



Report
Staff Report
The Corporation of the City of Brampton
6/5/2024

Date: 2024-05-27

Subject: **City of Brampton Corporate Strategic Plan 2024**

Contact: Vincent Rodo, Director, Organizational Performance & Equity, Diversity, and Inclusion

Report number: Corporate Support Services-2024-481

RECOMMENDATIONS:

1. That the report from Vincent Rodo, Director, Organizational Performance & Equity, Diversity, and Inclusion to the Committee of Council Meeting of June 5, 2024, re: **City of Brampton Corporate Strategic Plan 2024**, be received;
2. That the City of Brampton Corporate Strategic Plan 2024 (the “Plan”) be approved by Council; and
3. That staff be directed to implement the Plan through execution of departmental work plans and annual budgeting processes.

OVERVIEW:

- **The Plan encompasses the tactics to realize the City’s vision**
- **The Plan outlines six key focus areas:**
 - **Health & Well-Being**
 - **Culture & Diversity**
 - **Growing Urban Centres & Neighbourhoods**
 - **Transit & Connectivity**
 - **Environmental Resilience & Sustainability**
 - **Government & Leadership**
- **Each focus area has strategic priorities and initiatives with objectives and outcomes for the current term and beyond.**

BACKGROUND:

A strategic plan creates a shared vision for Council and staff. It focuses the City’s efforts and ensures that everyone is working toward common goals. Building upon the

successes of the previous term, the new Corporate Strategic Plan serves as the foundation for realizing priorities, initiatives, and projects within six strategic focus areas.

The development of the Plan began in 2022 with consultations, collaborations and inputs from Council, the community, and City staff. The Plan is underpinned by a range of drivers and inputs, including:

- 2023 Council Strategic Priority Setting Workshops
- 2023 Corporate Strategic Plan Online Survey results
- 2023 Community Satisfaction Survey results
- Consultations with the Corporate Leadership Team (CLT), City departments and operating areas
- 2024 Budget and related consultations and deliberations
- Brampton Plan
- Brampton 2040 Vision
- Top priorities identified by the Mayor and Councillors
- Environmental scan of best and leading municipal practices for excellence

The Plan is as a component within a comprehensive strategic framework used by the City of Brampton. The framework has four levels and seven essential components and is designed to standardize and synchronize efforts, to effectively meet the community's needs. As the journey progresses, the City commits to the ongoing refinement and enrichment of these framework elements to foster a more responsive and forward-thinking approach to strategic planning. The City will continue to develop the components of the framework over the next few years.



Consultation and Engagement

Council

On April 24, 2023, City staff hosted the first of two Council workshops focused on the development of a Corporate Strategic Plan for the 2022-2026 Term of Council. The outcomes achieved during this session included: a shared understanding of the City's

strategic landscape; strategic priorities for the Council term; and consensus on the priorities to be shared with the community.

On June 19, 2023, Council reconvened in a second workshop to prioritize the list of proposed strategic priorities. Members of Council were asked to consider a fourfold decision-making criterion for each priority which included urgency, impact, fit and opportunity. Each member provided a ranking for each proposed priority.

Community

The City regularly engages residents to gain valuable feedback and insight into how well their needs are being met and to identify opportunities for enhancement. Survey results provided valuable inputs that informed the Corporate Strategic Plan. Similarly, future surveys will offer insights into the progress and fulfilment of initiatives and projects within the Plan.

CURRENT SITUATION:

Brampton's Corporate Strategic Plan outlines how the City will transform Brampton from where it is today to where its residents want it to be in the future. The Plan is structured by six focus areas with concentrated themes and outcomes that align with the Brampton 2040 Vision. The focus areas include:

- Health & Well-Being
We are focusing on citizens' belonging, health, wellness and safety.
- Culture & Diversity
We are focusing on cultural diversity, cross-cultural understanding and supporting artistic expression and production.
- Growing Urban Centres & Neighbourhoods
We are focusing on an economy that thrives with communities that are strong and connected.
- Transit & Connectivity
We are focusing on transportation and a connected infrastructure that is safe, convenient, efficient and sustainable.
- Environmental Resilience & Sustainability
We are focusing on nurturing and protecting our environment for a sustainable future.
- Government & Leadership
We are focusing on service excellence with equity, innovation, efficiency, effectiveness, accountability and transparency.

These areas organize the City's strategic priorities, initiatives and services aimed at delivering the outcomes of the Vision. The strategic priorities and goal statements are

outlined below—specific initiatives, activities and estimated overall costs may be viewed in the full version on the Corporate Strategic Plan attached as Attachment 1. Some strategic priorities require enhanced levels of service and resourcing—these are identified with a ● symbol.

Health & Well-Being

Strategic Priority

Improve Safety ●	To inspire citizen engagement and coordinated action to strengthen and sustain community safety through education, prevention, intervention and enforcement.
Improve Health Care Infrastructure ●	To take specific advocacy actions to improve health care opportunities within the City.
Advance Recreational Spaces & Programs ●	To invest in recreational opportunities to encourage active and healthy lifestyles.
Improve Well-Being & Belonging ●	To achieve an empowered and connected Brampton where everyone feels safe, has a sense of belonging and has their needs met.

Culture & Diversity

Strategic Priority

Support Diverse Businesses, Artists, and Community Members	To expand and promote equity, diversity, and inclusion in economic, social and cultural opportunities.
Support Indigenous Heritage & Culture	To promote reconciliation, and ensure Indigenous culture, knowledge and heritage are celebrated.
Raise Investments in Arts & Culture	To support creative enterprises and promote cultural preservation, resulting in positive social outcomes.
Develop Tourism Infrastructure	To strengthen Brampton as a desired tourism destination.



Growing Urban Centres & Neighbourhoods

Strategic Priority

Stimulate Innovation, Create Jobs, & Grow Investment ●	To support business innovation and vitality, foster economic mobility of Brampton residents, and partner with key stakeholders to promote the City's investment potential.
Support Housing ●	To unlock more housing in the City and broaden affordable housing options.
Invest in Strategic Growth Areas	To balance new development and accommodate growth, while maintaining the character and heritage of local areas.



Transit & Connectivity

Strategic Priority

Enhance Transit Services ●	To meet the rapidly growing demand for public transportation.
Improve the Connectivity & Livability of Streets and Infrastructure ●	To balance the mobility and livability needs of diverse users, ensuring ease, safety and comfort.
Promote Active Transportation	To connect the community through sustainable and integrated transport networks.



Environmental Resilience & Sustainability

Strategic Priority

Enhance Energy & Climate Resilience ●	To increase the resilience of the community and City operations by adapting to the changing climate.
Increase Parkland, Trees, & Naturalized Areas ●	To nurture green communities and enhance our natural heritage.
Foster Brampton One Million Trees Program Community Environmental Stewardship	To support residents and property owners in reducing their environmental footprint at home, at work and in their neighbourhoods.
Parks Enhancements and Beautification	To respond to resident requests to improve the benefits of key parks and community green landscapes.



Government & Leadership

Strategic Priority

Strengthen Talent Attraction, Retention, and Employee Experience ●	To cultivate a skilled, engaged and passionate workforce.
Elevate Corporate Strategic Plan Performance and Service Standards	To improve efficiency, customer satisfaction and value for taxpayer dollars.
Advance Technology for Service Delivery	To enhance our digital environment to increase access to the City.
Drive Public Brampton Plan Engagement and Participation ●	To prioritize engagement efforts where public input can make a meaningful difference to City decision-making.
Focus on Workplace Equity, Diversity, and Inclusion	To build a supportive and inclusive workplace culture.

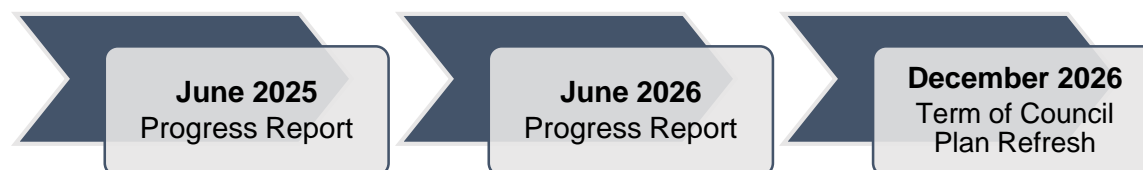
Communication Plan & Implementation

Upon adoption of the Plan, staff will carry out a comprehensive communication plan to engage and inform both the public and City staff.

The Plan will serve as a beacon guiding our efforts to create a Brampton that is inclusive and responsive to the needs of all its residents. It is recommended to leverage the Plan to align municipal planning efforts and to guide the development and implementation of departmental work plans and actions. Some actions will require comprehensive planning, budgetary considerations and approval by Council while others will be seamlessly integrated into routine operating procedures. Each City department will be responsible for advancing the initiatives and projects outlined within the Plan.

Monitoring Progress and Reporting on Key Activities

Annual progress reports regarding the execution of the Plan priorities, initiatives and activities will be submitted to Council each June until the conclusion of the Council Term. The Plan continues to be integrated within the budget process, service plans and staff performance goals. Upon Council endorsement, the Organizational Performance & Equity, Diversity, and Inclusion division will collaborate with departments to refine performance indicators, ensuring the achievement of key activity milestones and promoting evidence-based decision making. These annual reports to Council will feature performance indicators alongside accomplished milestones.



CORPORATE IMPLICATIONS:

Financial Implications:

There are no direct financial implications associated with the development of the Corporate Strategic Plan. Project and resourcing costs associated with the delivery of the Corporate Strategic Plan are aligned with the 2024 Budget.

STRATEGIC FOCUS AREA:

This work establishes the foundation for strategic planning and reinforces all strategic focus areas.

CONCLUSION:

The City of Brampton's Corporate Strategic Plan 2024 is a roadmap for this Term of Council and aligns with the long-term vision for the City. It will assist Council with judicious decision-making and allocation of finite resources. The Plan outlines a detailed course of action for the City across six focus areas, supported by community-endorsed strategic priorities and activated by targeted initiatives and activities. Continuous monitoring and reporting to Council will gauge and ensure meaningful progress in each area.

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Attachments:

- Attachment 1 – Corporate Strategic Plan 2024