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**Date** December 1, 2020 **Report No.** 2020-547

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

**From** Brian Hutchings  
Chief Administrative Officer

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## 1.0 Type of Report

Consent Item ☐  
Item For Consideration ☒

## 2.0 Topic 2021-2022 Council Priority Implementation Plan [Financial Impact: None]

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## 3.0 Recommendation

- A. THAT Staff Report 2020-547 '2021-2022 Council Priority Implementation Plan' BE RECEIVED; and
- B. THAT staff BE DIRECTED to address the Council Priorities in accordance with the timelines set out in Appendix A – Council Priorities Reporting Timeline; and
- C. THAT Staff BE DIRECTED to provide a progress report to Council by August 30 2021.

## 4.0 Purpose and Overview

This report provides an update to Council on the plan and resources required to address the 2021 and 2022 Council priorities.

## 5.0 Background

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In December 2018, at the inaugural meeting of Council, Mayor Davis identified the need to review existing Council priorities and proposed that Council hold a priority-setting session to establish new priorities for the City of Brantford.

In February 2019, Council approved recommendations to establish Council Priorities for 2019-2020, and in June 2019 endorsed a plan to address priorities (Report 2019-384). Staff were directed to report to Council annually on the progress of the 2019-2020 Council Priorities, and updates were provided in November 2019 (Report 2019-710) and May 2020 (Report 2020-245).

As Council prepared to review priorities for the remaining two years of term, Boulevard Strategy Group (BSG) was contracted to guide Mayor and Members of Council through a strategic planning process. BSG began the process on September 4, 2020, by reviewing municipal documents and plans, which included previous Council Priority Reports, Service Review documents, Master Plans, and the 2019 Annual Report and Consolidated Financial Statements. Additionally, BSG conducted telephone interviews with Mayor Davis and Members of Council, as well as the Executive Leadership Team, and worked closely with the Clerk's Department to prepare for a virtual consultation session.

On September 19, 2020, BSG facilitated a virtual session during which Council identified key priority outcomes and initiatives for 2021 and 2022. At a Special Council meeting on October 15, Mayor and members of Council approved the following recommendations for the 2021-2022 Council Priorities and directed staff to report back with timelines to address each priority (Report No. 2020-462).

A. THAT Staff Report 2020-462 '2021-2022 Council Priority Setting' BE RECEIVED; and

B. That the 2021-2022 Council Priorities as outlined in Appendix 'A' BE ENDORSED as amended; and

C. THAT Staff BE DIRECTED to report back to Council in December 2020 with a plan to implement the 2021-2022 Council Priorities including a summary of required resources to be considered within the 2021 Estimates Process; and

D. THAT Council CONDUCT a priority session review in one year time.

## **6.0 Corporate Policy Context**

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2021-2022 Council Priorities

## **7.0 Input From Other Sources**

City of Brantford - Executive Leadership Team

## **8.0 Analysis**

At the October 15 Special Council meeting, the following nine priority outcomes were endorsed by Council:

1. All neighbourhoods in the City are safe, vibrant, attractive, and inclusive.
2. Social services support is provided to Brantford residents in need.
3. A safe, efficient transportation system connects the community across neighbourhoods, with neighbouring communities and provincial transportation networks.
4. There is high trust in the City through demonstrated progress in taxpayer affordability and value for money.
5. Growth is successfully accommodated in expansion lands.
6. A stronger, more diversified tax base and a range of employment opportunities are created.
7. The City is mitigating its environmental footprint and adapting to climate change.
8. The full potential and community benefits of the Grand River are realized.
9. Dedicated, sustainable spaces are provided for heritage, arts, and culture.

Mayor and Councillors also ranked each of 48 associated priorities; considering community impact, affordability, project visibility, municipal roles and responsibilities, COVID-19 recovery and environmental sustainability. They used the following colour coding system to rank the priorities:

- Green – A critical initiative; the City must demonstrate substantial progress between 2020 and 2022.
- Yellow – A secondary initiative; the City should advance pending availability of resources.
- Red / No Colour – A less urgent initiative; may be considered in a future Council term.

Following the colour coding exercise, priorities were categorized into three tiers:

- Tier 1: All responses were green; highest priority ranking
- Tier 2: Responses averaged yellow; second highest priority ranking
- Tier 3: Responses leaned toward red; third highest priority ranking

This process resulted in a total of 16 initiatives being ranked as Tier 1 – high priority, as follows:

1. Complete new Official Plan
2. 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
3. Commence one or more additional housing developments, funded through proceeds from the disposition of municipal assets
4. Implement traffic calming measures on streets with high numbers of safety concerns
5. Enhance communication to residents demonstrating evidence of high value for tax dollars
6. Present an implementation plan for the KPMG Service Review Report (2019) and proceed according to Council direction
7. Review the City's accommodations strategies to consider lessons learned during COVID-19 related to working from home and other flexible employee arrangements
8. Complete Master Servicing Plan and develop innovative options for financing new infrastructure in collaboration with the private sector
9. 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
10. Demonstrate the City's commitment to environmental leadership through visible projects
11. Complete the City of Brantford Greenhouse Gas (GHG) Assessment Tool and the five milestones under the Partners for Climate Protection Program
12. Redevelop brownfield lands in conjunction with private sector and non-profit organizations which includes community consultation

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13. Increase investments in flood mitigation and remediation

14. Update the Municipal Cultural Plan

15. Complete updates to the Museum Sustainability Plan

16. Continue to explore cultural opportunities within the Mohawk Lake District

A summary of the ranking for all 48 initiatives is provided on pages 9-17 of *Appendix A: BSG Council Priorities Final Report*.

Staff have developed an implementation plan for these 48 priorities that includes recommended timelines, lead commissions and have also highlighted priorities where there are related opportunities from the KPMG review so they can be tracked together. This plan is outlined in *Appendix B: Council Priorities Reporting Timeline*.

## 9.0 Financial Implications

There are no financial implications directly associated with this report; however, the implementation of Council Priorities may have related costs that will need to be considered during the 2021 Estimates Process.

## 10.0 Conclusion

Boulevard Strategy Group was contracted to facilitate a virtual priority-setting process with Mayor and Council for the remaining two years of term. This process resulted in Council identifying nine desired outcomes and 48 priorities, which Council has now endorsed. Staff have reviewed and developed an implementation plan for each of these priorities, including timelines and lead commission. Upon approval of this plan, staff will continue to update Council regularly on progress in completing these priorities.



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Brian Hutchings  
Chief Administrative Officer

Attachments:

Appendix A: BSG Council Priorities Final Report

Appendix B: Council Priorities Reporting Timeline

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 ☒ no

Agreement(s) or other documents to be signed by Mayor and/or City Clerk ☐ yes ☒ no

Is the necessary by-law or agreement being sent concurrently to Council? ☐ yes ☒ no