

RECAP FROM NOV. 19 & 20...

- Brampton 2040 Vision Thinking bigger and making meaningful impact
- 2. Evidence based planning is key to a successful implementation strategy
- 3. Need to continue to work with partners on Community Safety & Well-being priorities
- 4. Range of community facing services
- 5. Our focus is people



Today's Agenda

Topic	Staff Orientation Lead / Guest Speaker	
Welcome, Recap & Introduction	Harry Schlange, CAO	
Innovation & Delivering Health Services	Dr. Carr and Dr. Mohammad - William Osler Health System (WOHS)	
Economic Development & Culture Economic Development Master Plan Culture Master Plan	Bob Darling, Director Economic Development & Culture Denise McClure, Sr. Manager Economic Development Kelly Stahl, Sr. Manager Culture	
Parks & Recreation Master Plan	Al Meneses, Commissioner Community Services Derek Boyce, Director Recreation	
Environmental Master Plan	Michael Hoy, Policy Planner	
Lunch		
Global Scan	Lowell Rubin-Vaughn, Manager Government Relations	
Community Tour (Bramalea)	Via Transit with Planning & Development	

Welcome Dr. Carr & Dr. Mohammad

Dr. Carr



Dr. Brendan Carr is the President and Chief Executive Officer of William Osler Health System. Prior to joining WOHS, he was President and Chief Executive Officer of Vancouver Island Health Authority.

He also holds a Masters in Business Administration (MBA). He is a skilled emergency department physician and continues to take an occasional shift in Emergency. Active in education and health services research, Brendan is an advocate for innovation and transformation in health care.

Dr. Mohammad



Dr. Naveed Mohammad serves as Executive Vice President, Quality, Medical & Academic Affairs at William Osler Health System.

Dr. Mohammad joined WOHS in 1997 as an emergency physician at Etobicoke General

and has held a number of physician leadership roles. His leadership has been instrumental in transforming the delivery of emergency services at Osler. Dr. Mohammad is passionate about, and invested in ensuring optimal health care services for the community













City of Brampton

November 26, 2018

OSLER SITES SERVING THE CENTRAL WEST COMMUNITY







Brampton Civic

Etobicoke General

Peel Memorial

CENTRAL WEST REGION



The communities we serve:

- Brampton
- Caledon
- Dufferin County
- Malton
- North Etobicoke
- West Woodbridge

THE CENTRAL WEST COMMUNITY





Highest population growth rate in Ontario

44% growth by 2041



We are aging

The number of seniors will grow by nearly

135% by 2041



We are living with chronic conditions

The prevalence rate of diabetes has increased by more than 50% and is higher than the provincial average



We are diverse

Over 50% of our community members were born outside of Canada

LHIN HOSPITAL SPEND PER CAPITA

Local Health Integration Network	Hospital Operation Per Capita \$ (2009/10)	Hospital Operation Per Capita \$ (2016/17)	% Change
Central	\$591.88	\$694.83	17.4%
Central East	\$714.90	\$794.90	11.2%
Central West	\$515.33	\$611.35	18.6%
Champlain	\$1,204.64	\$1,296.51	7.6%
Erie St. Clair	\$919.67	\$1,077.76	17.2%
Hamilton Niagara Haldimand Brant	\$1,191.13	\$1,414.56	18.8%
Mississauga Halton	\$663.21	\$869.86	31.2%
North East	\$1,326.90	\$1,734.35	30.7%
North Simcoe Muskoka	\$783.03	\$960.39	22.7%
North West	\$1,676.58	\$1,971.36	17.6%
South East	\$1,273.35	\$1,396.35	9.7%
South West	\$1,517.56	\$1,650.99	8.8%
Toronto Central	\$2,732.37	\$2,964.11	8.5%
Waterloo Wellington	\$708.22	\$780.73	10.2%
Ontario Total	\$1,093.93	\$1,245.66	13.9%
CW LHIN Rank	14	14	



SHIFTING ENVIRONMENT: NEW PROVINCIAL DIRECTION





The Honourable Christine Elliott,
Minister of Health
and Long-Term Care

- 30,000 new long-term care beds in 10 years
- 2 Ending hallway medicine
- \$1.9 billion on Mental Health and Addiction support & housing
- Encouraging more doctors to move to northern Ontario
- \$98 million per year for dental care to low-income seniors

AYEAR OF GOING BEYOND

Emergency & Urgent Care Visits

281,635



136,966

82,719

61,950

Brampton Civic Etobicoke General Peel Memorial

Outpatient Visits

Total

Total

490,505



306,212

110,147

73,216

Brampton Civic Etobicoke General Peel Memorial

Outpatient Surgeries

52,345



25,754

16,477

10,144

Brampton Civic Etobicoke General Peel Memorial

Total



2,742

Funded Beds

905 Total



633

272

Brampton Civic Etobicoke General

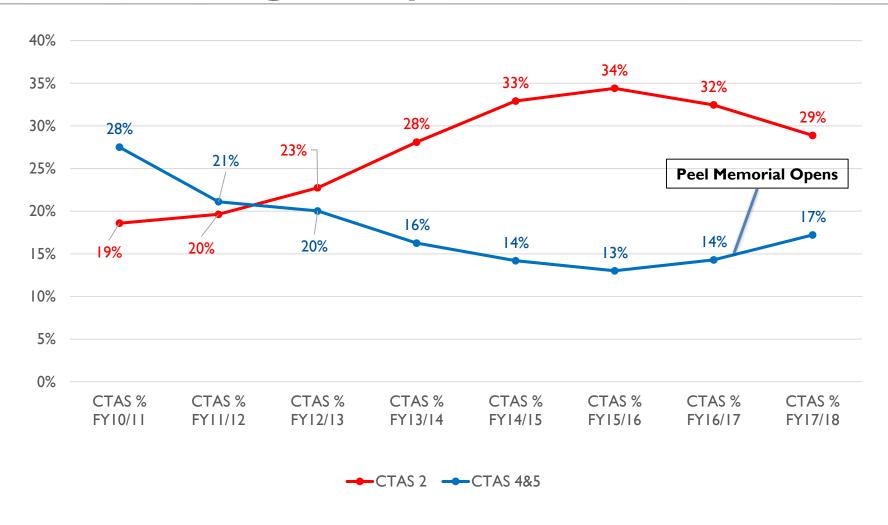
ADVANCING INNOVATIONS







Growth in High Acuity Patients





PEEL MEMORIAL - IMPROVING ACCESS

CW LHIN



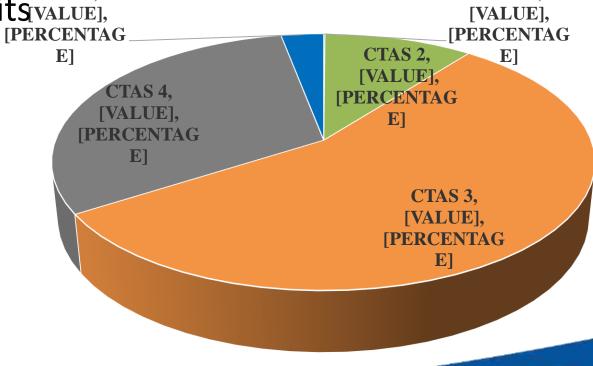
population growth by 2041

2017-18 Peel UCC Visits[VALUE],

61,950

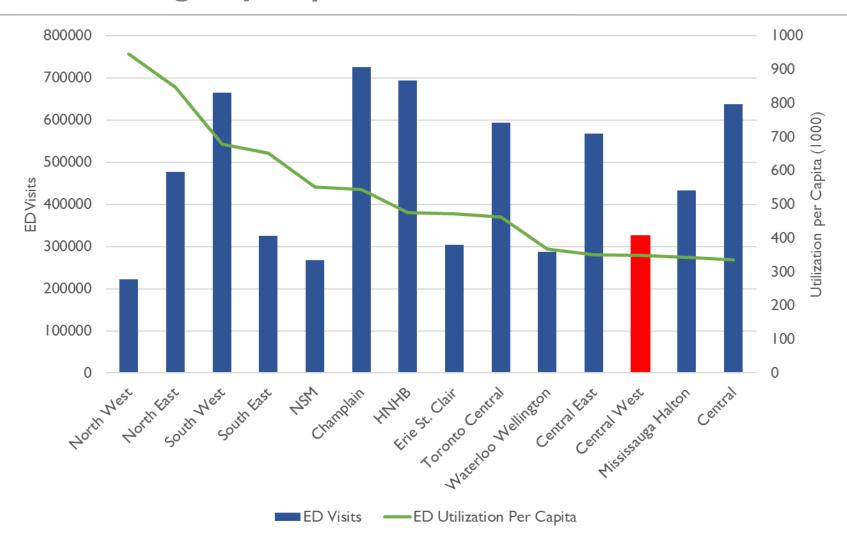
Includes **40,387 CTAS 1, 2 & 3**

200+ visits per day average



CTAS 1,

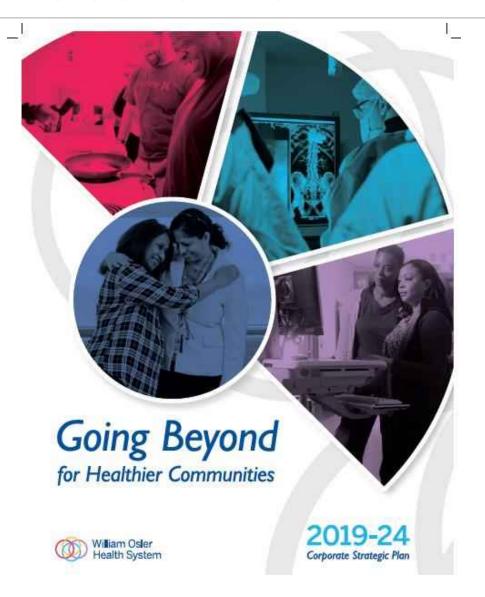
Ontario LHIN Emergency Department Utilization



WAITTIMES – IMPROVEMENTS

September 2018		EGH	РМН	ONT AVG
Average Wait time to see MD	1.3	0.4	0.7	1.5
Average time spent Minor patients	2.3	1.9	1.8	2.5
Average Time spent Complex patients	3,8	3.5	2.5	4
Average Time to Inpatient Bed		22		16.3
% of Patients Admitted to Hospital Bed Within 8 hr Target	27%	33%		35%

OSLER'S 2019-24 STRATEGIC PLAN



"Together we have the power to inspire and imagine new opportunities so that we can be leaders in **health** care, not just **sick** care"





2019-24 Corporate Strategic Plan

STRATEGY MAP

OUR VISION

Patient-inspired health care without boundaries

OUR PROMISE

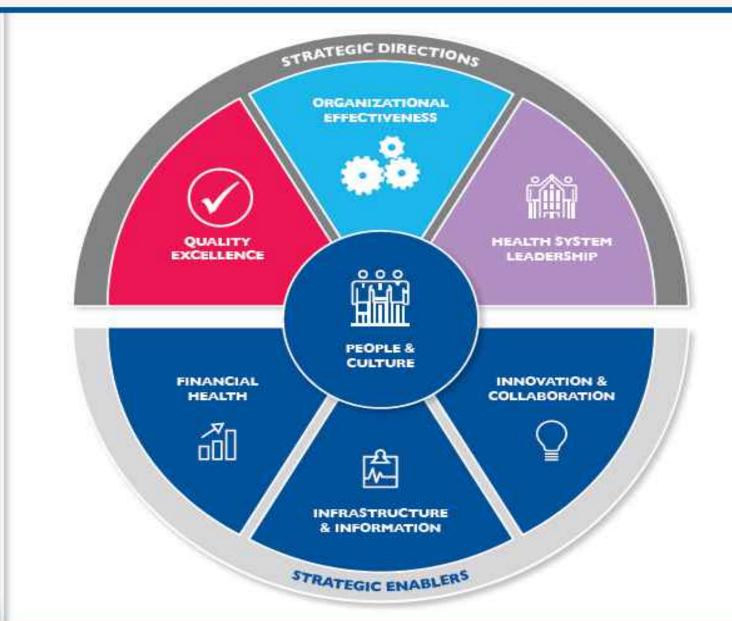
Going Beyond

OUR MISSION

Innovative health care delivered with compassion

OUR VALUES

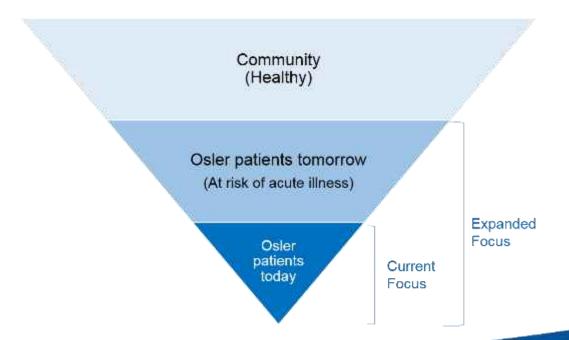
Respect Excellence Accountability Diversity Innovation



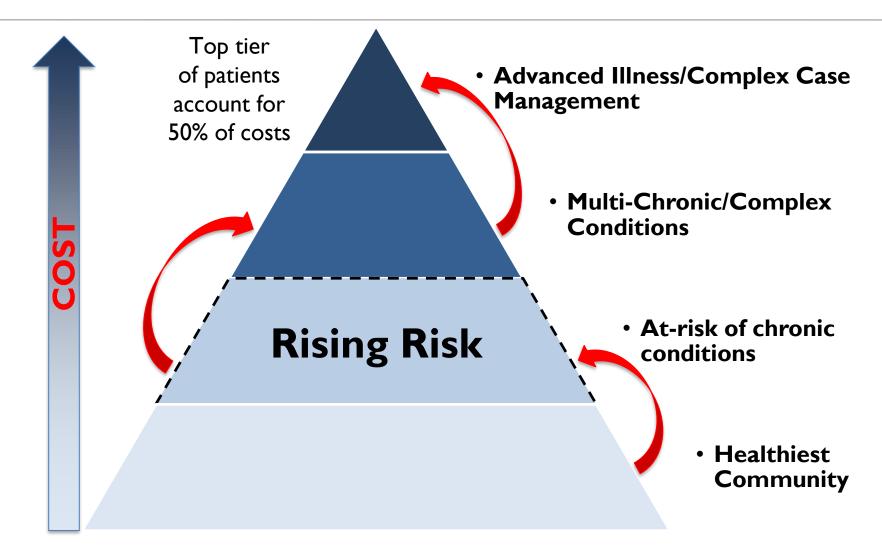


VISION: Patient-inspired health care without boundaries

- Without boundaries has a range of interpretations
- Common understanding lead to greater alignment of work with organizational priorities
- Expand our focus to include 'Osler patients of tomorrow' and disrupt the status quo of patients reliance on the ED and being passive recipients of their health care.

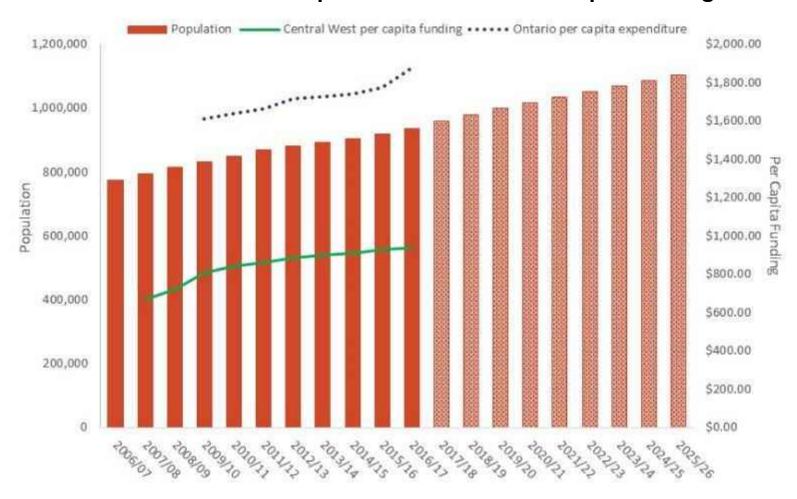


ESCALATING PATIENT TRANSITIONS & COSTS



Historical Funding – CW LHIN

Central West LHIN Population Growth vs. Per Capita Funding



Peel UCC – Current Reality

2017	/18 A	ctuals
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New Visits to be funded over 6 years 10,192

BCH Volume Reduction 3,580

New Volumes 48,178

TOTAL UCC Visits 61,950

Unfunded volume contributing to a <u>base</u> <u>funding</u> gap of

\$14M

2018/19 Current Projections

New Visits to be funded over 6 years 10,192

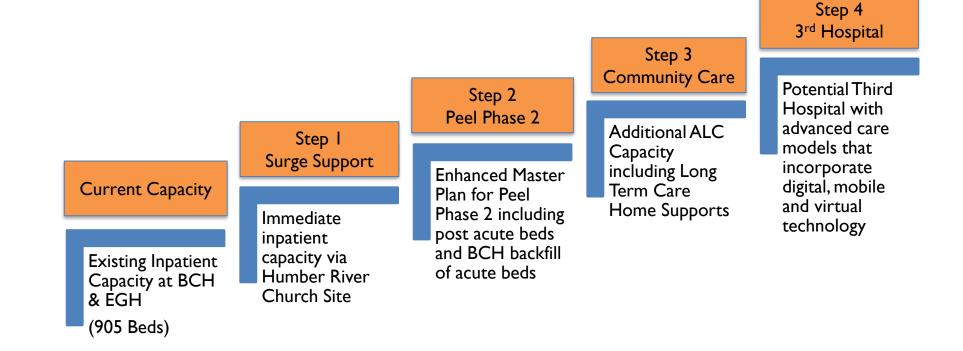
BCH Volume Reduction

New Volumes 61,808

TOTAL UCC Visits 72,000



Enhancing Inpatient Capacity



PEEL PHASE 2





Urgent Priority

Peel Phase I - Volume Pressure \$14M Gap - Equalization of Funding Models

Revised Peel Memorial (Phase II) Master Plan

- Post Acute Beds (Rehab, Seniors & Mental Health)
- Decant Beds from BCH to Peel creating new capacity

Sustainable Infrastructure Planning for Future Need

GOING BEYOND FOR HEALTHIER COMMUNITIES



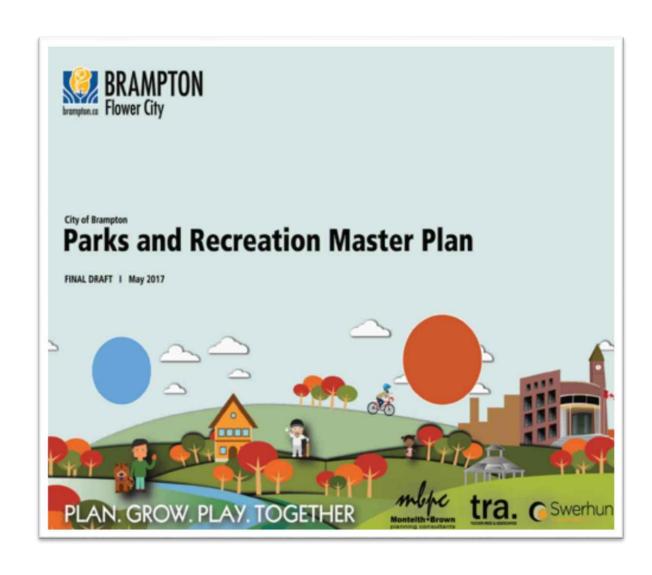
- ✓ Join us at our Strategic Plan Community Expo
 - ✓ **EGH –** November 27, I Iam 2pm
 - ✓ **BCH** November 28 I Iam 2pm
 - ✓ **Peel -** November 29 I Iam 2pm

Thank You



The PRMP

- In 2015 Brampton identified that the absence of an 'endorsed', strategic master plan to guide the delivery of parks and recreational infrastructure and programming was hampering decision making
- In October 2015 Council approved an RFP to retain a consultant to assist in the development of a plan
- RFP sought to develop a long-range plan (to 2031) guiding Brampton's:
 - Parks and open space, outdoor sports and recreation facilities
 - Indoor sports and recreational infrastructure
 - Programming and services
- Emphasis on a robust community consultation program (over an 18 month period)
- Considered community demographics, trends and best practices, alignment with other City objectives, and operational/financial sustainability



PRMP Timeline

METHODOLOGY

To deliver on the RFP and objectives specified by City Council and Staff, the PRMP was based on:

- Employing an 'evidence-based' approach
- Consideration of many inputs to support assessments and recommendations
- A commitment by the Project Team to:
 - Listen
 - Learn
 - Analyze
 - Listen Again



Council-Approved RFP

To retain a consultant to assist in the development of a plan

Background Research

Community demographics, trends & benchmarking, facility & program inventory, document review

Community Input

City Council consultation, citizen panel consultation, stakeholder consultation, public consultation, City staff consultation

Preliminary Assessments

Parkland & open space needs, recreation facility needs, program & service needs

Interim Reporting

City Council workshop and citizen panel consultation

Implementation Analysis

Prioritization & timing, funding strategies, capital cost analysis

Draft PRMP & Feedback

Preliminary recommendations, City Council interviews & status update, stakeholders meeting, public open houses

Final Master Plan

Endorsed by Planning & Development Committee and City Council

Community Consultations

The PRMP concluded 18 months of consultations with the public, stakeholders, partnering public agencies, City Council and staff.



Citizen Panel

Meetings held in March, July and October 2016



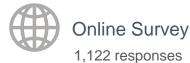
Public Meeting

Held in May 2016



Launch Event

Held in April 2016 with community leaders, general public, staff, Mayor and Councillors





Stakeholder Survey & Workshops

Held in May 2016, with 75+ participants, representing 25+ organizations



Pop Up Booths

5 held across the City



City Staff Roundtables

Held in May 2016 with 150 staff participants



Council & Senior Management Interviews

31 interviews held in May 2016



Written Submissions

Multiple received throughout project duration via PRMP@Brampton.ca

Guiding Principles

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

- Support national, provincial, regional and municipal initiatives focused upon health promotion and design of healthy communities.
- Provide a pleasing and sustainable range of parks, facilities and services serving community wide interests as well as neighborhoods within Brampton.
- Provide inclusive, affordable, and accessible parks, recreation and sport opportunities for all Brampton residents.
- Encourage community engagement in the planning, design and delivery of parks, recreation and sport services through ongoing dialogue, collaboration, support for volunteers and community organizations, and leveraging appropriate partnerships.
- Embody an environmentally and financially sustainable model in the design and ongoing operations of the parks, recreation and sport system.
- Embrace public service excellence in the delivery of parks, recreation and sport in Brampton.

Key Considerations

Population growth from 615,000 to 837,000 by the year
 2031 (200,000+ persons)

Diverse socio-economic and cultural profile

 Robust number of parks and recreation facilities with a variety of sizes, scales, and geographic catchments between them

Themes from Community Consultations:

Ongoing Commitment to Inclusivity

 Multi-Use, Multi-Generational, Multi-Seasonal, Multicultural Facilities

Balancing Neighbourhood with City-wide Needs

Unstructured, Self-Scheduled Opportunities

Comfortable, Safe and Welcoming Atmosphere

Pursuit of Partnerships

High Quality Sports and Recreation Facilities

Funding and Costs are Key Issues



Key Recommendations

114 Recommendations spanning parks, facilities (indoor and outdoor), recreation programming, service delivery, and implementation

Timing of Implementation categorized by:

- Short-Term (2017-2022)
- Medium-Term (2023-2027)
- Long-Term (2027-2031)



New Indoor Recreation Facilities

Mississauga/Embleton



Optimizing Older/ **Smaller Facilities**

- Howden
- Balmoral
- Chris Gibson
- Loafer's Lake



Outdoor Recreation Facilities

- · Public Tennis Courts
- Basketball Courts
- Skateboard Parks
- Splash Pads & Outdoor Pools



Parks & Open Spaces

- · Parkland Acquisition
- Parkland Renewal
- Natural Heritage & Stewardship



Outdoor Sports Fields

- Cricket Pitches
- Artificial Turf Field
- Rectangular Sports Fields
- Ball Diamonds



Recreation Services & Programs

- Physical Activity
- Getting Outdoors
- Water Safety
- Aging Population
- Diverse & Marginalized Populations
- Sport Development

Recommendations



COMMUNITY CENTRE AT MISSISSAUGA/EMBLETON

Medium Term

Construct a facility with an indoor aquatic centre, fitness centre, gymnasium, youth space, and program rooms

- The site ideally would integrate a skateboard park, club-quality tennis courts and/or full basketball court (space permitting)
- Design the building with long-term expansion potential to add a twin pad arena

New Indoor Recreation Facilities



Recommendations

Support Facility Renewal and Repurposing

Short - Medium Term

- Supports Council's recent approval to undertake a formal review of the Bramalea 'family' of recreation centers, inclusive of Howden Recreation Centre and Victoria Park Arena
- As a pilot project, retrofit 2 smaller indoor pools to offer a therapeutic and/or rehabilitative experience
- Relocate an aging single pad arena(s) to minimize renewal and ongoing operating costs in favour of multi-pad efficiencies and more balanced geographic distribution
- Repurpose any aging, underutilized neighbourhood pool(s) for dry floor uses - e.g. sports, fitness, arts and culture - to diversify the range of neighbourhood-based services
- Enhance single-use facilities into multi-purpose community centres with optimized amenities to offer abundant and varied programs for all that meet the needs of changing demographics and the demands of a growing population



Optimizing Older **Facilities**



PROGRAM ROOMS

Short - Medium Term

Undertake a strategy to prioritize improvements to enhance the programming capacity of multi-purpose rooms located in older community centres

ARENAS

Short - Medium Term

Target 19 indoor ice pads (Victoria Park Arena to remain closed for ice)

GYMNASIUMS

Short - Medium Term

Increase opportunities through additional gyms (new and renovated spaces) while continuing to work with School Boards to ensure community access to existing and new school gymnasiums

INDOOR TURF

Short - Medium Term

Consider bubbling a sports field(s) - subject to modifications to existing indoor turf space and/or findings of an indoor turf study



Other Indoor Recreation Facilities



Planning, Community Services and Public Works staff to work collaboratively through site selection and prioritization, planned park renewal and budget availability to report back to Council on the following recommendations (possibly through the annual budget process):

CRICKET PITCHES

Short - Medium Term

New at McCandless Park, Gore Meadows Community Park and in southwest Brampton while improving selected existing pitches with lighting, batting cages, etc.

ARTIFICIAL TURF FIED

Short - Medium Term

1 for use by a broad range of field sports (potentially bubbled as per previous slide)

RECTANGULAR SPORTS FIELDS

Short - Medium Term

9 new based on the Ontario Soccer Association's Long Term Player Development model

BALL DIAMONDS

Short - Medium Term

Constructed to address geographic gaps and/or through shared-use agreements with School Boards







PUBLIC TENNIS COURTS

Short - Long Term

To serve new residential areas along with club-quality courts at both Gore Meadows Community Park and/or Mississauga/Embleton Community Park

BASKETBALL COURTS

Short - Long Term

Within 10-15 minute walk of new residential and existing under-supplied gap areas, while striving to provide a high quality, sport-focused full court in each RPA

SKATEBOARD PARKS

Short - Long Term

In southwest and northwest Brampton, strategic renewal/replacement of existing aging skateparks, and bolster geographic distribution using small 'skate zones'

SPLASH PADS & OUTDOOR POOLS

Short - Long Term

- Architectural study to increase Eldorado Pool's 'fun factor'
- 4 new splash pads preferably at Community/City level parks or in tandem with a community centre
- Convert the Gage Park and Balmoral wading pools to major splash pads



Outdoor Recreation Facilities



PARKLAND CLASSIFICATION

Short - Long Term

Integrate Urban Park and Linear Connector classifications into the City's Official Plan parkland hierarchy

PARKLAND TARGET

Short - Long Term

Proactively provide parks at a ratio of 1.6* hectares per 1,000 population, which will require around 240 hectares of new parkland by 2031 – supported by the undertaking of a Parkland Acquisition Strategy

* Represents an increase in the supply of Neighbourhood Parkland from 0.5 ha/1000 to 0.7 ha/1000 population – Community and City supply targets stay the same @ 0.9 ha/1000 population

PARKLAND ACQUISITION

Short - Long Term

Utilize the Planning Act, pursuit of any surplus school properties, joint planning with new schools, and other available means to acquire needed parkland









Short - Long Term

As parks age and community demographics around them evolve, plan renewals to reposition parks and their facilities

EXTENDING SNAP PROJECTS

Short - Long Term

Expand Sustainable Neighbourhood Retrofit Action Plan (SNAP) projects in partner with the TRCA and CVC to promote stewardship and leverage external sources of funding for park renewals

NATURAL HERITAGE & STEWARDSHIP

Short - Long Term

The PRMP supports the City's Environmental Master Plan, Natural Heritage & Environmental Management Strategy (NHEMS), and Active Transportation Master Plan







Short - Long Term

DIVERSE AND MARGINALIZED POPULATIONS

Place efforts on including all residents to enhance the overall health and vibrancy of the community

AGING POPULATION

Ensure that Brampton's older adults and senior citizens are active and engaged in leisure pursuits

COMMUNITY HUB MODEL

Adapt facilities to involve more than traditional physical sports programming, including mental health, seniors, obesity and diabetes programs in partnership with our health partners, as well as youth engagement opportunities through volunteer work, leadership certifications and part time employment

PHYSICAL ACTIVITY

Aim to improve resident's physical activity levels - frequency, duration and intensity

GETTING OUTDOORS

Recognize the critical importance to the health of individuals and the community as a whole to be outdoors in natural settings

WATER SAFETY

Every resident should have the opportunity to learn how to swim; every family should know the importance of being safe in and around water

SPORT DEVELOPMENT

Every resident has the choice to participate in sport opportunities



Recreation Services and Programs



Keeping the PRMP Relevant

 Continued business planning and performance measurement of parks, facility and program utilization rates

 Monitor emerging sports and cultural trends to position the City to respond to future parks, facility and program needs

 Regular dialogue with existing and potential partners, stakeholders and the public

Annual review and reporting on implementation plans

 Communicating achievements (informational brochure, report card, referencing the PRMP in Division Staff Reports, etc.)

 Updating the PRMP after 5 years in light of changes that occur in population, trends, inventory, funding, provincial legislation, etc.







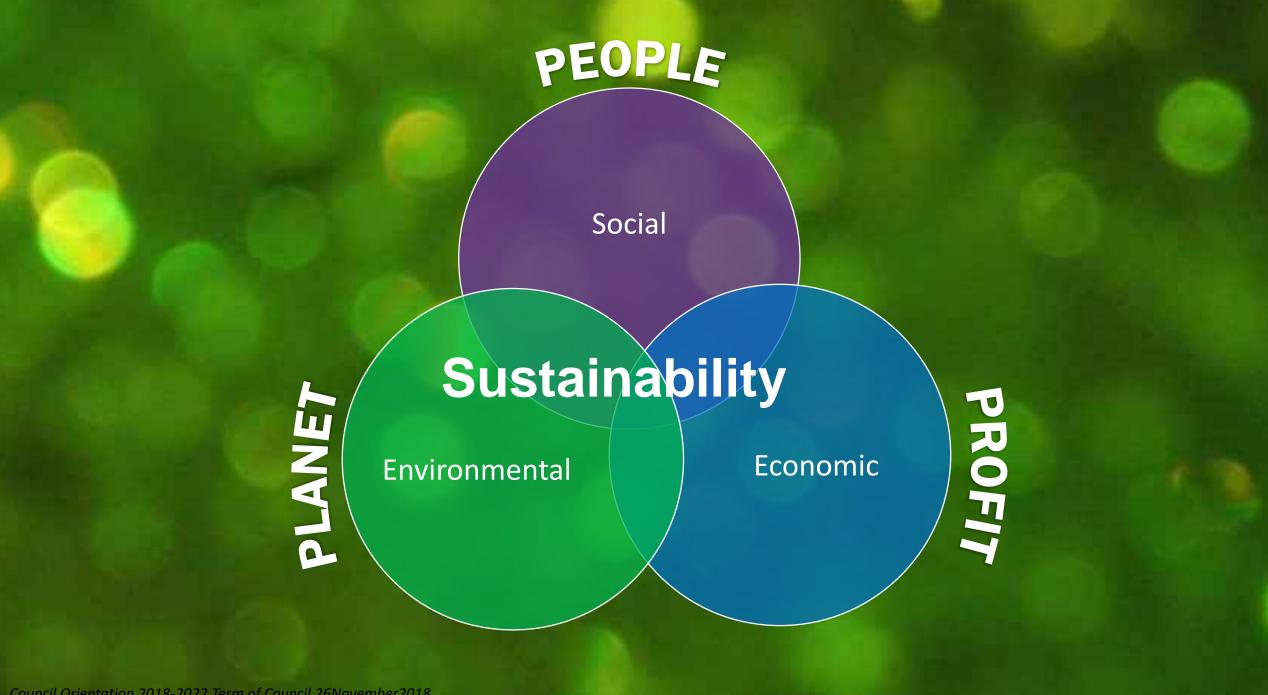
Brampton Grow Green Environmental Master Plan Implementation Action Plan





BRAMPTON GROW GREEN

- City's first Environmental Master Plan
- Approved in 2014
- Strategic directions, actions, targets
- Healthy, sustainable, resilient city















WE can't DO IT ALONE

































SOCIAL OUTCOMES

- Promoting Physical and Mental Health
- Offering Choice
 - Mobility Options
 - Housing Needs
 - Walkable Neighbourhoods
- Providing Recreation
- Fostering Connections
- Developing Places







Economic OUTCOMES

- Attracting Business
- Maintaining Talent
- Realizing Energy Efficiencies
 - Corporation is saving more than \$1 million in energy costs
 - Fletchers Rec. Centre District Energy
 - Potential to save \$90 billon by 2050
- Developing Partnerships
 - \$250,000 from Sheridan for CEERP
 - Conservation Authorities
- Attaining Funding







INVESTMENT: FUNDING APPLICATIONS

- Increasingly federal and provincial funding applications require demonstration of environmental sustainability:
 - Transit
 - Stormwater infrastructure
 - Naturalization
 - Energy efficiency
 - Climate Change
- In 2018, City received over \$8.5 million in "grow green" funding



CITY achievements

































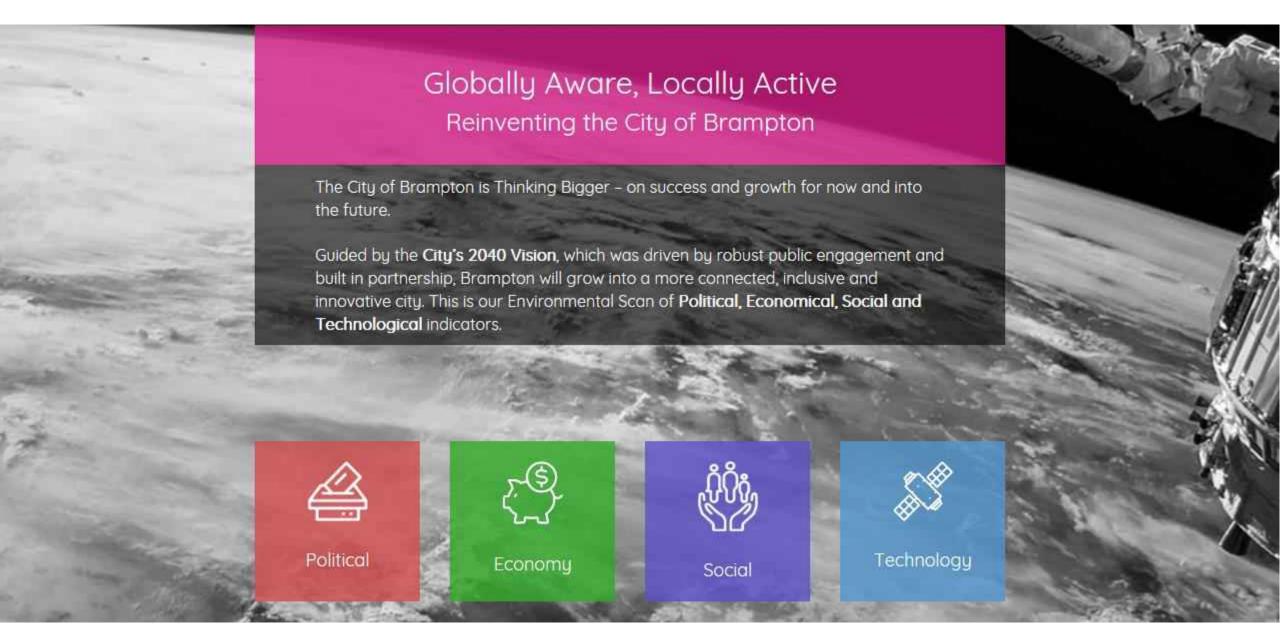
THANK YOU.











COMMUNITY TOUR - BRAMALEA

1.45pm - Transit pickup at WPOC

4.00pm - Transit return drop off at WPOC





Economic Development

Culture

Entrepreneurship

Tourism

Sponsorship



Brampton's Key Sectors

Health & Life Sciences





Dynacare.



Food and Beverage









Innovation & Technology











Advanced Manufacturing













Brampton 2040 Vision

Vision 1: Sustainability and the Environment

Vision 2: Jobs and Living Centres

Vision 3: Neighbourhoods

Vision 4: Transportation and Connectivity

Vision 5: Social Matters and Housing

Vision 6: Health

Vision 7: Arts and Culture

ECONOMIC DEVELOPMENT MASTER PLAN

How we got here...







Benchmarking

- → Austin
- → Charlotte
- → Columbus
- → Oslo
- → San Jose
- → Surrey



WHERE WE'RE GOING

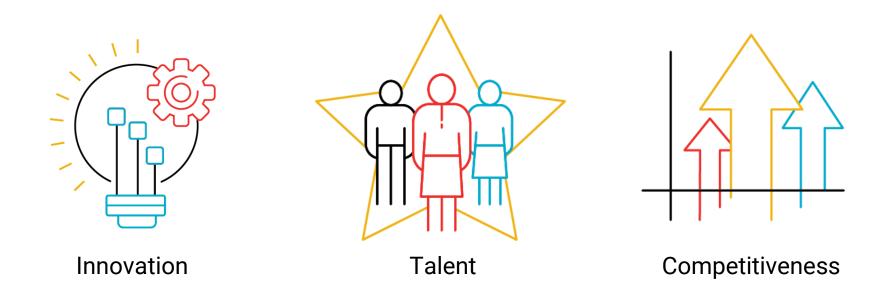
140,000 NEW JOBS

2040 60% WORK WITHIN



Brampton is a global leader in innovation, talent, jobs and investment

Key Goals of MasterPlan





Innovation

Drive strategies that ignite opportunities to transform Brampton into a nationally recognized destination for innovation

Innovation and Technology

Creating a robust innovation ecosystem, attracting more tech businesses











TALKS



















Coffee & Code Meetup



Hosted by Andrew Judd

Andrew is a career Software Developer who loves building new and innovative things. He has a thirst for knowledge and is always willing to share the things that he has learned with anyone who is willing to listen.

Cross Border Angels enhancing venture capital flow in Brampton



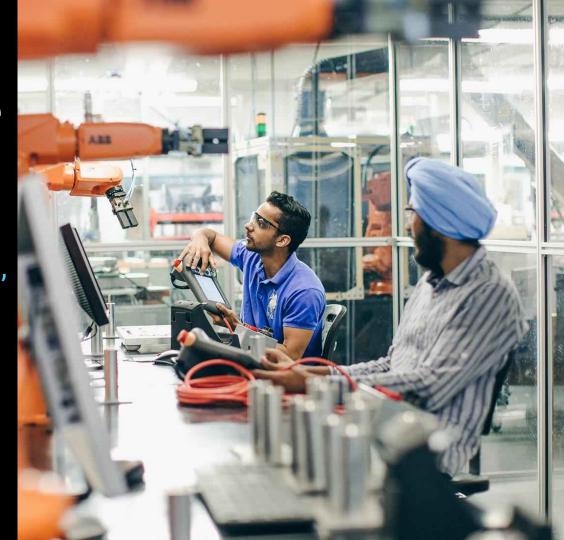






Talent and Workforce

Establish Brampton as a national leader for attracting, developing and retaining new jobs and talent for the workplace of tomorrow











Advanced Manufacturing Supercluster











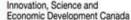


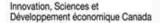


















Competitiveness and Investment

Build and sustain a globally distinct and competitive city

Develop and implement an Investment Attraction Strategy

Create a Jobs and Investment Panel

Create incentives to achieve job and investment growth

Expeditor, single point of contact

Partnership with **Greater Toronto Airport Authority**

Work with culture team to create a vibrant community, critical in attracting talent and companies and driving creative industries

IT'S ALL HAPPENING. NOW.



BRAMPTON

Our Strategic Partners





Downtown







































LIVING THE MOSAIC Brampton 2040 Vision

Vision 7: Arts and Culture

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













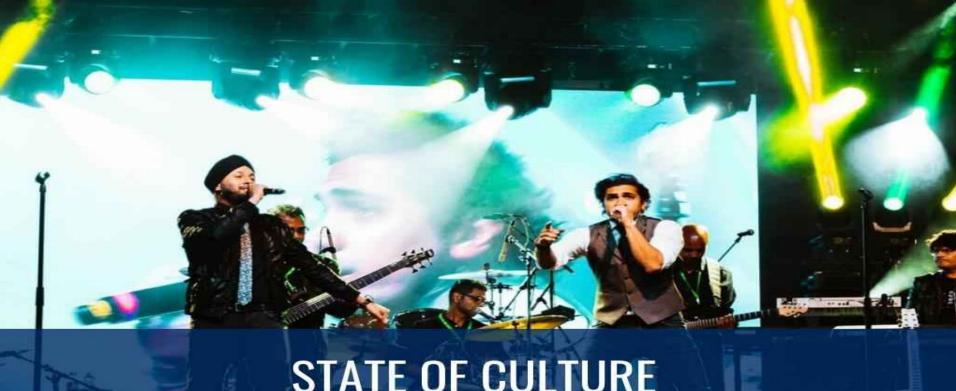
OUR VALUED STEERING COMMITTEE











STATE OF CULTURE

Research and analysis of current cultural environment Identified key strengths and opportunities for Brampton



ENGAGING BRAMPTON

Widespread outreach and meaningful dialogue 70 engagement events 3,500 people engaged in 8 weeks



Community-Driven

VISION

An interconnected cultural ecology at the crossroad of world cultures



GOALS AND STRATEGIES

Community Input | Environmental Research | Best Practices

3 THEMES

SUPPORTING SUCCESS

DEVELOPING A COMMUNITY OF PRACTICE

BUILDING BRAMPTON'S IDENTITY

RESOURCES

6 GOALS

- FUNDING
- SPACE
- TALENT DEVELOPMENT

- PRODUCTON AND PRESENTATION
- PROMOTION

47 STRATEGIES AND ACTIONS



SUPPORTING SUCCESS

Laying the foundation of finances, human resources, and planning for successful implementation of the Culture Master Plan.

Goal:

Resources



DEVELOPING A COMMUNITY OF PRACTICE

Build the arts and culture community of practice in Brampton, where passionate creators learn and grow their craft or profession.

Goals:

- Funding
- Space
- Talent Development



BUILDING BRAMPTON'S IDENTITY

Bring Brampton's arts, culture and creative products to the region, the nation and the world.

Goals:

- Presentation and Production
- Promotion









PRELIMINARY ACTIONS

- Performing Arts
- Tourism & Events
- Culture Planning & Policy











PHASE 1 IMPLEMENTATION: SETTING THE STAGE

GOAL: Resources

PROJECTS: Non-profit, armslength Organization

Strategy to Measure & Monitor per Capita spend GOAL: Funding

PROJECT: Community Grant Program Refine, Review & Recommend GOAL: Space

PROJECTS: Facility Planning for Culture

Lester B, Pearson Theatre Upgrade

PHASE 1 IMPLEMENTATION: SETTING THE STAGE

GOAL: Talent Development

> PROJECTS: Creative Economy Sectors of Strength

GOAL: Production & Presentation

PROJECT: Public Art Program Review - Phase 1 GOAL: Promotion

PROJECTS: Tourism Strategy

Destination Marketing

2019 PROJECT TIMELINE

Public Art Program Review

Measure & Monitor

Non-profit, Arms-length Organization Community Grant Program Review Lester B. Pearson Theatre Upgrade Tourism Strategy & Destination Marketing

Creative Economy Sectors of Strength

Facility Planning for Culture

January 2019

June 2019



