

# BRANTFORD'S Community Strategic Plan

CITY HALL  
100 Wellington Sq.

Shaping Our Future | January 2006





## A Message From The Mayor

On behalf of Brantford City Council, it is with pride that I share with you our Community Strategic Plan entitled "Shaping Our Future". This is the first community-based strategic plan for the City undertaken by Council.

City Council and staff increasingly have to deal with a wide range of strategic issues. Important issues include the City's growth, the renewal of aging infrastructure, revitalization of the City's downtown, promotion of the City's commercial and industrial sectors, and improving the quality of life of our community. With limited financial resources, difficult decisions are necessary in order to make progress towards these issues.

This Strategic Plan was prepared through a community-based consultation process that included residents, businesses, community organizations and staff. Through this process, we have been able to identify the collective vision, goals and actions valued by this community. This Plan will act as this community's guide in setting priorities, making budgetary decisions, and providing the services and programs needed to achieve our community vision.

At this time, I would like to thank City staff, our consultant and most importantly, all of the citizens, businesses and community organizations that participated in the development of this document. The City's first Community Strategic Plan has been achieved due to the dedication, time and energy devoted by all of you to this very important initiative.

We all need to keep in mind that this Community Strategic Plan is much more than simply a document. It has been and will continue to be a process that will allow the City to successfully achieve our Community Vision through:

- **Participation** From all parts of the community to set out these directions and priorities.
- **Commitment** By the entire community to embrace these directions and priorities.
- **Partnerships** Throughout and outside of the community to realize these directions and priorities.

Members of City Council invite you to continue to be a partner in "Shaping Our Future".



A handwritten signature in black ink, which appears to read "Mike Hancock".

Mike Hancock  
MAYOR



## Why Develop A "Community Based" Strategic Plan?

Limited financial resources have been and will continue to be a major issue for municipalities across Ontario. With these limited resources, municipalities are facing the need to deal with aging infrastructure, downloaded services from senior levels of government, and competing interests for improved and new services. This conflict between resources and demands are causing municipalities to question where to focus their limited resources. Municipalities that have successfully dealt with this conflict have done so by thinking strategically to define their future directions and priorities.

A key component of a "strategic thinking" organization is a Strategic Plan. And for Brantford, a "Community Based" Strategic Plan was chosen as the way to establish the direction and priorities of this community. A "Community Based" Strategic Plan engages the residents and businesses to assist in defining the type of community that Brantford will be in the future and the direction and priorities needed to get to that future.

These are the compelling reasons why the City has decided to develop of a "Community Based" Strategic Plan:

**DEVELOP A COLLECTIVE VISION** With growing demands and scarce resources; it is important to focus the resources of the community behind a common vision, thereby, maximizing the investment in the community.

**PLANNING FOR THE FUTURE** Brantford's future will involve change – changes in its population, economy, and the services that are provided. The strategic plan process provides the information needed to make rational, informed decisions on the strategic issues facing the municipality in the future.

**MAXIMIZING RESOURCES** Strategic planning provides a means for allocating resources in an effective manner. By identifying a vision, corporate mission, goals/outcomes, and strategic actions, the community can focus on the key strategic issues and address them over time.

**ESTABLISHING A FRAMEWORK FOR OTHER PLANS** The strategic plan acts like an "umbrella document". All other plans, policies and strategies will support the strategic plan and take their direction from it.



## COMMUNICATING PRIORITIES

Strategic planning establishes and communicates the community vision, corporate mission, goals/outcomes and strategic actions, in a positive and proactive way to everyone in the community.

## ENTERING INTO EFFECTIVE PARTNERSHIPS

A strategic plan provides the basis for strengthening and building existing and new partnerships with the County of Brant, Six Nations, The Mississaugas of the New Credit, other levels of government, businesses, residents and community organizations. These partnerships are essential in dealing with strategic issues that are growing in complexity and require solutions jointly developed with those within and outside of the community.

## What Is Included In A Strategic Plan?

Each component of a strategic plan is a step in successfully defining and achieving the City's direction and priorities. The five components of the City's Strategic Plan are:

- Vision:** The community's vision stated in powerful, memorable terms.
- Corporate Mission:** The City's purpose and contribution towards achieving the community vision.
- Goals/Outcomes:** The results that need to be achieved over the next three to five years.
- Strategic Actions:** The ways the City, working with its partners, will achieve the goals/outcomes.
- Implementation and Monitoring:** The approach to implementing and monitoring performance of the goals/outcomes and strategic actions

## But It's More Than Just A Document...

The entire community has participated in developing this Community Strategic Plan. Residents, youth from elementary and secondary schools, businesses, community organizations, and City staff have all taken part in this process to develop this critical blueprint for our future. For Brantford to successfully achieve our community vision, this Community Strategic Plan cannot be simply a document. It has been and will continue to be a process that includes:

- **Participation** From all parts of the community to set out these directions and priorities.
- **Commitment** By the entire community to embrace these directions and priorities.
- **Partnerships** Throughout and outside of the community to realize these directions and priorities.



## Community Vision

### Brantford

proud, vibrant, progressive...  
a **"GRAND"** community for living,  
learning, working and playing.



*Note: Students were invited to describe their vision for the future of Brantford. The illustrations contained in this document represent a sample of the input received from six elementary schools.*



## Corporate Mission

**The City of Brantford, in partnership with our community, is committed to responsible leadership through sound fiscal management and the delivery of quality programs and services for the citizens of Brantford.**





# Goal 1

# Economic Vitality and Innovation

## Long-Term Desired Outcomes

- Brantford will have a strong diversified economic base that provides its citizens with excellent local job opportunities.
- Brantford will be a business friendly community.
- Brantford will be known as a leading centre for learning and innovation – supported by a comprehensive education system.
- Brantford's downtown will be vibrant and successful – the hub for its citizens, students, businesses, visitors and government.
- Brantford will be a proud city with a positive image.

<h3>Strategic Actions</h3>	<ol style="list-style-type: none"> <li>1.1 Develop a vision and master plan for the downtown.</li> <li>1.2 Create an investor friendly environment.</li> <li>1.3 Explore opportunities to develop and expand niche economic sectors.</li> <li>1.4 Address the shortfall of serviced industrial land.</li> <li>1.5 Develop a comprehensive economic development strategy.</li> <li>1.6 Develop a strategy to ensure a trained and qualified workforce and access to employment for all citizens.</li> <li>1.7 Expand tourism opportunities and benefits to the community.</li> <li>1.8 Enhance opportunities for higher education.</li> <li>1.9 Establish a positive image of Brantford that reflects a small town quality with big city opportunities.</li> <li>1.10 Develop ways to increase access to early years learning.</li> </ol>
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## Goal 2 | High Quality of Life & Caring for All Citizens

### Long-Term Desired Outcomes

- Brantford citizens and visitors will enjoy a full range of well-supported and maintained arts, heritage, culture, sports and recreational facilities and programs
- Brantford will be recognized as a safe, and healthy community – one that promotes and enables the well-being of its citizens, and supports access of all citizens to a full range of health and community services
- Brantford will be known as a community with a social conscience – one that supports those in need (including for example children, youth, seniors, people with disabilities and marginalized populations)
- Brantford will have a strong volunteer sector participating across a broad spectrum of community activities

### Strategic Actions

- 2.1 Implement the Municipal Cultural Plan.
- 2.2 Develop a heritage master plan.
- 2.3 Continue to support and invest in sports and recreation facilities and programs through the implementation of the Parks and Recreation Master Plan.
- 2.4 Increase opportunities for affordable housing.
- 2.5 Undertake a social services needs study.
- 2.6 Review the City's services and programs to adapt to the changing demographics.
- 2.7 Examine the feasibility of proceeding with initiatives to enhance community health and wellness.
- 2.8 Develop and coordinate partnerships with community organizations and other levels of government to address the support needs of those most in need.
- 2.9 Develop a master plan for fire and emergency services.
- 2.10 Implement and enhance investment in the City's Bikeway/Trails Multi-Use Master Plan.
- 2.11 Maintain and enhance a strong volunteer base.



## Goal 3 | Managed Growth & Environmental Leadership

### Long-Term Desired Outcomes

- Brantford will be known as a city that manages growth wisely, makes optimum use of its infrastructure, and is a leader in infill and brownfields redevelopment.
- Brantford will be supported by well-developed and maintained transportation and servicing infrastructure (including roads, sidewalks, bicycle paths, trails, the airport, water and sewer systems, waste management, electricity distribution and telecommunications).
- Brantford will be well served by quality local and inter-regional public transportation systems.
- Brantford's built heritage will be protected and enhanced.
- Brantford will be recognized for its environmental stewardship and protection of its natural assets.

### Strategic Actions

- 3.1 Complete and implement the recommendations of the Transportation Master Plan.
- 3.2 Develop an infrastructure management strategy including roads, sewers and water.
- 3.3 Develop a long-term waste management sustainability plan.
- 3.4 Work with other levels of government to improve regional transportation links.
- 3.5 Develop a green infrastructure strategy.
- 3.6 Complete the growth management strategy.
- 3.7 Complete the Official Plan review.
- 3.8 Participate and partner in the Provincial "Places to Grow" strategy
- 3.9 Update the brownfields strategy.
- 3.10 Develop a multi-use master plan for the lands along the Grand River corridor within the City limits.
- 3.11 Establish an environmental advisory committee.



## Goal 4 | Excellence In Governance & Municipal Management

### Long-Term Desired Outcomes

- Brantford citizens will be engaged in, and informed about, their community and their city government.
- The City of Brantford will be known for its open and accessible government.
- Brantford will be recognized as a fiscally responsible and well-managed city that provides efficient and effective government services.
- Brantford will be characterized by strong community and intergovernmental partnerships.
- The City of Brantford will pursue excellence by being recognized as an "Employer of Choice" in the municipal sector.

### Strategic Actions

- 4.1 Create opportunities to enhance public understanding and involvement at City Hall.
- 4.2 Prepare a strategic financial plan for the municipality.
- 4.3 Develop a long-term strategy for use of the casino monies.
- 4.4 Lobby and pursue opportunities with the Provincial and Federal governments for appropriate municipal funding.
- 4.5 Adopt a corporate business planning process.
- 4.6 Complete the Corporate Service Review.
- 4.7 Complete a comprehensive municipal asset property management plan.
- 4.8 Review municipal governance structure.
- 4.9 Review and update the City's customer service strategy to ensure excellence in service delivery.
- 4.10 Develop a plan to enhance internal and external communication.
- 4.11 Investigate and implement best practices of highly ranked organizations recognized as being an "Employer of Choice".
- 4.12 Develop a comprehensive human resources plan that addresses the needs for staff training and development, and succession planning.



## Making the Strategic Plan a Part of Our Life

During the consultation process, there were many questions about how the Strategic Plan would be implemented. All those that participated were excited about the strategic directions proposed, but wanted to be assured that this Plan would come to life through a focused implementation strategy.

This document is the starting point of the City's efforts over the next three to five years to support the community's vision. The Plan will become a living document through a number of initiatives:

### **Corporate/Departmental Planning and Budgeting**

The City will take this document and will identify the specific tasks that individual departments will undertake within the framework of their annual Work Plans. This framework will include the identification of objectives and performance measures/outcomes to be used. The implementation process will also be integrated with the City's Operating and Capital Budget processes to ensure that the City's financial resources are allocated to those actions that promote the realization of the community vision.

### **Orientation and Training**

The Strategic Plan will be a core component of the City's orientation and training programs for the next City Council and for new staff who join the City.

### **Communications**

This document will become a communication tool for the City. The Plan will be shared with both our community and staff, particularly with potential partners including neighbouring municipalities, other levels of government, businesses and community organizations.

### **Partnership Development**

If the community vision is to be achieved, the City will need to actively develop and support partnerships, both within and outside of Brantford. Specific strategies will need to be prepared for further development of these partnerships.

### **Annual Review**

The Strategic Plan will be a cornerstone of the City's commitment to accountable, responsive government. The City will develop and implement an ongoing monitoring process to enable tracking of both the actions undertaken and progress towards the long-term desired outcomes. An annual "report card" to the community on the City's progress will be prepared and published. This report card will also highlight new challenges and issues that the City needs to address.



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