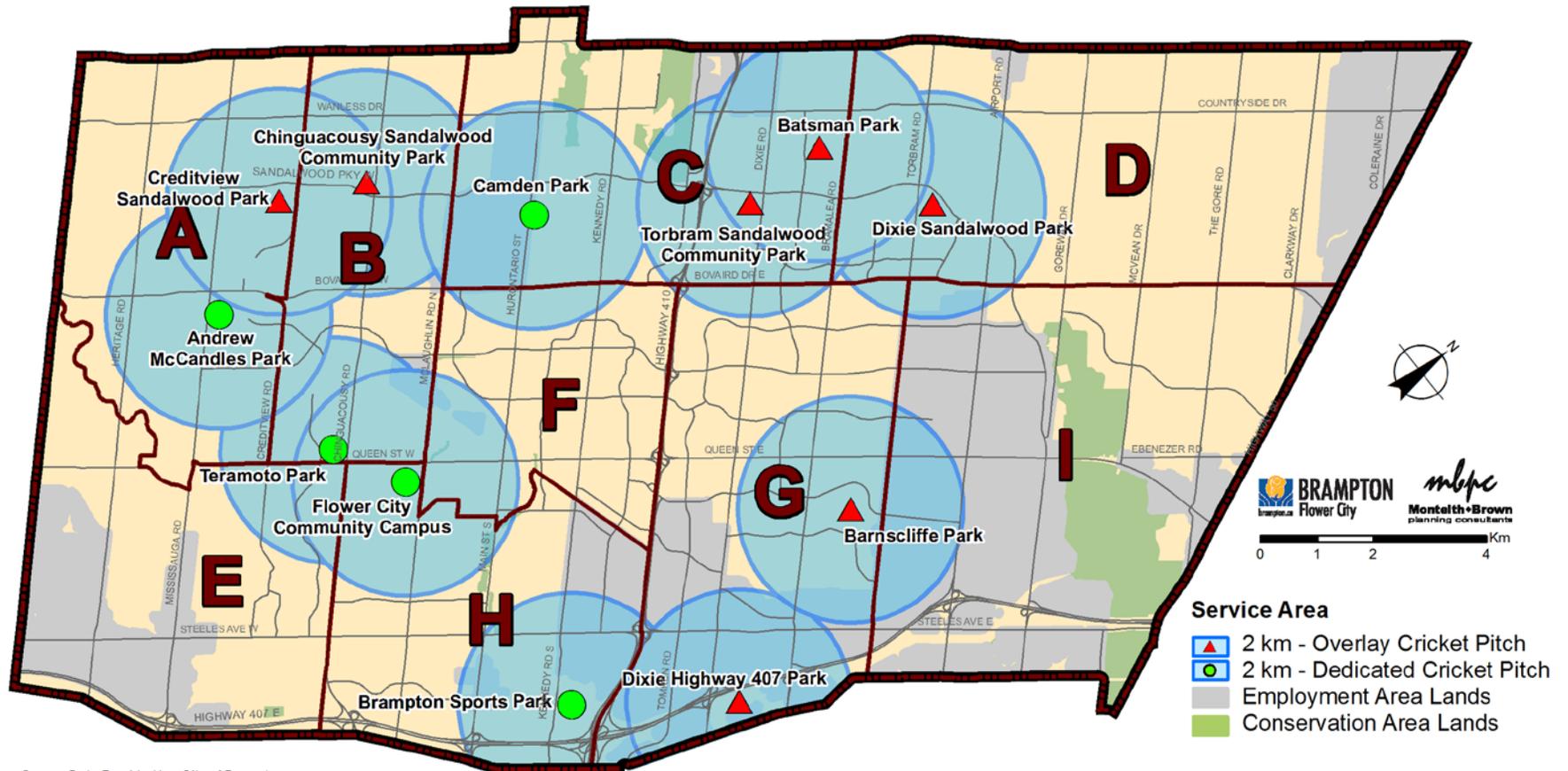
~ Rahul Dravid,
Cricket Legend

Recommendations – Sports Fields (continued)

- #55.** 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').



Map 7: Distribution of Existing Cricket Pitches



Source Data Provided by: City of Brampton

* Planned premium pitch at McCandless Park

4.11 Tennis Courts

Throughout the City of Brampton there are 28 lit tennis courts and 17 unlit tennis courts across 19 parks. In addition, 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 also operates an air-supported indoor tennis facility (bubble) at Chinguacousy Park containing six courts. Complementing the City’s supply are indoor and outdoor tennis courts owned by private sector operators and school boards.

In the past, the City of Brampton has targeted a provision level of one outdoor tennis court per 10,000 persons in new development areas, a level of service that would result in a total of 30 new outdoor tennis courts being required by the year 2031. This is a substantial number of courts and while a portion of these are necessary to ensure good geographic distribution, a cautious approach is recommended whereby a certain number of these courts should only be constructed based upon proven future need. The preferred 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 at the Gore Meadows Community Park.

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. After construction of the Gore Meadows club court complex, the City should carry out a feasibility assessment of building an additional tennis club court complex in the west end – preferably at the ‘Mississauga/Embleton’ Community Park.

Recommendations –Tennis Courts

- #56.** 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 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.
- #57.** 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 should be constructed with higher quality finishes, fencing and lighting.
- #58.** Prior to construction of club-format outdoor tennis court complexes proposed through Recommendation #57, 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).



Although existing indoor tennis courts are expected to meet needs City-wide, they may approach their capacity towards the end of the PRMP period particularly if demands for tennis (and pickleball) grow. To provide the City with flexibility, when designing one of the outdoor tennis complexes proposed at Gore Meadows or the Mississauga/Embleton Community Park, the City should explore the feasibility of installing a grade beam around the courts that would allow installation of a bubble. However, additional indoor tennis courts would need to be supported by a business plan prior to their construction to demonstrate that their provision would not compromise the operational sustainability of the Chinguacousy Winter Tennis Club.

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 future demands for additional outdoor pickleball courts, certain non-club based tennis courts should be lined in a multi-use manner that allows for both tennis and pickleball. Strategic locations may include existing and future tennis courts located in proximity to neighbourhoods home to large populations of seniors, as well as future club-court complexes at the Gore Meadows and/or 'Mississauga/Embleton' Community Parks. The City should monitoring pickleball at these locations to determine whether investment in dedicated outdoor pickleball courts is warranted towards the end or beyond the PRMP's fifteen-year planning horizon.

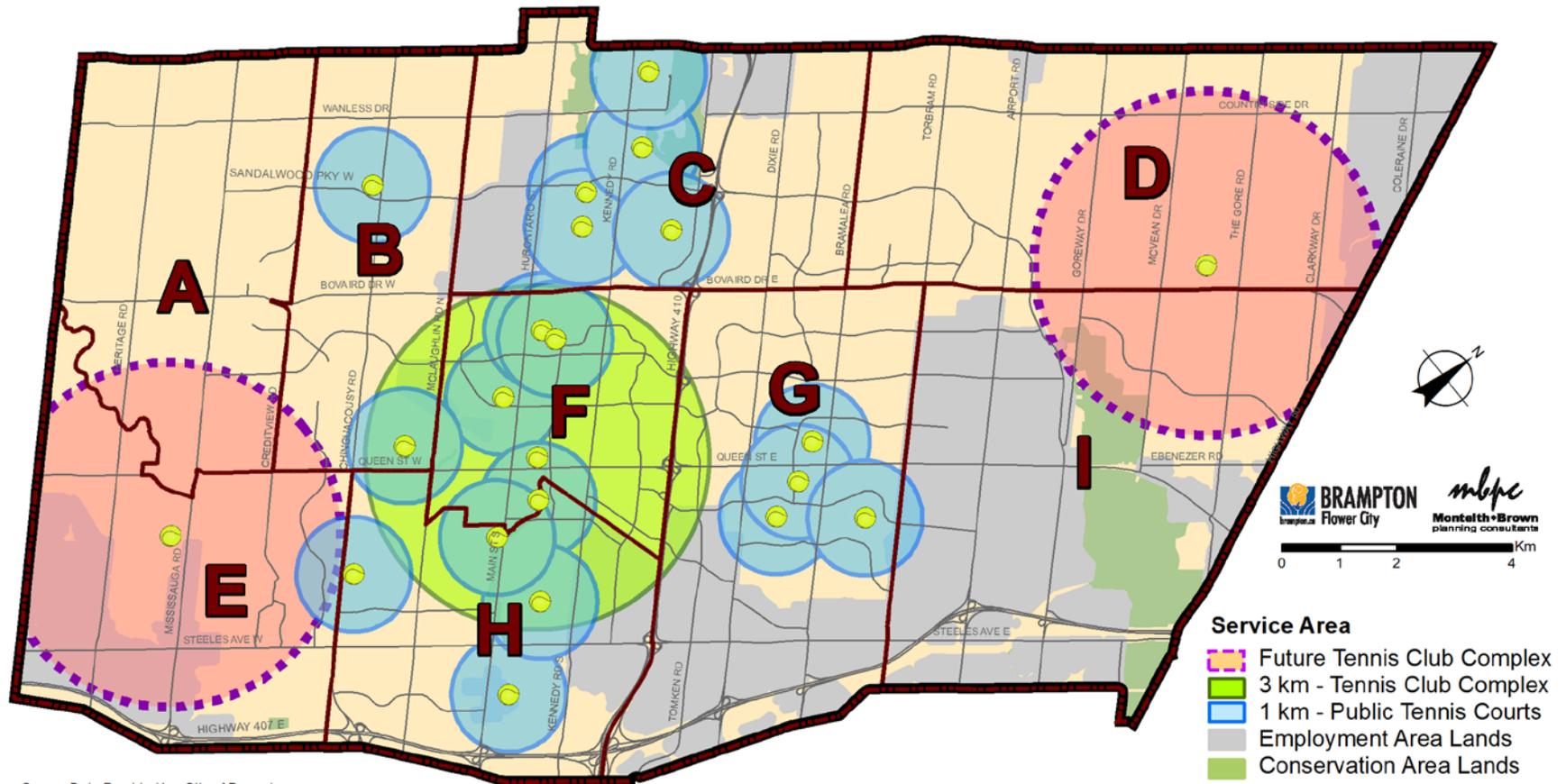
Recommendations –Tennis Courts

- #59. Install a grade beam around one of the future outdoor tennis club court complexes as proposed through Recommendation #57, 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.
- #60. Future tennis court designs, whether associated with new court construction or renewal of existing courts, should be conducive to accommodating opportunities to play pickleball.



Chinguacousy Park Tennis Courts
Image Credit: Bramalea Tennis Club

Map 8: Existing & Potential Coverage of Tennis Courts



Source Data Provided by: City of Brampton

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.



4.12 Multi-Use Sport / Basketball Courts

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 which tend to also serve the local population. To meet future needs, the City should ensure that basketball courts are provided within a 500 to 800 metre radius of major residential areas so that children and teens can access a court within a 10 to 15-minute walk. Geographic distribution should be supplemented by applying a target of one court per 800 to 1,500 youth residing within a given RPA. On this basis of the above, new courts will be required in:

- North West Brampton, The Gore and Bram West (RPAs 'A', 'D', and 'E') where there are limited supplies but expected to accommodate most of the residential growth by 2031.
- 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.

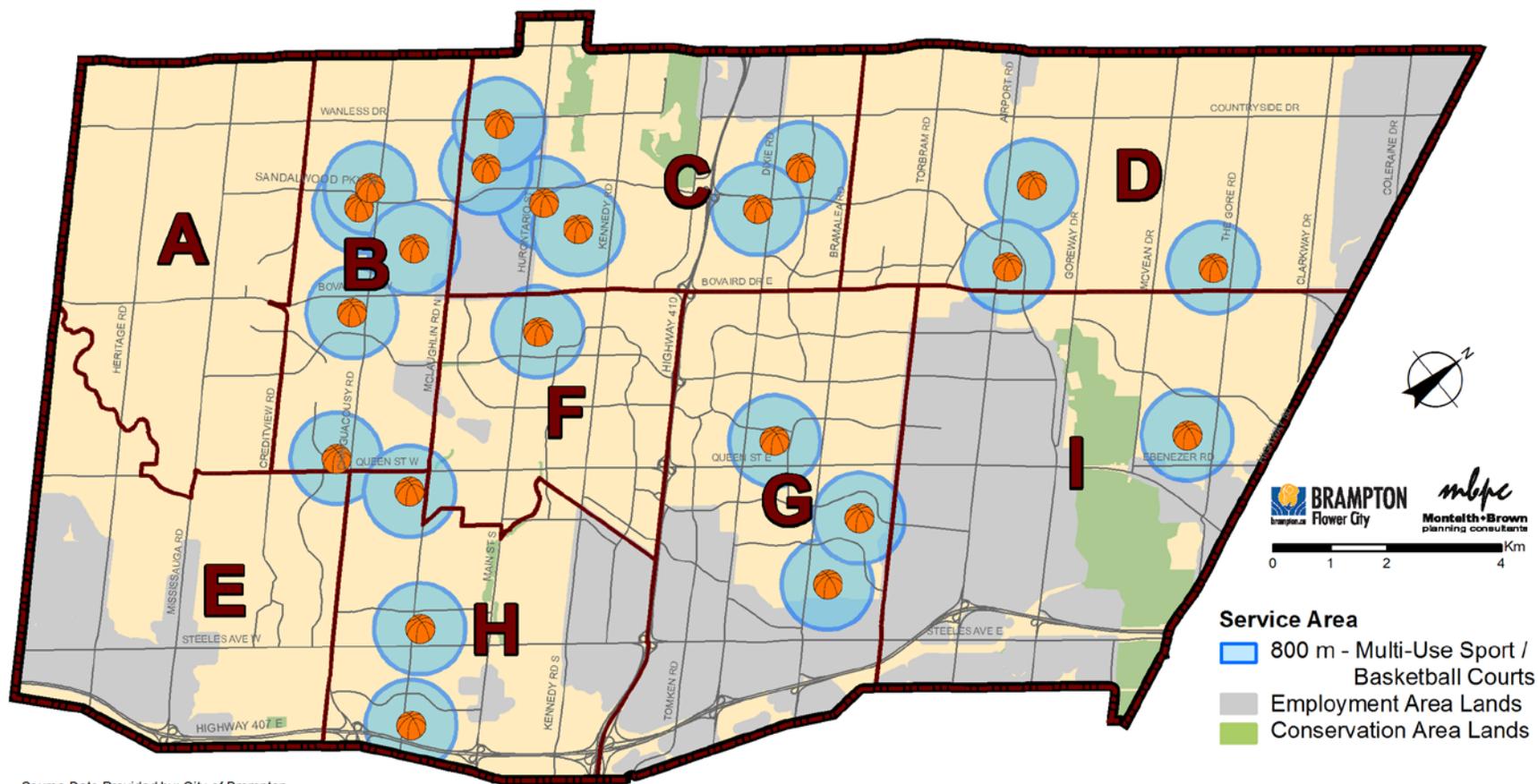
Brampton is one of the country's top producers of basketball talent. Consultations have noted basketball as a source of pride for the City given the number of local basketball players have achieved success at the national and international levels, some of whom grew up playing on the City's outdoor courts and in its gymnasiums. To build upon this reputation and help position Brampton as leader in Canada for basketball, the PRMP's grassroots focus encourages the City to provide a minimum of one outdoor full court in each RPA that is designed in a sport-friendly to promote high quality playing experiences for local basketball players.

Recommendations – Outdoor Multi-Use Sport Courts

- #61. 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.
- #62. 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.
- #63. 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.



Map 9: Distribution of Existing Basketball Courts



Source Data Provided by: City of Brampton

4.13 Skateboard & Bike Parks

The City has eight skateboard parks of which the size, surface material and skate elements differ across each and dictates the types of board and bike sports (e.g. skateboarding, BMX, scooters, inline skating, etc.) that take place within them. Accordingly, these facilities have been classified as Major, Minor or Basic Skateboard Parks. To meet future needs, the PRMP reaffirms the City’s geographic hierarchical approach to providing skateboard parks and recommends:

- A Major Skateboard Park at the ‘Mississauga/Embleton’ Community Park in Bram West (RPA ‘E’), employing concrete construction in either a bowl or plaza style format.
- A Minor Skateboard Park in The Gore (RPA ‘D’), preferably located north-east of Bramalea Road and Bovaird Drive.

The City does not have dedicated facilities designed specifically for BMX or mountain biking activities. There is little information specific that can be used to rationalize investment in a dedicated BMX or terrain park in Brampton. That said, a degree of demand may exist based solely upon the fact that bike parks rated as a high priority in the community 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 discourage where disturbing ecological health). In reconciling needs of bike users, the two skateboard parks proposed above should be designed in a manner that accommodates the needs of extreme sport enthusiasts beyond the skateboarding community. In the event that the City is approached by the BMX and/or mountain bike community, the City should 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 dedicated bike parks are required. In investigating potential site and design elements, the broader public – especially local youth – should be engaged.

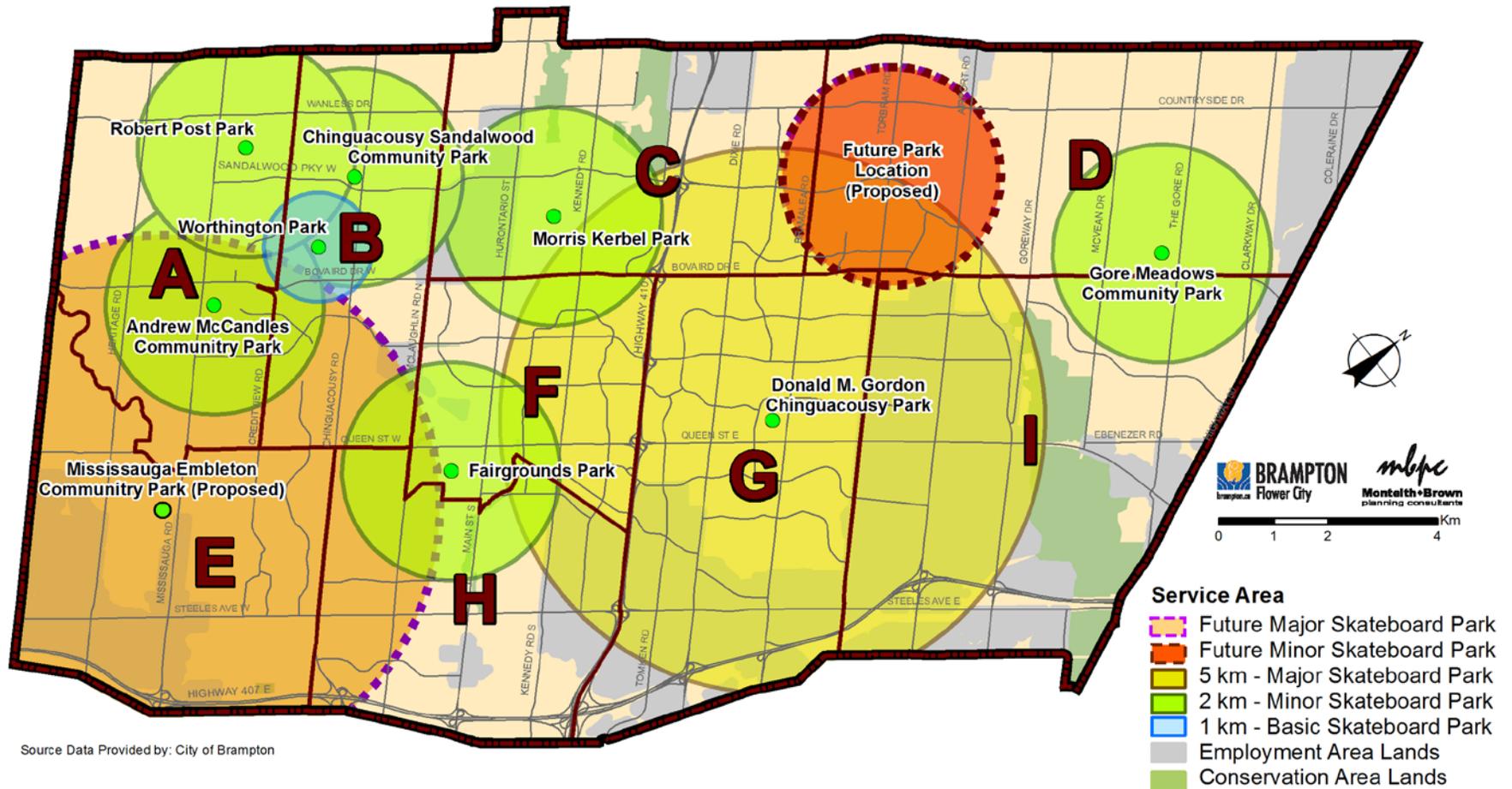
Category	Description
Major Skateboard Park	A premier skatepark attracting users from across the City due to the high quality design – usually concrete construction – and broad range of features available.
Minor Skateboard Park	Attracts users from a localized catchment area, largely a group of neighbourhoods, employing smaller footprint and more modular features than found in a Major skatepark.
Basic Skateboard Park	Attracts users from the surrounding neighbourhood due to limited size and limited number of amenities.

Recommendations – Skateboard Parks

- #64.** 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 #44) 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.
- #65.** 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.
- #66.** 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.



Map 10: Existing & Potential Coverage of Skateboard Parks



Source Data Provided by: City of Brampton

4.14 Playgrounds

The City of Brampton has 294 playgrounds, including 43 barrier-free venues conducive to use by children and caregivers with disabilities. As playgrounds are generally “walk-to” facilities serving neighbourhood-level demands, it is recommended that the City provide a playground within an 800 metre service radius of built up residential areas, unobstructed by major barriers such as waterways, railway lines, highways and major roadways, etc. This generally equates to a 10 to 15-minute walk for young children and their caregivers. At present, playgrounds are very well distributed across most established residential areas throughout Brampton when applying this radius and new residential areas in RPAs ‘A’, ‘D’ and ‘E’ should target playgrounds using the same service catchment.

4.15 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 offer 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 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 – Playgrounds

- #67.** 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.

Recommendation – Specialty Facilities

- #68.** Monitor key performance and utilization indicators for specialty/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.

4.16 Other Recreation Facilities

The City of Brampton may be pressed for additional indoor and outdoor facilities that are not currently of sufficient demand to warrant a specific recommendation in the PRMP, nor do they form part of the City’s core service mandate. For example, niche sports/activities with small clientele represent both intriguing yet difficult circumstances, and the City does provide facilities for some niche sports. The City should continue to evaluate the cost benefit of these arrangements and where prudent, attempt to migrate these groups to a model of self-sustainability thereby allowing the City to focus on providing parks, recreation and sport facilities that are more utilitarian. While historically, the City can serve as a catalyst for collaboration and development, at some point the investment required to maintain these facilities for very small numbers is not feasible or responsible.

Therefore, the City must be prepared to respond appropriately to future requests for new and/or niche services. 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;
- Best practice 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; and/or
- The willingness and ability of the requesting organization to provide the service / facility if provided with appropriate municipal supports.

Recommendations – Other Indoor & Outdoor Facilities

- #69. 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.
- #70. 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.



Municipalities also receive unsolicited requests for partnerships from time to time, particularly for facility and services beyond the traditional service mandate. In the face of diminishing per capita budgets, streamlined services, or smaller departmental workforces, such non-traditional partnerships can assist in satisfying the public's expectations for quality services. However, any partnership must be aligned with the City's vision and core operating philosophies meaning that a process needs to be in place to consistently evaluate requests for partnership that are received. Each partnership must be considered with the following guiding principles in mind, at a minimum:

- 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 proponent is best equipped and qualified to 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 City and Library procurement processes;
- g) Accountabilities and responsibilities can be clearly defined and complied with; and
- h) Annual reporting requirements capture participation numbers, expenditure reduction or revenues enhancement and are clearly alignment with departmental objectives.



Section 5.0 Providing Responsive Parks & Recreation Services



5.1 Service Delivery Philosophy

In delivering parks and recreation services to the community, the City’s current program and service delivery model is based on 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.

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 in the provision of 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 direct provision of 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.

I attend to my fitness. I go to the gym every day and try to maintain my physical fitness; without that, it is tough to take challenges on the chessboard.

~ Viswanathan Anand,
World Chess Champion



Flower City Lawn Bowling Club



Parks and Recreation Divisions Service Delivery Guiding Principles

Brampton’s various Divisions and units providing 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 respond 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.

Recommendations – Service Delivery Philosophy

- #71. 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.
- #72. 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.
- #73. Explore the opportunity to increase partnerships and community stakeholder capacity to deliver recreation programs and services in an effort to reduce ongoing operating expenses.



5.2 A Framework for Recreation in Canada

The Canadian Parks and Recreation Association in collaboration with the Interprovincial/Territorial Governments developed a Framework for Recreation in Canada (FRC) 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. The FRC is extremely relevant to the City of Brampton and the key goals and intended outcomes were used to complete the Program assessment and develop key directions for the City.

In a City and a delivery system as large as Brampton’s, it is important to synthesize the key work efforts of the Department. The PRMP has identified the following key outcomes as a focus for the next five years. These efforts will inform annual plans to work toward a Brampton that is:

- a) A more active community;
- b) A more engaged community; and
- c) Stronger as a result of working better together.

Specific work efforts will include:

- **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 older adults 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.

Recommendations – Alignment with Strategic Priorities

- #74. 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.
- #75. Approve the Key Outcomes for the next five years as recommended whereby Brampton is:
 - a) A more active community
 - b) A more engaged community
 - c) Stronger as a result of working better together



5.3 Fostering Active Living

Physical inactivity 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.¹⁷ 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 women attained the recommended 150 weekly minutes of moderate to vigorous physical activity, though usually concentrated in activities occurring infrequently throughout the week.¹⁸

The following strengths and gaps are identified in Brampton as it relates to a goal of fostering active living through physical recreation, which falls under Goal #1 of the Framework for Recreation in Canada:

- 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.
- Sport and Sport Development are avenues to increase the public’s interest in physical activity. The City is planning to develop a Sport Strategy to assess the current sport delivery system and the ability of Brampton to respond to sport development and sport tourism.



City Fitness Program at Century Gardens Recreation Centre

¹⁷ ParticipACTION. 2015. The ParticipACTION Report Card on Physical Activity for Children and Youth.

¹⁸ 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.



- 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 City to address sport development issues and concerns under a common framework. This approach will remain an important consideration for 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.
- 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 – Active Living

- #76.** 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. The overarching intent is to:
- a) Offer a menu of active choices aimed at increasing physical activity in Brampton; and
 - b) Partnering with appropriate groups – including community agencies, schools, daycares and other partners – to introduce, enhance, promote and increase physical literacy.



5.4 Inclusion & Access

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 following strengths and gaps are identified in Brampton as they relate to a goal of increasing inclusion and access to recreation for populations that face constraints to participation, which falls under Goal #2 of the Framework for Recreation in Canada:

- **Girls and Women** - The Recreation Division has partnered with the 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.
- **Persons with Disabilities** - The City of Brampton utilizes various methods to include persons 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 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.
- **Residents from Low Income Backgrounds** - The Recreation Division partners with the Children’s Aid Society to ensure that children in care have access to recreation and sport opportunity while the ActiveAssist program is available to all Brampton residents from low income backgrounds with a result that participation has increased.



Recommendations – Inclusion and Access

- #77. 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.
- #78. 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.



- **Residents from Diverse Backgrounds** - 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 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 the programs and services it offers are inclusive and represent the community it serves.
- **Older Adults** - The Brampton Seniors Council 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 through Brampton's Youth Friendly Community designation at the Platinum level. 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 City of Brampton will need to assess its compliance and apply for the status again for the next four years.

Recommendations – Inclusion and Access (continued)

- #79. Evaluate the effectiveness of the Active Assist Program in concert with an educational institution to measure its effectiveness and emerging outcomes.
- #80. Train staff and volunteers in the elements of Safe and Positive Spaces in order to welcome residents from the LGBTQ community.
- #81. 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.
- #82. Formalize meetings with representatives from diverse cultural groups to discuss and address barriers to participation in recreational pursuits.
- #83. Ensure that all committees and volunteers working with the department are representative of the diversity of the Brampton community.
- #84. 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.
- #85. Develop an Older Adult Strategy that addresses the parks, recreation and cultural needs of residents over the age of 55 years.



5.5 Connecting People & Nature

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’ which contend 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. However, children are given fewer opportunities to engage in outdoor and ‘risky’ play compared to 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).

The following strengths and gaps are identified in Brampton as it relates to a goal of helping people to connect to nature through recreation, which falls under Goal #3 of the Framework for Recreation in Canada:

- 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 users and non-users of this program type is needed to either increase the availability or refine the program offerings to attract a greater number of participants.



Recommendations – Connecting People and Nature

- #86. 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.
- #87. Research the merits, appropriate applications, risk management and support mechanisms regarding Outdoor Risky Play in Brampton.
- #88. Evaluate the rationale and potential remedies to increase participation in environmental and outdoor programs.



5.6 Providing Supportive Environments

Supportive Environments speaks to strengthening the relationship with related service providers, community stakeholders and for-profit entities. 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. Each partnership must be considered using a framework with the following guiding principles in mind:

- a) The outcome of the partnership is aligned with the City of Brampton’s 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 City of Brampton 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 the City of Brampton’s 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 of Brampton’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.

The following strengths and gaps are identified in Brampton as it relates to a goal of ensuring the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities. This falls under Goal #4 of the Framework for Recreation in Canada:

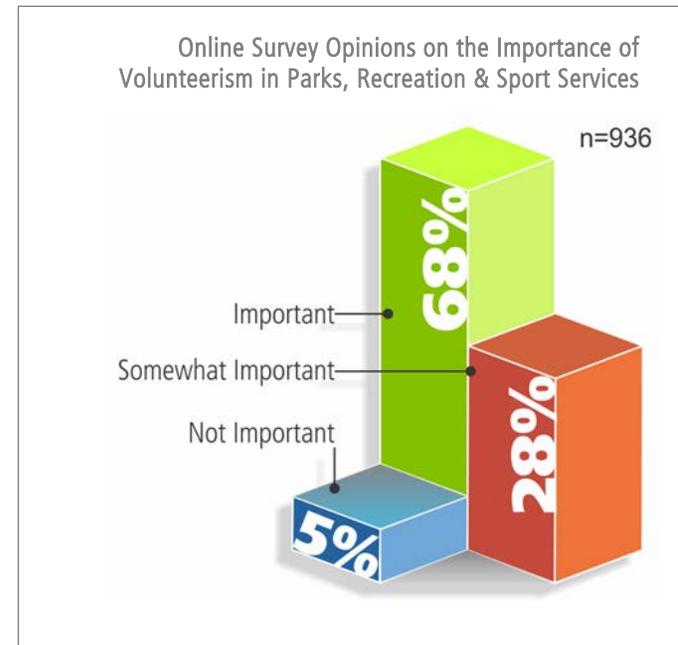
- **Partnerships** - Partnerships are varied and considered valuable in terms of sharing resources and responsibility for certain projects or initiatives. Partnerships tend not to be streamlined into categories based on the type of relationship. It would be helpful for staff to understand the types of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

Recommendations – Supportive Environments

- #89. 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.
- #90. 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.
- #91. Utilize the Neighbourhood Information Toolkit 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.
- #92. Investigate the use of technology to recruit, volunteer match, track volunteerism hours and identify the economic value of volunteerism.
- #93. Develop an annual Communications Strategy on the Benefits of Recreation and Active Living.



- Sponsorships** - Some businesses in the community have an interest in sponsoring 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 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. At the time of the writing of this PRMP, the Sponsorship Policy was under review in Brampton.
- Strong Neighbourhoods and Neighbourhood Committees** - Brampton has been engaged in developing and supporting the Strong neighbourhood strategy with the Region of Peel. 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. The Recreation Services Division 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. However, there is no mention of the benefits to the individual and community as a whole in the Recreation and Culture Services Guide yet this would be a likely place to highlight the social, physical, emotional and spiritual benefits.



5.7 Recreation Capacity

Building capacity within the recreation field speaks to the ability of the department to meet legislative and industry standards in the execution of its work while ensuring that internal systems and approaches are innovative and staff develop. The Program Assessment and Service Review includes the following elements and expands on the requirements stated in the Framework for Recreation in Canada under Goal #5 regarding Recreation Capacity. The elements of the Recreation Program Assessment as requested by the City of Brampton included:

- a) Market Penetration
- b) Overview of Key Lines of Business
- c) Registration Fill Rates by Age Group
- d) Quality Assurance in the Delivery of Programs and Services
- e) Communications and Marketing
- f) Pricing and Fee Development
- g) Performance Measurement

The following strengths and gaps are identified in Brampton as it relates to a goal of ensuring the continued growth and sustainability of the recreation field:

- 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.
- There is value in the current fitness membership offerings through 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 competitors are offering more value for the investment. These issues and potential remedies need to be explored further.

Recommendations – Recreation Capacity

- #94. Complete an audit of legislative and regulatory compliance within the Parks and Recreation Divisions.
- #95. Complete an annual review of Policies and Procedures to ensure their relevancy to current requirements.
- #96. Work to articulate the full capacity of parks, recreation and cultural facilities and respective programs during both prime and non-prime time hours.
- #97. Articulate service levels, ideal conditions, actions and frequency of actions in the delivery of programs and services to identify potential efficiencies.
- #98. Develop a Pricing Policy based on the true costs to offer the program and service, and base cost recovery levels of direct costs 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.).
- #99. Conduct market research to engage a stronger percentage of the adult population in parks and recreation programs through various ways including social media.
- #100. Continue to emphasize safety in and around water, learn-to-swim and drowning prevention.



- 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 hours 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.
- 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.
- 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 near the 60% mark. More could be done to cull programs that do not consistently register to a sustainable capacity.
- In order to provide real time communications that promote participation in events, programs and services, the Department must utilize popular online digital and social media programs. The market is continually changing and the Department must be nimble in keeping abreast of social media developments and adapting in order to maintain relationships with the various market audiences. Facebook is utilized however “Snapchat”, “Instagram”, “Twitter” are all options that are used by youth and adults alike. Dedicated resources need to be identified to keep maintain timely communications that reach the intended audience.
- Measurement of registration fill rates by age group 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. An overall fill rate target of 70% would streamline efforts in directly offered programs and remove program receiving low registrations.

Recommendations – Recreation Capacity (continued)

- #101. Conduct market research to increase the level of participation in all programs and services.
- #102. Identify the resources required to adapt communications efforts to remain current in the use of social media in offering timely communications.
- #103. Develop marketing approaches to increase the use of ice during prime and non-prime hours to reflect optimum utilization.
- #104. Promote the benefits and assist residents in registering for programs online.
- #105. Incorporate the Long-Term Athlete Development Model for Sports into program development.
- #106. Continue to develop standard course content for recreation programs.
- #107. Request a monthly summary of complaints lodged through Brampton’s 311 call service, in order to address common public issues in a timely manner.
- #108. Begin to work with partners to develop outcome measures surrounding Recreation Services.



Section 6.0 Moving the PRMP Forward



6.1 Monitoring and Updating the PRMP

The City of Brampton should regularly review and assess, and periodically revise the recommendations contained in the PRMP in order to ensure that they remain reflective of local conditions and responsive to the changing needs of the community. This will require monitoring activity patterns, tracking user participation and satisfaction levels, consistent and on-going dialogue with community organizations, annual reporting on implementation and short-term work plans. A five-year update to the Master Plan is a critical step in recognition of new population forecasts currently being prepared and the on-going release of 2016 Census data, a new provincial land use planning framework (with the update to the Growth Plan for the Greater Golden Horseshoe and Greenbelt Plan), and most importantly to reflect any changes in market demands or facility utilization patterns that arise over time. Through these mechanisms, or as a result of other internal or external factors, adjustment of resource allocations and priorities identified in this PRMP may be required.

On an on-going basis, reviewing the PRMP requires a commitment from all staff involved in the delivery of parks and recreation services, City Council, stakeholders, and the public. An appropriate time for yearly check-ins is prior to the annual budgeting process. The following steps may be used to conduct an annual review of the PRMP:

- Review of the past year (recommendations implemented, capital projects undertaken, policies and procedures developed, success/failure of new and existing initiatives, changes in participation levels, issues arising from the public and community groups, etc.).
- Identification of issues impacting the coming year (anticipated financial and operational constraints, political pressures, etc.).
- cursory review of the PRMP for direction regarding its recommendations.
- Preparation of a staff report to indicate prioritization of short-term projects and determination of which projects should be implemented in the coming year based upon criteria established by staff (e.g., financial limitations, community input, partnership / funding potential, etc.).
- Communication to staff and Council regarding the status of projects, criteria used to prioritize projects, and projects to be implemented in the coming year, as it is currently being done through the annual work plan, the mid-year work plan update, and quarterly staff reports (project status, capital status, and operational status) presented to Council.
- Budget requests/revisions as necessary.

Lack of activity destroys the good condition of every human being, while movement and methodical physical exercise save it and preserve it.

~ Plato

Recommendations – Monitoring and Updating

- #109.** Update the Parks and Recreation Master Plan through a five-year review of the document to reflect characteristics of the population and the participation/utilization profile of facilities and programs at that time.
- #110.** Communicate achievements and progress of the PRMP to the public, stakeholders, agency partners and city representatives at regularly scheduled intervals throughout the PRMP's planning horizon.



It will also be important to communicate achievements and progress of the PRMP to the public, stakeholders, agency partners and city representatives. Doing so will help to keep the PRMP alive and serve as a basis for ongoing dialogue guiding subsequent planning and provision of facilities, programs and services. As part of an ongoing communications strategy, the City should consider the following actions as a point of departure:

- Preparing a brochure or newsletter specific to the PRMP’s purpose and key recommendations.
- Developing a ‘report card’ or progress report designed specifically for the public that can be distributed annually or another regular interval of time.
- Referencing the PRMP in Corporate Reports prepared specifically for parks and recreational topic areas, including how the Staff Report aligns with the PRMP (comparable to that used currently for reflecting on a topic’s relationship to the City’s Strategic Plan).
- Hosting regular meetings with the public, stakeholders and partners to specifically discuss the progress of the PRMP as well as new topics of discussion (for example, PRMP topics could be integrated as part of the stakeholder meetings suggested through Recommendation #72).

Even if you’re ill, physical activity at a lower level will help you beat it.
 ~ Jim Loehr, Author

6.2 Capital Cost Implications

As a long range blueprint focusing on facilities and programs, it is often difficult to quantify capital costs of implementing recommendations at the outset of a project such as the PRMP. Actual costs will be developed by City staff through annual implementation plans, updates to Development Charge studies and long-range budgeting exercises that bring forward individual recommendations for the consideration of City Council. That said, there are notable recommendations through which high level capital costs have been estimated to provide a preliminary indication of what costs the City may expect and consider in its long range planning. Recommendations with capital cost implications have been grouped into the following categories.

- 6.2.1 Community Centre Development
- 6.2.2 Community Centre Redevelopment
- 6.2.3 Park Acquisition & Development
- 6.2.4 Park Redevelopment
- 6.2.5 Studies/strategies (related to parks and recreation)

Recommendations – Budget Planning

#111. Through ongoing capital and operating cost planning, articulate the cost of implementing each recommendation of the PRMP to inform Department budgeting processes.



6.2.1 Community Centre Development

The multi-use community centre proposed at the 'Mississauga/Embleton' Community Park is likely the single largest capital cost item arising out of the PRMP. Although detailed architectural design and related costing will need to be completed closer to the 2022-2025 implementation time frame of this recommendation, a high level estimate has been developed. It is anticipated that this community centre could occupy anywhere between 50,000 and 100,000 square feet depending upon components and configuration. Major components recommended through the PRMP include a "Level 1" indoor aquatic centre and fitness centre, a double gymnasium, and ancillary spaces such as youth and multi-purpose rooms; consistent with certain other community centres, however, the City might also contemplate other synergistic components such as a branch library, space for community partners, etc.

Total project costs for recent community centres of similar scale in the GTA and across Canada have been anywhere between \$50 million and \$80 million, although this number will vary considerably (higher or lower) based on factors such as site works and servicing required, method of construction, level of amenity, etc. The City of Brampton's collective Phase 1 and ongoing Phase 2 Gore Meadows Community Centre construction estimates are both in the range of \$37-\$38 million (i.e. \$75+ million total) while Cassie Campbell had a construction budget over \$50 million. The complete redevelopment of the City of Mississauga's Meadowvale Community Centre is another recent regional example that was in the \$37 million range (noting both these community centres included a library branch). The City will also need to factor in a cost of escalation into any capital estimates given that the new community centre is recommended after 10 years, based on the Construction Price Index or similar measure of inflation. There is known to be site conditions at the 'Mississauga Embleton' site that are expected to result in a modest increase over typical construction costs.

Another recommendation relating to major indoor community centre development in the PRMP relates to the acquisition of a large land parcel in North West Brampton (RPA 'A') to accommodate a future community that may be required outside of the planning period. The cost of land will need to be investigated by the City as well as the means through which it can be acquired (e.g. through purchase, parkland dedication, whether there are already City-owned lands that could be developed for such purposes or swapped, etc.).

6.2.2 Community Centre Redevelopment

There are a number of recommendations relating to the redevelopment/refurbishment of existing recreation/community centres, a notable one being the pilot project for two smaller indoor aquatic centre retrofits with a therapeutic focus. There is also the recommendation to repurpose at least one small indoor pool to facilitate delivery of dryland uses such as gymnasium, group fitness, and/or other recreational/cultural programming. These and other community centres that would be evaluated through the recommended evaluation of older community centres - including a study specific to the Bramalea family of community centres - will shed greater light into the capital costs required to optimize existing community centres. The Asset Management Plan being developed for indoor facilities should help to identify the candidate sites for renewal or conversion, as well as the optimal timing.

6.2.3 Park Acquisition & Development

The PRMP assessments suggest that 241 hectares of new parkland will be required by the year 2031 if the City is to meet a ratio of 1.6 hectares of parkland per 1,000 residents. However, the quantum is actually 54 hectares should the City fully utilize its supply of undeveloped parks and acquire the amount of land it expects through submitted planning applications. Assigning a capital cost to land acquisition is difficult, as discussed earlier in this subsection, due to a number of variables



relating to site-specific costs and how much parkland can be acquired through legislated means. Over and above these costs would be those associated with greenlands/natural heritage acquisitions, as well as costs of acquiring and designing/developing the City’s trails and active transportation system (these can potentially be derived through Brampton’s long range planning documents specific to its Natural Heritage System and transportation system).

Similarly, park development costs will have to be explored on a site-by-site basis depending on individual park designs, site/topographical conditions, types of facilities, level of amenity, etc. and quantified through annual plans. The City could investigate the creation of a development cost per hectare based on its historical experience that could then be applied to the 241 hectares and arrive at a high level estimate appropriate for capital planning purposes. Such a metric would be best developed specific to City and Community Park typologies – as the City has already established and has been using for Neighbourhood Parks (through average cost per acre and average cost per facility) – recognizing there is likely a cost difference between these forms of parkland.

6.2.4 Park Redevelopment

As with the discussion above, park redevelopment costs would need to be determined on a park-by-park basis with long-range capital planning possibly benefiting from a redevelopment cost per hectare for the various park typologies. The PRMP has advanced recommendations relating to parkland renewal, redeveloping relocated sports field space in established neighbourhoods, potentially redesigning the Eldorado Outdoor Pool and converting the Gage Park wading pool to a splash pad, etc. Again, capital costs of these and other park redevelopment recommendations are contingent upon the type, scale and amenity level of any improvements carried out by the City as well as outcomes of community consultation.

6.2.5 Ongoing Studies & Strategies

The PRMP has recommended follow-up studies to further assessments contained herein in a manner that supplements findings with targeted consultation activities, more in-depth review of park and facility conditions, and topic-specific strategies that go beyond what can be provided at a master planning level. The estimated cost of subsequent studies to advance and update the PRMP is estimated at \$485,000. These costs may differ based on the scope of work that the City chooses to articulate through any future Requests for Proposals, the degree to which City Staff can undertake studies (in whole or in part) within their existing workloads, whether studies are eligible for Development Charges or other funding, etc.

Future Study	PRMP Rec. #	Target Year	Estimated Cost
Bramalea Recreation Centres Study	#21	2017	\$50,000
Sports Field Pricing Study	#49	2018	Staff Time (in house)
Arena Strategy	#32	2019	\$50,000
Older Adult Strategy	#85	2020	\$50,000
Indoor Turf Study	#48	2020	\$50,000
Bike Park Feasibility & Design Study	#65	2020	Staff Time (in house)
Physical Activity Strategy	#76	2019	\$50,000
Eldorado Pool Architectural Study	#26	2022	\$35,000
PRMP 5-Year Update	#109	2022	\$200,000
Total			\$485,000

Notes: Costs are articulated in 2017 dollars, exclusive of taxes. Costs to the City may vary depending upon anticipated scope of work, growth-related funding sources, etc.



6.3 Potential Capital Funding Sources

There are limited sources through which municipalities are able to fund the development and refurbishment of capital assets. Possible funding sources and a description of these sources is presented in the pages that follow, with respect to the potential of their use in funding the municipal asset development.

Reserves and Reserve Funds

Reserves and reserve funds are typically comprised of the compilation of tax and user fee revenue that has been set aside for future capital projects. Funding is first collected and a portion, if not all, funding set aside before the capital projects are undertaken. As an example, the Town of Oakville has developed a policy regarding setting capital reserves aside for both new and refurbishment of recreation facilities. The Town sets aside an annual reserve amount for each new facility based on the Gross Capital Cost of facility divided by 50 years to account for facility replacement at the end of its lifespan. Each year, the Town also contributes an amount equal to 28% divided by 50 to account for major capital repairs throughout the lifespan of the facility. This promising practice is rarely seen in other municipalities in Ontario.

The City of Brampton has a number of reserves which may contribute towards certain civic infrastructure works – including parks and recreation assets – including Gas Tax Reserves, a Building Rate Stabilization Reserve, and an Asset Replacement Reserve. The City has \$91 million in its Cash-in-Lieu of Parkland fund which are typically used to secure land for new parks but can also be assigned to repair of existing building as permitted by the Ontario Planning Act.

Development Charges for Recreation Services

Development Charges are fixed dollar value per lot or area levied on property developers to fund municipal infrastructure in the area to be developed. These fees are passed onto buyers of new homes and are based on specific legislation. The basis for development charges is that new growth should pay for itself and not burden existing taxpayers. The recent Development Charges Study completed for the City of Brampton indicates that the 2014 - 2023 Development Charges eligible for recovery equals \$346.2 million, which is allocated entirely against future residential development in the City of Brampton. The incremental capital amounts required post 2023 (2023 – 2031) would be addressed in the next development Charges Study.



Lakelands Park



Of note, the City of Brampton has a Development Charges by-law specific to recreation services to fund indoor facilities and park development. The City presently has over \$111 million in its Development Charge reserve fund to allocate towards growth-related capital projects for recreation and parks, of which \$43 million is committed in Subdivision Agreements for Neighbourhood Park development alone.

Property Taxes

The property tax levy allows for the funding of capital assets directly in the year that the capital work is initiated and/or completed. The use of the property tax levy where capital costs are paid is generally attributable to the year that the respective work is completed.

Debt Financing

Municipal borrowing of funds for capital projects is restricted to the financing of long-term capital expenditures and has been a common element of most municipal capital budgets. This capital funding mechanism has been utilized to a great extent to fund recreation infrastructure in most municipalities in Ontario. The City of Brampton currently has the capacity to issue debt financing, allowing the City to explore this financing option for the refurbishment of parks and recreation facilities.

Senior Governmental Infrastructure Programs and Other Grants

Since 2009, the Canadian government has invested over \$12 billion in infrastructure projects and programs including the Recreation Infrastructure Canada (RInC) program that invested in nearly \$200 million in the renewal and upgrading of recreation facilities and infrastructure. Brampton secured RInC funding for rehabilitation and improvements to a number of facilities including South Fletcher’s Sportsplex, Greenbriar Recreation Centre, Brampton Soccer Centre, Chris Gibson Recreation Centre, Snelgrove Community Centre, Memorial Arena, the Brampton Curling Club, Ebenezer Community Hall, and the Chinguacousy Curling Club and Ski Chalet. The Canada 150 Community Infrastructure Program is a more recent funding initiative oriented to upgrading cultural and community facilities, with the City of Brampton receiving approximately \$930,000 that will be used to make more playgrounds accessible and implement improvements to key sections of the City’s trails and pathways system.



Batsman Park



Dixie Sandalwood Soccer Centre Splash Pad



In March 2017, the federal government announced a commitment of \$1.3 billion towards updating and improving recreation and cultural infrastructure across the country. Nearly \$80 million was also added to the Enabling Accessibility Fund, which provides supports to improve physical accessibility and safety for persons with disabilities.

Donations, Partnerships and Sponsorships

This funding source refers to partnering with private, non-profit and community stakeholders for the provision, maintenance, and renewal of municipal assets. The City has been proactive in seeking resource-sharing partnerships to varying degrees of success, with notable examples being the Powerade Centre (private sector operating and management partnership), use of Rosalea Park with the Brampton Tennis Club (community-based partnership), ongoing discussions with the YMCA to develop a community centre at Torbram-Sandalwood Park, and many others. Brampton's approach is consistent with many other municipalities (Toronto, Mississauga, Ajax, and Whitby) that have employed staff with expertise to seek out alternate sources of revenue to offset both capital and operating costs. This approach serves to sustain the provision of recreation and parks facilities while reducing the fiscal impacts on residents. The City of London is a notable example that has developed a unique partnership whereby the City and the YMCA program a facility as a collective and registration for programs and memberships are offered by both organizations. This seamless approach reduces both capital and operating costs for both organizations.

Non-Traditional Capital Financing: Sale of Public Property with Conditions

The shortage of capital funding in an era of aging facilities and declining resources has prompted some municipalities to think more creatively about capital funding mechanisms. The sale of public property for capital development purposes is seriously considered and weighed before any recommendations are typically made. The benefit to the community must be very evident and public engagement would be an important element in decision-making. One approach that seems to be gaining traction throughout Canada is the sale of public property with direct and long-term gain to the community. This involves identifying recreation, cultural or other municipally owned properties with development potential and/or unrealized value and bringing them to market with the proviso that the developer must either replace an existing facility that is on the property, build a new one based on need or the sale of the property funds the development of a needed facility.

One successful and regional example is the Queen Elizabeth Park Community and Cultural Centre. The Town of Oakville obtained the Queen Elizabeth Park School and sold off adjacent lots to fund the refurbishment of the school into 144,000 square feet of cultural and community spaces. The centre includes youth and senior centres, performing and visual arts performance spaces including a black theatre, a pool, gymnasium, fitness, arts and music studios and open common spaces. Most the facility development was funded through the sale of adjacent lots has received numerous awards for innovation.

Municipalities can rely upon very few options to adequately fund municipal capital program without the use of Debt Financing and Development Charges. The needs outlined in the PRMP must be weighed against the current Debt Financing commitments for recreation and parks. Council and senior staff must also address the full breadth of capital requirements in a corporate context and consider other municipal capital programs, plans, commitments and priorities.



6.4 Operating Cost Implications

It is important for the City of Brampton to plan for the capital costs of the recommendations housed in the PRMP. It is as critical to understand the operating budget implications of the recommendations beyond the costs of land acquisition and facility construction, expansion or refurbishment. Each of the facilities/parks related recommendations in the PRMP should be assessed as to their operating impacts including achievable revenue potential and expenditures that are reflective of the current departmental operating model. All operating expenditures can change significantly such as utilities and staffing costs as well as the introduction of any new legislative requirements. It is therefore imperative that facility operating budget implications be determined as close to the project implementation as possible and be approved at the same time that the capital costs are presented.

Each new or refurbished facility operating budget analysis should offer a summary of the additional costs to the facility and an overall departmental operating budget and identify any new staffing requirements. Before the facility operating costs are presented for consideration by Council, staff will need to ensure that existing staffing component is maximized and that any efficiencies are identified that might enhance the full delivery system and ensure that the information presented to Council is reflective of any changes in operations and the service delivery model.

6.5 Organizational Implications

The draft PRMP includes 114 recommendations for future consideration and implementation. The full consideration of these directions must be addressed in priority sequence to thoughtfully address the most pressing issues in a timely manner. Staff must have the capacity and readiness to implement the recommendations and inherent actions housed in the PRMP. At the same time, the priority must be somewhat flexible to adjust to changing circumstances, funding and partnership opportunities, etc. Organizational readiness and capacity is evident by demonstration of the high standard to which parks and recreation currently delivers programs and services. Deficiencies and or areas of focus have been identified throughout the course of Section 5 in the PRMP.

- Many organizational changes occurred during the development of the PRMP that could impact staff readiness in implementing the recommendations:
- A full corporate restructuring was undertaken in a short timeframe;
- Some leadership level staff have either left or joined the organization; and
- A right-sizing exercise has resulted in fewer staff to deliver the same or improved level of service.

Recommendations – Operatig Budget Planning

- #112.** Determine facility operating budget implications as close as possible to project implementation and approve them concurrently with capital costs of development where applicable.



Cassie Campbell Community Centre



While organizational effectiveness efforts are ways to maintain and/or improve levels of service through efficiencies, added attention must be given to support the remaining staff in navigating new/revised policies and systems. While efforts are in place to keep staff informed and engaged in the change leadership process, the introduction of the recommendations in the PRMP will require focus and attention as well. The following actions are suggested to ensure that staff have had the opportunity to be further engaged in the development and implementation of the PRMP and other organizational effectiveness impacts:

1. Keep Staff Engaged

During preparation of the PRMP, Staff that were engaged in workshops to discuss the strengths and challenges of the current delivery system were keen to fully understand the breadth, scope and timing of the recommendations. An overview of the PRMP and the opportunity for the minds of those who will be responsible for implementing the recommendations and provide further insight into operational areas that may impact implementation will be important. Further discussion as to how the plan will be operationalized and accounted for will allow staff the opportunity to assist in its implementation.

2. Discussion Regarding Departmental Priorities, Values and Behaviours

The refined organizational structure leaves staff to form different relationships within the corporation. Facilitating discussions on the new priorities, values and respective behaviours will encourage staff to reinvest and develop a new “game plan” in addressing service delivery and the implementation of the master plan. The articulation of values and behaviours prompts staff to discuss what is important and align behaviours with corporate expectations. The development of a Departmental Charter would assist staff in articulating a common understanding of excellent values, behaviours and practises that would align with corporate priorities and serve staff and the public well into the future.

3. Identification of Professional Development and Training Needs

One of the needs identified in the staff workshops was for departmental professional development and training plans to address ongoing and emerging training needs. The PRMP and recent organizational effectiveness initiatives have most likely surfaced areas where training and professional development opportunities would enhance service delivery. The development of a professional development plan serves to provide staff to increase their knowledge and have a common understanding of best practices within Canada, emerging community trends and service delivery priorities.



Shuffleboard at the Flower City Seniors Centre



6.6 Monitoring Performance

The City of Brampton measures capacity and utilization of program opportunities as well as facility and parks spaces. Continued dialogue occurs within the departments to ensure that public resources are utilized to capacity and that high satisfaction levels are attained and maintained. Standardized monthly reports are provided to the program and facility staff to identify how services are being utilized and where efforts to market and increase participation are needed. As well and equally as impressive is the program to monitor public satisfaction within facilities and program opportunities. A part-time contingent of staff who are unknown to facility and program staff visit facilities and program spaces on a regular basis to monitor cleanliness, customer service, program quality, etc. A standardized approach to measure service delivery is taken and a summary of the results of these visitations is provided to staff to ensure that they are meeting targets to meet and/or exceed resident expectations. An impartial and third party review provides an unbiased approach and generates meaningful information. It must be said that this program is evident in very few municipalities in Ontario and Brampton is to be commended for continually seeking to improve the participant experience through evidenced based data collection and analysis.

The Framework for Recreation in Canada provides strong support for thoughtful data collection, analysis and planning:

“Recreation integrates the best available research evidence with practitioner expertise and the characteristics, needs, capacities, values and preferences of those who are affected. This requires support for the systematic collection and analysis of data, the sharing of information and the use of both quantitative and qualitative research methods, evaluation and social and economic modeling.”¹⁹

In order to advance and better position the work of the recreation and parks divisions, it is timely to begin the work of measuring the impacts of parks and recreation spaces, programs and services on individual age groups and the community. This information initially will provide some baseline data on which to build future efforts. The efforts to include all residents to increase the health benefits and resultant quality of life creates an opportunity to begin measuring the impact of parks and recreation interventions within the community.

Recommendations – Monitoring Performance

- #113. Through implementation of the PRMP, City Staff at all levels should be engaged as appropriate assist in the creation of a Departmental Charter articulating priorities, values, and be supported by appropriate professional development opportunities.
- #114. Continually monitor Departmental performance relating to the parks and recreation facility and program delivery, with a view to improve operational sustainability and enhance the participant experience in City-run facilities, programs and serves.

¹⁹ Canadian Parks and Recreation Association. A Framework for Recreation in Canada 2015: Pathways to Wellbeing. January 2015



The Canadian Index of Wellbeing

The Canadian Index of Wellbeing (CIW) is worthy of exploration in its applicability to the Brampton context. The CIW poses one overarching question of Canada and within communities; “Has our quality of life improved along with our economic growth?” The CIW is housed within the University of Waterloo under the leadership of Dr. Bryan Smale who is the Director and a Professor within the Department of Recreation and Leisure Studies and a Research Faculty Associate in the Waterloo Institute for Social Innovation and Resilience. The CIW has developed eight domains of wellbeing including:

- Community Vitality
- Democratic Engagement
- Education
- Environment
- Healthy Populations
- Leisure and Culture
- Living Standards
- Time Use

There are eight indicators for each domain made up of readily available data from Census Canada and other sources. CIW develops a report card on Canada’s quality of life annually and is posed to complete the same data collection and analysis for individual communities and regions. This framework is well tested and has ability to assist municipalities in responding to questions about the impact of certain service types.

6.7 Implementation Summary Table

The consideration of each recommendation in the PRMP and the appropriate timing for its implementation is an integral step in the master planning process. Each recommendation is considered in terms of what issues are critical and impeding maximum participation, facility and park provision, the capacity of staff to address the recommendation and what changes in the community will most likely trigger future action.

Developing an implementation schedule allows staff to plan for needed training to build staff capacity, budget for the fiscal impacts, and develop multi-year business plans. Table 6 describes the consideration given to each recommendation to develop a logical and sequential proposed timing for recommendations housed in the PRMP.

Table 6: Considerations for Short, Medium and Long Term Recommendations

Term for Implementation	Timing	Considerations
Short Term	0 to 5 years	<ul style="list-style-type: none"> – Critical to Brampton’s ability to deliver services effectively – issue identified by residents, stakeholders and/or staff – An urgent need in the community which is limiting participation – Health and safety or a legislative compliance issue
Medium Term	5 to 10 years	<ul style="list-style-type: none"> – Other work needs to be completed before this recommendation can be implemented – Considers the capacity of staff to address the recommendation – Hinges on community growth and change
Longer Term	10 years plus	<ul style="list-style-type: none"> – Reflective of longer term growth and community change – Other recommendations both short and medium term must be completed beforehand – Not urgent now but may become more pressing over time
Ongoing	Ongoing over PRMP period	<ul style="list-style-type: none"> – To be pursued at various points in time within the PRMP planning period



Parks Implementation Schedule

Recommendation	Lead Division (Department)	RPAs	Wards	Timing
#1 Integrate Urban Park and Linear Connector classifications into the City’s Official Plan parkland hierarchy.	Parks Planning (Planning & Dev. Services)	All	All	Short Term
#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.	Parks Planning (Planning & Dev. Services)	All	All	Short Term
#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.	Parks Planning (Planning & Dev. Services)	All	All	Ongoing
#4 Align the PRMP’s parkland objectives with those contained within the City of Brampton Official Plan and its implementing Zoning By-law.	Parks Planning (Planning & Dev. Services)	All	All	Short Term
#5 Through Official Plan policy, the City should continue to require parkland dedication as permitted by the <i>Ontario Planning Act</i> – including the alternative conveyance requirement – through acquisition of physical parkland or cash-in-lieu thereof.	Parks Planning (Planning & Dev. Services)	All	All	Short
#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 <i>Ontario Planning Act</i> , with density of proposed developments and continuing to leverage the <i>Planning Act’s</i> density bonusing provisions.	Parks Planning (Planning & Dev. Services)	All	All	Short
#7 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 <i>Ontario Bill 73</i> to amend the <i>Planning Act</i> . 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).	Parks Planning (Planning & Dev. Services)	All (Primarily A, B, D, and E)	All (Primarily 6, 9, 10)	Ongoing



Recommendation	Lead Division (Department)	RPAs	Wards	Timing
#8 Consider a range of alternative parkland acquisition strategies to obtain adequate parkland where limitations exist in acquisition through the development process.	Parks Planning (Planning & Dev. Services)	All	All	Ongoing
#9 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.	(Community Services)	All	All	Ongoing
#10 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.	Open Space Development/Capital Parks Construction (Public Works)	All (Primarily A, B, D, and E)	All (Primarily 6, 9, 10)	Ongoing
#11 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).	Open Space Development/Capital Parks Construction (Public Works)	All (Primarily A, B, D, and E for new parks, and other RPAs for redevelopment of existing parks)	All (Primarily 6, 9, 10 for new parks)	Ongoing
#12 View Brampton’s parks 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.	Open Space Development/Capital Parks Construction (Public Works)	All	All	Ongoing
#13 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.	Open Space Development/Capital Parks Construction (Public Works)	All	All	Ongoing
#14 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.	Capital Parks Construction (Public Works)	All	All	Ongoing
#15 New park construction and major renewals of existing parks should have regard for principles of safety and accessibility through their designs.	Open Space Development/Capital Parks Construction (Public Works)	All	All	Ongoing



Recommendation	Lead Division (Department)	RPA's	Wards	Timing
#16 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.	Parks Planning (Planning & Dev. Services)	F, G	Primarily Downtown and the Central Area (Wards 1, 3, 7)	Ongoing
#17 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.	Parks, Maintenance & Forestry (Public Works)	All (Primarily B, C, D, F, G, H, I)	All (Primarily 1, 2, 3, 4, 5, 7)	Ongoing
#18 The PRMP should be considered in tandem with the City of Brampton's Official Plan policies regarding the Natural Heritage System, the Environmental Master Plan, the Natural Heritage & Environmental Management Strategy, and the Active Transportation Master Plan.	Parks Planning (Planning & Dev. Services), Open Space Development & Capital Parks Construction (Public Works)	All	All	Ongoing
#19 Extend the Sustainable Neighbourhood Retrofit Action Plan (SNAP) model for park redevelopment to other strategic locations, in partnership with the Toronto Region and Credit Valley Conservation Authorities, pending successful outcome of the current pilot projects for County Court Park and the Upper Nine Stormwater Management Pond.	Environmental Engineering (Public Works)	All (Primarily B, C, D, F, G, H, I)	All (Primarily 1, 2, 3, 4, 5, 7)	Ongoing

Recreation Facility Recommendations

Recommendation	Lead Division (Department)	RPA's	Wards	Timing
#20 As older community 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.	Building Design & Construction with Recreation (Community Services)	All	All	Short-Medium Term
#21 Undertake an indoor facility infrastructure needs study specific to the Bramalea family of community centres that examines their needs in relation to their lifecycle renewal requirements.	Building Design & Construction with Recreation (Community Services)	G	7	Short Term
#22 Construct one new Level 1 (City-serving) indoor aquatic centre, preferably at the 'Mississauga/Embleton' Community Park between 2022 and 2025. 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.	Building Design & Construction with Recreation (Community Services)	E	6	Short-Medium Term



Recommendation	Lead Division (Department)	RPAs	Wards	Timing
#23 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.	Building Design & Construction with Recreation (Community Services)	C, F, G	1, 2, 7	Short Term
#24 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.	Building Design & Construction with Recreation (Community Services)	TBD	TBD	Short-Medium Term
#25 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).	Parks Planning (Planning & Dev. Services.)	A	6	Short Term
#26 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.	Building Design & Construction with Recreation (Community Services)	E	6	Medium Term
#27 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.	Parks Planning (Planning & Dev. Services) with Open Space Development & Capital Parks Construction (Public Works)	All	All	Short-Medium Term
#28 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.	Capital Parks Construction (Public Works)	F, G	3, 7	Short Term
#29 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.	Building Design & Construction with Recreation (Community Services)	G	7	Short Term
#30 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.	Recreation (Community Services)	C, F, G	1, 2, 3, 7, 8	Ongoing



Recommendation	Lead Division (Department)	RPAs	Wards	Timing
#31 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.	Building Design & Construction with Recreation (Community Services)	From C, F, G; to A, D, E	From 1, 2, 3, 7, 8; to 6, 10	Short-Medium Term
#32 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: <ul style="list-style-type: none"> 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.). 	Recreation (Community Services)	All	All	Short Term
#33 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.	Recreation (Community Services)	F, G	3, 7	Ongoing
#34 Construct a Level 1 (City-wide) fitness centre as part of a multi-use community centre at the ‘Mississauga/Embleton’ site between 2026 and 2031. A group fitness studio and indoor walking track should support this fitness centre.	Building Design & Construction with Recreation (Community Services)	E	6	Short-Medium Term
#35 A group fitness studio should be added through the conversion(s) of a Level 3 Aquatic Centre as proposed through Recommendation #23.	Building Design & Construction with Recreation (Community Services)	C, F, G	1, 2, 7	Short Term
#36 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 full-sized 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.	(Community Services)	All	All	Ongoing



Recommendation	Lead Division (Department)	RPAs	Wards	Timing
#37 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 designed with 'sport-friendly' features to be supportive of the City's long term athlete development objectives.	Building Design & Construction with Recreation (Community Services)	E	6	Short-Medium Term
#38 A gymnasium or large multi-purpose hall capable of accommodating gym sports should be strongly considered through any indoor recreation facility redevelopment and future conversion(s) of a Level 3 Aquatic Centre as proposed through Recommendation #23 as well as the east-end seniors' centre proposed through Recommendation #39).	Building Design & Construction with Recreation (Community Services)	C, F, G	1, 2, 7	Short-Medium Term
#39 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.	Building Design & Construction with Recreation (Community Services)	D, I	8, 9, 10	Short-Medium Term
#40 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.	Building Design & Construction with Recreation (Community Services)	All	All	Short-Medium Term
#41 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.	Recreation (Community Services)	All	All	Short Term
#42 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 Strategy (see Recommendation #85).	Recreation (Community Services)	All	All	Short Term
#43 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.	Building Design & Construction with Recreation (Community Services)	Primarily A, D, E	Primarily 6, 10	Ongoing
#44 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.	Building Design & Construction with Recreation (Community Services)	E	6	Short-Medium Term



Recommendation	Lead Division (Department)	RPAs	Wards	Timing
#45 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.	Building Design & Construction with Recreation (Community Services)	C, F, G, H	1, 2, 3, 4, 7, 8	Short Term
#46 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.	Recreation (Community Services)	All	All	Short Term
#47 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 indoor and outdoor 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 - including the number, age and residency status of members - 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.	Recreation (Community Services)	All	All	Short Term
#48 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 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.	Recreation (Community Services)	All	All	Short Term
#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.	Recreation (Community Services)	All	All	Short Term
#50 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.	Capital Parks Construction (Public Works) with Parks Planning (Planning & Dev. Services)	A, D, E	6, 10	Short-Medium Term



Recommendation	Lead Division (Department)	RPAs	Wards	Timing
#51 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 #48. 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.	Capital Parks Construction (Public Works)	D	10	Long Term
#52 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.	Capital Parks Construction (Public Works)	A, D, E	6, 10	Short-Medium Term
#53 Upon implementation of proposed sports field user registration trend tracking processes (as articulated in Recommendation #47), 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.	Recreation (Community Services)	All	All	Short Term
#54 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 rectangular fields, and between 5 and 10 existing ball 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; 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.	Capital Parks Construction (Public Works)	All	All	Ongoing
#55 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').	Capital Parks Construction (Public Works)	A, D, E	5, 6, 10	Short Term
#56 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 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.	Capital Parks Construction (Public Works) with Parks Planning (Planning & Dev. Services)	A, B, D, E	6, 10	Short-Medium Term



Recommendation	Lead Division (Department)	RPAs	Wards	Timing
#57 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 should be constructed with higher quality finishes, fencing and lighting.	Capital Parks Construction (Public Works)	Primarily D, E	6, 10	Short-Medium Term
#58 Prior to construction of club-format outdoor tennis court complexes proposed through Recommendation #57, 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).	Recreation (Community Services)	Primarily D, E	6, 10	Short Term
#59 Install a grade beam around one of the future outdoor tennis club court complexes as proposed through Recommendation #57, 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.	Capital Parks Construction (Public Works)	D and/or E	6 and/or 10	Short Term
#60 Future tennis court designs, whether associated with new court construction or renewal of existing courts, should be conducive to accommodating opportunities to play pickleball.	Capital Parks Construction (Public Works)	All	All	Ongoing
#61 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.	Capital Parks Construction (Public Works) with Parks Planning (Planning & Dev. Services)	A, B, D, E	6, 10	Ongoing
#62 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.	Capital Parks Construction (Public Works) with Parks Planning (Planning & Dev. Services)	F	1	Ongoing
#63 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.	Capital Parks Construction (Public Works) with Parks Planning (Planning & Dev. Services)	All	All	Short-Medium Term



Recommendation	Lead Division (Department)	RPAs	Wards	Timing
#64 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 #44) 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.	Capital Parks Construction (Public Works)	D, E	6, 9, 10	Short-Medium Term
#65 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.	Recreation (Community Services)	All	All	Short Term
#66 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.	Parks Planning (Planning & Dev. Services) with Open Space Dev. (Public Works)	All	All	Short-Medium Term
#67 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.	Parks Planning (Planning & Dev. Services) with Open Space Dev. (Public Works)	All	All	Ongoing
#68 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.	Recreation (Community Services)	E, F, G, H	3, 4, 6, 7	Ongoing
#69 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.	(Planning & Dev. Services and Community Services)	All	All	Ongoing



Program and Service Delivery Recommendations

Recommendation	Lead Division (Department)	RPAs	Wards	Timing
#70 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.	Recreation (Community Services)	All	All	Ongoing
#71 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.	Recreation (Community Services)	All	All	Ongoing
#72 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.	Recreation (Community Services)	All	All	Ongoing
#73 Explore the opportunity to increase partnerships and community stakeholder capacity to deliver recreation programs and services in an effort to reduce ongoing operating expenses.	Recreation (Community Services)	All	All	Ongoing
#74 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.	Recreation (Community Services)	All	All	Short Term
#75 Approve the Key Outcomes for the next five years as recommended whereby Brampton is: <ul style="list-style-type: none"> a) A more active community b) A more engaged community c) Stronger as a result of working better together 	Recreation (Community Services)	All	All	Short Term
#76 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. The overarching intent is to: <ul style="list-style-type: none"> a) Offer a menu of active choices aimed at increasing physical activity in Brampton; and b) Partnering with appropriate groups – including community agencies, schools, daycares and other partners – to introduce, enhance, promote and increase physical literacy. 	Recreation (Community Services)	All	All	Short Term
#77 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.	Recreation (Community Services)	All	All	Short Term



Recommendation	Lead Division (Department)	RPAs	Wards	Timing
#78 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.	Recreation (Community Services)	All	All	Ongoing
#79 Evaluate the effectiveness of the Active Assist Program in concert with an educational institution to measure its effectiveness and emerging outcomes.	Recreation (Community Services)	All	All	Short Term
#80 Train staff and volunteers in the elements of Safe and Positive Spaces in order to welcome residents from the LGBTQ community.	Recreation (Community Services)	All	All	Short Term
#81 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.	Recreation (Community Services)	All	All	Short Term
#82 Formalize meetings with representatives from diverse cultural groups to discuss and address barriers to participation in recreational pursuits.	Recreation (Community Services)	All	All	Ongoing
#83 Ensure that all committees and volunteers working with the department are representative of the diversity of the Brampton community.	Recreation (Community Services)	All	All	Short Term
#84 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.	Recreation (Community Services)	All	All	Ongoing
#85 Develop an Older Adult Strategy that addresses the parks, recreation and cultural needs of residents over the age of 55 years.	Recreation (Community Services)	All	All	Short Term
#86 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.	Recreation (Community Services)	All	All	Short Term
#87 Research the merits, appropriate applications, risk management and support mechanisms regarding Outdoor Risky Play in Brampton.	Recreation (Community Services) with Capital Parks Construction & Open Space Development (Public Works)	All	All	Short Term
#88 Evaluate the rationale and potential remedies to increase participation in environmental and outdoor programs.	Recreation (Community Services)	All	All	Short Term
#89 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.	Recreation (Community Services)	All	All	Short Term



Recommendation	Lead Division (Department)	RPAs	Wards	Timing
#90 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.	Recreation (Community Services)	All	All	Short Term
#91 Utilize the Neighbourhood Information Toolkit 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.	Recreation (Community Services)	All	All	Short Term
#92 Investigate the use of technology to recruit, volunteer match, track volunteerism hours and identify the economic value of volunteerism.	Recreation (Community Services)	All	All	Short Term
#93 Develop an annual Communications Strategy on the Benefits of Recreation and Active Living.	Recreation (Community Services)	All	All	Ongoing
#94 Complete an audit of legislative and regulatory compliance within the Parks and Recreation Divisions.	TBD	All	All	Short Term
#95 Complete an annual review of Policies and Procedures to ensure their relevancy to current requirements.	TBD	All	All	Ongoing
#96 Work to articulate the full capacity of parks, recreation and cultural facilities and respective programs during both prime and non-prime time hours.	TBD	All	All	Ongoing
#97 Articulate service levels, ideal conditions, actions and frequency of actions in the delivery of programs and services to identify potential efficiencies.	Recreation (Community Services)	All	All	Ongoing
#98 Develop a Pricing Policy based on the true costs to offer the program and service, and base cost recovery levels of direct costs 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.).	Recreation (Community Services)	All	All	Short Term
#99 Conduct market research to engage a stronger percentage of the adult population in parks and recreation programs through various ways including social media.	Recreation (Community Services)	All	All	Short Term
#100 Continue to emphasize safety in and around water, learn-to-swim and drowning prevention.	Recreation (Community Services)	All	All	Ongoing
#101 Conduct market research to increase the level of participation in all programs and services.	Recreation (Community Services)	All	All	Short Term
#102 Identify the resources required to adapt communications efforts to remain current in the use of social media in offering timely communications.	Recreation (Community Services)	All	All	Short Term
#103 Develop marketing approaches to increase the use of ice during prime and non-prime hours to reflect optimum utilization.	Recreation (Community Services)	All	All	Short Term



Recommendation	Lead Division (Department)	RPAs	Wards	Timing
#104 Promote the benefits and assist residents in registering for programs online.	Recreation (Community Services)	All	All	Ongoing
#105 Incorporate the Long-Term Athlete Development Model for Sports into program development.	Recreation (Community Services)	All	All	Short Term
#106 Continue to develop standard course content for recreation programs.	Recreation (Community Services)	All	All	Ongoing
#107 Request a monthly summary of complaints lodged through Brampton's 311 call service, in order to address common public issues in a timely manner.	Recreation (Community Services)	All	All	Ongoing
#108 Begin to work with partners to develop outcome measures surrounding Recreation Services.	Recreation (Community Services)	All	All	Ongoing

Implementation-Oriented Recommendations

Recommendation	Lead Department	RPAs	Wards	Timing
#109 Update the Parks and Recreation Master Plan through a five-year review of the document to reflect characteristics of the population and the participation/utilization profile of facilities and programs at that time.	Planning & Dev. Services with Community Services	All	All	Medium Term
#110 Communicate achievements and progress of the PRMP to the public, stakeholders, agency partners and city representatives at regularly scheduled intervals throughout the PRMP's planning horizon.	Planning & Dev. Services with Community Services	All	All	Ongoing
#111 Through ongoing capital and operating cost planning, articulate the cost of implementing each recommendation of the PRMP to inform Department budgeting processes.	Planning & Dev. Services with Community Services	All	All	Ongoing
#112 Determine facility operating budget implications as close as possible to project implementation and approve them concurrently with capital costs of development where applicable.	Planning & Dev. Services with Community Services	All	All	Ongoing
#113 Through implementation of the PRMP, City Staff at all levels should be engaged as appropriate assist in the creation of a Departmental Charter articulating priorities, values, and be supported by appropriate professional development opportunities.	Planning & Dev. Services with Community Services	All	All	Ongoing
#114 Continually monitor Departmental performance relating to the parks and recreation facility and program delivery, with a view to improve operational sustainability and enhance the participant experience in City-run facilities, programs and serves.	Planning & Dev. Services with Community Services	All	All	Ongoing

