

Date: 2020-10-22

Subject: **2018 - 2022 Term of Council Priorities Update**

Contact: D. Barrick, Chief Administrative Officer,
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Report Number: CAO's Office-2020-310

Recommendations:

1. THAT the report from D. Barrick, Chief Administrative Officer, dated October 22, 2020, to the Council meeting of October 28, 2020 titled **2018 - 2022 Term of Council Priorities Update** be received, and;
2. THAT staff be directed to coordinate a Workshop for Council to do a midterm review to amend or add to its Term of Council Priorities, amid the COVID-19 environment, to focus on continuing to advance the City's operations and strategic direction for the remainder of the term.

Overview:

- **This report provides an update on the 2018-2022 Term of Council Priorities (TOCP) Work Plan.**
- **This report offers a summary of the TOCP work plan updates, with further details provided in Appendices A to D.**

Background:

In March 2019, City Council established the TOCP aligned with the Brampton 2040 Vision. Twenty-two priorities were identified and embedded within the five strategic directions of the Vision: *Brampton is a City of Opportunities*; *Brampton is a Mosaic*; *Brampton is a Green City*; *Brampton is a Healthy and Safe City*; and *Brampton is a Well-Run City*.

On May 29, 2019, City Council received a detailed work plan outlining specific initiatives, accountabilities, timelines and possible performance metrics for the TOCP. Staff committed to report back to Council on the status of the work plan.

The Office of the CAO has consulted with divisional leaders and project teams to update the work plan to meet the goals and objectives set out by Council. In addition to providing these updates, project leads were asked to consider the impact of the COVID-19 pandemic on key initiatives. Work plan updates were completed in September/October 2020.

Current Situation:

Work Plan Status

There are 51 initiatives that support the 22 priorities set for this Council term. As of October, 22, 2020, 8 initiatives have been completed, 41 are on track, and 2 experiencing minor delays. At this time, all initiatives are tracking for completion within this term of Council.

To execute the work plan, there are a total of 267 milestones, 103 of which have been completed to date. It is important to note that some of the milestones refer to 'ongoing' or 'continuous' projects or programs that are more appropriately classified as operational activities. Specific and measurable outcomes for these milestones will be defined, and communicated in the next reporting period.

The table below reflects the status of the TOCP initiatives as of October 2020:

Legend: A – Accountable R – Responsible

Direction	Priority	Responsible Department	Initiative	Status
Brampton is a City of Opportunities	1.1. Create Complete Communities	Planning, Building and Economic Development A: R. Forward R: B. Bjerke	1.1.1 Revamp the City-Wide Development Design Guidelines to prioritize complete communities, sustainability, and implementation in urban areas	On track
		Public Works and Engineering A: J. Holmes R: M. Hoy	1.1.2 Expand the Sustainable Neighbourhood Action Plan (SNAP) Program to support urban renewal of existing neighbourhoods	On track

Direction	Priority	Responsible Department	Initiative	Status
	1.2 Unlock Downtown and Uptown	Planning, Building and Economic Development A: R. Forward R: B. Bjerke	1.1.3 Finalize Brampton's Affordable Housing Strategy	On track
		Planning, Building and Economic Development & Public Works and Engineering A: R. Forward, J. Homes R: M. Won, B. Bjerke	1.2.1 Develop a coordinated Master Plan for Downtown Brampton	On track
		Planning, Building and Economic Development & Corporate Support Services A: R. Forward, M. Davidson R: M. Medeiros, A. Parsons, B. Bjerke	1.2.2 Develop a coordinated implementation framework for Uptown Brampton	On track
		Planning, Building and Economic Development & Community Services A: D. Boyce, R. Forward R: B. Bjerke	1.3.1 Create a development and implementation action plan for Integrated Community Facilities	On track
	1.3 Support Community Hub Concept	Community Services A: D. Boyce R: D. Bennett	1.3.2 Incorporate co-location requests as a mandatory requirement of the Real Estate Acquisition, Disposal and Leasing Strategy	On track

Direction	Priority	Responsible Department	Initiative	Status
	1.4 Prioritize Jobs within Centres	Planning, Building and Economic Development A: R. Forward R: A. Parsons	1.4.1 Establish Community Improvement Plan(s) for each urban and town centre with incentives to increase employment and population density	On track
		Planning, Building and Economic Development A: R. Forward R: C. Barnett	1.4.2 Leverage post-secondary partnerships to establish an innovation ecosystem in the downtown	On track
		Planning, Building and Economic Development A: R. Forward R: B. Bjerke	1.4.3 Develop a new Official Plan that aligns all master plans with Brampton 2040	On track
	1.5 Attract Investment & Employment	Planning, Building and Economic Development A: R. Forward R: B. Bjerke	1.5.1 Complete a review of the service delivery model of the Planning and Development Services Department	On track
		Planning, Building and Economic Development A: R. Forward R: A. Parsons, B. Bjerke	1.5.2 Expand the Development Permit System (DPS) to strategic growth areas	Minor delay
		Planning, Building and Economic Development A: R. Forward R: C. Barnett	1.5.3 Align the investment and entrepreneurial support services provided by the City of Brampton with the objective of creating an innovation ecosystem	On track

Direction	Priority	Responsible Department	Initiative	Status
Brampton is a Mosaic	2.1 Embed Diversity and Equity	Office of the CAO A: G. Kaur R: TBD	2.1.1 Develop a Diversity, Equity and Inclusion (DEI) Strategic Blueprint to provide a comprehensive action framework to coordinate the City's approach to embedding DEI into our programs, services and initiatives	On track
	2.2 Innovative Engagement	Corporate Support Services A: M. Davidson R: J. Tamming	2.2.1 Develop and implement the Nurturing Neighbourhoods Program to engage a diverse range of stakeholders in more meaningful ways to identify neighbourhood needs and build capacity to empower our residents	On track
		Corporate Support Services A: M. Davidson R: J. Tamming	2.2.2 Develop a multi-phase Community Engagement Plan to implement a shared framework and innovative tools for proactively engaging a diverse range of residents and community stakeholders to support evidence-based decision-making	On track
		Office of the CAO A: G. Kaur R: TBD	2.2.3 Establish a community-led Taskforce to initiate development of an Institute for Brampton Diversity to increase community involvement, animation and profiles of diverse groups and people in all aspects of Brampton life	On track
	2.3 Support Inclusive Culture Expressions	Corporate Support Services A: M. Davidson R: J. Tamming	2.3.1 Implement the Culture Master Plan (CMP) with a focus on the key themes of supporting success, developing a community of practice and building Brampton's identity	On track
	2.4 Inclusive and Flexible Community Spaces	Public Works and Engineering A: J. Holmes R: D. Bottoni	2.4.1 Utilize and implement elements of Universal Design Strategies in tandem with the City's Accessibility Technical Standards to ensure that all facility renovations and new construction projects identify opportunities to increase accessibility and a sense of belonging for all	On track

Direction	Priority	Responsible Department	Initiative	Status
		Planning, Building and Economic Development & Community Services A: R. Forward, D. Boyce R: B. Bjerke	2.4.2 Complete development and implement the Age Friendly Strategy to improve accessibility, affordability and encourage greater civic participation for people of all ages and abilities	On track
Brampton is a Green City	3.1 Equalize All Forms of Transportation	Planning, Building and Economic Development A: R. Forward R: H. Zbogar	3.1.1 Update the Transportation Master Plan to prioritize active transportation and non-auto modes	On track
		Brampton Transit A: A. Milojevic R: V. Rodo, D. Rieger	3.1.2 Advance the work underway to meet ridership demands on Brampton Transit and demand for higher order transit infrastructure in Brampton (such as the Queen Street BRT)	On track
		Brampton Transit A: A. Milojevic R: J. Jensen	3.1.3 Improve access to transit for seniors in Brampton	Completed
	3.2 Implement a Green Framework	Public Works and Engineering A: J. Homes R: M. Hoy	3.2.1 Implement the Natural Heritage Restoration Program to integrate and enhance natural heritage within our communities	On track
		Public Works and Engineering A: J. Homes R: M. Won	3.2.2 Coordinate with Regional and Provincial Governments on efforts to address climate change	On track
		Community Services A: D. Boyce R: E. Fagan	3.2.3 Promote 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	On track

Direction	Priority	Responsible Department	Initiative	Status
			hands-on community improvement	
	3.3 Sustainable Growth	Public Works and Engineering A: J. Holmes R: M. Won	3.3.1 Continue the development and implementation of the Development Guidelines and Sustainability Assessment Tool	On track
		Planning, Building and Economic Development A: R. Forward R: Y. Yeung	3.3.2 Expand the Urban Design Awards to highlight innovative developments	On track
		Planning, Building and Economic Development A: R. Forward R: B. Bjerke	3.3.3 Establish on-going monitoring of intensification and greenfield density in Brampton	On track
	3.4. Lead Environmental Innovation	Public Works and Engineering A: J. Holmes R: M. Won	3.4.1 Develop a Community Energy and Emissions Reduction plan to improve energy efficiency and increase resilience to climate change	Completed
		Public Works and Engineering A: J. Holmes R: R. Rajah	3.4.2 Implement environmental and energy efficiency standards across City facilities	On track
Brampton is a Healthy and Safe City	4.1. Community Partnerships	Fire and Emergency Services A: B. Boyes R: A. Normand	4.1.1 Represent the City of Brampton in the development of the legislated Region of Peel Community Safety and Well-Being Plan (CSWP)	On track
		Fire and Emergency Services A: B. Boyes R: A. Normand	4.1.2 Explore the opportunity to build a virtual community hub in collaboration with local service providers to share information on community/social services and programs	Completed

Direction	Priority	Responsible Department	Initiative	Status
		Fire and Emergency Services A: B. Boyes R: A. Normand	4.1.3 Implement the Lighthouse Program that help members of the community to seek refuge within the premises of participating faith-based organizations – during times of community-wide emergencies in Brampton	On track
	4.2 Streets for People	Public Works and Engineering A: J. Holmes R: M. Parks, C. Kummer	4.2.1 Incorporate the Vision Zero framework into transportation planning, design an operations to prevent fatal and serious injury from motor vehicle collisions within the City Right of Way	On track
	4.3 Local Health Support	Community Services A: D. Boyce R: A. Patel	4.3.1 Implement the “BEST You” Community Outreach Workshops	Completed
		Community Services A: D. Boyce R: A. Patel	4.3.2 Provide financial and in-kind contribution to health and wellness programs	Completed
		Community Services A: D. Boyce R: A. Patel	4.3.3 Continue to support the Healthy Communities Initiative through enhancing recreational programs and facilities	Completed
	4.4 Healthy Citizens	Community Services & Public Works and Engineering A: D. Boyce, J. Holmes R: A. Patel, D. Bottoni	4.4.1 Recreation Revitalized – Implement the Renewal Strategy on older recreation centres	On track
		Community Services & Public Works and Engineering A: D. Boyce, J. Holmes R: A. Patel, E. Fagan	4.4.2 Enhance recreation and sports facilities to increase access to programs for residents	On track

Direction	Priority	Responsible Department	Initiative	Status
		Community Services A: D. Boyce R: E. Fagan	4.4.3 Continue to design and build new activity hubs to provide accessible spaces and play elements for residents of all ages and abilities	On track
Brampton is a Well-Run City	5.1 Public Participation	Corporate Support Services A: M. Davidson R: J. Tamming	5.1.1 Administer a Community Satisfaction Survey every two years to get a pulse on residents' perception / satisfaction with City services	On track
		Corporate Support Services A: M. Davidson R: K. Gopalasamy	5.1.2 Continue to grow the City's Open Data platform to make City data accessible and easy to understand	Minor Delay
	5.2 Modern Workforce	Corporate Support Services and Public Works & Engineering A: M. Davidson, J. Holmes R: TBD	5.2.1 Develop and Implement a Workplace Modernization Strategy	On track
		Corporate Support Services A: M. Davidson R: S. Aujla	5.2.2 Develop and Implement a Talent Acquisition Strategy	On track
	5.3 Collaboration and Advocacy	Office of the CAO A: G. Kaur R: B. Lucas	5.3.1 Continue to build the City's Government Relations and Advocacy Capacity and Impact	On track
	5.4 Stewardship of Assets and Services	Office of the CAO A: D. Barrick R: M. Medeiros	5.4.1 Demonstrate value for money of City programs and services	Completed
		Corporate Support Services A: M. Davidson	5.4.2 Develop an Asset Management Plan	On track

Direction	Priority	Responsible Department	Initiative	Status
		R: M. Medeiros		
	5.5 Service Excellence	Corporate Support Services A: M. Davidson R: J. Tamming	5.5.1 Design and implement a Customer Experience Strategy	On track
		Corporate Support Services A: M. Davidson R: K. Gopalasamy	5.5.2 Develop and implement the Brampton Connected City	Completed
		Office of the CAO A: M. Marr R: M. Raiz, M. Jurczyk	5.5.3 Continue to transform corporate culture to be more resident-focused in its approach to service delivery	On track

COVID-19 Impacts

The COVID-19 pandemic brought forth unforeseen conditions and challenges that required project leads to adapt quickly and effectively to pivot and address the emergency response. As a result of this shift in focus, staff were required to shift timelines and reallocate resources.

Despite the challenges presented by the pandemic, a number of projects successfully demonstrated the agility, commitment and perseverance on behalf of the City and staff. For example, in relation to:

- Initiative 1.1.3 “*Finalize Brampton's Affordable Housing Strategy*” – The Planning, Building and Economic Development department experienced notable success in rolling out virtual versions of workshops and meetings, including the hosting of public gatherings online like the Supportive Housing Policy Review.
- Initiative 2.2.1 “*Develop and implement the Nurturing Neighbourhoods Program to engage a diverse range of stakeholders in more meaningful ways to identify neighbourhood needs and build capacity to empower our residents*” – The Office of the CAO shifted delivery of the program to be exclusively online, launching virtual surveys, mapping and neighborhood walk videos. Staff is considering both online and offline delivery of the program in 2021 and beyond.

- Initiative 2.3.1 *“Implement the Culture Master Plan (CMP) with a focus on the key themes of supporting success, developing a community of practice and building Brampton’s identity”* – The Corporate Support Services department developed a new COVID-19 Relief Fund for Artists & Arts Organizations in support of Brampton’s arts community.
- Initiative 4.1.2 *“Explore the opportunity to build a virtual community hub in collaboration with local service providers to share information on community/social services and programs”* – Fire and Emergency Services expedited the consolidation of community resources webpages and moved quickly to establish and implement a virtual community hub to support communications for community, social services, and emergency programs.

Communication, Engagement, and Continuous Improvement

Key to the success of the work plan is continuing to communicate the connections and successful outcomes of the TOCP and associated initiatives. This will be achieved through the following:

Council

Council will receive status updates on the TOCP. Future updates will also include a roster of metrics and more detail on the planned outcomes of each initiative. TOCP Highlights will be posted on brampton.ca.

Project Leads & Employees

As a result of the corporate realignment that occurred in May 2020, and where required, ‘Responsible Departments’ were modified to reflect the current organizational structure and accountabilities.

It is important that employees understand how they contribute to the success of the TOCP. Employees are encouraged to continue to align projects and programs with the City’s established strategic directions, through project planning and performance measurement.

To ensure continuous improvement, an online, self-serve TOCP update process has been developed, which will assist project leads in making updates more frequently and with greater ease and efficiency, resulting in improvements in tracking and reporting (i.e. use of dashboard tool, infographics, visual timelines). This new process will be implemented in Q1 2021.

As work continues with operating departments to identify and define metrics to measure the success of the TOCP initiatives, the Organizational Performance and Strategy group is developing a framework to incorporate TOCP data sets into a revamped internal

dashboard, offering insights and connections to the City's other internal metrics and measures. This information will be available to Council and employees in Q1 2021.

Note: updates on the proposed framework for the City's internal dashboard is forthcoming.

Corporate Implications:

Since March 2019, when Brampton City Council established their Term of Council Priorities; considerable progress has been made on the deliverables. The COVID-19 pandemic brought forth unforeseen conditions and challenges that have required project leads to adapt quickly and shift operations. As Council is at the mid-point of the term, a reassessment of the existing TOCP is recommended, taking into account the many Council initiatives that currently reside outside of its TOCP's (Appendix C), to ensure the City is investing in projects and initiatives that continue to move the City forward.

Financial Implications:

The 2020 budget was consistent with the priorities highlighted in the TOCP work plan. The 2021 budget will be reviewed with feedback from Council to ensure alignment with Council priorities.

Conclusion:

A significant number of TOCP milestones have been completed since May 2019, and continue to track as planned. Moving forward, Council will be provided with updates on the TOCP, including: status of initiatives, specific and planned outcomes of initiatives, timelines and clearly defined metrics.

Submitted by:

David Barrick
Chief Administrative Officer

**This report and Appendices have been prepared with input from staff leaders across the Corporation. Special thanks to the Organizational Performance and Strategy division.*

Attachments:

Appendix A – Overall Status of Initiatives

Appendix B – Status of Initiatives by Strategic Direction

Appendix C – Initiatives Outside of the TOCP

Appendix D – TOCP Work Plan Submitted to Council May 29, 2019