



LIVING THE MOSAIC

Brampton 2040 Vision

May 2018

future**ready**

 **BRAMPTON**

Prepared for:
The City of Brampton

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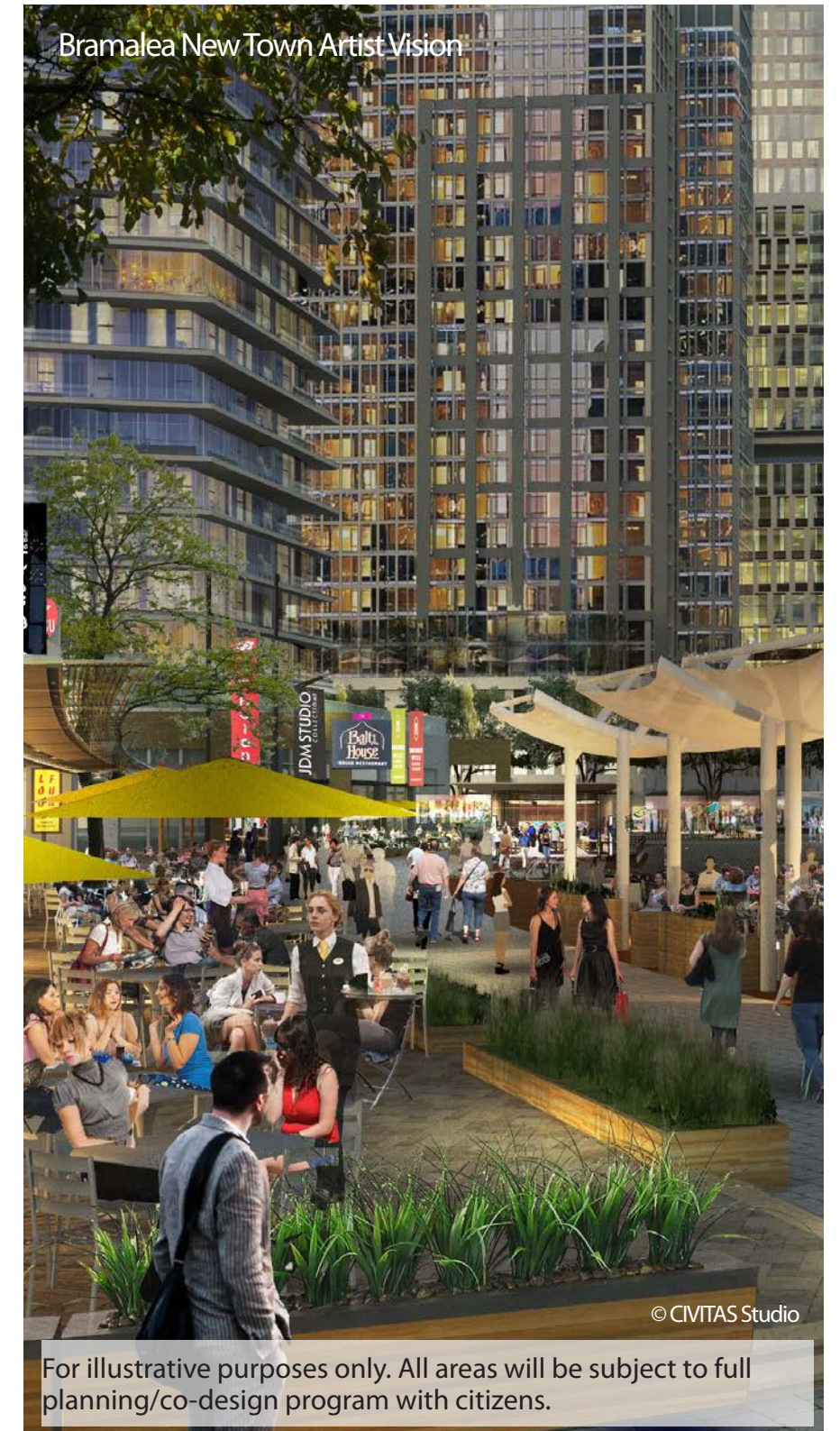
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This Vision is a Mosaic

The essence of Brampton is diversity and the essence of what the people want for the future is that their city be arranged, governed, seen, and celebrated as a mosaic of people, places and endeavours of all kinds, coexisting in harmony. Living the mosaic in 2040 is the central and simple aspiration of the people of Brampton.

This is the overarching declaration that has emerged from all that has been received and synthesized from the people of Brampton. The fullness and expressiveness of that Brampton mosaic will be described and drawn out in the following pages.



The People's Vision

This is Brampton's Vision For the Next Quarter Century.

This is the people's Vision. It draws together the thinking and words of thousands of Brampton citizens from all walks of life over many months. Starting in September 2017, having tapped several hundred thousand people to take part, over 13,000 people linked back to the process. Of these, about 11,000 people contributed specific comments and ideas. They came together in many ways.

- Over 20 intense work sessions were convened – for face-to-face dialogue where over 400 people got deep into the issues.
- About 65 other community events were attended by staff, touching thousands of people and collecting many ideas.
- Two extensive workshops were hosted at City Hall for intensive discussion for the community itself to synthesize community ideas – one two-day workshop (over 150 people) and one one-day workshop (over 100 people).
- A peer review session was held with well-known urbanists and professors.
- Over 420,000 Facebook and Twitter impressions – to understand the initiative.
- About 1,300 website contributions – for detailed specific ideas.

Through these channels, the people have generously offered their perspectives, criticisms, ideas and proposals, which have been brought carefully together in this Vision.

This Vision is built from thorough, unfettered, wide-ranging public discussion.

Brampton Uptown Artist Vision of Shoppers World site at the Intersection of Hurontario and Steeles



For illustrative purposes only. All areas will be subject to full planning/co-design program with citizens.

Future Brampton's Full Picture Revealed

This is a summary overview of a community that has taken over its destiny, exploited its assets, overcome its limitations, tapped technology and sustainability, positioned itself smartly in the region and country, and made itself memorable.

This Vision will Re-Invent Brampton

This Vision Brings Ten Transformations to Brampton.

- **A heart to draw everyone and shift the balance of local jobs** – new Uptown and reset Downtown.
- **Jobs within communities** – five new Town Centres.
- **Thriving arts scene** – Arts Street as a unique maker-place, art hubs in the cores and spontaneously elsewhere.
- **Complete living** – revitalized existing districts, model new neighbourhoods, refreshed Bramalea, boulevard lifestyle along central Queens.
- **Everything connected** – transit network and new core loop, walking and cycling networks, virtual networks, new travel technologies exploited.
- **Beauty brought back** – streets for people, trees everywhere, designed communities, handsome buildings.
- **Nature brought back** – new Eco-Park, sustainable living integrated into everything.
- **Social and health harmony** – local hands tackling local problems.
- **Organizations to act** – local forces with resources, networks and leadership at hand.
- **A way to act** – five proven tools for success.

Central Uptown Artist Vision - Aerial View of Powerade Site Looking Northwest



For illustrative purposes only. All areas will be subject to full planning/co-design program with citizens.

Building Blocks of this Vision

Summary Overview

Visionary Results Through Catalytic Actions.

This Vision is about results – seven aspirational vision statements. These together build the overarching promise that the people of Brampton will “live the mosaic”. Here are the seven target vision statements.

- **Vision 1:** In 2040, Brampton will be a mosaic of **sustainable** urban places, sitting within an interconnected green park network, with its people as **environmental stewards** – targeting ‘one-planet’ living.
- **Vision 2:** In 2040, Brampton will be a mosaic of **vibrant centres with quality jobs**, a rich range of activities, and integrated living.
- **Vision 3:** In 2040, Brampton will be a mosaic of characterful and **complete neighbourhoods**.
- **Vision 4:** In 2040, Brampton will be a mosaic of safe, integrated **transportation** choices and new modes, contributing to civic sustainability, and emphasizing walking, cycling, and transit.
- **Vision 5:** In 2040, Brampton will be a rich mosaic of cultures and lifestyles, coexisting with **social responsibility**, respect, enjoyment, and justice.
- **Vision 6:** In 2040, Brampton will be a mosaic of healthy citizens enjoying physical and mental wellness, fitness, and sports.
- **Vision 7:** In 2040, Brampton will support a mosaic of artistic expression and production.

This Vision is also about bold actions for change – 28 catalytic actions. These actions offer direct ways to kickstart a changing trajectory. They are sometimes obvious and sometimes audacious. Some can happen quickly; others will take time and patience to unfold. All will transform as they come together.

Five lenses for Maximum Success.

This Vision is about a way of moving forward – five lenses for maximum success. Brampton has become an activist town that will command its future. To reach the results of this Vision, a way of doing things – an attitude – will facilitate change that is popular, resilient, and innovative. These are lenses that reflect advanced practices

everywhere but also suit the unique situation of Brampton. Together they are the ethic for action. Here are the five lenses that must specifically guide implementation of each action for change.

- **Lens 1: Public Engagement** – Citizens, as individuals and in corporate, interest, and cultural groups, will be involved in Brampton in a systematic and inclusive way, at all times on all matters undertaken for the community.
- **Lens 2: Collaboration** – The Brampton government will join forces, resources, and activities, as well as share decision-making, with Brampton private interests and senior governments to extend the reach and success of civic ventures.
- **Lens 3: Design** – Brampton will be a city ‘by design’, where design excellence is led by City Hall to ensure public interests, completed in a studio setting through co-design with developers and citizens, and made a prime factor in all approvals and other decisions for change.
- **Lens 4: Technology** – Brampton will be ahead of the wave of new technology applications in order to shape, support and manage but also avoid unwanted distortions of the city.
- **Lens 5: Identity** – Brampton’s distinctive identity will emerge from what it is and does and it will be communicated broadly.

These prime ways to make change should not be confused with the overarching holistic agenda of change. That agenda has fundamental themes that are the DNA of this entire Vision: sustainability, livability, diversity, and health.

Brampton Faces Big Questions As It Grows.

Will Brampton build a strong local economy that is well integrated with the regional and national economy and has global identity? Will it sustain a balanced and supportive social ecology and enhance the health of its citizens? Will it achieve the green environmental standards that will differentiate the complacent from the responsible in future cities? Will it preserve its embracing lifestyle and offer all the advantages for living and experience that are constantly being invented for other places? Will it define and express its own artistic and cultural story and secure a genuine identity that stands comparison with other peoples and places?

This Vision offers transformative answers to these questions.

The Full Picture of Brampton in 2040

This is the Mosaic of Brampton as a Place.

Brampton has a different overall structure and feel in 2040, as a place.

It starts with a **green park framework** coalesced from the still-natural fragments that are so readily here linked by new green additions. This is a continuous network for green park respite, recreation, and to host ecological systems.

A network of **diversified centres** comes together in such a magnetic way that they draw thousands of jobs. These are places of enterprise but also the hip locations to work, live, learn and play. Recreation, attractions, services, and cool spots are at hand. They enjoy smart technology and sustainable infrastructure. A groundswell of people live close to work. They do not use their cars for the commuter trip. The people of Brampton mostly stay in the community now for their daily pleasures. A hierarchy has organically grown.

- A **massive new Brampton Core** is founded that enfolds the historic **Downtown** and a new centrally-located **Uptown**, easily competitive with other nearby regional centres but with aspirations of even greater importance over the next 50 years and beyond. This becomes Brampton's corporate hotspot and tourist destination. It has come together through both fast transformation and percolated change.
- A new **'Figure-8 Loop' rapid transit** line links the double core and connects it to the regional transit system. It connects business with higher education. It connects homes to jobs. It connects a string of many new development sites.
- **Five Town Centres** have been founded, one in each sector of Brampton, so that many mainstream companies and businesses that do not need the core profile and do not want the rents can nonetheless come to Brampton and enjoy complete urban offerings and lifestyle at their fingertips. This brings more jobs home to Brampton. These centres are lower-scaled and walkable.

- Existing industrial and logistics districts remain and now also get their missing **Ancillary Centres** to fulfill worker needs.
- The **Brampton Arts Street** is where the action is on arts production and digital arts applications. It is a magnet and a happening place that has spun off other arts hubs.

A constellation of complete neighbourhoods surrounds the dual core, each vibrant and diversified with its own local neighbourhood centre for at-hand retail and civic facilities. Some take on a special personality because of a unique feature of character that they have to offer. 'Social hubs' for social and health service delivery and self-help projects are scattered where local residents have made them happen.

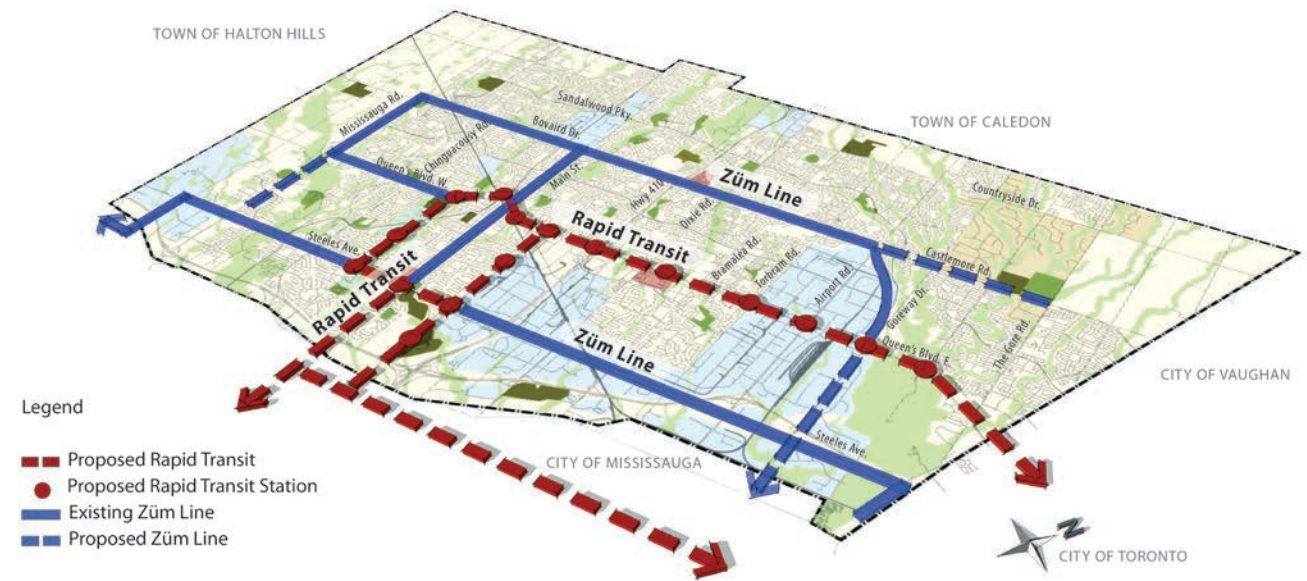
- **Existing neighbourhoods have been revitalized** and rounded out through civic collaboration with sitting residents.
- **Refreshed Bramalea** is an updated 'new town' showpiece but still true to its mid-century image.
- The **Queen's Boulevard** offers the hip 'boulevard' lifestyle for its lucky residents, workers and visitors.
- The pattern of **complete new neighbourhoods** expands out to the less developed and still greenfield edges of Brampton, clustering around their nearby Town Centres. These new neighbourhoods model the most contemporary image of intimate livability and responsible sustainability. Each has its own local centre. They nestle within the green setting.
- The **regional rapid transit network is complete**, with the full collaboration of Brampton. Brampton's own **local transit network** is filled out more fully and tied tightly to the regional system. The system has vast ridership because transit is free. Many commuters have naturally shifted from the long daily auto drive. The hierarchy of centres is connected through transit as are most neighbourhoods.
- The regional street system is fully intact with advanced traffic management. The highway network remains but has not been expanded significantly, except for direct access to Uptown. The regional street system can still serve private-vehicle and goods movement without major expansion, even with all the growth, because so many people and their cars are off these streets for their day-to-day trips. Buses and trucks are self-driving. For cars, autonomous driving has been linked

to share-vehicles, so the traffic impacts are minimal. Some streets and areas are actually segregated for autonomous vehicles. Many roads have been revamped to be more visually appealing with landscape and ecological features and to accommodate pedestrians and cyclists when desire lines intersect. Major street gateways into Brampton are marked with landscape and public art.

- The local street system is greatly upgraded from its 2020 form. Most streets have been freshly designed as 'complete streets' with auto, pedestrian, and cycling alignments – based on an 'Active Mobility Charter'. All have street trees, other landscape interventions, ecological features, and local touches. Some local street rights-of-way are closed to vehicles and provide walking spines, connected to recreational trails and pathways into natural settings.
- The tree canopy is lush as a refreshed urban forest. Over a million trees have been planted in public places and citizens have doubled this by planting more trees on private property. Virtually all streets have street trees, sometimes a double row, grown within the latest technology of soils culture.



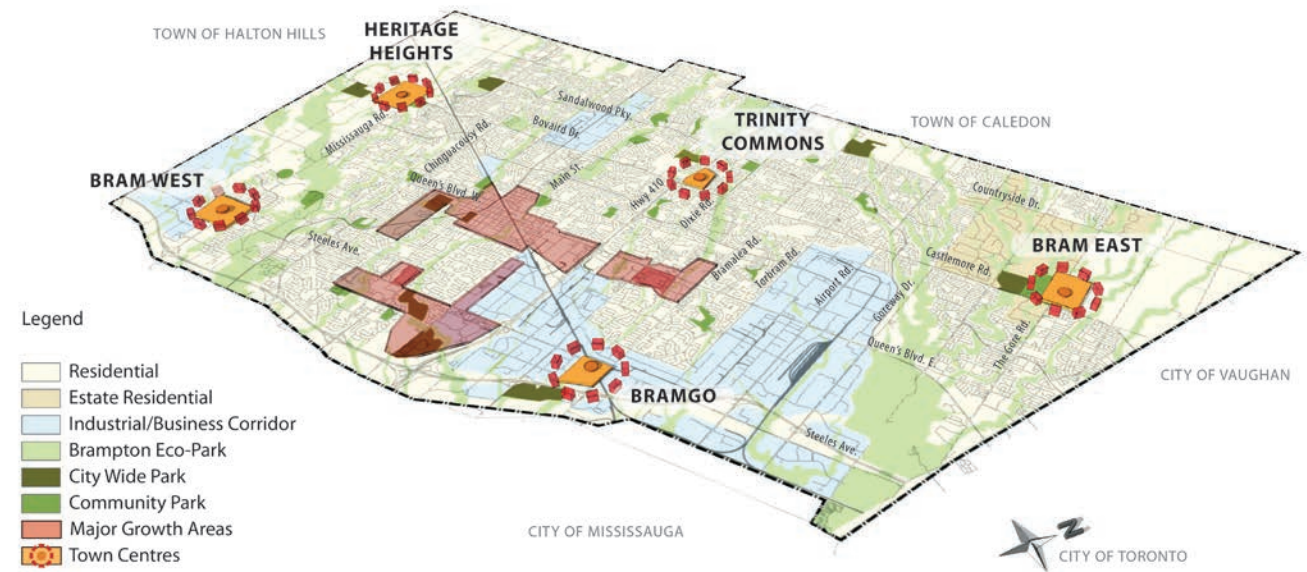
1. Green Framework



3. Enhanced Transit Network



2. Downtown and Uptown



4. Town Centres

Not plans - for illustrative purposes only. All areas will be subject to full planning/co-design programs with citizens.

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This is the Mosaic of Brampton as a Society.

Brampton has a matured, supported society in 2040. The City has become a full partner with senior governments and has harnessed private forces and resources for social, health, economic and environmental harmony.

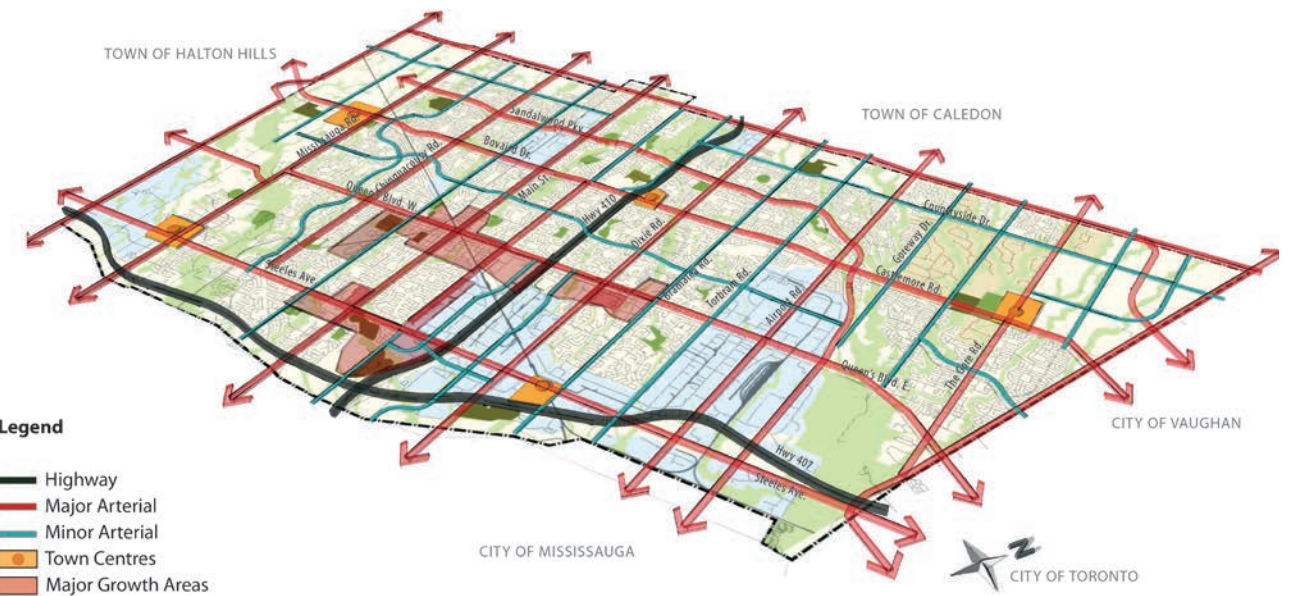
- Brampton is in the vanguard of the **suburban green city movement** in Canada because an action organization was founded for green practices. It has made great strides toward 'one-planet' living with carbon neutrality, zero waste and energy resilience.
- The centrally located new city centre of Brampton and the other established job centres now have **tens of thousands of jobs** of all kinds with all kinds of companies that prefer a suburban setting close to their employees. A business-based organization was founded to go after those companies and get them settled into Brampton in partnership with City Hall. Over 60% of residents' jobs are now in Brampton.
- **For the pleasures of diversity, people come from everywhere to enjoy the multiculturalism of Brampton.** A community-based organization supports the leading cultural communities which have put a strong, diverse, and vividly interesting stamp on the city. The large South Asian community is thriving as a cornerstone of Brampton life. Brampton produces more great athletes than anyone might expect and has its own community support organization which was founded for high-performance sports.
- Visitors are drawn to a city that has organized itself to look after all its people, including those with **special social and health needs**. Illnesses such as **diabetes and heart disease have been renormalized** to reflect national patterns. Brampton now has appropriate housing for all its residents and has introduced new housing types. Affordable housing is peppered throughout the city – **homelessness is eradicated**. Local social philanthropy reinforces government efforts and **widespread self-help initiatives**.

- Brampton has become an **arts 'maker-city'**. Creatives have found the support and resources in Brampton to turn their artistic talents into a career, both as fine and digital artists. Residents support the art vibe. A local animator, called the 'Arts Alliance', was founded as the curator and driver of the well-known **arts scene**.

This Vision is a dream with its feet on the ground. It is also a road map and a state of mind. It will surely be made by the local government and by other governments, but mostly it will be made by the engaged leadership, organization, wealth and tenacity within the community.



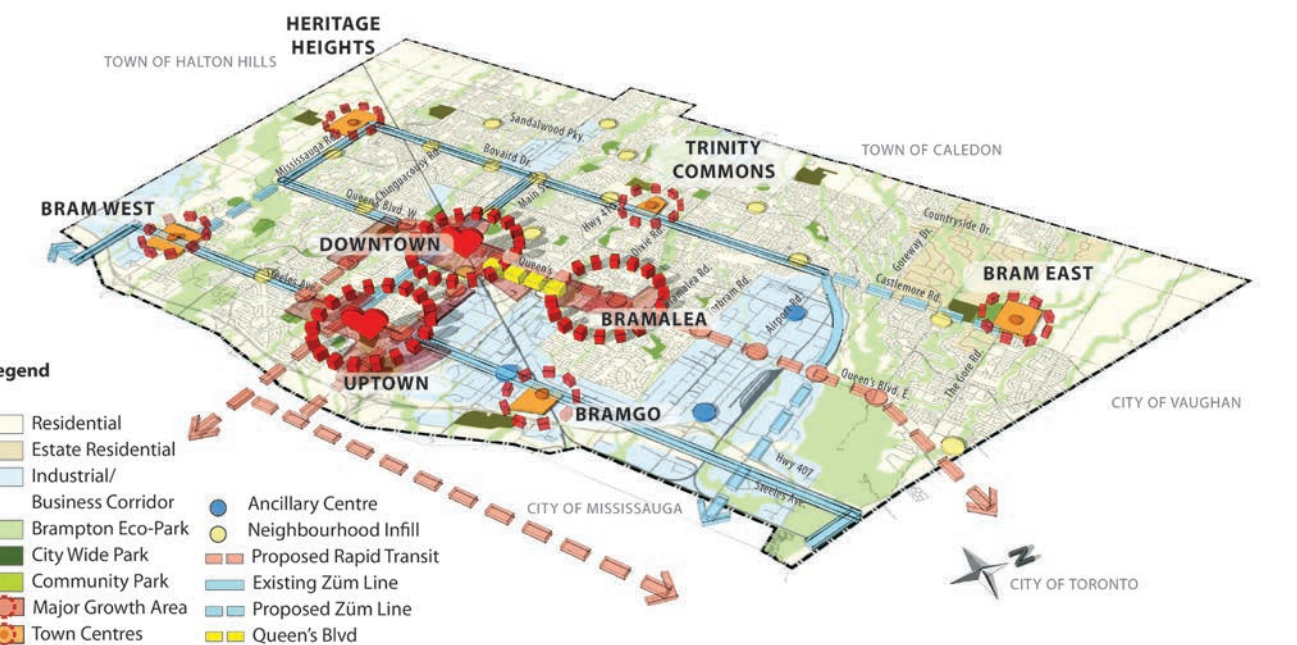
5. Revitalized Neighbourhoods



7. Streets Grid



6. Bramalea New Town and The Queens Boulevard



8. Overall Structure

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Brampton Grows to Maturity

25-30 Year Growth Projections

	Existing 2016	New Growth	2040+
Dwelling Units	170,000	136,000	306,000
Population	615,000	385,000	1,000,000
Jobs	205,000	185,000	390,000

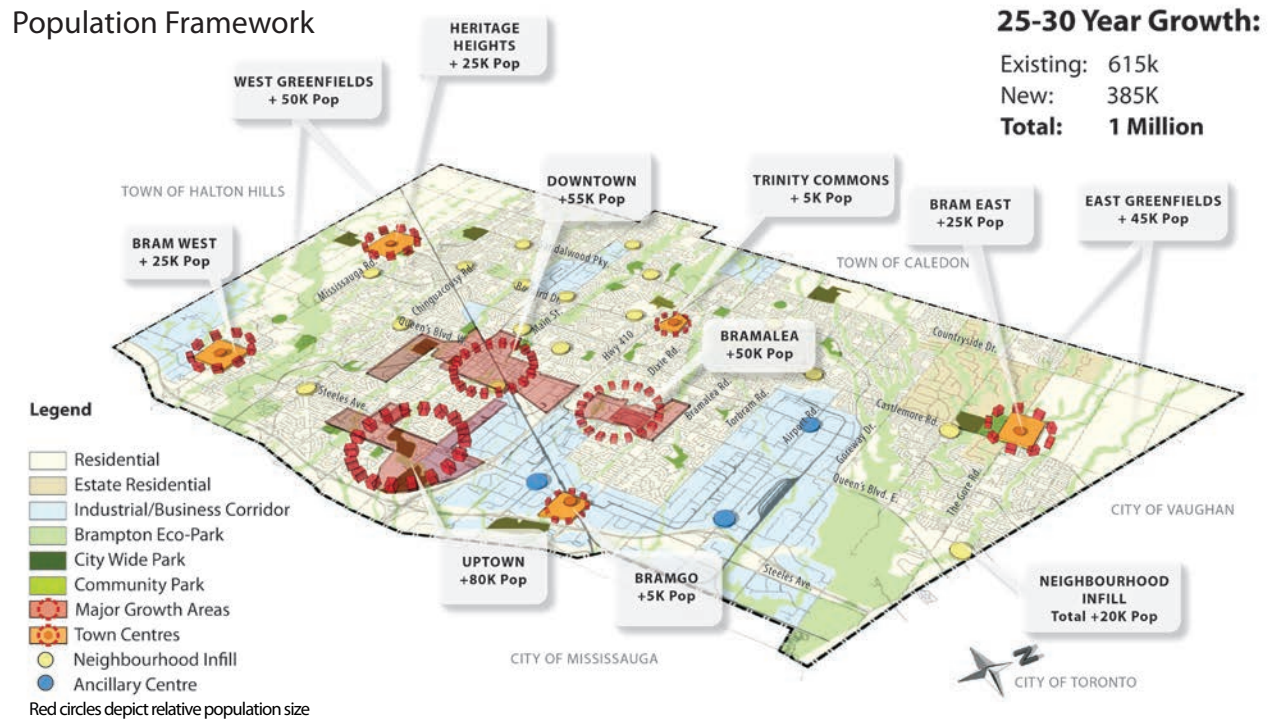
2040+ Major Centres Jobs to Households Balance*

	Jobs	Households	Balance
Uptown	53,000	30,000	1.8 to 1
Downtown	26,000	20,000	1.3 to 1
Bramalea	24,000	18,000	1.3 to 1
Town Centres	46,000	30,000	1.5 to 1

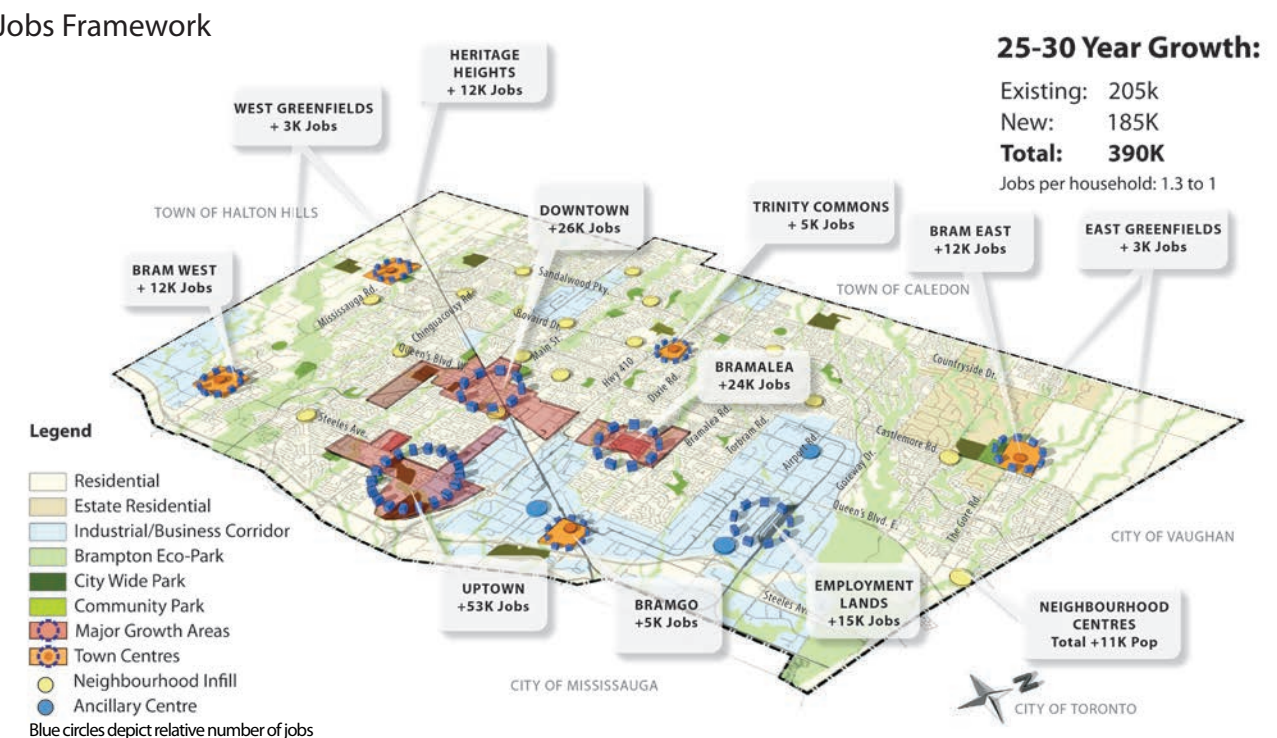
2040+ Brampton Total Jobs to Households Balance

TOTAL BRAMPTON	390,000	305,000	1.3 to 1
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Population Framework



Jobs Framework



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*The aim of the jobs-housing balance is to provide local employment opportunities closer to where people live that may reduce overall commuting distance among residents. The minimum range recommended for suburban transit oriented centres is 1 job per household to 1.5 jobs per household.

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A Way to Make Change – Lenses for Success

The city we see is the result of the way we made it happen. Changing the processes, arrangements and tools for making and managing the city is how to change the city.

A Way to Make Change

Lenses for Success

Moving Forward to Embrace, Create, and Celebrate.

Achieving a transformative vision is no easy task. It requires resources, energy and determination well beyond what has defined and created a community in the past – even a very successful community. A small community works with what it has. A large city must find a way to bring what it does not have into its formula for success. And to do that it must act more deliberately, consistently, and strategically than it may have done in the past.

So this Vision includes not only those catalytic actions to overlay upon the successful agenda already in place. It also includes a set of lenses that the program for realization of each action needs to reflect. These lenses represent an ethic for action that will definitely lead to Brampton's government and people doing things differently than in the past – with the expectation of better, more innovative, more resilient, and more popular results. These are the people's lenses that were talked about constantly as people contributed to the Brampton 2040 Vision.

Make no mistake, Brampton is at a turning point from being a comfortable suburban community, to becoming over the next 20+ years a big city more complete in all ways, more competitive in all ways, more important in all ways, but also more vulnerable in all ways to the big-city challenges that exist throughout our culture. How it tackles this growth and change is as important as what form that change takes.

Looking at successful cities elsewhere, there are enhancements in the way the work of the government and the private sector is done that will more consistently bring people, ideas and resources together and improve the probabilities of success. How Brampton chooses to do what it does and how high a bar it can set for excellence is a matter of the attitude everyone, at City Hall and on the non-government side, brings to each activity for change.

Every single action to achieve this Vision must be implemented through these lenses. So for each action the specific program representing these five prime perspectives must be presented up front and consistently followed right through to the full realization of the targeted change.

The DNA of this Vision

These prime ways to make change should not be confused with the overarching holistic agenda of change – the substantive program for Brampton to be fulfilling, supportive, and responsible in 2040. Many people have said that the following themes should be instilled into all aspects of transformation to shape all results, and so they should. All proposals for change must reflect consistently these fundamental qualities, considered from all angles in every move in explicit detail.

- Sustainability;
- Livability;
- Diversity;
- Health.

These themes permeate the Vision as its DNA.



Lens 1: Public Engagement

Citizens, as individuals and in corporate, interest, and cultural groups, will be involved in Brampton in a systematic and inclusive way at all times, on all matters undertaken for the community.

Brampton has begun to embrace the imperative and benefits of community involvement. The local government has adopted protocols for public engagement that are starting to be implemented in major initiatives. This now needs a firm and long-term commitment. Further elaboration of these protocols, along with wider and consistent applications, will institutionalize public engagement as the accepted and required way of doing business in Brampton. This involves the following public engagement advances.

- Creating permanent citizens’ advisory organizations is essential.
- Educating local leadership, both public and private, as well as the general public on the most forward thinking about cities, is essential.
- With every work assignment for community advancement, adopting a full strategy for public engagement is essential.
- Putting in place the City Hall organization and capacities to accept community input, synthesize it, and operationalize it in government decisions is essential so that the line from input to action can be seen.

A special feature of Brampton is its diversity and multiculturalism, so all public engagement must embrace inclusive practices. This involves the following basic commitments.

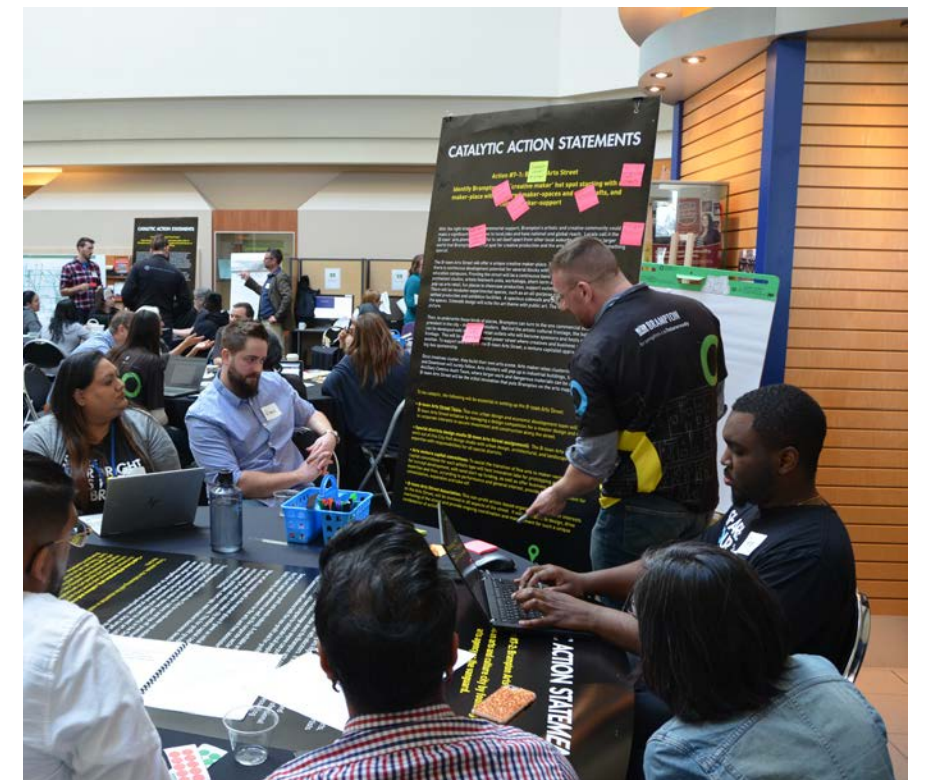
- City Hall must assist all cultural and social groups to express their cultural identity, needs and offerings and enjoy the discovery that will result.
- Representatives of the key cultural sub-communities and social groups must be included in all aspects of civic life, including engagement and communications in home languages.
- A fine balance has to be drawn – assisting integration but also assisting cultural and social identification when preferred by groups and individuals.

- Immediate outreach will give stature and acknowledgement to the primary cultural and social groups that are reshaping Brampton right now.

The way the municipality does its business with its people and through its people will determine the popularity and resilience of the city moving forward. So, a lens of public engagement has to be put on every civic initiative.

This Vision was created through wide, intensive and sustained public engagement involving thousands of people. This must become the norm for major civic initiatives to ensure resident agreement and ownership. In this Vision many new organizations are identified to operationalize public engagement.

- Friends of Brampton Eco-Park;
- Town Centres Community Advisory Panels;
- Ancillary Centres Business Liaison Advisory Groups;
- Neighbourhood Audit Committees;
- Bramalea Owners and Residents Steering Committee;
- ‘Active Mobility Charter’ Stewardship Committee;
- Brampton Friends of Transit;
- Brampton Traffic Management Advisory Board;
- Brampton Logistics Advisory Council;
- Brampton Social Advisory Council;
- Brampton Social Hubs Society;
- Brampton Health Support Advisory Council;
- Institute for Brampton Cultural Diversity.



Lens 2: Collaboration

The Brampton government will join forces, resources, and activities, as well as share decision-making, with Brampton private interests and senior governments to extend the reach and success of civic ventures.

There are many aspects of a successful future city for which Brampton holds primary responsibility. But even where authorities are clear, both the reach and funds of the local government are often limited. Often non-government forces can better address a challenge and bring together more solutions. Partnering with government should include the private sector, non-government organizations and labour.

For key aspects of Brampton, senior government responsibilities prevail over local responsibilities. As the city becomes more complex, a local government must position its attitude, knowledge and action to be a much more equal influence. This involves giving credible advice. It also involves doing locally what is possible so that the municipality is seen as “walking the talk”. Past silos between and within governments limit innovation and problem solving.

To do all of this, collaboration must become a high civic art. This involves the following collaboration advances.

- An informed, holistic local view must be brought to the table on key collaborations where others hold the prime responsibility – it’s been called a ‘single-tier’ municipal perspective.
- Collaboration with local citizen and corporate interests will often mean those local interests taking on prime leadership, arms-length from the local government. A benefit is that accountability flows both ways between the public and private collaborators.
- Finding and educating local leadership, both public and private, on the most forward thinking about cities, is essential as the glue of collaboration.
- Within the local government, training in methods of collaboration is vital, particularly ‘interest-based’ engagement. Continuous mentoring is essential.

Collaboration is a lens to dramatically expand forces and resources for civic success.



Historic collaborations exist within the city, including with neighbourhood associations, residents’ special interest groups and business organizations. In this Vision many new organizations are identified to operationalize strong collaboration.

- Brampton Eco-Park Trust;
- Brampton Uptown Authority;
- Brampton Downtown Authority;
- Town Centres Business Development Collaboratives;
- Queen’s Boulevard Business Improvement Association;
- ‘Complete Streets’ Municipal Coalition;
- Greater Toronto Mayors’ Council on Transit.



For areas where advances can best be made through sharing of government and non-government leadership, resources, and action, new institutes are proposed. Institutes are joint venture organizations coordinating private action where this is most effective and government powers where this is essential. Four new institutes will significantly organize public and private efforts and resources for success.

- Institute for Sustainable Brampton;
- Institute for Brampton Enterprise;
- Institute for Brampton Cultural Diversity;
- Institute for Brampton Sports High Performance.

Lens 3: Design

Brampton will be a city 'by design,' where design excellence is led by City Hall to ensure public interests, completed in a studio setting through co-design with developers and citizens, and made a prime factor in all approvals and other decisions for change.

Informed cities all over the world have discovered that design cannot be a secondary consideration as change occurs and cannot be left to chance. A city becomes what it shows itself to be in its physical form. People want design excellence in their city as much as they do in their cell phones or kitchen appliances. In the intensive competition among cities, the well-designed cities draw the wealth, talent and dedication that give them the competitive edge – the loyal community, the tourism, the anchor of local enterprise, and the global identity.

Brampton has its beautiful spots but, generally, it is design deficient compared to other places. Buildings, streets, and vast areas of out-of-date denuded cityscape are soulless; not designed with what people call the "human touch".

Brampton must absolutely have a transformation through design. To do this, the following advances will be essential:

- Overall civic principles of urban design must be formally adopted and implemented, including technical standards for such aspects as sustainability, universal accessibility, crime prevention, and health enhancement.
- The City has to adopt a clear declaration for design excellence for all public projects, especially for streets and open spaces.
- Private development has to be molded through co-design – with creative private designers and civic staff designing together, along with peer review.
- The best design prowess should be drawn to Brampton, both locally and nationally as well as from elsewhere in the world. Design collaborations will foster innovation and bring new ideas to Brampton.
- Education on quality urban design has to be offered to civic decision makers and a program to build design connoisseurship among the public has to be in place on an ongoing basis.

Every change in Brampton starting now has to be shaped and judged through the lens of design.



A key tool to operationalize municipal design prowess and collaborate on design is the civic co-design studio. It is the crucible for design excellence. The following four new City Hall studios are included in this Vision to add to the already in-place civic studio design capacity.

- Eco-Park Design Studio;
- Central City Design Studio;
- Special Districts Design Studio;
- Neighbourhoods Design Studio.

International design competitions are a key part of this Vision because they will set a high bar for world-class architecture and other design innovations.

Lens 4: Technology

Brampton will be ahead of the wave of new technology applications in order to shape, support, and manage, but also avoid unwanted distortions of, the city.

We are experiencing exponential growth in technological innovations having direct applications to urban systems on all fronts. They will reshape all cities – offering extraordinary benefits but also impacting people in ways that are often not well understood. While cities must embrace new urban technologies as an opportunity to solve problems and offer efficiencies to transform how things are done, they must also be careful managers to make sure the inevitable transformations are not contrary to public aspirations and intentions. What are often now referred to ‘disruptive’ technologies must become ‘constructive’ additions to urban systems.

Brampton must not be complacent. Early identification, understanding, integration and application of technological innovation will make it work for the city rather than having it abuse the city. Fusing technology considerations into the design process is essential.

At the forefront to be embraced are digital technologies that are influencing information management, security and privacy, providing wide and detailed data on all aspects of civic responsibilities, opening up the knowledge base, connecting people and activities, expanding creativity and reach and providing extraordinary analytical prowess. They will change how municipalities govern. They are changing business models and expanding job opportunities.

Brampton must get ahead of these technologies and take command of how they will affect the city. The following advances must be on the immediate horizon:

- To be faced as an urgency are transportation technologies that are on the verge of causing us to travel in completely new ways that will absolutely redefine how public space is used and to whom it is assigned. This is an opportunity for Brampton to be a Canadian model.

- To be harnessed is currently available broadband internet capacity to differentiate Brampton’s business and activity centres and facilitate public/public and public/private collaboration for economic and social support, public health and community safety.
- What is called ‘smart city’ infrastructure, already available, will allow detailed understanding and management of urban systems with unprecedented efficiencies and cost savings.

Yet these are only the obvious of an almost endless wave of new technology facing Brampton and all cities. The lens of technology will add value to every Brampton initiative to either exploit opportunity or mitigate risk.

In this Vision the following specific moves are indicative of the overriding imperative to understand and manage technology.

- For Uptown, Downtown and Town Centres, broadband communications capacity, and ‘smart city’ civic monitoring technology will be applied.
- Within two years, a full plan to manage new travel technologies in Brampton will be in place.



Lens 5: Identity

Brampton's distinctive identity will emerge from what it is and does and it will be communicated broadly.

Civic identity is one of the most important factors in modern cities both for the satisfaction and pride of their citizens but also to well-position a city in the aggressive competition among cities. Civic character is the starting point of civic identity. Character is the authentic reality. Identity is the story of that reality. Branding is about telling the story and managing what others also say. Brampton is very deliberate about managing its brand and identity with active communications. The ultimate message of a place, however, is an evolving narrative told by Brampton residents, visitors, and commentators that sticks in the collective consciousness.

There are those who say that Brampton has an identity crisis. Behind this comment is the more profound reality that Brampton's character is changing as the city grows, matures, diversifies and ultimately transforms – so its identity is also in transition. The traditional small town image is now overlaid with a picture of internationalism. But prevailing over all is the narrative that Brampton offers a hospitable suburban lifestyle sitting within one of Canada's most vibrant urban regions with global reach and profile.

Making a strong civic identity requires certain commitments.

- Branding has to speak through the media and languages of the times.
- The unique, differentiating qualities, experiences and features of a place must be brought out or its image will get lost in the generality of other places. Artists and storytellers have a big role to play in highlighting what Brampton is and wants to be.
- Physical and social character tell their own story – so they have to be good.
- The light, happy and cool factors build a brand as much as serious messages.

The point is that identity is not just about the formation and communication of a brand and image. It is a lens through which everything has to be seen and evaluated. Adding to or detracting from the image and identity of Brampton happens with every single decision that is taken.



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A Vision with Actions to Make it Happen

A city cannot deliberately transform itself unless it knows what it wants to become. It must have the courage to reach out to its people for that image, embrace that image as a whole picture even if unsure of some of its parts, and set a game plan to chase that image. If it does not know where it wants to go, a city will surely never get there.

A Vision with Actions to Make it Happen

What is this Vision?

This Vision is a dream – a collective description of what people hope as Brampton’s ideal future. It tells how best to pursue this future. It manifests a city-building ethic for undertaking the necessary steps forward. The list of vision statements offers the description. The array of catalytic actions offers the game plan. The attitudinal lenses, already described, offer the ethic for action.

This Vision, by its nature, is inherently a very positive expression of what this community wants to be, articulating the best image of Brampton in 2040. It is meant to be inspirational and aspirational. This is not, however, to say that Brampton will not continue to have problems and issues. Cities are complex and ever changing. New visions, yet to come, will address future challenges.

This Vision is, by necessity, very conceptual, with only an initial first test for viability and practicality. At best, City Council can endorse it as a way to evolve Brampton – but it is not a matter for final adoption. It is a direction – a way to move forward. A vision is not a plan or policy or strategy that moves directly to implementation. Every one of its propositions has to be debated and fully evaluated against the best facts, even wider public engagement, the delegation of powers that are at hand, and the reality of financing, timing, capacities, and risk. Every one of its propositions needs a complete work program with technical analysis, public engagement, and negotiations with others who share authorities. And as this all happens, every one of its propositions will evolve in its specifics. So, while the various actions are stated as clearly as possible, they are at best a solid direction to pursue.

This Vision has a long time frame with actions over many fronts. It will need regular steering to keep it moving forward and in the right directions over many years, many City Council mandates, many

administrations, and many individual actors both in City Hall and in the community. To stay true to its aspirations and spirit up to 2040 and beyond, it should be regularly monitored as to progress and outcomes should be publicly reported annually.

How is this Vision presented?

This Vision builds from the existing base of planning, policies, strategies and programs that are already adopted or underway in the City. Brampton in recent years has proven itself to be a future-oriented community. This Vision offers further transformative elaborations that will optimally position Brampton from the perspective of citizen preferences, leading practices, competitive advantage, and prime responsibility. This Vision is presented in its parts but, in the end, everything is connected to everything, so it portrays a whole picture. In every case it incorporates the themes of sustainability, livability, diversity and health that are the DNA of the Vision.

Why is this Vision urgent?

Brampton is at risk.

It has one of the fastest growth rates in the region and province – 2.5 times faster than the national average. It is engulfing its natural landscape through sprawl, generally degrading the environment, experiencing worrisome social and health problems, not taking control of its change, and not growing a local job base or resilient economy. People spend too much time commuting, taking time away from family and community. The local urban setting often has low appeal, the downtown has been stalled, there are no compelling magnets for new enterprise, old and new neighbourhoods are less than complete and a day-to-day local fun factor is just not there. It is still seen by many as a pass-through place rather than a destination. Its identity and image are not clear and its brand is not current.

Brampton is missing opportunities to take advantage of its unique assets. Its extraordinary multiculturalism is not fully expressing itself or being tapped for international linkages. Talent is draining away – people are going elsewhere to pursue business, science, arts and sports prowess. They do not anchor in Brampton with their entrepreneurial or cultural endeavours. The city does not exploit its access to a still lush green setting. It does not fully exploit its strategic

suburban location with excellent highway, transit and airport access.

Ironically, even as it quickly grows, the city is becoming less competitive for the wide array of modern opportunities, conveniences, and experiences that people want nearby for fulfilling living. It is losing some of the features that it traditionally offered for residents’ experience.

Brampton has fallen behind innovative nearby places. It must deliberately reposition itself to exemplify the best of contemporary suburbs – and the best of contemporary city building and management.

That is what this Vision is all about.

Now, let’s unfold this Vision in its seven component directions.



Vision 1: Sustainability and the Environment

In 2040, Brampton will be a mosaic of sustainable urban places, sitting within an interconnected green park network, with its people as environmental stewards – targeting ‘one-planet’ living.

Like all Canadian cities and suburbs, Brampton, historically, has not sat sustainably within its natural setting – this remains one of the most profound urban challenges in our country. Cities are harsh intrusions within their host ecosystems so the way we build, service, and manage them must be reinvented with nature in mind. This is clearly on the minds of the people of Brampton even though they enjoy their suburban lifestyle.

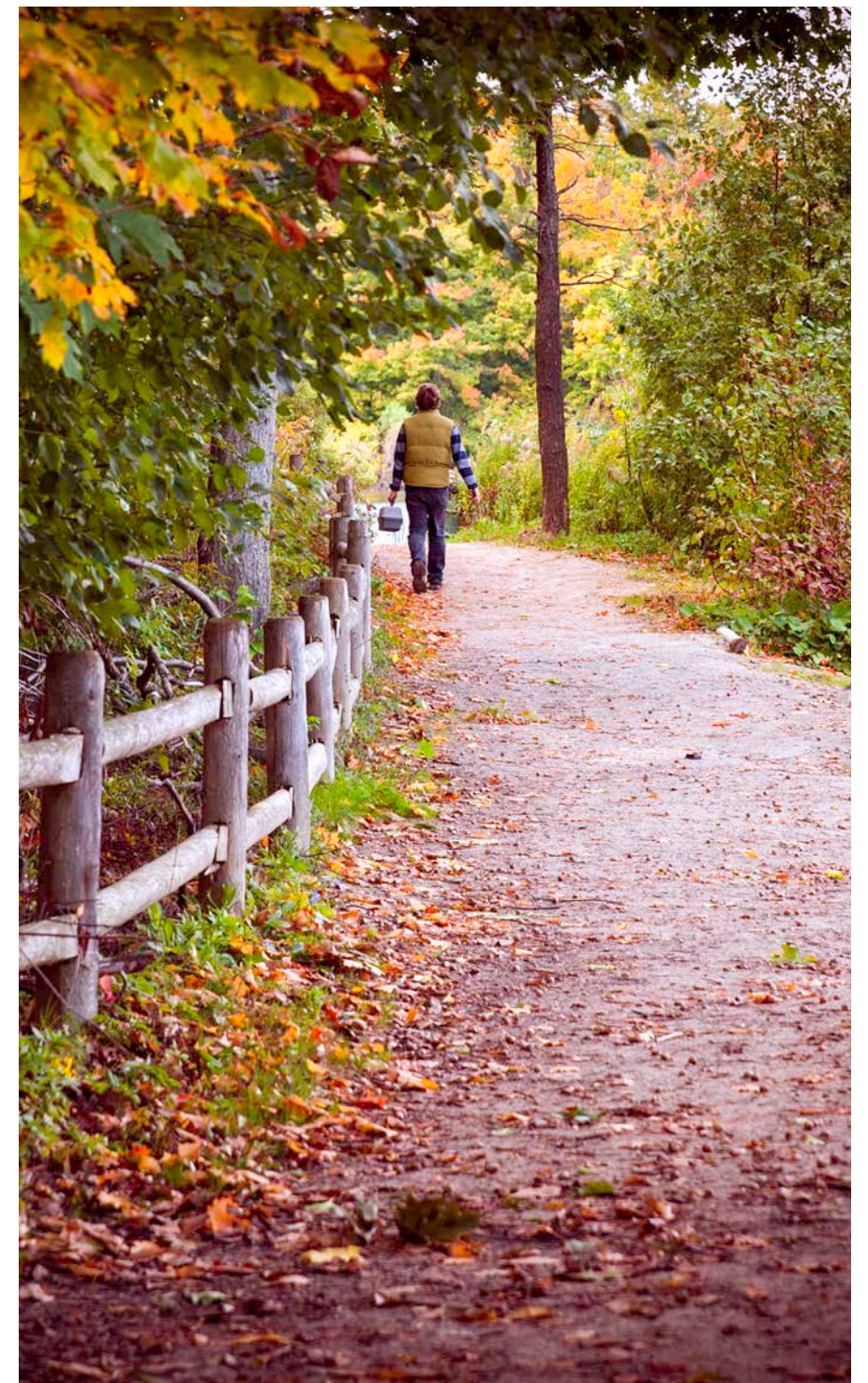
A reset of how people live with nature is essential and each community has to make this happen in its own way – thinking globally and acting locally. People have to become the personal, family and community stewards of their host ecosystem with a sense of responsibility for future generations. In this respect, people say they appreciate the intelligent leadership they see in *Brampton Grow Green*, the City’s environmental master plan. Now a program for improvement is needed on each environmental front, involving every single citizen, if Brampton is to become a pacesetter for other Canadian suburbs. This must be a continuing public-private joint venture with a very high standard of performance and a broad reach. It must address climate change and foster resilience. An agenda for ‘one-planet’ living by 2040 will pursue carbon and waste neutrality and energy resilience as an essential beginning.

In Brampton, the City has already found one especially good place to start. An extensive pattern of ravines and valley lands, the watercourses and wetlands, the woodlands and meadows have somehow remained even with all the growth. These extensive natural heritage lands offer a unique chance to put in place an ecological framework where natural processes can be revived. In recent years, City Hall has adopted a comprehensive *Natural Heritage and Environment Management Strategy* that has all the right principles and policies.

These natural lands also offer passive recreational potential. But, this respite is often just out of reach for day-to-day access. People call for many more destinations and connections. Again, the City is ahead of the game because the recently approved *Parks and Recreation Master Plan* suggests new recreation ideas. But, what is the optimal balance between conservation and use? This question must be answered by an informed community with all the authorities involved.

Sustainability is a prime theme that will be part of all the dimensions in this Vision – its imperatives affect everything. Leading to 2040, Brampton will prioritize sustainability and resiliency through

integrative planning and development that considers the long-term impact on people, planet and profit. This is one strand of the DNA of Brampton’s future.



Take this idea and run with it – test it, transform it, make it happen...

Action #1-1

Institute for Sustainable Brampton

Found a public-private facilitator for local environmental progress to position Brampton in the vanguard of suburban sustainability.

With the recent *Brampton Grow Green* environmental master plan in place, along with its assessment tools, City Hall leadership has set the direction. But shifting the trajectory of the whole city must be a massive, community-wide effort. Civic activity will need other drivers to support it – drivers that will operate in situations not particularly accessible to the City, like corporate boardrooms and people’s private homes. The Institute for Sustainable Brampton will be an arms-length over-arching facilitator for everyone – partnering, advocating and finding new resources. It will marshal the financial and social capital to secure the practical capacity for sustainability. It will teach, program, market and model sustainable practices. It will exemplify the truth that the future of the environment is in the hands of every single citizen – and will only be secure when every citizen acts at home and in business.

The prime mandate of the Institute for Sustainable Brampton over the next 25 years is to achieve ‘one-planet’ living. This is a comprehensive standard in which people enjoy happy, healthy, vibrant living within their fair share of the earth’s resources, leaving space for wildlife and wilderness. It covers the technical, business, and lifestyle aspects of carbon neutrality, zero waste, circular economy solutions, clean air, water and transportation, localized food production, and renewable energy resilience. To make this real, the Institute will lead reforms in every sector of society to secure higher and higher performance. It will sponsor newly invented environmentally sustainable solutions and practices that are uniquely suitable to suburban conditions, tastes and preferences. It will do pilot projects. It will provide guidance to neighbourhood audits and new neighbourhood design. It will advocate for agriculture and natural land reserves. Being Brampton-based, the Institute will become expert in sustainability and resiliency in a suburban context. Being community based, it will offer a powerful citizen and business stewardship of the local environmental agenda. For both reasons, it will gain a national profile for its innovations.

A popular objective for the Institute is to found an Environmental Education Centre to dramatically expand literacy and interest of the average person in the imperatives and potentials of sustainable urbanism. This Centre would have affiliations with local educational institutions.

The ‘Grow Green Eco Pledge’ for the people of Brampton must be echoed at the municipal level by a ‘Civic Grow Green Eco Declaration’, that confirms in no uncertain terms that Brampton will lead in environmental sustainability and carbon neutrality through

green infrastructure and operations. This will show common cause and partnership between City Hall and the Institute for Sustainable Brampton, and motivate others to put their own time, energy and resources into the Brampton green movement.

To be catalytic, the following will be essential in realizing this new institution.

- **Task Force of Brampton leaders to found the Institute:** Influential environmental, corporate and civic leaders in Brampton must come together, assisted by the existing civic administration and the Brampton Environmental Advisory Committee, to found the Institute for Sustainable Brampton.



Take this idea and run with it – test it, transform it, make it happen...

Action #1-2

Brampton Eco-Park

Constitute the green park network into one grand designated municipal park and nature reserve.

For the entire natural heritage system, City Hall policies and strategies need to be aggressively implemented with popular stewardship. To start, there must be a more comprehensive profile for the whole network and at the same time a more specific scheme that nearby residents and neighbourhoods can understand, appreciate and get behind. There must also be active, holistic, public/private management beyond City Hall, involving thousands of interested people and groups. There must be education to continually tell the story of this remarkable green heritage.

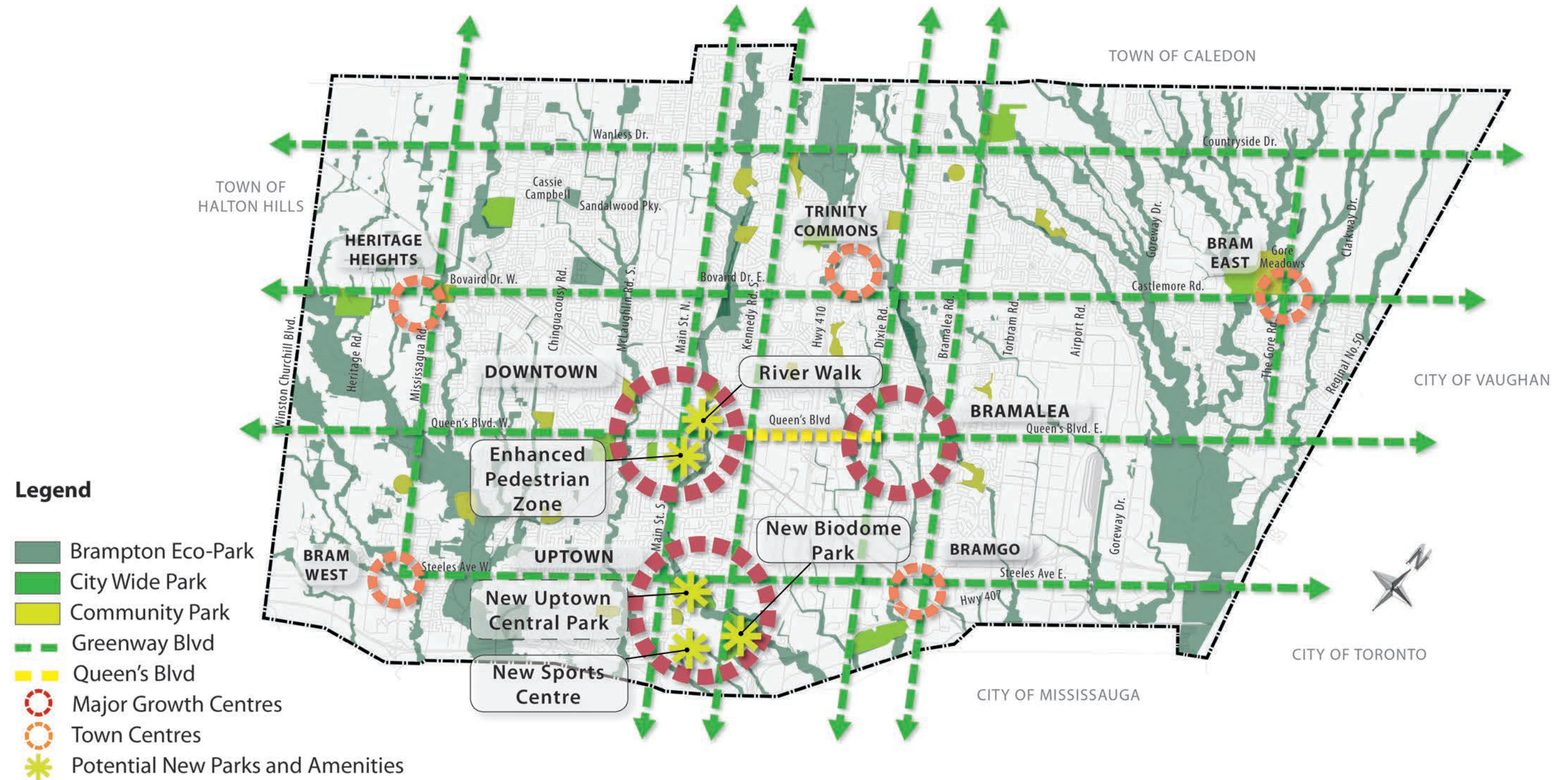
Designating Brampton Eco-Park will set off all the forces necessary to make the natural heritage lands Brampton's great contribution to urban sustainability and green management. **The visionary map shows the overall park framework on the following page.** Some cities have greenbelts or greenways but Brampton Eco-Park will be more like a national park or reserve fully embedded and used within the urban fabric. Designation as one integrated park will obviously not take the place of senior agency conservancy but it will offer a localized level of attention to be a strong advocate for inclusion of local aspirations into broader responsibilities. It will provide a platform and outdoor setting for ecological education and programming as well as a lab for exploring the science of ecosystems. It will enable partnerships.

Then, Brampton Eco-Park must have a sensational design. The very best park design prowess in landscape architecture and environmental science must be brought to bear to conceive a comprehensive plan, with the involvement of as many people as possible. A world-wide competition will draw top talent and loud attention. A local peer advisory arrangement will tap local expertise and interest. The design process will dramatically open up consciousness. It will reflect Brampton character while dealing with ecosystem revival, re-naturalization, compatible active-use interventions, better connectivity, green infrastructure, and adjacency guidelines. It will emphasize the sheer beauty of landscape. Then to reinforce the grand design, localized designs will be completed to fully realize a 'ravine neighbourhood' concept.

To be catalytic, the following will be essential in realizing this pervasive Eco-Park.

- **Eco-Park design studio:** This new civic design studio with landscape architecture, conservation, ecology, and urban design expertise will work in partnership with the Brampton Eco-Park Trust; and it will offer a design service to adjacent neighbourhoods. Location within the Eco-Park would allow the natural setting to act as a lab.
- **The Brampton Eco-Park Trust:** To reinforce local and regional conservancy, the new Eco-Park will be managed by this new Trust that brings in business, education and institutional interests and resources as well as community leadership. It will fulfill the role of local stewardship in a transparent, inclusive way. The Trust will work directly with the City and form a close relationship with other authorities to advocate for local interests.
- **Friends of Brampton Eco-Park:** For the widest community support and action as well as to open up volunteer and crowd-sourcing possibilities, this independent citizens' action organization will work closely to extend official efforts and resources as an independent citizens' voice in design and planning as well as taking on its own projects and programming to animate the Eco-Park.

Brampton Green Network Designated as Brampton Eco-Park



Not a plan - for illustrative purposes only. All areas will be subject to full planning/co-design programs with citizens.

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Take this idea and run with it – test it, transform it, make it happen...

Action #1-3

Brampton Trees Project

Plant one million trees in the public and semi-public realm of Brampton, particularly along streets and roads and in parking lots, to enhance the green canopy.

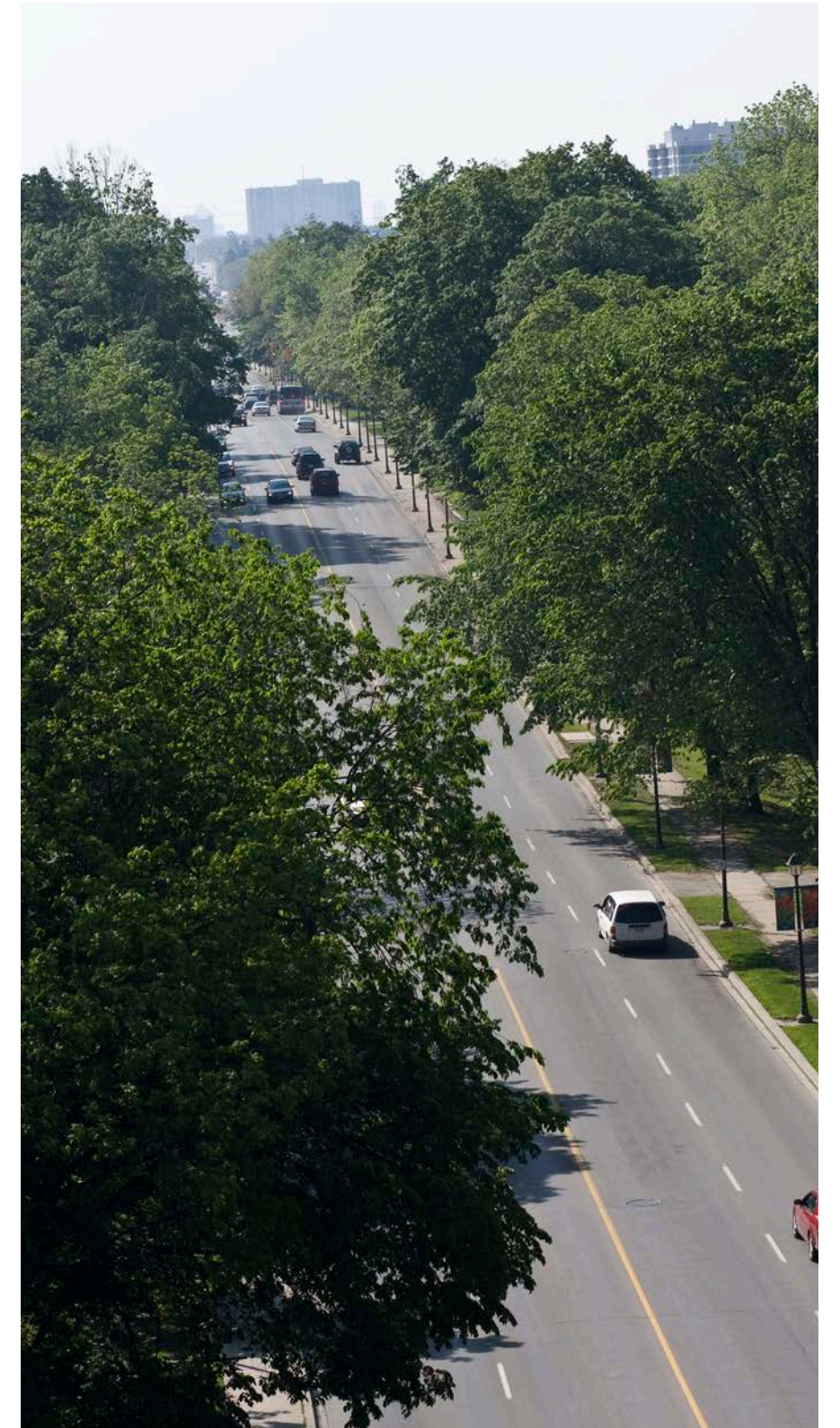
Many people have said that one of the most beloved features of life in suburban Brampton has been the canopy of trees that embellishes the setting. While they see the canopy maintained in the green ravine network, they lament its loss as development has occurred, especially to accommodate the car in the vast areas given over to streets, roads, highways and parking lots. For the simple beauty of the city, but also to extend the ecological range of the Eco-Park network, the canopy needs to be filled in for continuity across the entire municipality. With this trees initiative, a sustainable and resilient landscape strategy of related features will ensure the health of the whole ecosystem. This will include better soils preparation for planting, pest management, species diversity, and a trees inventory. A civic-driven program can make this happen, along with good communication to motivate parallel planting by private property owners.

City Hall must strongly brand this program – let’s call it the “Brampton Trees Project” – with the purpose to regenerate the ‘urban forest’ in all its complexity and richness. With this identity, City Hall can facilitate programs to bring other resources to bear – such as for individuals and companies to ‘adopt a tree’ and an information kit for private tree planting and maintenance. It can leverage tree planting through new development, enhance brownfield, hazardous sites, and left-over lands with volunteer tree planting programs, and marshal community-based tree watering teams. And civic communications can generate the interest and excitement in tree planting to make the ‘urban forest’ another dimension of the Brampton brand.

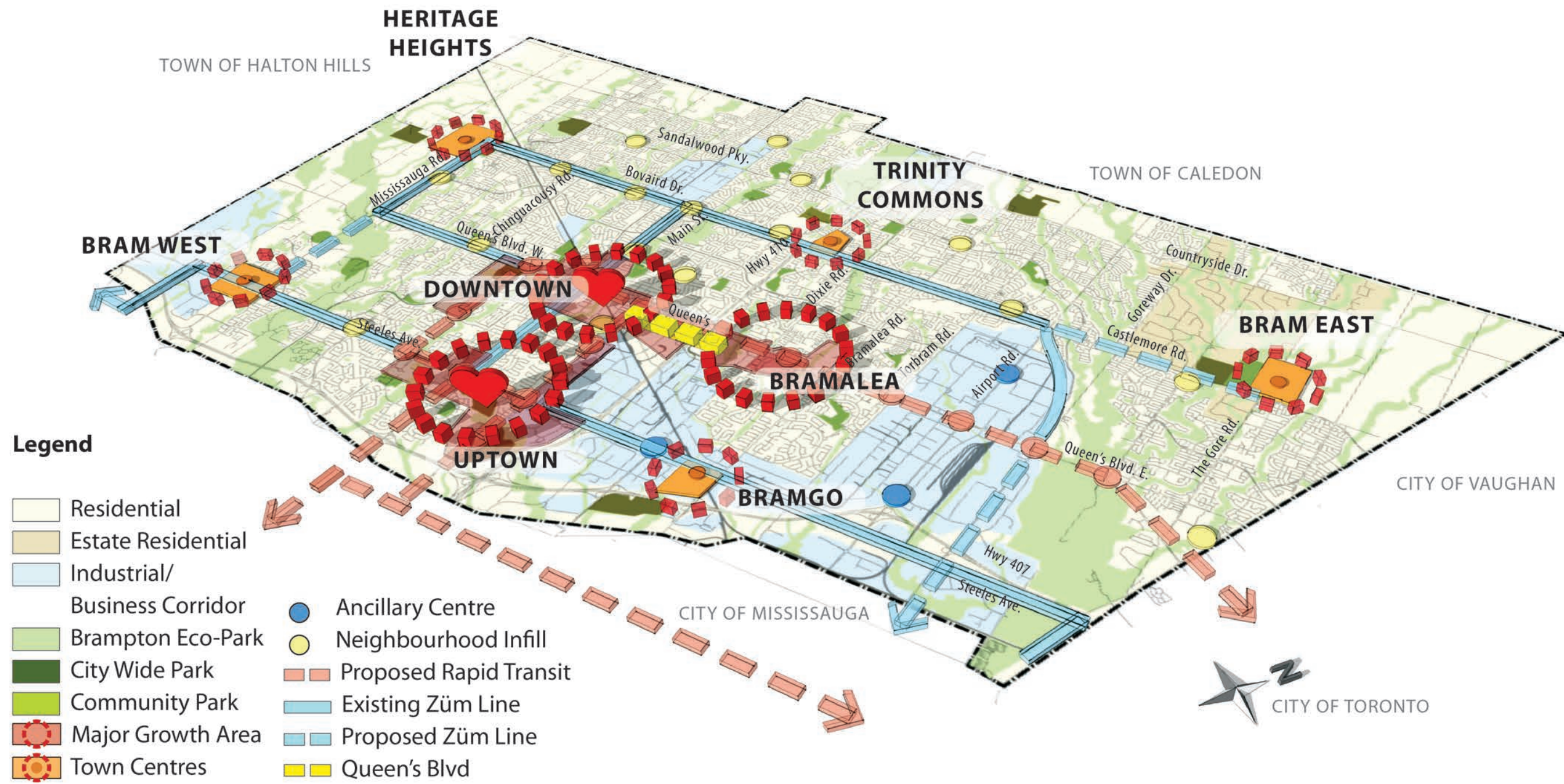
A systematic tree maintenance strategy will round out the strategy along with an education and marketing program for private tree maintenance. Trees protection, through designation of heritage trees and groves as well as licensing for tree removal, will also be considered.

To be catalytic, the following will assist in realizing an aggressive tree-planting program.

- **Friends of Brampton Eco-park:** The Brampton Trees Project will be taken on by this new advocacy and support organization as an early action project reinforcing and extending civic efforts. This will ensure wide, active community constituency, as well as opening up volunteer and crowd-sourcing possibilities.



Brampton Overall Structure



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Vision 2: Jobs and Living Centres

In 2040, Brampton will be a mosaic of vibrant centres with quality jobs, a rich range of activities, and integrated living.

One of the biggest concerns of the people of Brampton is that more than 60% of working people have to leave the city every day for their jobs. This affects everyone and limits community development and involvement.

Clusters of businesses, agencies, support activities and services along with educational institutions have not formed. This results in three significant employment limitations. First, the number and right kind of jobs, suiting the education, talents, skills and preferences of residents are not available. Second, the kind of vanguard ventures that can generate future new economic opportunity are not coming here. Third, the spontaneous founding and growth of small businesses, independent ventures and start-ups, that offer options for young people and those with innovation in mind, are not regularly supported.

A second related concern of the people of Brampton is that the normally-expected kinds of activities that fill out a fulfilling, day-to-day living experience are also in short supply in Brampton, or they are so dispersed that they are difficult to access for most people. People want retail choices, restaurants, service options, leisure activities, hip spots, cultural and arts offerings and other kinds of off-work possibilities close at hand. They want high-quality and beautiful places and spaces with spontaneous appeal. They want more tourism and all it brings. They want the fun factor and the cool factor – the sense that for an evening out or a special occasion, you would not typically think of leaving your city. Put all together, some have called these “centres of experience”.

A third, also related, concern is that housing and jobs have become so dispersed in the region that people cannot find a practical way to pull their home, work, education and other daily pursuits into a smaller pattern. They see the time, health and social benefits that might become possible just out of reach. Even those who are comfortable in their lovely single homes – and surely want that lifestyle to remain in Brampton – are worried about the limited housing choices for others.

To add to Brampton’s general appeal, build the jobs base, and expand lifestyle options, people have made three major points.

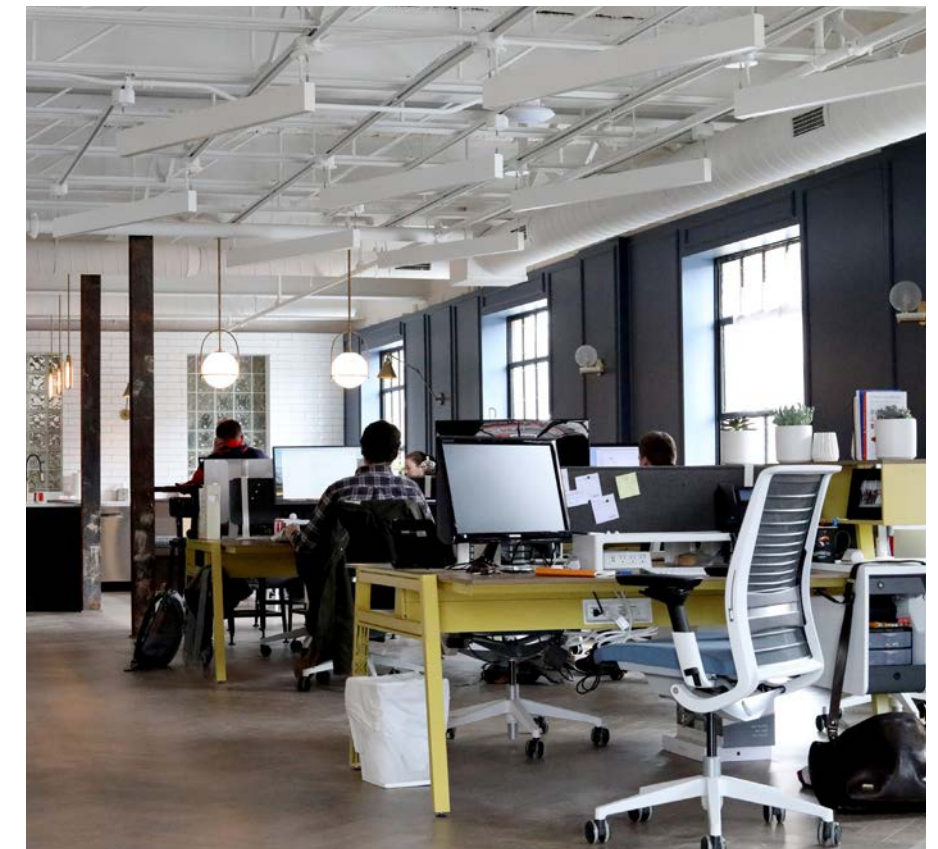
Create or expand certain places in Brampton so that everything comes together in a real hive of activity.

Make these places a constellation of different scales and personalities to meet all kinds of needs within the existing city and in new areas. There must be places of local and regional identity but also at least a few places of global profile.

Make these places sing with strong appeal, special identity, advanced ‘smart infrastructure’ and quality design – becoming thriving and compelling magnets. Also make these places showcases of Brampton’s green agenda – becoming illustrative of the community’s progressive ethic.

Brampton’s happening places will not come together by accident or spontaneously. The government, business community, post-secondary education institutions, special interest groups and energetic citizens have to be more aggressive and competitive.

Through all these efforts, a first target would be that at least 60% of residents work within the community and, then, even more local jobs should be anchored here every year for a true jobs/housing balance.



Take this idea and run with it – test it, transform it, make it happen...

Action #2-1

Uptown Brampton

Found a new urban core for Brampton.

Any initiative for a high-order business sector in Brampton is currently limited by confusion about where and how to grow. The historic Downtown is stalled by its entanglements for the next while. Another place is needed right now to capture immediate opportunities. That place has been identified and we call it “Uptown Brampton”.

The visionary master plan sketches of Uptown Brampton on the following page are illustrative of the transformative nature of this new core. To be magnetic, it has to be eye-popping. Its strategic location will become the beating heart of a growing and diversifying economy for the next 50 years and beyond – a major new custom-designed, transit-oriented work/live civic core for business, commerce, leisure, and tourism. This is where the top-ranked companies will want to come because it will be the landmark of Brampton, with a futurist image, expressive buildings and spaces, and a business buzz. Visitors will come for the modern attractions, shopping and programming. This is where developers will put their best foot forward or be left behind.

A worldwide competition will bring international ideas to Brampton but will also echo the big aspirations for Uptown to the world. The ongoing detailed co-design process, with input from arts, cultural and interest groups, will bring the most unique community ideas and images to Uptown for a locally-relevant Brampton image and strong local appeal. An innovative plan will lead early infrastructure investment, which will lead development. The large City-owned PowerAde site will become the east anchor. This will be the instigator project with a sculptural form as a green and arts innovation centre called Aeropolis - including offices and production spaces, convention and exhibition facilities, start-up studios and meeting venues with retail and housing. It will have direct transit access to the airport and its new transit hub. The RioCan-owned Shoppers World site, along with Sheridan College, will become the western anchor. This will be the regional shopping hotspot with a high-tech jobs specialty, hotels and more housing. These will both be pilot comprehensive developments that model public/private partnerships and design flair. Over time, Uptown will expand out from these anchors to surrounding developable properties to round out the core, but existing neighbourhoods will be shielded. A landmark central park will become a civic showpiece along with the Eco-Park network that ties the area to Downtown and beyond. A large independent performance venue will be included for arts and multicultural celebrations and festivals. Existing and planned transit will link the area directly to the south and a new transit initiative, called the “Figure-8 Loop” transit line, will provide east/west and northerly

transit connections, ultimately linking to the GO Train system. There will be good regional road connections and, ultimately, highway access, but high-impact logistics traffic will be channeled around Uptown.

The core will also appeal to modern business because of advanced civic infrastructure, amenities, broadband communications capacity, and ‘smart city’ civic monitoring technology. This might include a car-free precinct and definitely will include district energy and other sustainability innovations.

Over the long run, say in 75 years or more, Uptown will start to creep north along Main Street in the direction of Downtown. But for the first half-century, this will be limited and the dual centres will enjoy different personalities and identity. The delicate green and heritage treasures in between will be protected.

To be catalytic, the following will be essential in realizing this new core.

- **Uptown Management Group:** This is a civic team to collaborate with corporate forces through specially enabled design and development approval processes with continuous local inputs. This team will work in collaboration with the Economic Development and Planning Departments of the City.
- **Central City Design Studio (Uptown assignment):** This civic design studio with urban design, architectural and landscape architecture expertise will manage the co-design process with developers in coordination with the Brampton Uptown Authority with full public engagement.
- **The Brampton Uptown Authority:** Uptown Brampton must be facilitated and marketed by founding a dedicated non-profit development agency – let’s call it the Brampton Uptown Authority – co-governed by the City in partnership with local business forces identified with the help of the Board of Trade and various non-profit organizations. The Authority should sponsor a citizens’ advisory process, which will evolve into a community stewardship group as Uptown comes together. The Authority will take short-term action with a long-term perspective. Such model agencies elsewhere will be inspirational.

Central Uptown Artist Vision - Aerial View of Powerade Site Looking Northwest



Not a plan - for illustrative purposes only. All areas will be subject to full planning/co-design programs with citizens.

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Brampton Uptown Concept Plan

West Uptown

- High Street Retail/Office above
- Central Rapid Transit Station
- Residential Towers
- University/Movie Theatre
- Community Centre

Kennedy Corridor

- Residential: High Rise & Mid-Rise
- Office/Employment
- Local Retail

2040 Projection

- 30,000 Dwelling Units
- 80,000 Population
- 53,000 Jobs
- Jobs per Household: 1.8 to 1

Northwest Uptown

- Residential: High Rise & Mid-Rise
- Office/Employment
- Local Retail

Uptown Central

- Regional Office/Employment Centre (8 million SF)
- Research Development & Education
- Creative Manufacturing/ Live-Work
- Hotels (1500 Rooms)
- Convention & Exhibition Centre
- Sports Arena
- Performing/Art Centre
- Retail High Street
- Residential: High Rise & Mid-Rise

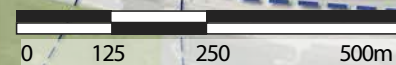
Regional Recreation

- District Energy Plant
- Solar Field
- Waste Management
- Heat Recovery System
- Retention Pond/Onsite Water Management
- Recreational Facilities

LEGEND

Proposed

- Townhouse Apartment
- Mid-rise Apartment
- High-rise Apartment
- Hotel
- Office
- Civic/Institution
- Mixed Use
- Cultural Attraction
- Rapid Transit Station
- BRT Station

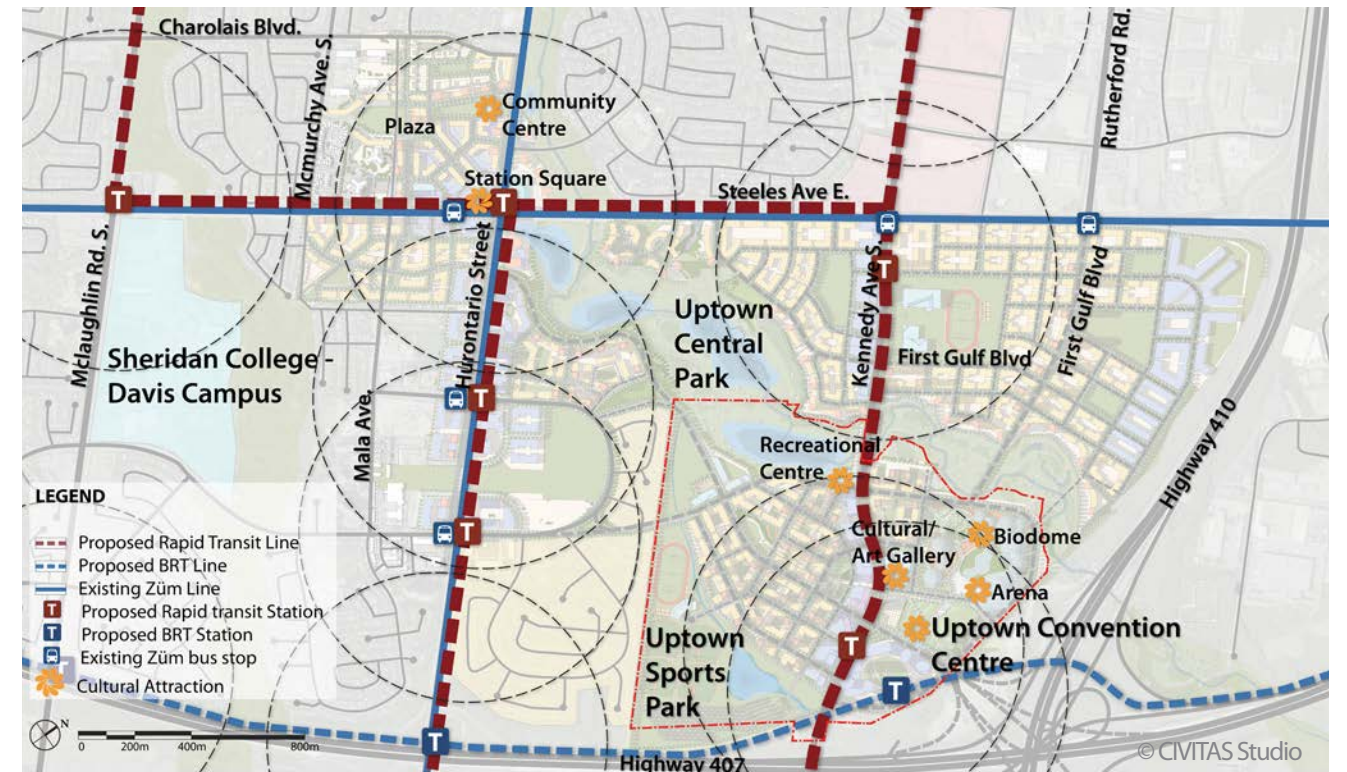


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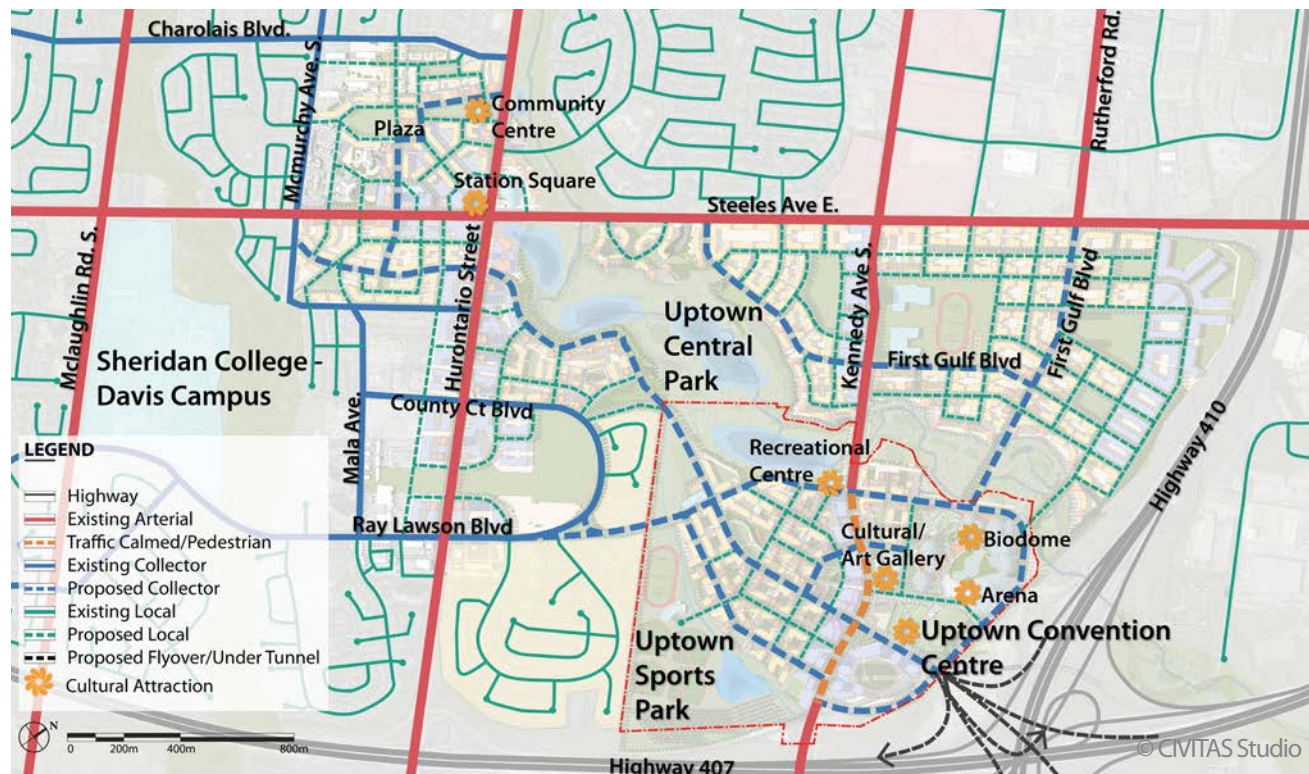
Brampton Uptown Explanatory Diagrams



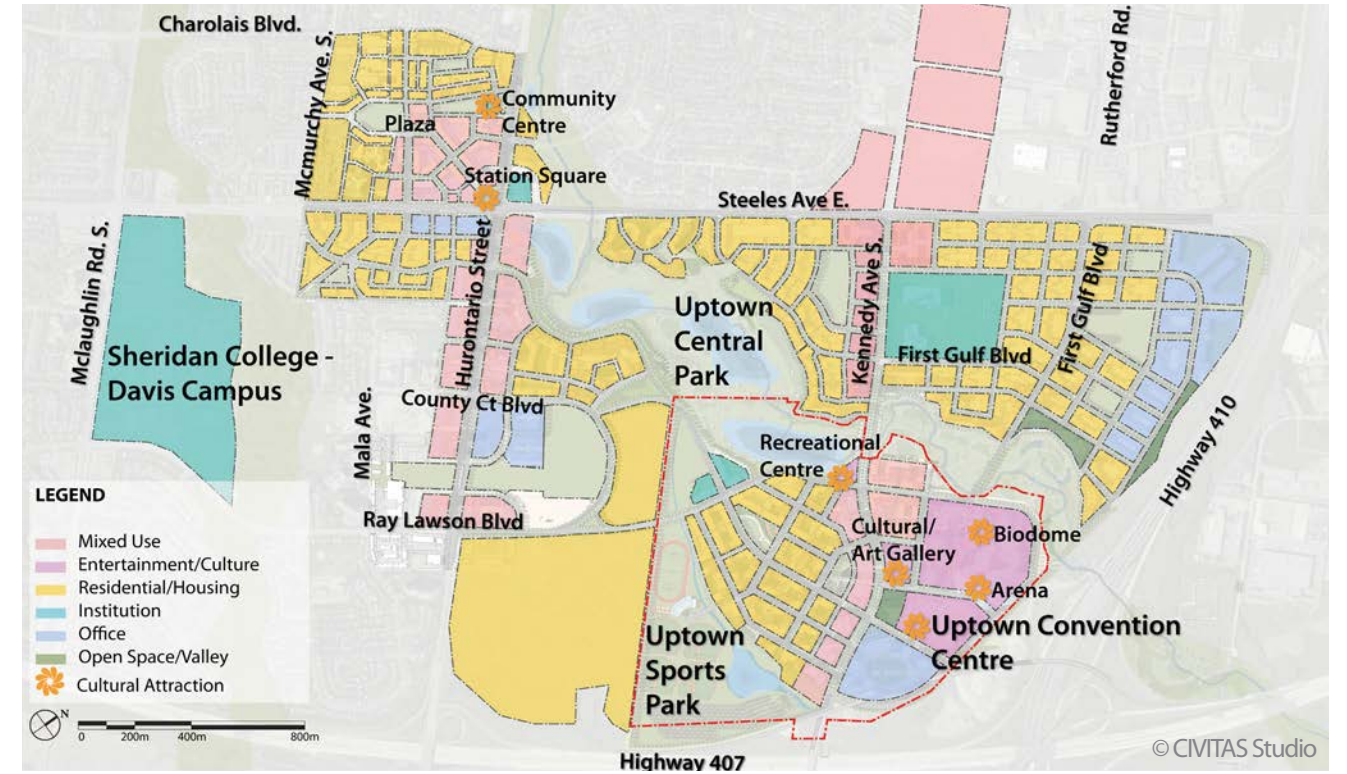
Brampton Uptown - Open Space & Greenways Network



Brampton Uptown - Transit Network



Brampton Uptown - Streets Network



Brampton Uptown - Land Use

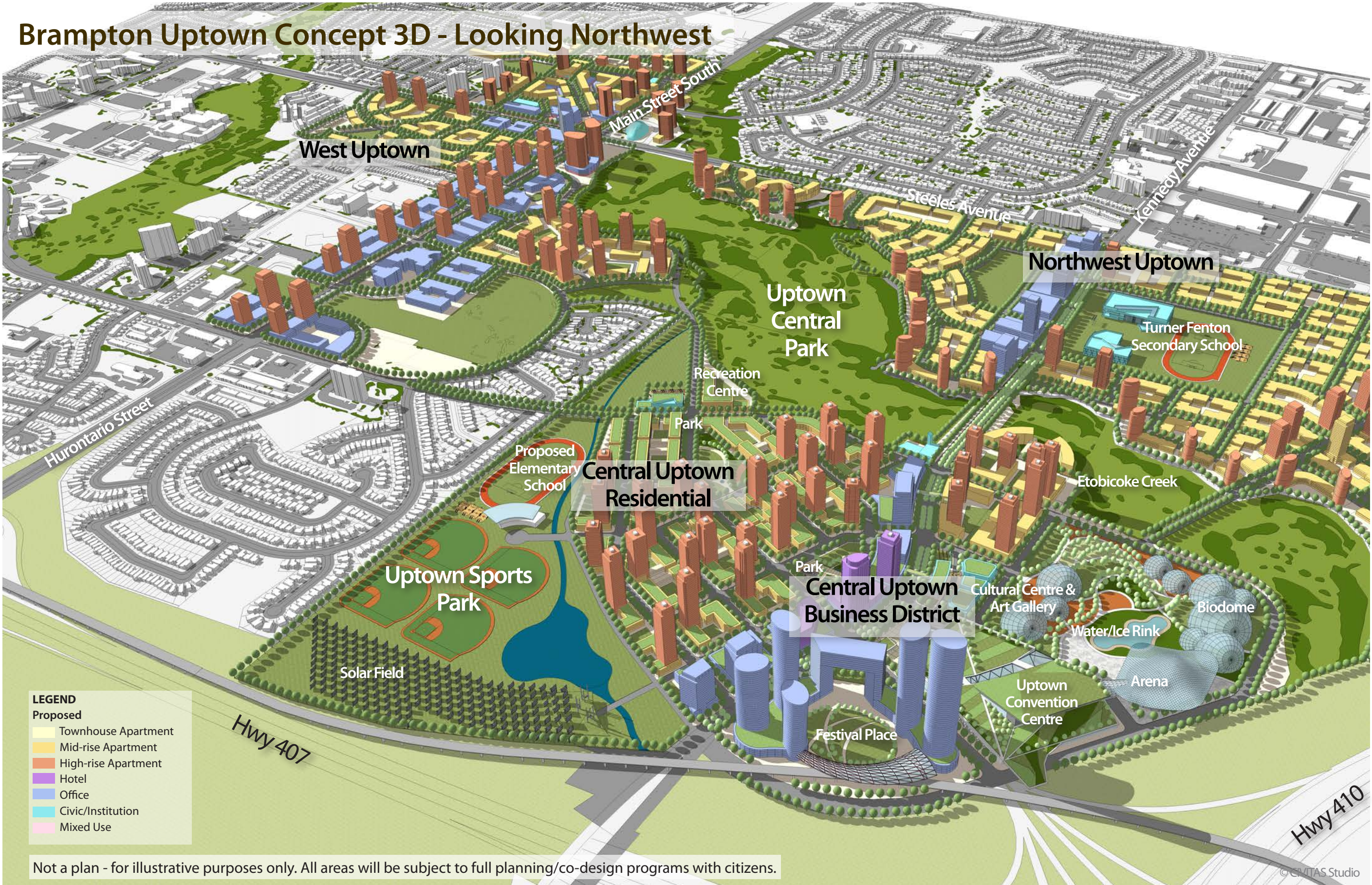
All plans are conceptual only.

Not plans - for illustrative purposes only. All areas will be subject to full planning/co-design programs with citizens.

Brampton Uptown Artist Vision of Shoppers World site at the Intersection of Hurontario and Steeles



Brampton Uptown Concept 3D - Looking Northwest



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Take this idea and run with it – test it, transform it, make it happen...

Action #2-2

Downtown Brampton

Realize the full potential of Brampton's historic Downtown as an advanced education, arts, and life sciences hub.

Realizing the full potential of Downtown Brampton has long been understood as an obvious gamechanger with incoming Ryerson University upping the ante. For years, the historic city centre has languished without a strong purpose or solid consumer base. It was hard to fit the new within the delicate heritage and overcome the flooding designation. Now, things are starting to dramatically change and Downtown must be a priority. It is the perfect place to showcase Brampton's natural, cultural and built heritage.

Downtown Brampton stands at the threshold of finally fulfilling its destiny. **The patterns in the visionary sketches on the following page are evocative.** The universities and hospital are at the north end of Downtown, where extensive open sites can focus major redevelopment with both density and height on the table. The new university has several location options, any of which will anchor the area. The GO Station will be a major transit hub for the whole city. The City's Riverwalk project will re-naturalize the Etobicoke Creek Valley system within the City's Downtown, and become a new public amenity space for the enjoyment of Brampton's diverse population, in addition to attracting high quality development. A beautiful heritage community is at the south end of Downtown. This will be the area to protect the existing ambience with only modest, delicate infill. Its image serves the entire downtown. A more-or-less consistent pattern of mid-scaled heritage commercial buildings occupy the centre of the whole district along with the recent City Hall and the theatre and museum complexes. This is a place for re-use and infill of buildings, focusing retail and amenities, adding hotels, and offering the kind of

heritage spaces that artists, other creatives and professionals prefer. Through inventive design, the modern and historic can be juxtaposed in Downtown in a unique, high-value way.

A number of long-standing, detailed issues have been roadblocks that now need solutions. The area needs: a full parking strategy; more green pocket parks; childcare; further public realm treatments and enhanced pedestrian alignments; better wayfinding; retail updating including an anchor grocery store; resolution of several crime pockets; further traffic calming and redirection; distribution of bus stops; elimination of the tax break on empty buildings; and a visible program for sustainability. Outdated perceptions of Downtown have to be actively revised by communicating it as a hotspot of smart and artful revitalization – a 'happening' place. People have also talked about a "green procession" through the heritage estates district, an iconic fountain in Centennial Park, more expression of indigenous culture, and expanding the YMCA. These will all be part of an area improvement project.

Like Uptown, Downtown will appeal to modern business and the academic and professional sectors because of advanced civic infrastructure, amenities, broadband communications capacity, and 'smart city' civic monitoring technology. But Downtown will also have an arts vibe.

Over the long-run, say in 75 years or more, Downtown will skip over the heritage district and start to creep south along Main Street in the direction of Uptown. But for the first half-century, this will be limited and the dual centres will enjoy different personalities and identity. The delicate green and heritage treasures in between will be protected.

Now, the machine for change has to be geared up. City Hall is already working closely with Ryerson to achieve their new campus. A comprehensive strategy for organic growth will include a master plan for re-use and infill and an area-wide civic improvement project. But, priority one is to get Riverwalk and its flood solutions funded and built as soon as possible.

To be catalytic, the following will be essential in revitalizing this historic core.

- **Task Force to remove the Special Policy Area Designation:** Downtown's future absolutely depends upon the flood management program to secure the removal of the Special Policy Area Designation that has stalled change. 2025 is the current target date – but can this be expedited? A Task Force of civic and private

forces offers potential to push for new directions and funding now to unfold the process more quickly. Speed is of the essence.

- **Downtown Management Group:** This civic team will do ongoing work with local businesses, landowners and residents through specially enabled design and development approval processes with continuous local inputs. This team will work in collaboration with the Economic Development and Planning Departments of the City.
- **Central City Design Studio (Downtown assignment):** This civic design studio with urban design, architectural, heritage, and landscape architecture expertise will manage the co-design process with developers in coordination with the Brampton Downtown Authority, with full public engagement.
- **The Brampton Downtown Authority:** Downtown Brampton must be facilitated and marketed by founding a dedicated non-profit development agency – let's call it the Brampton Downtown Authority – co-governed by the City in partnership with local business and community forces identified with the help of already active groups within Downtown as well as the Board of Trade and various other non-profit organizations. The Authority will take short-term action with a long-term perspective. Such model agencies elsewhere will be inspirational. This Authority will coordinate efforts closely and consistently with the Brampton Uptown Authority.
- **Friends of Downtown Brampton:** For the widest, most coordinated and mutually reinforcing community support and action, as well as to open up volunteer and crowd-sourcing possibilities, this independent citizens' and business action organization must be composed of a coalition of all the strong existing groups, including New Brampton, the Downtown Business Improvement Area organization and others who are now active. City Hall should facilitate the process for these groups to reconcile their missions and forge bonds to unleash their collective strength. This independent action organization will work closely to extend official efforts and resources as an informed voice in design and planning as well as taking on its own projects and programming to animate the Downtown.

Downtown Brampton Artist Aerial View Looking South.

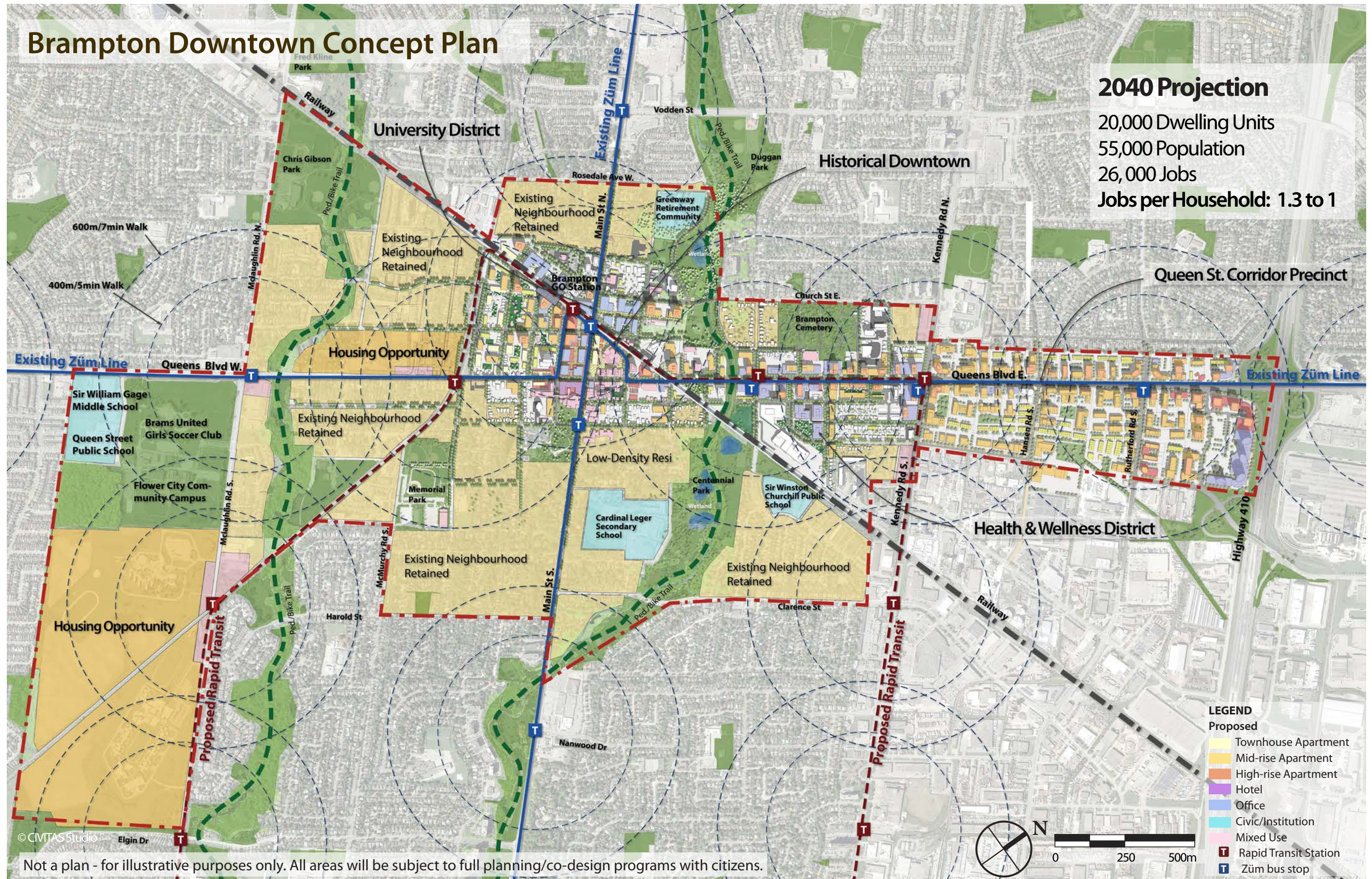


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Brampton Downtown Concept Plan

2040 Projection
 20,000 Dwelling Units
 55,000 Population
 26,000 Jobs
 Jobs per Household: 1.3 to 1

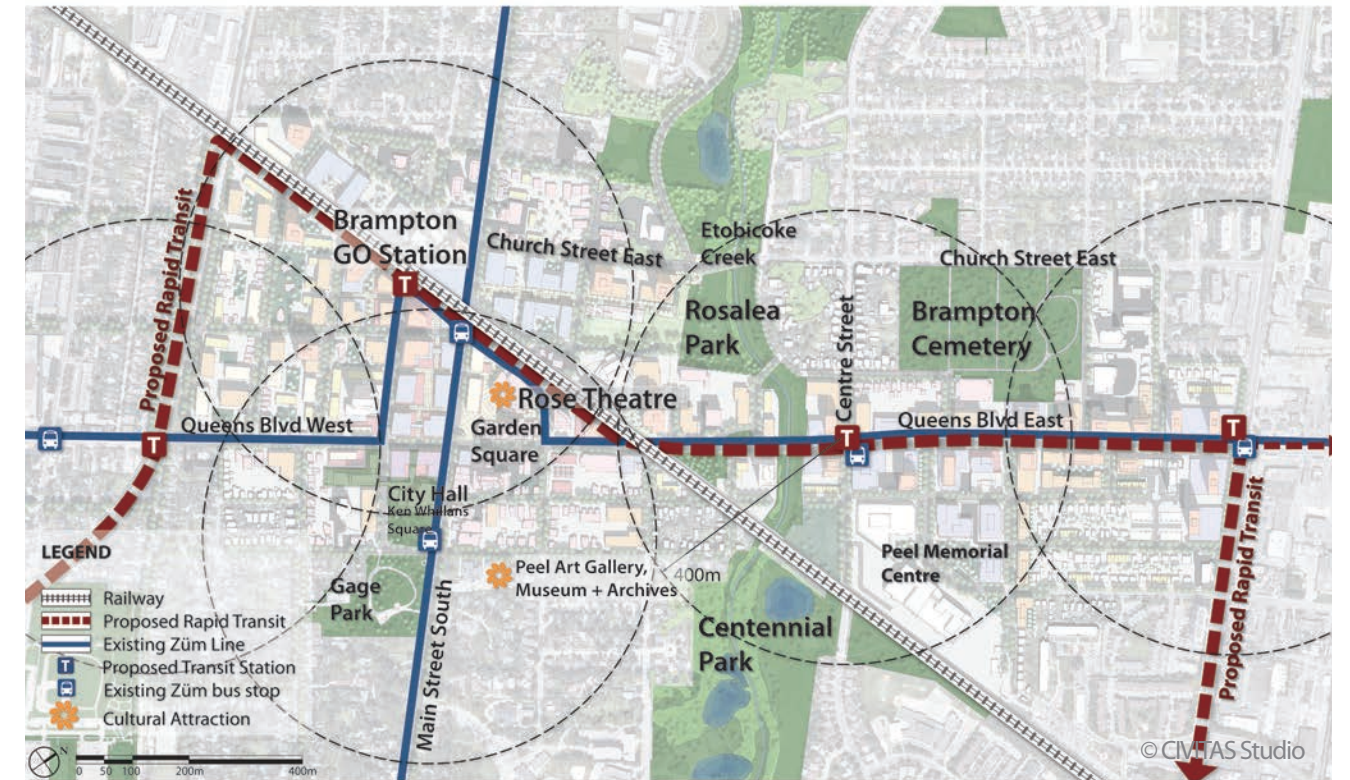


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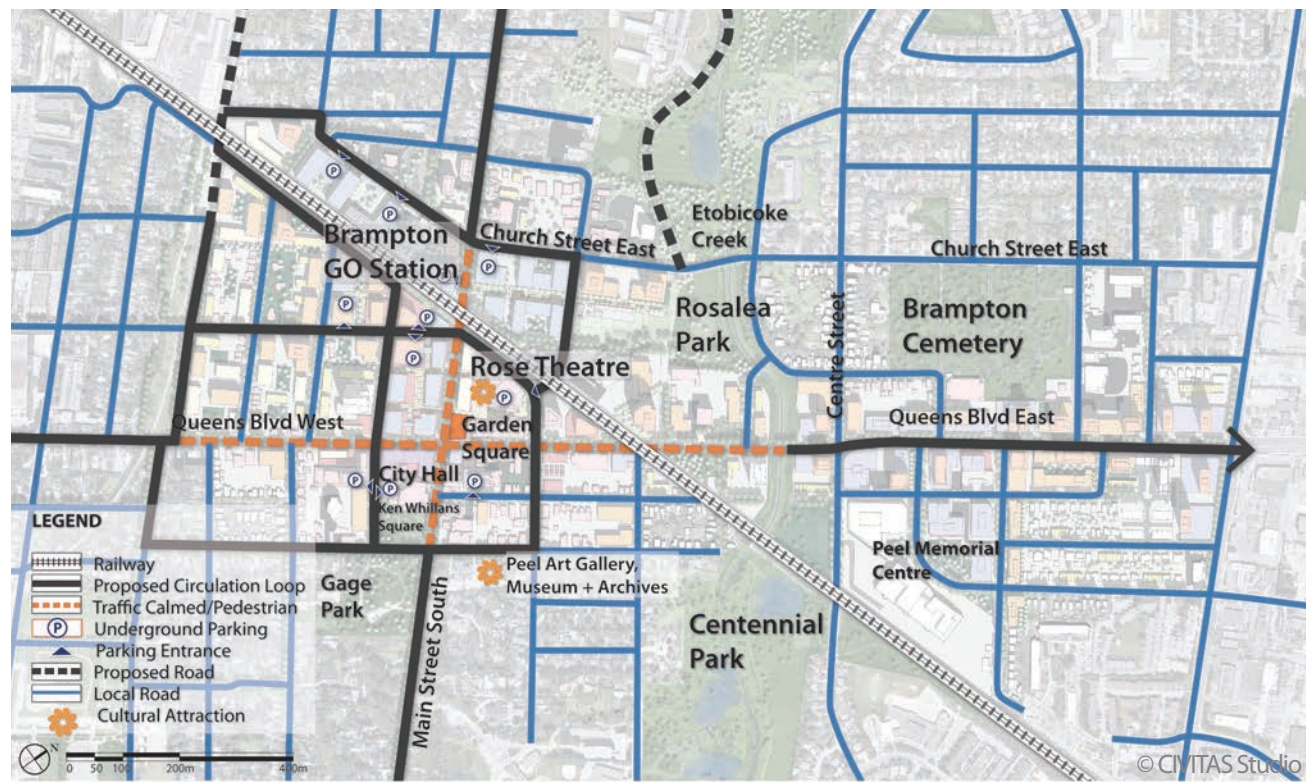
Brampton Downtown Explanatory Diagrams



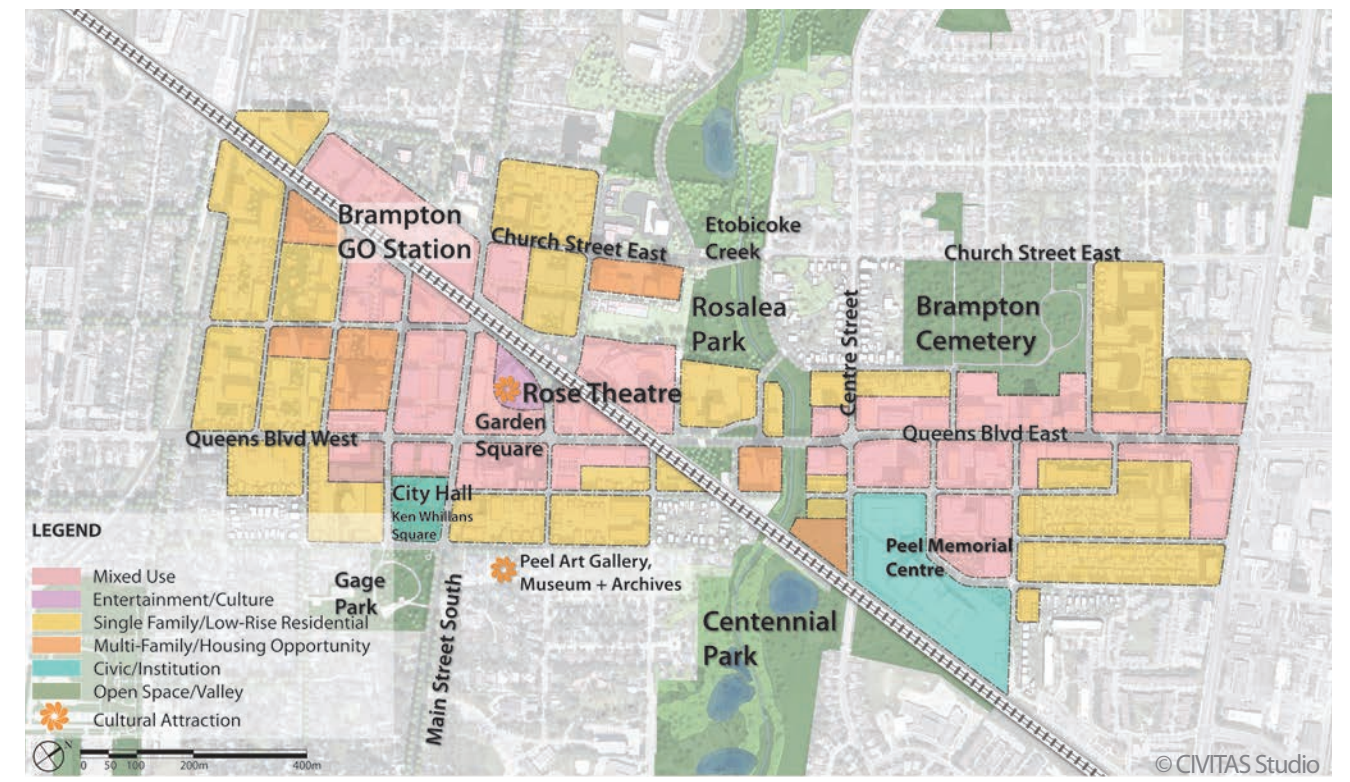
Brampton Downtown - Open Space & Greenways Network



Brampton Downtown - Transit Network



Brampton Downtown - Streets Network



Brampton Downtown - Land Use

Not plans - for illustrative purposes only. All areas will be subject to full planning/co-design programs with citizens.

Detail of Downtown Historic District



University North Precinct

- Administration
- Classrooms
- Innovation Hub

University Arts Precinct

- Studio Space
- Galleries
- Housing

West Precinct

- Residential Infill: High Rise, Mid-Rise & Townhouse.
- New pocket-parks & Greenways

University East Precinct

- Classrooms
- Student Housing
- Residential

Health & Wellness Precinct

- Healthcare Services
- Office/Research
- Retail
- Housing

Downtown Central

- Infill & Strategic Mixed-Use Redevelopment: Retail at grade, Office/Education above
- Grocery/Pharmacy
- Retail Laneways
- Preserved historic buildings/facades
- Main Street retail enhancement strategies

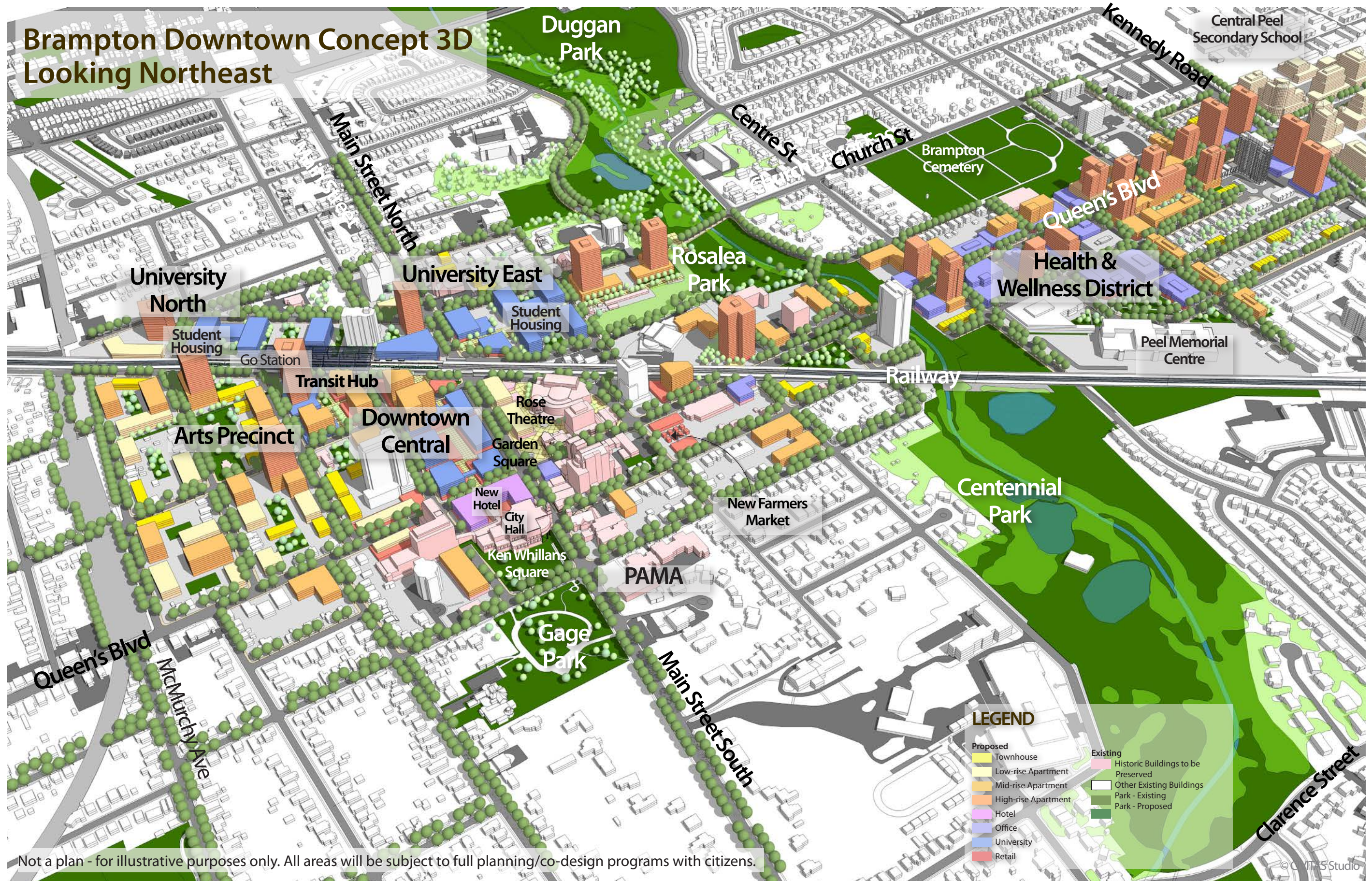
LEGEND

- | | |
|---------------------|---|
| Proposed Townhouse | Cultural Attractions |
| Low-rise Apartment | Proposed Transit Station |
| Mid-rise Apartment | Existing Züm bus stop |
| High-rise Apartment | Existing Historic Buildings to be Preserved |
| Hotel | Other Existing Buildings |
| Office | Park - Existing |
| University | Park - Proposed |
| Retail | |

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Brampton Downtown Concept 3D Looking Northeast



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LEGEND	
Proposed	Existing
Yellow: Townhouse	Pink: Historic Buildings to be Preserved
Light Yellow: Low-rise Apartment	White: Other Existing Buildings
Orange: Mid-rise Apartment	Light Green: Park - Existing
Dark Orange: High-rise Apartment	Dark Green: Park - Proposed
Purple: Hotel	
Blue: Office	
Light Blue: University	
Red: Retail	

Take this idea and run with it – test it, transform it, make it happen...

Action #2-3

Town Centres

Consolidate a local-oriented work/live business magnet in each of five sectors of the city to bring suitable jobs and leisure offerings closer to home.

Not all businesses are the pacesetters. Many companies and institutions, offering typical business functions and administrative support, keep the economy moving and offer great jobs. The more these companies choose Brampton the better – but they will only come if Brampton offers something better than other places.

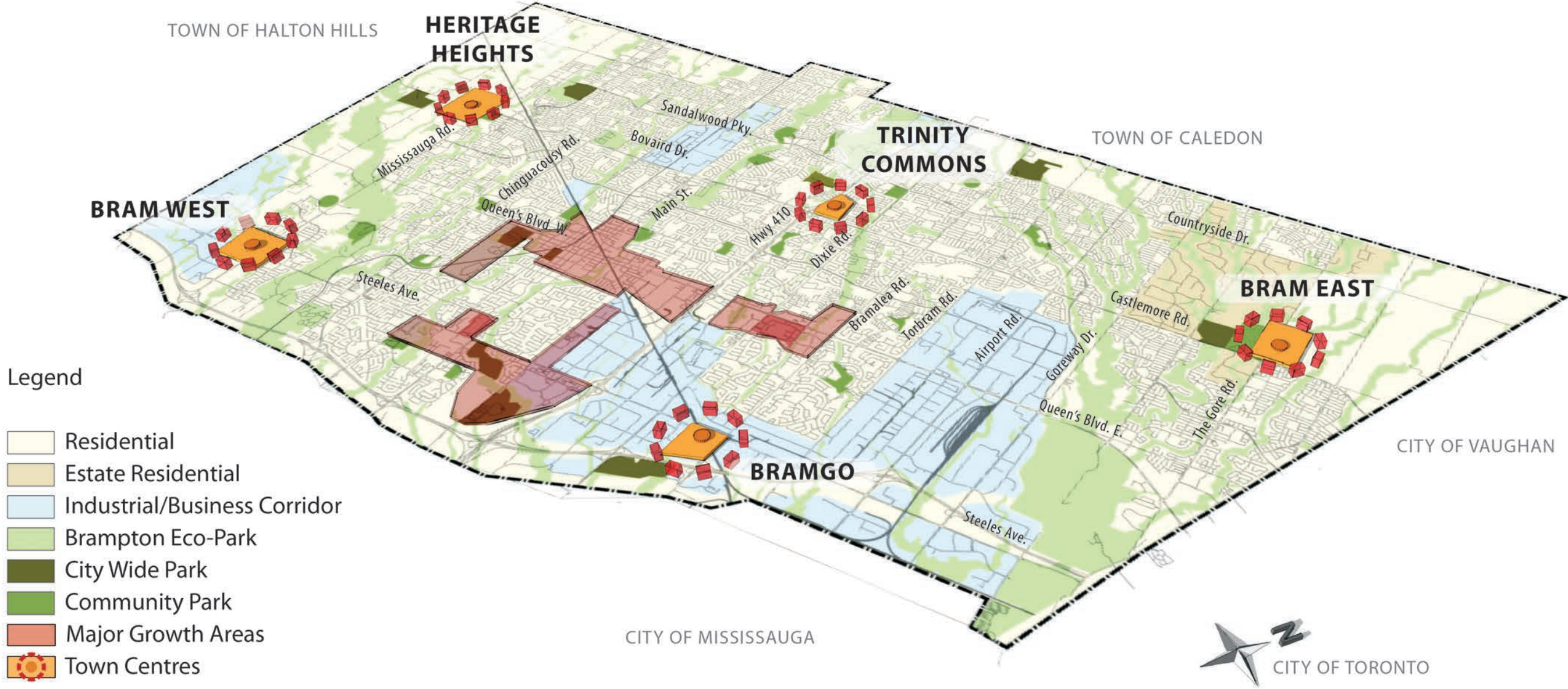
Complete, full-service, mixed-use, diverse Town Centres with lots of work space and nearby multiple-family housing options, but also leveraging the benefits of a suburban identity, will give Brampton the competitive edge it is now missing. These places will also serve the neighbourhoods around them. *The visionary sketch on the following page tells the story.* Five new Town Centres will form a constellation, arrayed around central Brampton. In the northeast is Bram East ready to expand out from its state-of-the-art community centre. In the north-central is Trinity Commons waiting to be re-imagined. In the northwest, a new development node in Heritage Heights will host a third Brampton hospital. The two southerly Town Centres will come later. In the southeast, the Bramalea GO Town Centre will ultimately evolve on developable lands owned by Metrolinx. In the southwest Bram West will enjoy synergies from further south.

To incorporate all the requirements, before development starts, each Town Centre must have a specific master land-use plan, public realm design and associated private building design guidelines. Each Town Centre will have a complete profile of commerce and mixed housing, a retail centre, good local and regional transit connections, and a tailored street system for good internal circulation, especially for walking and cycling. But, each Town Centre will specialize and leverage its unique features and location and build new landmarks and character to differentiate itself. This will be a major opportunity to showcase the multicultural richness of Brampton. Competition among these Town Centres will be significant and that will drive the ingenuity of each to better appeal to consumers. These Town Centres will support modern business and institutions because of advanced civic infrastructure, amenities, broadband communications capacity, and ‘smart city’ civic monitoring technology.

To be catalytic, the following will be essential in realizing five new community anchors.

- **Town Centres Management Group:** This civic team will do ongoing work with local businesses, landowners and residents through specially enabled design and development approval processes, advised by local interests. This team will work in collaboration with the civic Economic Development and Planning Departments and will liaise with the Region to reconcile plans and policies.
- **Special districts design studio (Town Centres assignment):** This civic design studio with urban design, architectural, landscape architecture and heritage expertise will be the design lead and manage the co-design process with developers.
- **Town Centre Business Development Collaboratives:** Each Town Centre must be facilitated and marketed by a local Business Development Collaborative composed of local business and retail interests. Their job will be to actively entice and support preferred companies and job types and coordinate ongoing communications and public relations. This Collaborative will work with the Economic Development Department of the City as well as the Institute for Brampton Enterprise.
- **Town Centre Community Advisory Panels:** Each Town Centre must enjoy support and advice of local citizens and other interested parties through its own community organization. These panels can tap community-based non-profits, faith-based groups, and prominent local citizens.

Brampton Town Centres



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Action #2-4

Ancillary Centres

Add a centre of supportive mixed uses in each logistics/ industrial district for nearby access of workers and businesses.

For the foreseeable future, Brampton will host extensive districts of warehousing and logistics functions and industrial activity. While the density of jobs in these districts is lower than in the city's various centres, the overall workforce is significant, it is central to the economy, and it is locally anchored. Although these districts are not expected to grow, they will diversify and update with new technologies and retail formats so they will remain important to the local tax base.

Many of these districts are geographically extensive, single-use and short of any outlets of support that would reinforce businesses and enhance the day-to-day work experience of employees. Adding Ancillary Centres in deficient districts would provide appreciated break offerings and access to personal services for the work force. It will also offer the potential for delivery of synergistic civic and regional services and maybe even special transit links. It would lower the dependence on cars. Probabilities for walking and cycling, at least for some local trips, will improve.

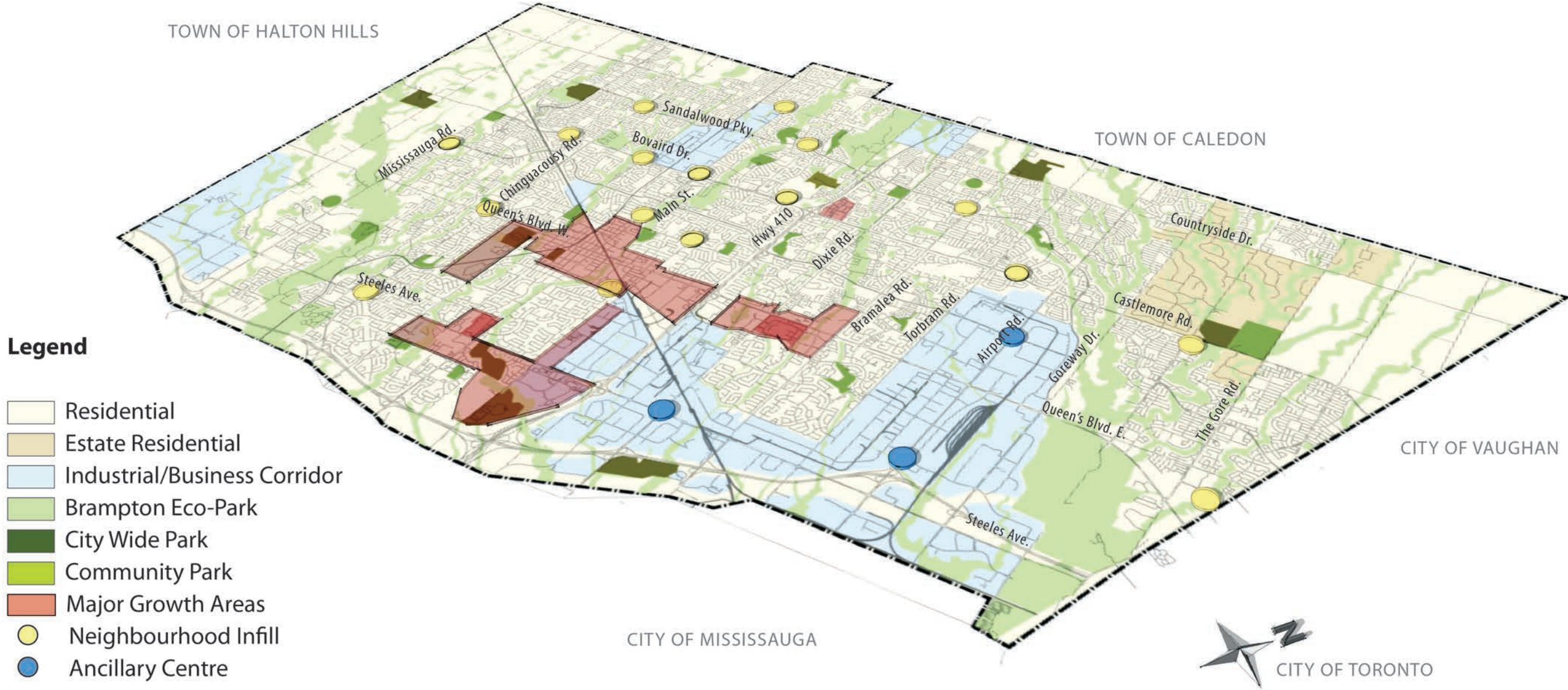
To move forward with these centres, a civic planning and economic development program is needed – let's call it the "Ancillary Centres Audit Program". This will offer a systematic audit, district by district, to determine needs and local support, and potential sites to add Ancillary Centres that do not displace industry or anchor new strip malls. In each case, where potential is good, a business case will be developed, local business supporters, funders and vendors will be found, a design will be crafted that favours walking, and civic approvals will be expedited. Implementation will be completely private sector-driven and self-funded as profit ventures. The audit program will also explore with companies and Züm Transit the potential for custom transit services and share-travel arrangements for local workers. In addition, the program should be friendly to other uses that might wish to cluster in an industrial setting, such as artists, tech start-ups, and new industries.

To be catalytic, the following will be essential in realizing these anchoring industry-support sites.

- **Ancillary Centres Audit Team:** This civic team will do ongoing work with local landowners, industrial concerns and service vendors through specially enabled design and development approval processes with a co-design focus.
- **Ancillary Centres Business Liaison Advisory Group:** To assist the civic team to understand the different situations and facilitate contacts, an advisory group of interested industrial leaders will be formed to assist and support.



Brampton Ancillary Centres



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Action #2-5

Institute for Brampton Enterprise

Found a public-private economic development facilitator to position Brampton as a preferred regional business and jobs hub and shift to 60% of residents' jobs at home.

Even with strong business centres as magnets, one further vital factor is still needed – aggressive outreach. Preferred companies and institutions must be deliberately courted in a joint venture involving City Hall, local business interests and educational institutions. City Hall has a strong Economic Development Department and very aggressive outreach initiatives targeting key sectors. Every city must have this City Hall base for both action and to monitor progress. The City will soon adopt a new *Economic Development Master Plan* that will position it even better than in the past to do its part. Private leadership from the Brampton corporate community is equally important – companies live within the business culture, speak the language of other companies, and often sense an associated company's move before others. The Institute for Brampton Enterprise will convene private forces to build the local base of jobs and enterprise in support of the ongoing City Hall efforts.

The overarching mandate of the Institute for Brampton Enterprise over the next decade is to shift the outside/local jobs ratio in Brampton from 60/40 to at least 40/60 and to diversify the business and jobs profiles of the city.

The Institute for Brampton Enterprise will have the following key responsibilities: systematically identifying, targeting and reaching out to sectors and leads; facilitating sector clustering and synergies; earmarking preferred business sites; offering a package for relocation; coordinating all other business outreach; and matching job needs with local skills development through educational and training institutions. Specific assignments would include: pressing for tax changes for regional parity; founding and hosting innovation labs for 'new economy' ventures; building entrepreneurial culture and skills among Brampton youth; offering a development support program for up-and-coming companies; and, undertaking international outreach through the diverse cultural communities in Brampton. Of course, this will all be undertaken in partnership with civic forces, especially the Brampton Entrepreneur Centre which has made a good start on support for young business talent and initiatives. Partnerships, interlocking directorships, a joint agenda and coordinated outreach of the Institute with the governing organizations for Uptown, Downtown, and the Town Centres are also vital. Linking public and private resources will build capacity exponentially. Further reinforcing this will be an active coalition of the community action organizations for these key centres. Including leadership from Brampton's educational institutions will bring the outreach force to full power for maximum job creation and targeting of the optimal jobs profile. Once the

Institute is geared up, City Hall must be ready with an approval system to match the agility and speed of corporate relocation processes. City Hall cannot become a bottleneck. Enterprise priority areas – often called "enterprise zones" may be identified in order to strategically apply the fast-track system. The City's Economic Development Department has piloted staff facilitators for large proposals offering one-on-one assistance and customized guidance through the civic approval process. Now this must be expanded and targeted to the corporate sectors to be specifically drawn to Brampton as a showcase service.

To be catalytic, the following will be essential in realizing this new Institute and its mandate.

- **Task Force of Brampton Leaders to Found the Institute:** Influential corporate and civic leaders in Brampton, assembled with the help of the Brampton Board of Trade, must come together to found the Institute of Brampton Enterprise, a joint venture from the outset.
- **Business Location Facilitation Group:** This team of experienced facilitators, embedded within the civic organization and respected within the community, will offer a fast-track program, which moves pivotal approvals forward while consistently reflecting established public policy through specially enabled design and development approval processes with a co-design focus. Facilitated fast-tracking has been successfully piloted by the civic Economic Development Department. This will also focus civic attention for job creation as a priority.

Vision 3: Neighbourhoods

In 2040, Brampton will be a mosaic of characterful and complete neighbourhoods.

Many people say neighbourhoods are the best part of Brampton. They want to reinforce them. They also want the latest ideas for neighbourhood living to be brought to Brampton, not only for livability but also for health, social, and economic support. A civic objective is to bring advanced sustainability to each neighbourhood, both new and old. The quality of neighbourhoods affects the city's image, competitiveness, and the level of satisfaction of its citizens.

The condition of existing neighbourhoods in Brampton varies widely. Often, these districts are not places with all the components included to live, work, learn and play. Some do not have the basic package of neighbourhood anchors – grocery, pharmacy, and day-to-day services. Most are missing what people call the 'fun factor' with appealing places and destinations. Some have social and crime challenges. Like all Canadian cities, the evolution of neighbourhoods in Brampton has been an organic history, including whatever features were current at the time each was built. Some have been kept up while others have lagged behind. Many have changed their resident population groups over time, with more multiculturalism and a different demographic, and their physical form does not fit their current residents' needs or preferred image. The City has a regular neighbourhood planning framework with a hierarchy of plans, processes, and supportive policies. It has tried hard over the years to deal with deficiencies that became problems, particularly investing in new community centre facilities. But other trends have worked against the best civic efforts like the spread of strip malls and big box retail, the chains pushing out independent merchants, public facilities becoming outdated, social and safety supports falling behind, intrusions from the growing road system, and loss of trees. It has become increasingly evident that often the neighbourhood structure does not support active and healthy living as we now define it.

For new neighbourhoods in greenfield areas, there is no clear format for what the City wants these places to be and look like. There is not a holistic urban structure in place to ensure that all the kinds of land uses and centres that will be needed will be included. This means that vital green and ecological features, along with historic features, are at risk. The extension of urban and natural patterns for the knitting together of existing and new development is not tied down. Then, when neighbourhoods are proposed, there is no established way to plan and co-design with community developers.

Brampton will be more fulfilling for its people and resilient against future eventualities by reinforcing its structure of neighbourhoods and facilitating widespread neighbourhood improvements. This needs to be an active civic endeavour for the best standards and image. How

neighbourhoods are designed has a profound impact on how people live, relate to one another, coexist with nature and support their families. It has profound physical and mental health impacts. It has a lot to do with general life attitudes as well as personal satisfaction. Neighbourhoods must meet current leading principles for livability, sustainability and economic development. There must also be a strong commitment to equity in Brampton among all its diversity of neighbourhoods, whether they are older and settled or recent and just coming together.



Take this idea and run with it – test it, transform it, make it happen...

Action #3-1 Complete Neighbourhood Audit

Systematically update
and revitalize existing
neighbourhoods to ensure
full provisions for comfortable,
sustainable living.

Regardless of the historic reasons that an existing neighbourhood is not complete or is out of sync with its current population, it is a top public interest to improve it to a current level of expectations. A “complete community audit” can achieve this with the overarching goal to evolve all Brampton neighbourhoods into fulsome, seamless, consolidated and appealing places. Infill and diversification will foster prudent land management as well as fill local gaps.

The traditional boundaries of Brampton neighbourhoods will set the framework with audits undertaken in several neighbourhoods at a time according to priorities set by City Hall with citizens’ input. Each audit will be completed by a committee of local residents and business people working closely with a City Hall team.

A standard evaluation framework will cover areas typically of concern, including: civic services, schools, and amenity standards; basic commercial services; housing and employment diversity; distance parameters for walkable scale; availability of transit; traffic management; social, health, fitness, safety and security supports; addition of the ‘social hubs’ described elsewhere; and, typical options to resolve deficiencies. Civic policy concerns will also be added, such as transit-oriented development, compatible mixed-income and special-purpose housing opportunities, mixed-use and intensification parameters, emergency services, and new streets and active transportation standards. A typical civic interest will be business retention and expansion of viable local businesses. An interesting inquiry in each neighbourhood will be the various forms and components of individual homes – such as retrofit of large houses, secondary suites, extended-family homes, ‘mingles’ share-houses, rear-yard cottages, and live-work units.

A special focus of the audit will build on a sustainability evaluation framework already piloted in Brampton called the Sustainable Neighbourhood Retrofit Action Plan (called SNAP). This will introduce serious consideration in every area to innovations such as LED street lighting, vehicle charging stations, community-based and alternative energy options, and considerations for resilience related to climate change and more immediate emergencies. Current interest in allotment gardening, local food production and fresh food will be explored. The Institute for Sustainable Brampton will be a guiding source of information and new practices.

Then, a distinctive evaluation inquiry will ensure the neighbourhood is shaped in the image of the particular resident population. This will identify people’s unique needs and preferences, what they

wish to protect, and problems, weaknesses, and deficiencies. This would include: multiculturally differentiated needs and character; demographic-based needs; and valued or hoped for gathering places. Support and build-up of key assets will be determined in order to reinforce community enjoyment, loyalty, and belonging, as well as to draw new businesses and jobs. For this, of particular interest will be such ingredients as arts and culture, restaurants and clubs, and other leisure arrangements. From each neighbourhood audit, a neighbourhood improvement action plan will be adopted for implementation through the normal civic budgets and processes. **The visionary sketch on the following page shows what might be added in one neighbourhood used as an example.** To energize resident interest and participation, City Hall will make available a small community improvement grant for residents to apply to immediate, small-scaled improvements.

To be catalytic, the following will be essential in realizing existing neighbourhood consolidation and health.

- **Neighbourhood Audit Teams:** One or several civic teams, according to the speed with which the audits are to be completed, will undertake each audit program, working with local citizens’ committees. Each audit will take about six months and several can be underway at one time.
- **Neighbourhoods Design Studio (Audit Side):** The several civic neighbourhood audit teams will work from a common City Hall studio, along with the Greenfield Neighbourhood Design Team, with sharing of urban design, architectural, and landscape architecture expertise.
- **Neighbourhood Audit Committees:** Each audit will work with citizens’ working committees of local residents and business owners, who will remain active after plans are adopted to monitor implementation, undertake self-help projects and advocate for community investment for their particular neighbourhood. A ‘how to’ manual will be produced for neighbourhood self-help projects using volunteer forces, fund raising and crowd-sourcing, with community organization and management.

Complete Neighbourhood Concept

2040 Projection

600 Existing + 700 Infill units = 1,300 units
 3,500 Population
 1,000 Jobs
 Jobs per Household: 0.75 to 1

Heart Lake Neighbourhood Centre

- Neighbourhood Retail
- Grocery Store
- Town Plaza
- Cinema/Community
- Senior Housing
- Live-work Opportunities
- Transit Station

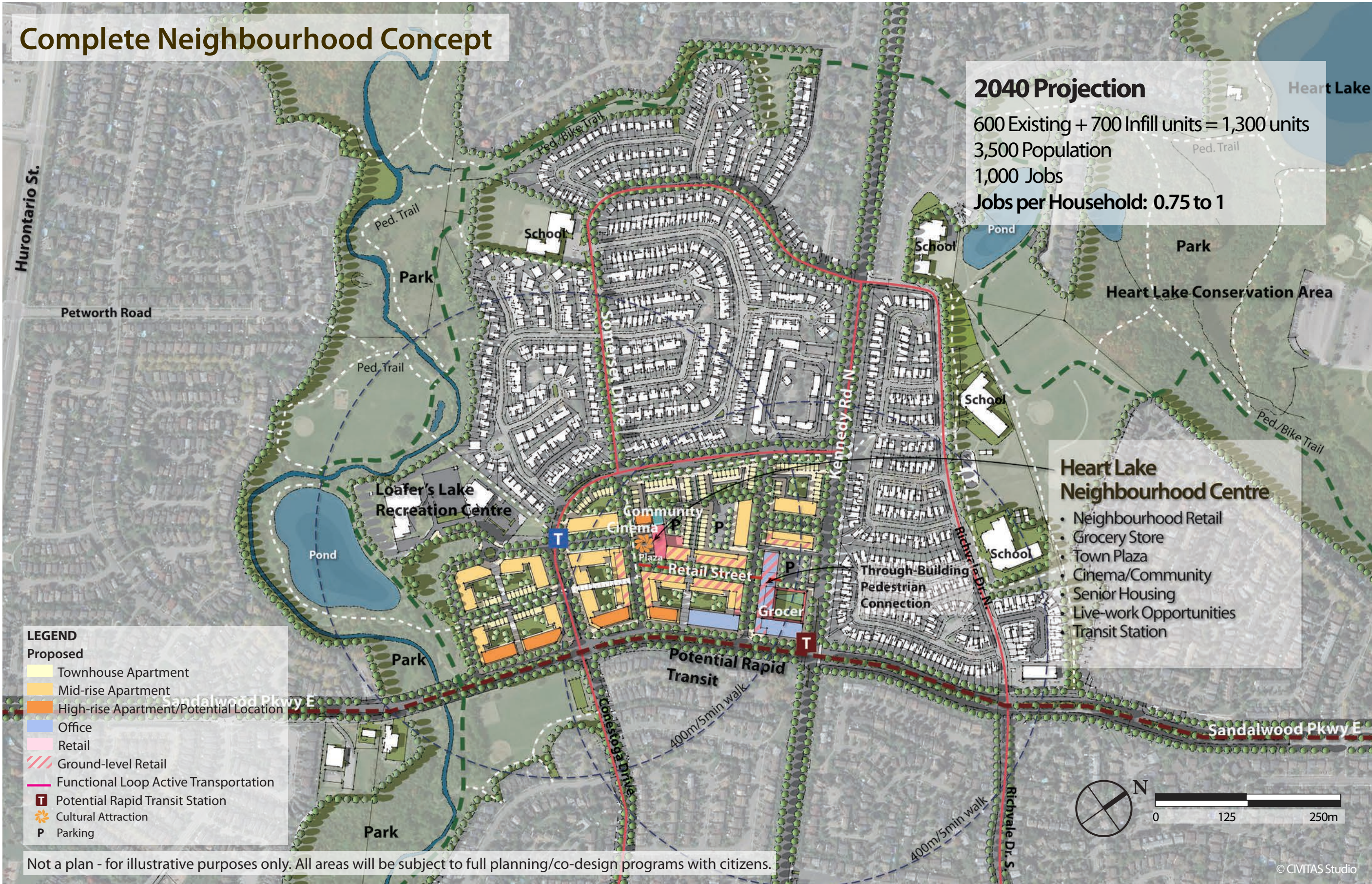
LEGEND

Proposed

- Townhouse Apartment
- Mid-rise Apartment
- High-rise Apartment/Potential Location
- Office
- Retail
- ▨ Ground-level Retail
- Functional Loop Active Transportation
- Ⓣ Potential Rapid Transit Station
- ☀ Cultural Attraction
- P Parking

Not a plan - for illustrative purposes only. All areas will be subject to full planning/co-design programs with citizens.

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Action #3-2

Greenfield Neighbourhood Co-design Service

Collaboratively create new neighbourhoods on greenfield lands as models of comfortable, sustainable living.

Allowing *ad hoc* new neighbourhood development on the few remaining greenfield lands in Brampton will squander a major opportunity to secure complete new communities that meet people's modern needs and desires and use these developments to enhance Brampton's image and brand. A comprehensive "Greenfield Neighbourhood Co-design Service" will stay ahead of development interests and timing. ***The visionary sketch on the following page is indicative of possibilities.***

This will start with overall structure planning over the entire greenfield expanse to ensure that the logical hierarchy and broad urban and regional patterns and networks are accommodated, that a sustainable, walkable scale of neighbourhoods is pre-determined, and that ecological systems, particularly related to water, stay intact.

To set a platform for specific neighbourhood design, a "greenfield neighbourhood template" will illustrate civic expectations. Fortunately, City Hall already has a creative process now underway to develop such a template. This template will: illustrate how a typical neighbourhood is expected to be laid out; what it will include in terms of use mix, housing types, central retail services, building formats, a hierarchy of parks and open spaces, streets for driving, walking and cycling, net-zero environmental requirements and sustainable density targets; local transit access; what the standards need to be for schools and all types of community facilities; what employment provisions will be expected; and what placemaking principles will apply to provide a 'community feel' and local 'fun factor'. Diversity of housing will be especially important. The City's 'Sustainable Community Development Guidelines' will be a required starting point for the comprehensive greenfield neighbourhood template to ensure that advanced sustainability is at the forefront of the creative process.

Then, each neighbourhood needs its own tailored design. Working from the neighbourhood template, co-design with developers will determine the master design scheme by designing in the unique character features and developer innovations as well as working around local liabilities.

Well-designed new neighbourhoods will not only make the city proud but they will offer consumers a competitive choice that is the best available in any suburb.

To be catalytic, the following will be essential in bringing out the best in new greenfield neighbourhoods.

- **Greenfield Neighbourhood Design Team:** This civic team, with full public engagement tailored to each situation, will complete and update the initial design work and then lead the co-design service with each neighbourhood comprehensive developer, including full pre-application guidance and design-focused application review. Early schemes will be used as demonstration projects to test the new neighbourhood template and development standards.
- **Neighbourhoods Design Studio (Greenfield Side):** The greenfield neighbourhood urban design team, along with the existing neighbourhood audit teams, will work from a common City Hall studio, with sharing of urban design, architectural, and landscape architecture expertise.

Greenfield Neighbourhood Concept

2040 Projection

- 4,800 Dwelling Units
- 17,000 Population
- 2,600 Jobs
- Jobs per Household: 0.5 to 1

Greenfield neighbourhood study area

Low-Medium Residential Precinct

- 20 units/ha target
- 2,500 units, 7,500 population
- Predominantly Single Family with Townhouse and Apartment mix.
- Parks within a 3 minute walk.

Mixed Use Centre

- 200 Jobs+Population per Ha (Transit Sustainable)
- 15-20,000 sqm Retail
- High Street Retail linking Zum Station and Town Park
- Grocery, Convenience, Restaurants & Cafes
- Office/Employment
- Low-Rise Apartments
- 1,800 homes, 5,000 pop within 8 min of Zum

Transit Oriented Precinct

- 200 Jobs+Population per Ha (Transit Sustainable)
- 1,800 units, 5,200 population within 8 min of Zum
- Low-rise Apartments & Townhouses

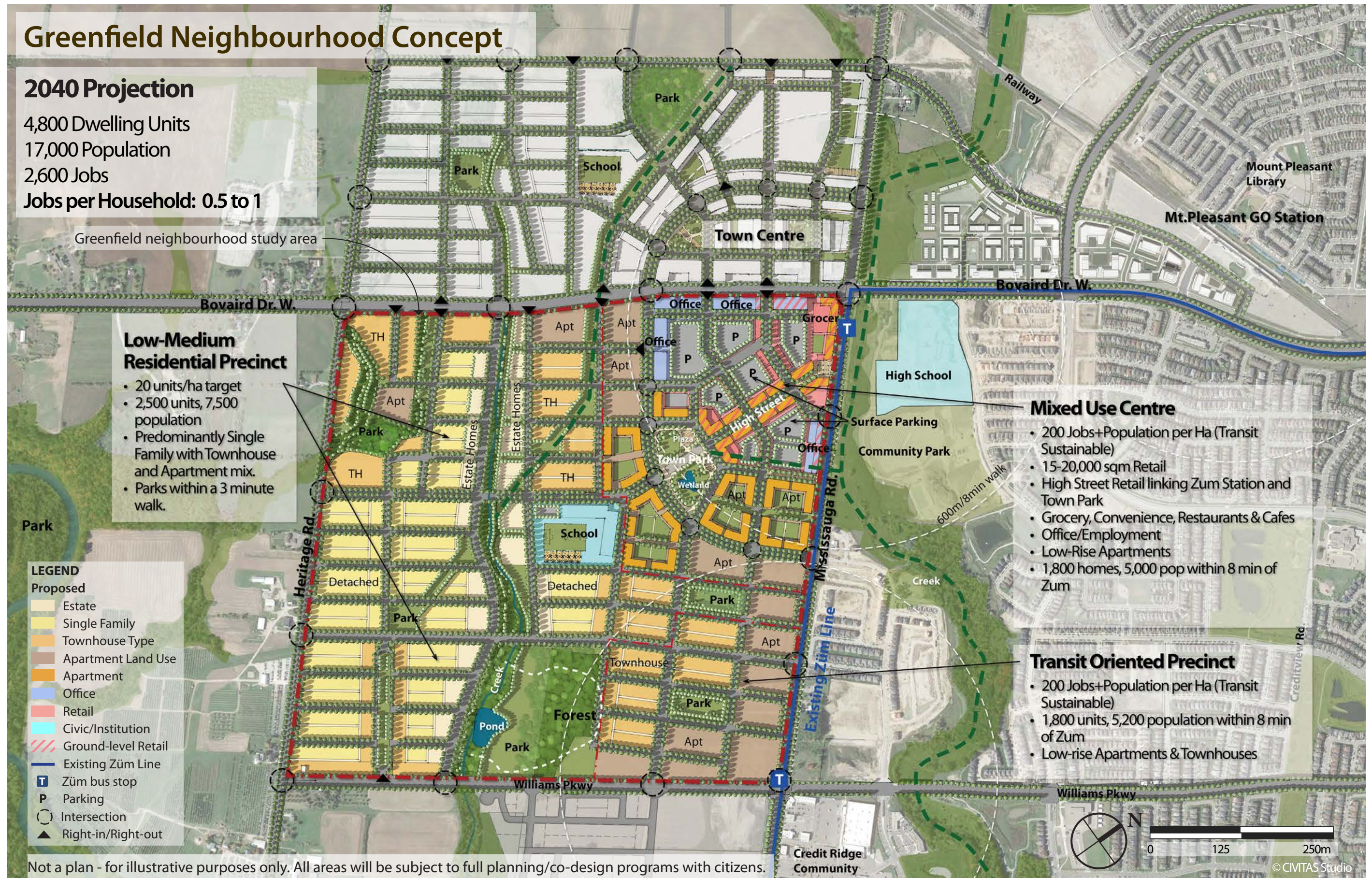
LEGEND
Proposed

- Estate
- Single Family
- Townhouse Type
- Apartment Land Use
- Apartment
- Office
- Retail
- Civic/Institution
- Ground-level Retail
- Existing Zum Line
- Zum bus stop
- Parking
- Intersection
- Right-in/Right-out

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Action #3-3

Bramalea

Update and revitalize Bramalea as a model of the next generation of comfortable, sustainable living.

In the mid-20th century, Bramalea was a model of contemporary community design as a self-sustaining satellite city – as part of the worldwide ‘new towns’ movement – and the community has stood the test of time. Now it is at the apex of the residential communities of Brampton, offering more diverse living options than elsewhere in the city. While it has never been a pre-eminent business centre, and therefore can hardly be designated as a true urban core, it has a component of jobs and its retail shopping mall is a strong destination. Its iconic stepping of building density and height, taken as a whole community, represents one of the most identifiable landmarks and memorable places in all of Brampton. It will always remain a part of the vital triangle of central Brampton along with Uptown and Downtown.

Everyone knows that the anchor shopping centre is now up for redevelopment and they see this as a great opportunity to set off a rethink of the whole community. They want the profile of Bramalea as an innovator to carry on – particularly for top environmental performance and livability.

A community co-designed rethink will showcase the most advanced ideas of modern living with stylish architecture and placemaking while also respecting the mid-century character and feel that is a unique regional landmark and brand. Three enhancement themes have been identified: greening of the area, reinforcing community, and sensitive redevelopment. Top performance on sustainable neighbourhood design, applying the SNAP framework, is a basic. ***The visionary sketch on the following page is evocative.***

This all starts with an innovative redevelopment scheme for the shopping centre site that reinforces its vital retail anchor but converts its surface parking lots into a fully realized heart for the whole community. Ideas include: infill with new residential and office towers; adding street-oriented retail; and having a vast green roof park over the main shopping centre.

A parallel master design will improve the whole Bramalea district from end to end. Extensive area greening and enhancements at Chinguacousy Park, along with a full sustainability retrofit are in order. Substantial upgrading of the existing Civic Centre as a community hub is crucial. Street and traffic improvements are vital.

Mixed-use, mixed-income housing with new residential and office towers along Queen Street is envisioned. Upgrading older towers

through resident-based audits (publish an audit kit), and block-by-block retrofit by infill of townhouses and corner shops at grade (do a model block retrofit design) are necessary.

To energize resident involvement, City Hall will make available a small grant for residents to apply to immediate, small-scaled improvements. This will be community co-design at its best.

To be catalytic, the following will be essential in retrofitting Bramalea.

- **Bramalea Neighbourhood Design Team:** : A civic urban design team will lead the Bramalea rethink, including the shopping centre co-design with Morguard, the owner of the complex. They will work closely with the residents’ committee.
- **Special districts design studio (Bramalea assignment):** The civic rethink team for Bramalea will work out of this City Hall design studio with urban design, architectural, landscape architecture and heritage expertise with responsibilities for all special districts.
- **Bramalea Owners and Residents Steering Committee:** For the Bramalea master design, a wide community engagement format is essential with an owners’ and residents’ steering committee and a strategy of ongoing outreach. The citizens’ committee will remain active after plans are adopted to monitor implementation, undertake self-help projects and advocate for community investment in Bramalea. A ‘how to’ manual will be produced for neighbourhood self-help projects using volunteer forces, fund raising and crowd-sourcing, and community organizing and management.

Bramalea Canal Street Artist Image



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Bramalea New Town Concept Plan

2040 Projection

18,000 Dwelling Units
 50,000 Population
 24,000 Jobs
 Jobs per Household: 1.3 to 1

Queen Street Corridor

- Mid/High-rise Residential
- Street Retail
- Rapid Transit Station

Hanover Public School

Proposed Rapid Transit

Donald M. Gordon Chinguacousy Park

Norton Place Park

Norton Park Neighbourhood

Knightsbridge Park Neighbourhood

The Canal District

- New Leisure, Entertainment Living District
- Feature Canal Walking with daylighted creek & Dining Zone
- High/Mid - Rise Pocket Residential Neighbourhoods

Central District

- Redeveloped Mall - Retail & Cafes
- Office / Employment
- High/Mid - Rise Residential
- Hotel
- Gym, Pool, Ice Rink
- Roof Garden

High Street District

- High Street Retail
- Library
- Performing Arts Centre
- Town Square
- High/Mid - Rise Residential

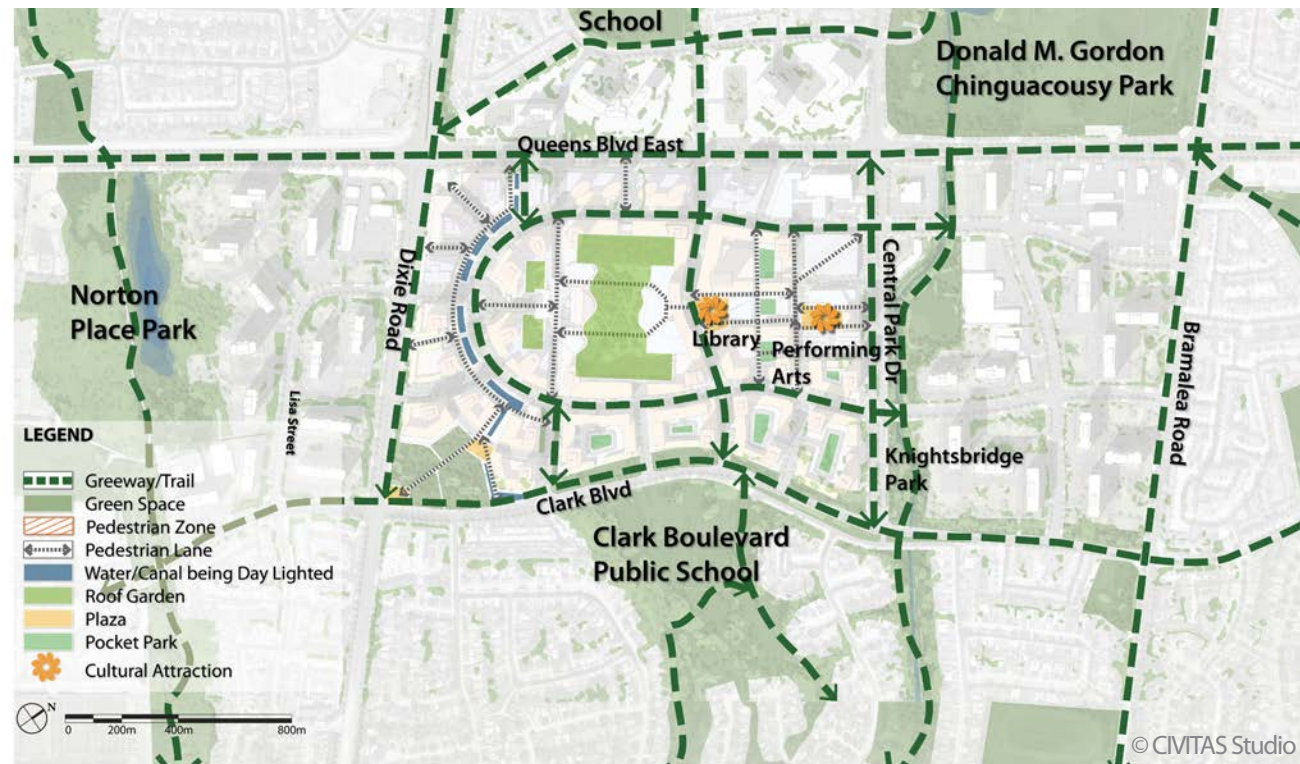
LEGEND
 Proposed

- Townhouse Apartment
- Mid-rise Apartment
- High-rise Apartment
- Hotel
- Office
- Civic
- Mixed Use
- Cultural Attraction
- Rapid Transit Station
- BRT Station

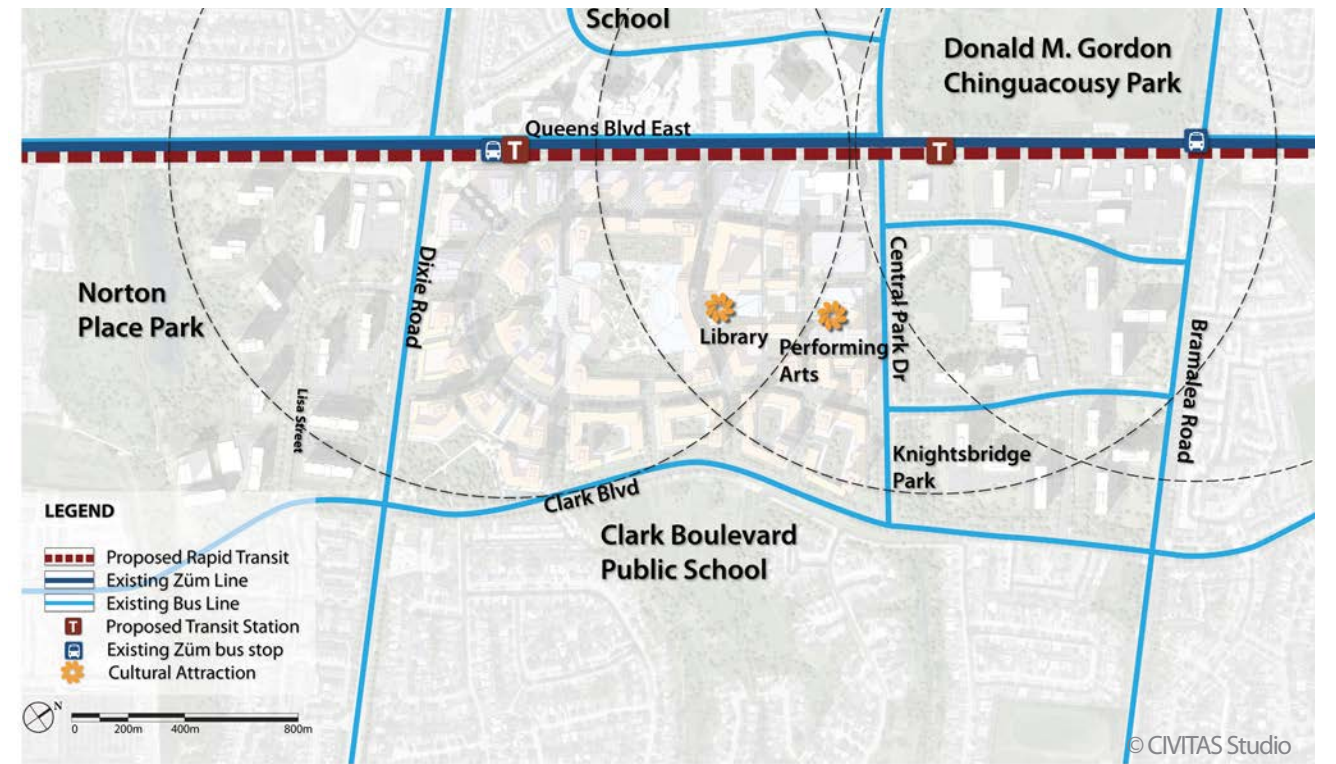
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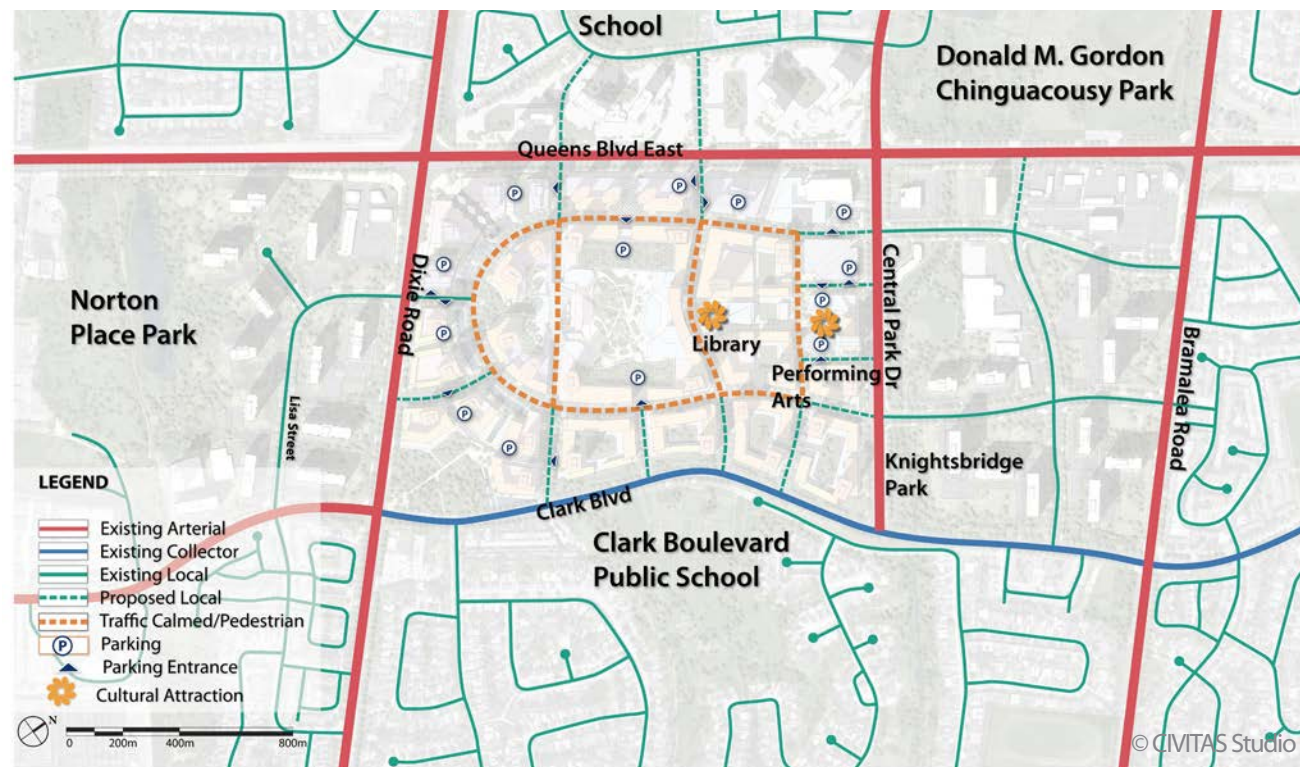
Bramalea New Town Explanatory Diagrams



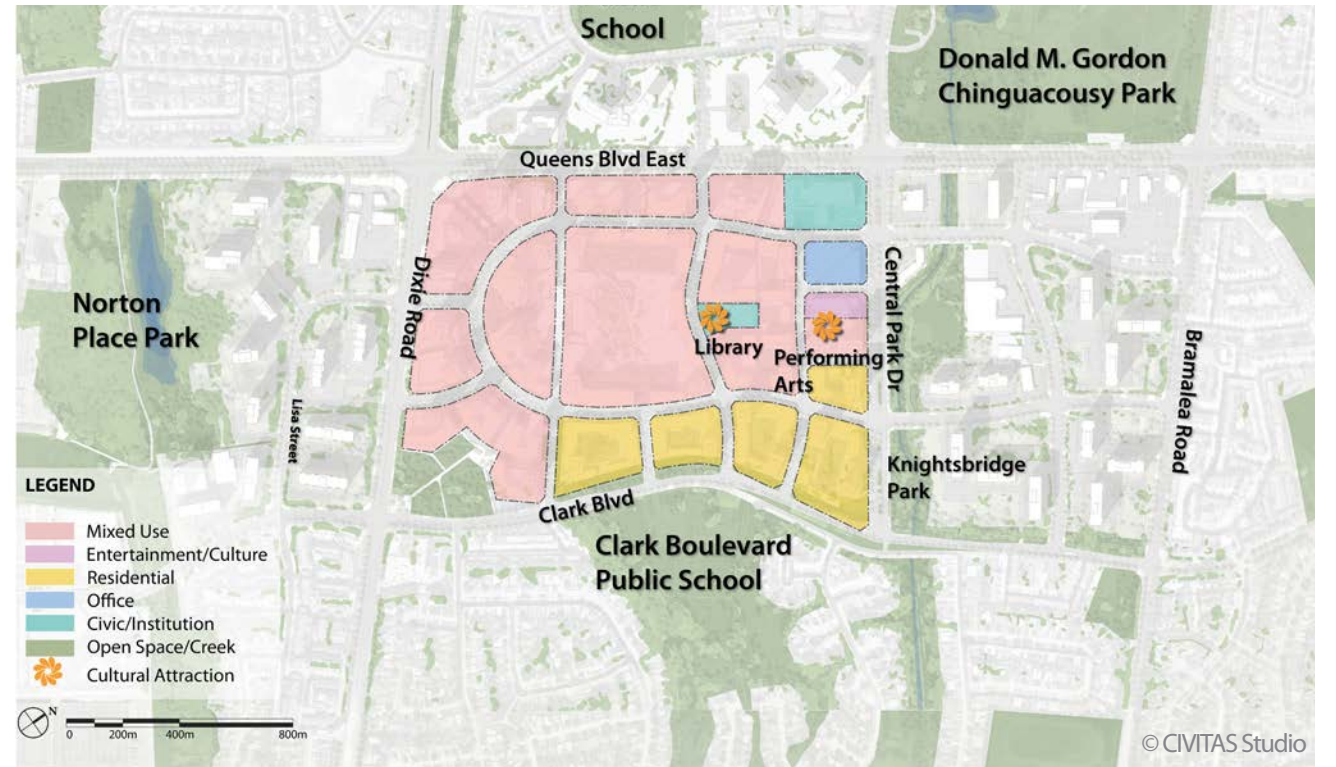
Bramalea New Town - Open Space & Greenways Network



Bramalea New Town - Transit Network



Bramalea New Town - Streets Network



Bramalea New Town - Land Use

All plans are conceptual only.

Not plans - for illustrative purposes only. All areas will be subject to full planning/co-design programs with citizens.

Bramalea New Town Concept 3D Looking Southwest



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Bramalea New Town Concept 3D looking Northeast



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Action #3-4

Queen's Boulevard

Establish the central Queen Street corridor as Brampton's grand urban boulevard, hosting full provisions for comfortable, sustainable living.

The strong westerly and easterly urban anchors for central Queen Street, Downtown and Bramalea, set up the best potential in Brampton to create its own grand boulevard and to host a 'boulevard lifestyle' where everything is immediately at hand. **The visionary sketch on the following page hints at possibilities.** Let's call this unique linear corridor neighbourhood, roughly west of the Highway 410 and east of Etobicoke Creek, the 'Queen's Boulevard'. City Hall has already developed a public realm scheme which will be further embellished. Several recent investments, such as the Peel Memorial Centre and a few other well-scaled new buildings, are moving the boulevard idea ahead.

The Queen's Boulevard will have several essential characteristics for hip modern living and working as well as being a fun destination.

Physically, it will be a tight corridor of higher density and scale with mixed uses and continuous commerce at grade. Buildings will all adhere closely to the street with a continuous streetwall and activities spilling out on ample sidewalks – cafes, shopping, and amenities – with several lines of large trees and special lighting. It will be a transit spine – an actual streetcar will be very iconic. Most people will walk because the sidewalk will be the happening place. It will have public art, expressive architecture and various special features to instill a stylish character. It will showcase the latest trends in green city-building as a pilot project of the Institute for Sustainable Brampton. Behind the front row of buildings, a second row of development, on the parallel streets, scaled to step down buildings from the central spine, could ultimately reinforce the corridor.

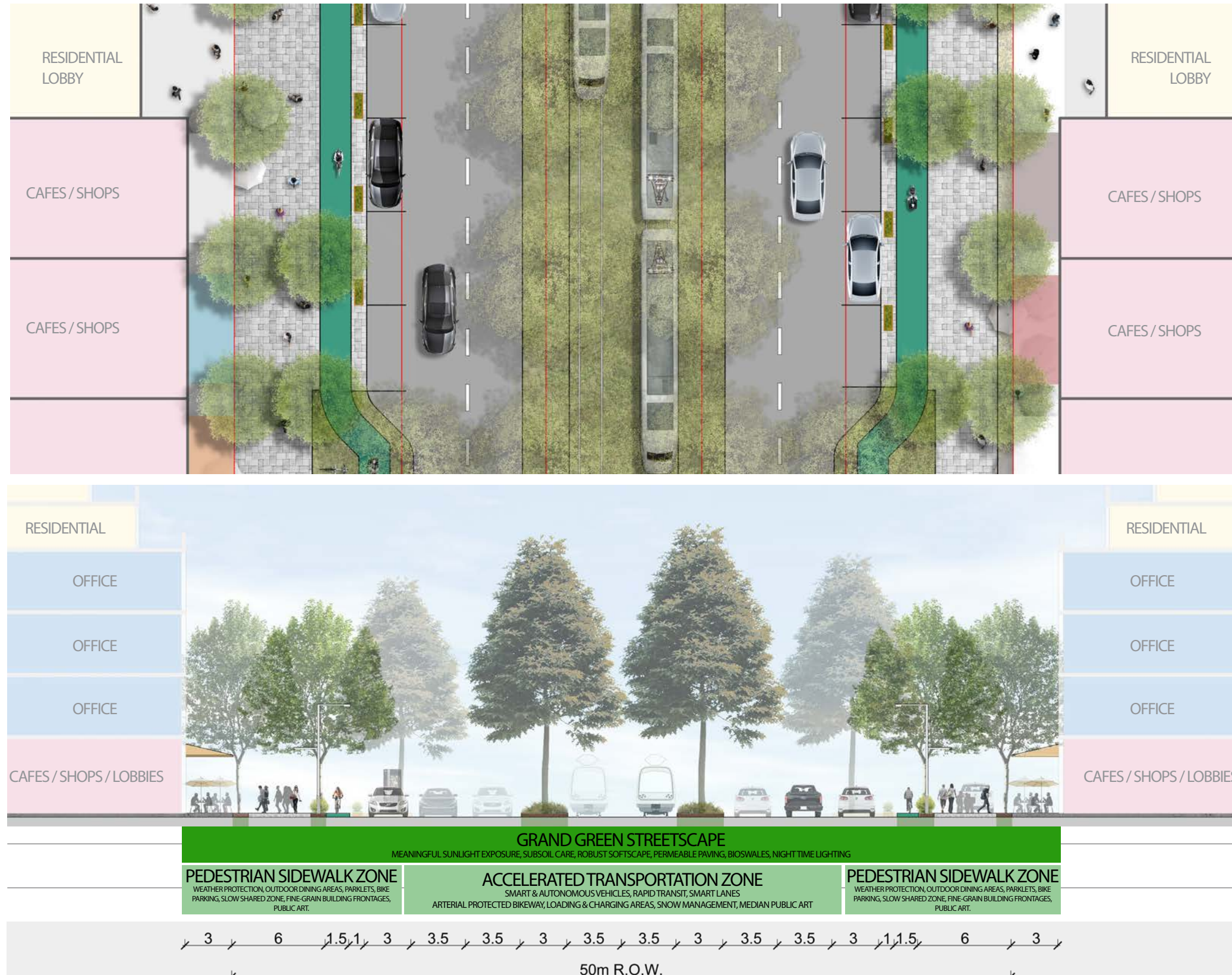
Experientially, the boulevard will be a fun spot – the place to be and to be seen. It will have a contrasting daytime and evening atmosphere. It will have a vibe. The boulevard lifestyle is about people living upstairs, working downstairs or close by, meeting and playing in the cafes, pubs and shops at the sidewalk, and directly accessing everything they need without leaving the boulevard. We will see artists and tech talent anchor here, with all that comes with them.

To energize developer and consumer interest and action along the Queen's Boulevard, City Hall will build out key components of the public realm design scheme to confirm the new image of the boulevard and set off creative thinking by everyone to make it an exemplary place. Then, strong outreach by local forces will pull in new builders, tenants and uses with an eye to the stylish touch.

To be catalytic, the following will be essential for the new Queen's Boulevard.

- **Bramalea Neighbourhood Design Team (Queen's Boulevard assignment):** The civic urban design team for Bramalea will take on the Queen's Boulevard assignment, working closely with the Queen's Boulevard Business Improvement Association and nearby residents. They will offer a transactive co-design and application review service to developers and lead direct urban design refinements of the boulevard.
- **Special Districts Design Studio (Queen's Boulevard assignment):** The civic team for Queen's Boulevard will work out of this City Hall design studio with urban design, architectural, and landscape architecture expertise with responsibilities for all special districts.
- **Queen's Boulevard Business Improvement Association:** A new Business Improvement Association will participate in design activities, gear up marketing, reach out to developers and companies, and offer support activities to build the image and brand of the boulevard and carry that forward over time.

The Queen's Boulevard - Plan & Section



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Queens Boulevard Artist View Looking East From Kennedy Road



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Vision 4: Transportation and Connectivity

In 2040, Brampton will be a mosaic of safe, integrated transportation choices and new modes, contributing to civic sustainability, and emphasizing walking, cycling, and transit.

Suburbs are unlike core cities in that transportation is dominated by private mobility – cars and trucks – and will be so for the foreseeable future. People want the convenience, comfort and identity of personal mobility and they expect a street system that supports it. As automated mobility becomes prevalent, efficient management of the road system will become even more vital.

However, people also say they want the versatile kind of travel opportunities that others enjoy and they are concerned about the obvious impacts of the car. They know that transportation patterns and consumer preferences contribute to the shape and arrangements within their community, with both health and environmental implications. In this, they are in line with thinking right across Canada. The primary direction for transportation planning and management is providing travel choices as alternatives to the car and reclaiming road space for other activities. The cutting edge is taking control of automated and shared mobility as well as new kinds of mobility and propulsion.

People also want more safety in the transportation system. They see efforts elsewhere to cut traffic fatalities and they want those same measures in Brampton. No one wants even a single person sacrificed to the demands of fast mobility.

Transportation in Brampton is a shared responsibility between the regional and local governments and transportation agencies. A municipality has to be an active collaborator and negotiator for transportation improvements and better design. Brampton City Hall fully understands this and assigns significant resources to this collaboration on hundreds of issues. This now needs to be reinforced with a holistic, innovation-based game plan with citizen partnership.

The best transportation plan is a good land use plan. Here is where the municipality has primary responsibility and can make significant progress toward shorter trips, fewer auto trips, more trips by transit, foot and bike, and more mixed-mode trips. This is about clustering buildings and activities to bring origins and destinations closer together, mixing uses to foster links between living, jobs and recreation, and managing design of the interface of buildings and travel corridors to limit impacts. This will not deny the car – few people say they want that – but it will balance it as one among many modes to move around.

Priorities in the civic transportation agenda will be: first walking, then cycling, transit, goods movement, and then shared vehicles and private vehicles.



Take this idea and run with it – test it, transform it, make it happen...

Action #4-1

Active Mobility Charter

Redirect circulation in Brampton's centres and neighbourhoods into local networks that feed transit, with walking and cycling emphasized – through a clear declaration.

Brampton controls the use and planning of land and the development that occurs within the municipality. This is the most direct tool for City Hall to foster travel patterns and modes that are preferred by its people and to set the stage for what is missing for that travel. It is essential that travel alternatives be built directly into new communities and introduced back into existing areas – transit and what are called the active modes, walking and cycling, need space and arrangements in the same way as do private vehicles. Uses must be clustered to facilitate short trips so alternatives to the car are naturally preferred.

The “Active Mobility Charter” will clearly declare the intentions so that everyone making change within Brampton will know what will be needed. This will provide direction to civic planners and designers and cue other authorities that active mobility is a priority. It will inform developers that this will be part of application review. The Charter should explicitly declare “pedestrians first” to prevail in planning, design, regulation and management of the public realm of Brampton. ‘Vision Zero’ fatalities should be emphasized.

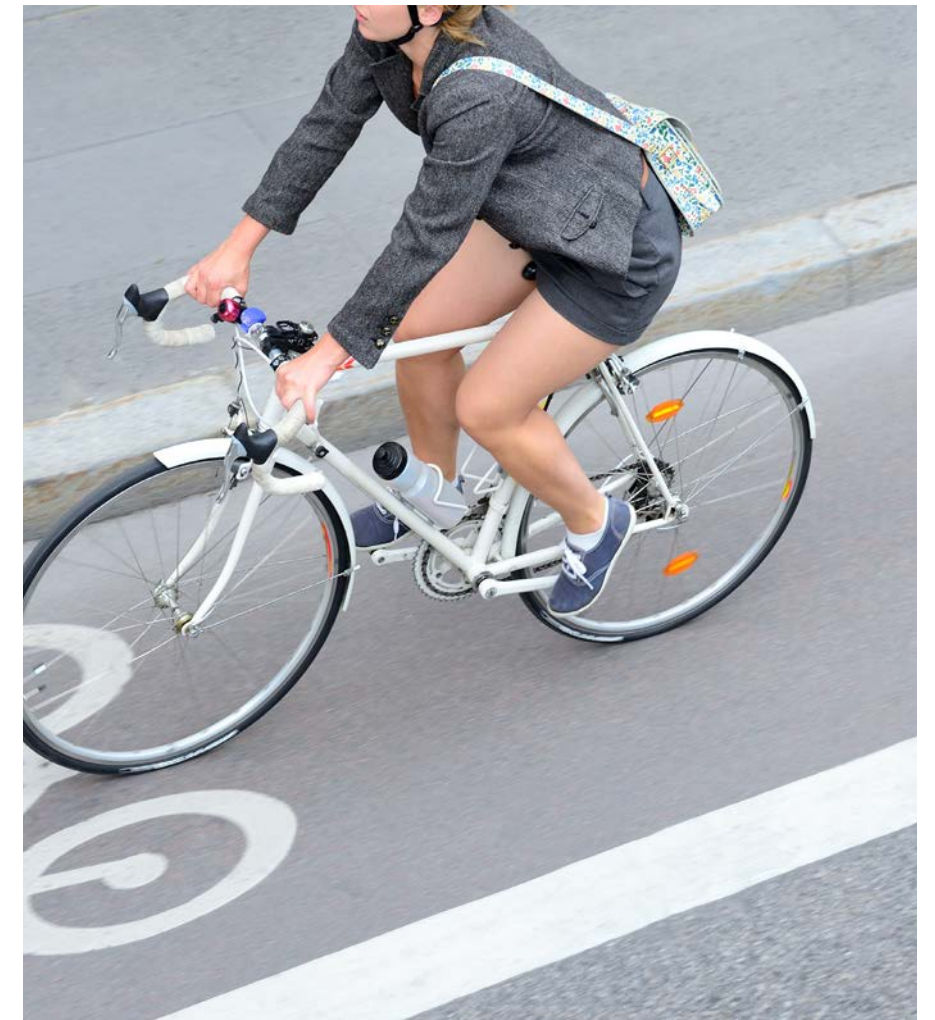
The second step is to define the localized networks for active mobility and link these up into a city-wide system. Here, City Hall is making fast progress. This was started in the *Transportation Master Plan* of 2015 to be further elaborated by mid-2018. This plan will designate the ultimate cycling network for the whole city.

For walking, conditions for safety and a trails network have already been codified. At least one local pedestrian plan has been produced – through *Downtown Reimagined*. But an overall walking network plan must still be put in place.

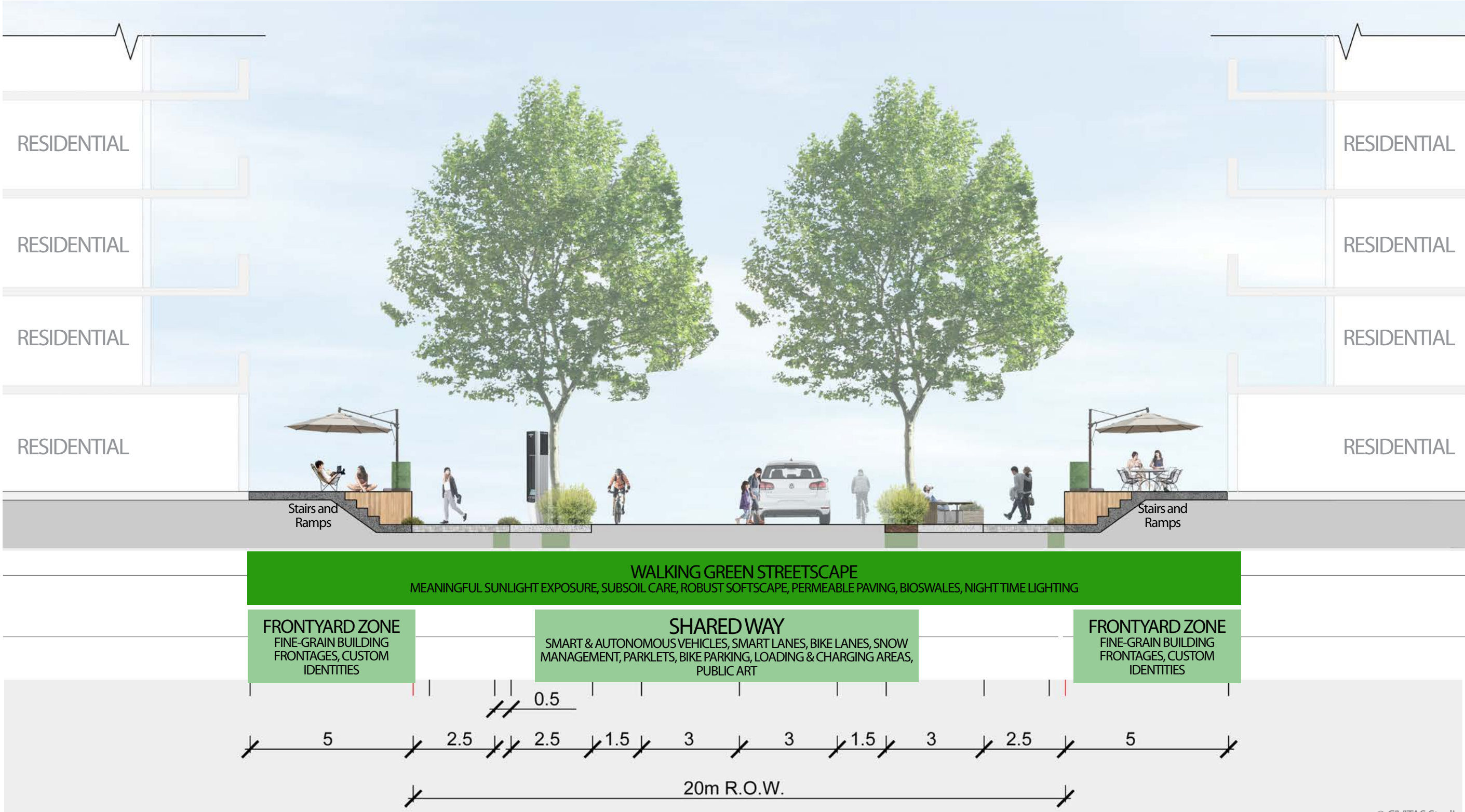
The third step is to implement active mobility solutions and networks within each existing area as it is audited and revitalized and into each new area as it is master designed and built. The Active Mobility Charter will be fully applied in ongoing community planning to make walking and cycling easy ways to move around and connect to transit hubs.

City Hall is fully organized to pursue active mobility. To be catalytic, the following will also be essential, in addition to the arrangements noted elsewhere for audits and designs of neighbourhoods as well as new business areas.

- ‘Active Mobility Charter’ Stewardship Committee: This volunteer advisory committee, composed of walking and cycling recreation and advocacy organizations and enthusiasts will work closely with City staff to bring the active mobility plans and infrastructure to Brampton.



Walking Green Streetscape Concept



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Action #4-2

Complete Streets

Design and retrofit Brampton streets to be people-friendly and environmentally compatible places.

In any city, the street system is pervasive and the character of streets sets the character of the whole city. If a municipality wishes to change its image, it would seem it could just change its streets. But, almost everywhere, modern streets have come to be designed according to tightly controlled, rigid national standards mostly to accommodate the car and reconcile conflicts for everyone's safety and convenience. In other words, streets are designated mostly for mobility and they are officially auto-friendly places. Streets are not viewed as 'land', with the utility and value that represents.

A widely-shared view of the people of Brampton is dissatisfaction with the look of the streets and the constraints on their use. People say streets are often too wide, devoid of trees and furniture, dangerous for pedestrians and cyclists, noisy, and degrading of the environment. Many people say a rethink of street design is at the top of the list for improving Brampton. They want a people-friendly dimension including safety, trees, local culture, pleasant ambiance, multiple uses and environmental features. The street experience should be safe and comfortable no matter what mode is used and a place on the street should be identified for a wide array of activities besides just mobility. People want 'Vision Zero' standards for no fatalities. People want streets to become pleasant places, sometimes even destinations in their own right. ***The visionary sketch on the following page shows what people have in mind.***

Encompassing all of these considerations, the 'complete streets' theme now gaining traction around the world is popular in Brampton. This offers a framework to classify and design streets in terms of their overall character. Fortunately, a process to invent a new 'complete streets' design manual is beginning in Brampton with a work program for results by mid-2019.

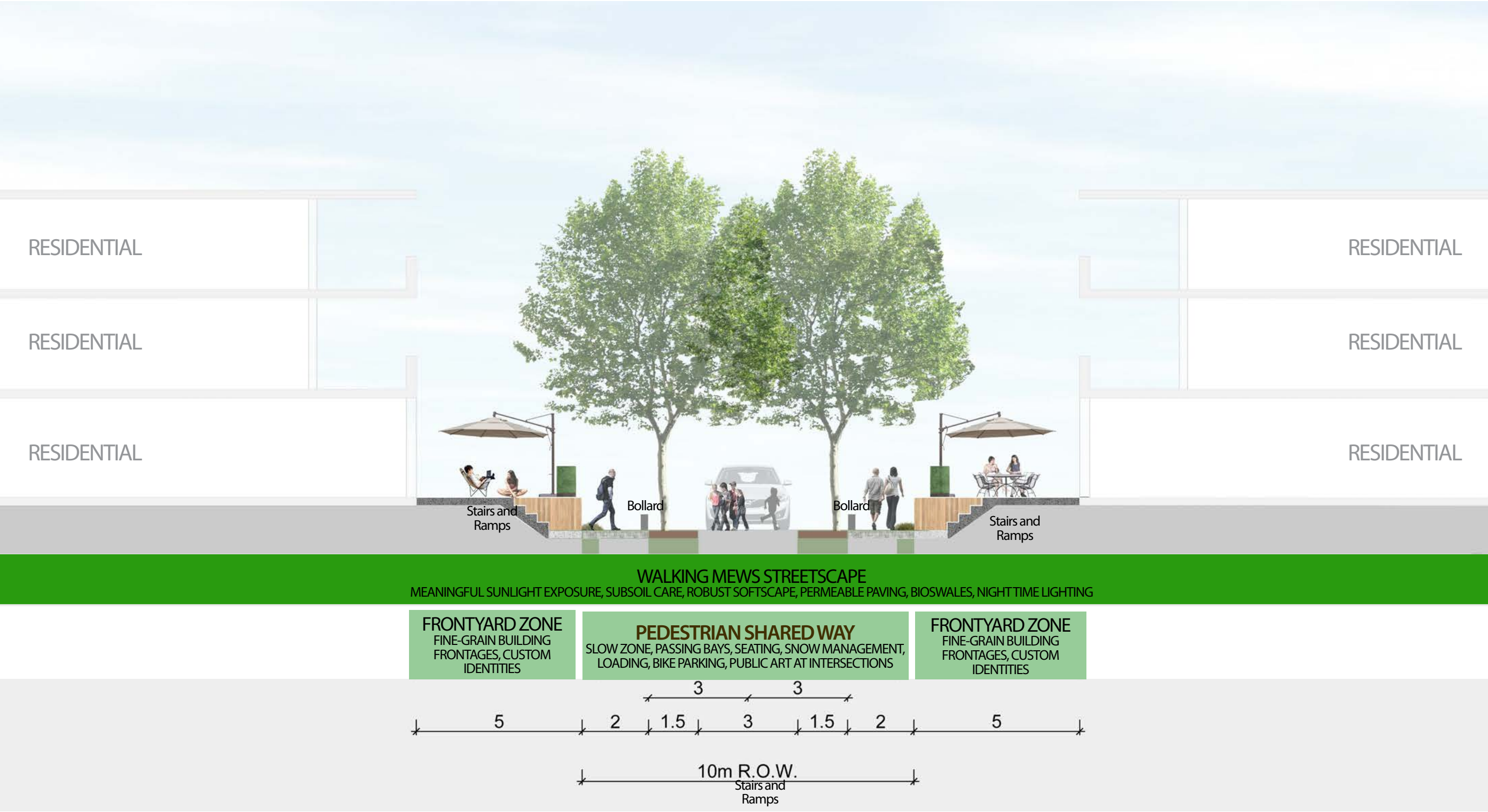
Immediately, this new manual should be used for a pilot project on a local street fully under Brampton control. This will draw national and international interest.

Then, the biggest challenge will be to negotiate with the multiple authorities who control the major streets. This will likely take adoption of reformed national standards, and changes in laws, regulations, construction practices, and funding. There is no way that one municipality will be able to succeed in this endeavour. A coalition of many municipalities and alternative transportation interest groups will be essential. This will take significant time, energy and tenacity.

To be catalytic, the following will be essential in realizing people-friendly, environmentally compatible streets in Brampton.

- Municipal collaboration for a regional inquiry on complete streets standards – let's call it the "Complete Streets Municipal Coalition": Municipalities with kindred interests need to link up with one another to build a movement for 'complete streets' standards. Brampton must outreach to lead this movement, forming the Complete Streets Municipal Coalition. This coalition will set the pace for all of Canada.

Walking Mews Streetscape Concept



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Action #4-3

Integrated Transit Network

Partner for a full and integrated transit network to serve Brampton.

Brampton is a transit operator and a transit partner. City Hall is actively collaborating with Metrolinx and other authorities on transit consolidation and expansion at the regional level and is expanding and diversifying its own local transit system, Brampton Transit and Züm Transit. Brampton supports the *Metrolinx Regional Transportation Plan* and is working with other municipalities on how the plan will be funded both for new construction and for sustainable operations and maintenance. A healthy debate on specific alignments and technology, as Brampton has done in the past, is positive and should be sponsored to make sure of a good fit of transit within the local community. Collaboration will support expansion of the transit network, reinforce the transit hierarchy, connect local transit to the regional system and improve transit comfort.

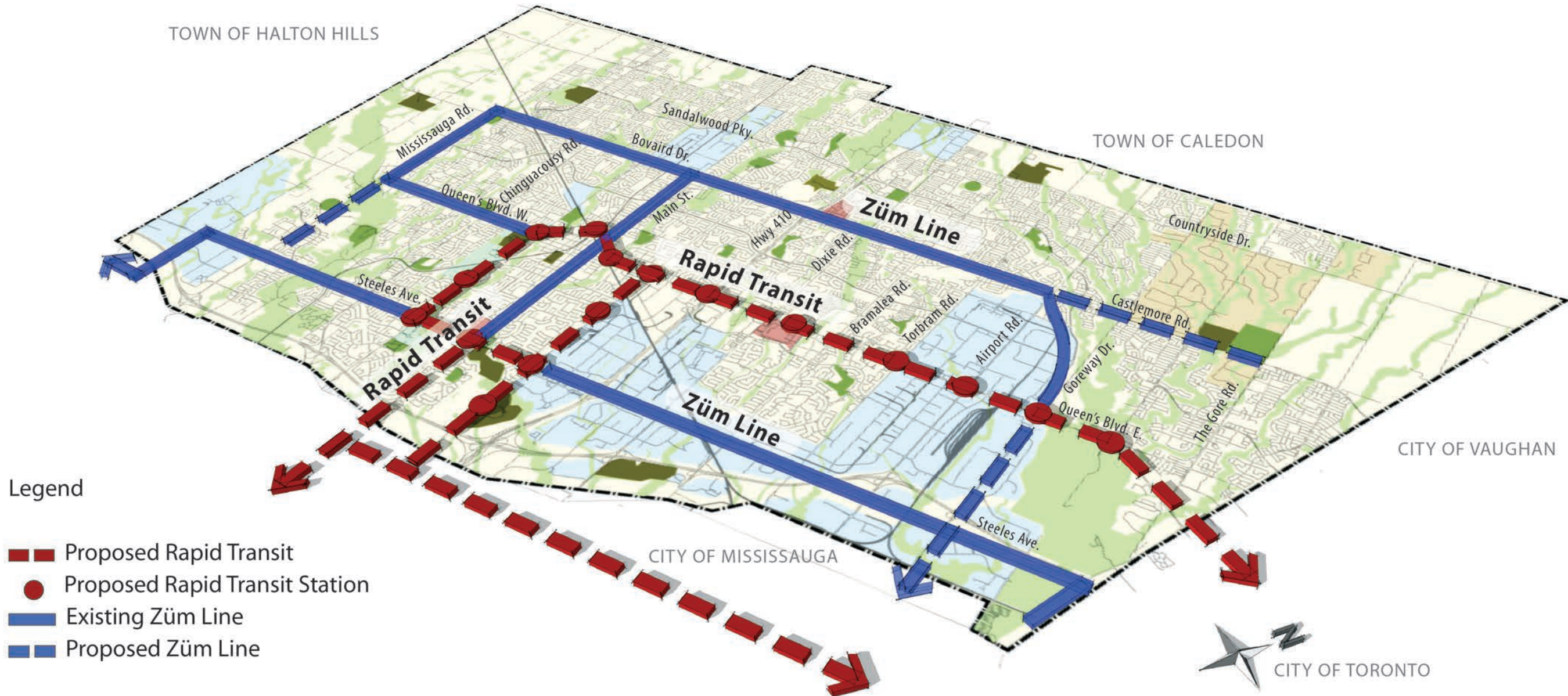
A continued dedication to partnerships will ensure that Brampton remains at the centre of the action on transit – toward what some people have called the ‘ultimate transit’ service. Once Brampton’s intensive business and living hubs develop, a local transit network will have to overlay current patterns and reach out for full regional connections, especially to the airport. To up the ante on transit, continuing civic advocacy and partnerships will cover new moves: organizational integration of all transit; regional transit access from the south; better east-west transit connectivity; transit connections between new Town Centres with the dual core and with key places like Bramalea; designation of bus lanes on streets; bus-only roads; more connections to the subway system; shuttle buses in neighbourhoods; technology shifts; and walking and cycling linkages to transit for ‘complete trip’ planning for a seamless ‘first’ and ‘last’ mile. People talk about the City being an advocate for a better transit experience with improvements such as on-transit Wi-Fi, phone-charging outlets, and nicer bus stops with lighting, heating, art, bike locks, and dynamic ‘next bus’ information. The City can also help with improvements to the transit experience in its own moves, such as safer and more pleasant pedestrian linkages for transit access.

Also needed is a high-level, region-wide political forum for bigger issues to be debated over time and to broker fair and equitable transit service and funding between all municipalities.

The civic professional team to pursue transit is in place and successful. To be catalytic, the following will be essential in furthering transit partnerships for full transit service in Brampton.

- **Brampton ‘Friends of Transit’:** Municipal negotiations for better transit need support beyond City Hall. Organizing a Brampton ‘Friends of Transit’ is essential. This independent citizens’ advocacy group will support transit discussions, articulate transit user interests, celebrate transit, and help to market transit.
- **Municipal collaboration with Metrolinx for a regional forum on transit planning and funding – let’s call it the “Greater Toronto Mayors’ Council on Transit”:** There are outstanding municipal concerns across Greater Toronto about priority setting and funding of the Metrolinx plan for regional transit. While more input from municipal politicians is essential to confirm the local perspective, there is currently no organized regional political forum for this. Political pressure is random and power-based rather than equitable, open and transparent to all. Such key decisions would benefit from an official public municipal advisory forum to support Metrolinx. For Brampton to have its issues fairly dealt with, all municipal issues have to be fairly dealt with. Brampton needs a forum the way all municipalities need a forum. An advisory council of Greater Toronto mayors will fulfill this function at little extra cost. It might meet quarterly or semi-annually, hosted by Metrolinx, to consider an agenda set by the regional transit agency. Everyone will see the influences and balances that go into every transit decision. Brampton will offer leadership by proposing and helping to found this Mayors’ Council, together with Metrolinx.

Brampton Transit Concept



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Action #4-4

'Figure-8 Loop' Transit Line

Add a new transit loop to tie together Downtown and Uptown to one another and to the region.

Major initiatives will build a strong new dual core for Brampton by 2040 – Uptown and Downtown. This dual core will be the heart and soul of Brampton. From the outset, these diversified business/living cores must be tightly tied together by transit so they are synergistic for one another and reposition Brampton as a sophisticated anchor of business in the region.

Currently Rapid Transit is being extended along Hurontario to Steeles in south Brampton. A proposal for Rapid Transit extension further north on Main Street connecting Brampton Downtown was not supported for reasons of local impacts but that does not mean that transit linkages to the north are not a civic priority. An active inquiry is underway to determine how to best make the north-south connection.

The new "Figure-8 Transit Loop" will integrate the entire dual core on one line. **The visionary sketch on the following page shows the intentions.** The centre of the "8" will be at the new Hurontario/Steeles Rapid Transit station. The northerly loop, probably along McLaughlin and Kennedy, will connect Downtown. The southerly loop, in a partially yet to be determined route, will connect the two key Uptown anchors at Shopper's World and PowerAde. The northerly loop will connect and energize scattered activity areas with a link to the GO Station and Ryerson at the north edge of Downtown. The southerly loop will connect a vast expanse of developable lands and PowerAde; and from there, the entire dual core will be connected to the airport. The configuration will link Brampton's major educational institutions. It will also integrate into regional transit at the north end and at Hurontario to go further south. Stations and stops will be easily within walking distance of all of Downtown and Uptown. This new transit loop will spur growth at key desirable locations.

Transit investment is opportunistic and often has to be put together over many years. It only happens when government funding, local political support and community support come together. As a matter of strategy, it is smart to build transit systems in phases and to go with the various components as the stars align – but with the long-term objective to achieve the pattern that supports optimum urban form with minimum urban impacts. In the case of Brampton's dual core, the top priority is to achieve a link quickly that can be found between Downtown and Uptown (to synergize their development) and between the west and east anchors of Uptown (to integrate this whole new development area). So, in the short run, if support is found for a link between Hurontario/Steeles and Downtown GO Station, regardless of the alignment, it would be a good start for the whole system. For instance, if support is found for an early leg along

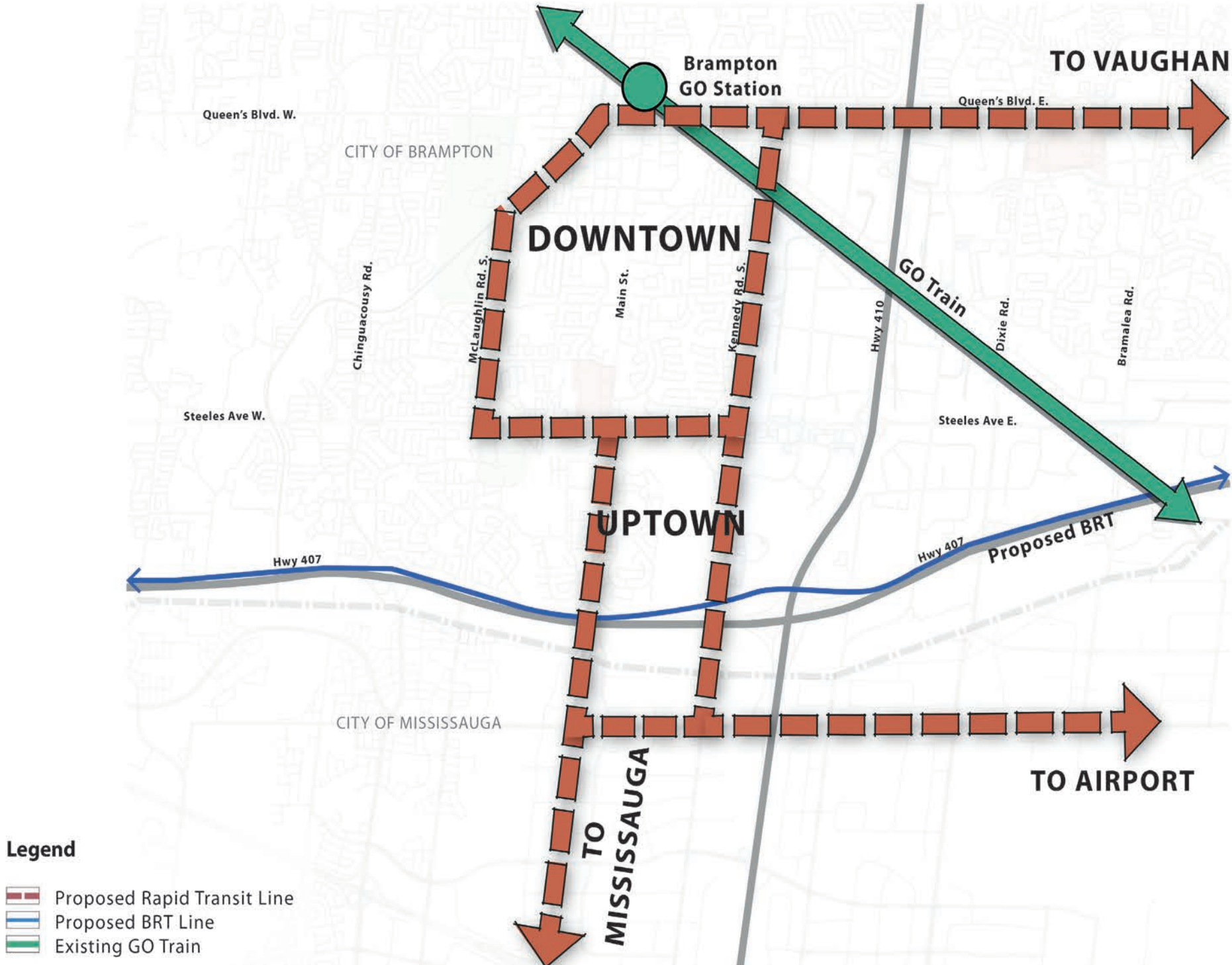
McLaughlin, from Hurontario/Steeles and Sheraton College to Ryerson and the Downtown GO Station, then that would be a good start. Alternatively, if support is found for a leg from Hurontario/Steeles to PowerAde, this would also be a good start, with the expectation of a second leg sooner rather than later north along Kennedy to the hospital, Downtown GO Station and Ryerson. These initial moves do not challenge the Figure-8 Loop, they will ultimately reinforce it.




In the long-run – taking the 25+ year view – the Figure-8 Loop is completely sensible, with or without reinforcing links. This is because the dual core is where Brampton wants to focus its major growth. To be competitive with other major business and activity areas, the dual core will need all the transit it can get to tie all the practical development areas together into a coherent whole. It will take many years of redevelopment before the full Figure-8 Loop is supported by strong ridership but this is a city-building move to make the dual core magnetic from the start for new companies. In the short run, short of any higher-order technology being forthcoming, Züm can make the loop happen. In the long-run, by applying the best available higher-order technologies, Metrolinx can make it grow. Starting as a local transit line of rapid buses, Züm can get the alignment underway to instigate ridership and influence development. As the loop transitions to higher-order Rapid Transit, the line will be integrated with the Metrolinx system. Ultimately, once grade-separated rapid transit is enabled, in the 25 – 50 year time frame, then even alternative, more direct routings might be in order.

To be catalytic, the loop concept must be fully evaluated to finalize the exact alignment and station locations for maximum access and coverage, with the long-range growth potential of the dual cores in mind. Initially, strong citizen support is vital to offer a user perspective and push for early funding. The following will assist the technical work and drive its urgency.

- **Brampton 'Friends of Transit' Figure-8 advocacy:** The "Figure-8 Loop" transit line is a perfect take-off project for the new Brampton 'Friends of Transit'. This independent citizens' group will advocate for the new line, articulate transit user interests, and help make the new line a popular feature of Brampton's new dual core.

Brampton Transit - 'Figure 8' Loop Concept



- Legend**
-  Proposed Rapid Transit Line
 -  Proposed BRT Line
 -  Existing GO Train

Take this idea and run with it – test it, transform it, make it happen...

Action #4-5 Free Transit

To sponsor travel equality, free transit will be in place by 2040 or earlier.

For transit to be competitive with the car, a good system is required. But an equally pivotal factor is the cost of the trip. Transit fares are a key source of funding to operate the system. It is unheard of to think of transit without these fares – although there are precedents. In some cities, business organizations underwrite free transit in shopping areas. In many places, student subsidized passes are underwritten by universities and companies cover the cost of transit for their employees. Often, children ride free. Ticket costs in most systems are varied for different kinds of users.

The people of Brampton are talking about upping the ante on transit fares – to ultimately make transit free to everyone. They talk about benefits for simple social equity but also to enhance health, the environment, and urban quality. They talk about “low stress” travel that will have a genuine competitive advantage over private automobile travel. They worry about the transit system in the face of competition for users from self-driving cars.

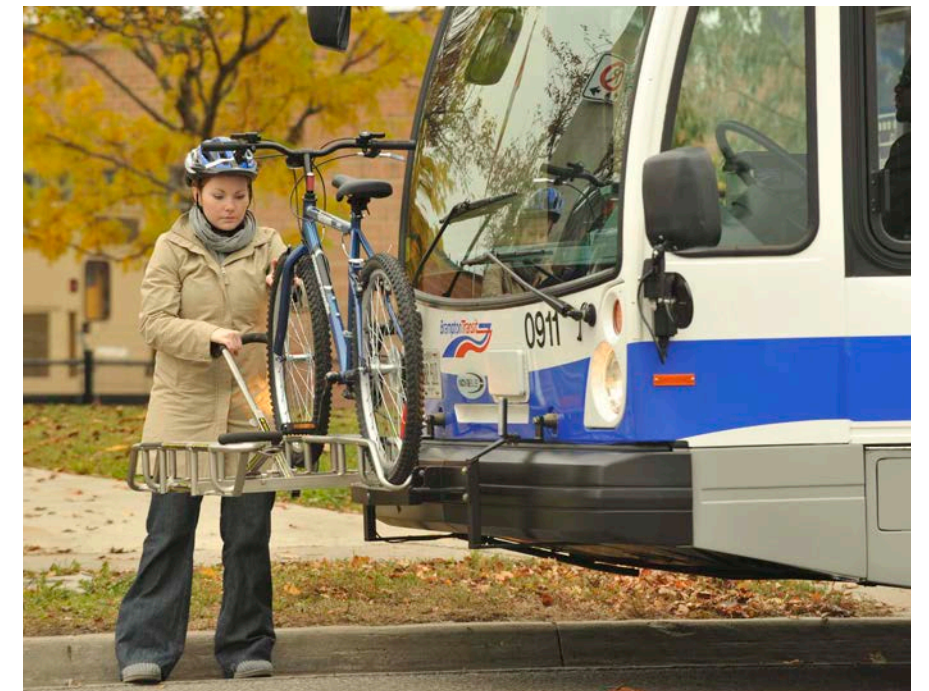
Advocates for free transit travel are realistic. They know that the system now depends upon fares and that alternative sources will have to be found to support transit without fares. They urge a phased approach starting with the least advantaged and those who do not enjoy the option of private mobility.

Full-cost accounting might find that covering transit fares will save healthcare spending, investment in auto infrastructure, private insurance costs and other current spending to offset all or some of the public cost of free transit. Perhaps to balance impacts, free transit could be underwritten by a tax on driverless vehicles.

This whole proposition needs full public debate and feasibility analysis. It is a giant leap in Canada for government and taxpayers to embrace such a concept. The cost/benefits, and to whom, as well as alternative funding have not been explored. Effects are not understood. Considerations to this end need to start with research and analysis, move to public engagement and ultimately, if a compelling case is discovered, finish by rewriting policy, laws and funding strategies and pursuing implementation. This must start with a major, region-wide public inquiry.

To be catalytic, the following will be essential in realizing free transit.

- **Brampton-seeded Regional Inquiry on Free Transit – let’s call it the “Free Transit Commission”:** This independent, non-government organization will be citizen-based and business-based, with a Greater Toronto reach. It will have multi-government support and endorsement with, perhaps, a Mayors’ oversight committee. Brampton will show regional leadership by founding and seed-funding the group. The Commission will mount a joint public/private inquiry by stimulating and managing the debate and evaluation of free transit and carrying forward its findings.
- **Brampton ‘Friends of Transit’ Free Transit Advocacy:** This new independent citizens’ group will make the case for travel equity from the perspective of transit users and the general public.



Take this idea and run with it – test it, transform it, make it happen...

Action #4-6

Advanced Traffic Management

Partner for advanced traffic management to optimize street areas designated for private and automated vehicles – target ‘Vision Zero’ for zero traffic fatalities.

While accommodating a variety of influences on street design and management, people want private vehicle traffic to flow well and congestion to be minimized. They also want streets to be safe for everyone. For the foreseeable future, with all efforts, the majority of trips will be private vehicle trips and it is unclear how the introduction of new transportation technologies, like driverless cars, buses, and trucks, share cars and personal-mobility devices, will affect this or what new pressures will be put on the traffic footprint. At the same time, with a focus on transportation choices and diversifying use of streets, segments of public rights-of-way will more and more be dedicated to other than private vehicle use. This means that the space still dedicated to private vehicles will have to be used more effectively. Evolving to advanced traffic management practices is essential – the traditional practice of simply widening streets and expanding arrangements for cars and trucks will no longer work. Brokering of rights-of-way use is the transportation management focus for the future.

Traffic management, because it is so essential to many aspects of modern life and the economy, is a multi-government shared responsibility. No municipality can shift traffic priorities and implement new traffic measures unilaterally except on very minor streets. Municipalities must collaborate. Effective collaboration requires strength of purpose and adequate resources on both sides.

Brampton brokers traffic issues constantly. It has capacity and is in a good position to play its part in collaboration for advanced traffic management. City Hall is initiating a study for a traffic management strategy that favours local priorities.

This work toward what might be called a “Brampton-made traffic management strategy”, which is underway, is key to Brampton’s future. It must include all known advanced traffic management techniques, be specifically local-focused, be shaped as a negotiating platform with senior authorities, and have wide public input. Ongoing traffic management needs these same qualities.

A movement sweeping the world is called “Vision Zero” whereby governments are taking on the challenge to absolutely end traffic fatalities for pedestrians and those in vehicles. Because of the prevalence of the street system, Brampton must join this challenge and become a leader through policy, education and travel management. A ‘Vision Zero’ Action Plan will be the City’s foundation for ending traffic deaths and injuries on Brampton streets.

To be catalytic, the following will be essential in realizing advanced traffic management.

- **Brampton Traffic Management Advisory Board:** Founding of this community-based business and citizens’ advisory organization will serve three functions: it will provide ongoing input for evaluation of advanced policy and strategy options; it will offer a citizens’ and consumer voice in dialogue with senior authorities; and it will be the primary forum for considering the priority of traffic management demands coming from the community and the adequacy of solutions coming from the authorities. This Board will also play a key role in considerations for better goods movement.



Take this idea and run with it – test it, transform it, make it happen...

Action #4-7

New Travel Technologies Management

Within two years, determine the allowances, requirements, and provisions for new travel technologies in Brampton, inclusive of self-driving, shared-driving, sustainable propulsion, digital network supports, and new devices.

New travel technologies will enter Brampton faster than anyone is currently expecting – in fact, some of these technologies are already on the scene with positive and negative effects that have not been understood or assessed by the municipality. Five directions of travel transformation are inevitable: self-driving private and public vehicles; shared travel which is personally-driven, self-driven or chauffeured; alternative sustainable fuels for vehicles; digital network supports for trip planning; and new personal travel devices. In each case, implications must be understood to support options that have wide public appeal and benefit and to mitigate risks of negative impacts either generally or on particular groups.

Because these changes will be pervasive, it is inevitable that senior governments will ultimately take a controlling interest in licensing and managing these technologies but, so far, they have not taken definitive action. Nonetheless the municipality will feel the effects, especially if the alternatives come into use spontaneously through the free market. So, Brampton cannot wait for others to act. It must immediately take this situation in hand. Many say there may be no more than a two-to-four-year window before ‘disruptive’ technologies for travel are on Brampton streets. Action now will clarify Brampton interests to feed into senior government regulatory development when it happens, it will protect Brampton from unintended consequences, and it will identify where Brampton can support beneficial new technologies. Since few cities or suburbs in the country have systematically dealt with transformative travel changes that are on the horizon, Brampton will position itself in the forefront as a vanguard innovator.

Prior to their introduction into the local street system, the immediate necessity is to put a specific policy and plan in place to establish the conditions and arrangements to accept autonomous driving of cars, buses, and trucks, perhaps including designated rights-of-way or areas. ‘Vision Zero’ objectives will be important. Current theory suggests that this will need to be related to the allowances and provisions for share-driving, so this should be an integral dimension of this plan. Adoption of key principles will determine if this new mobility technology is a benefit or liability to Brampton – this same challenge faces all Canadian cities. To stay ahead of the inventions, a Brampton-made policy framework to consider upcoming new mobility devices and new means of propulsion should follow. City Hall has in-house capacity to undertake this work with specialist consultant assistance but will benefit from an expert advisory group.

To be catalytic, the following will be essential in managing new travel technologies.

- **Brampton Traffic Management Advisory Board:** This community-based business and citizens’ organization, primarily organized for general traffic management, will also play a key advisory role in new travel technology planning. Being the organization tasked with the overarching advisory role in traffic management, it will be able to integrate all considerations regarding Brampton streets and traffic, whether talking about private vehicle movement or goods movement.
- **New Travel Technology Expert Advisory Panel:** Experts on the key aspects of new travel technologies will assist staff to be comprehensive in this initiative.



Take this idea and run with it – test it, transform it, make it happen...

Action #4-8

Advanced Goods Movement Management

Adopt a Brampton-made advanced goods handling and movement framework for regional partnerships that continues to serve the logistics sector but also supports Brampton's city-building agenda.

Brampton is a major national logistics hub of warehousing and light manufacturing with links by rail, air, and roads. While not expected to take more Brampton geography, the logistics sector will continue to consolidate and modernize. Goods movement will remain a prominent feature on Brampton streets. This well serves and supports the logistics economy and jobs but it also causes impacts on other urban activities. Achieving benefits but resolving impacts of goods movement is important.

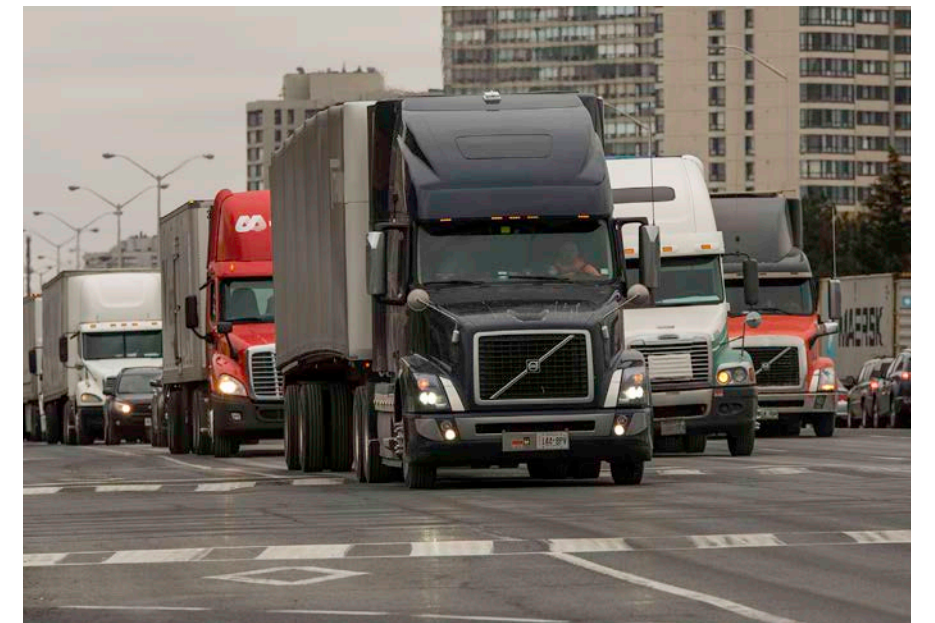
Policy and management of goods movement has primarily been a regional responsibility, for which there is a recent and fully elaborated goods movement framework and strategy. Brampton has been a positive contributing stakeholder in that process.

In the next generation of goods handling and movement there are many unknowns and a lot more at stake for Brampton. The logistics industry is changing with diversified manufacturing practices and web retailing. New technologies are emerging in the nature and size of delivery vehicles, driverless trucks, calls for truck-only corridors and streets, drone-delivery, and perhaps even goods public transit. Pressures are being put on alternative use of rail corridors that carry freight and keep it off of local roads. At the other end, Brampton must now make the kind of large city-building moves that will mature the city and transform it into a destination for sophisticated business, jobs and consumers. Citizens often have less tolerance of the noise, traffic intrusions, and worries of safety with large trucks on streets, whether those streets are designated for trucks or not.

A "Brampton-made goods handling and movement management strategy" is another key to the city's future. It must include all known advanced goods handling and movement techniques and inquiry regarding emerging technologies. It must address new advances in impacts mitigation. Again, 'Vision Zero' objectives are important. The process should have wide industry involvement and public input.

To be catalytic, the following will be essential in realizing advanced goods handling and movement management.

- **Brampton Traffic Management Advisory Board:** This community-based business and citizens' organization, primarily organized for general traffic management will also play a key advisory role in the advanced goods movement initiative. Accordingly, it will have members from the logistics sector. Being the organization tasked with the overarching advisory role in traffic management, it will be able to integrate all considerations regarding Brampton streets and traffic, whether talking about private vehicle movement or goods movement.
- **Brampton Logistics Advisory Council:** As expert spokespeople on the needs, changing circumstances, and access requirements of the logistics sector in Brampton, this Council will be an important high-level policy adviser on planning and economic development to the City.



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Vision 5: Social Matters and Housing

In 2040, Brampton will be a rich mosaic of cultures and lifestyles, coexisting with social responsibility, respect, enjoyment, and justice.

While Brampton is socially vibrant and diverse, it has its problems of poverty and integration. While it generally enjoys lovely communities, many good facilities, and offers a suburban lifestyle that many people prefer, it increasingly has housing and social/health service deficiencies. These are complex issues under the responsibility of multiple authorities but where more active Brampton leadership is called for.

A character that sets Brampton positively apart from even other municipalities in the region is its rich range of multiculturalism and lifestyles. Brampton is an exemplar of the Canadian story of people coming from elsewhere to make their lives in a safe and hospitable setting and living together in harmony. In addition, it hosts many lifestyles. It includes people of all ages, preferences, economic levels and capacities living in all kinds of self-defined households. Two notable aspects of this diversity are the younger-than-average age of the population and that the city enjoys one of our country's largest groups of South Asian immigrants and those with this heritage. These are social assets to be treasured and utilized but also to be understood as to their special needs. A wide sentiment is that "our fusion along with our joyful contrast will make us wonderful".

Like all growing communities, Brampton has to be very aware of social problems that accompany growth. Brampton is starting to experience inequities in social development related to appropriate housing, job opportunities, precarious employment, education, childcare availability/affordability, and racism. It has safety and security issues. A special concern is the growing number of people living in poverty and with inadequate, insecure, or no housing. In large measure, these matters are handled by regional and provincial authorities rather than the City. City Hall supports and assists. The Region of Peel and City of Brampton both now say that a more holistic approach will not only allow better local advice and advocacy but also identify new initiatives led by the City with community-based support and self-help.

This starts with awareness by local decision makers that can translate into action. Clarity on the problems and possible solutions will lead to a fundamental commitment of priority and resources by City Hall. But this can only be operationalized through an ongoing civic organization that understands Brampton's people, situation, and circumstances better than anyone else. Nothing less will do than a civic department to coordinate social, housing and health matters and make these top civic priorities. A starting point for this

new department will be to audit who is doing what on the social, housing, and health agendas and determine gaps that need either more attention by the senior responsible authorities or that can be addressed by the municipal government. With this in place, then a Brampton perspective will come together with Brampton-made policy frameworks to pursue solutions with senior governments, within City Hall, and out among the community.

People say they have three aspirations for Brampton's social and educational resiliency. They want residents to have the type and level of services that meet the tailored needs of Brampton's population profile. But, also, they want to take advantage of the city's extraordinary social diversity to leverage social, cultural and economic opportunity that differentiates Brampton from other places. A separate strong aspiration is to attack poverty and its many implications.



Take this idea and run with it – test it, transform it, make it happen...

Action #5-1

Social Development

Adopt a Brampton-made social development framework for partnerships and to implement through a local civic agency – target to diminish poverty.

Brampton is coming of age and with this come social issues that hit hard locally and that need resources beyond the traditional sources. To respond to this, Brampton must have a local-focused social development and education policy framework with targets related to all special needs, ages, incomes, cultural expressions and skills capacities. This framework needs to be conceived and managed locally on an ongoing basis by a municipal organization – let’s call it the “Social, Housing, and Health Planning Department – to collaborate regionally and act locally.

People feel that a top priority of a Brampton-made social development framework will be to specifically attack poverty, cutting the number of households living in poverty and moderating the impacts of poverty. Measures must be especially targeted for single-parent families, non-citizen residents, and seniors.

Another key priority for the social development framework is to address the wide multiculturalism of Brampton, emphasizing the place and contributions of the diverse cultural groups that make up the city, taking advantage of the international economic potential of cultural linkages, engendering inclusion, reconciling differences, and offering special supports for refugees and new immigrants. People emphasize an embracing approach to bring people together to celebrate culture and identity and benefit from it.

The social policy framework will also address six other specific areas that are particularly relevant to Brampton. Supports and protections will be defined for those with special and distinct needs, including disabled people, seniors, and children. Inclusionary provisions will be made for social, ethnic, cultural, sexual orientation, and gender diversity. Actions will be proposed to remove barriers for special-purpose training for skills upgrading and re-employment, to secure acceptance of credentials for immigrant professionals, and to augment main-stream education, especially addressing the root causes of Brampton’s lower-than-average education levels among young people. Family supports will be specified. A responsible policy for indigenous relations, support and joint ventures will be framed. Community development will be emphasized with self-help initiatives, social finance and micro-finance innovations, crime prevention, and efforts for local capacity, organizational and leadership development in less-advantaged areas.

Adoption of a Brampton-made social development framework will provide ongoing evidence-based survey and advice to cue senior authorities, who generally control social services, long before a local problem becomes too deeply rooted and more difficult to resolve.

But, there is also a big job to do at the local level. The social development framework will set off efforts directly undertaken by City Hall and with its citizens, businesses, labour unions, developers and faith-based groups. Non-government energy can significantly reinforce the social safety net beyond what governments can support. Expanded philanthropy and self-help are vital. The role of City Hall is to sponsor local action, provide the best possible access to information about all services that are available, and then communicate the improved social conditions and harmony as well as continuing challenges.

From a positive perspective, a social policy agenda can also focus on general well-being with a ‘community happiness index’ and strategies to generally improve all residents’ satisfaction.

To be catalytic, the following will be essential in forwarding a responsible social agenda.

- **Found a Municipal Agency – let’s call it the “Social, Housing, and Health Planning Department (Social Division)”**: Social, housing and health matters must have an ongoing agenda that can only be mounted by a vested civic agency with three divisions. This organization will tailor a local program to parallel the efforts of senior authorities who hold primary responsibilities. It will advise and advocate with senior partners. It will integrate social, housing and health needs because they are fundamentally interconnected in terms of both cause and effect. Local efforts need full-time, professional action, sustained attention, and a long-range, holistic perspective and deep knowledge of local populations and communities. One of three units, the Social Division, will handle social planning and programming, poverty mitigation, and multicultural affairs.
- **Convene a Citizens’ Advisory Group – let’s call it the “Brampton Social Advisory Council”**: To provide ongoing input and advice into the local social agenda of Brampton and support the collaborative efforts between Brampton and senior authorities, this citizen-based group will offer the user perspective and the

local citizen perspective to inform professional work. It will also motivate citizen-based community support and self-help.

- **Collaborate with the Brampton and Caledon Community Foundation:** This existing foundation for charitable giving is local, manages significant assets, and has a solid structure to grow and mature as the city expands. With civic support and assistance, it can enhance local philanthropy on social issues. It can reach deeper into the community for resources than can individual fundraisers. It will make it easy to pool charitable resources. It can offer a convenient vehicle for giving by supporting people to start their own fund, donate to an existing private fund they admire, or donate to a general community fund. It can be a coordinator of other local fundraising groups and efforts and help to keep local giving from leaving the city. It can then make grants more evident, systematized, and therefore more accessible to those in need. This will make it the 'go to' foundation for Brampton.



Action #5-2

Housing

Adopt a Brampton-made comprehensive housing strategy for partnerships and to implement through a local civic agency – target to end homelessness.

The housing agenda is a particular concern that is emerging in Brampton both in terms of the availability of housing and the types of housing that current and new residents need and want.

On the social housing side, problems already on the ground include a waiting list for low-cost housing, shelters over capacity, lack of seniors' housing, and not enough accommodation for Sheridan students with more students on the way for Ryerson. Homelessness is on the rise yet people emphasize that housing security must be a right.

On the market housing side, shortages exist such as for modest-income rental and special-needs housing. Lodging houses and group homes are being lost in gentrifying areas. People are seeing multi-generational housing needs not being met or even legal in most cases. There is lack of housing choices for incoming employees (short-term rentals, general rental stock and affordable housing), and no suitable accommodation for refugees. Some households are 'house poor'. People are frustrated because new mixes for co-housing are not accommodated and basement suites are needed. People have questions about warehouse and other conversions for housing, modular housing and tiny home allowances. Housing by income and type is not well mixed within neighbourhoods.

Like other social aspects, policy and funding for social housing in Brampton is a regional responsibility with funding from the federal and provincial governments. With modest policy direction, City Hall offers support in planning and approvals and is a stakeholder in regional policy development. A good example has been City Hall input into the Region's renewal of its 10-year housing and homelessness plan. Recently, work has commenced on how civic action might be increased with an affordable housing strategy. But civic efforts tend to be fragmented and need more consistent attention and a much broader scope.

As Brampton grows and matures a comprehensive housing strategy with a continuous action plan for housing will foster solutions for low-income, affordable, seniors, students, shelter, family, emergency and other special-needs housing in terms of funding, types and delivery. Senior housing agencies, cued by a well-informed municipality, will lead the way on the social housing side but most of the market housing solutions will be completely local. This will be a big agenda, including regulations on new housing types (especially co-housing and extended-family housing allowances), minimum home sizes,

housing construction innovations, live-work mixes, and measures to match supply and demand to keep affordability reasonable. Housing is a fundamental aspect of a responsible social perspective at a local level for advocacy and collaboration but also for direct civic action. This needs a dedicated civic organization with ongoing responsibilities.

Housing solutions will benefit from community involvement in support of housing needs, with local resources, and with community-based self-help. More local philanthropy can reinforce regular funding as well as sponsor new housing pilots and experiments. City Hall has an important role to foster these localized initiatives because assessable and suitable housing needs many supports beyond obvious government commitments.

To be catalytic, the following will be essential in forwarding a responsible housing agenda.

- **Found a Municipal Agency – let's call it the "Social, Housing, and Health Planning Department (Housing Division)":** This new civic department, already described as the facilitator for social, housing and health advocacy and action, will have a designated unit, the Housing Division, to mount a full agenda for both social and market housing. A special effort on the social housing side will target the eradication of homelessness.
- **Tap the "Brampton Social Advisory Council":** To provide ongoing input and advice into the local housing agenda of Brampton from citizens, this group, already described, will be engaged.
- **Collaborate with the Brampton and Caledon Community Foundation:** This existing foundation for charitable giving, already described, can enhance local philanthropy on housing issues. It needs civic support and assistance to grow into this role as a key philanthropic force.

Take this idea and run with it – test it, transform it, make it happen...

Action #5-3

Social Hubs

Host locations for neighbourhood-based social support.

Many people talk about adding to the community recreational and educational provisions of Brampton a new kind of place where a supportive social agenda can be operationalized hand-in-hand with local people. This is particularly relevant for neighbourhoods felt to be at risk from rising social and health issues. People call these “social hubs” because they would host almost any kind of social or health service or support that senior authorities, the City, or local people might decide to offer. Similar concepts have been gaining ground among officials for regional human and health services in what are called “community hubs” or “community health service hubs”. All these ideas should be brought together as a one-stop offering. In Mississauga, the Region of Peel has also implemented a ‘neighbourhood information tool’ to gather useful local data and the intent is to expand this to Brampton. Peel Region’s neighbourhood analysis is starting to identify target areas for more attention.

Civic leadership on this will make it happen sooner in Brampton, and perhaps evolve it to include a more diverse agenda than might be intended in current thinking about more specifically targeted hubs. This would provide a capacity for the right service at the right place by the right people at the right time – local, generally available, hosted by community resources and sharing, and changeable as circumstances shift. It will empower residents as self-determined, self-managed community spaces bringing volunteers together with professionals. Instead of creating new facilities, people see these social hubs as using spaces within existing facilities such as schools, recreation centres, and libraries, within the fabric of neighbourhoods. Or social hubs might even be in convenient privately-owned spaces that are made available for public use, perhaps facilitated by a tax break. People see them as volunteer operated. They may be part-time places or even programmed arrangements rather than set places and they will have web access to fuller services available. Their contribution to social cohesion will be as important as their convenience.

Social hubs could be opened spontaneously as a local group wishes. Each will have a different business model according to their importance for typical funders, sponsors or citizens but all will enjoy the advantages of volunteer support and management. A ‘how to’ kit would guide local initiatives. Assistance from an overarching organization would facilitate the spread and consolidation of these places.

To be catalytic, following will be essential to host social hubs.

- **Found a “Brampton Social Hubs Society”:** This will be a non-profit, citizen-based organization to work with the local and regional governments to set up and assist social hubs and motivate their spread throughout Brampton. The Society will address need, awareness, proximity, coordination with other services, and costs. The Society would create the ‘how to’ kit, bring locals together to support a social hub, work with civic and other government agencies and private building owners to find and secure social hub spaces, and monitor activities. As a self-help venture, the Society would look to community businesses and interested citizens to provide resources for staffing and projects.



Take this idea and run with it – test it, transform it, make it happen...

Action #5-4

Institute for Brampton Cultural Diversity

Found a multicultural public-private facilitator for involvement, animation, and profile of cultural groups in all aspects of Brampton life and for resolution of culture-based issues – start with a South Asian Initiative.

Brampton's cultural diversity gives the whole city its own special flavor. However, even with their solid stake in Brampton, the physical setting, regulatory structure, programming, and local arrangements often do not fully reflect these many cultures and the economy does not fully exploit international linkages. This is not so much a problem situation because most cultural groups in Brampton express appreciation for the community. It is more of a missed opportunity that would enrich Brampton in untold ways. In addition, inclusion, cross-cultural understanding, and integration within the mainstream remain important challenges.

While there are regional, local and non-government activities and organizations in Brampton related to many subcultures, there is no cohesive force to realize the full potential of the overall cultural mosaic and its many specific dimensions. A community-based organization with civic support would make a big difference for the arms-wide inclusion of the many cultural groups and foster individual group profile, expression, celebration and identity. It would also be able to focus on special issues facing cultural groups. This will be the mission of the Institute for Brampton Cultural Diversity. The Institute will bring together and localize existing efforts within the civic government, the business community and many individual organizations, as well as regional and national initiatives. It will create a network for exchange and action, a platform for funding and programs, a chorus of cultural voices, an organization for celebration, a facilitator for relevant arts, food, recreation and sports, a framework for social support and resolution of issues, and a forum for reconciliation of deep historic differences.

While the Institute's one role is to bring diverse groups together, its other parallel role is to help each group express itself fully, anchor itself within the community at large, celebrate its uniqueness, and deal with its unique problems. It will provide a delicate balance between efforts for integration and coexistence and efforts for free expression.

A key starting point for unique group expression is with the large and diverse South Asian community. It has a preeminent stake in Brampton as a major feature in the cultural richness of the city but an understated profile. So a special initiative of the Institute will be a 'South Asian Desk', supporting and facilitating a program led by a citizens' and business 'South Asian Advisory Council' from the several sub-communities that identify as South Asian. This program will provide services to South Asians but also South Asian offerings to the larger community. It would provide linkages for integration but

also vehicles for self-expression and problem solving. It will facilitate economic development progress tapping South Asian networks and alliances. It will vest the many dimensions of South Asian culture and life within the cityscape of Brampton – from food, arts, and festivals, to signage, area markers, monuments and architecture. It will showcase the South Asian immigrant narrative.

The founding and effective program by the Institute of the South Asian Desk will be an inspiration for similar initiatives to found other 'desks' and programs to pursue the integration, needs, profile, and narrative of other cultural sub-communities – Portuguese, Caribbean, and First Nations, to name just a few. The South Asian initiative is only the first and obvious step. Each sub-cultural group will take its own initiative and set its own pace within the framework of the Institute. This is all part of realizing the international profile and character of Brampton.

To be catalytic, the following will be essential in founding the Institute for Brampton Cultural Diversity.

- **Task Force of Brampton Leaders to Found the Institute:** Influential multicultural, corporate and civic leaders in Brampton must come together, assisted by the existing civic administration, to found the Institute for Brampton Cultural Diversity. The South Asian leadership must be included so that the South Asian Desk will kick-off quickly as a starting point. Leadership representing other backgrounds will turn its attention and provide assistance to other cultural groups where there is evident energy to found other similar 'desks' and initiatives.

Vision 6: Health

In 2040, Brampton will be a mosaic of healthy citizens enjoying physical and mental wellness, fitness, and sports.

Brampton is as healthy as most Canadian suburbs but it has health challenges because of the particulars of its population and their lifestyles. Like elsewhere in North America, Brampton is experiencing increasing rates of chronic disease. As the population ages and diversifies, the driving determinants of health are shifting. Determinants of health include income, social supports, employment, social and physical environments, personal health practices, access to health services, and ethno-cultural predispositions, among others. Some of these factors are setting Brampton apart from other places, even those quite nearby. Obesity rates are increasing fast in Brampton. Levels of type-2 diabetes and heart disease in Brampton are among the highest in the country. Mental health needs are greater than in the past and often not recognized as illness. Inherent in an aging population is an increase in age-related diseases, particularly dementia. Within the existing health care system, appropriate and accessible services struggle to meet the needs of acute care, home and community care, long term care, and mental health and addiction services.

Healthcare delivery across Canada is a complex system of direct action, partnerships and collaboration, with shared accountability and funding across various levels of government, with local municipalities articulating local needs. Historically civic relationships in support of local health issues have been fragmented and not necessarily proactive. City Hall has recently shone a light on local health needs, resulting in enhanced knowledge transfer and collaboration with relevant partners. Now a more sustained driver is needed, widely integrated with other City efforts, tapping community resources, advocating for targeted funding and development, and building longer term collaboration with the primary healthcare providers while also integrating civic and independent local action. Health promotion and protection, along with disease and injury prevention are as important as health care — and community design, a local responsibility, is at the heart of prevention. A vivid inspiration is a recently approved Peel Regional Official Plan Amendment to achieve healthier communities, increase physical activity through walking and cycling, improve health outcomes and social connectivity, and reduce the risk of chronic disease. City Hall has already begun implementing follow-up policies through their *Sustainable Community Development Guidelines* and *Sustainability Assessment Tool*. Regional and municipal collaborations that bring together various disciplines – public health, land use planning, urban design, transportation planning and environmental sustainability – are needed to achieve broad, over-arching goals for the City.

Sports and fitness are important to good health. Recreational opportunities also offer respite from the pressures of urban life. City Hall has reinforced this with a positive parks, recreation and community centres commitment and a new *Parks and Recreation Master Plan*. Sports programs and teams proliferate at every level, for every age. Links between these efforts and health outcomes need to be made much clearer.

Greater focus by City Hall will offer a mission, as well as enhanced civic capacity and resources, to address health concerns in a cohesive rather than piecemeal way, both within the municipal organization and externally with the healthcare sector and senior governments. Advances in information technology allow better data collection and scan to know what is reality and what is coming in health terms. So City Hall can secure a full and detailed picture like never before. Digital health services have potential to augment face-to-face interaction.

Like social and housing issues, for a big city, health requires a fundamental commitment by City Hall through an ongoing civic organization that understands Brampton's people, situation, and circumstances better than anyone else. One civic group will integrate health, social and housing considerations for maximum impacts with a specific local perspective to pursue solutions with senior governments, through civic efforts, and out among the community.



Action #6-1

Healthier Brampton

Adopt a Brampton-made health support framework for partnerships and to implement through a local civic agency – target to renormalize the incidence of diabetes and heart disease.

To advise, advocate and collaborate regionally while also acting locally, Brampton must have its own clearly articulated and regularly updated health agenda in the form of a comprehensive framework. This framework will address health services, health promotion and disease prevention for the specific profile of Brampton’s population. The components of this framework will touch upon, and be driven by, various municipal departments and external agencies, including other levels of government. The overall aspiration is to make everyone mutually accountable for Brampton’s health outcomes, including civic departments, other governments, healthcare services, the education sector, as well as families and individuals. Accountability, for both physical and mental health, occurs along the entire health continuum - from wellness and disease prevention to care during illness, rehabilitation and health management.

For Brampton, health has to be about advocacy but also addressing urban structural deficiencies that are not health promoting. So much of what Brampton does will affect the health within the city. Big efforts are obvious places to give full attention, such as competing regionally for a new hospital. Ongoing projects take effort over time, such as bringing health services closer to home, monitoring population health data for early warning of trends, and securing full life-cycle services or sports and fitness programming. Smaller projects undertaken just at the civic level can have big payoffs, such as providing seniors seating and meeting areas in parks, which are of special appeal to older, often isolated, South Asian residents. Ongoing attention from a mental and physical health perspective will link urban design, planning, transportation and health. Community design and environmental improvements are key, such as scaling and parameters for walkability, applying health considerations to building design, and noise mitigation. Because of Brampton’s specific social profile, the synergy and understanding between ethnic communities and the health sector need special attention. Stresses happen through misunderstanding. Health education is important. The accessibility and affordability of health services must be considered.

Collaboration and accountability across many groups and individuals does not happen just because of good will or clear intent. It happens when agents are assigned on an ongoing basis to make it happen. A Brampton-based organization will design and operationalize the health support framework to extend and reinforce the mainstream system. It will include a local action program. Together, a full ecosystem of health will be provided in Brampton. This will ensure that Brampton’s healthcare needs are fully met, new vulnerabilities are identified before they become problematic, current crises are brought

under control and predictable health problems are avoided.

An immediate top priority must be to mount a “Diabetes and Heart Disease Prevention Challenge”. This is a local crisis that is currently differentiating Brampton from other cities. Every effort, as quickly as possible, has to be taken to at least renormalize the statistics for the local population through education, neighbourhood retrofits, marketing, and special services in order to change living habits and practices that are fostering these diseases. This will reinforce regional work on this topic. This should be an indicator for the new health framework and department in shaping Brampton’s well-being.

To be catalytic, the following will be essential in enhancing the health profile of Brampton.

- **Found a Municipal Agency – let’s call it the “Social, Housing, and Health Planning Department (Health Division)”**: This new civic department, already described as the facilitator for social, housing and health advocacy and action, will have a designated unit, the Health Division, to mount a full agenda for health, disease prevention and fitness. A special effort will be the “Diabetes and Heart Disease Prevention Challenge”.
- **Convene a Citizens’ Advisory Group on Health – let’s call it the “Healthy Brampton Advisory Council”**: To provide ongoing input and advice into the local health agenda of Brampton and support the collaborative efforts between Brampton and senior authorities, this citizen-based group with other stakeholder representatives will offer the user perspective and the local citizen perspective to support professional work. It can take a big role in the “Diabetes and Heart Disease Prevention Challenge” and identifying special health needs of various sub-groups.

Take this idea and run with it – test it, transform it, make it happen...

Action #6-2

Institute for Brampton Sports High Performance

Found a public-private facilitator to leverage the existing sports excellence in Brampton.

In most suburban communities, the amateur sports culture is strong, but this seems to be a particularly favoured pursuit in Brampton. The city punches well above its weight in spawning superior athletes and successful sports competitive teams. There are clubs and leagues in all the major sports, and teams from early youth to seniors. A significant support organization is the Brampton Sports Alliance, which provides a voice and forum for youth sports groups. Sports bring people together for lifelong friendships, foster understanding across cultures, and teach competitiveness and fair play. Sports also put a clear focus on fitness and exercise, which supports wellness and disease prevention for better community health. A higher-than-typical proportion of Brampton amateur athletes go on to careers in the sport of their choice or into related education and coaching. So sports in Brampton have an economic development implication more than in other places.

Brampton does not have a sports high-performance development organization to leverage current interests and achievement. Many local sports clubs offer training programs, but rising stars then go off to train with coaches elsewhere. This gap needs more local support, but it also offers a great opportunity to anchor some of this more advanced sports activity along with its organizations and facilities in Brampton, building more home capacities and providing better access for promising local talent. While schools, civic parks and recreation programs provide the place to start for sports-minded people, a maturing community will tap private and corporate resources to sponsor advanced training that ultimately might lead to semi-professional or professional play – or a life-long attachment and involvement with a preferred sport. Junior play is well-resourced locally and professional play happens in the big leagues, but the bridge between is where more attention will yield results. This will be the focus of the Institute for Brampton Sports High Performance. It will bring all the organized sports efforts in Brampton together. It will help to locate and nurture talent. It will advocate to draw the facilities, organizations and expertise for top-notch sports to Brampton. From a community perspective, the Institute will also facilitate inclusion and access of all people into the culture of competitive and amateur sports and widen interest in exercise and fitness. By highlighting the link between a community sports base and competitive excellence, it will press for recreational and professional facilities to be brought on together and argue the case for early investment in facilities to build interest and participation. The Institute will echo out the Brampton sports story to a larger audience and enfold sports achievement as a part of Brampton's identity.

To be catalytic, the following will be essential in founding the Institute for Brampton Sports High Performance.

- **Task Force of Brampton Leaders to Found the Institute:** Influential sports, corporate, education, and civic leaders in Brampton, including from the Brampton Sports Alliance, must come together, assisted by the existing civic administration, to found the Institute for Brampton Sports High Performance.



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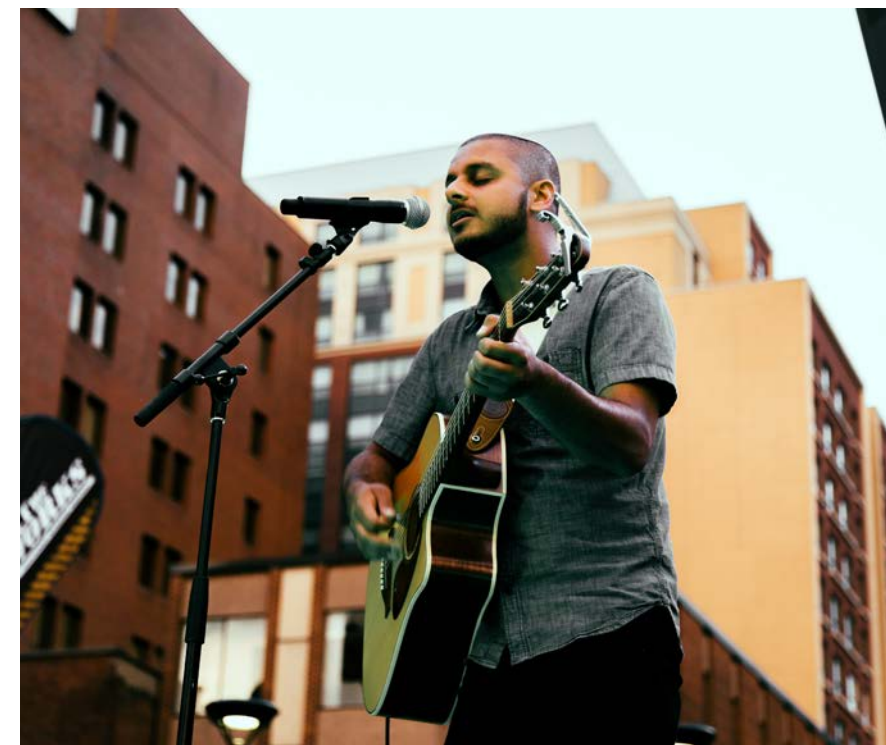
Vision 7: Arts and Culture

In 2040, Brampton will support a mosaic of artistic expression and production.

Brampton has a diverse community of artists and craftspeople doing their creative work within the community. It also has a significant group of other creatives, with a technical artistic approach, making waves in the digital world. These artists and other creative people include the visual and digital arts, music, dance and theatre arts, film and digital production, culinary arts, fashion, and all kinds of handicrafts. The youthfulness and multiculturalism of the population reinforce this vibrant subculture, contributing to the diversity of expression and also to the connectedness of these creative forces to the larger world. The working-level nature of arts activities bodes well for further developing a valuable entrepreneurial sector within the arts. People say they want to tap the real, distinctive, authentic expression that already exists in the local culture but also to draw more artists, arts entrepreneurs, arts patrons, and creative innovation to Brampton. They also want to take advantage of the spin-offs of a strong local arts scene – the tourism, export, business, cultural and jobs potentials.

Creative people in Brampton tend to be dispersed and disconnected from one another. A local organizational and digital platform to connect artists would facilitate collaborations. The educational and recreational supports for young people to develop their artistic talents in Brampton are well developed. Advanced coaching and training is less available with identified talents having to go elsewhere if they are pursuing an arts career. Mid-level and senior supports and education for all the arts are amply available in the Greater Toronto area at a world-class level, but it would be beneficial if some of those resources were to elect to locate within Brampton.

One of the most important initiatives underway in Brampton is a new *Culture Master Plan*, advised by an Arts and Culture Panel, which will come together in 2018. It will set new directions and deal with the arts and cultural infrastructure of the city as well as how to enhance the city as a creative destination. It is not right to pre-empt that public discussion but it is vital to start change where there is already evident public consensus.



Take this idea and run with it – test it, transform it, make it happen...

Action #7-1

Brampton Arts Alliance

Position Brampton as an arts and culture city by founding a non-profit arts agency as the vanguard.

Because the role of City Hall in the arts is limited, this means the whole community has to join together to build a vibrant arts scene that is important in its own right but also as an economic sector with great local potential.

With this in mind, many people are suggesting an aggressive animator for all the arts – let's call it the "Brampton Arts Alliance". This will be a multi-arts umbrella organization for local arts advancement. It will be an adviser and a direct agent to maintain, broaden, and grow a thriving arts, culture and creative sector. This will raise the arts and cultural leadership in Brampton from artists and arts enthusiasts to include art patrons, investors and business promoters.

The Arts Alliance will market and invest to support locals and to penetrate global culture and markets. It will also have responsibility for drawing arts higher education and technical professional training to Brampton – putting talent together with educators. It will lead in branding, messaging and generally communicating a narrative about the Brampton arts scene that will mark the city with an automatic arts and culture image where anyone can pursue their art without the need to go someplace else. It will have a recognition and awards program and will celebrate local people who are considered 'art treasures'. The Alliance will enhance both the non-profit and for-profit aspect of the arts in three ways.

Some art remains non-profit and needs subsidy. A charitable arm of the Arts Alliance will engage the City and senior governments as well as the corporate sector and philanthropic community to build a capacity and endowment for the arts and then administer fine and applied arts grants.

Other art will sustain itself in the marketplace if given an initial boost. A market-based arm of the Arts Alliance will organize a maker-city venture capital capacity for investment, coordination and marketing of arts and culture ventures. This for-profit group will support arts and culture experiments, prototypes, start-ups, new creative business development, initial production, and inter-disciplinary activities.

The Arts Alliance will work with the City to coordinate real estate measures to secure affordable homes for artists and work spaces for culture and top off premium cost for restoring and revitalizing existing historic buildings as maker-spaces, particularly in the Downtown. A priority will be to secure a flexible space in both the Downtown and Uptown to seed art collaboratives in these cores; and to secure other spaces for industrial-level production. One target of the Arts Alliance will be to bring resources together for a free form arts performance venue that artists can co-opt however they wish.

To be catalytic, the following will be essential in realizing the Brampton Arts Alliance.

- **Task Force of Brampton Arts, Culture and Creative Leaders to Found the Arts Alliance:** Leaders of the former Arts Council and recent Arts and Culture Panel will be tapped, but other influential arts, culture, creative and applied arts personalities and business leaders in Brampton must also come together, assisted by the existing civic administration, to found the Brampton Arts Alliance. They will organize its non-profit and for-profit sides to host both an arts grant fund and arts investment fund. They will set up its real estate portfolio. The Alliance will work closely with the Brampton and Caledon Community Foundation.



Take this idea and run with it – test it, transform it, make it happen...

Action #7-2

Brampton Arts Street

Identify Brampton as a ‘creative maker’ hotspot, starting with a maker-place with clustered studios, maker-spaces and arts, crafts, and culture maker-support.

With the right kinds of entrepreneurial support, Brampton’s multi-disciplinary artistic and creative community could make a significant contribution to local jobs and have national and global reach. Locals identify it as a real ‘arts phenomenon’ that has economic implications for the city. But to set itself apart from other local suburbs and say to the larger world that Brampton is the hotspot for creative production and the arts, the City has to do something special.

The Brampton Arts Street will offer a unique creative maker-place. This will be an easily accessible, centrally located main street where there is continuous development potential for several blocks with transit links to the nearby education campuses. It will be a mixed-use place. Fronting the street will be a continuous band of maker-spaces. These will be permanent studios, artists live/work units, workshops, short-term share spaces, meeting spaces, pop-up arts retail, fun places to showcase production, support outlets and, ultimately, galleries. There will be incubator experimental spaces, such as an all-purpose small theater, and more settled production and exhibition facilities. A spacious sidewalk and perhaps an arcade will link all the spaces. Sidewalk design will echo the art theme with public art. *The visionary sketches on the following pages give the picture.*

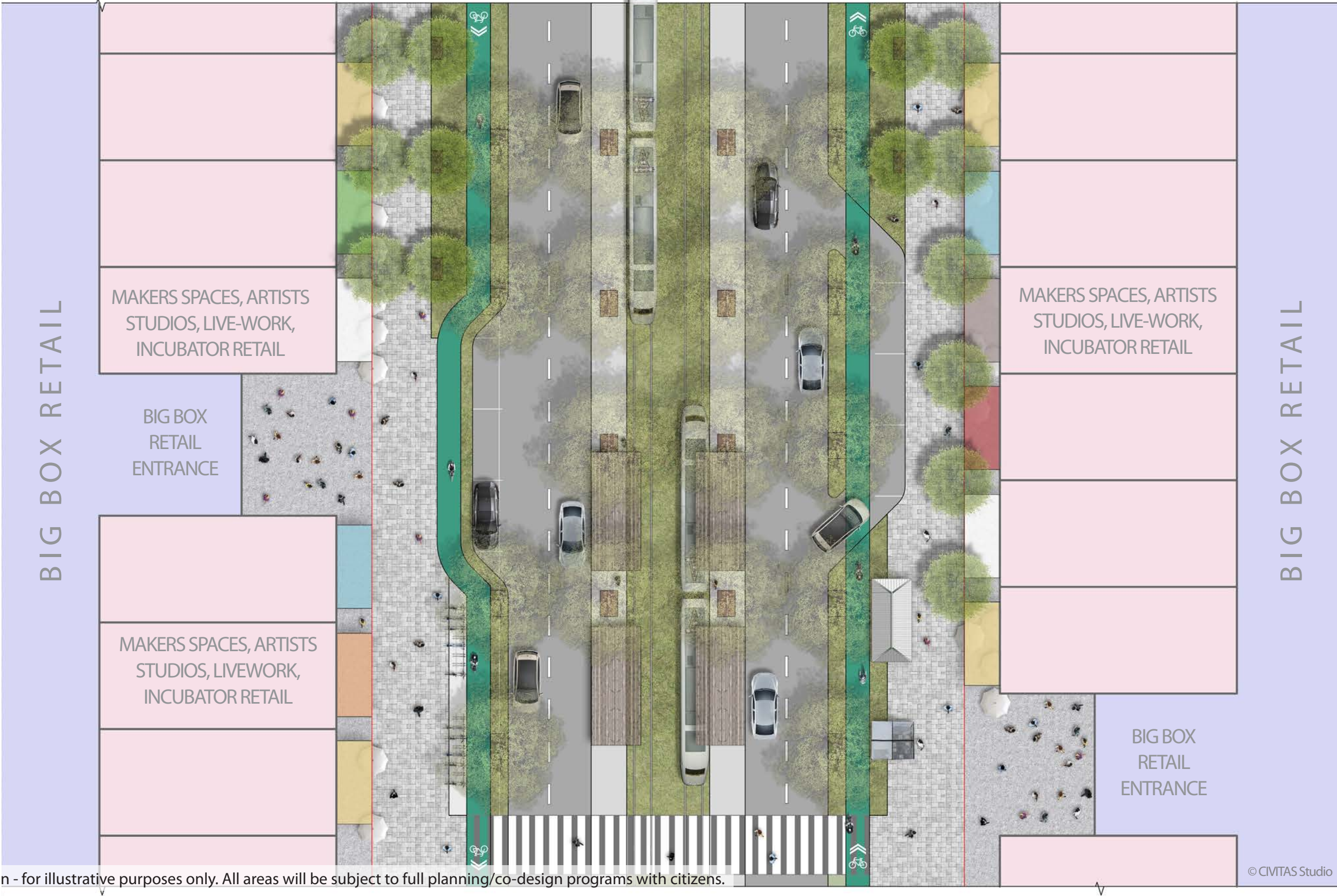
Then, to underwrite these kinds of places, Brampton can turn to the one commercial sector that is prevalent in the city – the big-box retailers. Behind the artistic cultural frontage, the balance of sites can be developed with the big-box retail outlets who will become sponsors and hosts of the artistic frontage. Other retail sponsors will fill in the pattern, especially for those who are uncomfortable with the big-boxers. This will be an arts-anchored power street where creatives and business reinforce one another. To support and energize the Brampton Arts Street, a venture capitalist approach will enhance developer and retail sponsorship.

Once creatives cluster, they build their own arts scene. Arts hubs in Uptown and Downtown will surely follow. Arts hubs will pop up in industrial buildings, facilitated by the Ancillary Centres Audit Team, where larger work and dangerous materials can be used. But the Arts Street will be the initial innovation that puts Brampton on the arts map.

To be catalytic, the following will be essential in setting up the Brampton Arts Street.

- **Arts Street Team:** This civic urban design and economic development team will lead the Brampton Arts Street initiative by managing a design competition for a master design and reaching out to corporate interests to secure investment and construction along the street.
- **Special Districts Design Studio (Arts Street assignment):** The Arts Street team will work out of this City Hall design studio with urban design, architectural, and landscape architecture expertise with responsibilities for all special districts.
- **Arts Venture Capital Committees:** To assist the transition of fine arts to maker-ventures, venture capital committees for each artistic type will host innovation labs for prototyping and testing for concept development, with seed start-up funding, as well as offer business mentoring and expertise and then, according to performance and general interest, provide further investment for consolidation, expansion and take-off. The Brampton Arts Alliance will convene these committees.
- **Brampton Arts Street Association:** This non-profit artists-based organization, with other interests on the Arts Street, will be involved in all aspects of the street. It will contribute to design, drive crucial marketing of the street and provide ongoing coordination and management for such a unique combination of activities. It will host educational programming in the arts for Bramptonians and mentoring for participating artists.

Arts Street Concept Plan



Not a plan - for illustrative purposes only. All areas will be subject to full planning/co-design programs with citizens.

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Arts Street Concept Section



Not a plan - for illustrative purposes only. All areas will be subject to full planning/co-design programs with citizens.

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Final Words

Brampton in 2040



A Mosaic of Community Thinking – Bringing It All Together

Integrating thoughts – With the thousands of thoughtful contributions that have been synthesized in this Vision, it is inevitable that some ideas have been lost or included in more general expressions or interpreted in a way differently than was meant. Many minds have collaborated to bring this Vision together. Every effort has been made to be as inclusive to all the ideas as possible. We offer sincere apologies if people do not immediately see their specific words and drawings as they read the text and view the images. But we hope that, nonetheless, people will find the essence of what they wished to say and, therefore, truly see themselves echoed throughout this narrative of Brampton's future.

Reflecting a collective perspective – It is true that widely-held views have prevailed over individual perspectives if these were in contradiction or tangential to the overall directions. Nonetheless, it has been surprising how many specific and individual thoughts and suggestions have been able to coexist in harmony as we put it all together. Of course, that is the reality of cities. They are complex organisms where contradictions or just unconnected elements seem to be able to coexist. We can all be thankful for that.

Finding clarity – This Vision had to stay at a high level, sketching a comprehensive future, so it surely dropped many of the more specific features that are important to people. Often contributions were of a detailed nature because people know exactly what they want. But such detail, if included, would require other detail and the complexity would overwhelm and cloud the general picture. Even more often, people either offered ideas for implementation or wanted to know exactly how implementation would happen, who would be involved and when and why. They offered or wanted all the specifics. Again, that would be too much detail to keep our story straight and clear. The next level down of information will happen later, if the overall directions are endorsed. Then, the conversation will be more focused on a particular action and can explore and appreciate all the full elaborations. The more detailed ideas are carefully documented at City Hall and will be referenced when the time comes. It is a rich motherlode of thinking that will embellish every single follow-up action.

Synthesis is a fine and tricky art – We hope we have found the sweet spot of Brampton's collective perspective and that people will therefore embrace the place we have described and will want to make it happen. It would be impossible to link back every idea to its contributor or even to offer the relative numbers of compatible

thoughts. This was not a statistical exercise. But the truth of this synthesis is in the reading and with the reader. If people are comfortable as a community with this synthesis, then we have done our job well.

This Vision is a mosaic created by a community that is a mosaic.



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Appendix

Appendix 1:

Making the Vision – The People’s Process



When thousands of people come together to dream, it is a phenomenon to remember.

To create this Vision, many events, people, and means of input were engaged.

Here is how we reached the people and they reached us.

For the Brampton 2040 Vision, the process was an extraordinary program of activities and gateways for input that allowed people to participate at the level they preferred. It tapped community leaders, other active people in the community, and community special interest organizations with forums of extensive discussion, which were hosted by the community within the community or purposely convened by City Hall. It tapped the public face-to-face by going out to the kind of community events that attract masses of people. It tapped the widest possible public by active outreach and actively receiving public commentary and ideas through a sophisticated social media campaign.

Here is the full list of all that outreach.

Events:

1. Development Roundtable – June 19, 2017 – 9:30am-11:30am
2. Development Roundtable – June 20, 2017 – 9:30am-11:30am
3. Development Roundtable – June 20, 2017 – 2:30am-4:30am
4. Council Announcement – August 9, 2017
5. Committee of Adjustment – September 12, 2017 – 9:00pm-9:30pm
6. Brampton Heritage Board – September 19, 2017 – 7:00pm-7:30pm
7. Cycling Advisory Committee – September 21, 2017 – 7:00pm-7:30pm
8. Brampton Historical Society – September 21, 2017 – 7:00pm-7:30pm
9. Downtown Farmers Market – September 23, 2017 – 7:00am-1:00pm
10. Allen Kerbel Park – September 23, 2017, 2017 – 10:00am-1:00pm
11. Fletcher’s Creek SNAP Tree Planting – September 23, 2017 – 9:00am-12:00pm
12. Bike Brampton Community Ride (Downtown GO Station) – September 24, 2017 – 9:45am-10:30am
13. Taxicab Advisory Committee – September 25, 2017 – 1:00pm-1:30pm
14. Transit Customer Appreciation Day, Downtown Terminal, September 25, 2017 – 3:00pm-6:00pm
15. Joint Leadership Team, Region of Peel and City of Brampton, September 25, 2017
16. Transit Customer Appreciation Day, Brampton Gateway Terminal, September 26, 2017 – 11:00am-2:00pm
17. Mount Pleasant Market, September 28, 2017 – 5:00pm-7:00pm
18. Inclusion and Equity Committee – September 28, 2017 – 7:00pm-7:30pm
19. Transit Appreciation Day, Bramalea Terminal – September 28, 2017 – 3:00pm-6:00pm
20. Sid Manser Park – September 29, 2017 – 2:00pm-3:00pm
21. Transit Customer Appreciation Day, Heart Lake Terminal – September 29, 2017 – 2:00pm-5:00pm
22. Doors Open Brampton, City Hall – September 30, 2017 – 10:00am-4:00pm
23. Doors Open Brampton, Alderlea – September 30, 2017 – 10:00am-4:00pm
24. Doors Open Brampton – Mount Pleasant Village – September 30, 2017 – 10:00am-4:00pm
25. Doors Open Brampton, Bovaird House – September 30, 2017 – 10:00am-4:00pm
26. CIBC Run for the Cure, PowerAde Centre – October 1, 2017 – 10:00am-1:00pm
27. Seniors Council, Chris Gibson Recreation Centre – October 3, 2017 – 9:00am-11:30am
28. Toastmasters – October 4, 2017 – 7:00pm-9:30pm
29. Save Our World Event, Rose Theatre – October 4, 2017 – 7:30pm-9pm
30. Council Announcement – October 4, 2017
31. Mount Pleasant Village – October 5, 2017 – 5:00pm -9:00pm
32. Brampton School Traffic Safety Committee – October 5, 2017 – 9:30pm-10:00pm
33. Islamic Heritage Month at PAMA – October 5, 2017 – 7:00pm-9:00pm
34. Cassie Campbell Recreation Centre – October 5, 2017 – 4:30pm-8:00pm
35. FCC Seniors – October 6, 2017 – 10:00am-12:00pm
36. Downtown Market – October 7, 2017 – 7:00am-1:00pm
37. Eco Pledge Fall Event, Downtown – October 7, 2017 – 7:00am-1:00pm
38. William Osler Hospital – October 10, 2017 – 10:00am – 4:00pm

39. Brampton Environmental Advisory Committee – October 10, 2017 – 6:00pm-6:30pm
40. James Potter Public School, Open House – October 11, 2017 – 6:00pm-7:30pm
41. Region of Peel – October 12, 2017 – 9:45am-12:30pm
42. Copeland Public School Open House – October 12, 2017 – 6:15pm-7:45pm
43. Gore Meadows Community Centre – October 12, 2017 – 5:00pm-8:00pm
44. Fright Night – Greenbriar Recreation Centre – October 13, 2017 – 6:00pm – 9:00pm
45. Downtown Harvest Market – October 14, 2017 – 9:00am-1:00pm
46. Park’s Appreciation Day, Massey Park – October 14, 2017 – 10:00am-1:00pm
47. Heritage Board Plaque Event – October 15, 2017 – 2:00pm-4:00pm
48. Heritage Bus Tour, October 14, 2017 – 10:00am-12:00pm
49. Fright Night, Chris Gibson Recreation Centre – October 14, 2017 – 6:00pm-9:00pm
50. Family Fun Day at PAMA – October 15, 2017 – 1:00pm-4:00pm
51. School Tours of City Hall – October 17, 2017 – 10:30am-11:00am
52. Women’s PROBUS Club Meeting, Century Gardens – October 17, 2017 – 11:00am-12:00pm
53. Councillor Dhillon’s Youth Basketball Event – October 17, 2017 – 5:30pm-6:15pm
54. Mayor’s Speaker Series: Brave New Suburbia – October 17, 2017 – 6:30pm-8:30pm
55. Mastermind Networking Event (Brampton Entrepreneurship Centre) – October 17, 2017, 6:00pm-8:00pm
56. Bridge Prison Ministry, St. James Apostle Church – October 18, 2017 – 7:00pm-8:00pm
57. Brampton Business Milestone Event at the Rose Theatre – October 18, 2017 – 7:30pm-9:30pm
58. Fright Night, Loafers Lake Recreation Centre – October 20, 2017 – 10:00am-3:00pm
59. Harvest Market – October 21, 2017 – 9:00am-1:00pm
60. Bramalea City Centre (Diwali Event) – October 21, 2017 – 9:30am-9:00pm
61. Tech Fair 2017, Brampton Civic Centre – October 21, 2017 – 10:00am-3:00pm
62. Family Fun Day at PAMA - – October 21, 2017 – 1:00pm-4:00pm
63. Fright Night, Earnscliffe Recreation Centre – October 21, 2017 – 6:00pm-9:00pm
64. Bramalea City Centre (Diwali Event) – October 22, 2017 – 11:00am-7:00pm
65. Municipal Engineers Conference -- October 22, 2017 – 9:00am-12:00pm
66. Seniors Council Presentation Air Canada Pionairs Association – October 24, 2017 – 9:30am-11:00am
67. United Achievers’ Community Services – October 25, 2017 – 7:00pm-9:00pm
68. Regeneration Group – October 26, 2017 – 11:00am-12:30pm
69. Grace’s Place Soup Kitchen – October 26, 2017 – 10:30am-1:00pm
70. Peel District School Board Principals Breakfast – October 26, 2017 – 9:00am-12:00pm
71. Fright Night, Gore Meadows Recreation Centre – October 27, 2017 – 6:00pm-9:00pm
72. Harvest Market – October 28, 2017 – 9:00am-1:00pm
73. Fright Night, Century Gardens Recreation Centre – October 28, 2017 – 6:00pm-- 8:00pm
74. Brampton Youth Shelter – October 30, 2017 – 5:00pm-7:00pm
75. Regional Diversity Roundtable -- October 30, 2017 – 8:00am-10:00am
76. Council Announcement – November 1, 2017
77. Tactical Urbanism, Laneway Lab, Downtown Brampton (McArter Lane) -- November 4, 2017
78. Council Announcement – December 6, 2017
79. Brampton Members of Parliament Information Session -- January 5, 2018 – 1:30pm-4:30pm
80. Jean Augustine Secondary School -- January 10, 2018
81. Joint Leadership Meeting City of Brampton and Region of Peel -- January 23, 2018 – 9:00am-12:00pm
82. Urban Land Institute – February 1, 2018 – 8:30am-4:00pm
83. Council Announcement – February 7, 2018
84. York University Lecture – February 16, 2018
85. Environment Advisory Committee – April 10, 2018 – 6:00pm
86. Accessibility Advisory Committee – April 17, 2018 – 6:30pm
87. Brampton Heritage Board – April 17, 2018 – 7:00pm
88. Cycling Advisory Committee – April 19, 2018 – 7:00pm
89. Sports Day in Brampton, Brampton Soccer Centre - – April 21, 2018 – 10:00am-4:00pm
90. Brampton Community Safety Advisory Committee – April 24, 2018 – 7:00pm
91. Inclusion and Equity Committee – May 2, 2018 – 7:00pm
92. Brampton School Traffic Safety Council – May 3, 2018 – 9:30am
93. Sports Hall of Fame Committee – May 3, 2018 – 7:00pm
94. Council Announcement – - April 25, 2018
95. Sikh Heritage Month Event, City Hall – April, 2018 - – 6:00pm-8:00pm

Focus Groups:

1. Brampton Board of Trade – September 11, 2017 – 5:00pm-8:00pm
2. Committees of Council – September 26, 2017 – 7:00pm-9:00pm
3. Affiliated Sports Groups – September 27, 2017 – 5:00pm-7:00pm
4. Inclusion and Equity Committee – September 28, 2017 – 7:00pm-9:00pm
5. School Boards – October 4, 2017 – 9:00am-12:00pm
6. Seniors Groups – October 10, 2017 – 9:00am-12:00pm
7. Boys and Girls Clubs – October 11, 2017 – 6:30pm-9:30pm
8. Committees of Council – October 12, 2017 – 7:00pm-9:00pm
9. United Way – October 16, 2017 – 7:00pm-9:00pm
10. Affiliated Sports Groups – October 16, 2017 – 5:30pm-8:00pm
11. Faith Based Groups – October 17, 2017 – 1:00pm-4:00pm
12. Environmental Community Groups – October 17, 2017 – 6:30pm-8:30pm
13. Toronto and Region Conservation Authority and Credit Valley Conservation Authority – October 18, 2017 – 9:00am-12:00pm
14. Region of Peel – October 20, 2017 – 1:00pm-4:00pm
15. Community Health Organizations – October 24, 2017 – 6:00pm-8:00pm
16. United Achievers Club of Brampton – October 25, 2017 – 7:00pm-9:00pm
17. Arts Community – October 25, 2017 – 6:00pm-8:00pm
18. Business Community – October 26, 2017 – 8:00am-11:00am
19. Sheridan College – October 26, 2017 – 12:30pm-3:30pm
20. Other Community Groups (by request) – October 27, 2017 – 5:30pm-8:30pm
21. Transportation (general population) – January 11, 2018 – 6:30pm-8:30pm
22. Jean Augustine Secondary School – April 9, 2018

Comment Card Locations:

- Library Branches – City-wide
- Recreation Centres – City-wide
- City Clerk’s Office
- Planning and Development Services Counter
- Downtown Reimagined Storefront
- Peel Aboriginal Network Office
- Knights Table

Engagement	Totals
Website Ideas, Pins and Votes:	1,277
Website Hits:	42,000
Newspaper Ads:	35
Video Views:	3,400
Ethnic Media:	3
Decals:	29

A sensible framework for outreach and an ongoing monitor to the process was provided foremost by the staff at City Hall and by representative voices from partnering government agencies.

Here is the full list of government involvement.

- Region of Peel
- Peel District School Boards
- Toronto and Region Conservation Authority
- Credit Valley Conservation Authority
- William Osler Health Centre
- Members of Parliament
- Local Health Integration Network

Here is how, with the people, we synthesized the thousands of ideas and perspectives.

Not only did the public offer contributions, they were also invited to lead the elaboration and synthesis of those ideas in a grand workshop in the Atrium of City Hall. After the technical team further refined the synthesis and drafted the findings – that is to say, the first draft of the Vision – the public was invited back to a second grand workshop to review the results and make sure they were fully representative of public wishes.

Here are the details of the two grand workshops.

- Citizen Review, Brampton City Hall, November 25th and 26th, 2017, 9am-5pm – Staff Participants – 60; Citizen Participants – 65
- Citizen Review, Brampton City Hall, March 24, 2018, 9am-5pm – Staff Participants -50; Citizen Participants -65

Here is how we included peer review.

The technical team’s initial draft of the Vision was also offered for peer review by distinguished urbanists from the Greater Toronto area in a half-day review session.

Here are the details of that peer review.

- Peer Review, City Hall, March 25, 2018 - 3 Professional Reviewers, 1 Academic Reviewer from the University of Waterloo, School of Planning.

Here is how City Council receives the vision.

After all reviews, the Vision was finalized and published. The receipt of it by City Council, the taking of advice on it from the public by City Council, and the decision process of City Council continues the full transparency and engagement of the process.

Here are the members of the consultant team who facilitated the people’s Vision;

Beasley & Associates Planning;

- Larry Beasley
- Sandy Logan

CIVITAS Studio Urban Design & Planning:

- Joe Hruda
- Dan Daszkowski
- Sok Ng
- Mona Han
- Negin Shakabi
- Claire Wang
- Luyang Zhou
- Cherish Armstrong

Here are the facilitators and scribes who supported the people’s discussions.

A staff and consultant team acted as facilitators and scribes for this process, adding content on leading practices, ensuring accuracy and bringing the Vision to fruition.

Project Team:

- Antonietta Minichillo
- Anand Balram
- Rahul Nargas
- Gloria Ruiz
- Kelly Brooks

Staff Supports:

- Adam Farr
- Alex Taranu
- Allan Parsons
- Ann Muir
- Anthony Wong
- Bernie Steiger
- Bob Darling
- Brendan Healy
- Brian Lakeman
- Brian Stittle
- Carmen Caruso
- Chris Duyvestyn
- Daniella Balasal
- David Vanderberg
- Denise McClure
- Doug Rieger
- Emmerson Small
- Erin O’Hoski
- Frank Mazzotta
- Gaea Oake
- Gregory Peddie
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- Heidi Calder
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- Inderjit Hans
- Jayne Holmes
- Jim Doran
- John Spencer
- John Zingaro
- Kathy Duncan
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- Kenny Yan
- Kristen Kiernander
- Kristina Dokoska
- Laura Lukasik
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- Madhu Debnath
- Malik Majeed
- Martin Bohl
- Matthew Pietryszyn
- Melanie Pearce
- Melike Gokce
- Michael Hoy
- Michele Gajek
- Mike Parks
- Nada Almasri
- Nash Damer
- Natasha Rea
- Neha Kulkarni
- Nelson Cadete
- Pam Cooper
- Pamela Clark
- Pascal Doucet
- Paul Aldunate
- Paul Postiglione
- Peter Fay
- Peter Marrello
- Ravjot Chhatwal
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- Roopun Hundal
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- Stavroula Kassaris
- Tanya Pacheco Silva
- Tarieka Montague
- Travis Dorn
- Tristan Costa
- Victoria Mountain
- Yarlene Frisani
- Yuri Mantsvetov
- Andrea Dear (Region of Peel)
- Christian Binette (Region of Peel)
- Elizabeth Bang (Region of Peel)
- Lorenzo Mele (Region of Peel)
- Sandra Fitzpatrick (Region of Peel)
- Sharanjeert Kaur (Local Health Integration Network)

Any omissions with respect to staff involvement are our own and we apologize if we missed anyone at all, you are no less important to us and the process.

In addition to those already mentioned in the document, there are some more staff who were involved in the engagement effort – to you, we extend our gratitude for your commitment of time to engage with our community.

We embrace all contributors with profound appreciation.

The Brampton 2040 Vision Team extends its most heartfelt appreciation and thanks to every single person who contributed to this dream for the future of this great city.

Prepared by: BEASLEY ASSOCIATES, PLANNING INC.

