

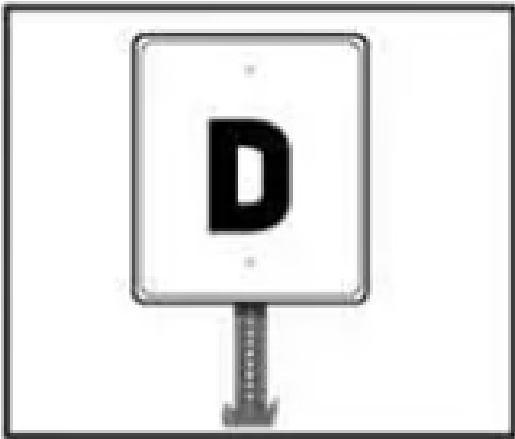
WARM-UP

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Building the Corporate Strategic Plan: Part 2

City Council Workshop

June 19, 2023

OBJECTIVES

- **Share inputs** about the proposed strategic priorities for this council term
- **Reach consensus** on the strategic priorities for the term that will be included in the Corporate Strategic Plan

THE AGENDA

9:30 opening remarks

9:35 recap

9:40 inputs

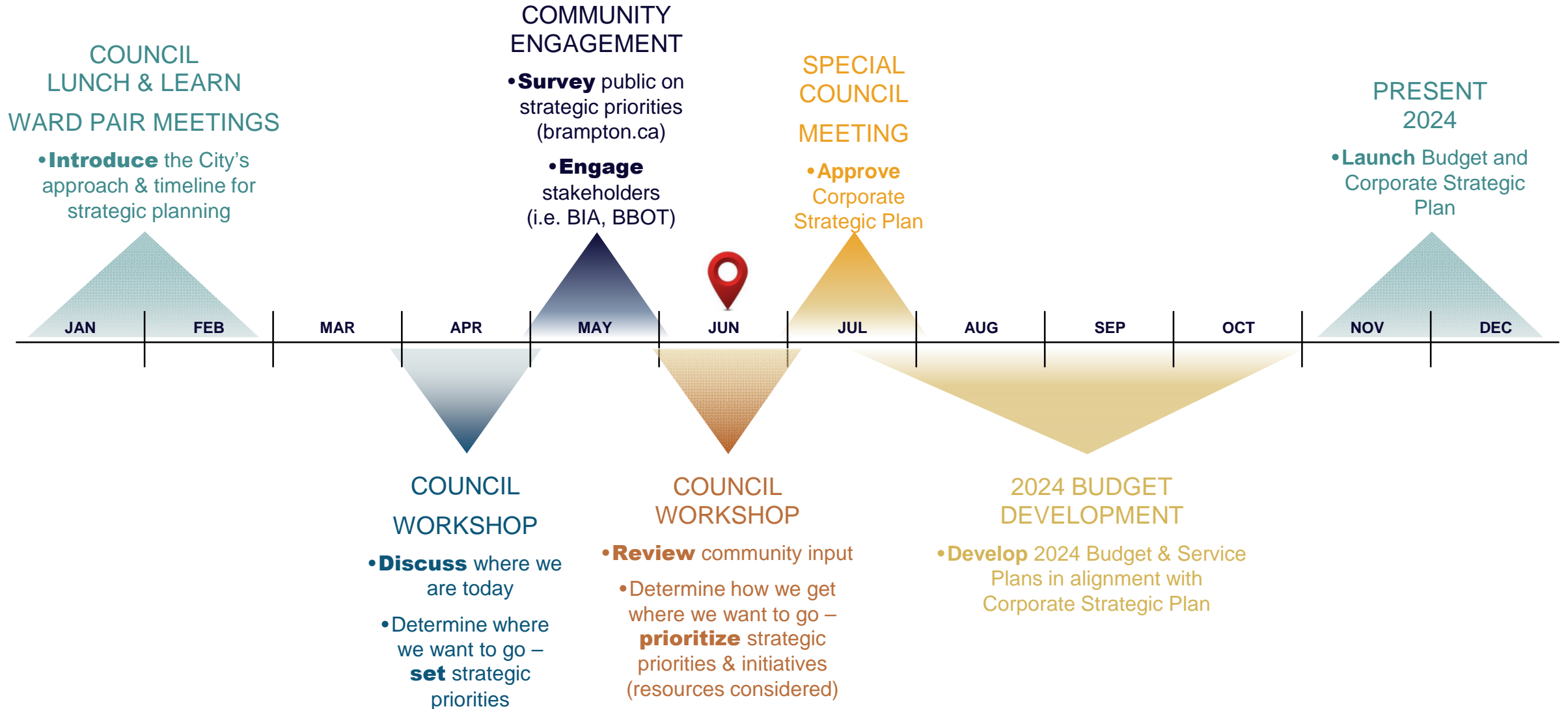
9:45 prioritization

12:25 next steps

12:30 adjourn

Recap

THE TIMELINE



FOCUS AREAS



Growing Urban Centres & Neighbourhoods

economy, prosperity, population growth, rising housing costs, desire for exciting urban places



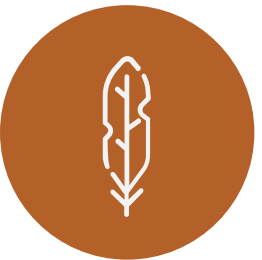
Transit & Connectivity

congestion, commutes outside of Brampton, reliance on cars, demand for higher-order transit



Environmental Resilience & Sustainability

more severe storms and temperature changes, biodiversity loss



Culture & Diversity

diversity, aging population, need for equity & reconciliation



Health & Well-Being

health issues (e.g. diabetes), crime



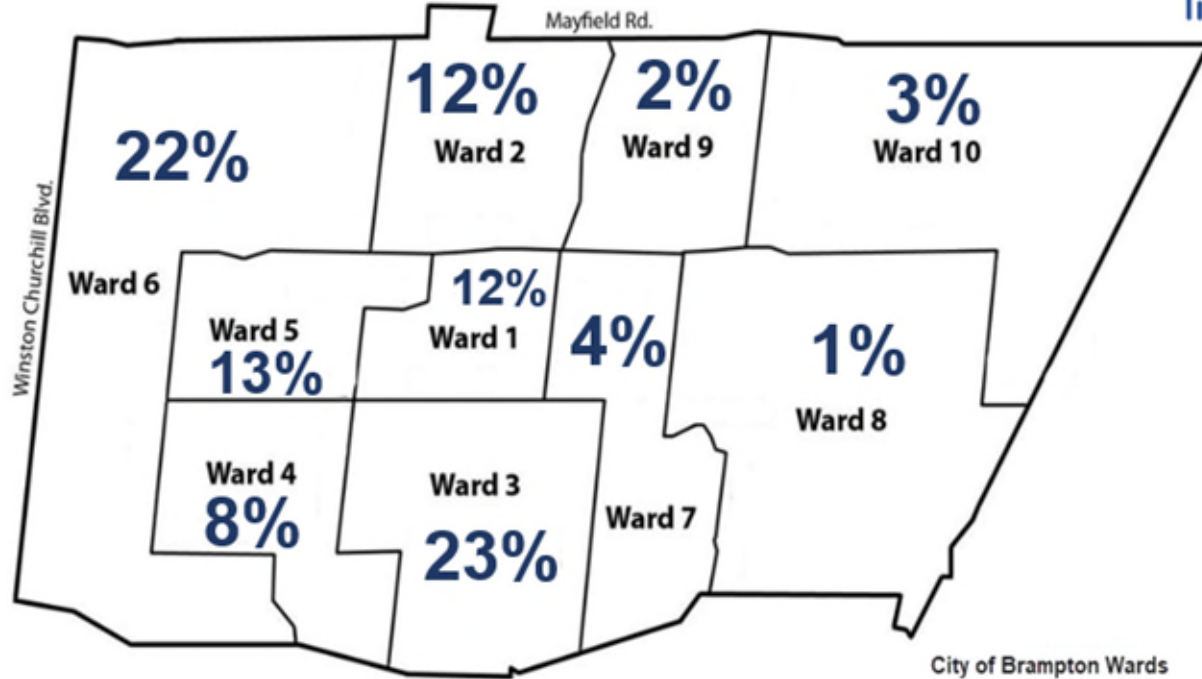
Government & Leadership

rising servicing costs, demand for customer-centric service

Inputs

THE COMMUNITY SURVEY

DEMOGRAPHICS



AVERAGE AGE

35-54

The Community was asked to rank the proposed strategic priorities by what is most important to them

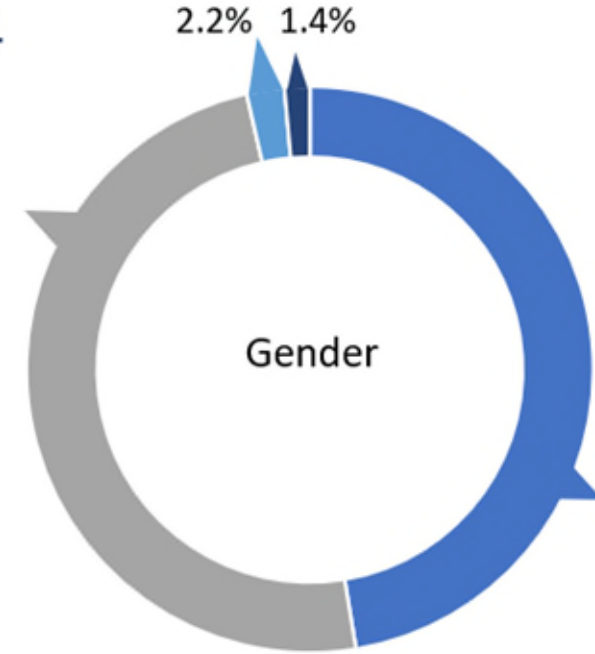
TOTAL REPOSSES



574



49%



47.7%

AGE

■ Male ■ Female ■ Non-Binary ■ Other



0.2%

Under 18



4.9%

18 to 24



16.5%

25 to 34



23.6%

35 to 44



23.6%

45 to 54



19.4%

55 to 64



9.6%

65 to 74

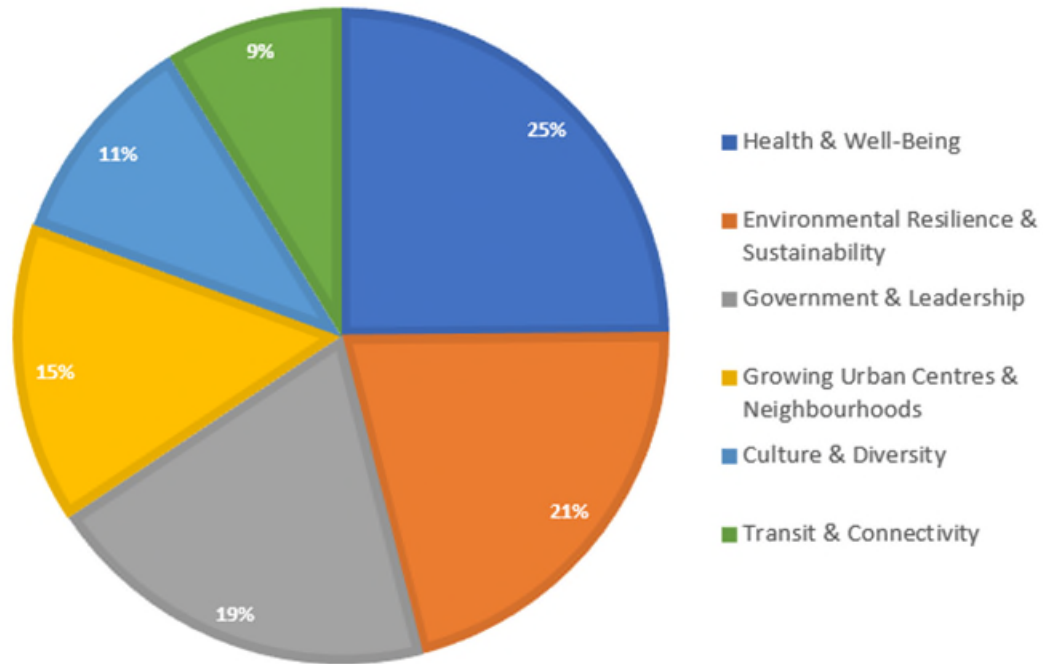


2.2%

75+

THE COMMUNITY SURVEY

FOCUS AREA - COMMUNITY RATING



STRATEGIC PRIORITIES – ‘Very Important’ Community Rating

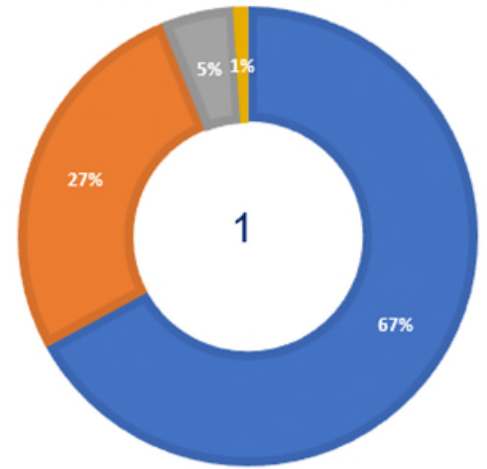
1. Improve Health Care Infrastructure
2. Improve Safety
3. Increase Parkland, Trees, and Naturalized Areas
4. Foster Community Environmental Stewardship
5. Support Housing
6. Advance Recreational Spaces and Programs
7. Improve Well-Being and Belonging
8. Stimulate Innovation, Create Jobs, and Grow Investment
9. Enhance Energy and Climate Resilience
10. Improve the Connectivity and Livability of Streets and Infrastructure
11. Invest in Strategic Growth Areas
12. Reduce Brampton’s Environmental Footprint
13. Elevate Performance and Service Standards
14. Drive Public Engagement and Participation
15. Advance Technology for Service Delivery
16. Enhance Transit Services
17. Strengthen Talent Attraction, Retention, and Employee Experience
18. Focus on Workplace Equity, Diversity, and Inclusion
19. Support Indigenous Heritage and Culture
20. Promote Active Transportation
21. Develop Tourism Infrastructure
22. Support Diverse Businesses, Artists, and Community Members
23. Raise Investments in Arts and Culture

*Please review the Survey Overview for full ratings and community comments

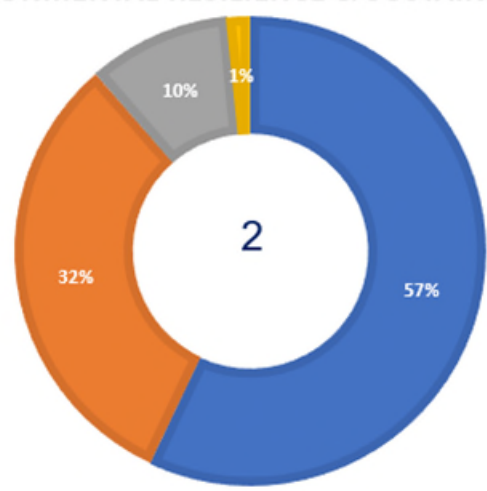
THE COMMUNITY SURVEY

■ Very Important ■ Important ■ Not Important ■ Don't Know

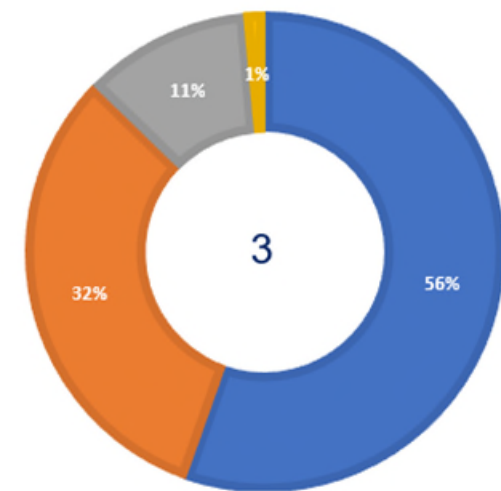
HEALTH & WELL-BEING



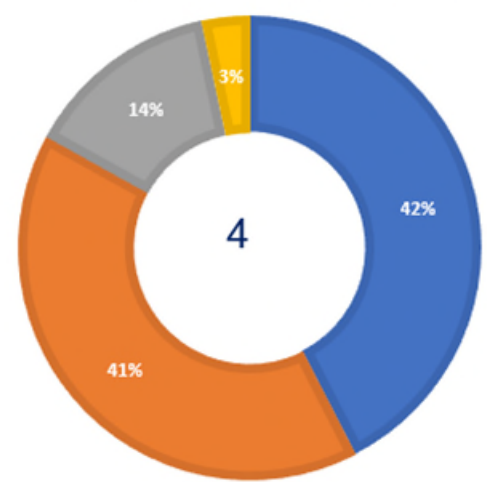
ENVIRONMENTAL RESILIENCE & SUSTAINABILITY



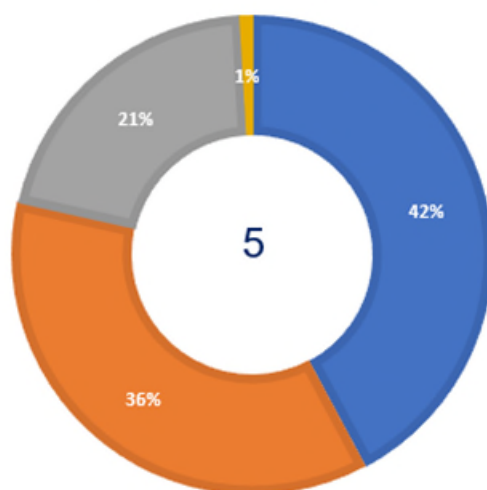
GROWING URBAN CENTRES & NEIGHBOURHOODS



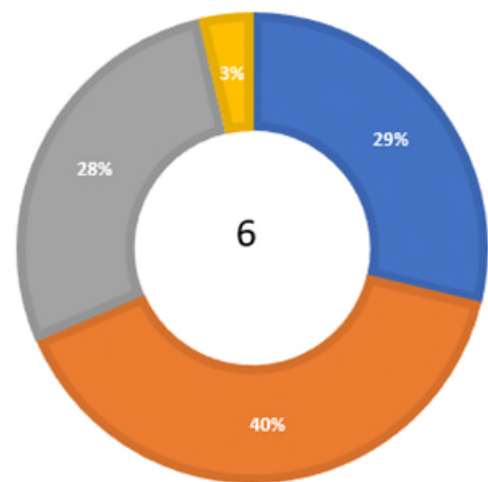
GOVERNMENT & LEADERSHIP



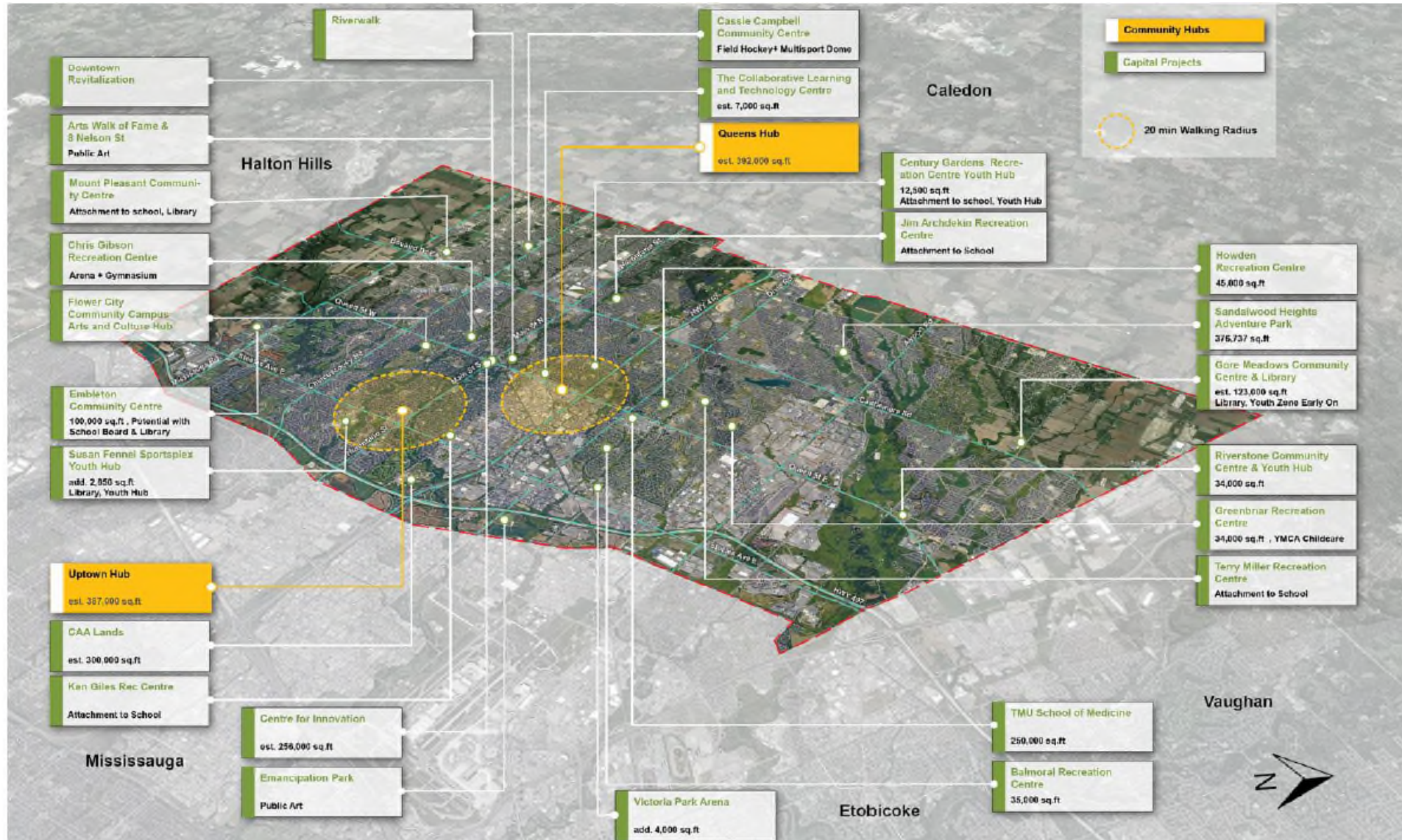
TRANSIT & CONNECTIVITY



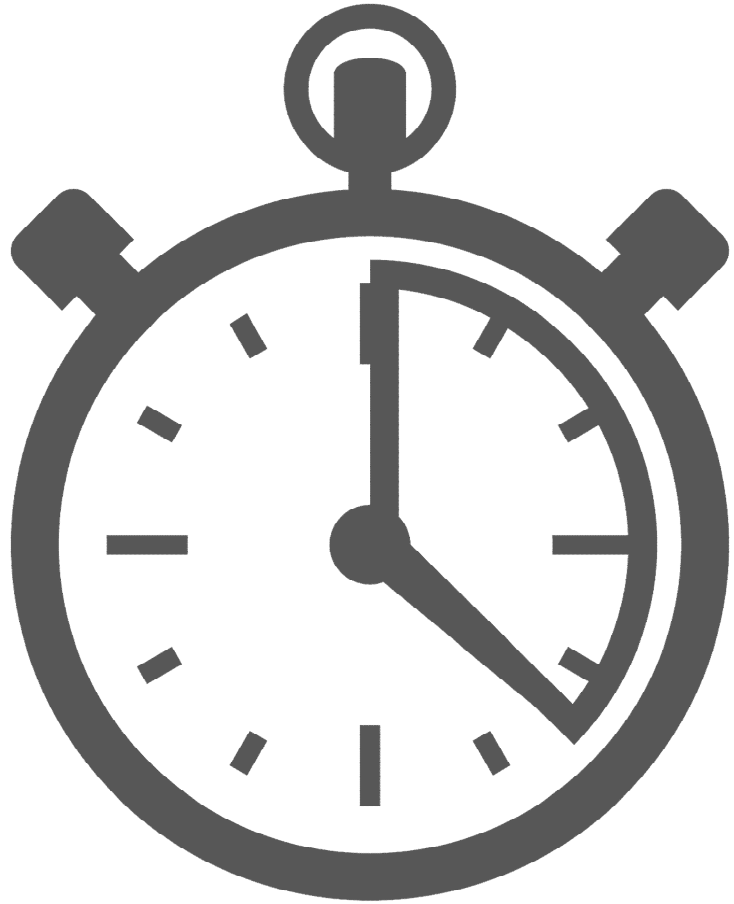
CULTURE & DIVERSITY



THE CITY INITIATIVES MAP



CONTEMPLATION



Take **15 minutes**
to review the inputs

Prioritization

GROUND RULES

We can do anything, but we can't do everything.

We need to reduce the 23 priorities to a more manageable number to best direct the efforts and resources of Council and staff.

PACE

20 minutes per focus area

all members of Council will have a discussion opportunity

STRUCTURE

priorities will be scored by urgency/impact opportunity/fit
a note-taker will be our memory

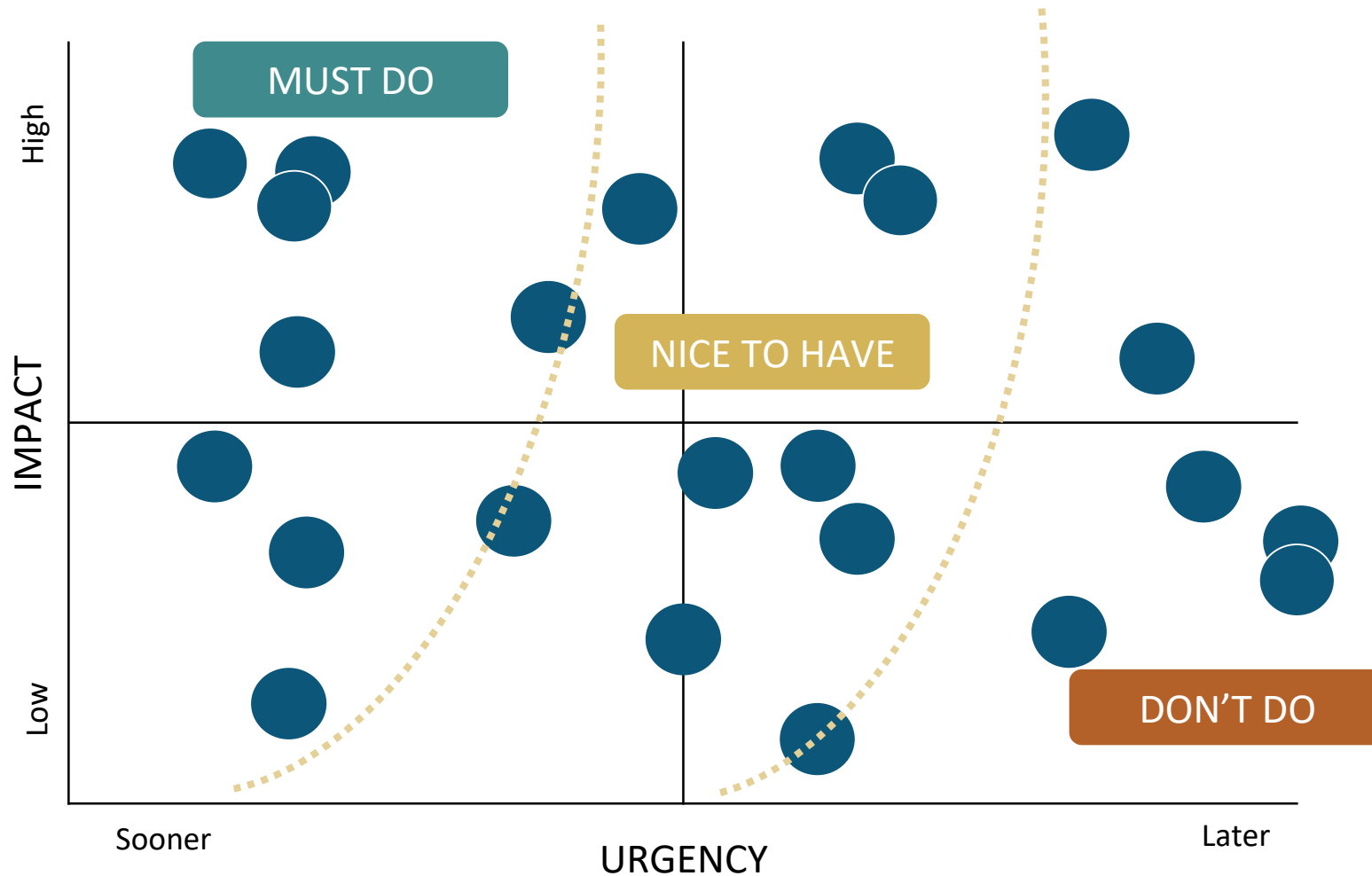
CONTENT

inputs + CLT expertise /knowledge (as required) to facilitate decision-making

PROCESS

examine priorities by focus area and score
tabulate scores
debrief

THE URGENCY & IMPACT

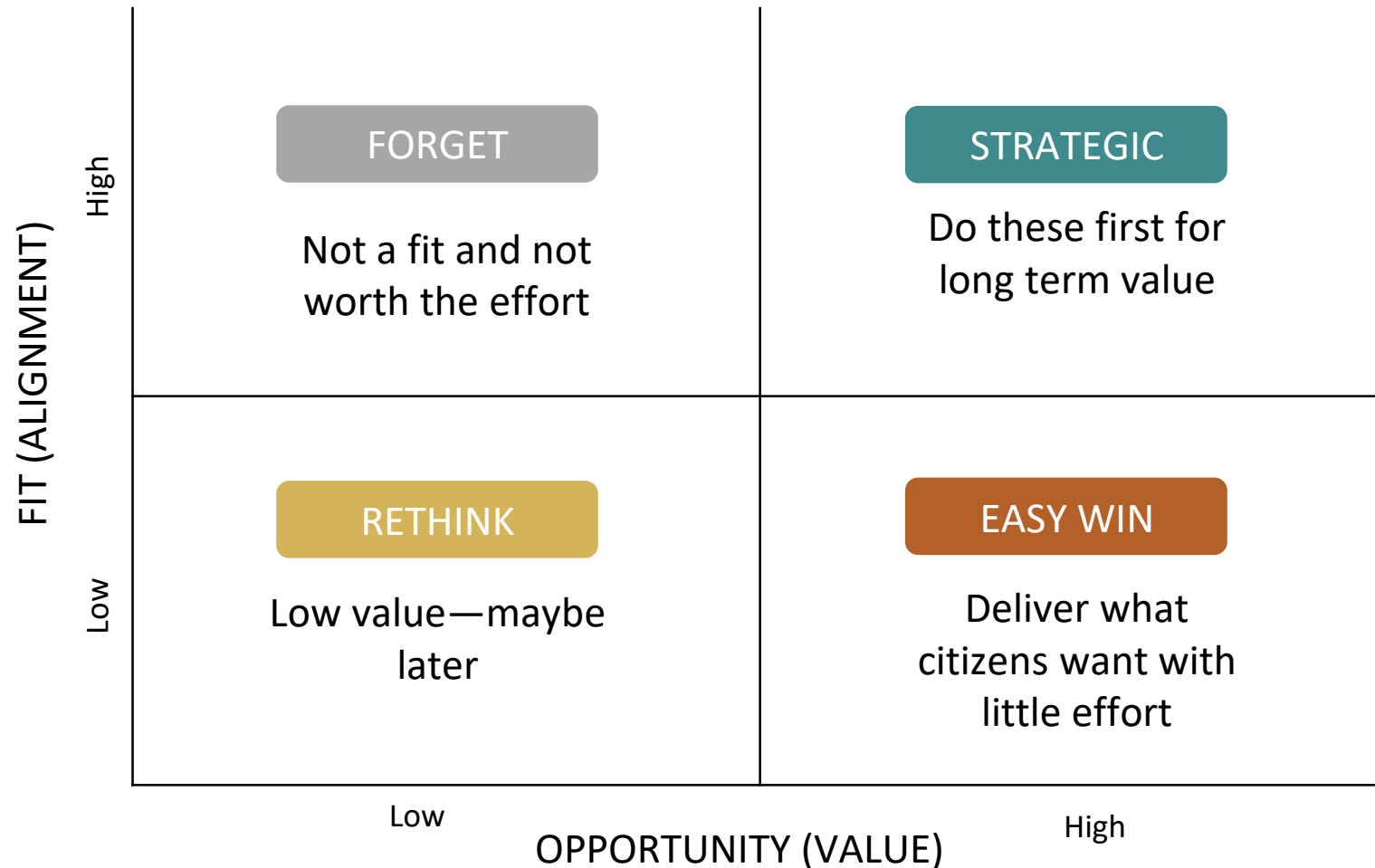


Definitions:

URGENCY: What degree [of time] must the priority be acted upon?

IMPACT: What extent will this priority have an impact on the community we serve?

OPPORTUNITY & FIT



Definitions:

FIT: Does the priority align with our existing vision, other planning documents, and the shared inputs?

OPPORTUNITY: Is this a timely priority where resources (internal/external) are in place and a delay would be ill-advised?

QUESTIONS TO CONSIDER

Planning and prioritization allows us to meet the future on our own terms

URGENCY

Is this something we must do now?

Is there a clear demand for this?

Will delaying this have consequences downstream?

Will delaying this impair our ability to carry out operations?

OPPORTUNITY

Do we have the resources (staff, time, money) to achieve this?

Does it provide good reward for the risk?

Does it require preconditions to be met?

Can it be scaled and tailored to our existing resource picture?

Is it achievable in a single or multi-term of Council?

IMPACT

Does this reflect the community's demand?

Will this achieve a lot for a few stakeholders, or many stakeholders?

Will this unlock further public value?

FIT

Does this align with the Brampton 2040 Vision?

Does this align with our existing planning documents?

Does this align with community expectations?

Does this align with provincial expectations?

Can it be measured and managed? — Implementation and evaluation

THE OPPORTUNISTIC APPROACH

Why:

- The value of the “Big Win”
- Unique Resourcing Circumstances
- Too good an opportunity to turn down
- Buying goodwill for future use

The opportunity assessment criteria

and factors (community need, market opportunity, goals, resources, organization interest) are used to help you decide when to move ahead and when to pass.

Aligned
Goal-oriented
Fact-based
Based on Broad Thinking
Focused
Agreed upon
Engaging
Adaptable
Implementable

THE STRATEGIC PRIORITIES



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Building the Corporate Strategic Plan: Part 2
 June 19, 2023

COUNCIL WORKSHEET - STRATEGIC PRIORITIES

The strategic priorities are grouped by focus area and listed below. Using the definitions provided, indicate the urgency, impact, fit, and opportunity for each strategic priority. Any unmarked boxes will default to a low rating.

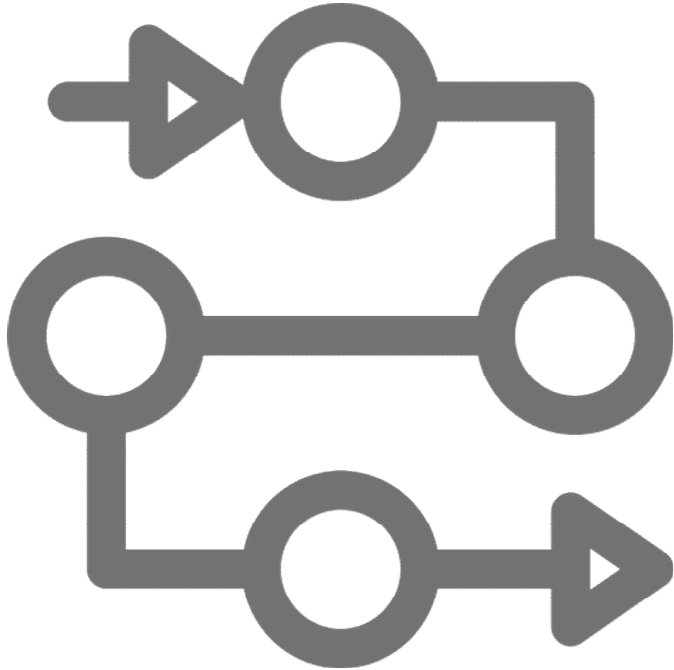
HEALTH & WELL-BEING	URGENCY	IMPACT	FIT	OPPORTUNITY
Improve Healthcare Infrastructure				
Improve Safety				
Advance Recreational Spaces and Programs				
Improve Well-Being and Belonging				
ENVIRONMENTAL RESILIENCE & SUSTAINABILITY	URGENCY	IMPACT	FIT	OPPORTUNITY
Foster Community Environmental Stewardship				
Reduce Brampton's Environmental Footprint				
Increase Parkland Trees and Naturalized				



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CULTURE & DIVERSITY	URGENCY	IMPACT	FIT	OPPORTUNITY
Raise investments in arts and culture				
Develop tourism infrastructure				
Support diverse businesses, artists, and community members				
TRANSIT & CONNECTIVITY	URGENCY	IMPACT	FIT	OPPORTUNITY
Enhance transit services				
Promote active transportation				
GOVERNMENT & LEADERSHIP	URGENCY	IMPACT	FIT	OPPORTUNITY
Strengthen talent attraction, retention and employee experience				
Elevate performance and service standards				

THE PROCESS



- we will work through the priorities systematically, with time for discussion and questions
- priorities will be examined by focus area and assigned scores by the members of council, followed by a reflective wellness pause
- the process will repeat to complete all focus areas
- the results will be tabulated and reported back to council after the wellness pause
- a debriefing report will be prepared and distributed to attendees 1-2 days after the workshop

THE MATERIALS

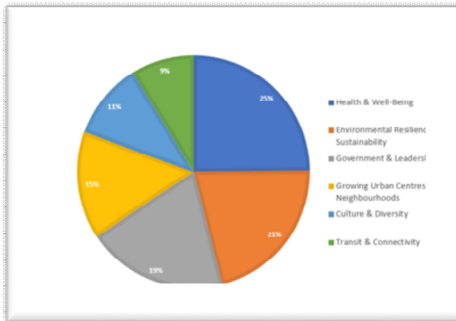
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Building the Corporate Strategic Plan: Part 2
June 19, 2022

CULTURE & DIVERSITY	URGENCY	IMPACT	FIT	OPPORTUNITY
Raise investments in arts and culture	2	3	3	3
Develop tourism infrastructure	1	4	1	3
Support diverse businesses, artists, and community members	4	4	4	4

TRANSIT & CONNECTIVITY	URGENCY	IMPACT	FIT	OPPORTUNITY
Enhance transit services				

Council Worksheet

The worksheet itemizes the strategic priorities by focus area. Staff are present to provide any further information that is required. Individually, provide a score for each priority on this worksheet, based on impact/urgency/opportunity/fit.



Community Survey

The results document the community's input about each strategic priority within the focus areas.

1	2	3	4
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>


Likert Scale

Which of the priorities have the highest urgency/impact, opportunity/fit?
The priorities with the highest sum total will be included in the Corporate Strategic Plan.
A score of 16 is the top score and 4 is the lowest. Any priorities scoring below 10 are recommended to be postponed/tabled for future consideration.

THE SCORING

Complete your worksheet and assign scores for each priority based on urgency, impact, fit, and opportunity.

	PRIORITY SCORE			
	1	2	3	4
IMPACT what is the community impact?	very low	low	high	very high
URGENCY when do we need to act?	very low	low	high	very high
FIT does it align with the vision, strategies, plans, and mandates?	not a clear fit at this time	poor fit	strong fit	very strong fit
OPPORTUNITY do we have the resources in place and is this the best time?	not an opportunity at this time	less opportunistic	strategic	strategic and necessity



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CULTURE & DIVERSITY	URGENCY	IMPACT	FIT	OPPORTUNITY
Raise investments in arts and culture	2	3	3	3
Develop tourism infrastructure	1	4	1	3
Support diverse businesses, artists, and community members	4	4	4	4
TRANSIT & CONNECTIVITY	URGENCY	IMPACT	FIT	OPPORTUNITY
Enhance transit services				

RESULTS TABULATION



**Time for a reflective
wellness pause!**

We will reconvene in 15 minutes.

Break

REVEAL RESULTS



move forward
with high
scoring
priorities



pause or postpone
scores with less
than 10



what to do with
pauses?
discuss options



Regular check-ins,
monitor progress,
build capacity

other
considerations:
business plans,
service plans, RoP
dissolution

WHAT'S NEXT

- **June – Debrief**
Report summarizing workshop outcomes
- **July – Complete the plan**
Finalize the Corporate Strategic Plan and share with Council at Special Meeting for approval
- **July-October – Development**
Develop 2024 Budget & Service Plans in alignment with Corporate Strategic Plan
- **November-December – Launch**
Public launch of 2024 Budget + Corporate Strategic Plan + Service Plans + Data Visualization

Thank You!

Questions/comments?

Contact us at organizationalperformance@brampton.ca

