



Agenda
City Council Workshop
The Corporation of the City of Brampton

Tuesday, November 10, 2020

1:00 p.m.

Friday, November 13, 2020

1:00 p.m.

Council Chambers - 4th Floor, City Hall - Webex Electronic Meeting

Members:

Mayor Patrick Brown

Regional Councillor R. Santos

Wards 1 and 5

Regional Councillor P. Vicente

Wards 1 and 5

City Councillor D. Whillans

Wards 2 and 6

Regional Councillor M. Palleschi

Wards 2 and 6

City Councillor J. Bowman

Wards 3 and 4

Regional Councillor M. Medeiros

Wards 3 and 4

City Councillor C. Williams

Wards 7 and 8

Regional Councillor P. Fortini

Wards 7 and 8

City Councillor H. Singh

Wards 9 and 10

Regional Councillor G. Dhillon

Wards 9 and 10

NOTICE: In consideration of the current COVID-19 public health orders prohibiting large public gatherings and requiring physical distancing, in-person attendance at Council and Committee meetings will be limited.

Some limited public attendance at meetings may be permitted by pre-registration only (subject to occupancy limits). It is strongly recommended that all persons continue to observe meetings online or participate remotely. To register to attend a meeting in-person, please visit https://www.brampton.ca/council_and_committees.

For inquiries about this agenda, or to make arrangements for accessibility accommodations (some advance notice may be required), please contact:
Peter Fay, City Clerk, Telephone 905.874.2172, TTY 905.874.2130
cityclerksoffice@brampton.ca

1. **Roll Call**

2. **Workshop Session**

2.1. Mid-term Review of Term of Council Priorities and Other Council-approved Priorities

Introductory Presentation led by David Barrick, Chief Administrative Officer

Facilitated Discussion led by T. MacDonald, Performance Concepts Consulting Inc.

Note: Information regarding this item will be distributed prior to or at the Workshop.

The Workshop will be used to assess the 51 initiatives from the Term of Council Priorities and the additional 20 initiatives, as outlined in the CAO's presentation and report to Council on October 28, 2020, and linked below:

1.[2018-2022 Term of Council Priorities Update.pdf](#)

2.[Appendix A - Overall Status of Initiatives.pdf](#)

3.[Appendix B - Status of Initiatives by Strategic Direction.pdf](#)

4.[Appendix C - Initiatives Outside of the TOCP.pdf](#)

5.[Appendix D - TOCP Work Plan Submitted to Council May 29, 2019.pdf](#)

6.[TOCP Mid term Presentation.pdf](#)

3. **Adjournment**

Reminder: Session #2 of the Council Workshop is scheduled for Friday, November 13, 2020, 1:00-4:00 pm.



TERM OF COUNCIL PRIORITIES

2018 – 2022

COUNCIL WORKSHOP – NOVEMBER 10, 2020

PRIORITIES BY STRATEGIC DIRECTION

5 strategic directions and 22 priorities

*Brampton is a **City of Opportunities***

- 1.1. Create Complete Communities
- 1.2 Unlock Downtown and Uptown
- 1.3 Support Community Hub Concept
- 1.4 Prioritize Jobs within Centres
- 1.5 Attract Investment & Employment

*Brampton is a **Healthy and Safe City***

- 4.1. Community Partnerships
- 4.2 Streets for People
- 4.3 Local Health Support
- 4.4 Healthy Citizens

*Brampton is a **Mosaic***

- 2.1 Embed Diversity and Equity
- 2.2 Innovative Engagement
- 2.3 Support Inclusive Culture Expressions
- 2.4 Inclusive and Flexible Community Spaces

*Brampton is a **Well-Run City***

- 5.1 Public Participation
- 5.2 Modern Workforce
- 5.3 Collaboration and Advocacy
- 5.4 Stewardship of Assets and Services
- 5.5 Service Excellence

*Brampton is a **Green City***

- 3.1 Equalize All Forms of Transportation
- 3.2 Implement a Green Framework
- 3.3 Sustainable Growth
- 3.4. Lead Environmental Innovation



MID-TERM

COVID-19 pandemic

Unforeseen conditions and challenges required project leads to adapt quickly and shift operations.

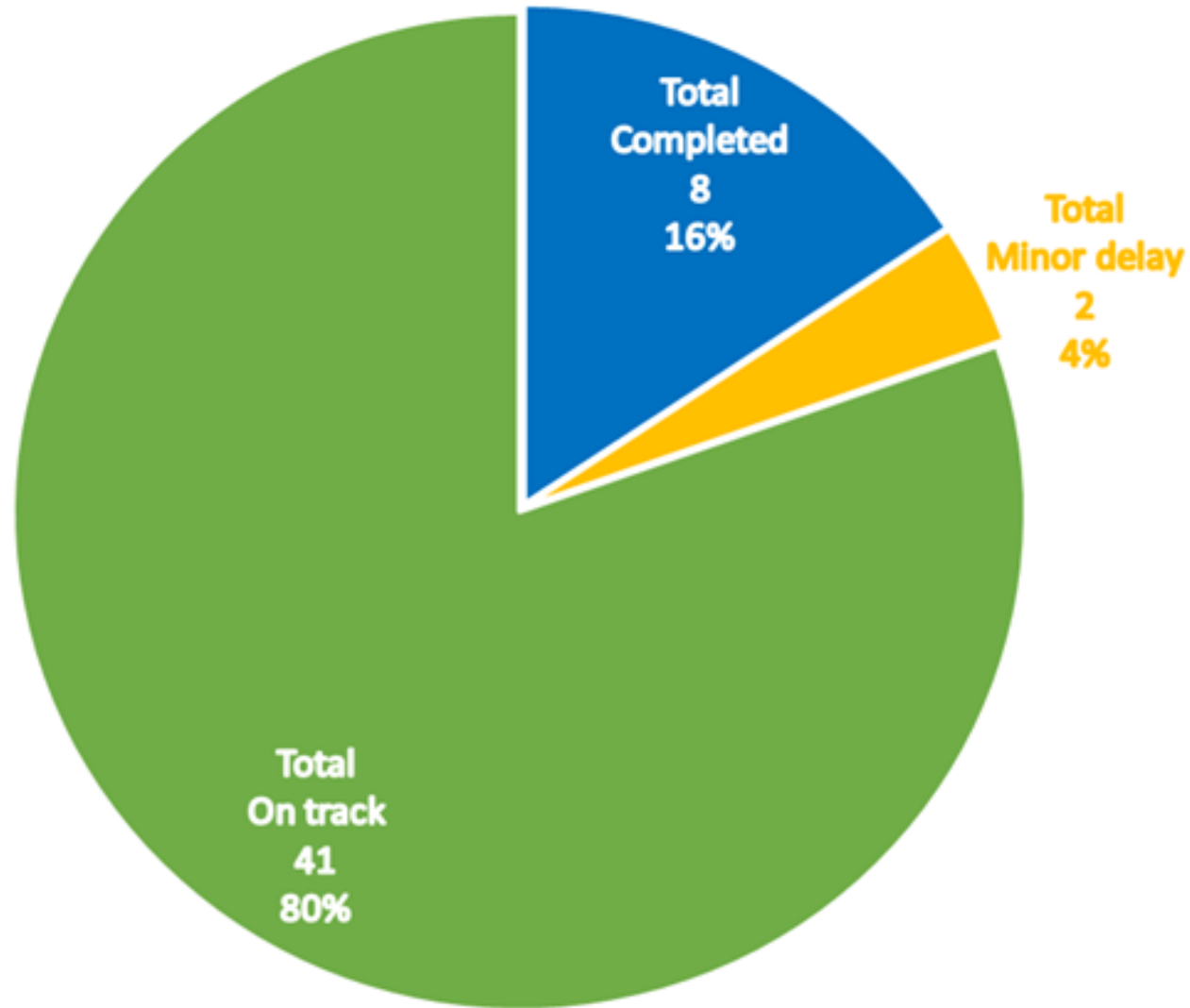
Reassessment

As Council is at the mid-point of the term, a reassessment of the existing TOCP and its 51 initiatives was recommended and approved by Council on October 28th, to ensure the City is investing in projects and initiatives that continue to move the City forward.

This re-assessment will take into account emerging council priorities as well as the 20 initiatives identified outside of the TOCP (Non-TOCP) and is an opportunity to re-prioritize Council initiatives amidst the COVID-19 environment. (Report number: CAO's Office-2020-310).

Best & Past Practice

Council Workshop - facilitated evaluation of existing priorities and re-establishment of Council strategic direction.

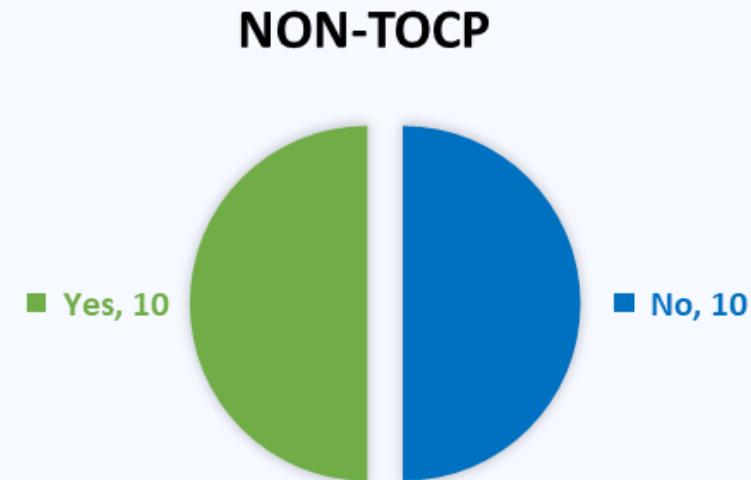
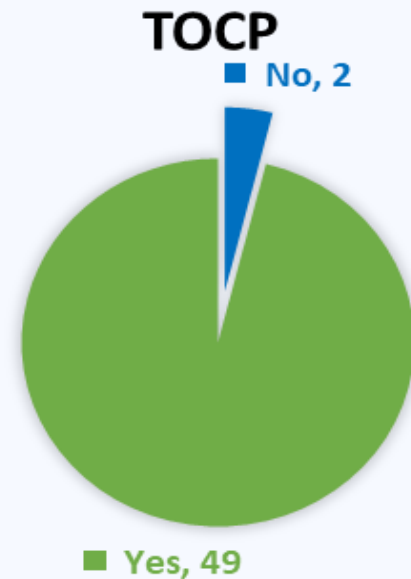


TOCP STATUS OF INITIATIVES

5 strategic directions and **22 priorities**

Completed	8
On track	41
Minor delay	2
Grand Total	51

PART OF REGULAR OPERATIONS, ONGOING OPERATIONS or OPERATIONALIZED



Most initiatives—TOCP and Non-TOCP combined—are part of our day-to-day work

THANK YOU.



Orientation Materials for Council

November 10th, 2020

Council Strategic Priority Workshops





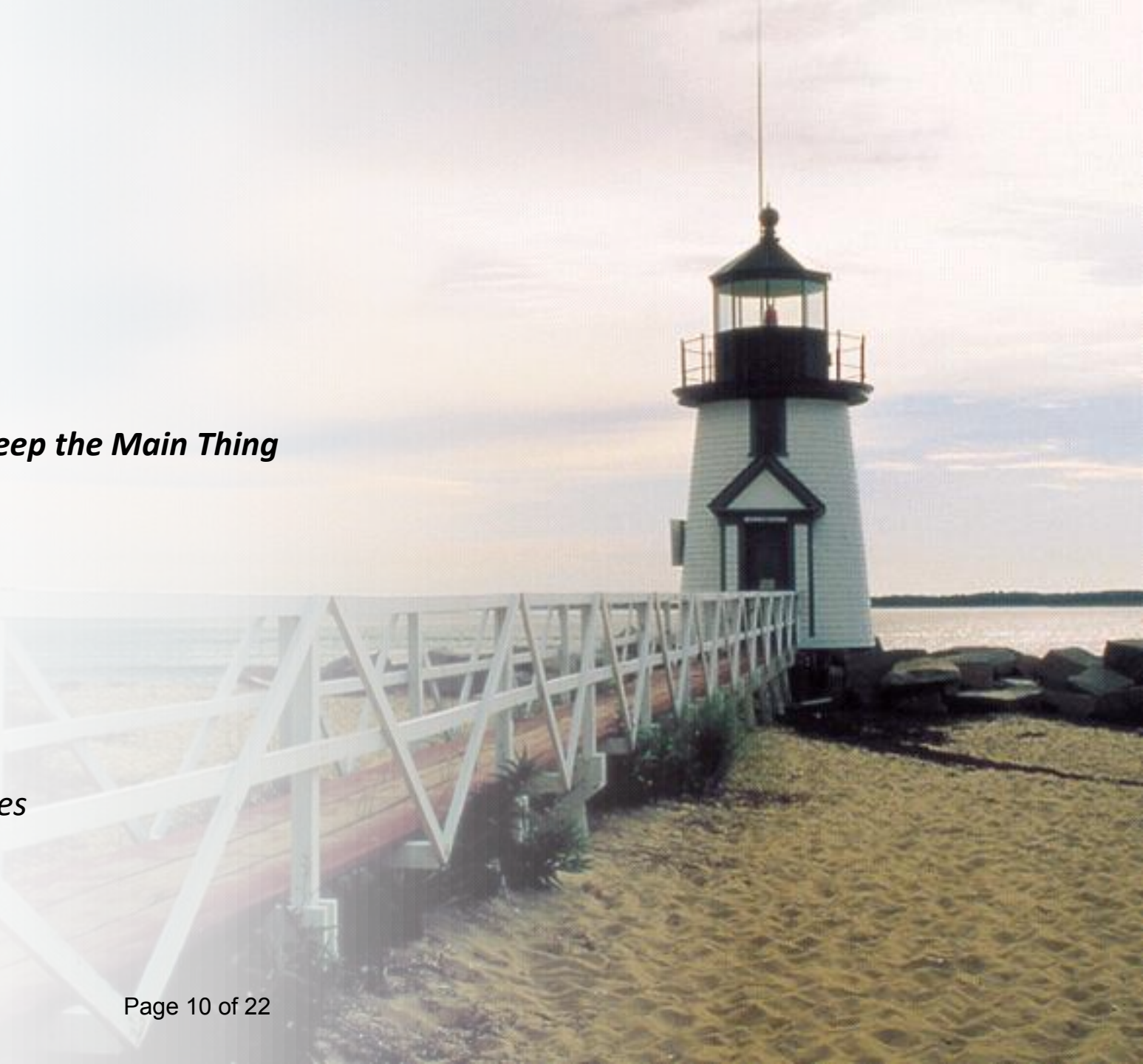
Relentless Focus Amidst Change...

Management Guru
Stephen Covey

***“The Main Thing is to Keep the Main Thing
the Main Thing”***

“If you’re currently trying to execute five, ten, or even twenty important goals, the truth is that your team can’t focus. This lack of focus magnifies the intensity of the whirlwind, dilutes your efforts, and makes success almost impossible.”

4 Disciplines of Execution



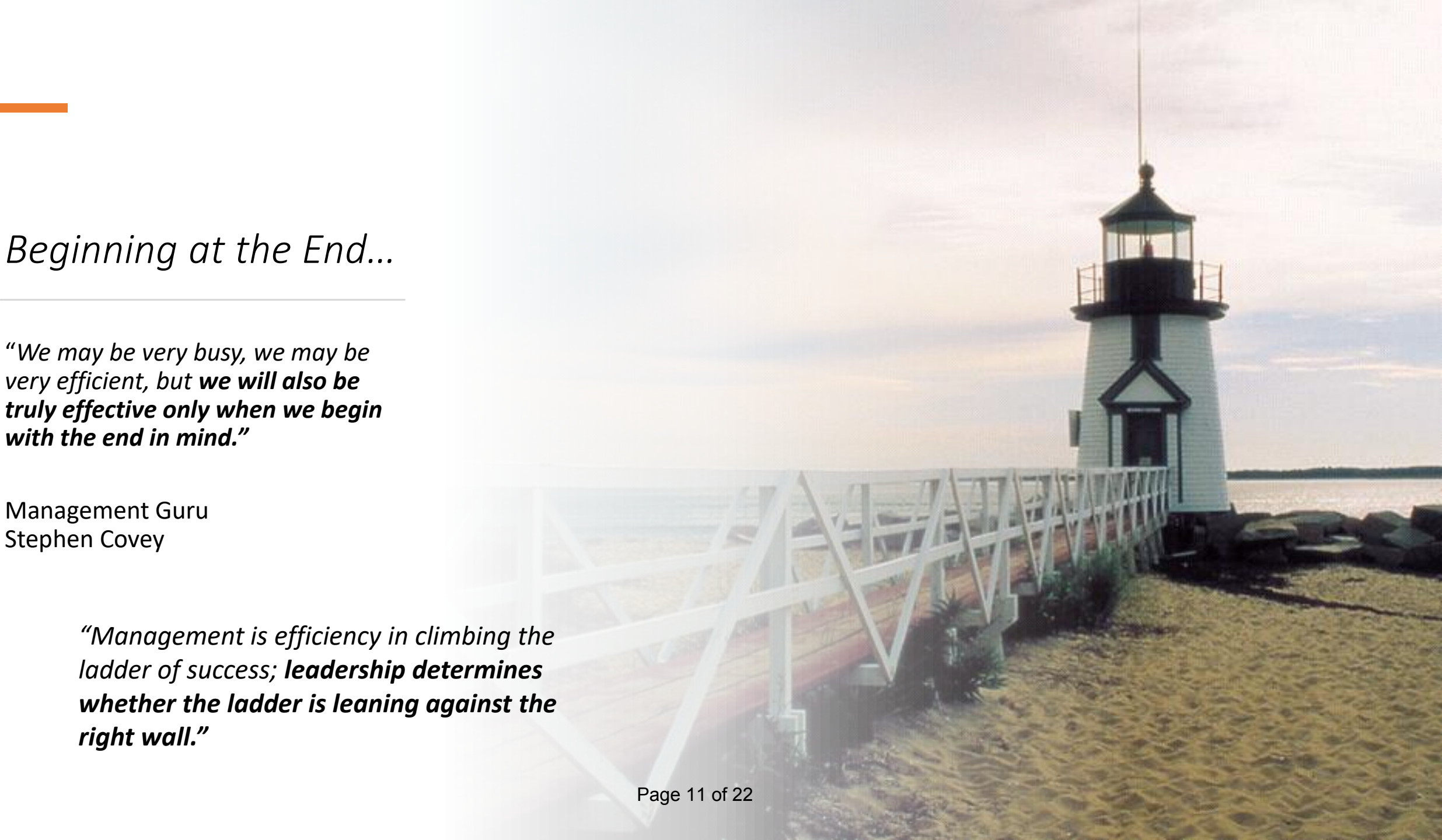


Beginning at the End...

*“We may be very busy, we may be very efficient, but **we will also be truly effective only when we begin with the end in mind.**”*

Management Guru
Stephen Covey

*“Management is efficiency in climbing the ladder of success; **leadership determines whether the ladder is leaning against the right wall.**”*



**Whirlwind
(The Day Job)**



**URGENT
It Acts on You**

**The GREATEST Enemy of
Superior Execution
Is Your Day Job!**

**Wildly Important
Goals**
(New Initiatives Supporting
Positive Change)

**IMPORTANT
You Act On It**



4 Disciplines of Execution: Confronting the Whirlwind

The Whirlwind...It's the massive amount of energy that's necessary just to keep your operation going on a day-to-day basis; and ironically, it's also the thing that makes it so hard to execute anything new. The whirlwind robs from you the focus required to move your team forward.

The whirlwind is **urgent** and it acts on you and everyone working for you every minute of every day. The goals you've set for moving forward are **important**, but when urgency and importance clash, urgency will win every time. Once you become aware of this struggle, you will see it playing out everywhere, in any team that is trying to execute anything new.

Setting Goals: The Law of Diminishing Returns

Number of Goals (plus Whirlwind)	2-3	4-10	11-20
	↓	↓	↓
Goals Achieved with Excellence	2-3	1-2	0

The fundamental principle at work is that human beings are genetically hardwired to do one thing at a time with excellence.

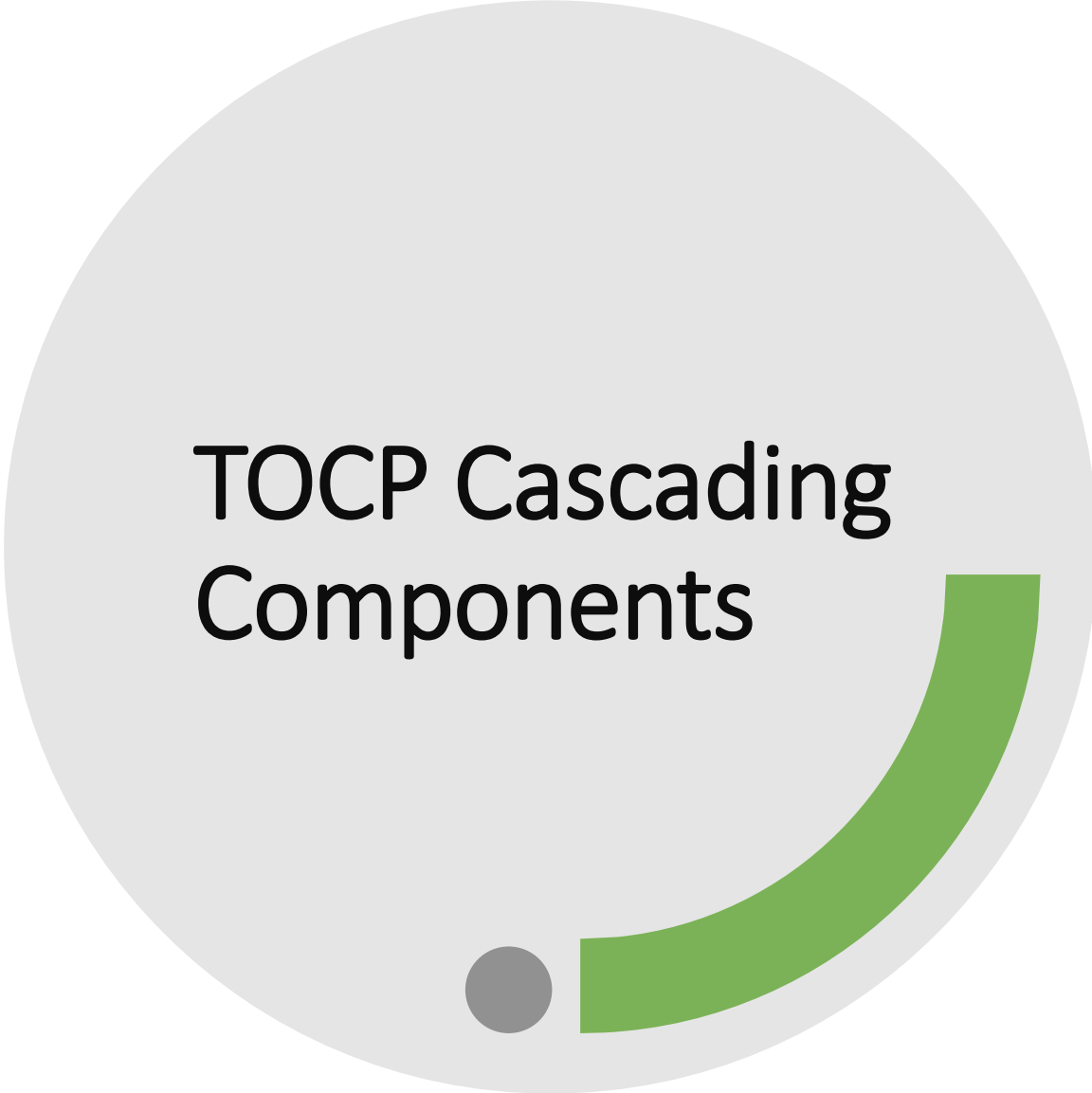


The Challenge: Develop Real Strategy

- *But the truth is that many companies ...don't really have strategies. At the core, strategy is about focus, and most complex organizations don't focus their resources. Instead, they pursue multiple goals at once, not concentrating enough resources to achieve a breakthrough in any of them.*

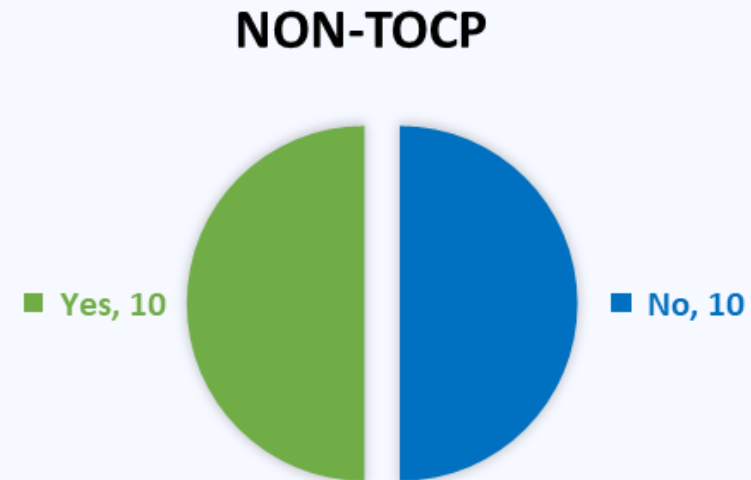
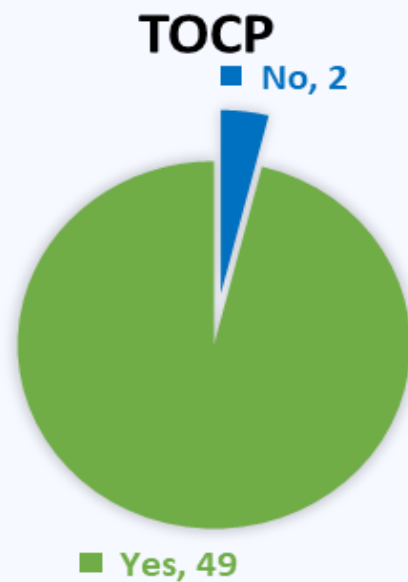
Richard Rumlet, *Good Strategy/Bad Strategy & Why It Matters*

- 5 Strategic Plan Directions
 - 22 Priorities
 - 51 Initiatives
 - 279 Execution Milestones (with due dates)



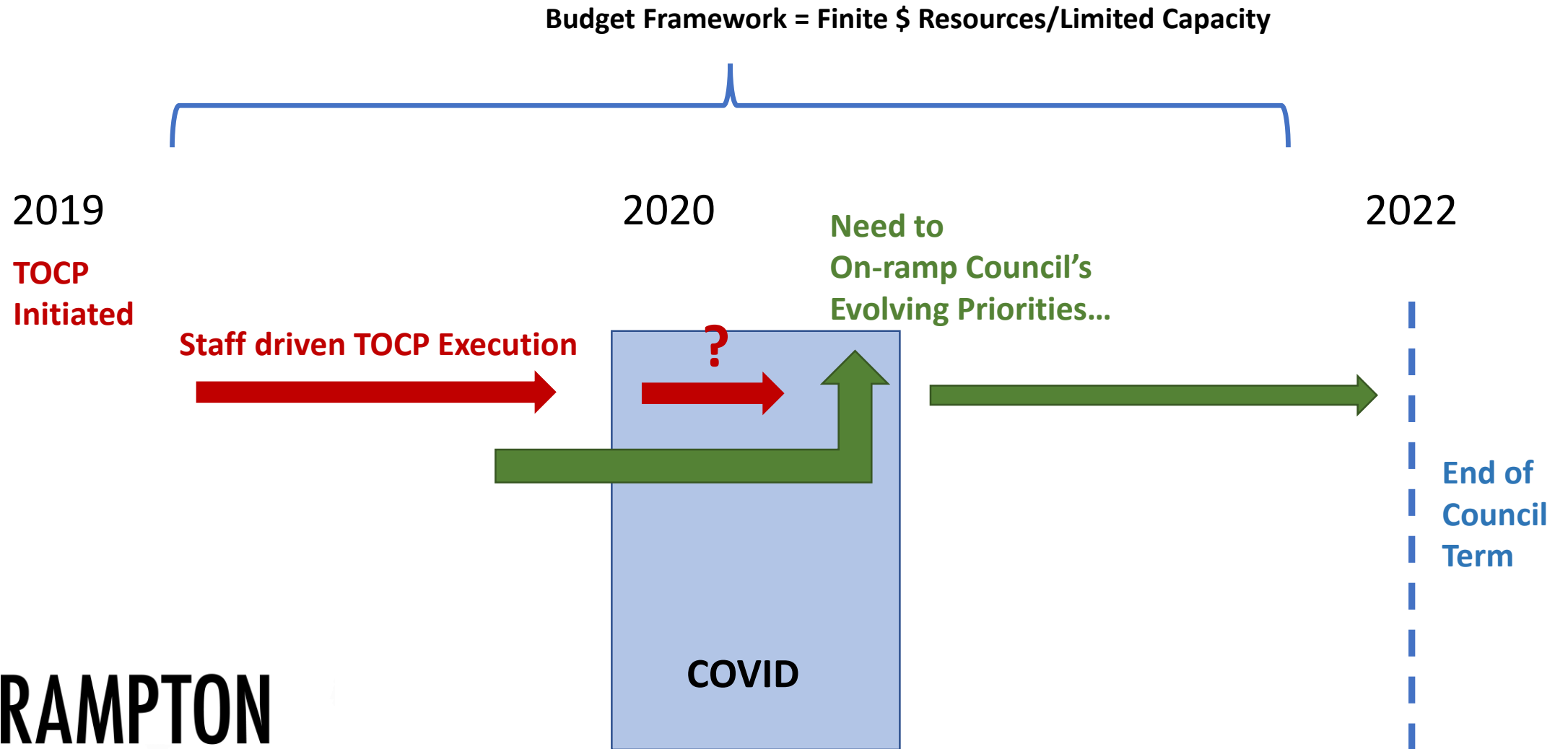
TOCP Cascading
Components

PART OF REGULAR OPERATIONS, ONGOING OPERATIONS or OPERATIONALIZED

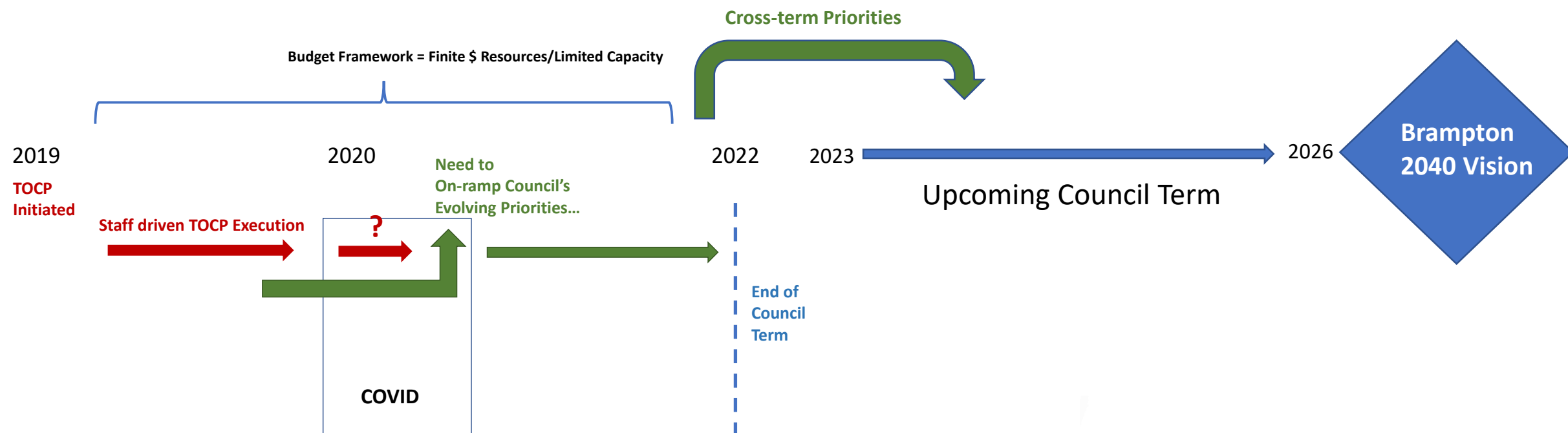


Most initiatives—TOCP and Non-TOCP combined—are part of our day-to-day work

TOCP – Timeline Overview



Timeline for Council Strategic Priorities



Initial Council Dialogue Opportunity

Feedback on Executing Council Priorities to Date – How are things working so far?

Thoughts on modifying the staff driven TOCP?

Thoughts on a Successful Approach to Council Priority Setting...

5-6 minutes per Council member...let's go round the virtual table

2nd Council Dialogue Session: Throwing Spaghetti at the Wall

- Let's just build an unsorted list of potential Council Strategic Priorities
- We don't need to triage them or establish a relative ranking (Yet)
- 5-10 minutes per Council member to "throw spaghetti against the wall" with your best *Strategic Priority* ideas
 - We will sort and prioritize in the next scheduled session...moving forward with the spaghetti that sticks!



The Ultimate Goal Statement...From X to Y by When

“I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to the earth”

President Kennedy 1961

When a team moves from having a dozen we-really-hope goals to one or two no-matter-what goals, the effect on morale is dramatic. It's as though a switch exists in every team member's head called "Game on!" If you can throw that switch, you have laid the foundation for extraordinary execution. When President Kennedy said to the moon and back by the end of the decade, he threw that switch.