

Outcome	Tier 1, 2 or 3?	Priority	Timeline (Quarter & Year)	Status	Lead Commission(s)	Relevant Service Review Opportunity(ies)	Service Review Opportunity Timeline	2022 Update
Outcome #1: All neighbourhoods in the City are safe, vibrant, attractive, and inclusive.	1	a) Complete new Official Plan	Q4 2020	Complete	People, Legislated Services, & Planning	• Implement a development strategy to maximize boundary lands	Q4 2020	Complete
Outcome #1: All neighbourhoods in the City are safe, vibrant, attractive, and inclusive.	1	b) Improve municipal capacity for by-law enforcement, including extended hours and expanded scope, to address concerns related to property standards, noise, nuisance, and compliance with COVID-19 regulations	Q1, 2022	Complete	People, Legislated Services, & Planning	• Establish a Municipal Law Enforcement Department encompassing all by-law enforcement services	Q1 2022	Complete
Outcome #2: Social services support is provided to Brantford residents in need.	1	a) Commence one or more additional housing developments, funded through proceeds from the disposition of municipal assets	Q4 2022	Complete	Community Services and Social Development			<p>1. The 177 Colborne St. W. new development (26 studio units) approved in February 2021 is well underway. A external grant funding extension was approved to the end of 2022 due to contamination discovered at the site. All modular residential units have been completed and site work is underway with the goal to have the building finished by end of December 2022.</p> <p>2. The 170 Trillium Way, Paris new development (49 one and two-bedroom units) is now underway, with funding contributions and land exchange agreements approved in 2022 between the City of Brantford and County of Brant. A Design/Build contractor VERLY has been hired, with the design phase underway and construction to start in the fall of 2022. The goal is to have the building finished by end of December 2023.</p> <p>3. Recent Council approval to proceed with the acquisition strategy of 36 -40 Queen St, with a later report in 2022 outlining a communication strategy and program strategy.</p>
Outcome #3: A safe, efficient transportation system connects the community across neighbourhoods, with neighbouring communities and provincial transportation networks.	1	a) Implement traffic calming measures on streets with high numbers of safety concerns	Complete	Complete	Public Works			The City has a traffic calming policy approved by Council in October 2020. Neighbourhood studies are ongoing based on the policy and are continuously going to Council. Pedestrian Crossover policy approved by Council in July 2022 to help with pedestrian safety.

Outcome #4: There is high trust in the City through demonstrated progress in taxpayer affordability and value for money.	1	a) Enhance communication to residents demonstrating evidence of high value for tax dollars	Q2 2021	Complete	CAO's Office	<ul style="list-style-type: none"> • Improve social media strategies to boost municipal service awareness 	Q1 2021	In January 2021, the City launched the Let's Talk Brantford online engagement portal in tandem with the 2021 Budget Process community consultation campaign. While soliciting feedback from residents to help inform Council decisions, the campaign also demonstrated value for tax dollars through educational content including a City Budget Process video, and Citizen Budget Calculator module whereby residents created their own City budgets. The module detailed the costs to operate popular City services such a waste collection and recreational programming, and provided itemized context for residents to make the connection between service enhancements and tax increases. Over 1,500 residents participated in this campaign. To date the Let's Talk Brantford site has received 37,448 independent visits. In January 2022, Dr. James Popham conducted research through Laurier University for the 2022 Budget Process and presented to Council.
Outcome #4: There is high trust in the City through demonstrated progress in taxpayer affordability and value for money.	1	b) Present an implementation plan for the KPMG Service Review Report (2019) and proceed according to Council direction	Q4 2020, Q2 2021, Q4 2021, Q2 2022 (twice a year)	Complete	CAO's Office	All	Multiple	Final Service Review report received by Council in June, 2022. CAO has identified other operational matters outside of SRO to review and find economies for the taxpayer. Any changes will be raised through the 2022 budget or Committee/Council reporting.
Outcome #4: There is high trust in the City through demonstrated progress in taxpayer affordability and value for money.	1	c) Review the City's accommodations strategies to consider lessons learned during COVID-19 related to working from home and other flexible employee arrangements	Q4 2020 & Q3 2021	Complete	Public Works	<ul style="list-style-type: none"> • Establish corporate wide flex policy e.g. work from home • Implement a staff engagement program 	Q1 2021, Q3 2021	Complete
Outcome #5: Growth is successfully accommodated in expansion lands.	1	a) Complete new Official Plan	Q3, 2020	Complete	People, Legislated Services, & Planning	<ul style="list-style-type: none"> • Implement a development strategy to maximize boundary lands 	Q4 2020	Complete
Outcome #5: Growth is successfully accommodated in expansion lands.	1	b) Complete Master Servicing Plan and develop innovative options for financing new infrastructure in collaboration with the private sector	Q4 2020	Complete	Public Works	<ul style="list-style-type: none"> • Prioritize the improvement of existing infrastructure above growth items • Link infrastructure expansion to demand 	Complete	

Outcome #7: The City is mitigating its environmental footprint and adapting to climate change.	1	a) Demonstrate the City's commitment to environmental leadership through visible projects	Ongoing	Complete	Public Works	• Establish a sustainability office • Identify green energy opportunities	Q4 2022	Clean Brantford campaign, Earth Day campaign, litter pickup, tree canopy expansion project, Corporate Climate Change Action Plan, Community Climate Change Action Plan, electrifying fleet, electric vehicle charging
Outcome #7: The City is mitigating its environmental footprint and adapting to climate change.	1	b) Complete the City of Brantford Greenhouse Gas (GHG) Assessment Tool and the five milestones under the Partners for Climate Protection Program	Q4 2021	Complete	Public Works			Climate lens tool launched in November 2021 for staff to quantify environmental impact of city actions. Also introduced new environmental impact section in staff reports to report on any impact to the environment. Milestone 4 of the Partners for Climate Protection achieved in Q3 2022. Net Zero Building Strategy report to be shared with Council September 2022.
Outcome #9: Dedicated, sustainable spaces are provided for heritage, arts, and culture.	1	a) Update the Municipal Cultural Plan	Q4 2022	Complete	CAO's Office	• Review revenue opportunities for cultural activities	Q4 2022	Received \$100, 000 grant to support the development of a new Tourism and Culture Strategy, integrating culture into the Division's destination marketing and product development efforts overall.
Outcome #9: Dedicated, sustainable spaces are provided for heritage, arts, and culture.	1	b) Complete updates to the Museum Sustainability Plan	Q3 2020	Complete	CAO's Office	N/A	N/A	Completed Q3 2020. Implementation of the recommendations and capacity building measures integrated into Tourism Division work plans from 2020-2025.

Outcome #6: A stronger, more diversified tax base and a range of employment opportunities are created.	1	a) Implement recommendations of the building and development process review and proceed according to Council direction, building an “Open for Business” reputation for the City of Brantford	Q2 2022	On Track	CAO's Office	• Planning Review	Phase 1 Complete, Phase 2 Completion date: Q4 2021	In 2021 Performance Concepts Inc. was retained by the City to conduct an analysis of the Development Approvals Process (DAP). • Corporate Restructuring has taken place, including the development of a new Planning and Development Services Department which includes Development Planning, Long Range Planning and Development Engineering. Added 4 new staff in Planning and 8 new staff in Development Engineering to support development approvals. Enhanced Delegated of Authority – 5 standard processes delegated to staff; Removal of a Holding Provision; Relief from Part Lot Control; Determining Major vs. Minor Amendments to Draft Approved Plans of Subdivision; Extension of the lapsing period for Draft Approved Plans of Subdivision and Condominium; and, Condominium Exemptions Site Plan, Site Alteration and Security Release Processes Review underway Meetings have taken place with Development Community, Stakeholders, including Homebuilders, BREa, and Chamber of Commerce.
Outcome #8: The full potential and community benefits of the Grand River are realized.	1	a) Increase investments in flood mitigation and remediation	Q4 2023	On Track	Public Works			City working with GRCA to implement measures identified in the ice jam feasibility study and flood plan recently created. City has applied for additional funding through the federal government to install additional WaStop valves to improve flood mitigation network. Council approved Environmental Assessment of the Three Grand River Crossings that recommended rehabilitation of Lorne Bridge and replacement of Brant's Crossing Bridge to protect infrastructure against future floods and ice jams. The City is reviewing the need for a stormwater management fee.
Outcome #9: Dedicated, sustainable spaces are provided for heritage, arts, and culture.	1	c) Continue to explore cultural opportunities within the Mohawk Lake District	Q2 2022	On Track	People, Legislated Services, & Planning	• Review revenue opportunities for cultural activities	Q4 2022	\$150,000 grant provided to Wilfrid Laurier University in Q1 2022 to retain an architect to develop concept plans for the Cultural Hub at 1 Market.

Outcome #7: The City is mitigating its environmental footprint and adapting to climate change.	1	c) Redevelop brownfield lands in conjunction with private sector and non-profit organizations which includes community consultation		Delayed		• Identify green energy opportunities	Q4 2020	Mohawk Greenwich delayed due to Survivor's Secretariat work. Pearl Sydenham delayed due to new environmental concerns.
Outcome #1: All neighbourhoods in the City are safe, vibrant, attractive, and inclusive.	2	c) Continue to invest in downtown revitalization and advance the Downtown Master Plan	Q4, 2021	Complete	Public Works	• Strengthen the downtown strategy by offering business/growth incentives	Q4 2020	PW- Downtown Streetscape Environmental Assessment and infrastructure improvements approved by Council in Q2 2022, proceeding to design phase in 2022-2023
Outcome #1: All neighbourhoods in the City are safe, vibrant, attractive, and inclusive.	2	d) Develop a multi-year asset management and funding strategy for all infrastructure categories, including natural assets, prioritizing investment for areas most in need and focusing on preventative maintenance to extend the life of municipal assets	Q3 2021	Complete	Public Works	• Develop asset management planning framework	Q3 2021 - PW Q3 2023 - all city	Completed all core assets for PW, moving to non-core assets Q3 2024 while working on the City's natural assets (projects with LIDAR for trees, documenting in/out ROW). Prioritization Matrix is in use for 2023 capital budget. On pace to meet O.Reg in 2024 (as extended by Province). Delayed due to regulation from province extending timelines
Outcome #1: All neighbourhoods in the City are safe, vibrant, attractive, and inclusive.	2	e) Work with Brantford Police Service and other community partners to develop a long term, prevention-based approach to community safety that creates opportunity for local youth (Complete a Community Safety and Well-being Plan)	Tentative Q4 2021 (Province has not advised on new deadline)	Complete	Community Services and Social Development			Approved by Council in June 2021.
Outcome #1: All neighbourhoods in the City are safe, vibrant, attractive, and inclusive.	2	g) Develop a Youth Strategy, including opportunities for Youth Centre expansion	Tentative Q4 2021 (Province has not advised on)	Complete	Community Services and Social Development	• Develop partnerships for Hub Programming and neighbourhood association programs and services	Complete	Update Youth Strategy presented to Council in June 2021. Complete.
Outcome #2: Social services support is provided to Brantford residents in need.	2	c) Support the continued implementation of the Elder Abuse Prevention Strategy and other age-friendly initiatives	Q4 2022	Complete	Community Services and Social Development			This project is on track and an updated Healthy Aging Plan, including initiatives to support Elder Abuse Prevention will be presented to Council in Q4 2021. Original Timeline Q4 2022
Outcome #3: A safe, efficient transportation system connects the community across neighbourhoods, with neighbouring communities and provincial transportation networks.	2	d) Investigate City-wide traffic technologies to enhance traffic safety, including mobile radar units	Q2 2021	Complete	Public Works			Red light cameras expected to be implemented in Q4 2022 with automated speed enforcement cameras following in Q4 2023. An automated speed enforcement pilot was conducted in May 2022.
Outcome #3: A safe, efficient transportation system connects the community across neighbourhoods, with neighbouring communities and provincial transportation networks.	2	e) Develop a comprehensive plan to integrate active transportation networks with measures for improved connectivity and enhanced maintenance	Complete	Complete	Public Works			A high level plan for active transportation in Brantford was completed as part of the Transportation Master Plan Update in 2020. An in-depth Active Transportation Master Plan is ongoing as of 2022.

Outcome #1: All neighbourhoods in the City are safe, vibrant, attractive, and inclusive.	2	b) Mandate the City to lead by example in property standards and maintenance, ensuring municipal assets contribute to civic pride	Q3 - 2023	On Track	Public Works	<ul style="list-style-type: none"> • Corporatize functions like security, energy management, facilities and event planning, financial, IT • Standardize facility management practices e.g. energy management and processes for site/facility security 	Complete, Q3 2023	Currently reviewing policies/procedures around protection of trees on public property. Staff launched public art project on TH&B Crossing Bridge to protect the important connection over the Grand River from graffiti and promote civic pride.
Outcome #2: Social services support is provided to Brantford residents in need.	2	b) Together with health care partners, participate in the continued implementation of the Brantford-Brant Community Drugs Strategy	Q4 2022	On Track	Community Services and Social Development			Staff from the Communications and Public Engagement Department and the Community Services & Social Development Commission participate on the BCHU's Drug Strategy Coordinating Committee and continue to focus the Four Pillars to lessen the incidence and impact of substance use on the community 1) Prevention/Education 2) Treatment/Recovery 3) Enforcement/Justice 4) Harm Reduction
Outcome #4: There is high trust in the City through demonstrated progress in taxpayer affordability and value for money.	2	d) Establish a multi-year budgeting process and an affordability index to provide long-term budget guidance	Q3 2022	On Track	CAO's Office			
Outcome #4: There is high trust in the City through demonstrated progress in taxpayer affordability and value for money.	2	e) Improve corporate-wide coordination and after hours availability for customer service	Q3 2022	On Track	CAO's Office	• Review Customer Service Framework	Q1 2021	Reorganized the Customer Contact Centre under the Office of the CAO; Communications and Community Engagement. Currently engaged in Customer Service Review.
Outcome #5: Growth is successfully accommodated in expansion lands.	2	c) Complete agreements associated with boundary expansion lands	Q4 2021	On Track	CAO's Office	• Implement a development strategy to maximize boundary lands	Q4 2020	The City is in the process of retaining external legal counsel for this work that have specialty in municipal law, are frequently involved in negotiating development contracts on behalf of municipal clients, and have worked on similar projects in the past. Once retained, they will be reviewing our current templates, start ongoing consultations with the relevant internal stakeholders, and use their knowledge of current development trends and standards to craft the new agreements. After the are done putting together the templates, the City's in house counsel will host a virtual training to get staff comfortable with the new contracts. The timeline for this project is Q2 2023.

Outcome #5: Growth is successfully accommodated in expansion lands.	2	d) Forge strong relationships with the People of the Six Nations of the Grand River and the County of Brant to support projects that contribute to growth and prosperity	Ongoing	On Track	CAO's Office	• Implement a development strategy to maximize boundary lands	Q4 2020	Examples of efforts continued by the City of Brantford include July's Notice of Motion: Seeking Prosperity and Partnership with Indigenous Nations and a Timely Resolution of Haldimand Tract Land Dispute. Additionally, at a Special Council meeting held Tuesday, May 17, 2022 Brantford City Council unanimously supported a Notice of Motion that calls on the federal and provincial governments, and the Anglican church to respectfully release to the Survivors' Secretariat immediately, all documents in the possession of the Government of Canada or the Government of Ontario or the Anglican church related to the former Mohawk Institute Indian Residential School now located on Six Nations of the Grand River Territory, within the geographic boundaries of the City of Brantford. The City also opened up our archives to the Secretariat researchers earlier this year. The City's recruitment of an Indigenous Affairs Advisor has also assisted in further enhancing relationships, while also fostering a culture of learning and development through a newly developed Indigenous Competency Training program for all staff and elected officials. The City has increased its internal and external Indigenous programming, and senior leadership have thoughtfully nurtured a mutual relationship with leadership on the Six Nations through professional development, and social activities.
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Outcome #6: A stronger, more diversified tax base and a range of employment opportunities are created.	2	b) Provide support and liaison to local businesses that have been adversely affected by the COVID-19 pandemic, particularly small businesses in the retail, service, tourism, and restaurant sectors	Q4 2021	On Track	CAO's Office			Ongoing. Integrated the Economic Recovery Action Plan (2020) into ongoing Departmental work plans to ensure focus on COVID-19 recovery for hardest hit businesses. Amended destination marketing to focus on Brantford – the big City with a small town feel – including “live like the locals” initiatives (printed and digital), including small businesses and the stories of small business owners, and offering substantially lower cost advertising rates for annual Visitor Guide (\$20 versus \$500). Increased visibility and outreach to local businesses through the business retention and expansion (BR+E) program, as well as dedicated outreach for new small business grant programs, including Digital Main Street. Tourism & Culture Strategy to be completed by Q4 2022. Economic Development Strategy to be completed by Q4 2023.
Outcome #6: A stronger, more diversified tax base and a range of employment opportunities are created.	2	c) Seek innovative arrangements with the private sector for the provision of new infrastructure	Q4 2022	On Track	CAO's Office			Realigned Real Estate into Economic Development and Tourism Department to focus on strategic initiatives, including projects such as Apotex crosswalk and investigating physical space requirements for performing arts groups through capital funding and partnership with Wilfrid Laurier University.
Outcome #6: A stronger, more diversified tax base and a range of employment opportunities are created.	2	d) Service industrial areas in boundary expansion lands	Ongoing	On Track	Public Works	• Implement a development strategy to maximize boundary lands	Q4 2020	Environmental Assessments for servicing are underway including 403 Crossing, WGP Extension, and the PD 2/3 elevated tower.
Outcome #7: The City is mitigating its environmental footprint and adapting to climate change.	2	d) Increase community waste diversion through a green bin program	Q4 2025	On Track	Public Works	<ul style="list-style-type: none"> • Identify green energy opportunities • Implement a fee for garbage bag tags and/or reduce the allowable limit for garbage bags; Reduce pickup of recycles to every second week • Review landfill operations • Review energy generation from landfill 	Q4 2020, Q4 2025, Q4 2021, TBD	Green bin collection program will be implemented in November 2023.

Outcome #7: The City is mitigating its environmental footprint and adapting to climate change.	2	e) Increase investment in flood mitigation and protection	Q4 2023	On Track	Public Works			City working with GRCA to implement measures identified in the ice jam feasibility study and flood plan recently created. City has applied for additional funding through the federal government to install additional WaStop valves to improve flood mitigation network. Council approved Environmental Assessment of the Three Grand River Crossings that recommended rehabilitation of Lorne Bridge and replacement of Brant's Crossing Bridge to protect infrastructure against future floods and ice jams. The City is reviewing the need for a stormwater management fee.
Outcome #7: The City is mitigating its environmental footprint and adapting to climate change.	2	f) Develop partnerships and capacity and achieve funding from other levels of government to construct an anaerobic food and organic waste digester	Q4 2027	On Track	Public Works	<ul style="list-style-type: none"> • Identify green energy opportunities • Explore the construction of an anaerobic biodigesture facility • Review landfill operations 	Q4 2020, Q4 2027, Q4 2024	An expression of interest to build the anaerobic waste digester was submitted and approved by Environment and Climate Change Canada, however a formal proposal was not pursued due to timing constraints of the grant program and further constraints caused by the existing RESOP agreement.
Outcome #8: The full potential and community benefits of the Grand River are realized.	2	d) Promote complementary private sector enterprises and increase tourism marketing	Q4 2021	On Track	CAO's Office			Ongoing. Investigating the implementation of a municipal accommodations tax to support enhanced destination marketing to attract new and higher-value tourism receipts (recommendations anticipated for Q2 2023). Restructured Sanderson Centre marketing and group sales to Tourism Division to integrate into existing attraction strategies and enhance in partnership with Communications Department. Increased marketing of filming in Brantford to enhance Civic pride and contribute to City's growing recognition as a film friendly City with an exceptional film commission. Pending approval: Re-aligning Tourism staff to better support demand for increased tourism marketing and product development for leisure tourism.

Outcome #8: The full potential and community benefits of the Grand River are realized.	2	c) Revitalize existing parks and create new parks and amenities along the Grand River	Ongoing	On Track	Public Works			Investigative studies being undertaken for Church Street park as well D'Aubigny boat launch. Grant application submitted through the Regional Tourism Association to upgrade amenities at two river access points, and market these access points, specifically during slower seasons (Fall and Spring). 15 Park openings scheduled to take place in 2022, including the redesigned fully accessible award-winning structure at Mohawk Park.
Outcome #9: Dedicated, sustainable spaces are provided for heritage, arts, and culture.	2	d) Advance a cultural hub in collaboration with arts organizations	Q1 2021	On Track	CAO's Office	• Review the mid size theatre project	Q1 2021	Ongoing. City provided \$150,000 grant to WLU to retain architectural firm to plan Cultural Hub at 1 Market. Ongoing support for funding and grant applications. Ongoing support and partnership with Wilfrid Laurier University to educate the community, provide project feedback, assist with community consultation, and identify funding sources to realize a cultural hub with a performance space, art house theatre and complementary services, including front-of-house services, retail and food to create a community destination.
Outcome #1: All neighbourhoods in the City are safe, vibrant, attractive, and inclusive.	2	f) Work with Brantford Police Service and other community partners to address short term needs associated with community safety, including CCTV cameras, increased police presence and solutions to petty crime	Q2 2022	Delayed	Public Works			CCTV cameras will be installed in Downtown by Q4 2022. Mobile security patrol unit was permanently implemented in 2022
Outcome #1: All neighbourhoods in the City are safe, vibrant, attractive, and inclusive.	2	h) Address deficiencies in Woodman Pool	Q3 - 2022	Delayed	Public Works	• Close Woodman pool	Complete	Pool construction to be completed and reopened Q2 2023.
Outcome #1: All neighbourhoods in the City are safe, vibrant, attractive, and inclusive.	2	i) Complete new community centre in partnership with school board	Q4 2024	Delayed	Public Works	• Leverage Community Partners (NPOs) more effectively	Ongoing	City planning complete waiting on school board timelines.
Outcome #3: A safe, efficient transportation system connects the community across neighbourhoods, with neighbouring communities and provincial transportation networks.	2	b) 403 transportation access – complete Environmental Assessment and consider implementation options	Q4 2021	Delayed	Public Works			Currently completing Regional Transportation Study to assess other options.

Outcome #3: A safe, efficient transportation system connects the community across neighbourhoods, with neighbouring communities and provincial transportation networks.	2	c) Complete Joint City-County Strategic Transportation Study	Q3 2021	Delayed	Public Works			County of Brant TMP ongoing and to be finalized Q1 2024. City/County working group re-started and working collaboratively.
Outcome #8: The full potential and community benefits of the Grand River are realized.	2	b) Continue to advance the Mohawk Lake District in collaboration with the People of the Six Nations of the Grand River		Delayed	People, Legislated Services, & Planning	• Implement a development strategy to maximize boundary lands	Q4 2020	Delays arising due to the importance of the Survivor's Secretariat work.
Outcome #9: Dedicated, sustainable spaces are provided for heritage, arts, and culture.	3	e) Proceed with improvements to the Brant County War Memorial	Q4 2023	On Track	Public Works			
Outcome #9: Dedicated, sustainable spaces are provided for heritage, arts, and culture.	3	f) Promote complementary private sector enterprises and increase tourism marketing for arts, history, culture and sustainable spaces	Q4 2021	On Track	CAO's Office			Ongoing. Tourism and Culture Strategy to be completed by Q4 2022.
Outcome #3: A safe, efficient transportation system connects the community across neighbourhoods, with neighbouring communities and provincial transportation networks.	3	f) Develop a long-term plan for public transit growth, including transit service options in the North West Business Park to coincide with shift changes	Q4 2021	Delayed	Public Works	• Review transit master plans and explore micro transit or similar public transit models and look at transit fares	Q4 2023	Temporary service to the Northwest Industrial Area has been provided until a permanent solution is defined through the Optimization Study.