Date       June 11, 2019

To        Chair and Members
           Committee of the Whole – Operations and Administration

From      Darryl Lee
           Chief Administrative Officer

1.0       Type of Report

Consent Item [ ]
Item For Consideration [X ]

2.0       Topic

2019 - 2020 Council Priorities [Financial Impact: None]

3.0       Recommendation

A. THAT Staff Report 2019-384 on the 2019-2020 Council Priorities BE RECEIVED; and
B. THAT the 2019-2020 Council Priorities BE ENDORSED; and
C. THAT Staff BE DIRECTED to implement the 2019-2020 Council priorities as outlined in Report 2019-384 and where additional resources are required, report back to Council as part of the 2020 Estimates Committee process with identified Operating and Capital Budget implications; and
D. THAT the Staff from the office of the Chief Administrative Officer BE DIRECTED to bring reports on the progress of the 2019-2020 Council Priorities to update Council annually.

4.0       Purpose and Overview
This report outlines next steps related to the proposed 2019-2020 Council Priorities. Staff has identified objectives that can be achieved in the next two years. Financial and other required resources have also been identified where known. This report further directs staff to bring back additional information to Council, including the required resources necessary to implement these priorities.

5.0 Background

In February 2019, Mayor and Members of Council identified and approved Council Priorities for 2019-2020, and directed Staff to provide a report outlining next steps through the following approved recommendation:

THAT the following priorities identified as part of the February 2019 Priority Setting Exercise BE REFERRED to Staff for a report back addressing requirements for implementation, timelines, funding and other resources required:

- Road Development – Access to West Brant and Hwy. 403
- Finalize Boundary Implementation Plan
- External Organizational Review
- Housing Continuum
- Green Bin Program and Anaerobic Food and Organic Waste Digester
- Affordability - Tax Increase not to exceed Inflation
- Relationships with Six Nations and County of Brant
- Development of a Consolidated Museum and Archives Facility, along with a Mid-size Performance Venue
- Cost/Benefit of Services – Service Delivery Review
- Police/Crime/Drugs
- Value for Money Audit
- Traffic Technology

6.0 Corporate Policy Context

On December 3rd, 2018, at the inaugural meeting of Council, Mayor Kevin Davis identified the need to review existing priorities and set new ones, focusing on a strong economy, maintaining and building infrastructure, and the health and safety of Brantford residents. The Mayor proposed that Council hold a priority-setting session as early as possible in the New Year to establish new priorities for the City of Brantford.

7.0 Input From Other Sources
The preparation of this report included input from staff in Finance, Economic Development and Tourism, Public Works, Health and Human Services, Planning, and the Brantford Police Service.

8.0 Analysis

8.1 Council Priority – Road Development - Increase Access to West Brant and Highway 403

Provide additional roadway access from West Brantford (West Brant) to the Highway 403 to reduce travel time.

Brantford is a growing City, attracting new residents and businesses each year. While that growth has many positive effects on the City, there are increased pressures on roadways, and traffic flow. Recognizing these pressures, Council has highlighted improving traffic times between West Brant and the Highway 403 interchanges as a priority for 2019 - 2020. The extension of Oak Park Road from Colborne Street West to Highway 403 has been identified in the City’s 2014 Transportation Master Plan (TMP) and a feasibility study is underway. Transportation alternatives with Brant County are being explored through the Joint Strategic Transportation Plan as outlined in in Section 8.7 of this report.

PROPOSED SHORT-TERM OBJECTIVES:

✓ Complete the feasibility study for the Oak Park Road Extension

✓ Initiate planning related to the construction of the extension, including initiating a Municipal Class Environmental Assessment (EA) for the Oak Park Road Extension (From VMP/Colborne Street West to Highway 403)

✓ Identify any capital and human resources that will be required

REQUIRED RESOURCES:

Public Works has allocated funding to complete the EA for the Oak Park Road Extension, as identified in the City’s 2014 Transportation Master Plan, and in the City’s 10-year Capital Plan. In order to expedite the work on the EA, Council will need to approve the unmet need for two positions in the Transportation Services Division of the Engineering Services Department. It is also expected that the construction costs identified in the Capital Plan will need to be increased. The General Manager of Public Works will be bringing a report to Committee and Council in August 2019 on the Oak Park Road Extension (Colborne Street West...
to Oak Park Road) Feasibility Study findings. The report will recommend next steps and outline staffing and capital budget requirements.

8.2 Council Priority - Finalize Boundary Implementation Plan

Develop a Boundary Lands Implementation Plan that reflects economic development, growth management, servicing, and transportation considerations.

2700 hectares were annexed from the County of Brant and moved into the City’s boundaries in 2017. The planning and development of these lands will require an integrated approach focused on growth, land use planning, policy development, servicing, and transportation. The development of the boundary lands will be addressed through the completion of new Official Plan (OP) and subsequent updates to the Master Servicing Plan (MSP) and the Transportation Master Plan (TMP). City Council has created a Boundary Lands Task Force to guide the ongoing development and planning of the new boundary lands. Additionally, the Boundary Expansion Agreement addresses Joint Venture Areas and Servicing Agreements which is referred to in section 8.7 of this report.

PROPOSED SHORT-TERM OBJECTIVES:

✓ Completion and approval of the City’s Official Plan (2020)
✓ Completion and approval of the Master Servicing Plan (MSP)
✓ Completion and approval of the Transportation Master Plan (TMP)
✓ Continue to support the recommendations of the Boundary Land Task Force
✓ Complete transitioning of municipal services in the boundary expansion lands, currently provided by the County, by December 31, 2020

RESOURCES REQUIRED:

Funding is already in place to undertake the Official Plan, the Master Servicing Plan (MSP) and the Transportation Master Plan (TMP), which includes the planning for the boundary lands. It is expected that additional funding for the MSP and TMP will likely be required due to the recent changes in the Growth plan by the Province, which will be brought forward as part of the 2020 Estimates Process. The formal adoption of the Official Plan may result in the need for additional staff resources to support planning, engineering, and building services.
These unmet needs will be provided for Council’s consideration through the Estimates Committee process.

Resource requirements for the City to provide services in the boundary expansion lands once the Municipal Services Agreement expires are being identified. The required resources will be brought forward as unmet needs for Council’s consideration as part of the 2020 Estimates process.

8.3 Council Priority - External Organizational Review and Cost-Benefit Analysis of Services – Service Delivery Review

Conduct an external review of all City services to find potential operational and service delivery improvements and efficiencies. This review will include a systematic cost-benefit analysis to better understand service updates or alternatives, and a comprehensive review of the organizational structure needed to deliver these services.

The City of Brantford offers a wide range of operations and services across five core commissions. The City is steadily growing, and over the past several years Council has approved service expansion and operating standards to ensure the City is meeting the needs of Brantford residents. During times of growth, it is advisable to review current operations and services to evaluate the need for improvements, updates, and changes. Council has highlighted the importance of reviewing organizational operations and service delivery as a key priority for 2019-2020. The timing for this review coincides with a significant organizational change management process of moving many of the City’s core services into the new City Hall in 2020. Staff are currently evaluating work processes, and identifying where improvements and changes can be made.

**PROPOSED SHORT-TERM OBJECTIVES:**

- Determine scope and size of operational review and identify services that will be analyzed
- Develop a Terms of Reference, supported by Council, that would outline the requirements and desired outcomes of this review
- Submit an Expression of Interest under the Audit and Accountability Fund to seek Provincial funding for a service review
- Hire an external third-party consultant to undertake the service review process
Develop internal communications to update and engage staff in the review process

**REQUIRED RESOURCES:**

There is currently no budget allocated to this priority. An external consultant should be hired to conduct this review. The review would likely need to be conducted in two phases: a review of City services and an organizational structure review. Based on previous reviews, it is estimated that a project of this size would cost approximately $150,000 to complete. In May 2019, the Province of Ontario established the Audit and Accountability Fund to assist municipalities review their operations to find service delivery efficiencies. Staff will research estimated costs associated with conducting an external review, and are currently pursuing funding through the Audit and Accountability Fund. Decisions on the Fund are expected to be made by early summer 2019, and third-party reviewer reports outlining analysis, findings and actionable recommendations must be completed by November 30, 2019. Staff resources will be redirected to the research, administration and procurement of an external consultant for this review. Staff will bring back more information related to the Audit and Accountability Fund in June 2019.

### 8.4 Council Priority - Housing Continuum

**Increase the supply and access to social and affordable housing options for Brantford residents.**

Based on projected population growth from 2019 – 2030, it is estimated that 9738 households (13.6% of households) in the City of Brantford and County of Brant will be in Core Housing Need, which signifies that households with an income of less than $46,000 are spending over 30% of their income on shelter costs. These households are highly vulnerable to cost increases, job loss, or other factors that may impact their ability to sustain housing. Municipalities can attempt to mitigate the risk of precarious housing and homelessness by maintaining, creating, and advocating for an adequate stock of affordable housing.

**PROPOSED SHORT-TERM OBJECTIVES:**

- Estimate costs to support a 10 year housing development plan that maintains, at a minimum, the current affordable housing service levels standards relative to 10 year population growth projections
✓ Ensure the affordable housing needs and the impact of selling of municipal assets to offset housing costs are reflected in the 10-year Capital Plan

✓ Develop a comprehensive Community Homelessness Response Plan

✓ Continue to implement the Shelter System Modernization Plan

✓ Complete a 5-year Review of the 2014-2024 Brantford-Brant Housing Stability Plan

✓ Continue to implement of the Homes For Good Initiative

✓ Pursue third-party revenue and creative funding solutions, such as partnerships with non-profit housing organizations or the sale or reallocation of municipal assets, to address housing needs

✓ Work collaboratively with the County of Brant to develop affordable housing solutions

**RESOURCES REQUIRED:**

Creating new and maintaining affordable housing and supportive housing stock requires a significant investment. Municipalities can deploy a number of tools and resources to establish more affordable units. Partnerships with non-traditional funders and the non-profit sector, creative building practices, implementing housing services programs (e.g. rent supplements), development charges and the sale or reallocation of municipal assets are all options that can be explored. Planning efforts and the ongoing operation and service delivery of current programs are funded through existing operating budgets; however, future affordable housing needs will be identified as part of the update to the 10-year capital plan.

8.5 Council Priority- Green Bin Program and Anaerobic Food and Organic Waste Digester

Support the development of a Green Bin program and the construction of an organic waste anaerobic digester to support the environmental goals of the City and meet compliance with the Waste Free Ontario Act.

Food scraps and other organic materials account for a significant proportion of household waste. Due to limited availability of landfill space, and the detrimental impacts of landfillsing organic waste on the environment, municipalities are being
encouraged to take the lead in implementing solutions to divert organic materials from the mainstream waste system. Under the Waste Free Ontario Act, the Province has introduced a Waste Policy Statement mandating increased diversion of food and organic waste by municipalities. The Policy Statement outlines that curbside collection programs will be required to be in place by 2025. In 2018, a feasibility study was conducted to examine the potential integration of a waste diversion system for household organics and other biodegradable organic materials, and identified opportunities to develop Green Energy Initiatives in Brantford. In order to achieve compliance with the legislation, and support environmental initiatives, Council has highlighted the development of a Green Bin program, and construction of an anaerobic digester as a key priority for 2019-2020.

**PROPOSED SHORT-TERM OBJECTIVES:**

- Begin first steps towards the construction of a food and organic waste anaerobic digester
  - Investigation, design, approval and construction of heat and gas recover/exchange systems between Landfill Gas Utilization Facility and Wastewater Treatment Plant (2019)
  - Design, approvals & permits for new anaerobic digester, biosolids storage tank, pre-processing equipment and related instrumentation (2020-21)
  - Construction management and facility commissioning (2021-2025)

- Explore the development of a Green Bin program (2023-24)
  - Review changes required to collection contracts to allow separation and diversion of targeted materials,
  - Estimate program start up expenditures for items such as promotion and education, purchase of containers, operational improvements to public drop off at the Mohawk Street Landfill Site, etc.
  - Estimate future annual operating and capital budget requirements,
  - Estimate future impacts to annual operating budget revenues (i.e. reduction of tipping fees and generation facility revenues based on diversion of food and organic waste tonnage residential and IC&I sources),
  - Prepare Requests for Tender for multi-year contracts for the collection and processing of household organics

- Identify long term funding requirements and potential Provincial and Federal funding sources
RESOURCES REQUIRED:

A project of this size requires a significant investment. The 2019 – 2028 Capital Budget Forecast, approved by Council, includes $19.85 million for the proposed project development based on receiving on receiving approximately 50% funding from other levels of government. Availability of funding will be a key factor in determining timing to move forward with the proposed facility and achieving compliance with the requirement to have an organized waste diversion program in place by 2025. The current budget does not include costs for purchasing and distribution of Green Bins and costs for curbside collection of organics. The impacts on staffing have not been assessed for operating a new facility. Staff will be proceeding with the investigation, design, approval and construction of heat and gas recover/exchange systems between Landfill Gas Utilization Facility and Wastewater Treatment Plant in 2019. A funding application in the amount of $6.9 million (~40% of the project cost) has been submitted under the federal Low Carbon Economy Fund, Partnerships Stream of the Low Carbon Economy Challenge. Funding decisions are expected later in 2019 and staff will report back to Council if the application is successful.

8.6 Council Priority - Affordability - Tax Increase not to Exceed Inflation

Establish mechanisms to keep property taxes affordable for Brantford residents.

Taxes are an important part of generating revenue for City services and infrastructure; however, keeping taxes affordable for residents is an important aspect of city governance. Property taxes are influenced by a number of factors, the primary factor being services delivered, as approved through, the municipal budget for which Council has control over. There are, however, many other factors influencing tax increases. These factors include tax policy, tax shifting, assessment growth/loss in different tax classes, assessment appeals and tax appeals; all of which can work to generate increases or decreases in different tax classes. Council can only directly control budget increases, not tax increases, exceeding inflation.

Non-tax revenues such as provincial funding, and user fees and rates offset expenditures and reduce property taxes. In order to impact property taxes, Council can focus on a number of strategies such as supporting growth, expansion and density focused on diverse mix of residential and commercial properties, reviewing services and service levels, and finding new revenue
sources. In order to implement these strategies a number of objectives are proposed.

**PROPOSED SHORT-TERM OBJECTIVES:**

- Continue with the approved Council resolution to reduce tax ratios for industrial and commercial properties to encourage non-residential development
- Continue to support growth in the City, with a focus on a mix of property types
- Conduct an external review of services to assist in reducing the overall budget
- Investigate options for new revenue sources

**REQUIRED RESOURCES:**

Funding would be required to undertake external studies to review City services, as well as the long-term costs and benefits of development. Council should continue with its commitment to reduce tax ratios for industrial and commercial properties as a means to encourage non-residential development. In the short term, reducing tax ratios for the business classes shifts some of the property tax burden to the residential class. In the long-term, however, increased assessment in the business classes will have a favourable impact on the residential taxpayer. Additionally, focusing on growing and densifying the City may require significant, upfront infrastructure investments.

**8.7 Relationships with Six Nations of the Grand River and the County of Brant**

Continue to build strong relationships with neighbouring communities to support common goals, and joint ventures.

Working collaboratively with neighbouring leaders, staff, community partners and residents is a key priority for the City of Brantford. Collaboration allows for the pursuit of common goals, streamlining service delivery, leveraging assets and sharing resources. City staff across the Corporation has and continue to work with County of Brant and Six Nations of the Grand River partners on wide range of projects.

**PROPOSED SHORT-TERM OBJECTIVES:**
✓ Continue to support and participate in the Six Nations Consultation Committee and Consultation and Accommodation Process (CAP) Team

✓ Continue to work collaboratively on joint initiatives such as the clean-up of Mohawk Lake and canal, and Indigenous-led early learning and childcare programs.

✓ Continue to work with local First Nations on the revitalization of the Mohawk Lake District Area to leverage mutual benefits from investments made in this area

✓ Complete the Brantford Heritage Register Project and further explore Brantford’s pre-built Indigenous history

✓ Complete the Joint County-City Strategic Transportation Study. The resulting plan will provide a framework for identifying the strategic needs and opportunities for transportation in the broader region as well as a tool for understanding the implementation impacts and concerns for a regional multi-modal system

✓ Negotiate the extension of the Tutela Heights Water System agreement for the County to continue to operate the water system for the City until the end of 2025 to allow time for the City’s Official Plan and Master Servicing Plan Update to be completed

✓ Cooperate with the County of Brant on the monitoring of the Tutela Heights Slope stabilization and development of a Transportation Management Plan for the potential road closures identified in the Environmental Assessment

✓ Continue to implement the Joint Venture Agreement and Servicing Agreement for Cainsville and the Airport lands, as approved under the Boundary Expansion Agreement.

**Required Resources:**

No new resources are required for the short-term objectives identified with this priority. Ongoing staff resources will be required to consult and collaborate with staff and community partners from the County of Brant and Six Nations of the Grant River as usual. The Mohawk Lake Working Group which includes representatives from the City, the County of Brant and Six Nations of the Grand River continues to provide input on the Mohawk Lake Remediation Project. The overall funding for the Project is estimated at $6.54M, which includes $4.5M in
City Contribution and $2.0M in Federal Contribution. Future remaining funds for the City’s financial contribution have been identified as $2.77 million in year 2020 of the 10-Year Capital Budget and Forecast, which is subject to Council approval as part of the Estimates process. Funds are in place at both the City and County for the Strategic Transportation Study and preliminary investigations for a Transportation Management Plan associated with the long term closure of the Tutela Heights Road. The cost to connect the existing the Tutela Heights water system is estimated at $6.5 million. Extension of the operating agreement with the County will enable this cost to be deferred and the preferred approach will also be able to accommodate future growth in Tutela Heights.

8.8 Council Priority – Development of a Consolidated Museum and Archives Facility, along with a Mid-size Performance Venue

Support the development of mid-sized performance venue and update the museum sustainability plans to identify opportunities for museum and archive development.

Brantford has a diverse arts, culture and heritage scene. It is home to a number of museums, historic sites, festivals, concerts, and events. Council is committed to supporting arts and culture, and has identified the development of new performance and museum facilities as a priority for 2019-2020. When considering the future of arts and culture in Brantford, there are a number of planning strategies that are in place, such as the Municipal Cultural Plan (2014) and the Economic Development Tourism Strategy (2016) and others that require updating, such as the Museum Sustainability Plan (2007). There is also an active Task Force to Investigate a Mid-Sized Performance Space. The Task Force is currently reviewing a feasibility study to identify steps that can be undertaken in the upcoming year, and a report will be brought forward to Council in August with more information for their consideration. Additionally, planning for the revitalization of the Mohawk Lake District Area is underway. The proposed plans for this area could include locations for arts, and heritage organizations and museums, making it a future “culture and community destination”. Planning staff brought forward more information for Council’s considered related to the planning and development of this area (Report 2019-265).

**Proposed short-term objectives:**

- Approve and pursue the next step recommendations as outlined in the mid-sized performance venue feasibility study
✓ Update and approve the Municipal Cultural Plan and the Museum Sustainability Plan, including consultation with the museum community, to identify facility and archive needs and requirements

✓ Approve the draft preferred Mohawk Lake District Plan, with the goal of designing this space to be a “culture and community destination”

**REQUIRED RESOURCES:**

The feasibility study regarding the mid-sized performance space was funded through City and federal grant funding. At this time, there are no further costs expected related to the recommendations outlined in the feasibility study. Updating the Museum Sustainability Plan would assist in identifying current museum and archive needs in the city; however, currently, there are no financial or staff resources allocated to this project. An external consultant is advised, and it is anticipated a project of this scope would cost approximately $50,000. It is also expected that the Municipal Cultural Plan will be reviewed and updated in 2021, in conjunction with the review and update of the Economic Development and Tourism Strategy, which is included in the 10-year Capital Forecast. With regard to the development of the Mohawk Lake District, there will be financial implications with the development of this area; however, staff will outline the funding and resource requirements in the implementation plan due to be presented to Council in 2020.

**8.9 Council Priority - Police/Crime/Drugs**

Work with our police services, and community partners to develop and implement prevention, social development and enforcement strategies that aim to reduce anti-social behaviour and criminal activity.

In 2019, the Safer Ontario Act mandated all municipalities in Ontario to develop Community Safety and Well-Being (CSWP) Plans prior to January 2021. These plans are designed to examine local risk factors and identify appropriate community-based solutions. As seen in the short-term objectives below, this planning supports the continued implementation of community strategies and projects that contribute to community safety. This plan will also identify future opportunities to align the safety priorities of the City and Brantford Police Services.

Council may wish to liaise with the Police Services Board to explore additional priorities or projects related specifically to policing initiatives in the City of Brantford.
PROPOSED SHORT-TERM OBJECTIVES:

- In collaboration with the Brantford Police Service and other community partners, develop a Community Safety and Well-Being Plan
- Implement the Brantford Downtown Outreach Team Pilot Project
- Support the continued implementation of the Brantford-Brant Community Drugs Strategy
- In partnership with Laurier Brantford, develop a Youth-to-Youth Substance Use Prevention Campaign
- Support the continued implementation of the Elder Abuse Prevention Strategy
- Investigate the implementation of closed-circuit television (CCTV) cameras in the downtown core

REQUIRED RESOURCES:

Supporting the execution of the Brantford-Brant Community Drugs Strategy and long-term sustainability for the Brantford Downtown Outreach Team may require municipal resources, however staff continue to work closely with community partners and elected officials to secure third party and in-kind contributions to these projects, and will advise Council if further resources are required to implement these short-term objectives. There will be costs associated with the purchasing, maintenance, and monitoring of CCTV cameras. Staff will research estimated costs, and bring back more information and associated costs for Council’s consideration.

8.10 Council Priority – ‘Value for Money’ Audit

Reinstate the processes of identifying and evaluating different areas of municipal service or programming to ensure funding is being spent in the most efficient and responsible way.

In previous years, the City has undergone ‘Value for Money’ audit processes in order to evaluate a variety of different service areas. The last audit was conducted in 2010. Staff in partnership with external consultants would review a service area to identify efficiencies, and cost saving opportunities for the City.
In order to demonstrate commitment to responsible spending, Council is looking to reinstate the ‘Value for Money’ Audit process in 2019-2020.

**PROPOSED SHORT-TERM OBJECTIVES:**

- Council and Staff to work collaboratively to identify potential audit areas
- Develop scope of audit project
- Create a Request for Proposal to secure an external consultant to conduct internal audit of service or program
- Based on consultant recommendations, make changes to services, operations or programs as Council sees appropriate

**RESOURCES REQUIRED:**

Currently, no staff or financial resources have been allocated to coordinate and conduct a ‘Value for Money’ Audit for 2019-2020. Based on previous years, City Council has budgeted approximately $50,000 and dedicated significant staffing time annually for this project. After identifying potential areas to be audited, and based on the size and scope of the project, the funding amount will be determined, at that time, staff will request the required funding through the regular budget processes.

**8.11 Council Priority – Traffic Technology to Control Speeding**

Prioritize the road-safety of all residents by using technology-based solutions to reduce vehicular speeding.

The safety of pedestrians, cyclists, and drivers is crucially important. Speed-related incidents are preventable, and can be avoided through careful design, education, and the use of technology. In 2014, a Task Force was formed to review options to reduce vehicular speed on residential streets. In July 2018, City Council voted to change the status of the Task Force to an Advisory Committee, renamed as the Vision Zero Road Safety Committee. This Committee has a goal of zero fatalities or serious injuries on roadways. Part of this Committee’s work is to explore and evaluate technological solutions that can assist in controlling vehicular speeding.

**PROPOSED SHORT-TERM OBJECTIVES:**
✓ Development of a Vision Zero Road Safety implementation strategy. This strategy will include updated information on potential technologies that are proven to increase road safety

✓ Establish a Traffic Safety Reserve for future implementation of Red Light Cameras and Automated Speed Enforcement

**RESOURCES REQUIRED:**

The Vision Zero Road Safety Committee operates without a budget, and there are currently limited or no staff or capital resources to support these projects. Staff has identified that a consultant would be required to research and develop an implementation strategy. Additionally, two new staff positions in Transportation Services (Engineering Services Department) and one in Traffic and Parking Operations (Operational Services Department) would be required to support the implementation of recommendations.

9.0 Financial Implications

There are no immediate financial implications associated with the recommendations of this report; however, there are financial resources required for all of the Council Priorities for 2019-2020. In order to move forward with the with the proposed short term objectives of each priority, staff will be expected to bring back reports to Council, and submissions to fill unmet needs through the 2020 budget process.

10.0 Conclusion

In February 2019, Council identified a number of key priorities highlighting the areas of focus for the City in 2019 – 2020. Priority areas range in scope from improving roadways, and traffic safety to finding efficiencies and improvements in City operations to improving the safety and well-being of all residents. Staff has identified proposed short-term objectives related to each of the key priorities, and any financial or other resources required for implementation. Many of the priorities require a significant investment of financial and human resources to complete. Council’s endorsement of these priorities will set the framework for the next two years, directing staff efforts to be focused on the short-term objectives that have been identified in this report. Staff who are connected to each of the priorities will bring back reports related to the objectives, and request required funding as unmet needs through the 2020 budget processes.
In adopting this report, is a by-law or agreement required? If so, it should be referenced in the recommendation section.

By-law required [ ] yes [X] no
Agreement(s) or other documents to be signed by Mayor and/or City Clerk [ ] yes [X] no
Is the necessary by-law or agreement being sent concurrently to Council? [ ] yes [X] no