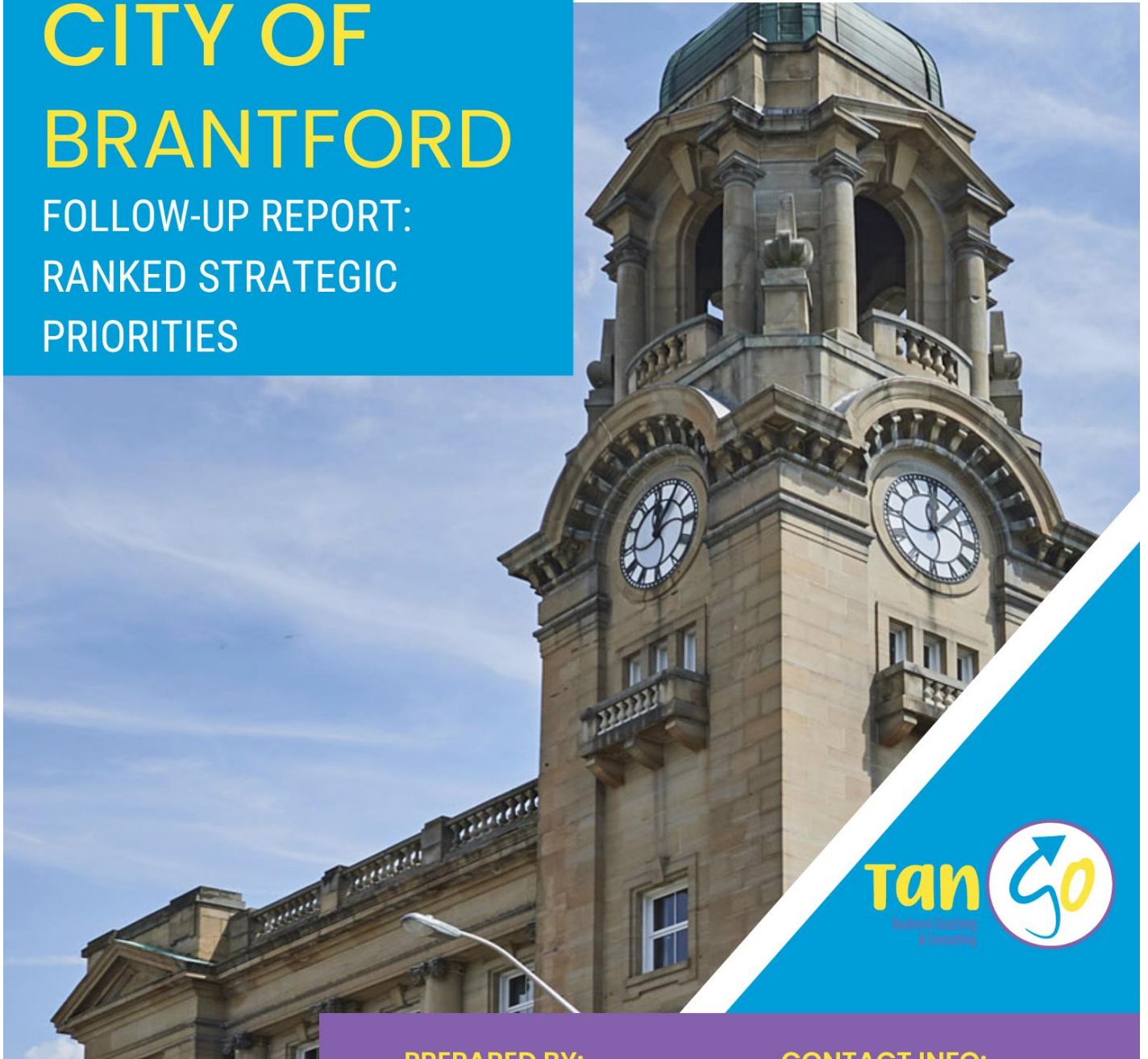


January, 2023

CITY OF BRANTFORD

FOLLOW-UP REPORT:
RANKED STRATEGIC
PRIORITIES



PREPARED BY:

Tania Caza,
TanGo Business Coaching &
Consulting

CONTACT INFO:

Tania Caza - Brantford, Ontario
416-606-2257
Tania@tangobusinesscoaching.com
www.tangobusinesscoaching.com

City of Brantford Council Follow-Up Report: Ranked Strategic Priorities

Table of Contents

INTRODUCTION	3
EXECUTIVE SUMMARY	3
PARTICIPANTS IN THE PRIORITY SETTING SESSION ON JANUARY 28, 2023.....	4
SUMMARY OF THE BREAK-OUT SESSIONS	5
SUMMARY OF STRATEGIC THEMES AND PRIORITY AREAS FOR 2023-2026 <i>(in Priority Ranked Order)</i>	7
NEXT STEPS	14
APPENDIX A: GRAPHIC REPRESENTATION OF THE PRIORITY RANKING EXERCISE.....	15
APPENDIX B: ABOUT TANGO BUSINESS COACHING & CONSULTING	16



INTRODUCTION

Tania Caza, from TanGo Business Coaching and Consulting was contracted to undertake the project of consolidating data and facilitating the creation of a Strategic Plan for the City of Brantford Council for the next four years 2023 – 2026. During the initial stage of this process, a number of stakeholders were interviewed as part of a data-gathering exercise in order to capture the critically important issues that Council and the City will focus on for the next 4-year term.

A Priority Setting session was held on January 28, 2023, where the Councillors were guided through a process of discussion and ranking of the strategic themes. Any further clarity of the strategic themes or additions to the Potential Priority Action areas were included throughout this process.

This Follow-up Report will summarize the final ranking from the January 28, 2023 session and include any changes or additions to the strategic themes and potential priority action areas. Further discussion will determine if a second session with Council is required before a final report is submitted to a Council meeting for final approval.

The Final Report of the Strategic Priorities will provide guidance to the City on how to set and prioritize their goals for implementation for the four-year term, 2023 to 2026.

EXECUTIVE SUMMARY

During the Priority Setting Session that was held on January 28, 2023, Council ranked the ten strategic themes and updated language which is reflected as follows:

1. Develop strategies to build trust amongst Council, while evolving the corporate culture. (*This Strategic Theme was rewritten. It was previously: Develop a process that will improve decision-making and transparency.*)
2. Focus on productive and collaborative partnerships.
3. Move people more effectively.
4. Create a vision and strategy for managing development and affordable housing.
5. Develop a planning and implementation schedule for various projects related to City assets.
6. a) Effectively and consistently engage with the community.
b) Invest in a long-term strategy and plan to manage the homelessness crisis, inclusive of related issues of mental health and addiction issues, and safety and security concerns.
8. Create a vision statement for the long-term future of the City.
9. Commit to and implement the downtown revitalization plan and vision.
10. Build a greener Brantford.

*NOTE: Ranked in position 6 are two strategic themes that were tied in the ranking exercise. There is an opportunity to flush this ranking further.



PARTICIPANTS IN THE PRIORITY SETTING SESSION ON JANUARY 28, 2023

Council

- Mayor Kevin Davis.
- Councillor Michael Sullivan.
- Councillor Rose Sicoli.
- Councillor Gino Caputo.
- Councillor John Sless.
- Councillor Dan McCreary.
- Councillor Greg Martin.
- Councillor Linda Hunt. – *via zoom*
- Councillor Mandy Samwell.
- Councillor Richard Carpenter.

Regrets

- Councillor Brian VanTilborg.

Management (In attendance but not participating)

- Brian Hutchings, CAO.
- Heidi de Vries, General Manager, People, Legislated Services & Planning.
- Deb Schlicter, Manager, Housing Development.
- Selvi Kongara, Director, Environmental Services.
- Sasha Hill Smith, Manager, Government Relations & Corporate Initiatives.
- Chris Gauthier, Clerk.
- Emma Vokes, Council and Committee Coordinator.
- Norris Ward, IT Support.



SUMMARY OF THE BREAK-OUT SESSIONS

The Council members present were moved into 3 break-out groups to discuss each of the Strategic Themes and corresponding Potential Priority Action Areas. They were provided with approximately 90 minutes to discuss and debate the merits of the strategic themes and were also provided with a mandate of determining their top 3 strategic themes and why, which would be presented back to the larger group.

The following Decision-Making Criteria were provided as a framework for Council to help them categorize the initiatives.

1. Does the Strategy advance one or more of the outcomes that Council has deemed important to the future success of Brantford?
2. Does the Strategy minimize the need for municipal resources? If not, is a funding strategy in place to mitigate impacts to taxpayers?
3. Will the Strategy be visible to the community, clearly demonstrating value for tax dollars?
4. Is the Strategy consistent with appropriate municipal responsibilities for the City of Brantford?
5. Will the Strategy support the entire City, and provide timely solutions to urgent issues?

The following questions were provided to aid further in digging deeper into these discussions:

- 1) Which of the ten Strategic Themes outlined above are most important to you? Why or why not?
- 2) Do you see any missing Priority Action Areas that Council might consider in the 4-year term?

Councillors had approximately 5 – 7 minutes per strategic theme to discuss its merits as well as the priority action areas. Each group determined its top 3 Strategic Themes based on the discussion and the Decision-Making Criteria laid out above and each group presented their top 3 Strategic Themes to the larger group. A summary of each group's top 3 Strategic Themes is as follows:

Group	Top 3 Reported Strategic Themes
Group 1	<ol style="list-style-type: none">1. Focus on Productive and collaborative partnerships – especially Six Nations, the County of Brant, the Development Industry, GRCA, and other local institutions within the community.2. Create a vision and strategy for managing development and affordable housing – we can't do this alone, especially from a financial perspective, we need partnerships with the private sector, and we should consider divesting unused assets.3. Move people more effectively – we need river crossings, 403 access to West Brant, we need to be bold when we make a decision and not get scared off by a small faction, and dress up the outside of the bridges.



Group 2	<p>This group identified themes in the following priority order: Build Trust, Grow Revenue, and Managing Projects. Given Building Trust was determined to be the most important, this group prioritized the following as the top 3 Strategic Themes:</p> <ol style="list-style-type: none"> 1. Develop strategies to build trust amongst Council, while evolving the corporate culture. 2. Focus on productive and collaborative partnerships. 3. Effectively and consistently engage with the community.
Group 3	<p>This group clarified that the filter they used to prioritize was to identify those items that need a clear focus and a big push during the next 4-year term. As such, they listed 4 Strategic Themes as their top priority as follows:</p> <ol style="list-style-type: none"> 1. Move people more effectively. 2. Focus on productive and collaborative partnerships. 3. Develop a planning and implementation schedule and commit resources for various projects related to City assets. 4. Develop strategies to build trust amongst Council, while evolving the corporate culture.

Note that it was following these presentations that there was a discussion regarding the previously written Strategic Theme:

Develop a process that will improve decision-making and transparency.

It was decided that this Strategic Theme needed to incorporate the concept of building trust again among Council and also focus on the internal corporate culture of the City. It has been rewritten as follows:

Develop strategies to build trust amongst Council, while evolving the corporate culture.

Following this discussion and presentation, the Council members were asked to each individually rank the ten Strategic Themes in order of highest priority to lowest priority. The chart in Appendix A is the result of the ranking exercise.

SUMMARY OF STRATEGIC THEMES AND POTENTIAL PRIORITY AREAS FOR 2023-2026 *(in Priority Ranked Order)*

	Strategic Theme	Potential 2023-2026 Priority Action Areas
1	Develop strategies to build trust amongst Council, while evolving the corporate culture.	<ul style="list-style-type: none"> Investigate and implement tools and methods to assist Council and the City in building trust and improving the corporate culture through: <ol style="list-style-type: none"> Collaboration and Communication Efforts. Decisions that are bigger-thinking and evidence-based. Considers DEI (Diversity, Equity and Inclusion). Innovative Thinking
2	Focus on productive and collaborative partnerships.	<ul style="list-style-type: none"> <i>County of Brant and Six Nations Council:</i> <ol style="list-style-type: none"> Growth and Transportation Planning - Ensure that regular, purposeful conversations occur with the City's partners at the County of Brant and Six Nations Council to ensure that any growth and transportation plans are in collaboration and respectful of the diverse needs of these partners. Shared Services - Partner with the County of Brant and Six Nations to find efficiencies on many services that are currently being duplicated by all parties. <i>Urban Indigenous Strategy</i> - Advance the commitment by the City to reconciliation by providing direct support (financial or in-kind) to the local organizations and centres that support this sector. <i>Relationship(s) with Other Indigenous Groups</i> - Commit to building ongoing sustainable relationships with key groups in addition to Six Nations of the Grand River Elected Council that will be proactive and productive in navigating plans in the future. <i>Other Groups</i> – Development Industry, GRCA, Laurier, Conestoga, the Health Unit, Brantford General Hospital

	Strategic Theme	Potential 2023-2026 Priority Action Areas
3	Move people more effectively	<ul style="list-style-type: none"> • <i>Regional Transportation and Transit Plan</i> - As a part of the growth plans and overall transportation and transit plan, include a specific regional strategy to collaborate with the County and Province to move people in and out of the City efficiently to other parts of the region. • <i>Overhaul City Transit</i> - Reimagine Brantford Transit to a reliable service that people prefer to use rather than driving because it is a modern, reliable, and consistent transit system that will move our community through all parts of the City, while considering the ability to flex with the growth of the City. Prepare to invest in a significant solution. • <i>Connect West Brant</i> - Strategize on a timely and effective solution to connect West Brant in a meaningful way to the rest of the City that fits in with the overall transportation plan. • <i>Plan for More Roundabouts</i> - Ensure the master transportation plan includes roundabouts as a quicker, safer, greener, and more efficient manner to move traffic. Where possible retrofit into the current road plan. • <i>Street Safety</i> - Investigate and recommend further opportunities where investing in technology to enforce speed and traffic safety could be beneficial. • <i>Considers Accessibility</i> – Ensure any plans for growth or change is considerate of the diverse needs of the community, including age, mobility, social and cultural requirements. • <i>Considers Funding and Affordability</i> – Ensure the City considers affordability, the funding requirements, and the ability to garner such funding in a way that imposes the least burden on the taxpayer.

	Strategic Theme	Potential 2023-2026 Priority Action Areas
4	Create a vision and strategy for managing development and affordable housing.	<ul style="list-style-type: none"> • <i>Impacts of Bill 23</i> – research and create optionality with regard to a revised funding strategy. • <i>Diversification of housing</i> – ensure that affordable housing with multi-use buildings is included in the overall growth plans for the City of Brantford, and ensure that low-income housing is distributed evenly across the City. • <i>Planning for Growth</i> - Develop a policy for growth that is aligned with the City's future Vision and Official Plan, ensure that the current and future needs of the majority of the community are met, and that it is considerate of current and future financial requirements. • <i>Boundary Lands</i> - Develop a planning committee to ensure the Boundary Lands expansion is built out according to the vision of the Official Plan, and it remains financially on target to ensure the core services are delivered. • <i>Considers Diversity Needs</i> – Ensure any plans for growth or change is considerate of the diverse needs of the community, including age, mobility, social and cultural requirements. • <i>Considers Funding and Affordability</i> – Ensure the City considers affordability, the funding requirements, and the ability to garner such funding in a way that imposes the least burden on the taxpayer.
5	Develop a planning and implementation schedule and commit resources for various projects related to City assets.	<ul style="list-style-type: none"> • <i>Brantford Municipal Airport</i> - Investigate the potential opportunities for the airport and how it can support economic growth for the City and the County. • <i>Brantford/Brant Community Healthcare System Brantford General Hospital Site (BGH)</i> - Develop a funding strategy through a variety of methods, including fundraising, to meet the \$150M-\$200M requirement to build the new BGH. • <i>Southwest Community Centre</i> - Execute a plan to deliver this previously approved and funded project for the community by the end of the term. • <i>Heritage Designations</i> - Introduce programs that would encourage and incentivize property owners to designate their properties. • <i>Considers Funding and Affordability</i> – Ensure the City considers affordability, the funding requirements, and the ability to garner such funding in a way that imposes the least burden on the taxpayer.

	Strategic Theme	Potential 2023-2026 Priority Action Areas
6	Effectively and consistently engage with the community.	<ul style="list-style-type: none"> • <i>Engagement</i> - Build a process that will use multiple methodologies to engage a majority of the community in various activities of the City with a focus on closing the feedback loop. • <i>Communication</i> - Establish a consistent and regular communication strategy from Council to the community that is straightforward, easy to understand, and demonstrates a unified front in recognizing the diverse needs of the community (including aging, social and cultural needs). • <i>Advocacy</i> - Build an intentional strategy for Council and the City in promoting community pride in the City of Brantford. • <i>Neighbourhood Associations</i> - Strategize on ways to leverage and engage the Neighbourhood Associations in a more meaningful way that helps them. • <i>Volunteer and Non-Profit Organizations:</i> <ul style="list-style-type: none"> a. Outsourcing Opportunities - Investigate areas of operation within the City that could be better operationalized by an outside organization. Examples are summer camps, select recreation activities, the Santa Claus parade b. Funding and Committed Support - Help re-establish key volunteer and non-profit organizations through financial support and promotional activity. c. Community Hubs - Investigate the desire and capability of utilizing schools as a community hub for after-hours programming. • <i>Education</i> – proactively meet people where they are promote the diversity of the City and celebrate that we live in a multi-cultural city

	Strategic Theme	Potential 2023-2026 Priority Action Areas
6	Invest in a long-term strategy and plan to manage the homelessness crisis, inclusive of the related issues of mental health and addiction issues and safety and security concerns.	<ul style="list-style-type: none"> • <i>Investment & Strategy</i> - Develop a strategy in consultation with the Health Unit and Community Services and Social Development with heavy and direct investment and ongoing funding to commit to a long-term, consistent plan directly managing the Homelessness Crisis, inclusive of the related social issues of mental health and addiction and any related criminal activity impacting safety and security in some areas of the city. A multi-faceted strategy that may include: <ul style="list-style-type: none"> a. Consultation with the Province and other communities on strategies that have worked, both from a prevention perspective and a support perspective. b. Development of support centres that provide safe consumption, with wrap-around services. c. Identifying locations for these support centres that are distributed throughout the city. d. Ongoing research and outreach to support the root cause creating this social crisis. • <i>Policing</i> – Ensure there is a maintained policing program as a presence and response to ensure the safety of our community. • <i>Community Involvement</i> - Create a communication and education strategy, using real stories, to help the community feel safe and want to be together in public spaces.
8	Create a vision statement for the long-term future of the City.	<ul style="list-style-type: none"> • What kind of city should we become in 20, 50, or 100 years? • What will the legacy of this Council be? • Decide on a bigger vision that will allow Council to take advantage of opportunities that are presented in a more decisive manner. • Decide on visions for each of the neighbourhoods.

	Strategic Theme	Potential 2023-2026 Priority Action Areas
9	Commit to and implement the downtown revitalization plan and vision	<ul style="list-style-type: none"> • <i>Perception of Safety in the Downtown Core</i> - Build a communication strategy that showcases the Downtown Core as one that is safe. Options to consider: <ol style="list-style-type: none"> a. hold events, b. tell stories, c. engage with social influencers to be real-time with Downtown activities. • <i>Vision for the Downtown</i> - Articulate a future vision for the downtown core that will define the city and ensure that people want to spend time and invest there. • <i>Downtown Infrastructure</i> - The construction and implementation of the infrastructure plan for the downtown ought to begin by the end of the 4-year term. • <i>Proactive Engagement</i> – Ensure the plans and opportunities are proactively communicated to Council and the larger community.

	Strategic Theme	Potential 2023-2026 Priority Action Areas
10	Build a greener Brantford	<ul style="list-style-type: none"> • <i>Advocacy for Green Initiatives</i> - Continue with the current initiatives being taken by the City and ensure there is focused action through the Climate Action Plan with advocacy from Council. Examples are to create policies to support: <ul style="list-style-type: none"> a. Electrifying fleets b. Energy-Efficient Buildings c. Development of the Green Bin program d. LED lighting e. Advocating with the Province to support initiatives • <i>Plan for Green Initiatives</i> - Ensure that all master plans and transportation plans include green initiatives as part of the future vision for the City. Examples are: <ul style="list-style-type: none"> a. Protection of natural areas and underground water b. Planning for EV movement for the community c. Use of renewable energy d. Include biodiversity • <i>Strategic Green Decision-Making</i> - When resolutions or policy decisions come-forth to Council, ensure there are evidence-based metrics in place to assist in making strategic decisions. For example, quantify the amount of greenhouse gases or carbon footprint saved in a dollar amount. • <i>The Grand River</i> - Plan for the river to be an integral and unique part of the City, both from a tourist perspective but also to improve the Quality of Life for the community. • <i>Trail System</i> - Ensure there is a commitment and plan by the City to maintain and improve the trail system and continue to promote them to draw in tourists and the community.

Note: Position 6 is a tie from the ranking exercise. There is an opportunity to discuss this further to help prioritize one strategic theme over the other.

NEXT STEPS

This report consolidates any additions and re-writing of the Strategic Themes and reports on the priority rank of the Strategic Themes from highest to lowest.

It will be determined if a second session with the Members of Council is required to further discuss the Potential Priority Action areas. If so, a second session will be scheduled.

Ultimately, a final report will be delivered at an upcoming Council meeting to seek final approval. Such report will be the basis for the goals and actions for the corporation to undertake and ensure their implementation and completion for the 4-year term.

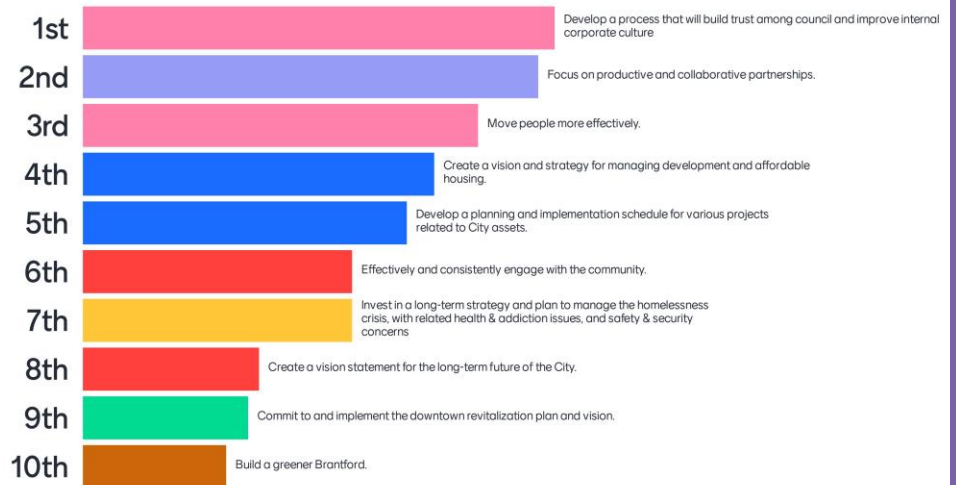


APPENDIX A: GRAPHIC REPRESENTATION OF THE PRIORITY RANKING EXERCISE



Rank in order of Priority

Mentimeter



10
10

ABOUT

Focused in
the Brantford,
Ontario region



TanGo Business Coaching & Consulting

Founded by Tania Caza, in Brantford, Ontario, TanGo Business Coaching focuses on three areas of practice, as outlined below. All programming are customized to the specific needs of the organization:

Leadership & Executive Coaching

- 1-on-1 Coaching
- Team Dynamics Coaching
- Leadership Group Coaching
- Mental Fitness Coaching

Strategic Planning & Organizational Culture Development

- Full Cycle Strategic Planning
- Annual Planning
- Workshops
- Research
- Implementation Plan
- Communication Plans
- Change Management

Human Resources Consulting

- People Strategy Development
- Organizational Development
- Employee Relations Matters
- HR Operations



PROJECT LEAD



TANIA CAZA

As a former Corporate Executive with expertise in Human Resources, Tania has over 20 years of experience leading teams in executive leadership and strategy, focusing on partnering strategically and operationally with business units in order to drive business success. Being one of the strategy & culture champions for the organization, meant developing, implementing and leading various initiatives both on a short-term and long-term basis and included ongoing reporting to the Board of Directors.

Tania is a collaborative leader, who strongly believes in coaching and mentoring others, building belongingness and inclusivity, and who believes in fostering a culture of trust through building solid business relationships.

In August 2021, Tania left the corporate world to start TanGo Business Coaching & Consulting focusing the practice on areas that can elevate organizations and leaders to their next phase of growth. Specifically, she has been focusing on delivering services to the Brantford-Brant region.

Tania has various certifications and education, including a MBA from Dalhousie University.

