

Appendix 7C: Hub Policy Levers and Partnership Analysis, University of Toronto School of Cities

See attachment

Urban Community Hub Initiative

The City of Brampton is experiencing significant growth, marked by a growth rate three times that of the provincial average and high projections of immigration. The expected completion of the Hurontario light rail transit line in 2024 is spurring a rapid rise in development activity at the key intersection of Steeles and Main, particularly on the Shoppers World site.

There is now an opportunity to capitalize on these investments in transit and land development, and transform the Brampton Uptown district into a vibrant, healthy, transit-oriented community. To make this vision a reality, the City of Brampton has established the Urban Community Hub initiative.

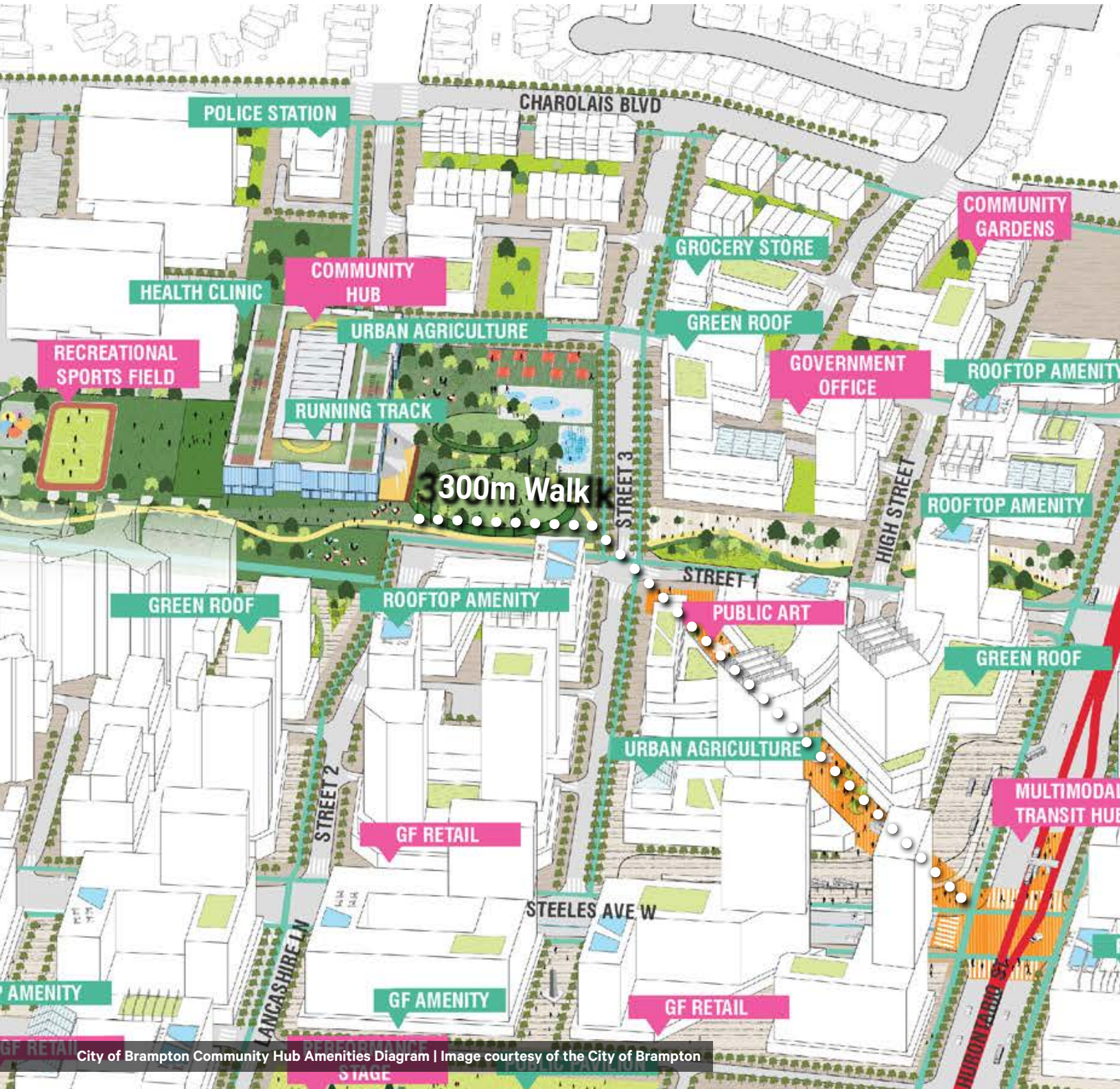
In Brampton, the community hub has been envisioned by city staff as an integrated, mixed use building that will be located at the heart of Brampton Uptown. The community hub will co-locate a Health Hub, Education Hub, Arts and Culture Hub, Technology Hub, and Green Hub. It will include a public school, library, recreation centre, arts centre and tech innovation lab in the same building, with a green roof on top. It will be surrounded by a playground for the school and public parks providing greenspace for the community. The mix of public services provided at the community hub are

essential to turn a major property development project that is taking place adjacent to transit into a truly transit oriented community.

The Urban Community Hub represents both the heart of the Uptown Core Precinct and a new cohesive approach to city-building, bringing together community stakeholders and streamlining processes to create a 20-min walkable neighbourhood. It promotes provincial and municipal priorities for transit-oriented communities that are equitable, family-oriented, sustainable, and supportive of healthy lifestyles. By meeting this objective, it can serve as a showcase for other transit-oriented communities in the province.

The Urban Community Hub Initiative in Brampton is at the cutting edge of what is possible when mixing uses and co-locating public services in the same building. The model being proposed is especially innovative for the way that aims to find programming synergies and financial efficiencies by co-locating public services in the same facility, and the strategic objective to build the hub early in the development process. By providing the social infrastructure and public services upfront, it will ensure it meets the needs of the growing community and shapes the type of development that takes place around it.

INTRODUCTION



City of Brampton Community Hub Amenities Diagram | Image courtesy of the City of Brampton

POLICY LEVERS & GOVERNMENT PROGRAMS

The following scan outlines the relevant policies that support the implementation of the Uptown Hurontario-Steeles Urban Community Hub model. It identifies relevant policies that can be leveraged to support a variety of ownership, delivery, and operational models, providing options to achieve mixed-use, mixed-housing

developments. The policy at all levels of government supports the fostering of transit-oriented communities and community hubs like that being proposed in Uptown Brampton, as a project that will create economic development, addresses community needs, spur job creation, and provide access to public services.

GOVERNMENT	MINISTRY/ DEPARTMENT	POLICY	DESCRIPTION
Federal	Department of Finance, Canada	Building Back Better: A Plan to Fight the COVID-19 Recession	<p>Building Back Better is a plan to fight the COVID-19 recession, working towards a recovery that is inclusive, sustainable and creates jobs for Canadians. The federal government is preparing to invest up to between \$70 billion to \$100 billion over the next three fiscal years towards an economy that is greener, more innovative, more inclusive and more competitive. Proposed investments related to the Urban Community Hub include:</p> <ul style="list-style-type: none"> \$20 million over five years, starting in 2021-22, with \$4.3 million per year ongoing for a Federal Secretariat on Early Learning and Child Care; COVID-19 may be opening a collaborative policy window for recovery, including tri-lateral coordination; and Permanent \$3-billion-a-year transit transfer to cities starting in 2026.
	Innovation, Science, and Economic Development Canada	Regional Relief Recovery and Fund (RRRF)	<p>The RRRF is assisting businesses and communities that may require additional support to cope with and recover from the pandemic. The fund will help to:</p> <ul style="list-style-type: none"> mitigate the financial pressure experienced by businesses and organizations to allow them to continue their operations, including paying their employees; and support projects by businesses, organizations and communities to prepare for a successful recovery.
	Infrastructure Canada	Investing in Canada Plan	<p>More than \$180 billion is being delivered over 12 years to provide predictable and sustainable funding for projects that will build modern, resilient, and green communities for Canadians. This plan provides:</p> <ul style="list-style-type: none"> Funding for projects that will create good jobs and stimulate local economic to contribute to long-term prosperity. Putting sustainability to the forefront of project planning and using a climate lens on the investments to build greener and more resilient communities. <p>A key benefit to communities includes the creation of community hubs:</p> <ul style="list-style-type: none"> Create community hubs, cultural centres and recreational facilities that contribute to more inclusive and connected communities. Build affordable housing units and upgrade public sector long-term health facilities and shelters to ensure more Canadians have a safe place to call home.
	Federation of Canadian Municipalities	Green Municipal Fund (GMF)	<p>In 2000, the GMF was created to assist municipalities in the development of communities that benefit people and the environment. Projects funded through the GMF must have significant environmental, social benefits and a strong business case.</p> <p>Pilot project grants up to 50% of eligible costs to maximum of \$350,000. Capital projects offered low-interest loans in combination with grants for up to 80% of eligible project costs. The GMF works with municipalities to access more funds for sustainable projects from federal, provincial and territorial governments as well as public and private sector partners.</p>

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Federal	Infrastructure Canada	Green and Inclusive Community Buildings	<p>The Green and Inclusive Community Buildings (GICB) program aims to build more community buildings and improve existing ones – in particular in areas with populations experiencing higher needs – while also making the buildings more energy efficient, lower carbon, more resilient, and higher performing. This five-year \$1.5 billion program will support the construction of new publicly-accessible community buildings that serve high-needs, underserved communities across Canada.</p> <p>Infrastructure Canada is currently accepting applications for retrofits and new building projects for community buildings. Applications are being accepted on an ongoing basis for projects under \$3 million and until July 6, 2021 for projects from \$3 million to \$25 million.</p>
Provincial	Ministry of Municipal Affairs	Provincial Policy Statement, 2020	<p>The Provincial Policy Statement is a part of Ontario's policy-led provincial planning approach to supporting strong, healthy, and livable communities. Policy directions related to the Urban Community Hub include:</p> <p>1.1.1.: Healthy, liveable and safe communities are sustained by: a) promoting efficient development and land use patterns which sustain the financial well-being of the Province and municipalities over the long term; b) accommodating an appropriate affordable and market-based range and mix of residential types, employment, institutional, recreation, park and open space, and other uses to meet long-term needs; g) ensuring that necessary infrastructure and public service facilities are or will be available to meet current and projected needs;</p> <p>1.4 Housing:</p> <p>d) promoting densities for new housing which efficiently use land, resources, infrastructure and public service facilities, and support the use of active transportation and transit in areas where it exists or is to be developed;</p> <p>1.5 Public Spaces, Recreation, Parks, Trails and Open Space:</p> <p>a) planning public streets, spaces and facilities to be safe, meet the needs of pedestrians, foster social interaction and facilitate active transportation and community connectivity; b) planning and providing for a full range and equitable distribution of publicly accessible built and natural settings for recreation, including facilities, parklands, public spaces, open space areas, trails and linkages, and, where practical, water-based resources;</p> <p>1.6 Infrastructure and Public Service Facilities:</p> <p>a) financially viable over their life cycle, which may be demonstrated through asset management planning; and b) available to meet current and projected needs.</p> <p>1.6.5 Public service facilities should be co-located in community hubs, where appropriate, to promote cost-effectiveness and facilitate service integration, access to transit and active transportation.</p> <p>1.1.3.7 Planning authorities should establish and implement phasing policies to ensure:</p> <p>b) the orderly progression of development within designated growth areas and the timely provision of the infrastructure and public service facilities required to meet current and projected needs.</p> <p>1.7 Long-Term Economic Prosperity:</p> <p>a) promoting opportunities for economic development and community investment readiness c) optimizing the long-term availability and use of land, resources, infrastructure and public service facilities</p>

GOVERNMENT	MINISTRY/ DEPARTMENT	POLICY	DESCRIPTION
Provincial	Ministry of Municipal Affairs	A Place to Grow - Growth Plan for the Greater Golden Horseshoe May 2019	<p>The vision for the Growth Plan states that residents will have easy access to food, shelter, education, health care, arts and recreation, and information technology, and that public services will be colocated in community hubs that are broadly accessible. One of the guiding principles of the Growth Plan is to improve the integration of land use planning with planning and investment in infrastructure and public service facilities, including integrated service delivery through community hubs, by all levels of government. The Growth Plan includes several policies that address Community Hubs including:</p> <p>2.2.1.4 (d) - Expand convenient access to public service facilities co-located and integrated in community hubs.</p> <p>3.1 - Investment in public service facilities – such as hospitals, long-term care facilities, libraries and schools – should be planned and located to keep pace with changing needs, maximize existing infrastructure and to support the achievement of complete communities, co-locating services in community hubs and prioritizing strategic growth areas as appropriate. 3.2.8.2 - Public service facilities and public services should be co-located in community hubs and integrated to promote cost-effectiveness.</p> <p>In addition, several policies of the Growth Plan with respect to Complete Communities, Joint Development, Strategic Growth Areas (such Urban Growth Centres and Major Transit Station Areas), Low Impact Development, Green Infrastructure, etc. relate to the concept and potential of the Community Hub. The Growth Plan identifies Community Hub as a Major Trip Generator.</p>
		Bill 73, Smart Growth for Our Communities Act, 2015	<p>Bill 73 amended the Development Charges (DC) Act and the Planning Act. The Act helps to shape communities through a set of predetermined measures, including:</p> <ul style="list-style-type: none"> • To help municipalities fund growth (particularly public transit). • Give residents a greater, more meaningful say in how their communities grow • Protect and promote greenspaces • Make the development charges system more predictable, transparent and accountable • Make the planning and appeals process more predictable • Give municipalities more independence and make it easier to resolve disputes
		One Window Planning Service	<p>The province's One Window Planning Service is the process whereby the Ministry of Municipal Affairs and Housing provides municipalities, planning boards, developers, and the public with one-stop access to provincial planning services. It integrates the perspective of multiple ministries, including:</p> <ul style="list-style-type: none"> • Municipal Affairs and Housing • Environment, Conservation and Parks • Natural Resources and Forestry • Transportation • Tourism, Culture and Sport • Agriculture, Food and Rural Affairs • Energy, Northern Development and Mines • Infrastructure, Economic Development, Job Creation and Trade; and; • Health and Long-Term Care.

GOVERNMENT	MINISTRY/ DEPARTMENT	POLICY	DESCRIPTION
Provincial	Ministry of Municipal Affairs	Development Charges Act, 1997	<p>The Development Charges (DC) Act allows a DC by-law to be imposed to pay for increased capital costs required because of increased needs of serving, including library, long-term care, parks and recreation services (except for land acquisition which is funded separately).</p> <p>The list of services for which a DC can be imposed has been expanded (Bill 108), including:</p> <ul style="list-style-type: none"> • By-law enforcement and court services • Services related to public health and emergency preparedness • Childcare and early years programs; • Housing services
		Bill 108, More Homes, More Choices Act, 2019	<p>Bill 108 amends several Acts, such as the Planning Act and the Development Charges Act, 1997, which will impact the new models for community benefit agreements and parkland dedication. These changes may impact the financing and funding model for the hub.</p> <p>Under section 37 of the Planning Act, as re-enacted by Bill 108, a municipality may by by-law impose Community Benefits Charges (CBCs) against land to pay for capital costs of facilities, services and matters required because of development or redevelopment in the area to which the by-law applies. CBCs can fund a variety of community facilities and services that cannot be funded through DCs and Parkland Dedication. Developments/redevelopments that are exempt from CBC include those with fewer than five storeys, fewer than 10 residential units, long-term care homes and certain post-secondary education uses. The amount of a CBC payable shall not exceed 4% of the value of land on the date of the first building permit. Implementing a CBC by-law is not a mandatory requirement.</p> <p>As the City of Brampton and other municipalities begin to implement changes in conformance to this legislation, there is a need to better model how the changes will impact on the amount and timing of revenues raised. This funding mechanism does not provide funding for schools, which falls under the jurisdiction of the Ministry of Education and is covered through Education Development Charges.</p>
	Ministry of Education	Creating Pathways for Success, 2013	<p>The Creating Pathways for Success policy's goals are to:</p> <ul style="list-style-type: none"> • ensure that students develop the knowledge and skills they need to make informed education and career/life choices through the effective application of a four-step inquiry process; • provide opportunities for this learning both in and outside the classroom; and • engage parents and the broader community in the development, implementation, and evaluation of the program, to support students in their learning. <p>Amendment by the Deputy Minister in 2017:</p> <p>The pilots and projects focus on Experiential Learning Assessment and Recognition (ELAR) and/or “stand-alone” cooperative education course in the 2017-18 school year will inform aspects of policy development, including:</p> <ul style="list-style-type: none"> • Equity and inclusivity • Expanding opportunities for creativity, problem-solving, innovation and entrepreneurship; and • Programs to support administration and implementation. <p>As Brampton plans the layering and integration of educational programming, the pilot is ripe with opportunities to empower modern learners, empower students, center the lived experience, and provide services to the community in the context of anti-racism and de-colonization.</p>

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Provincial	Ministry of Infrastructure	Municipal Infrastructure Strategy, 2012	<p>The Ministry of Infrastructure provides strategic input into the provincial investment in hospitals, roads, bridges, transit, courthouses, and other critical services that make high impact on people’s daily lives. Historically, the Ministry of Infrastructure works closely with the line ministries to identify infrastructure investment priorities in each sector.</p> <p>Due to its location, the Urban Community Hub Pilot would serve as a strategic investment. In specific, it aligns with the 2019 Unsolicited Infrastructure Proposal framework, which seeks to unlock the economic potential of a region where growth is limited by the absence of infrastructure.</p> <p>Infrastructure Ontario does not establish provincial infrastructure policy or approve project priorities. Rather, they can provide strategic guidance on evaluating opportunities, and support with deal structuring and procurement.</p>
		Asset Management Planning for Municipal Infrastructure Regulation, 2018	<p>This Ministry provides an asset management tool, the Asset Management Planning for Municipal Infrastructure Regulation. This regulation was implemented to support municipalities as they plan for their infrastructure and standardize asset management plans to share best practices through the sector and enable the collection of comparable data. This tool provides several supports for municipalities like the City of Brampton as they plan for their infrastructure investments, including the Community Hub:</p> <ul style="list-style-type: none"> • Community of Practice Activities: provides opportunities to share best practices in field of asset management, developed by Asset Management Ontario: https://www.amentario.ca/ • Communities of Practice Guide: Municipal Finance Officer’s Association (MFOA) prepared a guide to provide practice recommendations to support municipal staff in developing and maintain their own communities of best practices tailored to their needs: http://mfoa.on.ca/MFOA/Main/MFOA_Policy_Projects/Asset_Management_Communities_of_Practice_Guide.aspx • Strategic Asset Management Policy Toolkit: Provides guidance to help municipalities meet the requirements and recommendations set out in the Asset Management Planning for Municipal Infrastructure Regulation: http://mfoa.on.ca/MFOA/Main/MFOA_Policy_Projects/Strategic_Asset_Management_Policy_Toolkit.aspx • Asset Management Self-Assessment Tool: supports municipalities in their evaluation of their asset management planning readiness and explore approaches to moving to higher levels of maturity: https://mfoa.on.ca/MFOA/Main/MFOA_Policy_Projects/AM_SAT.aspx

GOVERNMENT	MINISTRY/ DEPARTMENT	POLICY	DESCRIPTION
Provincial	Ministry of Health and Long-Term Care	Bill 196, Seniors' Advocate Act, 2020	<p>Bill 196 enacts the Seniors' Advocate Act, 2020, which establishes a Seniors' Advocate who is an independent officer of the Legislative Assembly. The functions of the Seniors' Advocate include</p> <ul style="list-style-type: none"> • identify and analyze systemic challenges faced by seniors • collaborate with persons who fund or deliver seniors' services for the purposes of improving the efficiency and effectiveness of service delivery • promote awareness, by seniors, their caregivers and their families, of systemic challenges faced by seniors, and of the resources available to seniors; and • make recommendations to government and to persons who fund or deliver seniors' services respecting changes to improve the welfare of seniors. <p>The Ministry also facilitates Home and Community Care Support Services:</p> <ul style="list-style-type: none"> • iAdult Day Programs including social, fitness and other healthy activities; • Community hospice services – including counselling, support groups, yoga and art classes, grief support; • Exercises and fall prevention classes. <p>The above noted services may be relevant to the Hub if its programming delivers senior services and respond to a systemic challenge faced by seniors.</p>
	Ministry of Transportation	Transit-Oriented Communities Act, 2020 (established under Bill 197)	<p>The Transit-Oriented Communities (TOC) Act, which also amends the Ministry of Infrastructure Act, 2011, sets out mechanisms for the Provincial government to:</p> <ul style="list-style-type: none"> • Expedite the process of expropriating land required to support transit development • Enter into partnership and joint venture style agreements to develop transit oriented communities • the ability for the Minister to appoint a facilitator to advise and make recommendations in respect of growth, and use, and other matter of Provincial interest <p>The Ministry of Infrastructure Act, 2011, has been amended to permit the Minister to make investments supporting or developing transit-oriented community projects related to priority transit projects.</p> <p>The TOC Act is focused on 'priority transit projects' in the City of Toronto. Yet it does point to the urgency that the provincial government has placed on developing transit-oriented communities in Greater Toronto.</p>

GOVERNMENT	MINISTRY/ DEPARTMENT	POLICY	DESCRIPTION
Provincial	Ministry of Transportation	Bill 197, COVID-19 Economic Recovery Act, 2020	<p>Bill 197 amends several statutes. The amendments repeal and replace certain amendments made by the More Homes, More Choice Act, 2019. Changes and additions relevant to community hubs include:</p> <p>The list of services for which a development charge can be imposed is expanded from the list that was included in the More Homes, More Choice Act, 2019. A new subsection sets out the relationship between development charges and the community benefits charges that can be imposed by by-law under the Planning Act.</p> <p>A new section has been added to the Ministry of Municipal Affairs and Housing Act that establishes the Provincial Land and Development Facilitator to advise and make recommendations in respect of growth, land use, and other matters, including Provincial interest.</p> <p>Section 47 of the Planning Act with respect to Minister's zoning orders is amended to give the Minister enhanced order-making powers relating to specified land, including powers in relation to site plan control and inclusionary zoning. Among other things, this provides the Minister with the ability to require the inclusion of affordable housing units in the development or redevelopment of specified lands, buildings or structures.</p> <p>Bill 197 reinforces the provincial objective of developing transit-oriented communities and opens opportunities for delivering 20-minute walkable neighbourhoods and community hubs in transit-oriented communities.</p>
		Metrolinx 2041 Regional Transportation Plan (RTP)	The Brampton Community Hub advances the Sustainable and Healthy community goal in Metrolinx's 2041 RTP. This goal involves prioritizing the safe and efficient movement of people through strong transit connections, high level of pedestrian priority, vibrant mixed-use environment with higher land use intensity, and an attractive public realm. Indeed, it identifies the significance of developing mobility hubs that link high order rapid transit with dense mixed-use communities.
		Metrolinx Mobility Hub Guidelines	<p>The Mobility Hub Guidelines provide a framework for the successful planning and development of mobility hubs. The Guidelines address nine key objectives:</p> <ol style="list-style-type: none"> 1. Seamless integration of modes at the rapid transit station 2. Safe and efficient movement of people with high levels of pedestrian priority 3. A well-designed transit station for a high-quality user experience 4. Strategic parking management 5. A vibrant, mixed-use environment with higher land use intensity 6. An attractive public realm 7. A minimized ecological footprint 8. Flexible planning to accommodate growth and change 9. Effective partnerships and incentives for increased public and private investment <p>The guidelines provide detailed strategies, best practices, cases studies and suggested resources to address these nine key objectives.</p>

GOVERNMENT	MINISTRY/ DEPARTMENT	POLICY	DESCRIPTION
Provincial	Ministry of Transportation	Bill 222, Ontario Rebuilding and Recovery Act, 2020	<p>The purpose of the Act is to expedite the delivery of transit projects of provincial significance by removing barriers and streamlining processes that may result in delays to the timely completion of these transit projects, while enhancing coordination and engagement with and being fair to public and private sector stakeholders.</p> <p>A new section gives powers to the Minister for the purpose of investing assets in, supporting or developing transit-oriented community projects related to provincial priority transit projects. The Minister may delegate these powers to Metrolinx or another prescribed public body. The Schedule also adds related regulation-making powers and makes a consequential amendment to the Ministry of Infrastructure Act, 2011.</p>
Regional	Region of Peel	Peel 2041 Official Plan and Municipal Comprehensive Review	<p>The Official Plan is required to be reviewed at least every 5 years to conform to the Provincial plans, legislation and policies to address emerging planning issues in the region.</p> <p>Peel 2041 policies:</p> <ul style="list-style-type: none"> • encourage local municipalities to develop policies that support seniors to age in place; • promote the use of universal design principles to create safer, barrier-free and inclusive environments in Peel; and • assess the built environment, including public facilities in existing neighborhoods where there is a significant senior population. <p>Regional Official Plan Amendment (ROPA) 27 is an amendment to provide healthy and complete communities across Peel, aligning with the health policy and healthy communities, with a focus on age-friendly planning. The policies enable the creation of healthier communities through improving the built environment by optimizing the health promoting potential, namely through active transportation.</p> <p>The policies in ROPA 27 will enable the Healthy Development Framework to be implemented at the Regional level and with the local municipalities by requiring a health assessment to be completed as part of a complete application for planning and development proposals.</p>
		Draft Region of Peel Official Plan Amendment to Establish a Planning Framework for Major Transit Station Areas	<p>In December, 2015, a draft Region of Peel Official Plan Amendment (ROPA) was presented to Regional Council that sought to establish a policy framework for Major Transit Station Areas (MTSA) including delineation of the boundaries of MTSA's and establishing minimum density targets in the Region of Peel Official Plan. The amendment also establishes a policy framework to facilitate implementation planning by directing the applicable lower tier municipalities to undertake comprehensive land use planning to meet minimum requirements.</p> <p>MTSA's include land with an approximate 500 - 800 meter radius of a transit station or stop, primarily along existing or planned transit corridors. The MTSA's are intended to be developed as high density, mixed-use, transit-supportive neighbourhoods, like the Urban Communities Hub model. The ROPA takes into consideration land use, built form, and higher order transit delivery timelines to establish a classification of stations:</p> <ul style="list-style-type: none"> • Primary Major Transit Station Area (delineated); • Secondary Major Transit Station Area (delineated); • Planned Major Transit Station Area (un-delineated). <p>The Hurontario-Steeles MTSA, within which the Uptown Community Hub is proposed to be located, is Identified as a Primary MTSA. The Amendment proposes a policy framework that will direct growth to Primary and Secondary Major Transit Station Areas.</p>

GOVERNMENT	MINISTRY/ DEPARTMENT	POLICY	DESCRIPTION
Regional	Region of Peel	Peel Public Health, Healthy Development Assessment (2016)	The Region of Peel developed the Healthy Development Assessment (HDA), an assessment tool to assist stakeholders for planning mixed-use, commercial and residential development, with the goal to create healthy, supportive environments for the residents of Peel. The HDA's core elements include density, service proximity, land use mix, street connectivity, streetscape characteristics, and efficient parking. The HDA assessed the Community Hub at an exceedingly high-level, Gold standard, citing that the development pushes the boundaries of what is possible in a suburban context.
Municipal	City of Brampton	Brampton's 2040 Vision	<p>The Council endorsed Brampton 2040 vision, a vision in which diversified centres come together, with an emphasis on complete new neighbourhoods, with livability and responsible sustainability. The focus of the vision is sustainability, livability, diversity and health, specifically including:</p> <ul style="list-style-type: none"> • An adaptable and expandable model for the design and operation of a community hub; • Reposition education to build talent, increase competitiveness and shift workforce towards a tech-focused and innovative economy; Eliminate the need of car ownerships; and • Improve citizen health, increase affordability, promote inclusive community development, and achieve carbon neutrality.
		Term of Council Priorities (TOCPs)	<p>One of the TOCPs is to support the community hub concept by:</p> <ul style="list-style-type: none"> • creating a development and implementation action plan for Integrated Community Facilities. • Incorporating co-location requests as a mandatory requirement of the Real Estate Acquisition, Disposal and Leasing Strategy. <p>The TOCP to Unlock Uptown includes the development of a coordinated implementation framework for Uptown Brampton.</p> <p>Several other TOCPs and connected initiatives also relate to community hubs, including:</p> <ul style="list-style-type: none"> • Supporting inclusive cultural expressions; • Inclusive and flexible community spaces; • Promoting community events and outreach programs such as Adopt-a-Park, Community Gardens, Community Tree Planting, and Environmental Stewardship Education programs to give residents opportunities for hands-on community improvement; • Provide financial and in-kind contribution to health and wellness programs; • Continue to support the Healthy Communities; • Enhance recreation and sports facilities to increase access to programs for residents; and, • Continue to design and build new activity hubs to provide accessible spaces and play elements for residents of all ages and abilities.