

BRAMPTON IS A CITY OF OPPORTUNITIES

FOCUSED PRIORITIES

The focused priorities were established at the mid-point of the Council term and formalized in January 2021.

■ Post-Secondary Opportunities

Bringing a full-scale university to Brampton is a priority. The City worked closely with the Province, and local and international partners, to convey the social and economic benefits of this investment, and promoted the development and retention of homegrown talent in the City.

End of Term Status: Transitioning to 2022-2026 Term of Council

Milestones	End of Term Comments	Responsible Department
<ul style="list-style-type: none"> [None defined] 	<ul style="list-style-type: none"> On March 15 2022 the Ontario Government confirmed Toronto Metropolitan University School of Medicine in Brampton. The City and TMU jointly announced the location at Bramalea Civic Centre on January 27, 2023 TMU in Brampton will receive 80 undergraduate seats and 95 post graduate seats. TMU is working closely with the Ministry and City of Brampton to open the medical school by fall 2025. Staff are working with Sheridan College on finalizing the funding agreement and payment schedule for the \$2.5 million planning grant for the Centre for Healthy Communities at the Davis Campus. Algoma University (under the oversight of Economic Development) is continuing expansion efforts within Brampton with Economic Development supporting Algoma's expansion into new facilities and square footage in Downtown Brampton with a growth up to 5,000 students. The next phase will be to support its Master Campus Plan for student growth up to 7,500 and new innovation assets for esports and the metaverse. 	Office of the CAO

■ River Walk / Etobicoke Creek Flood Control Project

River Walk is a priority and the City has plans for the design and construction of flood mitigation measures to eliminate flooding in Downtown Brampton by the Etobicoke Creek during extreme storm events. The project consists of widening and deepening Etobicoke Creek, replacing existing bridges with larger structures to allow passage of floodwaters, and providing increased valley storage for floodwaters by relocating Ken Whillans Drive.

End of Term Status: Transitioning to 2022-2026 Term of Council

Milestones	End of Term Comments	Responsible Department
<ul style="list-style-type: none"> • Report to Council re: Funding Agreement with Federal Government • Terms of Reference and detailed design • Potential land acquisition • Construction of flood protection works 	<ul style="list-style-type: none"> • Urban Development Master Plan (UDMP) has been completed and was approved by Council in July 2022. Capital projects identified in the UDMP remain unfunded and will continue to be included in ongoing advocacy efforts for funding. • Detailed design of Downtown Brampton Flood Protection is underway. Design contract was awarded to team led by AECOM, and is targeting 2025 for construction tendering. • Land acquisition strategy for real estate is underway. 	Public Works & Engineering

EXISTING PRIORITIES

The following priorities were established and formalized in March 2019.

1.1 ■ Create Complete Communities

Objective: Revitalize existing neighbourhoods and create model new developments.

End of Term Status: Completed (some initiatives transitioning to 2022-2026 Term of Council)

Initiatives	Milestones	End of Term Comments	Responsible Department
1.1.1 Revamp the City-Wide Development Design Guidelines to prioritize complete communities, sustainability, and implementation in urban areas	<ul style="list-style-type: none"> • Launch Urban Design Frameworks for Major Growth Centres and Town Centres. • Create a new Urban Public Realm Design Manual • Review City-wide Urban Design Guidelines • Complete Urban Design Frameworks • Approve the new Urban Public Realm Design Manual • Approve Urban Design Guidelines and Urban Design Frameworks 	<ul style="list-style-type: none"> • The City-wide Urban Design Guidelines will be completed to support implementation of the direction found through Brampton Plan, the new draft Official Plan and support the work being completed for the Comprehensive Zoning By-law Review. Draft to be released in 2023. • Urban design guidelines will be developed for Major Growth Centres and Town Centres to implement the Major Transit Station Area Planning work. • Public realm design currently being completed for Steeles Avenue streetscape and for the Downtown as part of the IDP work. 	Planning, Building & Growth Management
1.1.2 Expand the Sustainable Neighbourhood Action Plan (SNAP) Program to support urban renewal of existing neighbourhoods	<ul style="list-style-type: none"> • Initiate Bramalea SNAP • Approval of Bramalea SNAP Action Plan 	All project milestones were completed. Action Items continue to be implemented in all SNAP communities.	Public Works & Engineering

Initiatives	Milestones	End of Term Comments	Responsible Department
	<ul style="list-style-type: none"> • County Court SNAP - Complete the Upper Nine Pond retrofit • Complete the Early Action Implementation items identified in the Fletchers Creek SNAP • Commencement of the Early Action Implementation items identified in the Bramalea SNAP 	<ul style="list-style-type: none"> • 2 community tree plantings completed • 2 community meetings conducted • 1 energy-efficient workshop conducted • 100 trees and 540 shrubs planted at County Court Upper Nine Pond • Implemented 21 new pedestrian cross-overs 	
<p>1.1.3 Finalize Brampton's Affordable Housing Strategy</p>	<ul style="list-style-type: none"> • Launch development of the Affordable Housing Strategy (internal and external consultation) • Collaborate with Housing Advisory Committee to implement a streamlined approvals process for affordable housing projects • Partner with Peel Region on a pilot project to align affordable housing tools and incentives, including the development of Affordable Housing CIP • Complete Draft Affordable Housing Strategy • Finalize and commence implementation of housing strategy action items • Commit to ongoing monitoring and reporting of strategy and achievement of targets 	<ul style="list-style-type: none"> • The affordable Housing Strategy – Housing Brampton - was approved endorsed by Council on May 19, 2021. • Implementation of the Strategy's 16 action items began in summer 2021, with the overall goal to improve housing affordability, add more diverse types of housing to the housing stock and use innovative approaches to address housing needs. • 2 dedicated staff positions to support Affordable Housing • Launched the Housing Catalyst Capital Project to deliver \$8 million in funding for innovative housing ideas • Council endorsed the Community Benefits Charge Strategy to recover growth-related costs under Section 37 • Actioned the Concierge Program to assist developers of affordable housing • Initiated development of a Housing Incentive Program to incentivize the development of affordable housing • Initiated development of Brampton's first Inclusionary Zoning policy framework. 	<p>Planning, Building & Growth Management</p>

1.2 ■ Unlock Downtown and Uptown

Objective: Shift the employment balance towards local jobs.

End of Term Status: Transitioning to 2022-2026 Term of Council

Initiatives	Milestones	End of Term Comments	Responsible Department
<p>1.2.1 Develop a coordinated Master Plan for Downtown Brampton/Downtown Revitalization Program</p>	<ul style="list-style-type: none"> • Launch Urban Design Framework for Downtown Brampton. • Complete Return-On-Investment study • Substantial completion (75%) of Downtown Brampton Flood Protection EA. • Apply for funding through Disaster Mitigation and Adaptation Fund (DMAF). • Develop a marketing and investment strategy for Downtown Brampton. • Review implementation best practices and develop a business case for Downtown Brampton. • Establish land acquisition strategy for public developments and spaces. • Complete the Brampton Flood Protection EA. • Complete ROI study for Urban Design Frameworks for Downtown Brampton • Complete Urban Design Framework and Implementation Strategies for Downtown Brampton. • Complete the Open Space Master Plan for Downtown Etobicoke Creek. • Complete detailed design of Etobicoke Creek channel contingent on EA approval. • Complete detailed design of Open Space for Downtown Etobicoke Creek. 	<ul style="list-style-type: none"> • Delivering on Council approved streetscaping as well as other Urban Design/Planning Revitalization initiatives. • The return on Investment Study has been completed. • An Advisor Role in Economic Development was posted and now staffed for leading business development activities for the downtown, • Disaster Mitigation and Adaption Fund application was approved and resulted in commitments of up to \$38.8M from the Government of Canada for Downtown Brampton Flood Protection • Downtown Brampton Flood Protection EA was completed and approved by Province. • Urban Design (Open Space) Master Plan has been completed. • Continued implementation of the Integrated Downtown Plan, including ongoing stakeholder coordination and completion of downtown design charrette. • Continued delivering on Council approved direction to undertake a Streetscape Manual. • Continued delivering on Council direction to implement key short-term initiatives and strategies through the Activate Downtown Brampton program to engage with the Downtown community and enhance the streetscape. • Obtained Council's approval in September 2021, on Option 2 	<p>Planning, Building & Growth Management</p> <p>Public Works & Engineering</p>

	<ul style="list-style-type: none"> • Complete detailed design of other flood-related infrastructure contingents on EA approval. • Seek Council's approval of streetscaping options on Queen Street and Main Street • Seek Council's approval for the redevelopment of Garden Square and Ken Whillans Square 	<p>(Partial Streetscaping) as part of the Integrated Downtown Plan Phase 1. Detailed design continues in this Term of Council.</p> <ul style="list-style-type: none"> • Obtained Council's approval in September 2021, on the redevelopment of Garden Square and Ken Whillans Square. Preliminary conceptual design underway. • Continued discussions with Bell to complete a pilot project for their wireless 5G service in the downtown. • Detailed design of Etobicoke Creek Channel (formally the Downtown Brampton Flood Protection) is in progress. 	
1.2.2 Develop a coordinated implementation framework for Uptown Brampton	<ul style="list-style-type: none"> • Launch Urban Design Framework for Uptown • Complete Uptown Brampton Framework to Promote Investment • Review implementation best practices and develop a business case for Uptown Brampton. • Establish a land acquisition strategy for public developments and spaces. • Complete Urban Design Frameworks and Implementation Strategy for Uptown 	<ul style="list-style-type: none"> • Framework received the National Urban Design Award. • The framework will be completed within the term, with work will continuing to complete key elements of the framework, which involve external stakeholders and property owners, beyond the term. • Economic Development completed the My Main Street Local Business Accelerator a data-driven community economic development program focused on revitalizing main streets with significant business intelligence collection from six service areas, some in Uptown, e.g. https://mymainstreet.ca/communities/brampton-uptown 	<p>Planning, Building & Growth Management</p> <p>Corporate Support Services</p>

1.3 ■ Support Community Hub Concept

Objective: Provide flexible spaces within City assets and engage with partners to co-locate facilities and services.

End of Term Status: Continuing within operations

Initiatives	Milestones	End of Term Comments	Responsible Department
<p>1.3.1 Create a development and implementation action plan for Integrated Community Facilities</p>	<ul style="list-style-type: none"> • Launch integrated community facilities action plan process. • Complete partnership and implementation framework to enable the delivery of community hubs. • Establish a land acquisition strategy. • Complete integrated needs assessment to target services and facilities for residents, visitors, and businesses. • Complete integrated community facilities action plan 	<ul style="list-style-type: none"> • Now known as "Urban Community Hub." • Staff continue their work to progress the Uptown Hub, with Rio Can (current landowner for the intended site at Shoppers World), and also work towards assembling a Queen's Hub site, and other potential Hubs in the City. • The development site includes Kaneff Park and a parking lot currently serving the Shoppers World Mall. The plan will be completed within the term, and work will continue beyond the term. 	<p>Planning, Building & Growth Management</p> <p>Community Services</p>
<p>1.3.2 Incorporate co-location requests as a mandatory requirement of the Real Estate Acquisition, Disposal, and Leasing Strategy</p>	<ul style="list-style-type: none"> • Completed and approved SOP for declaration of surplus properties • Develop a protocol for property acquisition that supports the creation of collaborative multipurpose hubs by identifying synergies amongst the City's departments for their property requirements. 	<ul style="list-style-type: none"> • For Real Estate Disposals- Realty Services will continue with its process of circulation to the Real Estate Coordinating Team (RECT) which is comprised of members from all City departments. • Before declaring a property surplus Realty staff communicates the request via e-mail circulation to RECT, asking RECT members to advise if their respective departments have any interest in retaining the potentially surplus property for municipal uses. • Realty will also continue circulating potential acquisition opportunities to RECT members for their feedback and/ or acquisition and other property interests to support the co-location strategy. • Realty will continue to review and update all of its policies and procedures over the coming 12 months. 	<p>Legislative Services</p>

1.4 ■ Prioritize Jobs within Centres

Objective: Spread job opportunities throughout the City by ensuring that plans and policies prioritize job growth within urban and town centres.

End of Term Status: Continuing within operations

Initiatives	Milestones	End of Term Comments	Responsible Department
<p>1.4.1 Establish Community Improvement Plan(s) for each urban and town centre with incentives to increase employment and population density</p>	<ul style="list-style-type: none"> • Request for Proposal for CIP study issued. • Adoption of new incentive programs under Central Area CIP. • CIP study complete and launch of the public consultation process. • Report to Council recommending options for implementation. • Report to Council for approval of implementation guidelines. • Begin annual reporting to Council monitoring the impact of the incentive programs. 	<p>Community Improvement Plans (CIP) will be established within the 2018-2022 term.</p>	<p>Planning, Building & Growth Management</p>
<p>1.4.2 Leverage post-secondary partnerships to establish an innovation ecosystem in the downtown</p>	<ul style="list-style-type: none"> • Finalize agreements with Toronto Metropolitan University (TMU) for co-working space in the Pilot Innovation Incubator and Cybersecure Catalyst. • Establish a second innovation hub. • Grand opening of the Cybersecure Catalyst. • Launch logistics accelerator program. • Finalize design and partnership agreements for the Centre for Innovation. • Establish a health employment cluster around Peel Memorial. • Break ground on the Centre for Innovation. 	<ul style="list-style-type: none"> • Innovation District partners now include TMU, Sheridan College, and Algoma University. The innovation District has been awarded by International Economic Development Council as a model of excellence. • Finalized agreements with TMU to establish a “Zone learning area” in Downtown Brampton located at 1 Nelson St, called the Brampton Venture Zone (BVZ). The BVZ has now run 3 Cohorts of their flagship incubator program, graduating a total of 40 companies. • Brampton Venture Zone has been running problem labs focused on the Health & Wellness space as well a problem lab centered around the logistics, smart cities, and mobility sectors. These 	<p>Office of the CAO</p>

Initiatives	Milestones	End of Term Comments	Responsible Department
		<p>problem labs produced white papers on how the sectors are currently present and ways that Innovation could improve these sectors.</p> <ul style="list-style-type: none"> • The Rogers Cybersecure Catalyst opened its doors in 2019 and has been active in 3 major initiatives: 1) Training Cybersecurity Professionals, 2) Running a Cybersecurity Accelerator for Cybersecurity Start-ups, 3) And providing space for Corporate training in their Cyber Range. The training program has so far graduated around 500 graduates with an 80+% of job placements. The Catalyst accelerator has graduated 39 companies that have generated 36 patents, and raised over \$100 million in funding. The Cyber range has trained over 1000 corporate professionals through their program. • The BVZ has successfully ran a cohort of their flagship incubator program in Logistics, and has graduated a series of Logistics Start-ups and contributed to research in the field, as well as health and wellness. • Designs for the Centre for Innovation have been released, and an expression of interest has been issued. • Peel Memorial has established plans for expansion as well as an established new MedTech Taskforce with the City and TMU working to grow the HealthTech sector in the City. for co-working space in the pilot innovation incubator and Cybersecure catalyst • Innovation Hub established and active • Successful launch of Cybersecure Catalyst 	

Initiatives	Milestones	End of Term Comments	Responsible Department
		<ul style="list-style-type: none"> Algoma University has been supported for several years in its expansion and new innovation programming 	
1.4.3 Develop a new Official Plan that aligns all master plans with Brampton 2040	<ul style="list-style-type: none"> Establish a project team. Present recommendation report to Council to initiate OP review Present a work plan to a Special Meeting of Council. Launch of the public consultation process and open houses. Position papers to Council Circulate the first draft to internal and external partners for feedback. Report to the Planning, Building & Economic Development Committee of the first draft for feedback Complete the final draft. Report to Council for approval of new Official Plan. 	<ul style="list-style-type: none"> The new draft Official Plan – Brampton Plan – has progressed significantly, with the creation of a project team, recommendation report to initiate the OP Review, a work plan presentation, and 7 discussion papers presented to Council. A robust consultation plan was conducted to build on the 2040 Vision. Two draft versions have been circulated to internal and external partners for feedback, the first in April 2022 and the second in December 2022. A Report outlining the impacts of Bill 23 to Brampton Plan's timelines was presented to Council in January 2023 identifying the need for additional time to reconcile provincial changes through the new Official Plan. A third and final draft will be completed, with final Council adoption planned for end of 2023. Brampton Plan provides progressive policies to support a vibrant, urban future for the city. 	Planning, Building & Growth Management

1.5 ■ Attract Investment & Employment

Objective: Invest in the Brampton brand and nurture a creative, innovative, and entrepreneurial environment.

End of Term Status: Continuing within operations

Initiatives	Milestones	End of Term Comments	Responsible Department
1.5.1 Complete a review of the service delivery model of the Planning and Development Services Department	<ul style="list-style-type: none"> Launch review of service delivery model. 	The Planning and Development Service Review was successfully completed.	Planning, Building & Growth Management

Initiatives	Milestones	End of Term Comments	Responsible Department
	<ul style="list-style-type: none"> • Complete service delivery model review and implementation plan. • Finalize multi-year department business plan in alignment with the new service delivery model. • Complete structural realignment and establish new service standards. • Launch department performance metrics and dashboard. 	<ul style="list-style-type: none"> • 17 of 50+ process improvements have been fully implemented as a result of the review • 6 structural realignments have been completed 	
<p>1.5.2 Expand the Development Permit System (DPS) to strategic growth areas</p>	<ul style="list-style-type: none"> • Report to Council on initiating new DPS* by-law for Queen Street East (between Downtown and Hwy 410), identifying other potential DPS areas, and establishing metrics to monitor economic impact. • Report to Council for approval of Queen Street West DPS by-law. • Report to Council for approval of Queen Street East DPS by-law. • Report to Council on initiating DPS by-laws for other strategic areas. • Report annually to Council on development activity in DPS areas. 	<p>The Queen Street East DPS will no longer be pursued and will be replaced with the Major Transit Station Area (MTSAs) regulatory framework that will include the adoption of Official Plan and Secondary policies, enactment of Zoning By-laws to pre-zone MTSAs and the endorsement of urban design guidelines.</p>	<p>Planning, Building & Growth Management</p>
<p>1.5.3 Align the investment and entrepreneurial support services provided by the City of Brampton with the objective of creating an innovation ecosystem</p>	<ul style="list-style-type: none"> • Initial report to Council on proposed Foreign Direct Investment (FDI) Strategy and continued partnership with Toronto Global Regional Marketing Alliance. • Finalize a detailed matrix outlining FDI research and marketing plan. • Develop metrics to monitor the economic impact of the FDI Strategy. • Continue using metrics to monitor the job creation 	<ul style="list-style-type: none"> • 3,913 Innovation District sessions, events and workshops hosted • More than 372 businesses supported through the Brampton Entrepreneur Centre • More than 4,500 jobs facilitated and retained through the Brampton Entrepreneurship Centre • The Brampton Innovation District continues to experience sustained growth and development, even awarded by 	<p>Office of the CAO</p>

Initiatives	Milestones	End of Term Comments	Responsible Department
	<p>targets and service level standards of the Brampton Entrepreneur Centre (BEC)</p> <ul style="list-style-type: none"> • Commit to annual reporting to Council on the return on investment (results achieved) of the FDI Strategy and BEC. 	<p>the International Economic Development Council and the Economic Development Association of Canada</p> <ul style="list-style-type: none"> • The City invested \$20.5 million in the district from 2019 to 2022, resulting in a \$55.2 million investment generated from the Innovation District Partners. • Some recent results ending 2022 include: <ul style="list-style-type: none"> ○ 707 – Trained Talent Graduating from Rogers Cybersecure Catalyst and Algoma University ○ 157 – Total Employed by ID Partners ○ 128 – # of Start-ups Graduated & Business Started ○ 53 – # of Patents Filed by Companies/Alumni ○ 51 – # of International Start-ups Accepted into B Hive 	

BRAMPTON IS A MOSAIC

FOCUSED PRIORITIES

The focused priorities were established at the mid-point of the Council term and formalized in January 2021.

■ Brampton Equity Office

The City introduced a foundational Equity Office to serve its employees and citizens. The Equity Office will work to ensure fair and equitable treatment of all individuals and promote a harmonious environment in the workplace and for its residents.

End of Term Status: Completed

Milestones	End of Term Comments	Responsible Department
<ul style="list-style-type: none"> • [None defined] 	<p>The Equity Office was formally established in September 2021 and was amalgamated with the City's Economic</p>	<p>Office of the CAO</p>

Milestones	End of Term Comments	Responsible Department
	<p>Empowerment and Anti-Black Racism (EEABR) Office to create one cohesive team. Highlights:</p> <p>Equity Office Hiring:</p> <ul style="list-style-type: none"> • Senior Advisor, Indigenous Relations hired Q1 2023. The Equity Office was staffed with 5 positions from Jan – Oct 2022 but all of these employees are no longer with the City. Currently recruiting for 4 position in the Equity Office <p>EDI Consultations:</p> <ul style="list-style-type: none"> • Continued collaboration with city departments on the integration of equity, diversity, inclusion (EDI), and anti-racism principles in City operations, including conducting policy, procedure, and strategy reviews, developing EEABR learning series and sessions, and developing EDI resources for staff • Continued collaboration with community circles regarding issues that negatively impact equity-seeking groups in the City <p>Website Development:</p> <ul style="list-style-type: none"> • internal Community Site developed for staff to increase awareness and access to topics, events, and emerging issues <p>Demographic Data:</p> <ul style="list-style-type: none"> • Self- identification Survey for Applicant Tracking established. EDI Workforce Survey completed Q3 2022 <p>Employee Resource Groups:</p> <ul style="list-style-type: none"> • Black Employee Engagement Network developed. <p>EDI Training/Events:</p> <ul style="list-style-type: none"> • Staff have been invited to attended training and learning sessions on EDI. Events have been held at the City for Black History Month, Indigenous Peoples Month and Truth and Reconciliation Day. 	

EXISTING PRIORITIES

The following priorities were established and formalized in March 2019.

2.1 ■ Embed Diversity and Equity

Objective: Embed diversity and equity into everything that we do.

End of Term Status: Continuing within operations

Initiatives	Milestones	End of Term Comments	Responsible Department
2.1.1 Develop a Diversity, Equity, and Inclusion (DEI) Strategic Blueprint to provide a	<ul style="list-style-type: none"> • Develop and present Staff Recommendation Report. 	The Equity Office has directed its focus on building a fulsome DEI framework, with foundational	Office of the CAO

Initiatives	Milestones	End of Term Comments	Responsible Department
<p>comprehensive action framework to coordinate the City's approach to embedding DEI into our programs, services, and initiatives</p>	<ul style="list-style-type: none"> • Develop and issue RFP for consultant services. • Initiate public engagement and strategy development. • Present Draft Strategy for approval. • Initiate Strategy implementation. 	<p>elements that will evoke organizational change:</p> <ul style="list-style-type: none"> • Creation of the Equity, Diversity, Inclusion Policy (Q2 2022) • Creation of the Equity, Diversity, Inclusion Strategy (Q4 2023) • Launch of the Demographic Applicant Survey, related to the City's recruitment process* (Q1 2022) • Delivery of EEABR events/sessions • Contributions to the development of the Indigenous learning Series for Duty to Consult (Q4 2021) • Development of an Indigenous learning Series for staff (tentative launch Q4 2022) <p>Future initiatives include:</p> <ul style="list-style-type: none"> • EDI Learning Strategy, in collaboration with HR (Q2 2023) • Development of Equity and Diversity Policy (Q3 2023) • Development of the EDI toolkit (Q3 2023) • Creation of Indigenous Advisory Circle • Creation of Black community Advisory Circle • 15,774 applicants completed the Demographic Applicant Survey, representing 94% of total applicants seeking City employment (Q1-Q2 2022) <p>In Economic Development:</p> <ul style="list-style-type: none"> • Staffed and scaled a Black Economic Development role to support businesses, programming, events and workshops • Embedded diversity programming into BEC small 	

Initiatives	Milestones	End of Term Comments	Responsible Department
		business financing and business support <ul style="list-style-type: none"> • Hosted an equity fellowship with the International Economic Development Council • Created and scaled a Black Business Directory 	

2.2 ■ Innovative Engagement

Objective: Empower our diverse communities through innovative engagement.

End of Term Status: Continuing within operations

Initiatives	Milestones	End of Term Comments	Responsible Department
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	<ul style="list-style-type: none"> • Engage with institutional partners to coordinate program delivery and establish appropriate partnership • Engaged and confirmed institutional partners to contribute to the delivery of the Nurturing Neighbourhoods Program • Develop and complete Recommendation Report – Complete Neighbourhood Audit Program. • Initiate the first phase of Neighbourhood Audits under the Program • Consolidate and summarize results from the 2019/2020/2021/2022 Nurturing Neighbourhoods Program, and share on an open data platform • Develop and complete Information Report and Heartbeat Report Annually • Develop and initiate the second phase of Nurturing Neighbourhoods Program (2022+) 	<ul style="list-style-type: none"> • Develop and socialize Nurturing Neighbourhoods 2022 Program for remaining neighbourhoods • Develop the second phase of Nurturing Neighbourhoods Program • 4 active program partners: TRCA, CVC, ROP, PRP • 54 neighbourhoods visited from 2019 - 2022 • 2,400 surveys completed from 2019 -2021 • 1,891 comments received on the online mapping tool from 2019 - 2022 • 53 in-person public engagement events attended from 2019 - 2022 • \$20,000 received from program sponsors • 13 residents and groups identified for future collaboration and program promotion • 366,300 + total social media impressions on Facebook, Twitter, and Instagram from 2019 - 2022 	Community Services

Initiatives	Milestones	End of Term Comments	Responsible Department
<p>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</p>	<ul style="list-style-type: none"> • Continue support for the implementation of the Web of Influence project. • Implement Ethnic Outreach Program Refresh. • Develop and implement the Multilingual Staff Directory project. • Develop corporate standards and toolkits for community engagement. • Develop and implement an Online Engagement Platform project. 	<p>All items complete.</p>	<p>Corporate Support Services</p>
<p>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</p>	<ul style="list-style-type: none"> • Identify community leaders and experts and initiate recruitment. • Establish Terms of Reference and convene the inaugural meeting. • Develop Institute Framework. • Establish Institute Development Action Plan. 	<ul style="list-style-type: none"> • As a result of COVID-19 and other emerging issues, the Equity Office has pivoted from the creation of an Institute for Brampton Diversity to focus on collaborating and engaging community groups and representatives to inform initiatives and solutions for a 5-year action plan. • This includes the creation of the Indigenous Advisory Circle, Black Community Advisory Circle. • The Equity Office will continue to work with these Advisory groups as well Religious leaders of various faith and religion to develop a action plan and overall Anti Hate strategy • An RFP will be developed to solicit an external consultant to assist with developing a City Anti Hate Strategy. 	<p>Office of the CAO</p>

2.3 ■ Support Inclusive Cultural Expressions

Objective: Embrace our City's identity by supporting inclusive cultural expressions.

End of Term Status: Transitioning to 2022-2026 Term of Council

Initiatives	Milestones	End of Term Comments	Responsible Department
<p>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</p>	<ul style="list-style-type: none"> • Undertake a feasibility study to determine the proper organizational model for a non-profit arms-length organization • Develop a strategy to measure and monitor the per capita spend on arts and culture • Work with the Sponsorship division to identify the full scope of arts and culture assets • Review, enhance and increase funding for the Community Grant Program. • Undertake a feasibility study to implement a 4% transient accommodation tax to support funding for tourism promotion, • Pursue cultural grants and funding opportunities from other levels of government • Build capacity in the arts and culture community for securing sponsorship and grants from other levels of government • Define goals, objectives and update facility usage policies and procedures for City-owned performing arts spaces. • Undertake research to identify sectors of strength in Brampton's creative economy. • Develop a tourism strategy • Review and strategically align the City's recognition programs to celebrate civic and cultural achievement at multiple levels. Continue to develop the Arts Walk of Fame program • Review and revise the City's public art policy 	<ul style="list-style-type: none"> • Feasibility study complete. Brampton Arts Organization start up and incubation underway. • Per capita spend report complete. Annual monitoring of investment continues. • Identified full scope of Arts & Culture assets. Raised \$878,400 in Sponsorship (2019-2022). • Delivered a new grant framework, Advance Brampton Fund. Disbursed \$5,586,395 in grants from 2019 – 2022. • Successfully delivered COVID-19 Relief Fund for Artists & Arts Organizations. • Municipal Accommodation Tax study complete for implementation in 2023 • Received \$6,198,500 in grant funding to support Arts, Culture & Tourism initiatives (2019 – 2022). • 52 seminars and/or workshops were delivered to individual artists and arts organizations to increase skills and knowledge in accessing funding (2020-2022) • Launched a five-year Performing Arts Strategic Plan in 2022. • Completed Arts & Culture sector research to inform sectors of focus. • Launched a five-year Tourism Strategic Plan in 2022 (with new Experience Brampton brand identity) • Arts Walk of Fame Program Review Complete in 2020. Six (6) NEW inductees to the Arts Walk of Fame (2018 – 2022).Council direction to consider new legacy site. 	<p>Community Services</p>

Initiatives	Milestones	End of Term Comments	Responsible Department
	<ul style="list-style-type: none"> Establish Brampton as a viable place for creators to live, work, and develop their talent. 	<ul style="list-style-type: none"> Initiated develop of Brampton's first Municipal Public Art Strategy (2022) Brampton Arts Organization delivered 61 Talent Development Programs/Workshops for Emerging & Mid Career to over 1000 participants (2021 – 2022) 	

2.4 ■ Inclusive and Flexible Community Spaces

Objective: Energize the City through cultivating, inclusive, and flexible community spaces.

End of Term Status: Continuing within operations

Initiatives	Milestones	End of Term Comments	Responsible Department
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	<ul style="list-style-type: none"> Identify renovation and new construction projects in alignment with Universal Design Strategies and Accessibility Technical Standards. Ensure preparation of the annual capital budget program incorporates strategies and standards to create inclusive and flexible community spaces. Implement approved projects and report on status. Continue to monitor the status and provide quarterly updates on Capital Budget Program in alignment with the inclusive and flexible community spaces priority. 	This is an ongoing initiative with all new construction, interior design, and applicable state-of-good-repair projects. In 2022, 50 state-of-good repair and new construction projects have been identified as having accessibility components and requiring alignment with Universal Design Strategies and Accessibility Technical Standards.	Public Works & Engineering
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	<ul style="list-style-type: none"> Finalize Age-Friendly Strategy & Action Plan Align age-friendly implementation with Region of Peel's Age-Friendly Neighbourhood Assessment Tool Hire an Age-Friendly Coordinator to lead the 	The Plan includes 55 actions that relate to affordable housing, transportation, accessibility, social isolation, and civic participation. In 2021, Brampton received its certificate as a member of the World Health Organization's Age-Friendly Communities Network. The strategy is complete, and	Planning, Building & Growth Management Community Services

Initiatives	Milestones	End of Term Comments	Responsible Department
	<p>implementation of the Age-Friendly Strategy.</p> <ul style="list-style-type: none"> • Develop Age-Friendly Official Plan Policies. • Update Development Review Process to apply an age-friendly lens to the assessment of development applications. • Continue with implementation and enhance the profile of the City's Senior of the Year Award. 	implementation spans beyond the term.	

BRAMPTON IS A GREEN CITY

FOCUSED PRIORITIES

The focused priorities were established at the mid-point of the Council term and formalized in January 2021.

■ 3rd Transit Facility + Electrification

The proposed new Transit facility will account for parking, operating, and maintenance requirements and will consider the need for a sustainable, electric-powered bus fleet.

End of Term Status: Transitioning to 2022-2026 Term of Council

Milestones	End of Term Comments	Responsible Department
<ul style="list-style-type: none"> • Limited Tender design contract • Issuance of the construction management Request For Proposal and project agreement • Construction management contract execution and Purchase Order issuance. • Completion of the Design Phase • SPA and Building Permit approvals • Construction start • Substantial Performance • Closeout phase 	<ul style="list-style-type: none"> • Implemented an 8 ebus pilot project to test the interoperability of buses and chargers, the largest pilot test of its kind. The e buses and chargers are in full revenue service and an order for 10 additional e buses is imminent. • Signed a long-term \$400 million financing agreement with the Canada Infrastructure Bank to allow the City to finance the higher upfront purchase price of an electric bus through anticipated on-going operating savings. • Investing in Canada Infrastructure Program (ICIP) grant funding was approved. • Zero Emission Transit Fund (ZETF) capital application for facility electrification grant funding has been submitted. • Market engagement is complete. 	Brampton Transit

Milestones	End of Term Comments	Responsible Department
	<ul style="list-style-type: none"> • The Transit Project Assessment Process (TPAP) is complete. • The facility and site test fit and Pre-design Phase is complete. • Established project phasing and building area calculations within the constraints of the site. • Phase 1 of the facility will accommodate a fleet of up to 250-40' standard bus equivalents. • Phase 2, future expansion and full build-out, is planned to accommodate up to 440 to 450 – 40' standard bus equivalents. • Phase 1 facility will achieve a Net Zero ready status, full Net Zero energy performance may be achieved as part of the Phase 2 full build-out. • Established minimum LEED Silver requirement for the facility. • Limited Tender for design has been issued and awarded. • Contract administration services RFP will be in-market shortly. • Facility construction will align with Universal Design Strategies and Accessibility Technical Standards. • Established project cash flow and schedule; performance measures can be monitored against these key performance indicators. • Facility is expected to open in late 2026/2027. <p><i>See Council report and update – April 6, 2022</i></p>	

■ Active Transportation Action Plan

Implement the Active Transportation Master Plan (ATMP) that invokes the development of an integrated, attractive, and accessible system of sidewalks, cycling facilities, and trails. The ATMP aims to establish a broad and well-connected active transportation network that supports a cycling and walking culture where travel by bike and on foot are safe and desirable options for school, work, recreation, and other trips.

End of Term Status: Continuing within operations

Milestones	End of Term Comments	Responsible Department
<ul style="list-style-type: none"> • By the horizon year of 2040, implement the recommendations of the Active Transportation Master Plan with a focus on the key themes of designing for safety and comfort, connecting the network, developing a 	<ul style="list-style-type: none"> • Progress updates have been reported to Council on an annual basis. The Active Transportation Master Plan (ATMP) Implementation Annual Report documents the progress and successes of the ATMP and provides an opportunity to advise Council and the community of changes coming to City's road and trail/path networks 	Planning, Building & Growth Management

Milestones	End of Term Comments	Responsible Department
walking and cycling culture and providing year-round mobility.	<p>prior to the beginning of the pending construction season.</p> <ul style="list-style-type: none"> • Approximately 62 kilometers of the City's planned cycling network (866 km) was constructed this term of Council (2019 – 2022), • The implementation of the ATMP will continue into the next term of council. 	

■ Hurontario-Main Street LRT Extension Study

The LRT Extension Study is examining alternatives to extend light rail transit from the Brampton Gateway Terminal to the Brampton GO station in Downtown Brampton. The Hurontario-Main LRT environmental assessment study includes three options: the Hurontario-Main LRT approved route; a Main-George one-way loop; and a tunnel to extend light rail transit from the Brampton Gateway Terminal to the Brampton GO station in Downtown Brampton.

End of Term Status: Transitioning to 2022-2026 Term of Council

Milestones	End of Term Comments	Responsible Department
• [None defined]	<p>The project team has completed the 30% Design and Draft Environmental Project Report for both the preferred surface and tunnel alignments. A Council Workshop was held on February 27, 2023 that summarized the outcomes of this work, which was followed by a Committee of Council report presented on May 10, 2023. Staff will be engaging further with Metrolinx and Provincial officials to help inform the tunnel option, which is the alignment unanimously supported by Brampton City Council to advance funding advocacy, which could then be taken through the Transit Project Assessment Process (TPAP). Staff will report back to Council in approximately six months on outcome of these discussions.</p>	Transit

■ Queen Street – Highway 7 Bus Rapid Transit (BRT) Project

The Queen Street- Highway 7 Bus Rapid Transit (BRT) study recommends upgrading the existing Züm services on Queen Street to full bus rapid transit with dedicated lanes along the Viva BRT Rapidway from York Region. This will support population and employment growth, connectivity, and will provide a competitive travel choice for Brampton residents.

End of Term Status: Transitioning to 2022-2026 Term of Council

Milestones	End of Term Comments	Responsible Department
• [None defined]	<p>Following the completion of the Feasibility and Initial Business Case, Metrolinx is carrying out a project to complete next stage in their project evaluation process, the Preliminary Design Business Case (PDBC). The project includes an environmental assessment (EA) to identify a preferred alternative and to develop a Preliminary Design (30%) for BRT service along the corridor. The EA is being</p>	Transit

Milestones	End of Term Comments	Responsible Department
	<p>carried out under the Transit Project Assessment Process (TPAP) and is anticipated to be completed in 2024. Updates will be provided to Council at major milestones as the project advances.</p> <p>Advocacy is ongoing to secure funding from the Provincial and Federal governments to complete the next stages of the project - detailed design, procurement, and construction.</p>	

■ Seven-Day All-Day / Two-Way GO Train Service

Seven-Day All-Day/Two-Way GO Train Service is a Metrolinx-led project that will see bidirectional and more frequent GO Train Service operating seven days a week along the Kitchener Rail Line. The City will support Metrolinx's efforts to enhance GO Train service between downtown Toronto and Waterloo Region, to ultimately deliver two-way, all-day, seven-day, GO Train Service along the complete corridor.

End of Term Status: Transitioning to 2022-2026 Term of Council

Milestones	End of Term Comments	Responsible Department
<ul style="list-style-type: none"> • [None defined] 	<p>Metrolinx is continuing with the design work for the 3rd Track Expansion through Brampton and has entered into the Transit Project Assessment Process for the construction of a new train layover in the vicinity of Heritage Road. All of this work will help provide the capacity along the Kitchener Line to allow for Seven Day All-Day / Two-Way GO Train Service. City staff continues to participate and support Metrolinx with this initiative.</p>	<p>Transit</p>

EXISTING PRIORITIES

The following priorities were established and formalized in March 2019.

3.1 ■ Equalize All Forms of Transportation

Objective: Provide equal opportunities to walk, cycle, or take transit.

End of Term Status: Continuing within operations

Initiatives	Milestones	End of Term Comments	Responsible Department
<p>3.1.1 Update the Transportation Master Plan to prioritize active transportation and non-auto modes</p>	<ul style="list-style-type: none"> • Initiate the Transportation Master Plan. • Complete the Transportation Master Plan Process. • The modal share of non-driver trips meets or exceeds 25% as reported in the Census 2021 or 	<ul style="list-style-type: none"> • Council endorsed the objectives and principles for the TMP Review in February 2021. Once complete, the updated TMP will establish the framework to guide decision-making for transportation planning and management that enhances mobility and travel 	<p>Planning, Building & Growth Management</p>

Initiatives	Milestones	End of Term Comments	Responsible Department
	Transportation Tomorrow Survey.	options for people and goods; advances multi-modal transportation equity; integrates transportation and land use planning; protects public health and safety, and improves environmental sustainability. • This initiative is anticipated to be completed by February 2024.	
3.1.2 Advance the work underway to meet ridership demands on Transit and demand for higher-order transit infrastructure in Brampton (such as the Queen Street BRT)	<ul style="list-style-type: none"> • Support Metrolinx in the completion of the Initial Business Case for the Queen St – Highway 7 BRT. • Anticipated approval of external funding to continue the Züm Expansion to Pearson Airport. • Pending Provincial/Metrolinx commitments support the initiation of the EA process for the Queen Street BRT. • Support the completion of the EA process in the Preliminary Design Stage of the Business Case for the Queen Street BRT 	<p><i>See Focused Priority – Queen Street-Highway 7 Bus Rapid Transit (BRT).</i></p> <p>Funding to extend Züm Bovaird to Pearson Airport has been approved. The service is expected to be launched by the end of 2022. The service launched in fall 2022.</p>	Brampton Transit
3.1.3 Improve access to transit for seniors in Brampton	<ul style="list-style-type: none"> • Report to Council on the viability of a \$15 transit pass for seniors. • Report to Council on the viability of a free transit pass for seniors. 	Effective February 28, 2022, Transit successfully implemented the new free annual transit pass for Brampton seniors. 8K+ Brampton seniors have acquired the free annual transit pass (as of May 15, 2022).	Brampton Transit

3.2 ■ Implement a Green Framework

Objective: Nurture green communities and enhance our natural heritage.

End of Term Status: Completed

Initiatives	Milestones	End of Term Comments	Responsible Department
3.2.1 Implement the Natural Heritage Restoration Program to integrate and enhance natural heritage within our communities	<ul style="list-style-type: none"> • Release updated tree planning standards for new development and capital projects. 	<ul style="list-style-type: none"> • Established September as Brampton Tree Month • Launched first-ever Residential Tree Giveaway program 	Public Works & Engineering

Initiatives	Milestones	End of Term Comments	Responsible Department
	<ul style="list-style-type: none"> • Increase the target for the number of new trees planted annually to 50,000. • Develop an Urban Forest Management Plan • Implement Grow Green grant program, which will support community greening initiatives. 	<ul style="list-style-type: none"> • Achieved Bee City designation from Bee City Canada • Launched public awareness campaign for Pollinator Week • 1,800 trees given in Residential Tree Giveaway Program • \$1.28M received from the Government of Canada's Growing Canada's Forest program to plant 9000 caliper trees 	
<p>3.2.2 Coordinate with Regional and Provincial Governments on efforts to address climate change</p>	<ul style="list-style-type: none"> • Work with Provincial and Regional partners to integrate climate change into infrastructure design standards. • Complete Level-of-Service and climate change resiliency assessments for existing stormwater systems as per the Peel Community Climate Change Flood Resiliency Strategies. 	<ul style="list-style-type: none"> • Study is in progress to develop new storm criteria for stormwater infrastructure design that provides resilience against future climate change impacts. Criteria will be used in storm sewer design, development of standard road cross-sections, and design of stormwater management ponds and other drainage components. • The City is working with Region, Conservation Authorities, and Province to develop regionalized criteria for cross-jurisdictional application within watersheds. 	<p>Public Works & Engineering</p>
<p>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 hands-on community improvement</p>	<ul style="list-style-type: none"> • Continue to promote and implement the Community Gardens Program. • Continue to promote and implement the Adopt-a-Park Program. • Expand the Environmental Stewardship Education Program. • Continue to promote and implement the Eco Pledge program • Expand the Grow Green Network. • Continue to promote and implement the Community Tree Planting program. 	<ul style="list-style-type: none"> • 88 parks adopted in total • 6 new parks adopted in 2022 • 2 tree planting sessions (Spring 2022) • 400 trees and shrubs planted • 240 self-directed clean-ups • 7,500 participants in clean-ups • 5 Organized clean-ups (approx 400 participants) • 5 Tree Giveaway events, 520 trees, and 500 participants • Total volunteers/participants for Park Programming – approx. 8,650 	<p>Community Services</p>

Initiatives	Milestones	End of Term Comments	Responsible Department
	<ul style="list-style-type: none"> Continue the Spring and Fall Parks Cleanup program. 	<ul style="list-style-type: none"> Delays meant that Jordan Community Garden won't be built until the fall 26 new Grow Green Network sign-ups (Jan-Jun 2022) 	

3.3 ■ Sustainable Growth

Objective: Encourage environmentally efficient development.

End of Term Status: Continuing within operations

Initiatives	Milestones	End of Term Comments	Responsible Department
3.3.1 Continue the development and implementation of the Development Guidelines and Sustainability Assessment Tool	<ul style="list-style-type: none"> Update the Sustainable Community Development Guidelines. Update the Sustainability Metrics. Develop Sustainability Metrics for Urban Centres. Establish incentives to facilitate higher sustainability threshold performance of new development. 	<ul style="list-style-type: none"> Completed update to the Sustainability Metrics to reflect current best practices in green community and building design, and to address climate change. Completed updating the City's Sustainable Development Thresholds and received Council approval in Q1 2022 Work continues on the development of an Incentive Strategy to facilitate higher sustainability scores with a report in Q2 2023 \$35,000 received from the Atmospheric Fund (TAF) in support of the update to the Sustainability Score Thresholds 	Public Works & Engineering
3.3.2 Expand the Urban Design Awards to highlight innovative developments	<ul style="list-style-type: none"> Present an award for a Healthy and Sustainable Development project. 	<ul style="list-style-type: none"> The awards are presented every two years to recognize the creativity and excellence of those who are working to fill Brampton with innovative, high-quality environments. Will be completed within the term. The Innovation District was been awarded by the International Economic Development Council and the Economic Developers Association of Canada 	Planning, Building & Growth Management
3.3.3 Establish ongoing monitoring of intensification and greenfield density in Brampton	<ul style="list-style-type: none"> Establish a Growth Management Program. 	<ul style="list-style-type: none"> The delivery of the Growth Management Program is underway, with the creation of 	Planning, Building &

Initiatives	Milestones	End of Term Comments	Responsible Department
	<ul style="list-style-type: none"> • Estimate Brampton's current and anticipated intensification rates. • Estimate Brampton's greenfield density. 	<p>a Growth Management Strategy to guide the Program and set the framework for reporting on growth management KPIs.</p> <ul style="list-style-type: none"> • The Growth Management Tool as part of the GMP will help to estimate current and anticipated intensification rates and estimate Brampton's greenfield density. 	Growth Management

3.4 ■ Lead Environmental Innovation

Objective: Upgrade the City's assets and lead by example.

End of Term Status: Continuing within operations

Initiatives	Milestones	End of Term Comments	Responsible Department
3.4.1 Develop a Community Energy and Emissions Reduction plan to improve energy efficiency and increase resilience to climate change	<ul style="list-style-type: none"> • Develop GHG emission reduction targets. • Develop community energy reduction targets. • Identify zones for District Energy potential. 	<ul style="list-style-type: none"> • Completed the Heritage Heights Secondary Plan Community Energy Plan • Achieved the "Mitigation Badge" from the Global Covenant of Mayors for Climate and Energy • Launched a Community Advisor Task Force to inform the establishment of a Centre for Community Energy Transformation. • Council declares support for the UN's Race to Zero campaign. • Completed a comprehensive update of the Brampton Grow Green Environmental Master Plan • \$175,000 received from the Federation of Canadian Municipalities (FCM) to undertake the Home Retrofit Program Design Study 	Public Works & Engineering
3.4.2. Implement environmental and energy efficiency standards across City facilities. Susan Fennel zero carbon retrofit feasibility study and detail	<ul style="list-style-type: none"> • Develop Corporate Energy and Emissions Plan 2019-2024 that will investigate a zero-carbon transition for our existing and new buildings 	In 2019, the City published its Energy and Emissions Management Plan 2019 – 2024: A Zero Carbon Transition. The plan aims to achieve a zero-	Public Works & Engineering

Initiatives	Milestones	End of Term Comments	Responsible Department
<p>design development in progress.</p>	<p>which will include: Minimum energy targets per square foot of building area for City facility upgrades and construction</p>	<p>carbon transition for the City's new and existing corporate facilities, with three (3) key objectives over the next five (5) years: to minimize emissions intensity, minimize energy intensity, and maximize cost recovery.</p> <ul style="list-style-type: none"> • The City has adopted the Provincial and Federal greenhouse gas emission reduction targets of 30% and 80% for 2030 and 2050 respectively, using a 2010 baseline. • Recreational facilities account for nearly 50 percent of the City's annual GHG emissions. • Susan Fennell Sportsplex has been identified as one of the City's top five GHG emitters. This facility is also one of the City's largest multi-use recreational facilities at about 173,000 ft² and most of the major building systems are at the end of their useful life. • Susan Fennell Sportsplex provides an opportunity to undertake retrofit options that will transform the City asset into a zero-carbon facility. This project will reduce emissions from 1,135 tonnes of CO₂ (2019 baseline) to only 1537 tonnes of CO₂ (86% reduction relative to 2019 emissions, 91% reduction relative to 2010 emissions). Carbon offsets will be purchased by the City for the remainder of CO₂ emissions in order to reach zero carbon emissions. • The City's 2024 emissions reduction target is 3,801 tonnes of eCO₂ and after this retrofit project, the City's 2024 emissions reduction target will be reduced to approximately 2,666 tonnes of eCO₂. • Johnson Controls Canada was awarded the contract as per 	

Initiatives	Milestones	End of Term Comments	Responsible Department
		<p>the City's bid evaluation process. This project will be completed in three (3) phases:</p> <ul style="list-style-type: none"> ○ Phase 1: Feasibility & Detailed Design Development ○ Phase 2: Implementation, Commissioning, and Measurement & Verification (M&V) ○ Phase 3: Performance Guarantee period. <p>Phase 1: This phase of the project will be completed by June 2023. Initial design work was completed at the end of 2022, however additional design revisions for the addition of solar rooftop PV are being added for June 2023. After this, Energy Management (EM) team will seek Council's permission to proceed with phase two (2) and phase three (3).</p> <p>Phase 2: The Vendor will complete the approved whole facility retrofit within twenty-four (24) months to meet the 100% GHG reduction target for the facility. The Vendor will develop the commissioning plans and complete commissioning activities to ensure optimal performance of the installed measures. M&V consultant (WSP) was hired on April 2022 to review and approve the M&V plan developed by Johnson Controls and coordinate and monitor M&V activities for energy savings and GHG reductions in all applicable phases of the project.</p> <p>Phase 3: The Vendor shall be expected to ensure that: Implemented measures are operating as intended Operational compliance of measures to design intent. Evaluate savings and emissions reductions through analysis and reporting.</p> <p>Funding: The City had applied for \$15.7M in funding in grants</p>	

Initiatives	Milestones	End of Term Comments	Responsible Department
		from the federal government under the Green Inclusive Community Buildings (GICB) program and the City received approval for this funding. The City is also working with the Federation of Canadian Municipalities (FCM) to secure additional funding in the amount of \$10M in the form of a loan (75%) and grant (25%) combination.	

BRAMPTON IS A HEALTHY AND SAFE CITY

FOCUSED PRIORITIES

The focused priorities were established at the mid-point of the Council term and formalized in January 2021.

■ 2nd Full Service Hospital

The City is focused on providing quality healthcare to Brampton residents and is committed to the development and growth of its health network. The City will continue its Provincial advocacy efforts to secure commitment and funding for another full-service hospital (with an emergency room).

End of Term Status: Transitioning to 2022-2026 Term of Council

Milestones	End of Term Comments	Responsible Department
<ul style="list-style-type: none"> • Secure provincial commitment • Secure Provincial Funding by the end of the term 	<ul style="list-style-type: none"> • The City has formalized specific advocacy positions to address significant capacity and access pressures at Brampton Civic Hospital and the Peel Memorial Centre (PMC) • The 2021 Ontario Budget included a commitment to: <ul style="list-style-type: none"> ○ Phase II Expansion of PMC through which the Province will fund the construction of over 250 net new beds at the site. Procurement of contractors was posted in 2023. ○ Providing up to \$18 million in 2021-2022 to expand the urgent care centre to 24/7 operations, ○ paving the way for an eventual emergency department as Peel Memorial expands into an inpatient hospital ○ Planning grant for a medical institute in Brampton • The City continues government relations advocacy at the Association Municipalities of Ontario (AMO) annual 	Office of the CAO

Milestones	End of Term Comments	Responsible Department
	<p>conference with delegations with the Ontario Ministry of Health</p> <ul style="list-style-type: none"> • Participation of Mayor Brown at the Standing Committee on Finance & Economic Affairs on January 26, 2022, to continue to advocate for additional hospital infrastructure • Regular meetings with representatives from William Osler Health System to exchange information related to government relations advocacy for improved healthcare • Evaluated options for the local share funding for the construction of the PMC Phase II expansion, and implementation of a comprehensive Cancer Centre • Government relations advocacy for a third full-service hospital in the City • In spring 2022 the Provincial government announced \$21 million (\$18M development for PMC phase 2, and \$3M for Cancer Care Centre at Brampton Civic) • 87 total patient beds for William Osler Health System (since 2020) • 41 beds at Osler's Brampton Civic Hospital (since 2020) • 250 inpatient beds approved by the province in 2021 (space to build more in the future) • The 2018-2022 Term of Council committed considerable financial support to Peel Memorial Expansion and the new Cancer Care Centre. • Reserve #126 – Pledge to Peel Memorial Hospital has increased from \$20 million in 2018 to \$69 million 2022. • Furthermore, the 2018-2022 Term of Council approved a Hospital Levy in the City's base budget, which will continue to contribute an additional \$4.9 million on an annual basis, to ensure the local share required for this healthcare expansion is achieved. 	

■ Accelerated Recreation Centre Revitalization Program: Balmoral

To revitalize recreation within the City, this priority includes: demolishing the existing 53-year-old building with the exception of the lap pool and constructing a new 'green' building that offers a flexible gymnasium—focusing on multi-generational, accessible, and multi-seasonal spaces.

End of Term Status: Transitioning to 2022-2026 Term of Council

Milestones	End of Term Comments	Responsible Department
<ul style="list-style-type: none"> • Schematic design • Design development • Contract document preparation 	<ul style="list-style-type: none"> • Balmoral (on track: design work completed and construction underway) 	Public Works & Engineering

Milestones	End of Term Comments	Responsible Department
<ul style="list-style-type: none"> • Tender period and contractor award • Construction start date to substantial completion • Substantial completion to final completion 	<ul style="list-style-type: none"> • Schematic design, design development, contract document preparation, tender period, and contractor award completed • Community engagement was completed before the design phase. • The design phase has been completed and the Construction phase has commenced and is on track. • The facility is on track to achieve LEED Silver Certification. • Approved Facility Design will align with Universal Design Strategies and Accessibility Technical Standards. • The facility is approximately 35,000 square feet featuring a multi-sport gymnasium with FIBA court, a fully renovated pool area, and a new sauna. • The site development will include additional onsite parking, a new outdoor splash pad, and a playground. 	

■ Accelerated Recreation Centre Revitalization Program: Chris Gibson

To revitalize recreation within the City, this priority includes: expanding the community centre to include another arena ice pad and a multi-sport gymnasium that will double the current facility size and allow for increased programming opportunities.

End of Term Status: Transitioning to 2022-2026 Term of Council

Milestones	End of Term Comments	Responsible Department
<ul style="list-style-type: none"> • Commencement of design and coordination • Design 30% and SPA application • Design 60% and Prequalification of General Contractors • Design 90% • Issuance of Tender and Contractor Award • Construction start and substantial completion 	<ul style="list-style-type: none"> • Chris Gibson (on track: design work completed and construction expected to begin Q4 2023) • Commencement of design and coordination, Design 30% and SPA application, Design 60%, Design 90% completed • Community engagement was completed during the design phase. • The design phase has been completed and the construction tender is currently in market phase. • The facility is on track to achieve LEED Silver Certification. • Approved Facility Design will align with Universal Design Strategies and Accessibility Technical Standards. • The facility is approximately 116,000 square feet featuring a multi-sport gymnasium with FIBA court, retractable bleachers, dance and fitness rooms, and a fully accessible NHL-sized ice rink. 	Public Works & Engineering

Milestones	End of Term Comments	Responsible Department
	<ul style="list-style-type: none"> • Renovations to the existing building include improvements to the customer service desk, auditorium, multi-purpose rooms, and a new entrance and vestibule. • On the exterior, additional parking will be made available and site improvements will include landscaping, pedestrian walkways, and stormwater management. 	

■ Brampton Community Safety Action Plan

Develop a Community Safety Action Plan aligned with the Province's Community Safety and Well-Being Planning Framework, and the Region's Community Safety and Well-Being Plan to leverage intergovernmental support.

End of Term Status: Completed

Milestones	End of Term Comments	Responsible Department
<ul style="list-style-type: none"> • To facilitate an internal workshop to formally introduce the Office and to discuss potential opportunities for collaboration. • To facilitate a workshop for citizen members of the Brampton Community Safety Advisory Committee and other advisory committees • As directed by Council through C340-2020, facilitate a Council Workshop to discuss the draft Community Safety Action Plan and receive feedback from Council. • Receive Council approval on the Plan. 	<ul style="list-style-type: none"> • Facilitate an internal workshop to formally introduce the Office and discuss potential opportunities for collaboration (62 attendees, Complete – November 16, 2021) • Facilitate a workshop for citizen members of the Brampton Community Safety Advisory Committee and other citizen based advisory committees (21 attendees, Complete – February 1, 2022) • Facilitate a Council workshop in a Lunch-and-Learn format, as per Resolution C340-2020 to discuss findings for the Community Safety Action Plan (completed June 2022) • Receive Council approval in principle on Action Plan (completed June 2022) • Community consultation to receive feedback on Action Plan (completed summer 2022) • Final Council approval on Action Plan (completed October 2022) <p>Completed:</p> <ul style="list-style-type: none"> • 50 CSWO planning meetings for the development of the Action Plan • Partner Meetings contributed to the development of the Action Plan <ul style="list-style-type: none"> ○ 4 partner meetings between CSWO and the Region of Peel (between Jan-May 2022) ○ 6 partner meetings between CSWO and Peel Regional Police (between Jan-May 2022) ○ 5 partner meetings between CSWO and the City of Mississauga Community and Neighbourhood 	Community Services

Milestones	End of Term Comments	Responsible Department
	<p>Development Team (between November 2021-May 2022)</p> <ul style="list-style-type: none"> ○ 1 partner meeting between CSWO and Brampton Library (January 2022) ○ 1 partner meeting between CSWO and the Town of Caledon (January 2022) ○ 1 partner meeting between CSWO and Regeneration (January 2022) <ul style="list-style-type: none"> ● 3 defined Areas of Focus in the Action Plan: Safety, Awareness, and Empowerment ● 21 tactics defined in the Action Plan to support the Areas of Focus and to be implemented by CSWO. This includes 16 new initiatives and 5 enhanced initiatives that build upon existing programs. All tactics will be delivered between 2022-2025. ● 28 initiatives captured in the Action Plan, led by internal municipal divisions that contribute to community safety and well-being ● 11 initiatives captured in the Action Plan, led by external partners and supported by CSWO 	

■ Community Safety Office

Design and implement a Community Safety Office to support the safety and well-being of residents through a community-based approach that addresses the root causes of complex social issues.

End of Term Status: Completed

Milestones	End of Term Comments	Responsible Department
<ul style="list-style-type: none"> ● Establishment of an independent Division within the Community Services Department. ● Fill all positions within the Community Safety and Well-Being Office. 	<ul style="list-style-type: none"> ● Established an independent Division within the Community Services Department in March 2021 ● Developed the Brampton Community Safety Action Plan and identified 3 areas of focus ● Initiated implementation of tactics outlined in the Brampton Community Safety Action Plan ● Launched a Community Safety and Well-Being Website ● Led and closed out the Social Support Task Force <p>Data from December 2022:</p> <ul style="list-style-type: none"> ● Regularly participate in 24 multi-sectoral tables ● Supported 6 Brampton Community Safety Advisory Committee meetings ● Supported 13 BCSAC Sub-committee meetings ● Supported, as a connector and community enabler, 11 community organizations 	Community Services

Milestones	End of Term Comments	Responsible Department
	<ul style="list-style-type: none"> • Supported the distribution of donated sanitizer and antibacterial wipes by providing 32 organizations with 54 skids of material • Brought forward 5 cases to the Peel Situation Table for expedited resolution • Supported the development and implementation of 2 awareness campaigns (Family Violence and Intimate Partner Awareness Campaign) • Developed and led the Nurturing Neighbourhoods Program through the creation and promotion of 30 virtual neighbourhood walks and workshops, virtual tours, a survey, and an online mapping tool 	

EXISTING PRIORITIES

The following priorities were established and formalized in March 2019.

4.1 ■ Community Partnerships

Objective: Build relationships with local organizations and support services.

End of Term Status: Continuing within operations

Initiatives	Milestones	End of Term Comments	Responsible Department
<p>4.1.1 Represent the City of Brampton in the development of the legislated Region of Peel Community Safety and Well-Being Plan (CSWP)</p>	<ul style="list-style-type: none"> • Identify CSWP strategic priority areas and strategic approaches to guide community development, multi-agency collaboration, and evaluation. • Develop and plan for public consultation. • Review and agree on governance, evidence-informed approaches, and evaluation • Develop recommendations to operationalize CSWP and commence public consultation on CSWP priorities. • Reflect and integrate feedback gathered through public consultation on CSWP priorities. • Develop a draft of the CSWP. 	<ul style="list-style-type: none"> • Identified CSWP strategic priority areas and approaches • Developed plan for public consultation, governance, evidence-informed approaches, and evaluation • Developed recommendations to operationalize CSWP and commence public consultation on CSWP priorities • Integrated feedback gathered through public consultation on CSWP priorities. • Developed draft of the CSWP • Regional Council adoption of CSWP • Peel Community Safety and Well-Being Plan is complete and adopted by Regional Council, we continue to support 	<p>Community Services</p>

Initiatives	Milestones	End of Term Comments	Responsible Department
	<ul style="list-style-type: none"> • Brampton Community Safety Advisory Committee to review the draft plan. • Incorporate feedback and finalize the plan. • Submit Recommendation Report on CSWP to Regional Council. • Regional Council adoption of CSWP. 	<p>with implementation and evaluation</p> <ul style="list-style-type: none"> • Attended 30 planning and development meetings from August 2018 until October 2020 • October 2020 – Regional Council adopted CSWP • 3 Action Tables were formed <ul style="list-style-type: none"> ○ Family Violence ○ Systemic Discrimination ○ Mental Health and Addictions • Community Consultations <ul style="list-style-type: none"> ○ 40 interviews ○ 13 youth consultations ○ 12 family consultations ○ 22 service provider consultations • Participated in the planning and delivery of the Region of Peel 2021 Family and Intimate Partner Violence Campaign, including: <ul style="list-style-type: none"> ○ Participated in 4 Working Group meetings ○ Participated in 4 Advisory Group meetings ○ Translation of 3 posters into 3 languages (Arabic, Punjabi, and Urdu) ○ Shared content over social media (metrics captured by Region of Peel) ○ Shared content over Brampton digital screens ○ Distributed posters electronically to 38 places of worship ○ Distributed posters electronically to 119 Brampton hair and nail salon businesses • Regularly participate in the System Leadership Table, the Governance and Operations, and the Family Violence Action Table to implement subsequent actions 	
4.1.2 Explore the opportunity to build a virtual community hub in collaboration with local service providers to share information	<ul style="list-style-type: none"> • Develop and socialize the objectives of the “virtual community hub” with internal 	<ul style="list-style-type: none"> • Developed and socialized the objectives of the “virtual community hub” with internal 	Community Services

Initiatives	Milestones	End of Term Comments	Responsible Department
<p>on community/social services and programs</p>	<p>departments and external partners.</p> <ul style="list-style-type: none"> • Conduct gap analysis based on internal/external data gathering. • Launch community resources webpage (NEW) • Develop a business case with cost and benefit analysis and recommendations for consideration in the 2022 budget cycle. 	<p>departments and external partners</p> <ul style="list-style-type: none"> • Participated in the development of a community resource guide to support emergency operations and the response to the COVID-19 emergency. Provided support through the identification of social support resources and information. • Launched community resources webpage • Provided resources and information for 5 social support sectors 	
<p>4.1.3 Implement the Lighthouse Program that helps members of the community to seek refuge within the premises of participating Faith-Based Organizations (FBO) – during times of community-wide emergencies in Brampton</p>	<ul style="list-style-type: none"> • Program Launch. Build awareness and interest in the program through the promotion and communication of public awareness campaigns to promote the program. • Continue engagement with local faith-based organizations to attract participation. • Provide training and ongoing drill exercise to participating organizations • Prepare and sign the Lighthouse Program contract with the organization. • Conduct annual reviews and ongoing monitoring of the effectiveness of the program. 	<ul style="list-style-type: none"> • The direction of the Lighthouse program will shift to an online directory, similar to the Seniors Directory at the City of Brampton. This will be a continuous source of information for the general public during times of community-wide emergencies in the City of Brampton. • The directory will be a list of FBOs and the services they will provide to the public during times of emergencies. Through continuous public outreach and engagement, eighteen (18) faith-based organizations have currently signed up to be part of the online directory. • This directory will allow our residents to better understand where they could find refuge during times of emergencies and how to access services. BEMO and the Community Safety Office will continue to reach out to faith-based organizations to increase participation and build the capacity of responding to emergencies. • 18 Faith-Based Organizations signed up 	<p>Fire and Emergency Services</p>

4.2 ■ Streets for People

Objective: Continue to ensure the safety and well-being of our citizens.

End of Term Status: Completed

Initiatives	Milestones	End of Term Comments	Responsible Department
<p>4.2.1 Incorporate the Vision Zero framework into transportation planning, and design operations to prevent fatal and serious injury from motor vehicle collisions within the City Right of Way</p>	<ul style="list-style-type: none"> • Council endorsement. • Implementation of traffic calming measures. • Pedestrian Crossover Implementation. • Update to Neighbourhood Traffic Management Guide (NTMG) • Automated Speed Enforcement. • Identification and Implementation of three (3) roadways to be traffic calmed as per the Neighbourhood Traffic Management Guide. • Bicycle Facility Implementation Program • Speed Display Boards Program • Review of roadways on annual overlay program. • Work with Peel Safe and Active Routes to School (PSARTS) to educate the target audience regarding active school travel to and from school (AST). 	<p>All milestones met.</p> <ul style="list-style-type: none"> • 50 Automated Speed Enforcement (ASE) Cameras installed by the end of 2021 • 175 Community Safety Zones installed by the end of 2021 to accommodate ASE. • 6 Traffic Calming Projects completed (Richvale Drive North, Richvale Drive South, Mountainash Road Vodden Street West, Centre Street North, Royal Orchard Drive) • Two additional traffic calming projects identified in 2022 are currently underway (Fernforest Drive and Laurelcrest Street) • Continued implementation of frontline mitigating measures including speed display boards, vehicle activated traffic calming signs and in-road flexible traffic calming signs. • 14.6 km of linear cycling infrastructure (bike lanes, urban shoulders, multi-use paths, and recreational trails/paths) (2021) • 4 enhanced school-crossing locations (curb depressions, etc.) (2021) • 35 locations received new curb depressions (2021) • 8 new pedestrian cross-overs (2023) • 3 new traffic control signal (2023) • 2 signalized pedestrian/cycling crossing (bicycle detection and bicycle crossings – “crossrides”) (2023) 	<p>Public Works & Engineering</p>

4.3 ■ Local Health Support

Objective: Explore opportunities to establish a Brampton-made health support framework.

End of Term Status: Completed

Initiatives	Milestones	End of Term Comments	Responsible Department
4.3.1 Implement the “BEST You” Community Outreach Workshops	<ul style="list-style-type: none"> • Program Launch. • Promotion and engagement at school. • Program delivery (through Council Term). 	<ul style="list-style-type: none"> • 75 schools implemented workshops • 372 workshops run at participating schools • 3,312 students engaged through workshops 	Community Services
4.3.2 Provide financial and in-kind contributions to health and wellness programs	<ul style="list-style-type: none"> • Annual Active Assist Program (through Council term). • Annual Community Grant Program (through Council term), now Advanced Brampton Fund. • Collaborate with Osler to host the Sun Life Financial Osler At Risk Diabetes Initiative workshops. • Provide in-kind space at Chinguacousy Wellness Centre to host Cardiac Transitional Rehabilitation Program offered by the William Osler Health Service (reviewed annually). • Provide in-kind space to Central West Local Health Integration Network (LHIN) in select community centres for free programming for seniors (reviewed annually). 	<ul style="list-style-type: none"> • 9,997 Active Assist clients enrolled for a credit of \$275 per individual • 150 hours in-kind room rental (\$4800 value) • 167 Osler Cardiac Rehab memberships sold 	Community Services
4.3.3 Continue to support the Healthy Communities Initiative (HCI) through enhancing recreational programs and facilities <i>Note: HCI no longer exists.</i>	<ul style="list-style-type: none"> • Enhance food offerings in recreation facilities. • Continue planning work for facility audits and retrofits for activity building design. • Engage the community to consider future opportunities for expanding recreational programs to community sites. 	<ul style="list-style-type: none"> • 3,000 participants engaged in Backyard Garden Program with approximately 7,000 lbs of food donated to local food banks • 7 Community Gardens established Citywide • 15 Community Volunteer Ice Rinks installed Citywide to support outdoor recreation 	Community Services

4.4 ■ Healthy Citizens

Objective: Encourage active and healthy lifestyles.

End of Term Status: Completed

Initiatives	Milestones	End of Term Comments	Responsible Department
<p>4.4.1 Recreation Revitalized – Implement the Renewal Strategy on older recreation centres</p> <p><i>*See Focused Priority – Accelerated Recreation Centre Revitalization Program: Balmoral and Accelerated Recreation Centre Revitalization Program: Chris Gibson for further details on these recreation centres</i></p>	<ul style="list-style-type: none"> • Begin construction of Loafers Lake Recreation Centre. • Begin construction of South Fletcher’s Sportsplex • Begin construction of Balmoral Recreation Centre. • Begin construction of Chris Gibson Recreation Centre. • Riverstone Community Centre opens. 	<ul style="list-style-type: none"> • Loafer’s Lake Recreation Centre (complete and open) • Susan Fennell SportsPlex (complete and open) • Balmoral (on track: design work completed and construction underway) • Chris Gibson (on track: design work completed project currently out for tender and construction expected to begin Q4 2023) • Riverstone (open) 	<p>Community Services</p> <p>Public Works & Engineering</p>
<p>4.4.2 Enhance recreation and sports facilities to increase access to programs for residents</p>	<ul style="list-style-type: none"> • Begin construction for Brampton Soccer Centre (BSC) Turf Fields and Dome Project. • Build new cricket fields and install lighting in existing fields (Gore Meadows, Dixie/407 Sports Park, and Teramoto Park). 	<ul style="list-style-type: none"> • Construction for Brampton Soccer Centre (BSC) Turf Fields and Dome Project construction - completed • Cricket fields and install lighting in existing fields: <ul style="list-style-type: none"> ○ Gore Meadows – 1 pitch completed, 2nd slated for 2023 ○ Dixie/407 Sports Park – completed ○ Teramoto Park- complete Soccer: <ul style="list-style-type: none"> • 2 artificial turfs constructed • 1 dome constructed • Increased up to 12,544 additional hours of multi-sport usage during fall and winter per year Cricket: <ul style="list-style-type: none"> • 3 cricket fields constructed • 1 with lighting, 1 without lighting, and 1 planned for lighting installation in 2024 • Increased up to 8280 additional hours of cricket usage per year 	<p>Community Services</p>

Initiatives	Milestones	End of Term Comments	Responsible Department
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	<ul style="list-style-type: none"> • Begin the design phase for the activity hub for Sesquicentennial Park. • Develop Master Plan and conduct due diligence for Gore Meadows East. • Complete construction and open activity hub at Sesquicentennial Park. • Complete construction and open activity hub at Gore Meadows East. 	<ul style="list-style-type: none"> • Construction has been completed at the Gore Meadows Activity Hub. • Gore Meadows Hub and Sesquicentennial Hub will be our second and third newest activity hubs in the City. • Both projects were awarded \$750,000 in federal funding from the Canada Community Revitalization Fund (CCRF) 	Community Services

BRAMPTON IS A WELL-RUN CITY

FOCUSED PRIORITIES

The focused priorities were established at the mid-point of the Council term and formalized in January 2021.

■ Centre of Excellence and Capital Compliance – Enterprise Project Management Office (EPMO)

Implement a Centre of Excellence and Capital Compliance (an Enterprise Project Management Office) to ensure that City projects are managed consistently and predictably, delivered on time, on budget, and aligned with corporate priorities. A successful EPMO will improve project tracking, reporting, communication, and knowledge sharing among all stakeholders.

End of Term Status: Completed

Milestones	End of Term Comments	Responsible Department
<ul style="list-style-type: none"> • Develop a PMO work plan • Deliver standardized procedures & templates • Provide training to PMs (Q4 2022) • PMO Maturity Assessment (Q2 2023) 	<p>Work Completed as of Q2 2022:</p> <ul style="list-style-type: none"> • On boarded two CECC-EPMO Coordinators. • Established the Project Management Maturity Working Group (PMMWG) with members from 10 Divisions and a primary goal of maturing project management practices throughout the City. • Developed 11 Project Management Standards in collaboration with Divisions. • Implemented a new Project Intake process to prioritize and justify projects funding requests. • Designed and developed a Project Management Community site in collaboration with Divisions that went live in July and is accessible to all staff at the City. This Site will be a one-stop shop for all things project 	Office of the CAO

Milestones	End of Term Comments	Responsible Department
	<p>management related, including training, templates, lessons learned, project intake, project status, etc.</p> <ul style="list-style-type: none"> • Designed and developed an enterprise-wide Lessons Learned Repository in collaboration with Divisions to share knowledge from capital projects. The Repository went live in December • Developed a Lessons Learned Framework and Lessons Learned Log to support the Repository. • Developed training for 11 Project Management Standards and trained over 300 staff between August and December. <p>Work-In-Progress:</p> <ul style="list-style-type: none"> • Piloting a corporate project status report (PSR) with Brampton Fire to collect basic project information that will be used to monitor the performance of capital projects. The pilot will end in April 2023, with an assessment done shortly after to determine if it should be rolled out to additional Divisions. • Creating training for Project Sponsors to provide tools and techniques when overseeing capital projects. • Working with Finance to implement Project Closeout Guidelines that provide a better understanding of what needs to be done to close a project, as well as timelines. 	

■ Customer Service Engagement / Tracking Model Project

A Customer Relationship Management System that ensures timely and effective responses and processes for customers. It will ensure a seamless transition between the various employees, divisions, and departments, involved in multi-faceted service delivery, to provide the best service to customers.

End of Term Status: Completed

Milestones	End of Term Comments	Responsible Department
<ul style="list-style-type: none"> • [None defined] 	<p>Completed:</p> <ul style="list-style-type: none"> • System integrations with Enforcement's Amanda System and CRM (Customer Relationship Management) and full integration for all Roads and Park operations service requests offerings from the phone, 311 online, and mobile app to Cityworks. • Enhanced service request status notifications, push notifications, Operations Dashboard, BI reporting tool • New Offerings via 311 Online and Mobile App such as COVID-19 offerings, seasonal offerings (Plow Tracker), Speeding Concerns • New offerings via 311 Online and Mobile apps such as Election Service Information, Roads and Sidewalks - 	<p>Community Services</p>

Milestones	End of Term Comments	Responsible Department
	<p>Road Closures, City Construction Projects, and Roads/Traffic Maintenance Programs. Tax enhancements, Recreation; enhancements to access Recreation Program Registration and information/services.</p> <p>Planned:</p> <p>More service request enhancements on the 311 Online portal and mobile app (ongoing –operational & ongoing enhancements/seasonal changes)</p> <ul style="list-style-type: none"> • Full integration with Animal Services' Chameleon System (in progress – planned implementation Q4) • Onboarding Transit to CRM (IT/Transit collaboration) (completed Jan 2023) • Email Management through CRM (in progress) (completed Dec 2022) • Live Chat through CRM (planned for 2022 implementation (in-progress – planned implementation for Q4 2023) <p>As a result of CRM integrations with back-end systems for By-Law & Enforcement, Park Operations & Maintenance, and PWE there is a 75% reduction in time to enter service requests, equating to improved efficiencies.</p> <p>Decreased New Hire training by 2 days as a result of CRM integration with 2 applications.</p>	

■ Economic Recovery Strategy / Action Plan

The Economic Recovery Strategy aims to bring resiliency and competitive advantage to Brampton's economy as it moved during, forward, and after the COVID-19 pandemic. These goals will be achieved by advancing immediate and long-term actions within the strategy's four cornerstones: Innovation, Technology and Entrepreneurship, Investment, Infrastructure, and Arts, Culture, and Tourism.

End of Term Status: Continuing within operations

Milestones	End of Term Comments	Responsible Department
<ul style="list-style-type: none"> • [None defined] 	<p>Economic Development retained and facilitated more than 4,500 jobs across a variety of sectors and start-up job creation. Further the Economic Development Office became an internationally accredited economic development organization (AEDO) to further the opportunities for Brampton as an organization of excellence</p> <p>Examples of particular initiatives, include:</p> <ul style="list-style-type: none"> • Launched the B Hive incubator and accelerator for international start-ups 	Office of the CAO

Milestones	End of Term Comments	Responsible Department
	<ul style="list-style-type: none"> • Arts, Culture and Creative Industry Development Agency Senior Program Lead hired and Advisory Panel established • Launched the \$100k Covid-19 Recovery Grant for Artists • City Council approved the Brampton Tourism Strategy in April 2021 • Distribution of the first Brampton Food Guide to highlight local restaurants • Continue work toward a concierge service model for filming in Brampton • Virtually opened the Downtown Brampton Projects Office, now physically staffed • Launched the Welcoming Streets pilot program assisting vulnerable individuals and providing support to Brampton's downtown businesses and property owners <p>Completed:</p> <ul style="list-style-type: none"> • 73 new international start-ups engaged through the BHive and 42 start-ups approved under the Start-Up Visa program • 1,100 collective students engaged in the Cybersecure Catalyst Cybersecurity training program • 3,913 Innovation district sessions, workshops, and events with 12,500 participants • 3,185+ participants in Brampton Entrepreneur Centre events, seminars, workshops • \$230,000 Starter Company Plus Grant Dollars disbursed • \$54,000 Summer Company Grant Dollars disbursed • 5 virtual Foreign Direct Investment (FDI) missions, and 170+ resulting leads • \$675,238 disbursed funding to local organizations through the Advance Brampton Fund • 10,000 copies of the Brampton Food Guide distributed • 75 filming occurrences with 680 film activity days 	

■ Fiscal Responsibility / Competitive Taxes

A priority of the City is to incrementally move toward the 'middle of the pack' of the Residential Tax Rate in the GTA.

End of Term Status: Continuing within operations

Milestones	End of Term Comments	Responsible Department
<ul style="list-style-type: none"> • MPAC's next re-assessment 	<ul style="list-style-type: none"> • Over this term of Council, the residential tax rate in the City of Brampton has declined from 1.036% to 0.98%. The relevancy of these rates is highly dependent on MPAC assessments, which have not been updated since 2016. • \$874 Million in Residential Taxes collected in 2022 (City = \$388M, Region = \$348M and School Boards = \$138M) • 2022 Residential Assessment Value for the City of Brampton = \$89.1 Billion (\$874 Million divided by \$86.2 Billion = current residential tax rate of 0.98% • In of April 2023, the Ministry of Finance communicated that the Provincial government is currently considering options regarding the timing of future re-assessments in Ontario. • The City is not currently aware of the options the Provincial government is considering and/or when the next MPAC re-assessment could occur. 	Corporate Support Services

EXISTING PRIORITIES

The following priorities were established and formalized in March 2019.

5.1 ■ Public Participation

Objective: Actively engage with the community to listen, respect, and respond to their needs.

End of Term Status: Continuing within operations

Initiatives	Milestones	End of Term Comments	Responsible Department
5.1.1 Administer a Community Satisfaction Survey every two years to get a pulse on residents' perception/satisfaction with City services	<ul style="list-style-type: none"> • Determine survey methodology, implementation plan, and cost. • Identify survey framework and questions. • Develop a communications plan. • Administer Community Satisfaction Survey 2019. • Undertake community focus groups to provide context on results. • Report on results to target audiences. 	<p>The pandemic significantly impacted the City's service delivery and our citizens—many City services were paused while we focused on safety and the priorities that arose during the pandemic.</p> <p>As the City and the community acclimatize to a 'new normal', a Community Satisfaction Survey can gauge residents' perception/satisfaction with 'traditional' and new City service delivery.</p> <p>At the end of the term, Ipsos was contracted to conduct a Citizen Satisfaction Survey with residents by telephone from Dec-Jan 2023.</p>	Office of the CAO

Initiatives	Milestones	End of Term Comments	Responsible Department
	<ul style="list-style-type: none"> • Administer Community Satisfaction Survey 2021. 	<p>Following the survey, Ipsos provided a preliminary report with findings and proceeded to work with staff to coordinate focus groups with residents to ‘unpack’ some of the survey results</p> <p>Four resident focus groups were conducted in March 2023 based on survey findings and demographics.</p> <p>Ipsos has prepared a quantitative and qualitative report for the Corporate Leadership Team (CLT). The reports will be presented to CLT in May 2023.</p>	
<p>5.1.2 Continue to grow the City’s Open Data platform to make City data accessible and easy to understand</p>	<ul style="list-style-type: none"> • Develop the Open Data Roadmap. • Engage & educate City staff and the Public on how to leverage data and tools through training sessions. • Engage with City staff to create awareness and a plan to open city/departmental data • Continue to publish new enhancements to existing datasets quarterly 	<p>The Open Data roadmap is a part of the City’s Data and Analytics Strategy. These Open Data activities will continue as part of Operations. We have over this term and, will continue to communicate both internally and externally to create awareness and educate City staff and the Public on the tools and the data available.</p> <p>Completed:</p> <ul style="list-style-type: none"> • Updated the GeoHub in Nov 2021 to improve accessibility and introduced Personas which help to increase usability. • Work continues to monitor accessibility and establish a road map for accessibility improvements. This will be incorporated as part of operational activities for proactive monitoring of technology updates and approaches to improve accessibility. • GIS Day, a virtual session on Open Data and the GeoHub (Nov 2021) • Developed a communication plan in collaboration with Strategic Communication • Monitor updates and changes available on the platform that can be leveraged to increase usability. 	<p>Corporate Support Services</p>

Initiatives	Milestones	End of Term Comments	Responsible Department
		<ul style="list-style-type: none"> • Review of existing datasets available to ensure data is up to date/add new data sets. • 858,935 GeoHub views (Dec 2018 to May 2022) • 292 Open Datasets available to the public for viewing or download • 86 PDF Maps available for printing or download <p><i>Note: PDF maps are retired as functionality and data are added to the GeoHub and related interactive maps</i></p>	

5.2 ■ Modern Workforce

Objective: Nurture a diverse, engaged, and compassionate workforce.

End of Term Status: Transitioning to 2022-2026 Term of Council

Initiatives	Milestones	End of Term Comments	Responsible Department
5.2.1 Develop and Implement a Workplace Modernization Strategy	<ul style="list-style-type: none"> • Obtain endorsement on the Workplace Modernization Strategy from the Senior Leadership Team. • Implement pilot programs (including technology and space) • Evaluate pilot(s) including post-pilot surveys • Deploy program based on pilot results • Draft, approve, and implement policy framework to support Flexible Work options, including Remote Work • Conduct technology requirements assessment • Draft and implement IT policy updates • Update design standards for space planning 	<p>Policy:</p> <ul style="list-style-type: none"> • Flexible Work Administrative Directive, program guide, and Flexible Work Agreement approved, effective January 4, 2022, and included extensive engagement across the City with 40+ stakeholder groups, including all divisions, union representatives, Joint Health & Safety Committees, etc. • Directive and program guide supported by resources, learning opportunities, FAQs, communication, and change management efforts. • With the return to in-person work, the Flexible Work Administrative Directive is under review and will be aligned with the future hybrid work model determined for City employees. <p>Technology:</p> <ul style="list-style-type: none"> • Early adopter pilot for personas that include technology 	<p>Corporate Support Services</p> <p>Public Works & Engineering</p>

Initiatives	Milestones	End of Term Comments	Responsible Department
		<p>requirements are drafted in Digital Innovation & Information Technology and will be revisited to align with the hybrid work model and standard space requirements selected.</p> <p>Space Infrastructure:</p> <ul style="list-style-type: none"> • The hybrid work model adopted by the City will dictate the type of Personas adopted by each program area, and will inform how best to align the final space standards to meet this approved hybrid work model. • 45 employees participated in the Alternate Work Arrangements program pre-COVID (February 2020) • 800+ employees were working flexibly (including remotely) in June 2021 	
5.2.2 Develop and Implement a Talent Acquisition Strategy	<ul style="list-style-type: none"> • Draft a framework based on benchmarking, research, and current state analysis. • Develop a consultation plan. • Conduct feedback sessions and focus groups. • Obtain endorsement from CLT. • Develop a communication plan. • Develop an implementation plan. • Rollout strategy. 	The Talent Acquisition Strategy has been developed and is pending endorsement from CLT.	Corporate Support Services

5.3 ■ Collaboration and Advocacy

Objective: Effectively leverage and seek partnerships.

End of Term Status: Continuing within operations

Initiatives	Milestones	End of Term Comments	Responsible Department
5.3.1 Continue to build the City's Government Relations	<ul style="list-style-type: none"> • Provide ongoing support to the Mayor and Councillors participating as either a 	<ul style="list-style-type: none"> • Implementation of a central grant tracking process and 	Office of the CAO

Initiatives	Milestones	End of Term Comments	Responsible Department
and Advocacy Capacity and Impact	<p>Board or Committee member in municipal associations.</p> <ul style="list-style-type: none"> Communicate/advocate City's interests for Regional Government Review Implementation. 	<p>continued advocacy for Transit enhancements.</p> <ul style="list-style-type: none"> Successful advocacy in the regional review ending with the adoption of the City of Brampton's advocacy position Successful advocacy for funding under the Phase 2 Safe Re-start Agreement Successful advocacy in securing provincial funding for healthcare priorities (i.e. Advocating for a second hospital, and cancer care centre) Secured federal funding for the flood mitigation portion of River Walk 	

5.4 ■ Stewardship of Assets and Services

Objective: Effective stewardship of municipal assets and services.

End of Term Status: Continuing within operations

	Milestones	End of Term Comments	Responsible Department
5.4.1 Demonstrate value for money of City programs and services	<ul style="list-style-type: none"> Complete Value for Money Audit. Undertake deeper dives on identified opportunities for service transformation and efficiency in support of the 2020 budget and beyond. 	<ul style="list-style-type: none"> Planned and performed value-added internal audit projects Managed allegations received from the City's Fraud Reporting Hotline and provided advisory services to City departments and business units on related investigations 	Office of the CAO
5.4.2 Develop an Asset Management Plan	<ul style="list-style-type: none"> Develop a Strategic Asset Management Policy. Develop asset management plans for core service areas. Develop service area-wide risk management frameworks and prioritization techniques. Adopt a comprehensive data management strategy. Identify future costs to meet growth demands and develop 	<p>Completed:</p> <ul style="list-style-type: none"> Council endorsed the Strategic Asset Management Policy in 2019 to meet the O.Reg. 588/17. Council approved the 2022 Transportation Asset Management Plan in May 2022 to meet the O.Reg. 588/17 Council approved the 2022 Stormwater Asset Management Plan in June 2022 to meet O.Reg 588/17 	Corporate Support Services

	Milestones	End of Term Comments	Responsible Department
	<p>a demand management strategy</p> <ul style="list-style-type: none"> • Develop expected levels of services for all service areas and identify future costs to achieve those target levels of services. • Fully integrate asset management with financial planning. • Develop long-term asset investment strategy. 	<p>Planned:</p> <ul style="list-style-type: none"> • CAMO will present the 2021 Corporate AMP to the Council in June 2022 which includes strategies and frameworks to provide guidance to the City's asset management plans and advance City's asset management practices. • Risk Management framework and prioritization techniques were developed in 2021 Corporate AMP and will be replicated for all the Service areas. • We will identify future costs related to the growth demands and develop demand management strategy as we are completing the Asset Management Plans for the Service Areas. • We are laying the groundwork for full integration with financial planning through the Asset Management Plans for the Service Areas. Full integration of financial planning will help us develop the long-term asset investment strategy and the two priorities will be done together. 	

5.5 ■ Service Excellence

Objective: Streamlined and thoughtful service delivery to improve the customer experience and support a vibrant business environment.

End of Term Status: Completed

Initiatives	Milestones	End of Term Comments	Responsible Department
5.5.1 Design and Implement a Customer Experience Strategy	<ul style="list-style-type: none"> • CLT engagement/approval • Stakeholder engagement (Working Team + Steering Committee) • Working Group Sessions • Procurement - Bid document, evaluation, vendor, and 	<p>The pandemic significantly impacted this initiative as seen by the decision to cancel the RFP [in its final stages] due to emergency closures. This initiative called for and planned for significant employee and citizen engagement that could not be pursued during the</p>	Office of the CAO

Initiatives	Milestones	End of Term Comments	Responsible Department
	<p>contract finalization (RFP canceled)</p> <ul style="list-style-type: none"> • New Procurement - Bid document, evaluation, vendor, and contract finalization RFP canceled due to COVID • Kick-Off, Pre-work, Project Work Plan, Design • Current State Assessment (findings, issues scan) • Citizen & Employee Engagement • Analysis, Insights, Strategy & Framework 	<p>pandemic. Budgetary allocations were redirected and focused on safety and service priorities that arose during the pandemic.</p> <p>Over the last two years, significant work has been done to examine services and performance. This work, a 'new normal', and pivots in traditional and new service delivery, have changed the original landscape of this initiative.</p> <p>By the end of the term, staff executed an RFP to secure a vendor that would develop and execute a project plan, facilitate citizen and employee engagement sessions, conduct assessments, provide analysis, construct a framework, and develop a CX Strategy and Action Plan tailored to Brampton.</p> <p>At the beginning of 2023, Blackline Consulting was awarded the contract to develop a CX Strategy and Action Plan by August 2023.</p> <p>Upon completion, the strategy and action plan will be presented to CLT, Council, and the community, and will be scaled across the organization.</p>	
<p>5.5.2 Develop and implement the Brampton Connected City</p>	<ul style="list-style-type: none"> • Conduct an Intelligent Traffic Count pilot at selected intersections using IoT technology. • Development of a Technology Playbook to be used as a tactical tool to standardize the technology approach during the execution of any Connected City Program or initiative. • Develop work packages and initial setup for the Living Labs. • Initiate pilot project for Gateless Parking at City Hall. • Initiate the study process to enable the City to be 5G. 	<p>City Council directed staff to explore collaboration and partnership opportunities to implement 5G technology throughout the City. Staff provided a report to Council on April 26, 2023 to establish direction going forward.</p> <p>The initiative, as planned for the 2018-2022 term, is complete and delivered the following:</p> <ul style="list-style-type: none"> • Development of strategic & tactical framework elements, including pilot-to-production methodologies • Development of Work Packages for the Living Labs • Development of Connected City Technology Playbook 	<p>Corporate Support Services</p>

Initiatives	Milestones	End of Term Comments	Responsible Department
	<ul style="list-style-type: none"> • Initiate Phase 2 of Cityworks and the vGIS pilot. • Implement the Connected Vehicle pilot project. 	<ul style="list-style-type: none"> • Initiated study to enable the City to be 5G • 6 pilots conducted (Intelligent Traffic Count, Gateless Parking, CityWorks/vGIS, Connected Vehicle, FrontDesk (Skip the Line), SoundScape • 34 pilots moved to production (Intelligent Traffic Count, Gateless Parking, Skip the Line) • 4 work packages completed (Soundscape, vGIS, FrontDesk, Gateless Parking) • 3 locations piloted for Intelligent Traffic Count. Now at 22 sites and growing as budget allows. • 5 new pay stations configured for Gateless Parking at City Hall (pilot) • 4 integrations developed for Gateless Parking at City Hall (garage sign occupancy, enforcement, finance) 	
<p>5.5.3 Continue to transform corporate culture to be more resident-focused in its approach to service delivery</p>	<ul style="list-style-type: none"> • Embed service-based performance metrics within Budget Reporting (through the Council Term). • Continue to implement the City's Corporate Performance Framework to improve the use of performance measures and benchmarks to inform service planning and service delivery. • Develop and execute continuous Improvement Strategy/Road map with reporting to Council on cost savings and cost avoidance. 	<p>Completed:</p> <ul style="list-style-type: none"> • Enterprise Performance Measurement Program development and launch • Centralized performance measures inventory • Departmental performance measurement maturity assessments • New and refreshed internal and external dashboards (balanced scorecard model and TOCP updates) • First Service profiles and services inventory • Inaugural Service Plans (1.0) launched with 2023 Budget – also meeting GFOA requirements • Launch of Corporate Strategic Framework and roadmap for implementation (2022-2025) 	<p>Office of the CAO</p>

Initiatives	Milestones	End of Term Comments	Responsible Department
		<ul style="list-style-type: none"> • Launch of Corporate Strategic Plan development including workshops with CLT and all operating areas • In 2021, over 3,000 City-Wide Process Improvements (Annual PMP CI goals, Just Do Its, Rapid Improvement Events) (2021) • More than 800+ Internal Staff have participated in Continuous Improvement Training since the program's inception in 2021 	