



Corporate Strategic Plan Highlights 2022-2026





Table of Contents

About The Plan	3
Introduction	
Message from the Mayor	4
Message from the CAO	5
Corporate Leadership Team	6
About Brampton	7
Strategic Priorities	
Health & Well-Being	12
Culture & Diversity	14
Transit & Connectivity	16
Growing Urban Centres & Neighbourhoods	18
Environmental Resilience & Sustainability	20
Government & Leadership	23
Notes	26



About The Plan

The Corporate Strategic Plan guides the City's priorities, investments and service delivery for the 2022 to 2026 Term of Council. This booklet highlights the City's progress in advancing the six focus areas identified in the Plan: Health & Well-Being; Transit & Connectivity; Culture & Diversity; Environmental Resilience & Sustainability; Growing Urban Centres & Neighbourhoods; and Government & Leadership. Together, these priorities reflect the City's commitment to building a healthy, connected, sustainable and inclusive community while delivering services that meet the evolving needs of Brampton residents.

Introduction

Message from the Mayor



As Canada's fastest-growing big city, Brampton continues to embrace opportunity while remaining focused on what matters most to residents. Throughout the Term of Council, we made strategic investments that strengthened public safety, enhanced parks and recreation, supported economic growth and advanced our advocacy for health care and transit infrastructure.

These accomplishments are the result of strong partnerships among City Council, our dedicated staff, community organizations, businesses and residents. Together, we continue to create opportunities, improve neighbourhoods and build a city where people can live, work, learn and thrive.

This progress reflects priorities set out in the City of Brampton's Corporate Strategic Plan and the innovation, collaboration and determination that define Brampton. There is tremendous momentum across our city, and we remain committed to building an even brighter future for generations to come.

Thank you to everyone who contributes to making Brampton one of Canada's most vibrant, diverse and welcoming communities.

A stylized, handwritten signature in white ink.

Patrick Brown
Mayor



Message from the CAO

I want to thank all the dedicated City staff for advancing the Corporate Strategic Plan during the 2022 to 2026 Term of Council. The accomplishment highlighted in this booklet reflects the passion, professionalism and commitment to Brampton.

In every department and service area, our staff continued to serve with purpose by delivering essential services, advancing strategic priorities and supporting residents. Behind every accomplishment is a team working together to deliver the programs and services our community enjoys.

I am proud of what we have accomplished together and the dedication, expertise and resilience our employees bring to their work each day. Our collective efforts continue to make a meaningful difference to the residents we serve across Brampton.

I look forward to building on our shared successes as we continue to create a city where residents, businesses and organizations can thrive.

Thank you for contributing to a more vibrant Brampton.

A handwritten signature in black ink, appearing to read 'M. Kallideen', with a long, sweeping horizontal line extending to the right.

Marlon Kallideen
Chief Administrative Officer

Corporate Leadership Team



MARLON KALLIDEEN

Chief Administrative Officer
(CAO)



JASON TAMMING

Corporate Support Services
Commissioner



BILL BOYES

Community Services
Commissioner



PETER PILATERIS

Public Works and
Engineering Commissioner



STEVE GANESH

Planning, Building and
Growth Management
Commissioner



LAURA JOHNSTON

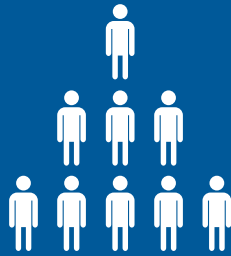
Legislative Services
Commissioner



HEIDI DEMPSTER

Brampton Transit
General Manager

Population and Growth



**Canada's
fastest-growing
big city**

791,486

population estimate for 2024
(Statistics Canada)

7th

**largest city
in Canada**

3rd

**largest city
in Ontario**

2nd

**largest city
in the GTA**



250 **cultures** (2021 Census)

171 **languages spoken** (2021 Census)

52.9% **of residents born outside Canada** (2021 Census)

37.5

median age
(2021 Census)



1,000,000

2051 population forecast
(Brampton Plan)

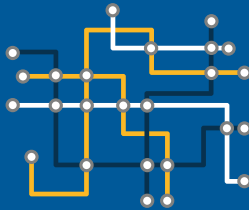
Robust Economy



Strategically located near

Toronto Pearson International Airport

with access to major 400-series highways



Home to CN's

largest intermodal rail terminal

in Canada

4th

largest labour
force in Ontario

226K

estimated jobs
(2023)

124K+

registered
businesses (2025)



Brampton Innovation District

a hub of **post-secondary institutions, incubators**
and **accelerators** driving innovation and growth



\$2.7 billion

in total construction
value (2025)



6,219

residential, industrial, commercial
and institutional building permits
issued (2025)



Brampton Housing Pledge

commitment to provincial target of **113,000** new homes by 2031

Outdoor Spaces & Recreational Amenities



3,114

hectares of parklands
across **875 parks**



348

playgrounds



335

outdoor sports fields



703

kilometres of
recreational paths,
trails and cycling
infrastructure



36

community centres,
seniors' centres,
arenas, halls and other
recreational buildings



300,000+

trees



1,529

hectares of natural
heritage lands



163

hectares of wetlands



256

kilometres of
watercourses

Keeping Brampton Moving



**Brampton
Transit**
500 buses



4,162
lane kms of roads and
2,000
km of sidewalks maintained

Recognitions

Forbes

Named one of
Canada's Top Employers
by Forbes (2026)



Awarded 'AAA'
credit rating (S&P Global 2025)



Ranked among
Canada's Top 20 Investment Destinations
(Site Selection 2025)



Ranked one of
North America's Top Locations
for Food Processing and **#1 in Canada** (Business Facilities 2025)



Ranked 13th
out of 415 Canada's best
communities (Maclean's 2021)



HIGH FIVE®
accredited (2024) – Canada's
benchmark for excellence in
children's recreation and
sport programs



Strategic Priorities



Health & Well-Being

Delivering healthier, safer and more connected communities.

Brampton has invested in recreation, community safety and accessible public spaces that enhance residents' quality of life. Throughout the term, the City expanded recreation opportunities, strengthened partnerships with local school boards, advanced road safety measures, and supported initiatives that contribute to healthier and safer neighbourhoods.

As Brampton continues to grow, the City is advocating for critical investments in health care infrastructure and services to meet the evolving needs of the community. The City is urging the Province of Ontario to expedite final planning and design approvals to complete Brampton's second hospital, establish a comprehensive Cancer Care Centre at Brampton Civic Hospital and support the planning for a future third hospital, including at least 660 additional hospital beds to serve future growth. The City is also supporting sustainable funding for Toronto Metropolitan University's School of Medicine clinical education program to help grow and retain local physicians and strengthen health care services for Brampton residents.

Progress at a Glance

- 8 outdoor ice-skating rinks installed.
- 5 joint-use recreation facilities completed, with 2 additional facilities in progress.
- New and enhanced park amenities, including playground equipment, pathway lighting and restored tennis courts across the city.
- 50 intersections with 360-degree and Licence Plate Recognition cameras.

Recreation & Community Well-Being

- Completed the Parks and Recreation Master Plan Refresh, establishing a framework to guide future recreation investments and respond to Brampton's growing and diverse population.
- Expanded recreation opportunities through partnerships with local school boards, including:
 - o a joint-use cricket pitch
 - o a joint-use turf field
 - o new basketball courts
 - o athletic track improvements
 - o a Collaborative Learning & Technology Centre in Wards 1 and 5

- Expanded year-round recreation opportunities through new outdoor rink installations and enhancements to winter park amenities, including new tennis amenities and winter optimization at Rosalea Park.
 - Completion of Monkton Circle Park and continued progress on Sandalwood Heights Adventure Park and Gore Meadows East Community Park, advancing the delivery of more opportunities for recreation, play and community connection.
-

Safer Communities

- Continued efforts to reduce auto theft through partnerships with Peel Regional Police and public education initiatives.
 - Completed the deployment of intersection camera technology at 50 intersections, equipped with 360-degree cameras and automated licence plate recognition technology. Following the provincial cancellation of the Automated Speed Enforcement program, Council approved the repurposing of existing infrastructure to support new road safety initiatives, including a Noise Camera Pilot and Red Light Camera Program. By 2028, Brampton will have a total of 35 red light cameras.
 - Advanced the Community Safety Action Plan, with all 24 actions on track for completion by the end of the Council term, strengthening coordinated, prevention-focused approaches to community safety and well-being.
 - Grew the Neighbourhood Association Program to 154 affiliated associations and supported 254 resident-led neighbourhood projects, with participating residents reporting increased feelings of safety (89%), belonging (93%), and empowerment (85%).
-

Modern Enforcement

- Council approved the integration of the Second Unit Task Force and Residential Rental Licensing (RRL) functions into a new Rental Compliance Unit, creating a more coordinated approach to proactive, intelligence-led enforcement and supporting safer, more compliant rental housing across Brampton.
- Expanded the RRL Pilot Program city-wide in January 2026, building on the program's initial implementation and supporting more consistent rental compliance across Brampton.



Culture & Diversity

Celebrating culture, creativity and community.

Brampton continued to strengthen its identity as one of Canada's most diverse and culturally vibrant cities by investing in arts and cultural infrastructure, creating more opportunities for local artists, attracting major sporting events and supporting a thriving tourism sector. These investments celebrate Brampton's diverse communities, foster a strong sense of belonging, and contribute to the city's economic and cultural vitality.

Progress at a Glance

- 11 new sport tourism events attracted, bringing 7,000+ visitors from across the country.
- #1 Urban Centre and #2 overall in Canada for Culture Days (2024 and 2025).
- 600+ performances and cultural experiences delivered through Performing Arts.
- Brampton's first Public Art Strategy approved, supporting the delivery and advancement of 80+ public-art projects and installations across the city.
- 8 multi-year agreements secured for marquee festivals through 2026.

Arts & Culture

- Completed the Brampton Arts Walk of Fame Legacy Site, creating a lasting space to celebrate and recognize Brampton's arts and cultural leaders.
- Expanded citywide cultural programming and participation through Culture Days, growing to more than 325 registered programs and events, and launched Brampton Book Week as a new annual celebration supporting Brampton's literary ecosystem in collaboration with FOLD and cultural partners.

- Delivered 600+ performances and cultural experiences through Performing Arts across The Rose, Lester B. Pearson Theatre, Cyril Clark and other performance settings.
 - Approved and began implementing Brampton's first Public Art Strategy, delivering and advancing more than 80 public-art projects and installations across Brampton. This included 20 My Neighbourhood Art Projects, 50 Brampton BOXED installations and a broader portfolio of monuments, memorials, murals and neighbourhood placemaking projects.
 - Invested more than \$2.3 million through the Advance Brampton Fund's Arts & Culture priority area supporting 183 annual grant awards to artists and arts and culture organizations.
 - Strengthened Brampton's arts sector through strategic investment in Brampton Arts Organization, supporting its expansion to 11,225 sq. ft. of downtown creative space including 6,024 sq. ft. dedicated to artist studios.
 - Advanced major cultural infrastructure and institutional priorities, including design work for the new Arts & Culture Centre and preparations for the future transition of the Peel Art Gallery and Museum to the City in 2028.
-

Tourism & Major Events

- Attracted 11 new sport tourism events to Brampton in 2026, bringing 7,000+ visitors to the city and supporting local businesses.
- Successfully secured the 2027 Canadian Ultimate National Championships, attracting 3,000+ visiting participants.
- Invested \$400,000 into the sports events, supporting 50,000+ participants, welcoming 25,000+ visitors and generating more than \$50 million in local economic impact.
- Advanced the Brampton Sport Tourism Strategy by identifying priority sport disciplines and developing direct relationships with local, provincial and national sport organizations prepared to host in Brampton.
- Advanced the Brampton Tourism Strategy by utilizing the Experience Brampton brand to promote key development areas, which includes Arts and Culture, Culinary, Special Events and Sports Tourism.
- Secured multi-year agreements for marquee festivals through 2026, strengthening Brampton's calendar of signature events.
- Advanced the Special Event Permit Program to streamline processes and support more efficient event delivery across the city.



Transit & Connectivity

Building a more connected city through sustainable transportation.

Brampton continued to advance strategic investments in transit expansion, higher-order transit planning and active transportation infrastructure. These initiatives help improve mobility, support sustainable transportation choices and prepare Brampton for future growth. Together, they are laying the groundwork for a more connected, accessible and resilient transportation network.

Progress at a Glance

- 70 buses added to the fleet, including 10 electric buses in 2025 and 60 hybrid/diesel buses in 2024.
- 48.4 km of cycling infrastructure completed.
- 177 active transportation enhancements delivered, including pedestrian crossovers, crossrides, bike parking, repair stands and other safety and accessibility improvements.
- Higher-order transit advanced, including funding commitments toward the tunneled Hazel McCallion LRT extension into downtown Brampton and continued planning with Metrolinx.

Transit Enhancements

- 10 electric buses added in 2025, as well as 60 hybrid and diesel buses added to the fleet in 2024, supporting improved mobility for residents.
- Advanced construction for Züm service on Chinguacousy Road, and planning for future Züm service on Bramalea Road.
- Advanced planning and construction of new Cadetta Johnston Transit Facility.
- Launched an on-demand service pilot.

Higher-Order Transit

- Secured federal and provincial funding commitments towards the tunneled extension of the Hazel McCallion LRT into downtown Brampton.
- Continued collaboration with Metrolinx on planning for the Hazel McCallion LRT and extension, supporting future rapid transit connectivity across Brampton.
- Supported Metrolinx in the construction of the Hazel McCallion LRT to Steeles Avenue and the planning work for the Queen Street – Highway 7 BRT project and Kitchener GO Line Track Expansion.

Active Transportation

- 48.4 km of cycling infrastructure completed, expanding Brampton's active transportation network and providing residents with more connected options for cycling and sustainable travel.
- 177 active transportation enhancements and amenities—including pedestrian crossovers, crossrides, bike parking and repair stands, curb cuts, traffic signals and counters—to improve safety, accessibility, connectivity and the overall user experience across Brampton's active transportation network.
- Completed the Brampton Mobility Plan, establishing a comprehensive framework to guide transportation planning and investment, support sustainable mobility, advance Complete Streets and Vision Zero, and align transportation infrastructure with Brampton's continued growth and development.



BRAMPTON
innovation
DISTRICT

Brampton Innovation

31 Church



Growing Urban Centres & Neighbourhoods

Planning complete communities for today and tomorrow.

As Brampton continues to grow, the City is advancing planning initiatives that support complete, connected and sustainable communities. Throughout the term, the City modernized planning policies, streamlined development processes, advanced housing opportunities and strengthened partnerships to ensure growth is supported by the infrastructure, services and community spaces residents need. From downtown revitalization to new housing and community hubs, these initiatives are helping shape Brampton's neighbourhoods for generations to come.

Progress at a Glance

- Phase 2 of the Online Building Permit Portal completed to cut red tape and expedite building approvals.
- Comprehensive Zoning By-law Review completed.
- Secondary Plan updates and pre-zoning finalized for all Primary Major Transit Station Areas.
- 90% construction completed for Queen Street, including granite paving, as part of the Main/Queen streetscape improvements.
- Successfully collaborated with the Province of Ontario to lift Special Policy Area constraints on CFI/Heritage Theatre Blocks and Southern Blocks redevelopments, to enable the next stages of development approvals and construction for these projects.
- Archaeological Management Plan endorsed by Council.
- New Urban Design Guidelines endorsed by Council.
- Supported approximately 4,500 purpose-built rental units through the City's Purpose-Built Rental Development Charges Incentive Program, helping to advance new rental housing supply in Brampton.
- Supported the development of 500+ new affordable housing units in Brampton through the Housing Accelerator Fund.

Planning for Growth

- Completed the Comprehensive Zoning By-law Review, including the pre-zoning for Major Transit Station Areas to support more efficient, predictable and transit-oriented development.
 - Completed Phase 2 of the Online Building Permit Portal, making the building permit process more accessible and streamlined.
 - Completed and received Council endorsement of the Archaeological Management Plan, strengthening the City's approach to protecting and managing archaeological resources.
 - Heritage Heights Secondary Plan completed and approved.
 - Advanced the Urban Design Guidelines to support high-quality, sustainable and context-sensitive development across Brampton.
 - Advanced development of a new Growth Management Program (GMP) to guide and monitor Brampton's growth in the coming decades.
 - On track to complete the Downtown Interim Strategy, expanding Garden Square, enhancing downtown vibrancy and advancing plans for the Heritage Theatre and Southern Blocks.
 - Design for Ken Whillans Square completed to prepare for construction in 2027.
-

Building Complete Communities

- Advanced affordable housing initiatives through new partnership agreements that secured over 500 affordable housing units, while allocating approximately 4,500 rental units through the Purpose-Built Rental Development Charges Program.
- Continued downtown revitalization through streetscape improvements, public realm planning, the Garden Square redesign and year-round activation programming, including 5,480 square metres of granite installed, downtown infrastructure and public realm improvements.
- Advanced the Riverwalk Flood Protection Project toward construction, strengthening flood resilience while helping unlock opportunities for future growth and revitalization in downtown Brampton.



Environmental Resilience & Sustainability

Protecting Brampton's natural environment and building a more sustainable future.

Brampton continued to advance climate change action and environmental sustainability through investments in cleaner transportation, greener infrastructure, natural asset protection and environmental stewardship. Throughout the term, the City expanded fleet electrification, enhanced parks and natural areas, invested in tree planting and restoration and advanced sustainable infrastructure initiatives that support a resilient city today and into the future.

As Brampton's first net-zero carbon recreation facility, the Susan Fennell Sportsplex demonstrates the City's leadership in climate action and sustainable asset management, achieving a 100% reduction in operational greenhouse gas (GHG) emissions. The retrofit work was completed in 2025, and through advanced energy-efficiency technologies, electrification and renewable energy systems, the retrofit significantly reduced energy consumption while maintaining high-quality recreational services for residents.

Progress at a Glance

- \$516,000 secured through a tree planting grant.
- Tree City of the World designation received (2024).
- Brampton's first Street and Park Tree Inventory completed.
- 44 shade shelters and 4 splash pads delivered through park beautification enhancements.
- Peter J. Marshall Municipal Innovation Award received for the Smart Parks initiative (2026).
- Phase 1 electric bus pilot completed.
- \$2.75 million in provincial and federal funding to restore and enhance Loafer's Lake and Donnelly Ponds.

Greener Fleet & Operations

- Advanced construction of Fire Station 215, incorporating sustainable design features, and supporting the operation of a fully electric fire truck.
- Advanced the procurement of new fire apparatus equipped with idle reduction technology to reduce emissions and fuel consumption during operations.

Parks, Trees & Natural Environment

- Expanded park maintenance via the Parks Beautification Program to support clean, healthy and accessible public spaces across Brampton.
- Advanced playground modernization efforts to support safer and more accessible recreation spaces for residents.
- Earned the prestigious 2024 Tree City of the World designation, recognizing Brampton's commitment to urban forestry and a healthy, sustainable urban forest.
- Secured a \$516,000 tree planting grant, supporting continued investment in Brampton's tree canopy.
- Established the Brampton Urban Forest Management Plan, providing a long-term framework to protect, enhance and grow the City's urban forest.
- Advanced the Smart Parks initiative, modernizing park operations through technology, timely data and automation, including the Grass Maintenance Tracking System, Robotic Lawn Mower Program, Parks and Recreation Construction and Parks Directory Maps, Equip Sport Locker Program and Parks Service Request Dashboard.
- Advanced Brampton's Lake Enhancement Strategy by securing approximately \$2.75 million in provincial and federal funding to restore and enhance Loafer's Lake and Donnelly Ponds, improving wetland and shoreline habitat, biodiversity and climate resilience.
- Expanded the Catch Basin Art environmental education initiative, using public art to raise awareness about stormwater and water protection.
- Advanced stormwater management approvals to support resilient infrastructure and responsible growth.
- Established Brampton's first Road Ecology Program and secured \$1.2 million in provincial funding to advance the Heart Lake Road Wetlands Connectivity Project, improving wetland connectivity, wildlife movement and ecological resilience.
- Secured \$140k through the Federation of Canadian Municipalities (FCM) Local Leadership for Climate Adaptation Funding to undertake the Natural Systems Vulnerability Assessment and Asset Management Planning Project.
- Completed a community-wide Climate Change Risk and Vulnerability Assessment.



Sustainable Transit

- Successfully completed Phase 1 of the City's electric bus pilot, generating valuable insights to inform future fleet electrification and the transition to more sustainable transit.
 - Added 10 electric buses to the fleet in 2025.
 - Advanced planning to support facility electrification retrofits and future electric bus purchases.
-

Litter Reduction

- Strengthened community-led litter reduction efforts through the Litter Reduction Forum, Charter, dedicated webpage and Ready, Set, Collect competition, engaging residents in 105 community cleanup events.



Government & Leadership

Modernizing municipal services and strengthening the way we serve.

Brampton continued to modernize municipal operations through digital transformation, enhanced cybersecurity, workforce initiatives and innovative approaches to service delivery. Throughout the term, the City advanced technology and process improvements that strengthen operational efficiency, support employees and create more responsive, accessible and effective services for residents and businesses.

Progress at a Glance

- Enhanced security for payment card information.
- Court Modernization completed.
- Administrative Penalty System expansion completed.
- 311 Modernization – Phase 1 launched in October 2025

Digital Transformation

- Achieved PCI-DSS 4.0.1 compliance, strengthening the security of payment card information and supporting robust cybersecurity practices.
- Migrated the City's core integration platform to Informatica, creating a more modern and scalable foundation for data integration.
- Advanced the migration to Microsoft Fabric, supporting enhanced data management, analytics and data-driven decision-making.

311 Modernization

The City is modernizing its 311 services to improve how residents access information, submit service requests and receive updates across phone, web and digital channels. As demand for City services grows, the modernization is focused on delivering a faster, more seamless and transparent customer experience.

Phase 1 launched in October 2025 and introduced a modern Interactive Voice Response (IVR) system, enhanced self-service phone menus and SMS notifications. During the 2025–2026 winter season, **44% of incoming calls were resolved through automated messaging**, allowing residents to receive immediate updates without waiting to speak with an agent.

Phase 2 is underway, with a planned early 2027 launch that will introduce web chat, enhanced service request tracking, email status updates, additional language support, expanded digital channels and AI-powered tools.

Workforce & Employee Experience

- Implemented a new Applicant Tracking System in January 2026, modernizing recruitment processes and improving the experience for candidates and hiring teams.
- Approved an Employee Resource Group framework and advanced implementation to support employee connection, engagement and inclusion across the organization.

Modern Offence Resolution Services

- Completed Court Modernization, improving the customer experience and developing a more efficient delivery of services.
- Expanded the Administrative Penalty System, providing a modern, streamlined alternative for resolving offences and reducing pressure on Provincial Offences Court.

Information and Data Governance

- Established the Information and Data Governance Steering Committee to provide strategic oversight of the City's information and data assets.
- Created and implemented two overarching policies to ensure the City's information and data assets are compliant with applicable legislation and regulatory requirements.
- Established an Information and Data Governance Framework to strengthen information governance, privacy and data management practices, mitigate risk, and ensure the effective stewardship of corporate information assets.
- Created the Data Classification standard that was endorsed by the Information and Data Governance Steering Committee.

Notes

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Notes

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Monday 8 to 6
Tuesday 8 to 6
Wednesday 8 to 8

green
machine

scotiabank

Scotiabank

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