



**Corporate
Strategic Plan
2024**



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Land Acknowledgement



The City of Brampton is located on the traditional territories of the Mississaugas of the Credit, Haudenosaunee, and Wendat Nations who have called this land home since time immemorial. We acknowledge the agreements made in Treaty 19 – the Ajetance Purchase of 1818 – and are committed to our ongoing role in reconciliation through meaningful action rooted in truth, justice, and respect. We are grateful to the original caretakers of this land who have ensured we are able to work, play, and live in Brampton now and in the future.

The City of Brampton has formally adopted the Truth and Reconciliation Commission's Calls to Action; the United Nations Declaration on the Rights of Indigenous Peoples; the National Inquiry into Missing and Murdered Indigenous Women and Girls, and 2SLGBTQIA+ Peoples' Calls to Justice. Through a nation-to-nation approach with our host Nations and urban Indigenous community, the City will utilize the recommendations for municipalities within these reports and frameworks to guide its work of increasing awareness, building capacity, and collaborating on solutions.

The City's relationships with the Indigenous community contribute to the continuing creation of processes for reconciliation that drive economic recovery, social development, and cultural inclusion of the Indigenous community. The City honours the uniqueness of Indigenous knowledge, histories, and traditions, and recognizes their importance in building and supporting an inclusive, successful, innovative, and brighter future for Brampton.

Introduction

Message from the Mayor



Brampton is in the midst of an exciting transformation. What began as the people's vision for an inclusive city that is thriving, vibrant, and innovative is now becoming a reality.

A rapidly evolving city comes with challenges but also presents many new opportunities and potential. Moving one of Canada's fastest-growing big cities forward requires a clear plan for the future. A plan that sets priorities and focuses our efforts on what matters most to the community.

On behalf of City Council, I am pleased to share the City of Brampton's Corporate Strategic Plan for the 2022-2026 Term of Council.

The Corporate Strategic Plan encompasses the ideas, values, and aspirations of the people of Brampton, to prioritize Health & Well-Being; Culture & Diversity; Growing Urban Centres & Neighbourhoods; Transit & Connectivity; Environmental Resilience & Sustainability; and Government & Leadership.

The Plan is our path forward and will direct the City's budgets, master plans, projects, services, and resources.

Thank you to our community, my Council colleagues, and our dedicated City staff for their extensive contributions to this plan. Bringing these priorities to life requires your continued involvement and engagement – through budget engagements or conversations in Council Chambers. Your voices set the foundation for our future planning.

In Brampton, we are visionaries, building a modern and welcoming city everyone can be proud of calling home.

Patrick Brown
Mayor

Message from the CAO



On behalf of the Corporate Leadership Team, I am proud to present the City of Brampton's Corporate Strategic Plan 2022-2026.

Well planned and flourishing communities understand the importance of a long-term vision to guide and inform decision-making and resource management.

As Canada's 9th largest city, our ambitious plan maps our path forward and guides our evolution, growth, and development. This Plan will keep our focus on service delivery, community and Council priorities, and help to deliver strategic initiatives that are important to our future and quality of life.

I want to thank our residents, Council, and committed City staff for their essential input, and for helping prioritize what is important to the residents and communities. The Plan is a culmination of our collective approach toward making Brampton the ideal place to live, work, and play.

City Council and staff are committed to achieving the goals set out in the Strategic Plan. And as part of our commitment, we will be providing regular updates to the community to track our progress and efforts.

We appreciate your ongoing support and welcome your feedback.

Marlon Kallideen
Chief Administrative Officer

Executive Summary

Brampton is one of the fastest-growing and largest cities in Canada and is home to almost 700,000 residents. Brampton residents have bright aspirations for the City's future – a place to live, work, and play – as imagined in the *Brampton 2040 Vision: Living the Mosaic*. The Vision is transformational with outcomes that require thoughtful planning, innovation, and resilience. The City's plans for the future are guided and structured by a strategic framework¹ designed for the form and function of a high-performing municipality. A key component of the strategic framework is the Corporate Strategic Plan (the Plan) – the City's most comprehensive document created to shape strategic planning, service delivery, and decision-making.

The development¹ of the Plan began in 2022 with consultations, collaborations, and inputs from Council, the community, and City staff. It is a living plan that is grounded by 6 focus areas that will guide the City's work through the 2022-2026 Term of Council and toward the outcomes of the Brampton 2040 Vision.

The focus areas include *Health & Well-Being, Culture & Diversity, Growing Urban Centres & Neighbourhoods, Transit & Connectivity, Environmental Resilience & Sustainability and Government & Leadership*. These areas organize the City's strategic priorities, initiatives, and services aimed at delivering the outcomes of the Vision.

The Plan articulates how the City will progress from where it is today to where it wants to be by the end of the term. This document recounts the importance of a strategic plan, why Brampton needed a Corporate Strategic Plan, and the history of how it was created.

Our focus is people. Our Plan is about people.

¹ Refer to the Appendix for more information

Region of Peel Transition & What it Means for Brampton

In May 2023, the Province of Ontario introduced Bill 112, the Hazel McCallion Act, with a Transition Board and intent to dissolve the Region of Peel – leaving Brampton, Caledon, and Mississauga to operate as single-tier municipalities.

In January 2024, a modified mandate recalibrated the scope of the Transition Board's direction from the dissolution of a local government to the organization and modernization of a regional municipality that is efficient and responsive to the needs of residents and taxpayers. More specifically:

- accelerating the building of homes
- reducing duplication and bureaucracy
- ensuring the continuity of services
- value for money – financial sustainability and high-quality services

The Transition Board will provide recommendations for the proposed transfer of these services from the Region of Peel to the City of Brampton:

- Land Use Planning
- Water and Wastewater (including stormwater)
- Regional Roads
- Waste Management

As the City prepares for the proposed transfer of services, important work is underway with partners and stakeholders to ensure Brampton's fair share and minimize the impact on Brampton residents. Our focus continues to be on our residents, communities, and strategic priorities to ensure a smooth transition and optimal service delivery. We are prepared and flexible to adapt and adjust to new priorities that emerge as a result of the transition. The Corporate Strategic Plan will be reviewed, evaluated, and modified – if required in 2025 – to ensure that the needs of Brampton's residents, businesses, and communities are prioritized.



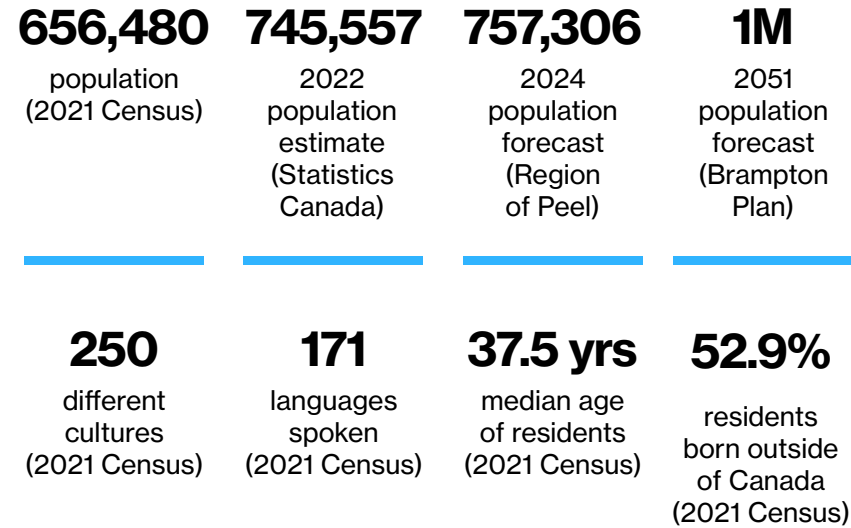
Brampton Is

To plan for Brampton's future, we need to begin with an understanding of where Brampton came from and where it is today.

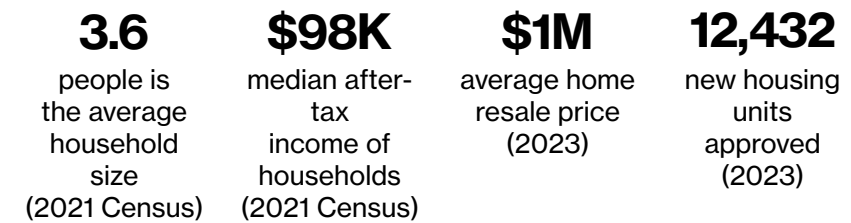
Located on the traditional territories of the Mississaugas of the Credit, Haudenosaunee and Wendat Nations, Brampton evolved from a settlement in the early 1800s to an officially designated city in 1974.

Today, Brampton is Canada's 9th largest city and the fastest growing of Canada's largest 25 cities, as well as the Greater Toronto Area's third largest and Ontario's fourth largest. Its population is young and diverse and continues to grow with high immigration levels, on course for one million residents by 2051. Brampton is located in the middle of Canada's Innovation Corridor and has become an economic powerhouse with strong manufacturing, logistics, and entrepreneurial sectors. It also has flourishing parks and green spaces, with multiple valleys and watercourses traversing the city, such as the Credit River, Fletcher's Creek, and Etobicoke Creek.

Our Residents



Our Households

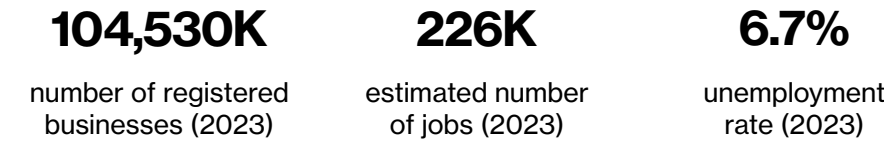


At 1.9%, the City portion of the tax bill is below the September 2023 rate of inflation (3.8%) – this is the lowest increase in the GTA

Municipality	Net Levy Per Capita
Whitby	\$1,995
Oakville	\$1,899
Guelph	\$1,882
Burlington	\$1,850
Cambridge	\$1,792
Mississauga	\$1,776
Caledon	\$1,771
Vaughan	\$1,753
Hamilton	\$1,744
Oshawa	\$1,724
Average	\$1,680
Toronto	\$1,678
Windsor	\$1,628
Halton Hills	\$1,627
London	\$1,589
Markham	\$1,518
Kitchener	\$1,456
Brampton	\$1,396
Milton	\$1,169

Source: BMA Municipal Study 2023

Our Economics



Our Environment

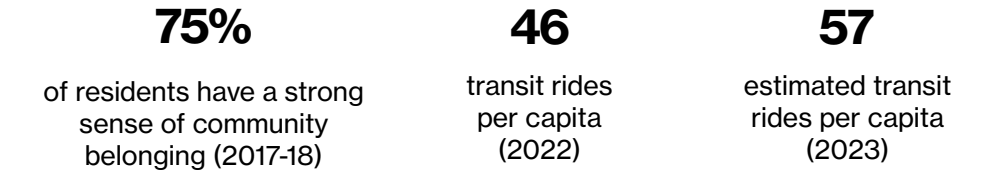


32.7%

of residents use sustainable modes of travel – walking, cycling, etc. (2016 Transportation Tomorrow Survey)

Brampton's rapid growth comes with new opportunities – once considered a suburban bedroom community for people working in adjacent cities to a now bustling city with housing demands exceeding supply. In March 2023, the City announced the Brampton Housing Pledge – the City's commitment to the Provincial goal of 1.5M new housing units by 2031 – and our specific municipal target of 113K new homes. Our Pledge comprises an innovative roadmap with commitments to expedite and ensure greater access to safe and affordable homes where residents can live, grow, and thrive.

Our Community



4

recreation complexes
per 100,000 residents
(2023)

1.8M

participant hours spent in
registered recreation programs
(2023)

Rapidly growing cities across the country and globe like Brampton are grappling with the effects of climate change, pollution, and inflation, all of which profoundly impact the well-being of residents. The intensification of extreme weather events and increased temperatures contribute to a heightened vulnerability to natural disasters in urban areas. Simultaneously, pollution, often stemming from industrial activities and vehicular emissions, not only jeopardizes air and water quality but also poses severe health risks for urban populations. The economic strain induced by inflation further exacerbates this. Amidst all of this, access to health care emerges as a critical need. Brampton must prioritize a robust health care system that provides equitable access to care, ensuring the resilience and well-being of the community. Our Strategic Plan addresses these critical issues with initiatives focused on environmental resilience & sustainability, transit & connectivity, and health & well-being.

Brampton 2040 Vision

The Brampton community created a vision for the future of their city in the Brampton 2040 Vision (the Vision). In 2017-2018, more than 13,000 residents, business owners and local community groups participated in creating the Vision, and it has since informed and been elaborated upon through the City's various plans.

The community envisions Brampton as a modern, inclusive, world-class city where residents establish deep roots, live, work, play, and prosper. The Corporate Strategic Plan defines how the City will get from where it is today to this Vision. View the full *Brampton 2040 Vision: Living the Mosaic* online at www.brampton.ca/2040vision

Brampton Plan

The Brampton Plan is the City's official plan for land use and growth management. It extends the Brampton 2040 Vision to 2051. It is another key input in the development of the City's Corporate Strategic Plan. View the full draft Brampton Plan online at www.brampton.ca/bramptonplan.



Our Council

The City of Brampton has an elected Mayor and 10 members of Council who represent the 10 wards within the city. Municipal Councils are responsible for the governance and oversight of service delivery to support the community at the municipal level. Our City Council sets the direction for the City's Corporate Strategic Plan.

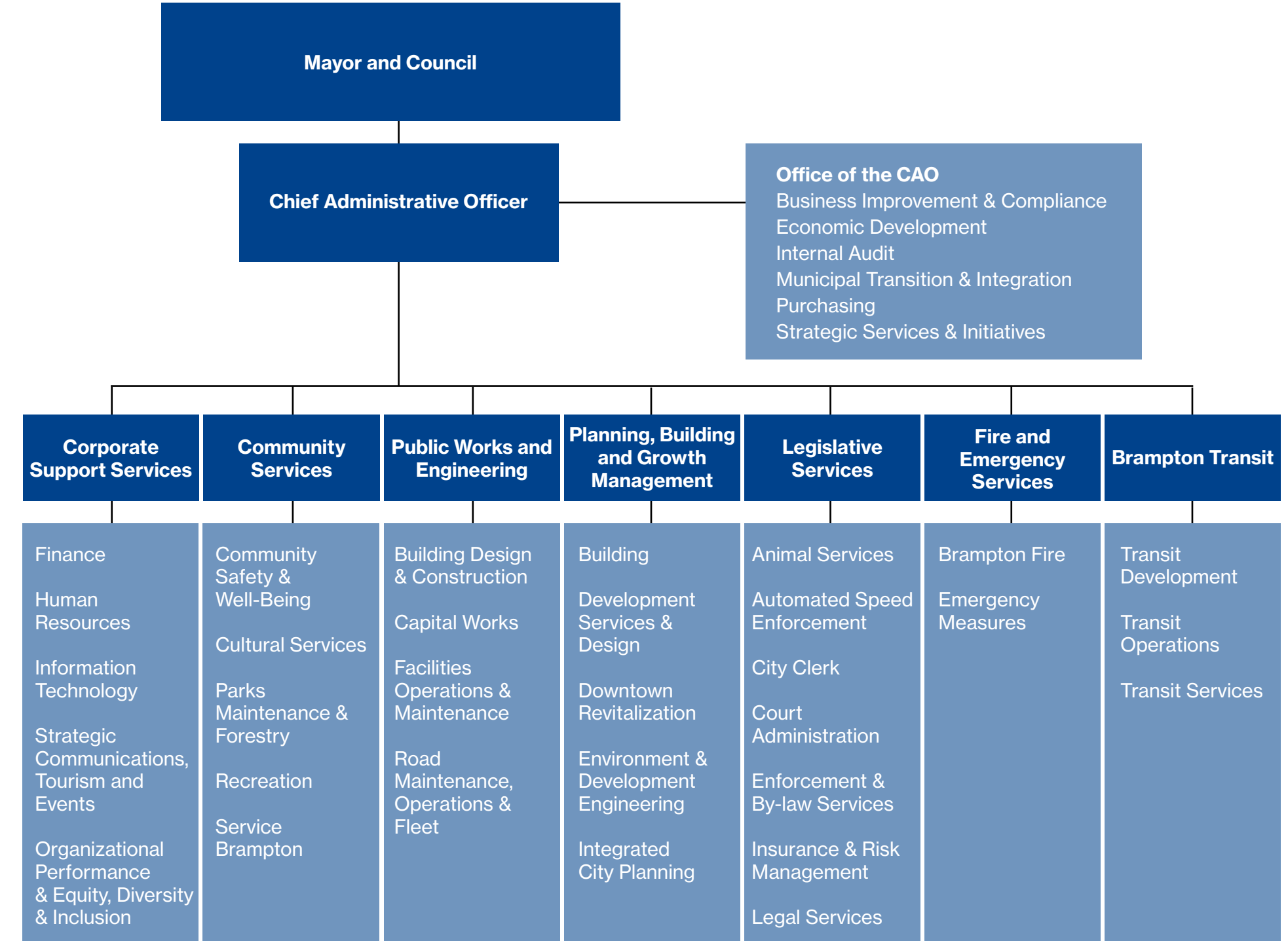
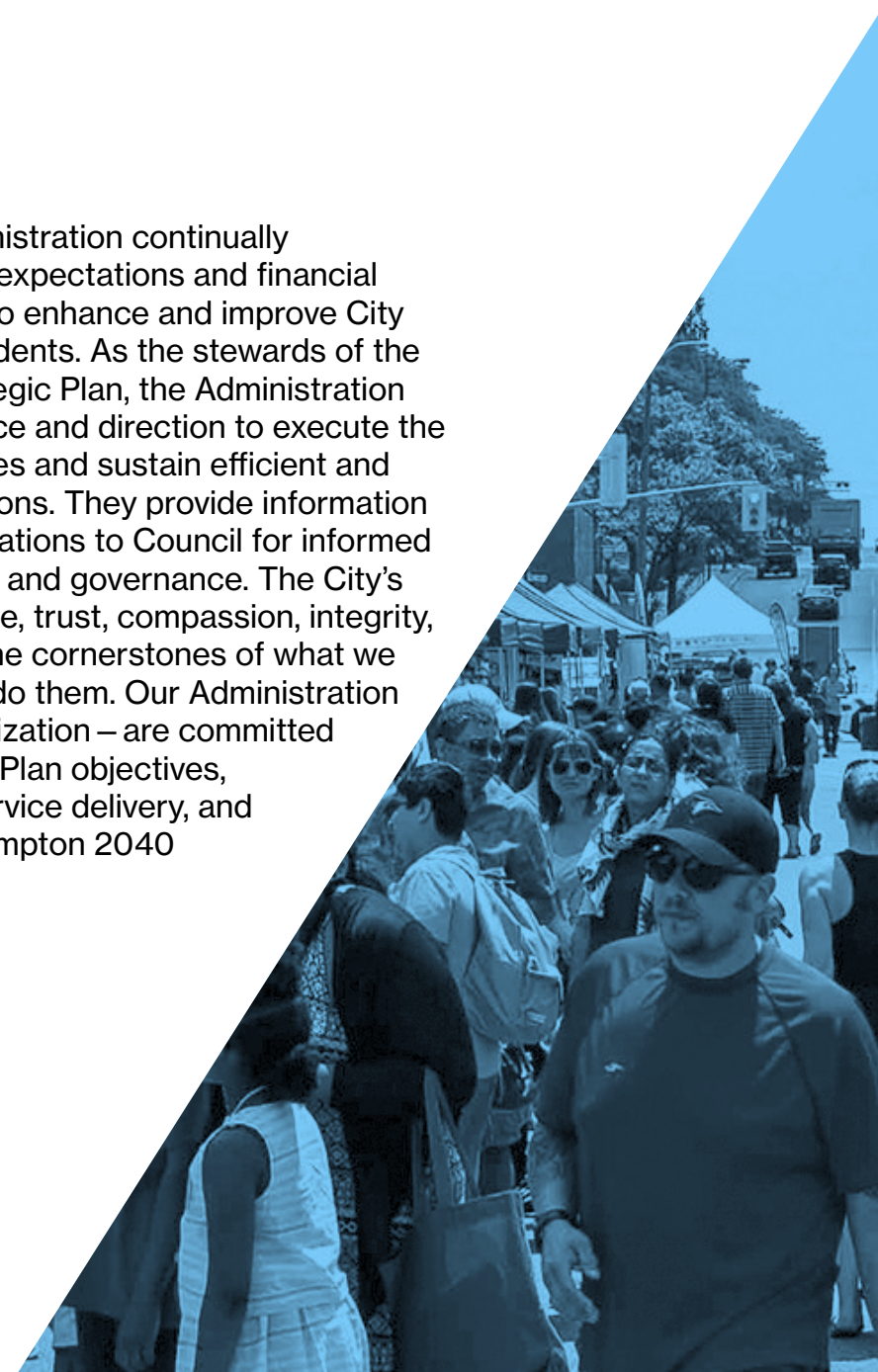


Left to right, top row: Martin Medeiros (Regional Councillor Wards 3 & 4), Harkirat Singh (City Councillor Wards 9 & 10, Deputy Mayor), Michael Palleschi (Regional Councillor Wards 2 & 6), Gurpartap Singh Toor (Regional Councillor Wards 9 & 10), Paul Vicente (Regional Councillor Wards 1 & 5), Rod Power (City Councillor Wards 7 & 8)

Left to right, bottom row: Dennis Keenan (Regional Councillor Wards 3 & 4), Navjit Kaur Brar (Regional Councillor Wards 2 & 6), Patrick Brown (Mayor), Rowena Santos (Regional Councillor Wards 1 & 5), Pat Fortini (Regional Councillor Wards 7 & 8)

Our Administration

The City's Administration continually balances public expectations and financial responsibilities to enhance and improve City services for residents. As the stewards of the Corporate Strategic Plan, the Administration provides guidance and direction to execute the Plan's deliverables and sustain efficient and effective operations. They provide information and recommendations to Council for informed decision-making and governance. The City's values of courage, trust, compassion, integrity, and equity are the cornerstones of what we do and how we do them. Our Administration – and our organization – are committed to achieving the Plan objectives, excellence in service delivery, and bringing the Brampton 2040 Vision to life.



Reading The Plan

Brampton's Corporate Strategic Plan outlines how the City will transform Brampton from where it is today, to where its residents want it to be in the future. The Plan is structured by 6 focus areas with concentrated themes and outcomes that align with the Brampton 2040 Vision.

Focus Areas



Health & Well-Being
We are focusing on citizens' belonging, health, wellness, and safety.



Culture & Diversity
We are focusing on cultural diversity, cross-cultural understanding, and supporting artistic expression and production.



Growing Urban Centres & Neighbourhoods
We are focusing on an economy that thrives with communities that are strong and connected.



Transit & Connectivity
We are focusing on transportation and a connected infrastructure that is safe, convenient, efficient, and sustainable.



Environmental Resilience & Sustainability
We are focusing on nurturing and protecting our environment for a sustainable future.



Government & Leadership
We are focusing on service excellence with equity, innovation, efficiency, effectiveness, accountability, and transparency.

The next section summarizes our strategic priorities, initiatives, and services that will progress focus area outcomes within the 2022-2026 Term of Council. Refer to the descriptions to navigate and understand the Corporate Strategic Plan.

Our Council recognizes that some strategic priorities require enhanced levels of service and resourcing – these are identified with a green dot ●. We will direct our budgets and staffing resources to these priorities to effect impact and achieve outcomes within this term.

Our Council is aware of the investments, efforts, and service levels that will bring all other initiatives to closure as planned. As directed by Council, the City will commit the resources available to complete all of the strategic priorities.

Our strategic priorities, initiatives, and projects aim to achieve the outcomes of the focus areas and make Brampton a great place to live, work, and play. Each of the priorities directs and guides our Administration's service plans and budgeting for this Term of the Council.

Health & Well-Being

We are focusing on citizens' belonging, health, wellness, and safety.

We are striving to achieve

- Advancements in poverty and food security advocacy
- Safety
- Minimized nuisances
- Sense of community belonging
- Social, economic, health, and environmental equity
- Physical and mental wellness
- Sports and recreational opportunities
- Support of aging residents

the FOCUS AREA is a concentrated theme aligned to Brampton 2040 Vision

the OUTCOMES are what the City will achieve over a duration of time within each focus area

Improve Safety ●

To inspire citizen engagement and coordinated action to strengthen and sustain community safety through education, prevention, intervention, and enforcement.

Influential Frameworks and Plans

- Community Safety Action Plan
- Fire Master Plan

Indicators

Crimes Against Property per 100,000 Population (Crime Rate)	Decrease
Compliance with By-Law Violation Notices (Excluding Parking Offences)	Increase
Motor Vehicle Collision Rate	Decrease

Services

Animal Care Services	Fire Prevention
Building Regulations & Permit Approvals	Licensing Issuance & Inspections
Community Safety & Well-Being Coordination	Municipal By-law Enforcement
Court Administration	Parking
Development Engineering & Construction	Prosecutions
Emergency Management & Business Continuity	Roads
Facilities Management	Security Services
Fire & Emergency Response	Stormwater Management

Initiatives

Fire and Emergency Services Inspection Program Enhancement

The implementation of a routine residential and commercial inspection program will reduce the likelihood and magnitude of fires occurring.

In this Term of Council, we anticipate the completion of:

- Dedicated Residential Inspection Team
- Commercial Property Inspections Program (for over 100,000 sq. ft.)

Estimated Overall Cost \$1.6M

Legend: ■ Term Initiative ■ Multi-term Initiative

this is a STRATEGIC PRIORITY for the 2022-2026 Term of Council that will progress the focus area and achieve outcomes

these are the CITY'S EXISTING PLANS that are most relevant to the strategic priority—refer to the Appendix for a full list

examining these KEY MEASURES gauge our progress for the strategic priority and focus area outcomes

these are the most relevant CITY SERVICES that assist in achieving the strategic priority—refer to the Appendix for a full list

this is a COUNCIL-APPROVED transformative initiative to achieve the strategic priority (subject to budget approvals)

these PROJECTS are scheduled for completion within the 2022-2026 Term of Council (see annual budget for more information)

this is a COST ESTIMATE for the life and completion of this initiative and is subject to budget approvals (approved budgets are noted where total costs are to be determined)

Strategic Priorities



Health & Well-Being

We are focusing on citizens' belonging, health, wellness, and safety.

We are striving to achieve:

- Advancements in poverty and food security advocacy
- Safety
- Minimized nuisances
- Sense of community belonging
- Social, economic, health, and environmental equity
- Physical and mental wellness
- Sports and recreational opportunities
- Support of aging residents

Improve Safety ●

To inspire citizen engagement and coordinated action to strengthen and sustain community safety through education, prevention, intervention, and enforcement.

Influential Frameworks and Plans

Community Safety Action Plan
Fire Master Plan

Indicators

Crimes Against Property per 100,000 Population (Crime Rate)
Compliance with By-Law Violation Notices (Excluding Parking Offences)
Motor Vehicle Collision Rate

Desired Trend

Decrease
Increase
Decrease

Services

Animal Care Services	Fire Prevention
Building Regulations & Permit Approvals	Licensing Issuance & Inspections
Community Safety & Well-Being Coordination	Municipal By-law Enforcement
Court Administration	Parking
Development Engineering & Construction	Prosecutions
Emergency Management & Business Continuity	Roads
Facilities Management	Security Services
Fire & Emergency Response	Stormwater Management

Initiatives

Fire and Emergency Services Inspection Program Enhancement

The implementation of a routine residential and commercial inspection program will reduce the likelihood and magnitude of fires occurring.

In this Term of Council, we anticipate the completion of:

- Dedicated Residential Inspection Team
- Commercial Property Inspections Program (for over 100,000 sq. ft.)

Estimated Overall Cost \$1.6M Term Initiative Multi-term Initiative

Automated Speed Enforcement (ASE) Program

The City of Brampton is expanding its automated speed enforcement program through the establishment of a new ASE Processing Centre and increasing the City's ASE camera portfolio to a total of 185 cameras. Brampton's Processing Centre will process more ASE camera images, in anticipation of deterring speeding and increasing road safety. In addition, the new facility will operate as a regional processing centre to support municipalities across Ontario.

In this Term of Council, we anticipate the completion of:

- Purchase of Facility at 175 Sandalwood Parkway
- Automated Speed Enforcement (ASE) Processing Centre Systems Design and Implementation
- Procurement and Installation of 185 ASE Cameras
- Secure and Implement the Municipal Partners Program

Estimated Overall Cost \$43.1M Term Initiative Multi-term Initiative

Traffic Cameras at Intersections Pilot Project

The project will include installation of high resolution traffic cameras at 50 traffic intersections in the City, with the goal to deter crime. Utilizing this kind of technology can enable more effective and efficient inquiries and investigations related to community safety and security.

In this Term of Council, we anticipate the completion of:

- Request to Begin Procurement Report
- Camera Procurement
- Camera Installation (Q3 2024)

Estimated Overall Cost \$12.2M Term Initiative Multi-term Initiative



Second Unit Task Force Administration

The Second Unit Task Force assists with the investigation of illegal dwelling units in multi-unit houses and lodging houses to ensure by-laws, relevant codes, and safety standards are met.

In this Term of Council, we anticipate the completion of:

- Rental Housing Licensing Program
- Dedicated Second Unit Task Force
- Secondary Suites Compliance Review

Estimated Overall Cost \$631K Term Initiative Multi-term Initiative

Community Safety Projects

Community safety projects will address resident safety concerns, ensure access to resources, and enhance one's sense of belonging in the community.

In this Term of Council, we anticipate the completion of:

- Home and Property Crime Prevention Guide
- Neighbourhood Association Guide
- Community Safety & Well-Being Volunteer Program

Estimated Overall Cost \$533K Term Initiative Multi-term Initiative

Auto Theft Reduction Measures

Working with Peel Regional Police (PRP) and Peel Crime Stoppers to reduce auto theft through the combination of advocacy, awareness, education, and practical measures – including sourcing, purchasing, and distributing signal-blocking pouches to residents in five pilot areas across the city.

In this Term of Council, we anticipate the completion of:

- Report on the Effectiveness of the Pilot Program
- Offer Recommendations to Reduce Auto Theft in Brampton
- Continued Advocacy

Estimated Overall Cost \$50K Term Initiative Multi-term Initiative

Animal Services Facility + Environmental Education Centre

A joint complex for the new Animal Shelter, Environmental Education Centre, and proposed community spaces where residents safely coexist with wildlife and natural ecosystems, and commit to environmental resilience and responsibility. An estimated cost for the design phase of this initiative has been established with the cost of construction to be determined.

In this Term of Council, we anticipate the completion of:

- Animal Service Facility (design)
- Environmental Education Centre (design)

Estimated Overall Cost \$3.5M Term Initiative Multi-term Initiative

Improve Health Care Infrastructure ●

To take specific advocacy actions to improve health care opportunities within the City.

Influential Frameworks and Plans

N/A

Indicators

Number of In-Patient Hospital Beds Per 100,000 Population

Desired Trend

Increase

Emergency Department Visits

Decrease

Services

Corporate Governance

Initiatives

Peel Memorial Hospital Redevelopment

Peel Memorial Centre for Integrated Health and Wellness is an ambulatory care centre providing life-changing health care services including day surgeries and procedures, child and youth mental health programs, seniors wellness and rehabilitation, dialysis, a 24/7 urgent care centre, and other health care services that keep people healthy and reduce hospital re-admissions. To expand inpatient capacity in Brampton, the Ontario Government has committed to major redevelopment of Osler's Peel Memorial site, including up to 350 inpatient beds and a second Emergency Department to serve the community. The City has committed up to \$125M – raised through a 1% annual hospital levy – to cover 50% of the local share cost.

In this Term of Council, we anticipate the completion of:

- Selection of a Contractor and Construction to Begin

Estimated Overall Cost \$125M Term Initiative Multi-term Initiative

Toronto Metropolitan University Medical School

In early 2023, the City and the Toronto Metropolitan University (TMU) reached an agreement to locate a new School of Medicine in the Bramalea Civic Centre. It is scheduled to open in September 2025 and will support undergraduate medical students and post-graduate residencies.

In this Term of Council, we anticipate the completion of:

- Relocation of City of Brampton Operations and Third-Party Tenants (complete)

Estimated Overall Cost \$7.3M Term Initiative Multi-term Initiative

Advance Recreational Spaces & Programs ●

To invest in recreational opportunities to encourage active and healthy lifestyles.

Influential Frameworks and Plans

Parks and Recreation Master Plan
Recreation Renewal Strategy

Indicators

Usage of the City's Recreation and Community Facilities

Desired Trend

Increase

Square Meters of Public Indoor Recreation Space Per Capita

Increase

Services

Facilities Management
Parks, Forestry & Open Spaces
Recreation Services



Initiatives

Partnerships with School Boards

In partnership with Peel District and Dufferin Peel Catholic District School Boards, several projects are underway to provide the community and school boards with joint amenities, for learning, technology, and joint field use.

In this Term of Council, we anticipate the completion of:

- Collaborative Learning and Technology Centre at Central Peel Secondary (complete)
- Joint-use Cricket Pitch at Turner Fenton Secondary School
- Track revitalization at Sandalwood Heights Secondary School (complete)
- Joint-Use Turf Field, Track and Basketball at Central Peel Secondary School (complete)

Estimated Overall Cost \$6.8M Term Initiative Multi-term Initiative

Century Gardens Youth Hub

The City is building a Youth Hub to provide a one-stop-shop for youth leadership opportunities and access to health care, education, employment, career, and social services. The existing Lawn Bowling Clubhouse and lawn bowling pitch will be replaced with a Community Youth Hub facility with supporting outdoor multi-purpose activity spaces.

In this Term of Council, we anticipate the completion of:

- Century Gardens Youth Hub (design and construction)

Estimated Overall Cost \$19.5M Term Initiative Multi-term Initiative

Recreation Centre Revitalization

The City is advancing several construction projects of new and enhanced multi-use recreation facilities for year-round programming across Brampton.

In this Term of Council, we anticipate the completion of:

- Embleton Community Centre (design and construction)
- Chris Gibson Revitalization (design and construction)
- Victoria Park Arena Sports Hall of Fame (design and construction)
- Howden Recreation Centre (land acquisition, design, and construction)
- Bramalea Tennis Club Expansion (complete)
- Rosalea Tennis Club Expansion (design and construction)
- Balmoral Recreation Centre (design and construction)

Estimated Overall Cost \$293.9M Term Initiative Multi-term Initiative

Winter Recreation Amenity Optimization

By optimizing our amenities, recreation sports and activities will be available in the winter season. These enhancements will also provide temporary outdoor skating/ice hockey rinks for use during the winter season across the city. Local businesses will have the opportunity to sponsor the rink boards within these amenities. The estimated overall cost includes outdoor rink installations and winter optimization for tennis and cricket.

In this Term of Council, we anticipate the completion of:

- Outdoor Rink Installations at Boreham Park, Duggan Park, Peel Village Park, Amore Italian Park and Major William Sharpe Park
- New Cricket Dome and Winter Optimization at Earnscliffe Park
- New Tennis Amenities and Winter Optimization at Rosalea Park for Youth

Estimated Overall Cost \$11M Term Initiative Multi-term Initiative

Improve Well-Being & Belonging ●

To achieve an empowered and connected Brampton where everyone feels safe, has a sense of belonging, and has their needs met.

Influential Frameworks and Plans

Age-Friendly Strategy and Action Plan
Community Safety Action Plan

Indicators

	Desired Trend
Sense of Belonging to Local Community	Increase
Friends of the Community Safety and Well-Being Office	Increase

Services

Arts & Culture	Community Safety & Well-Being Coordination
City Planning	Facilities Management
	Recreation Services

Initiatives

Parks and Recreation Master Plan Refresh

In 2023, the City will be undertaking a five-year review and update of the 2017 Council-endorsed Parks and Recreation Master Plan.

In this Term of Council, we anticipate the completion of:

- Council Engagement Sessions (complete)
- Public Engagement Sessions (complete)
- Final Draft of the Master Plan

Estimated Overall Cost \$200K ■ Term Initiative □ Multi-term Initiative

New Park Development

Additional park amenities such as pickleball, tennis, cricket, and adult fitness to promote active and healthy lifestyles for all residents.

In this Term of Council, we anticipate the completion of:

- Monkton Circle Park Community Survey (complete)
- Monkton Circle Park (new amenity, design, and construction)
- Sandalwood Heights Adventure Park (design and construction)
- Gore Meadows East Community Park (design and construction)
- Eldorado Park Improvements (construction)

Estimated Overall Cost \$50M □ Term Initiative ■ Multi-term Initiative

Community Well-Being Projects

Community safety and well-being projects will empower residents and build their capacity to act and enhance well-being in their neighbourhoods. These projects will increase resident opportunities to participate and connect with the community.

In this Term of Council, we anticipate the completion of:

- Neighbourhood Profiles
- Community Safety Quadrant Connections (staff liaisons for neighbourhoods)
- Community Safety & Well-Being Office Newsletter
- Annual Community Safety and Well-Being Survey
- Community-Wide Garage Sale Weekend

Estimated Overall Cost \$150K □ Term Initiative ■ Multi-term Initiative



Culture & Diversity

We are focusing on cultural diversity, cross-cultural understanding, and supporting artistic expression and production.

We are striving to achieve:

- A community and organization where we value and leverage diversity
- A City where services meet residents' diverse needs
- Diversity in arts and culture
- Local, accessible, and sustainable cultural activities and spaces
- Talent retention in arts and culture
- Celebration of Indigenous heritage and culture
- Preservation of heritage
- An established tourism destination

Support Diverse Businesses, Artists, and Community Members

To expand and promote equity, diversity, and inclusion in economic, social, and cultural opportunities.

Influential Frameworks and Plans

Culture Master Plan
Public Art Strategy

Indicators

Number of Artists and Arts Specialists Engaged in Cultural Services Programs

Desired Trend

Increase

Diverse Suppliers Invited to Invitational Procurements

Increase

Services

Arts & Culture
Community Grants
Economic Development

Events & Protocol
Legal Support, Counsel & Advocacy
Procurement

Initiatives

Arts and Culture Sector Resources

This initiative aims to ensure that the necessary resources are in place to support Brampton's cultural ecosystem. The cost of this initiative includes the five-year start-up and implementation of the Brampton Arts Organization (BAO) and does not include grants distributed under the Advance Brampton Fund.

In this Term of Council, we anticipate the completion of:

- Advance Brampton Fund Distribution
- Brampton Arts Organization (BAO) Development

Estimated Overall Cost \$4.9M Term Initiative Multi-term Initiative

Sustainable Procurement Program

The Sustainable Procurement Program includes various programs and projects to increase procurement opportunities for equity-deserving groups, improve wage fairness, and training and employment opportunities for Brampton construction contracts. This initiative will extend beyond the term and the estimated cost is specific to the Fair Wage and Community Benefits policy associated with the feasibility assessment and policy development by a third party.

In this Term of Council, we anticipate the completion of:

- Supply Chain Diversity Program
- Fair Wage Policy
- Community Benefits Policy
- Review Diverse Supplier Program

Estimated Overall Cost \$171K Term Initiative Multi-term Initiative

Support Indigenous Heritage & Culture

To promote reconciliation, and ensure Indigenous culture, knowledge, and heritage are celebrated.

Influential Frameworks and Plans

Truth and Reconciliation Commission (TRC) Framework and Action Plan
(Note: this is not a City plan)

Indicators

City's Commitment to TRC and UN Declaration on the Rights of Indigenous People

Relationships with Host Nations

Partnerships with Indigenous Organizations

Desired Trend

Increase

Increase

Increase

Services

Arts & Culture
City Planning
Corporate Governance
Events & Protocol

Initiatives

Support Indigenous Relations

This initiative aims to develop and foster Indigenous relations within the community and support the implementation of the Truth and Reconciliation (TRC) Call to Action, United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Murdered and Missing Indigenous Women and Girls.

In this Term of Council, we anticipate the completion of:

- Truth And Reconciliation Framework And Action Plan (draft)
- Duty to Consult Framework (tracking system, accommodation, outreach, engagement and collaboration)
- Advisory Circle
- Indigenous Employee Circle
- Staff Learning
- Canadian Council for Aboriginal Business Membership
- Progressive Aboriginal Relations Certification Program
- Opportunities (partnerships and procurement) for Indigenous Economic Recovery and Reconciliation

Estimated Overall Cost \$125K ■ Term Initiative □ Multi-term Initiative

Raise Investments in Arts & Culture

To support creative enterprises and promote cultural preservation, resulting in positive social outcomes.

Influential Frameworks and Plans

Performing Arts Strategic Plan
Culture Master Plan

Indicators

Arts and Culture Investment Per Capita

Grant Funding Directed to Arts and Culture Programs

Services

Arts & Culture

Desired Trend

Increase

Increase

Initiatives

Cultural Space & Infrastructure

We are increasing Brampton's inventory of physical and digital spaces for creative presentation, production, participation, collaboration, and innovation.

In this Term of Council, we anticipate the completion of:

- Cultural Infrastructure Needs Validation Study
- Public Art (strategy and investment in Artworks)
- Arts Centre (design)
- Brampton Arts Walk of Fame Legacy Site (design)

Estimated Overall Cost \$29.7M Term Initiative Multi-term Initiative

Develop Tourism Infrastructure

To strengthen Brampton as a desired tourism destination.

Influential Frameworks and Plans

Tourism Strategy

Indicators

Attendance Numbers at City-Hosted Events

Satisfaction Level for City Events

Desired Trend

Increase

Increase

Services

Arts & Culture
City Panning

Economic Development
Events & Protocol
Tourism Development

Initiatives

Special Event Advisory Team (SEAT) & Special Event Permit Program

This corporate-wide team includes the key external stakeholders (Peel Regional Police, Security, Road Closures, Paramedics, etc.) needed to review, coordinate, develop, and execute large-scale special events within the City and/or on City property.

In this Term of Council, we anticipate the completion of:

- Special Event Permit Application Process
- Policy for Sport and Festival Events

Estimated Overall Cost N/A Term Initiative Multi-term Initiative

Brampton Tourism Strategy

We are continuing to implement the priority areas of Brampton's Tourism Strategy – fostering pride of place, marketing, and communications, leveraging tourism development streams, and management and infrastructure. The Strategy serves as a framework to transform Brampton into a tourism destination over a five-year time frame. This initial investment will determine Brampton's potential to become a tourism destination and will outline foundational steps for development.

In this Term of Council, we anticipate the completion of:

- Brampton Tourism Sign – Ken Whillans Square (complete)
- Commercial Kitchen – 41 George Street South
- Brampton Culinary Tourism Strategy
- Sport Tourism Strategy
- Implement Municipal Accommodation Tax (for local short-term stay accommodations)

Estimated Overall Cost \$1.3M Term Initiative Multi-term Initiative

Brampton Film Strategy

A five-year film and television strategy that considers the Film Feasibility Study conducted in 2020, will guide the future development of this sector and build upon the ongoing success of Brampton as a film and television destination.

In this Term of Council, we anticipate the completion of:

- Brampton Film and Television Strategy

Estimated Overall Cost \$60K Term Initiative Multi-term Initiative

Tourism Event Sponsorship Program

There are two categories of sponsorship – Sport Tourism Events and Marquee Festivals. This program will provide sponsorship funding for annual events in Brampton to support the growth of festivals and sports tourism events in Brampton.

In this Term of Council, we anticipate the completion of:

- Multi-year Agreements for Marquee Festivals
- Attract New Sport Tourism Events

Estimated Overall Cost \$1.1M Term Initiative Multi-term Initiative



Growing Urban Centres & Neighbourhoods

We are focusing on an economy that thrives with communities that are strong and connected.

- We are striving to achieve:
- Vibrant urban centres
 - Quality job opportunities
 - A diversified, competitive, and responsive economy
 - A city where residents both live and work
 - Neighbourhoods that meet residents' needs
 - Diverse and affordable housing options

Stimulate Innovation, Create Jobs, & Grow Investment

To support business innovation and vitality, foster economic mobility of Brampton residents, and partner with key stakeholders to promote the City's investment potential.

Influential Frameworks and Plans

Brampton Plan
Economic Development Master Plan

Indicators

Innovation District Return on Investment (ROI)

Capital Investment

Desired Trend

Increase

Increase

Services

Arts & Culture
City Planning
Community Grants
Economic Development

Licensing Issuance & Inspections
Parking
Procurement
Tourism Development

Initiatives

Economic Development

This initiative strategically leverages Brampton's unique value proposition to execute targeted investment attraction and retention activities and actively seeks to stimulate job creation in priority sectors of growth in Brampton.

The expansion of the Investment Services portfolio aims to reduce complexities and red tape for businesses, streamlining processes to enhance the ease of doing business in the City and reducing tax rates through increased investment.

Supporting workforce development through the promotion of targeted training programs, apprenticeships, and partnerships with educational institutions to align curriculum with the evolving needs of employers and ensure access to quality jobs, career advancement, and economic stability.

The establishment of a Medical Technologies Task Force underscores collaboration efforts aimed at increasing investment and innovation within the Health & Life Sciences sector in Brampton, including support for Toronto Metropolitan University's (TMU) Brampton School of Medicine.

Innovation District projects focus on building the momentum of this strategic area in downtown Brampton including start-up scaling, investment attraction, and talent development. The Innovation District will also be home to the multi-use Centre for Innovation facility.

In this Term of Council, we anticipate the completion of:

- Investment Attraction Missions
- Investment Services Expansion (Expeditor Services)
- MedTech Task Force
- Clean Lab Feasibility Study
- Centre for Innovation (Expressions of Interest)
- Innovation District Development
- Brampton Entrepreneur Centre 2.0
- New Downtown Co-Working Space

Estimated Overall Cost \$220M Term Initiative Multi-term Initiative

Support Housing

To unlock more housing in the City and broaden affordable housing options.

Influential Frameworks and Plans

Housing Strategy and Action Plan

Indicators

Number of Affordable and Purpose-Built Rental Units Delivered

Desired Trend

Increase

Households Spending 30% or More of Total Income on Housing/Shelter Costs

Decrease

Housing Supply

Increase

Services

Building Regulations & Permit Approvals

City Planning

Development Approvals

Development Engineering & Construction

Initiatives

Manage Growth to Support Complete Communities

The City has ambitious growth targets. To support this growth and achieve the Brampton 2040 Vision, key policies and amenities are needed. This initiative includes projects that will support these growth targets and ensure the City is supported by sound planning and investments in higher order transit, such as LRT and BRT.

In this Term of Council, we anticipate the completion of:

- Brampton Plan (Official Plan) Update
- Brampton Mobility Plan (Transportation Master Plan Update)
- Comprehensive Zoning By-law Review
- City-Wide Urban Design Guidelines
- City's key Secondary/Tertiary Plans (Heritage Heights, Bramwest, Springbrook, Downtown, and Toronto Gore)
- Major Transit Station Area Plans
- Growth Management Strategy and Program Implementation
- Community Hub Pilots (Uptown Urban Community Hub and the Queens Corridor Community Hub)
- Municipal Parking Strategy
- Enhanced Integrated Planning between the City and Brampton Library

Estimated Overall Cost \$11.1M

Term Initiative

Multi-term Initiative

Housing Pledge

The More Homes Built Faster Act, 2022 (Bill 23) includes a goal to build 1.5 million homes in Ontario by 2031. Brampton's contribution to this goal is a pledge to build 113,000 homes. These initiatives help achieve Brampton's Housing Pledge.

In this Term of Council, we anticipate the completion of:

- Housing Accelerator Fund Action Plan (Housing Community Improvement Plan, Housing Catalyst Projects – Phase 1 Expansion, Inclusionary Zoning Framework, etc.)
- Continuous improvement of the Development Application Process (Development Application Modernization Review, Committee of Adjustment Modernization Review, and Urban Design Modernization Review)
- Habitat for Humanity Development Partnership
- Online Building Permit Portal
- Bill 23 Working Group
- Housing Catalyst Phase 2

Estimated Overall Cost \$5.9M Term Initiative Multi-term Initiative

Invest in Strategic Growth Areas

To balance new development and accommodate growth, while maintaining the character and heritage of local areas.

Influential Frameworks and Plans

Brampton Plan
Integrated Downtown Plan
Riverwalk Area Urban Design Master Plan

Indicators

Density in Strategic Growth Areas
Development in Strategic Growth Areas
Heritage Resources Conserved

Desired Trend

Increase
Increase
Increase

Services

City Planning
Development Approvals
Road Maintenance, Operations & Fleet
Stormwater Management

Initiatives

Unlock Downtown and Strategic Growth Areas

The projects and actions under this initiative will unlock downtown Brampton and advance progress in strategic growth areas. They are key to achieving the City's housing goals and supporting a modern liveable city. These projects will support the development of key growth areas, coordinate planning, and create a vibrant urban realm and walkable neighbourhoods.

In this Term of Council, we anticipate the completion of:

- Downtown Revitalization (partial streetscaping)
- Advance Downtown Secondary Plan
- Public Realm Plan and Streetscape Manual
- Activate Downtown Brampton
- Ken Whillans Square and Garden Square Redevelopment (design)
- City Lands & Cricket Stadium (Kennedy Rd Hwy 410 & 407)

Estimated Overall Cost \$47.3M Term Initiative Multi-term Initiative

Riverwalk

The City is preparing a flood protection plan to remove the provincial planning restrictions on the downtown and develop the public realm along Etobicoke Creek to create a downtown destination and identity.

In this Term of Council, we anticipate the completion of:

- Downtown Brampton Flood Protection (complete design and begin construction)

Estimated Overall Cost \$122.3M Term Initiative Multi-term Initiative

Built Heritage and Cultural Landscapes

We are preserving Brampton's built heritage through the Heritage, Archaeological Management Plan, Cultural Heritage Master Plan, Heritage Inventory Review (Bill 23), and policy studies and initiatives.

In this Term of Council, we anticipate the completion of:

- Archaeological Management Plan
- Cultural Heritage Plan
- Policy Planning Studies

Estimated Overall Cost \$550K Term Initiative Multi-term Initiative



Transit & Connectivity

We are focusing on transportation and a connected infrastructure that is safe, convenient, efficient, and sustainable.

We are striving to achieve:

- Shorter trips
- Prioritizing sustainable transportation
- Safe, connected, green streets
- Transportation affordability

Enhance Transit Services

To meet the rapidly growing demand for public transportation.

Influential Frameworks and Plans

- Transit Business Plan
- Zero Emission Bus Implementation Strategy & Rollout Plan
- Transit Asset Management Plan
- Transportation Master Plan



The City is electrifying its bus fleet. For more details on this initiative, refer to the **Transit Electrification Program** initiative.

Indicators

- Transit Ridership
- Transit On-Time Performance

Desired Trend

- Increase
- Increase

Services

- City Planning
- Roads
- Transit

Initiatives

Hurontario-Main Street LRT Completion

As part of the Get it Done Act, the Government of Ontario has designated the Hazel McCallion Line extension into downtown Brampton a priority transit project in the province. While details on the funding and specific alignment supported by the province are anticipated shortly, the City of Brampton continues to advocate for the Council endorsed tunnel alignment for the completion of the Hazel McCallion Light Rail Transit (LRT) from Steeles Avenue to downtown Brampton. The tunnel alignment has many distinct benefits, including time savings (as compared to the surface alignment, existing Zum BRT service and auto trips), ease of extending (further north), more reliable (as all supporting infrastructure is underground) and increased ridership (by a further 5% as compared to the surface alignment). The current projected cost of the LRT completion project is \$2.8B for the tunnel alignment. The City expects to complete the Transit Project Assessment Process (TPAP) and then transition the project to Metrolinx for the design, construction and operational phases. The City also continues to support Metrolinx in the design and construction of the Hazel McCallion Line which is planned to be in operation no earlier than late 2024 and will replace the existing Zum service on Hurontario, south of Steeles.

In this Term of Council, we anticipate the completion of:

- Completion of TPAP and Start Design and Construction (pending funding approval)
- LRT Extension Study
- Project Office (Hazel McCallion Line)
- LRT Infrastructure (Hazel McCallion Line)
- Brand Development Strategy (Hazel McCallion Line)

Estimated Overall Cost \$19.9M*

*Budget approved to date

Term Initiative

Multi-term Initiative

Queen Street – Highway 7 Bus Rapid Transit (BRT) Study

The City is supporting Metrolinx in the completion of the Transit Project Assessment Process (TPAP) and the Preliminary Design Business Case (PDBC) for the Queen Street-Highway 7 Bus Rapid Transit (BRT) Project. The current projected cost of the Queen Street-Highway 7 BRT project is approximately \$500M (total costs anticipated for this project are currently under review and will become better known as the environmental assessment process is finalized). In the GTHA, the next stage of similar projects is typically funded by the provincial and federal governments and includes design and construction costs.

In this Term of Council, we anticipate the completion of:

- Queen Street – Highway 7 BRT Study

Estimated Overall Cost \$3.2M* Term Initiative Multi-term Initiative

*Budget approved to date

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

The City is supporting Metrolinx in the design and construction of various projects to expand capacity along the Kitchener GO Rail Line to bring 7-Day, All Day/Two Way GO Service to all three Brampton GO Stations.

In this Term of Council, we anticipate the completion of:

- Supporting Metrolinx with the Planning and Design of Infrastructure along the Kitchener Line Corridor (ongoing)
- Advocacy (ongoing)

Estimated Overall Cost N/A Term Initiative Multi-term Initiative

Züm Service Expansion

The City will construct and launch Züm Chinguacousy Service in conjunction with the completion of the Hazel McCallion Light Rail Transit (LRT). We will plan, design, construct, and implement the Züm Bramalea Service by 2027. A budget of \$18.7M is allocated to this initiative and an estimated \$21.6M of additional funds (\$3.8M of which was approved through the 2024 capital budget) is required for the Züm Bramalea Service.

In this Term of Council, we anticipate the completion of:

- Züm Chinguacousy
- Züm Bramalea (planning and design)

Estimated Overall Cost \$22.5M* Term Initiative Multi-term Initiative

*Budget approved to date

Downtown Transit Hub

The City is developing a preliminary design for a new Transit bus terminal in downtown Brampton through the Transit Project Assessment Process (TPAP). This new transit hub will increase the capacity and quality of transit service; enhance higher-order transit connectivity (GO Rail, future Bus Rapid Transit, and Light Rail Transit); and support downtown economic growth and development.

In this Term of Council, we anticipate the completion of:

- Transit Hub Study

Estimated Overall Cost \$30M* Term Initiative Multi-term Initiative

*Budget approved to date

Higher Order Transit Studies

The City is conducting initial planning and environmental assessments for higher-order transit on key transit corridors in the City, including Steeles and Bovaird.

In this Term of Council, we anticipate the completion of:

- Terms of Reference to Commence Steeles and Bovaird Higher Order Transit Studies

Estimated Overall Cost \$3.5M* Term Initiative Multi-term Initiative

*Budget approved to date

Brampton Transit Fleet & Service Expansion (2023-2026)

The expansion of Brampton Transit's fleet and services is necessary to achieve the City's transportation and environmental goals. The total cost will be updated as our electrification strategy progresses.

In this Term of Council, we anticipate the completion of:

- Bus Purchases
- Advancement of Initiatives in the 5-Year Business Plan
- Introduce Overnight Transit Service
- Launch On-Demand Pilot and Expansion

Estimated Overall Cost \$119M* Term Initiative Multi-term Initiative

*Budget approved to date

Third Transit Facility

The City of Brampton is constructing a third transit facility in order to meet the future growth in demand for transit services in the City. Design of the base (non-electrified) phase 1 build of the facility is currently underway and as the design progresses, the total cost of the facility will become better known. Staff continue to advocate for additional funding required to deliver the base build, as well as funding to electrify phase 1 of the facility. The project will be delivered in two phases. Phase 1 will accommodate the maintenance and storage of approximately 250 buses. The facility is being designed as a diesel/hybrid bus garage, while future-proofing to convert it to a fully electrified bus facility once funding is secured.

In this Term of Council, we anticipate the completion of:

- Funding Advocacy for Base Build and Electrification
- Design and Construction of Phase 1
- Construction Completion Anticipated in 2027

Estimated Overall Cost \$190M* Term Initiative Multi-term Initiative

*Budget approved to date

Improve the Connectivity & Livability of Streets and Infrastructure ●

To balance the mobility and livability needs of diverse users, ensuring ease, safety, and comfort.

Influential Frameworks and Plans

Brampton Plan
Municipal Parking Strategy
Transportation Master Plan

Active Transportation Master Plan
Complete Streets Guidelines
Vision Zero

Indicators

Daily Vehicle Kilometres Travelled
Total Motor Vehicle Collision Rate
Fatal Motor Vehicle Collision Rate

Desired Trend

Decrease
Decrease
Decrease

Services

City Planning
Corporate Fleet Management

Roads
Transit

Initiatives

Streets for People

This initiative includes projects that are geared toward making roads safer for all transportation modes and encouraging active and sustainable methods of travel.

In this Term of Council, we anticipate the completion of:

- Complete Streets Update to Roadway Design Standards
- Speed Reduction Study
- Travel Demand Model Update
- Transportation Data Analysis Solution

Estimated Overall Cost \$2M Term Initiative Multi-term Initiative

Promote Active Transportation

To connect the community through sustainable and integrated transport networks.

Influential Frameworks and Plans

Active Transportation Master Plan
Complete Streets Guidelines
Transportation Master Plan
Vision Zero

Indicators

Sustainable Trips
Active Transportation Infrastructure
Lane Kilometres of Active Transportation Infrastructure (Bike Lanes, Multi-use Paths, and Trails) per 100,000 Population

Desired Trend

Increase
Increase
Increase

Services

City Planning
Environmental Planning
Roads

Initiatives

Active Transportation Plan Implementation

This initiative will create more sustainable options for people to move around our City. The implementation of a comprehensive and connected active transportation network (as outlined in our Active Transportation Master Plan) provides opportunities to increase sustainable modes and influence travel choices away from single-occupant automobiles.

In this Term of Council, we anticipate the completion of:

- East – West Cycling Corridor Protected Bicycle Lanes
- Westcreek Drive/Advance Boulevard Multi-Use Path (B-Loop Connection)
- Active Transportation Masterplan Fix-it Implementation Program
- Active Transportation Masterplan In-fill Implementation Program
- Chinguacousy Road Active Transportation Enhancements
- Enhancements (Green Paint) to Existing Bike Lanes

Estimated Overall Cost \$126.6M Term Initiative Multi-term Initiative

Shared Micromobility (E-Scooter) Pilot Project

Micromobility refers to transportation over short distances provided by a range of small, lightweight vehicles that typically operate at speeds under 25 km/h. These new modes of transportation – like electric (pedal-assisted) bicycles and scooters – are examples of how the City can encourage more sustainable, green, attractive, healthy, and safe travel options for the community. This initiative will gather data, assess the performance and operation of a micromobility system, and recommend a possible permanent solution.

In this Term of Council, we anticipate the completion of:

- Shared E-Scooter Pilot Project
- Data Analysis Tool

Estimated Overall Cost \$2M Term Initiative Multi-term Initiative



Environmental Resilience & Sustainability

We are focusing on nurturing and protecting our environment for a sustainable future.

- We are striving to achieve:
- Interconnected parks and open space
 - Preservation of the natural heritage system
 - Carbon and waste neutrality
 - Energy resilience
 - Clean air, land, and water
 - Emergency and disaster preparedness
 - Resident environmental stewardship

Enhance Energy & Climate Resilience ●

To increase the resilience of the community and City operations by adapting to the changing climate.

Influential Frameworks and Plans

- Community Energy and Emissions Reduction Plan
- Energy and Emissions Management Plan
- Brampton Sustainable Fleet Strategy Plan
- Transit Zero Emission Bus Implementation Strategy & Rollout Plan
- Stormwater Asset Management Plan

Indicators

- Corporate Buildings Energy Consumption
- Community Greenhouse Gas Emissions
- Watercourses Maintained in Good Condition

Desired Trend

- Decrease
- Decrease
- Increase

Services

- City Planning
- Development Engineering & Construction
- Environmental Planning
- Facilities Management

- Parks, Forestry & Open Spaces
- Procurement
- Stormwater Management
- Transit

Initiatives

Net-Zero Retrofit

The City is developing a roadmap to achieve the long-term net-zero targets for all City facilities. The Susan Fennell Sportsplex and Earnscliffe Recreation Centre Net-Zero Retrofit projects will achieve the 100% Greenhouse Gas (GHG) reduction target for these facilities. The LEED certification project (led by Building Design & Construction) will ensure that City facilities are built at the highest standard and contribute to the City's GHG reduction targets.

In this Term of Council, we anticipate the completion of:

- Susan Fennell Sportsplex Net-Zero Retrofit
- Earnscliffe Recreation Centre Net-Zero Retrofit (design)
- Net-Zero Retrofits Roadmap for City Facilities
- LEED Certification Project (Building Design & Construction)

Estimated Overall Cost \$39.1M Term Initiative Multi-term Initiative

Transit Electrification Program

The City is transitioning to an electric bus fleet in phases to reduce the City's GHG emissions. An overall budget of approximately \$249M (including \$210M contingent on external funding) has been approved for projects within this initiative. The anticipated cost for the electrification of Transit facilities and the remainder of the bus fleet is over \$1B.

In this Term of Council, we anticipate the completion of:

- E-Bus Phase 1 Trial (multiple projects)
- Planning Work (multiple projects)
- Advance Electrification of the Third Facility
- Advance Sandalwood Electrification Retrofit
- Advance ZEB Purchases (to continue electrifying the bus fleet)
- Bus Conversion Pilot
- Advance Fuel Cell Bus Pilot
- Advance On-Street Charging Infrastructure
- Advance Clark Electrification Retrofit

Estimated Overall Cost \$250M* Term Initiative Multi-term Initiative
*Budget approved to date

Brampton Fire & Emergency Services Environmental Sustainability

The design and construction of new Fire Stations (215, 216, & 217), the replacement of existing vehicles, and the acquisition of new vehicles incorporate innovation to reduce our environmental footprint.

In this Term of Council, we anticipate the completion of:

- Fire Station Builds (Station 215)
- Electrification of Fire Vehicles

Estimated Overall Cost \$61.5M Term Initiative Multi-term Initiative

Climate Change Mitigation

The City is implementing key projects from the Community Energy and Emissions Reduction Plan (CEERP) – an evidence-based, comprehensive plan to drive innovation, employment, and economic development – to achieve the City’s environmental and climate change goals, and correlating social benefits. These projects will improve energy efficiency, reduce GHG emissions, create economic advantage, ensure energy security, and increase resilience to climate change.

In this Term of Council, we anticipate the completion of:

- Peel Residential Energy Program
- GHG Monitoring Platform
- District Energy Feasibility Studies
- Integrated Energy Master Plans

Estimated Overall Cost \$700K Term Initiative Multi-term Initiative

Climate Change Adaptation

The Climate Change Adaptation Plan is a five-year plan to make Brampton a more climate-resilient City. The goal is to reduce our vulnerabilities to climate change through a series of recommended actions that will improve our resiliency and ensure that communities are prepared for future impacts.

In this Term of Council, we anticipate the completion of:

- Climate Change Adaptation Strategy Implementation Plan
- Climate Conversation Toolkit
- Climate Change Art Competition

Estimated Overall Cost \$607K Term Initiative Multi-term Initiative

Stormwater Management Initiatives

The City is adapting to evolving best practices, regulatory requirements, continued growth, and climate change through multiple stormwater management initiatives.

In this Term of Council, we anticipate the completion of:

- Securing the City’s New Consolidated Linear Infrastructure Environmental Compliance Approval (CLI ECA) and Initiating Compliance for Capital Projects
- Stormwater Guidance & Standards Update
- Low Impact Development/Green Infrastructure Standard Details
- Sewer Use By-Law Update, Monitoring Program, & Cross Connection Program
- Feasibility Study on Financial Incentives for Flood Proofing Homes
- Urban Flood Model of Storm Sewer System in Spring Creek Sub-Watershed
- Intensity-Duration-Frequency Curve Update
- Stormwater Master Plan

Estimated Overall Cost \$1.9M Term Initiative Multi-term Initiative

Water Quality Strategy

Over half of Brampton was developed before modern stormwater management requirements were in place. A new Water Quality Strategy and key projects will prevent pollution from washing directly into the environment and degrading habitats and will protect and restore the health of Brampton's watercourses. A key component of the strategy is a retrofit program, which includes a series of new stormwater management facilities to intercept and treat stormwater.

In this Term of Council, we anticipate the completion of:

- Water Quality Strategy
- Van Kirk Retrofit (design and construction)
- Chris Gibson, Duggan Park, & Fallingdale/Earnscliffe Park Retrofits (design)

Estimated Overall Cost \$151M Term Initiative Multi-term Initiative

Increase Parkland, Trees, & Naturalized Areas ●

To nurture green communities and enhance our natural heritage.

Influential Frameworks and Plans

- Brampton Eco Park Strategy
 - Natural Heritage Restoration Program (NHRP)
 - Natural Heritage & Environmental Management Strategy (NHEMS)
 - Brampton Grow Green Environmental Master Plan (EMP)
 - Brampton Growth Management Program
 - Brampton One Million Trees Program
 - Parks and Recreation Master Plan
 - Urban Forest Management Plan
-

Indicators

- Natural Heritage Systems in Public Ownership
- Tree Canopy

Desired Trend

- Increase
- Increase

Services

- Environmental Planning
- Parks, Forestry & Open Spaces

Initiatives

Urban Forest Canopy Program

Managing the urban forest will provide residents with economical, environmental, and safe parklands, pathways, and boulevards across the City.

In this Term of Council, we anticipate the completion of:

- Urban Forest Management Plan (UFMP) Initiation
- Expansion of the Urban Forestry Section to Support the Implementation of the UFMP
- Partnership with Institutions and Organizations in Urban Forest Research
- One Million Trees Program

Estimated Overall Cost \$3.5M Term Initiative Multi-term Initiative

Parks Enhancements and Beautification

The Parks Enhancements and Beautification initiative is a plan responding to resident requests to improve upon benefits of key parks and community green landscapes. The aim is to enhance customer service by implementing interactive technology that provides real-time maintenance updates. Additionally, the City is improving the preservation of parks and green areas with more efficient operations and increased support during peak programming hours to ensure consistent service quality and customer service. The initiative also focuses on citywide transformation, revitalizing park amenities and City assets, and activating open spaces to support residents' health and well-being.

In this Term of Council, we anticipate the completion of:

- Improving Upon Maintenance Services for Parks Space
- Implementing Innovative Technological Infrastructure
- Ensuring Resources are Allocated to Support Citywide Programming
- Enhancing Customer Service Experience for all Park Users

Estimated Overall Cost \$TBD Term Initiative Multi-term Initiative

Environmental Restoration

This initiative includes environmental restoration projects and actions that connect and bring back the health and biodiversity of natural habitats including shorelines, rivers, creeks, lakes, meadows, wetlands, valley lands, and woodlands. As a result, the enhanced natural environments stabilize local wildlife habitats, mitigate local flood damage, provide air pollution removal, carbon storage and sequestration, air temperature control, and reduce maintenance costs. The Norton Place Park Woodland Restoration project is partially funded by the TRCA and the Loafer's Lake Shoreline Restoration is funded by a \$75K grant.

In this Term of Council, we anticipate the completion of:

- Don't Mow, Let it Grow Program
- Dearbourne Park & Loafer's Lake Pollinator Habitat Project
- Urban Stream Restoration Projects: Eastbourne Channel Restoration Project, Fallingdale Park, Earnscliffe Park
- Norton Place Park Woodland Restoration Project
- Loafer's Lake Shoreline Restoration Project
- Valley Land Naturalization Program
- Park & Streetscape Tree Planting Program
- One Million Trees Program

Estimated Overall Cost \$242.7K Term Initiative Multi-term Initiative

Foster Community Environmental Stewardship

To support residents and property owners in reducing their environmental footprint at home, at work and in their neighbourhoods.

Influential Frameworks and Plans

Brampton Eco Park Strategy
 Brampton Grow Green Environmental Master Plan (EMP)
 Brampton One Million Trees Program

Indicators

Environmental Outreach Participants

Desired Trend

Increase

Trees Planted by Community

Increase

Pounds of Food Grown and Donated by Community

Increase

Services

Environmental Planning
 Parks, Forestry & Open Spaces
 Stormwater Management

Initiatives

Environmental Education & Outreach Expansion

Improving environmental resilience and sustainability in Brampton is the shared responsibility of the City, its residents, businesses, and property owners across public and private properties. We are expanding our existing education and outreach programs to encourage more environmental action on private properties by raising awareness, building a sense of shared responsibility, and providing resources to take action at home or work in Brampton.

In this Term of Council, we anticipate the completion of:

- Catch Basin Art Project
- Stormwater Community Science Pilot
- Streamlined Pollution Prevention Stormwater Charge Credit
- Corporate Energy Efficiency Engagement Program
- Centre for Community Energy Transformation (CCET) Energy Concierge Service
- Addition of Environmental Sustainability Implications to Council and Committee Reports

Estimated Overall Cost \$205K Term Initiative Multi-term Initiative



Litter Reduction Efforts

The City of Brampton is committed to being a healthy, resilient, and environmentally sustainable City. Litter reduction efforts contribute to positive impacts in the prevention, reduction, and elimination of litter in Brampton. Maintaining clean neighbourhoods is a priority for the City and residents – these efforts will provide opportunities for community-created actions.

In this Term of Council, we anticipate the completion of:

- Litter Reduction Forum
- Litter Reduction Charter
- Implementation of the Litter Reduction Charter
- Development of Litter Reduction Working Group

Estimated Overall Cost \$TBD Term Initiative Multi-term Initiative



Government & Leadership

We are focusing on service excellence with equity, innovation, efficiency, effectiveness, accountability, and transparency.

We are striving to achieve:

- Service excellence
- Financial responsibility and sustainability
- A modern, equitable, diverse, and inclusive workplace
- An accessible municipality
- An engaged Council, corporation, and community
- Transparent government

Influential Frameworks and Plans

Human Resources Strategic Framework (under development)
Talent Acquisition Strategy (under development)

Indicators

Forbes Canada Best Employers Ranking
Time to Fill (Job Vacancies)

Desired Trend

Increase
Decrease

Services

Corporate Performance
Human Resources

Strengthen Talent Attraction, Retention, and Employee Experience ●

To cultivate a skilled, engaged, and compassionate workforce.

Initiatives

Applicant Tracking System

A new Applicant Tracking System will manage the various recruiting methods across the City.

In this Term of Council, we anticipate the completion of:

- Job Description Migrations
- Software Decommissioning
- Workflows
- Centralized System for Recruits
- Scheduling Tool for Mass Recruits (Fire and Transit)

Estimated Overall Cost \$850K Term Initiative Multi-term Initiative

Modern Workforce

The Modern Workforce initiative focuses on culture and flexibility, with key milestones related to policy, technology, and infrastructure (physical workspace). Led by Human Resources, this corporate-wide initiative will assess and develop a modern workplace strategy for alternative work arrangements and workspace planning.

In this Term of Council, we anticipate the completion of:

- Flexible Workforce Strategy
- Optimization of Work Spaces and Technology

Estimated Overall Cost \$TBD Term Initiative Multi-term Initiative

Flower City Community Centre (FCCC) Building Expansion

The expansion of FCCC Buildings 1 and 2 will provide space for the immersive training of our growing Building division and Enforcement division.

In this Term of Council, we anticipate the completion of:

- Construction of 7,525 sq. ft. of new space on the ground floor
- Construction of 4,225 sq. ft. in the basement

Estimated Overall Cost \$7.5M Term Initiative Multi-term Initiative

Elevate Performance and Service Standards

To improve efficiency, customer satisfaction, and value for taxpayer dollars.

Influential Frameworks and Plans

Corporate Asset Management Plan
Long-Term Financial Master Plan
Corporate Strategic Plan

Indicators

Debt-Service Ratio

Community Satisfaction with Services Provided

Condition of Infrastructure Assets

Desired Trend

Maintain

Increase

Maintain

Services

Citizen & Information Services
Corporate Fleet Management
Corporate Governance
Corporate Insurance & Claims
Corporate Performance
Council & Committee Support
Court Administration
Digital & Technology Solutions
Emergency Management & Business Continuity
Engagement & Communications

Facilities Management
Financial Services
Human Resources
Internal Audit
Legal Support, Counsel & Advocacy
Procurement
Real Property Management
Records, Privacy & Information Management

Initiatives

Court Modernization

The expansion of the Administrative Penalty System (APS) program includes camera-based offences, property and animal-related by-law violations, and the modernization of the Provincial Offences Court.

In this Term of Council, we anticipate the completion of:

- POA Court Process Modernization
- Ticket Dispute Resolution Process
- APS Expansion (Animal Services and Property Standards)

Estimated Overall Cost \$Nil Term Initiative Multi-term Initiative

Enterprise Risk Management Program

The program includes strategy development and an implementation plan for Enterprise Risk Management (ERM) across the organization.

In this Term of Council, we anticipate the completion of:

- ERM System Implementation
- ERM Strategy and Implementation (various locations)

Estimated Overall Cost \$200K Term Initiative Multi-term Initiative

Information and Data Governance (IDG) Strategy

A corporate roadmap for IDG will enable responsible records management, information and data governance, and data management.

In this Term of Council, we anticipate the completion of:

- Policy Framework Development
- Framework Implementation and Employee Awareness

Estimated Overall Cost \$625K Term Initiative Multi-term Initiative

Financial Strategies

The development of our long-term financial plans and the Development Charges Studies inform our future financial strategies and decision-making.

In this Term of Council, we anticipate the completion of:

- Financial Master Plan
- Development Charges Studies
- Service Area Asset Management Plan

Estimated Overall Cost \$925K Term Initiative Multi-term Initiative

Advance Technology for Service Delivery

To enhance our digital environment to increase access to the City.

Influential Frameworks and Plans

IT Security and Risk Framework (under development)
 Information and Data Governance Framework (under development)

Indicators

Payment Card Industry (PCI) Compliance Rate

Data Utilization

Desired Trend

Maintain

Increase

Services

Digital & Technology Solutions

Initiatives

Maintain and Strengthen the City’s Cybersecurity Posture

The City will continue to maintain and strengthen the security posture of its technology environment and be responsive in the face of the evolving threat landscape. This includes improving our processes, raising awareness, training staff, and ensuring compliance with industry standards.

In this Term of Council, we anticipate the completion of:

- Payment Card Industry (PCI) Compliance Initiative
- Updating IT Directive, Standards, and Operating Procedures
- Continuing Workforce Awareness of Safe Cybersecurity Practices

Estimated Overall Cost \$400K ■ Term Initiative □ Multi-term Initiative

Modernization of the City’s Data and Integration Infrastructure

The City is modernizing the existing data and integration infrastructure with products and services in support of business service delivery. This is to continue to enable and support business processes, reduce manual effort, visualize data, perform trend analysis, streamline services, and ensure that information is accurate and accessible.

In this Term of Council, we anticipate the completion of:

- Procurement of the Licensing and Professional Services
- Modernize Dashboard and Reports, Data Integration, and Master Data Management Services

Estimated Overall Cost \$2.5M ■ Term Initiative □ Multi-term Initiative

Drive Public Engagement and Participation ●

To prioritize engagement efforts where public input can make a meaningful difference to City decision-making.

Influential Frameworks and Plans

Annual Budget
Master Plans
Brampton Plan

Community Satisfaction Survey
Corporate Strategic Plan

Indicators

Public Engagement Rates

Desired Trend

Increase

Services

Corporate Performance
Events & Protocol

Engagement & Communications
Election Administration

Initiatives

Community Engagement

Since the inception of the Brampton 2040 Vision, community engagement has been foundational to the City's planning, development, and service delivery. We engage our residents and gather valuable input and feedback in many ways. These engagements inform our strategic and service planning efforts and offer perspective on how well we are meeting the expectations and needs of our residents. The City is developing a program that includes a strategy, framework, and commitment to surveys and/or engagements every two years to gauge satisfaction, inform planning, and seek opportunities for service improvements.

In this Term of Council, we anticipate the completion of:

- Engagement Strategy and Framework
- Community Satisfaction Survey & Focus Groups
- Corporate Protocols and Engagement Tools

Estimated Overall Cost \$TBD ■ Term Initiative □ Multi-term Initiative

Focus on Workplace Equity, Diversity, and Inclusion

To build a supportive and inclusive workplace culture.

Influential Frameworks and Plans

Canadian Centre for Diversity and Inclusion (CCDI): Diversity and Inclusion Strategy
Truth and Reconciliation Commission (TRC) Framework and Action Plan
(Note: this is not a City plan)
National Council for Canadian Muslims Association Recommendations for Islamophobia
(Note: this is not a City plan)

Indicators

Gender Representation in Leadership

Equity Deserving Groups (EDG) in Leadership

Corporate Initiatives Focused on Equity, Diversity, and Inclusion

Desired Trend

Increase

Increase

Increase

Services

Corporate Governance
Corporate Performance

Human Resources

Initiatives

Equity, Diversity, and Inclusion (EDI) Corporate Governance

We are creating a structure that promotes equity, diversity, and inclusion in the City. This includes corporate strategies, work plans, practices, processes, and community engagement and consultation. This structure will increase accountability, transparency, fairness, and social responsibility.

In this Term of Council, we anticipate the completion of:

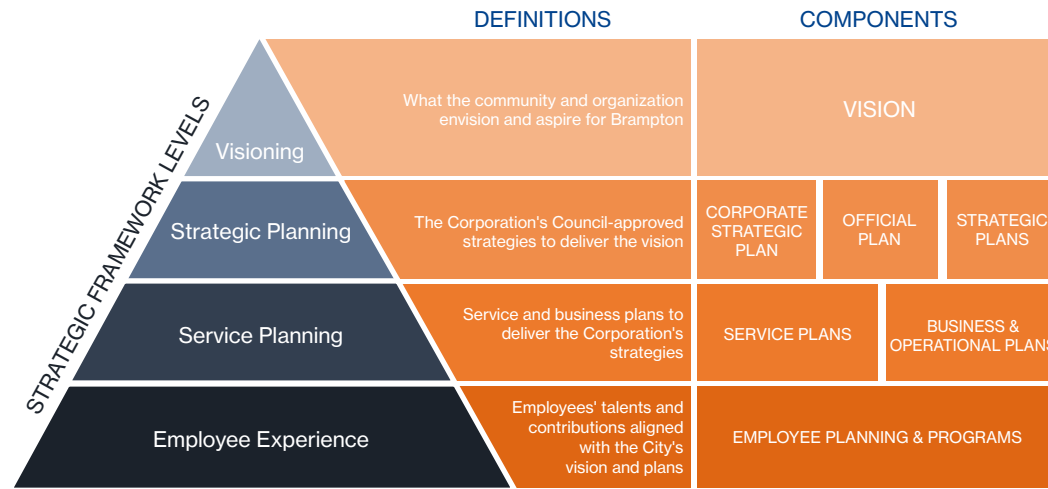
- Corporate Equity, Diversity and Inclusion (EDI) Strategy
- EDI Learning Strategy
- Comprehensive Review of Corporate Policies and Procedures
- Development of an Employee Resource Group Framework

Estimated Overall Cost \$125K ■ Term Initiative □ Multi-term Initiative

APPENDIX

Strategic Framework

The Corporate Strategic Plan is part of a larger framework used by the City of Brampton – and other leading cities – to plan for the future. Brampton’s strategic framework has 4 levels and 7 components that aim to standardize and align planning to meet the community’s needs. The City will continue to develop the components of the framework over the next few years.

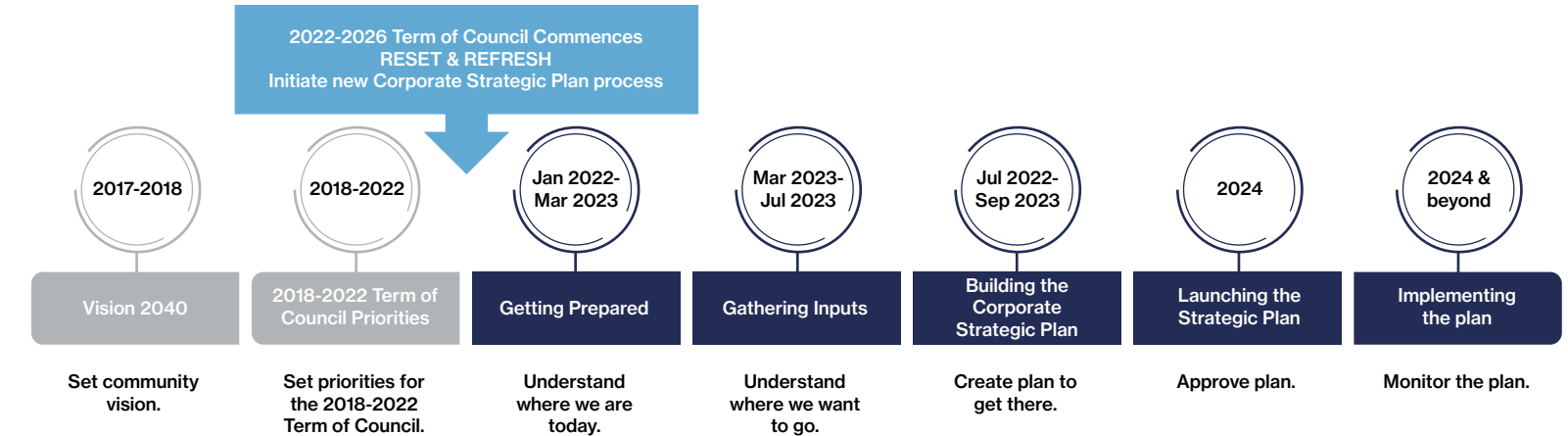


The Components of the Strategic Framework

- **Vision:** Where the community wants Brampton to be in the future – Brampton 2040 Vision.
- **Corporate Strategic Plan:** The City’s overarching plan to progress the Vision and strategic priorities within the current Term of Council.
- **Official Plan:** The City’s plan for land use to realize the vision – titled Brampton Plan.
- **Strategic Plans:** The City’s master plans and strategies for specific areas of the Corporate Strategic Plan, including the annual budget.
- **Service Plans:** The City’s plans for service delivery to support the Corporate Strategic Plan and meet residents’ needs are included in the annual budget.
- **Business & Operational Plans:** Operating area work plans to deliver strategies and service delivery.
- **Employee Planning & Programs:** Various plans and programs to align individual employees’ talents and contributions to the City’s Vision and strategies.

How the Plan was Created

To create and implement the Corporate Strategic Plan, the City is taking the following steps:



Vision 2040

- Conducted comprehensive community engagement on Brampton’s vision

2018-2022 Term of Council Priorities

- Based on Vision 2040, set priorities for the 2018-2022 Term of Council
- Completed and closed-term priorities

2022-2026 Reset and Refresh

- Initiated the development of the new Corporate Strategic Plan

Getting Prepared

- Review of existing Council-approved plans
- Review of past community engagements
- Develop Service Plans (1.0)

Gathering Inputs

- Conduct a Community Satisfaction Survey
- Engage Council to develop strategic priorities (two workshops)
- Gather stakeholder input (citizens, businesses, etc.) via an online survey
- Develop Service Plans (2.0)
- Develop a Customer Experience Strategy & Action Plan

Building the Corporate Strategic Plan

- Build a comprehensive plan with strategic priorities, initiatives, and projects aligned with the 2024 budget
- Collect public feedback

Launching the Strategic Plan

- Mayor and City Council endorsement

Implement the Plan

- Monitor, report, and review the plan

Plans & Frameworks

Key and influential internal strategies and plans that inform the Corporate Strategic Plan:

- 10-Year Capital Forecast
- Active Transportation Master Plan (2019)
- Age Friendly Strategy and Action Plan (2019)
- Annual Budget
- Audit Action Plans
- Brampton Eco Park Strategy
- Brampton Grow Green Environmental Master Plan (2020)
- Brampton Growth Management Program
- Brampton One Million Trees Program (2019)
- Brampton Pathways Master Plan (2002)
- Brampton Plan
- Brampton Sustainable Fleet Strategy
- Brampton Transit Service Efficiency Review (2019)
- Canadian Centre for Diversity and Inclusion (CCDI): Diversity and Inclusion Strategy
- Community Energy and Emissions Reduction Plan
- Community Engagement Plan
- Community Improvements Plans (various)
- Community Safety Action Plan
- Community Services Service Review
- Community Satisfaction Survey
- Complete Streets Guidelines
- Continuity of Municipal Services Plan
- Corporate Asset Management Plan (2022)
- Culinary Strategy
- Culture Master Plan (2018)
- Data Strategy
- Diversity and Inclusion Strategy (2019)
- Economic Development Master Plan
- Economic Recovery Strategy
- Emergency Evacuation Plan
- Energy and Emissions Management Plan (2019-2024) - A Zero Carbon Transition
- Financial Information Return
- Fire Master Plan
- Housing Strategy and Action Plan (2019)
- Integrated Downtown Plan
- Long-Term Financial Master Plan (2017)
- LRT Extension Study
- Municipal Parking Strategy
- Natural Heritage and Environmental Management Strategy (2016)
- Natural Heritage Restoration Program (2018)
- Parkland Dedication Strategy
- Parks and Recreation Master Plan (2023)
- Performing Arts Strategic Plan (2022-2027)
- Public Art Strategy
- Queen Street – Highway 7 Bus Rapid Transit (Metrolinx)
- Queen Street Master Transit Plan
- Recreation Renewal Strategy
- Riverwalk Area Urban Design Master Plan
- State of Local Infrastructure
- Station Location and Deployment Apparatus Plan (2016)
- Stormwater Asset Management Plan
- Tourism Strategy (2021)
- Transit Asset Management Plan
- Transit Business Plan (2023-2027)
- Transportation and Transit Master Plan (2009)
- Transportation Asset Management Plan
- Transportation Master Plan
- Urban Forest Management Plan
- Vision Zero Plan
- Woodland Management Plan (2018)
- Zero Emission Bus Implementation Strategy & Rollout Plan

Services

Providing valued services to our customers and community is central to everything we do. Our services consider what we offer to our customers, the outcomes that are delivered, the benefits that can be achieved and how the needs of our community may change in the future. The measured and efficient delivery of these services help us achieve our strategic priorities:

- Animal Care Services
- Arts & Culture
- Building Regulations & Permit Approvals
- Citizen & Information Services
- City Planning
- Community Grants
- Community Safety & Well-Being Coordination
- Corporate Fleet Management
- Corporate Governance
- Corporate Insurance & Claims
- Corporate Performance
- Council & Committee Support
- Court Administration
- Development Approvals
- Development Engineering & Construction
- Digital & Technology Solutions
- Economic Development
- Election Administration
- Emergency Management & Business Continuity
- Engagement & Communications
- Environmental Planning
- Events & Protocol
- Facilities Management
- Financial Services
- Fire & Emergency Response
- Fire Prevention
- Human Resources
- Internal Audit
- Legal Support, Counsel & Advocacy
- Licensing Issuance & Inspections
- Municipal By-law Enforcement
- Parking
- Parks, Forestry & Open Spaces
- Procurement
- Prosecutions
- Real Property Management
- Records, Privacy & Information Management
- Recreation Services
- Roads
- Security Services
- Stormwater Management
- Tourism Development
- Transit

Information based on data available as of April 2024.



Monday 8 to 6
8 to 8

green machine

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