November 24, 2015
1:30 p.m. – Regular Meeting

Council Chambers – 4th Floor – City Hall

Members:
City Councillor D. Whillans – Wards 2 and 6 (Chair)
City Councillor G. Dhillon – Wards 9 and 10 (Vice-Chair)
Regional Councillor G. Gibson – Wards 1 and 5
Regional Councillor E. Moore – Wards 1 and 5
Regional Councillor M. Palleschi – Wards 2 and 6
Regional Councillor M. Medeiros – Wards 3 and 4
Regional Councillor G. Miles – Wards 7 and 8
Regional Councillor J. Sprovieri – Wards 9 and 10
City Councillor J. Bowman – Wards 3 and 4
City Councillor P. Fortini – Wards 7 and 8

For inquiries about this agenda, or to make arrangements for accessibility accommodations for persons attending (some advance notice may be required), please contact:
Sonya Pacheco, Legislative Coordinator, Telephone (905) 874-2178, TTY (905) 874-2130
cityclerksoffice@brampton.ca

Note: Some meeting information may also be available in alternate formats upon request.
Agenda
Strategic Plan Implementation Committee

Note: Please ensure all cell phones, mobile and other electronic devices are turned off or placed on non-audible mode during the meeting. Committee Members are prohibited from using phones and other electronic devices during meetings except for tablets and laptops used for meeting agenda business.

1. Approval of Agenda

2. Declarations of Interest under the Municipal Conflict of Interest Act

3. * The following items listed with an asterisk (*) are considered to be routine and non-controversial by the Committee and will be approved at this time. There will be no separate discussion of any of these items unless a Committee Member requests it, in which case the item will not be consented to and will be considered in the normal sequence of the agenda.

   (nil)

4. Previous Minutes

4.1. Minutes – Strategic Plan Implementation Committee – September 18, 2015

5. Announcements

6. Delegations

7. Staff Presentations

8. Reports

8.1. Report from M. Ball, Acting Chief Administrative Officer, dated November 16, 2015, re: Moving Our City Forward: 2016-2018 Strategic Plan (File JB.d).

Recommendation
9. **Other/New Business**

10. **Deferred/Referred Matters**

11. **Notices of Motion**

12. **Correspondence**

13. **Councillors’ Question Period**

14. **Public Question Period**

15. **Closed Session**

16. **Adjournment**
Members Present: City Councillor D. Whillans – Wards 2 and 6 (Chair)
City Councillor G. Dhillon – Wards 9 and 10 (Vice-Chair)
Regional Councillor G. Gibson – Wards 1 and 5
Regional Councillor E. Moore – Wards 1 and 5
Regional Councillor M. Palleschi – Wards 2 and 6
Regional Councillor M. Medeiros – Wards 3 and 4
City Councillor J. Bowman – Wards 3 and 4
City Councillor P. Fortini – Wards 7 and 8

Members Absent: Regional Councillor G. Miles – Wards 7 and 8 (vacation)
Regional Councillor J. Sprovieri – Wards 9 and 10 (other municipal business)

Staff Present: M. Ball, Acting Chief Administrative Officer
P. Simmons, Chief Corporate Services Officer
J. Patteson, Chief Public Services Officer
J. Pitushka, Executive Director, Planning and Infrastructure Services
D. Wilson, Executive Director, Human Resources
P. Honeyborne, Executive Director, Finance and Treasurer
T. Plant, Director, Strategy and Enterprise Services
M. Kralt, Senior Research Analyst, Human Resources
V. Mountain, Advisor, Corporate Development and Strategy
M. McCollum, Manager, Corporate Development and Strategy
N. Haines, Senior Advisor, Communications
R. Beatty, Specialist, Corporate Effectiveness
E. Evans, Deputy Clerk
C. Urquhart, Legislative Coordinator
Minutes
Strategic Plan Implementation Committee

The meeting was called to order at 11:20 a.m. and adjourned at 11:50 a.m.

A. Approval of Agenda

SP006-2015 That the agenda for the Strategic Plan Implementation Committee Meeting of September 18, 2015 be approved, as printed and circulated.

Carried

B. Declarations of Interest under the Municipal Conflict of Interest Act - nil

C. Consent

The following items listed with an asterisk (*) were considered to be routine and non-controversial by the Committee and were approved at one time.

(nil)

D. Previous Minutes

D 1. Minutes – Strategic Plan Implementation Committee – June 18, 2015

The recommendations in the minutes of Strategic Plan Implementation Committee of June 18, 2015 were approved by Council on July 8, 2015.

E. Announcements - nil

F. Delegations - nil

G. Staff Presentations - nil

H. Reports

Marilyn Ball, Acting Chief Administrative Officer, thanked Committee for the feedback regarding the development of the new 2015-2018 Strategic Plan. She noted that the information provided will assist Council with budget considerations and work plan initiatives, and also be helpful to staff in prioritizing projects.

Michelle McCollum, Manager, and Victoria Mountain, Advisor, Corporate Development Strategy, advised that the draft framework had been revised as requested by Committee and the changes were reflected in Appendix A to the report. A draft action plan which provided details on each initiative in the draft framework was presented as Appendix B.

Rob Beatty, Specialist, Corporate Effectiveness, provided an overview of draft action plan highlighting both short and long term strategic goals of each department business plan. He explained that after receiving input from Council, staff involved in preparing the plan will work with staff as required to achieve consistency and to align business and action plans.

Committee discussion took place with respect to the following:
- Opportunities for the River Walk Strategy
- Request for more information on the River Walk Strategy and consideration for inclusion in the Central Area Master Plan
- Details with respect to the removal of Heritage Heights Secondary Plan initiative from the draft Strategic Plan framework
- Status of the shale application and a response from staff that the application is before the Ontario Board
- Availability of staff resources in the Office of Community Engagement to meet the completion dates targeted in the action plan and steps to address any deficiency

In response to the matters raised during discussion, staff advised that reports will be provided at future meetings as follows:
- River Walk Strategy and the request for inclusion in the Central Area Master Plan
- Status of large planning development applications and other projects that are on hold such as the shale application and Heritage Heights Secondary Plan

With respect to the discussion on staff in the Office of Community Engagement, Committee was advised that the full staff complement will be return at the end of September 2015 and additional staff resources will be provided to meet deadlines, if necessary.
The following motion was considered:

SP007-2015

1. That the report from Marilyn Ball, Acting Chief Administrative Officer, dated September 10, 2015, to the Strategic Plan Implementation Committee Meeting of September 18, 2015 re: Strategic Plan 2015-2018 (File JB.d) be received; and

2. That the revised draft framework for the Strategic Plan be endorsed; and

3. That the draft action plan for the Strategic Plan be endorsed; and

4. That staff report back to the Strategic Plan Implementation Committee in November 2015 for approval of the final Strategic Plan.

Carried

I. Other/New Business - nil

J. Deferred/Referred Matters - nil

K. Notices of Motion – nil

L. Correspondence - nil

M. Councillors Question Period

M 1. Regional Councillor Palleschi inquired about the status and timelines of the proposed downtown mobility hub referenced in the draft action plan. Staff advised that the proposal is contingent on the LRT route to the downtown. A report on the downtown mobility hub will be presented in October.

N. Public Question Period

15 Minute Limit (regarding any decision made at this meeting)
O. Closed Session

P. Adjournment

SP008-2015 That the Strategic Plan Implementation Committee do now adjourn to meet again in November 2015, or at the call of the Chair.

Carried

__________________________________
City Councillor D. Whillans, Chair
Date: November 16, 2015  
File: JB.d  
Subject: Moving Our City Forward: 2016-2018 Strategic Plan  
Contact: Marilyn Ball, Acting Chief Administrative Officer 905-874-2066

Overview:

- On September 18, 2015 the Strategic Plan Implementation Committee was presented with a revised framework and draft action plan for the 2016-2018 Strategic Plan.

- The Strategic Plan Implementation Committee endorsed the revised framework and draft action plan, and directed staff to report back in November 2015 with the final Strategic Plan and Action Plan for approval.

- The Strategic Plan and Action Plan have been finalized for approval and are attached as Appendices A and B of this report.

- The Action Plan is aligned with departmental business plans and is fully integrated in the 2016-2018 budget process. It is intended to be a living document and will be updated regularly to reflect progress on initiatives.

- Staff will report to the Corporate Services Committee regarding an ongoing approach to measurement and reporting on the Strategic Plan, which will be based on the content of the Action Plan.

- It is recommended that the Strategic Plan and Action Plan be approved for implementation.

Recommendations:

1. That the report from Marilyn Ball, Acting Chief Administrative Officer, titled "Moving Our City Forward: 2016-2018 Strategic Plan" dated November 16, 2015, to the Strategic Plan Implementation Committee meeting of November 24, 2015, be received;
2. That the Moving Our City Forward: 2016-2018 Strategic Plan, be approved; and
3. That the Moving Our City Forward: 2016-2018 Action Plan, be approved.

Background:

On September 18, 2015 the Strategic Plan Implementation Committee was presented with a revised framework for the 2016-2018 Strategic Plan. The framework included a vision for Brampton, priority areas, outcomes, goals, and initiatives. The four priority areas were: Good Government, Move & Connect, Smart Growth, and Strong Communities.

Staff also presented a draft action plan to accompany the revised framework, providing details on how and when the initiatives identified in the framework would be advanced over this term of Council.

The Strategic Plan Implementation Committee endorsed the revised framework and draft action plan, and directed staff to report back in November 2015 with the final Strategic Plan and Action Plan for approval.

On October 14, 2015, Council ratified the motion of the Strategic Plan Implementation Committee (Council resolution SP007-2015).

Current Situation:

The Strategic Plan and Action Plan have been finalized for approval and are attached as Appendices A and B of this report.

The Action Plan is aligned with departmental business plans and is fully integrated in the 2016-2018 budget process. It has also been updated to reflect current project status.

The Action Plan is intended to be a living document and will be updated regularly to reflect progress on initiatives. Staff will report to the Corporate Services Committee regarding an ongoing approach to measurement and reporting on the Strategic Plan, which will be based on the content of the Action Plan.

Communications

Staff will continue to create appropriate strategies and tactics for internal and external audiences. Communication objectives include:

- creating a broad awareness of this Term of Council's priorities and goals
- building knowledge among staff and the public about the City's key projects and related actions
- strengthening links to budget activities
Corporate Implications:

Financial Implications

Staff resources and costs associated with the development and launch of the Strategic Plan and Action Plan are provided for through existing operating budgets.

Conclusion:

This report presents a Strategic Plan and Action Plan to move Brampton forward during this term of Council. It is recommended that the 2016-2018 Strategic Plan and Action Plan be approved for implementation.

Marilyn Ball
Acting Chief Administrative Officer

Appendices:

Appendix A 2016-2018 Strategic Plan
Appendix B 2016-2018 Action Plan
Appendix C 2016-2018 Strategic Plan Promotional Booklet

Report authored by:

Rob Beatty, Corporate Effectiveness Specialist, Strategic and Enterprise Services
Natalie Haines, Senior Advisor, Strategic Communications
Michelle McCollum, Manager, Corporate Development and Strategy
Victoria Mountain, Advisor, Corporate Development and Strategy
<table>
<thead>
<tr>
<th>vision</th>
<th>Good Government</th>
<th>Move &amp; Connect</th>
<th>Smart Growth</th>
<th>Strong Communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>priority</td>
<td>Brampton is a connected city that is innovative, inclusive and bold.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>outcome</td>
<td>Credible leadership delivers trusted services to make a positive difference for citizens.</td>
<td>Well-planned infrastructure and efficient transit modes shape a liveable city.</td>
<td>Managed growth achieves societal and economic success.</td>
<td>Distinct, lively spaces and activities unite people and business to instill civic pride.</td>
</tr>
<tr>
<td>goal</td>
<td>Practise proactive effective and responsible management of finances, policies and service delivery.</td>
<td>Increase local transit methods to help people access places, goods and services.</td>
<td>Build complete communities to accommodate growth for people and jobs.</td>
<td>Celebrate citizens and create partnerships through arts, culture and social interaction.</td>
</tr>
</tbody>
</table>
| initiatives | • Infrastructure delivery and maintenance strategy  
• Long-term financial strategy  
• Corporate key performance indicators  
• Corporate information management plan  
• Fire campus development  
• Government relations and advocacy  
• Theresa shopping and community centres | • Grow transit services  
• Queen Street rapid transit corridor master plan  
• Trails and pathways, active transportation and cycling strategy | • Official plan review  
  o Plan for affordable and accessible housing options  
  o Protect employment lands | • Arts and culture strategy  
• Festivals and special events strategy  
• Tourism strategy  
• Corporate sponsorship strategy |
| goal | Educate and engage citizens in open and accountable ways that show value and enhance the City’s image. | Build on the strength of existing local and regional networks to expand opportunities for development. | Cultivate economic growth and stability, innovation hubs and foreign investment. | Create connected spaces in the heart of the city for people to live, work and play. |
| initiatives | • Multi-year community engagement plan  
• Annual community satisfaction survey  
• Multi-year ethnic media communications plan  
• Enrich variety of communication channels | • Higher-order transit connections  
• Downtown mobility hub  
• Two-way all-day GO regional partnership and collaboration | • Economic development master plan  
• Attract a university  
• Strategy for youth employment, entrepreneurship and retention  
• Promote economic growth in technology, health and life sciences sectors | • Downtown and central area implementation master plan  
  o Year round farmers market  
• Advance Riverwalk strategy  
• Partnerships with health providers  
  o Brampton Civic Hospital  
  o Peel Memorial Centre for Integrated Health and Wellness  
  o ErinoakKids Centre |
| goal | Invest in a collaborative environment with supportive organizational and governance practices. | Keep people and goods moving efficiently by investing in new infrastructure and maintaining a state of good repair. | Preserve and protect natural and heritage environments with balanced, responsible planning. | Support diversity and enable wellness through health and recreation. |
| initiatives | • Customer service strategy  
• Code of conduct  
• Core business/service delivery reviews  
• Corporate culture  
• Staff attraction and retention strategy | • Transportation master plan  
• GTA west corridor  
• 410 high occupancy vehicle expansion  
• Capital infrastructure repair and replacement | • Environmental master plan  
  o Natural heritage and environmental management strategy  
• Cultural heritage master plan  
• Sustainable development guidelines and thresholds | • Age friendly strategy  
• Youth strategy  
• Diversity and equity strategy  
• Parks and recreation master plan |
APPENDIX B
<table>
<thead>
<tr>
<th>Good Government</th>
<th>Initiative</th>
<th>Action/Description</th>
<th>Status</th>
<th>Completion Date</th>
<th>Lead Dept</th>
<th>Lead Division</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Practise proactive, effective and responsible management of municipal assets and services.</strong></td>
<td>Infrastructure delivery and maintenance strategy</td>
<td>Develop a corporate asset management plan</td>
<td>Pending</td>
<td>2016</td>
<td>Corporate Services</td>
<td>Finance</td>
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<tr>
<td></td>
<td></td>
<td>Improve capital delivery process to enhance performance and accountability</td>
<td>Ongoing</td>
<td>2018</td>
<td>Public Services</td>
<td>Facility Services</td>
</tr>
<tr>
<td></td>
<td>Long-term financial strategy</td>
<td>Develop a long-term financial master plan that adopts best practices for long-term funding.</td>
<td>Ongoing</td>
<td>2016</td>
<td>Corporate Services</td>
<td>Finance</td>
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<tr>
<td></td>
<td></td>
<td>Develop multi-year budgets for both operating and capital budgets</td>
<td>Ongoing</td>
<td>2016</td>
<td>Corporate Services</td>
<td>Finance</td>
</tr>
<tr>
<td></td>
<td>Corporate key performance indicators</td>
<td>Implement a corporate performance measurement dashboard</td>
<td>Ongoing</td>
<td>Phase 1 - 2017, Phase 2 - 2018 &amp; beyond</td>
<td>Chief Operating Office</td>
<td>Strategic and Enterprise Services</td>
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<tr>
<td></td>
<td>Corporate information management plan</td>
<td>Develop and implement corporate information management plan</td>
<td>Ongoing</td>
<td>2017</td>
<td>Corporate Services</td>
<td>Clerks Office</td>
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<tr>
<td></td>
<td>Fire campus development</td>
<td>Plan and design fire service campus.</td>
<td>Pending</td>
<td>2017</td>
<td>Public Services</td>
<td>Fire &amp; Emergency Services</td>
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<tr>
<td></td>
<td>Government relations and advocacy</td>
<td>Build positive intergovernmental relationships and influence the public policy of other government organizations to advance Brampton’s priorities and Strategic Plan goals.</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Chief Administrative Officer</td>
<td>Chief Administrative Officer</td>
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<tr>
<td><strong>Educate and engage citizens in open and accountable ways that show value and enhance the City’s image.</strong></td>
<td>Multi-year community engagement plan</td>
<td>Develop and implement a multi-year community engagement work plan.</td>
<td>Ongoing</td>
<td>2016</td>
<td>Chief Operating Office</td>
<td>Office of Community Engagement</td>
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<tr>
<td></td>
<td></td>
<td>Implement a local government awareness program.</td>
<td>Ongoing</td>
<td>2016</td>
<td>Chief Operating Office</td>
<td>Office of Community Engagement</td>
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<tr>
<td></td>
<td>Annual community satisfaction survey</td>
<td>Conduct an annual community service satisfaction survey.</td>
<td>Ongoing</td>
<td>Annual</td>
<td>Chief Operating Office</td>
<td>Office of Community Engagement</td>
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<tr>
<td></td>
<td>Multi-year ethnic media communications plan</td>
<td>Implement and assess expanded ethnic media communications program and services</td>
<td>Ongoing</td>
<td>2016</td>
<td>Chief Operating Office</td>
<td>Strategic Communications</td>
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<tr>
<td></td>
<td>Enrich variety of communication channels</td>
<td>Review social media strategy and related policies to find opportunities to increase audience involvement</td>
<td>Ongoing</td>
<td>2016</td>
<td>Chief Operating Office</td>
<td>Strategic Communications</td>
</tr>
<tr>
<td><strong>Invest in a collaborative environment with supportive organizational and governance practices.</strong></td>
<td>Customer service strategy</td>
<td>Identify and progressively implement online and other customer service enhancements for residents</td>
<td>Ongoing</td>
<td>2016-2018+</td>
<td>Public Services</td>
<td>Service Brampton</td>
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<td></td>
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<td>Expand customer service excellence training and quality programs across the organization</td>
<td>Ongoing</td>
<td>2018</td>
<td>Public Services</td>
<td>Service Brampton</td>
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<td>Implement the first phase of a full-circle online customer service request solution</td>
<td>Ongoing</td>
<td>2016</td>
<td>Public Services</td>
<td>Service Brampton</td>
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<td></td>
<td>Code of conduct</td>
<td>Update codes of conduct for Council and administration</td>
<td>Ongoing</td>
<td>2016</td>
<td>Corporate Services</td>
<td>Human Resources</td>
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<td></td>
<td>Core business/service delivery reviews</td>
<td>Align corporate policies with the desired corporate values and culture.</td>
<td>Pending</td>
<td>2018</td>
<td>Corporate Services</td>
<td>Human Resources</td>
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<td></td>
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<td>Conduct a corporate-wide core services review</td>
<td>Pending</td>
<td>2016</td>
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<td>Human Resources</td>
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<tr>
<td></td>
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<td>Conduct department and divisional business process reviews</td>
<td>Ongoing</td>
<td>2016-2018+</td>
<td>Chief Operating Office</td>
<td>Strategic and Enterprise Services</td>
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<td></td>
<td>Corporate culture</td>
<td>Develop a corporate culture strategy that engages and reflects the values of City staff</td>
<td>Pending</td>
<td>2016</td>
<td>Chief Administrative Officer</td>
<td>Chief Administrative Officer</td>
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<td>Develop and implement an employee communications strategy</td>
<td>Pending</td>
<td>2016</td>
<td>Chief Operating Office</td>
<td>Strategic Communications</td>
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<td></td>
<td>Staff attraction and retention strategy</td>
<td>Implement a new talent and learning management system to better integrate and deliver services.</td>
<td>Ongoing</td>
<td>2016</td>
<td>Corporate Services</td>
<td>Human Resources</td>
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<td>Review the corporate compensation framework and implement any initiatives identified in the 2015 corporate non-union job descriptions review.</td>
<td>Ongoing</td>
<td>2015</td>
<td>Corporate Services</td>
<td>Human Resources</td>
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<td></td>
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<td>Implement a mental health strategy for staff for the corporation.</td>
<td>Ongoing</td>
<td>2016</td>
<td>Corporate Services</td>
<td>Human Resources</td>
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<tr>
<td>Goal</td>
<td>Initiative</td>
<td>Action/Description</td>
<td>Status</td>
<td>Completion Date</td>
<td>Lead Dept</td>
<td>Lead Division</td>
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<td>Increase local transit methods to help people access places, goods and services.</td>
<td>Grow transit services</td>
<td>Explore funding opportunities to expand ZÜM Bovaird along Airport Road</td>
<td>Ongoing</td>
<td>2018</td>
<td>Public Services</td>
<td>Transit</td>
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<td></td>
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<td>Launch of ZÜM service on Queen West corridor extending the ZÜM service to the Mount Pleasant GO Station</td>
<td>Ongoing</td>
<td>2016</td>
<td>Public Services</td>
<td>Transit</td>
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<td>Complete expansion of the Sandalwood Transit Facility bus storage and administrative spaces</td>
<td>Ongoing</td>
<td>2016</td>
<td>Public Services</td>
<td>Transit</td>
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<td></td>
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<td>Enhance ZÜM services on all four corridors to meet increasing demand and provide a direct link to the TTC subway extension at the Vaughan Metropolitan Centre</td>
<td>Ongoing</td>
<td>2017</td>
<td>Public Services</td>
<td>Transit</td>
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<td>Queen Street rapid transit corridor master plan</td>
<td>Develop the Queen Street transit master plan</td>
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<td>Ongoing</td>
<td>2018</td>
<td>Public Services</td>
<td>Transit</td>
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<td>Trails and pathways, active transportation and cycling strategy</td>
<td>Develop an Active Transportation Plan</td>
<td></td>
<td>Pending</td>
<td>2016</td>
<td>Planning and Infrastructure</td>
<td>Public Works</td>
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<td>Build on the strength of existing local and regional networks to expand opportunities for development.</td>
<td>Higher-order transit connections</td>
<td>Continue to support the implementation of light rail transit as directed by Council</td>
<td>Pending</td>
<td>Beyond 2018</td>
<td>Planning and Infrastructure</td>
<td>Public Works</td>
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<td></td>
<td>Downtown mobility hub</td>
<td>Undertake downtown mobility hub feasibility study</td>
<td>Ongoing</td>
<td>2018</td>
<td>Planning and Infrastructure</td>
<td>Planning Policy and Growth Management</td>
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<td>Develop new urban design guidelines for mobility hubs</td>
<td>Ongoing</td>
<td>2018</td>
<td>Planning and Infrastructure</td>
<td>Planning Policy and Growth Management</td>
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<td></td>
<td>Two-way all-day GO regional partnership and collaboration</td>
<td>Continue to support the initiative to bring two-way all-day GO service</td>
<td>Ongoing</td>
<td>Beyond 2018</td>
<td>Chief Administrative Officer</td>
<td>Chief Administrative Officer</td>
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<td>Keep people and goods moving efficiently by investing in new infrastructure and maintaining a state-of-good-repair.</td>
<td>Transportation master plan</td>
<td>Implement 2015 transportation master plan</td>
<td>Ongoing</td>
<td>Beyond 2018</td>
<td>Planning and Infrastructure</td>
<td>Development Infrastructure</td>
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<td></td>
<td>GTA west corridor</td>
<td>Advocate for the GTA west corridor environmental assessment to be completed</td>
<td>Ongoing</td>
<td>Beyond 2018</td>
<td>Chief Administrative Officer</td>
<td>Chief Administrative Officer</td>
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<td></td>
<td>410 high occupancy vehicle expansion</td>
<td>Advocate for Hwy 410 expansion</td>
<td>Ongoing</td>
<td>2016</td>
<td>Chief Administrative Officer</td>
<td>Chief Administrative Officer</td>
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<tr>
<td>Capital infrastructure repair and replacement</td>
<td>Plan, design and construct capital road infrastructure.</td>
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<td>Ongoing</td>
<td>2018</td>
<td>Planning and Infrastructure</td>
<td>Public Works</td>
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<td></td>
<td>Rehabilitate existing roads, trails/pathways and bridges</td>
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<td>Ongoing</td>
<td>2018</td>
<td>Planning and Infrastructure</td>
<td>Public Works</td>
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<td>Build complete communities to accommodate growth for people and jobs.</td>
<td>Official plan review and secondary plan review</td>
<td>Ongoing</td>
<td>2017</td>
<td>Planning and Infrastructure</td>
<td>Planning Policy and Growth Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Comprehensive zoning by-law conformity review</td>
<td>Pending</td>
<td>2018</td>
<td>Planning and Infrastructure</td>
<td>Planning Policy and Growth Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Review and update design guidelines</td>
<td>Ongoing</td>
<td>2018</td>
<td>Planning and Infrastructure</td>
<td>Planning Policy and Growth Management</td>
<td></td>
</tr>
<tr>
<td>Cultivate economic growth and stability, innovation hubs and foreign investment.</td>
<td>Economic development master plan</td>
<td>Develop the economic development master plan</td>
<td>Pending</td>
<td>2017/18</td>
<td>Chief Operating Office</td>
<td>Economic Development</td>
</tr>
<tr>
<td></td>
<td>Attract a university</td>
<td>Support the work of the Blue Ribbon Panel in its mandate to attract a university</td>
<td>Ongoing</td>
<td>2016</td>
<td>Chief Administrative Officer</td>
<td>Chief Administrative Officer</td>
</tr>
<tr>
<td></td>
<td>Strategy for youth employment, entrepreneurship and retention</td>
<td>Develop and deliver key initiatives in youth engagement and entrepreneurship through Brampton Entrepreneur Centre and Creative Economy Programs. (Note this is a sub-component of a Youth Strategy - refer to Strong Communities)</td>
<td>Ongoing</td>
<td>2016</td>
<td>Chief Operating Office</td>
<td>Economic Development</td>
</tr>
<tr>
<td></td>
<td>Promote economic growth in technology, health and life sciences sectors</td>
<td>Implement a sector-based approach as part of the economic development strategy, capitalizing on recent investment in Healthcare including Brampton Civic Hospital, Peel Memorial Centre for Integrated Health and Wellness and ErinoakKids Centre</td>
<td>Ongoing</td>
<td>2016-2018</td>
<td>Chief Operating Office</td>
<td>Economic Development</td>
</tr>
<tr>
<td>Preserve and protect natural and heritage environments with balanced, responsible planning.</td>
<td>Environmental master plan</td>
<td>Coordinate and prioritize implementation</td>
<td>Pending</td>
<td>2016-2018</td>
<td>Planning and Infrastructure</td>
<td>Planning Policy and Growth Management</td>
</tr>
<tr>
<td></td>
<td>Cultural heritage master plan</td>
<td>Develop the cultural heritage master plan</td>
<td>Pending</td>
<td>2017</td>
<td>Planning and Infrastructure</td>
<td>Planning Policy and Growth Management</td>
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<tr>
<td></td>
<td>Sustainable development guidelines and thresholds</td>
<td>Reline and implement sustainable development guidelines and thresholds</td>
<td>Ongoing</td>
<td>2016-2018</td>
<td>Planning and Infrastructure</td>
<td>Development Services</td>
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<td>Strong Communities</td>
<td>Distinct, lively spaces and activities unite people and business to instill civic pride.</td>
<td>Goal</td>
<td>Initiative</td>
<td>Action/Description</td>
<td>Status</td>
<td>Completion Date</td>
</tr>
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<tr>
<td>Celebrate citizens and create partnerships through arts, culture and social interaction.</td>
<td>Arts and culture strategy</td>
<td>Define strategy for arts and culture in Brampton</td>
<td>Pending</td>
<td>2018</td>
<td>Public Services</td>
<td>Recreation and Culture</td>
</tr>
<tr>
<td></td>
<td>Festivals and special events strategy</td>
<td>Develop and implement a festivals and events strategy to position the City for the future</td>
<td>Pending</td>
<td>2017</td>
<td>Chief Operating Office</td>
<td>Strategic and Enterprise Services</td>
</tr>
<tr>
<td></td>
<td>Tourism strategy</td>
<td>Review existing tourism strategy and develop sport tourism plan</td>
<td>Pending</td>
<td>2018</td>
<td>Chief Operating Office</td>
<td>Economic Development</td>
</tr>
<tr>
<td></td>
<td>Corporate sponsorship strategy</td>
<td>Develop a City-wide sponsorship strategy</td>
<td>Ongoing</td>
<td>2018</td>
<td>Public Services</td>
<td>Recreation and Culture</td>
</tr>
<tr>
<td>Create connected spaces in the heart of the city for people to live, work and play.</td>
<td>Downtown and Central Area implementation master plan</td>
<td>Develop a vision and strategy for the Downtown and Central Area</td>
<td>Pending</td>
<td>Beyond 2018</td>
<td>Planning and Infrastructure</td>
<td>Planning Policy and Growth Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Review the feasibility of developing a year round farmers market</td>
<td>Pending</td>
<td>2018</td>
<td>Chief Operating Office</td>
<td>Festivals and Special Events</td>
</tr>
<tr>
<td></td>
<td>Advance Riverwalk strategy</td>
<td>Continue to develop the downtown Etobicoke Creek revitalization study</td>
<td>Ongoing</td>
<td>2018</td>
<td>Planning and Infrastructure</td>
<td>Development Services</td>
</tr>
<tr>
<td></td>
<td>Coordinated health services</td>
<td>Continue to develop partnerships with health service providers to improve access to programs and services</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Public Services</td>
<td>Recreation and Culture</td>
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<tr>
<td>Support diversity and enable wellness through health and recreation.</td>
<td>Age friendly strategy</td>
<td>Pursue the Provincial age friendly designation</td>
<td>Pending</td>
<td>2018</td>
<td>Planning and Infrastructure</td>
<td>Planning Policy and Growth Management</td>
</tr>
<tr>
<td></td>
<td>Youth strategy</td>
<td>Develop a youth strategy for City services including a strategy for youth employment</td>
<td>Pending</td>
<td>2017</td>
<td>Public Services</td>
<td>Recreation and Culture</td>
</tr>
<tr>
<td></td>
<td>Inclusion and equity strategy</td>
<td>Develop an inclusion and equity committee and program</td>
<td>Ongoing</td>
<td>2018</td>
<td>Public Services</td>
<td>Recreation and Culture</td>
</tr>
<tr>
<td></td>
<td>Parks and recreation master plan</td>
<td>Develop a Parks and recreation master plan and sport facility strategy</td>
<td>Ongoing</td>
<td>2017/18</td>
<td>Planning and Infrastructure</td>
<td>Engineering and Development Services</td>
</tr>
</tbody>
</table>
DRAFT

Moving Our City Forward
2016-2018 STRATEGIC PLAN
This is Brampton’s plan to move the city forward.

Together, City Council and staff pursue a prosperous future for Brampton: to be a connected city that is innovative, inclusive and bold.

This is a modern Strategic Plan, with a four-year focus for a changing, growing city.

City Council is unwavering in their unity of the plan’s four strategic priorities: Good Government, Move and Connect, Smart Growth, Strong Communities. These priorities reflect a common purpose – a collective desire for success in leadership, quality of life, and civic pride.

From door-knocking during the 2015 municipal election, to surveys and tele-Town Halls, to community workshops and staff consultations... City Council and staff are confident they have the right information for Brampton to develop as a municipal leader.
A focused view helps City Council zero-in on initiatives and budget decisions during their term. City staff can better prioritize projects, and know where to support other activities.

Success isn’t just about moving the city forward – it also means knowing how to keep the city moving.

The best leaders build trust and confidence. City Council and staff will do this by fostering meaningful relationships and delivering results.

This Strategic Plan positions the city for successful longer-term planning. This success depends on the actions of City Council and staff. Brampton citizens deserve to enjoy healthy lifestyles in a liveable city.

It means delivering services in new ways. It means listening, learning and collaborating. It means keeping the city moving by thinking ahead.

This Strategic Plan enables all of this to happen. This is Brampton’s plan to move the city forward.
Good Government
Credible leadership delivers trusted services to make a positive difference for citizens.

- Practise proactive, effective and responsible management of finances, policies and services.
- Educate and engage citizens in open, accountable ways that show value and enhance the City’s image.
- Invest in a collaborative culture with supportive organizational and governance practices.
Increase local transit methods to help people access places, goods and services.

Build on the strength of existing local and regional networks to expand opportunities for development.

Keep people and goods moving efficiently by investing in new infrastructure and maintaining a state of good repair.

Move & Connect
Well-planned infrastructure and efficient transit modes shape a liveable city.
Smart Growth
Managed growth achieves societal and economic success.

- Build complete communities to accommodate growth for people and jobs.
- Cultivate economic growth and stability, innovation hubs and foreign investment.
- Preserve and protect natural and heritage environments with balanced, responsible planning.
Strong Communities

Distinct, lively spaces and activities unite people and business to instill civic pride.

- Celebrate citizens and build partnerships through arts, culture and social interaction.
- Create connected spaces in the heart of the city for people to live, work and play.
- Support diversity and enable wellness through health and recreation.