

## *Evolving the Economy* **Outcomes of the June 24, 2009 Workshop**

At this Workshop, Brantford Community Participants:

- **Heard a presentation about the changes emerging in the North American economy**
- **Shared their Values, to guide the Brantford Socioeconomic Development Mission.**
- **Generated Ideas**
- **Added new perspectives to the mix**

The Values and Ideas generated to date are listed in the following pages. Transparency and openness are cornerstones of the Project Team methodology. The Participant flip-charts have been transcribed, with adjustments made only to clarify what was written. The listings are 'raw', grouped into themes, but much as in the order that they were recorded at the Workshop. Participants are urged to review these pages and alert the Project Team to any inadvertent misinterpretations or omissions.

### ***Next Steps:***

#### **Deriving the Socioeconomic Mission**

The Project Team will distil the Values and derive a Draft Socioeconomic Mission Statement. This will be as short, *but all encompassing*, as possible. The intent is not to capture every single nuance but to ensure that the main direction of socioeconomic development respects the boundaries of Community Values and moves towards achieving the objectives expressed in those Values.

#### **Strategies to achieve the Socioeconomic Mission**

Together with business, government, not-for-profit organizations, educators and other leaders in the Community, the Project Team will begin to recruit local 'Champions' and derive Strategies to support the Brantford Socioeconomic Development Mission.

**For more information on how YOU can participate, please contact Trudy Belanco**  
**[OurBrantford@Brantford.ca](mailto:OurBrantford@Brantford.ca)** By telephone at **(519) 759-4222 Ext: 2402**

***Please see the last three pages to help YOU to become part of this Community initiative***

## **‘VALUES’ GENERATED TO DATE BY BRANTFORD PARTICIPANTS**

These are the Values generated at the June 24, 2009 Workshop. Every Value on the Participant flip-charts has been recorded, and then grouped by the Project Team for ease of reading.

### **How to understand Values in this context**

These Values, and their evolution in the future, should be used to guide all Missions of Brantford. Examples of other Brantford Missions might be ‘Health’, Environment, Education and so on. In this manner, conflict between various Missions is minimized, since they are all guided by the same Values. **This** project focuses on sustainable, economic prosperity for Brantford, it should not act detrimentally to any other Missions and, where possible, it should support those other Missions.

Values define what the Community wants to achieve and how they prefer to see it achieved. These are often expressed in two ways:

#### **‘WANTS’**

The positive aspect of the Mission Statement: what should be achieved. *Please note:*

- These are goals to which the Community aspires and initiatives taken should move towards as many of these as possible.
- There is no magic bullet to make these happen immediately and the Community works towards achieving them.

#### **‘DON’T WANTS’**

- These are the outer boundaries of acceptability for the Community.
- At all times, these must be considered when developing initiative to achieve the goals. On occasions, when the boundaries may be exceeded, then this must be made clear to Community, with a rationale and justification, as well as plans to mitigate the effects.
- There may be some ‘legacy’ issues that exceed these boundaries today. These should be remedied, over time, using the Values as a guide.

Part of the Project Team analysis of Values will include looking for obvious conflicts that cannot be immediately reconciled. In practice, with careful planning and some initial compromise, such conflicts are often overcome. A Community is like sitting down with others at a banquet; only one meal is served and it must be nourishing and acceptable to all, even if not the particular favourite of any.

Understanding Values in this context provides a **realistic framework** and **workable processes** by which to achieve the goals.

## **VALUES AS GUIDANCE FOR THE SOCIOECONOMIC DEVELOPMENT MISSION**

In the listings that follow, the Project Team has extracted the WANTS that relate to what the Mission should achieve, as well as the DON'T WANTS that provide the appropriate boundaries and constraints in achieving the WANTS. They have been organized into various initial categories but many could appear in more than one category. Note that not all Values will relate directly to the Socioeconomic Development Mission.

### **Regarding Agriculture**

#### **'WANTS'**

- Keep the Farmers Market where it is

#### **'DON'T WANTS'**

- To allow any alternate designations to agricultural lands
- A community that has not mapped out its agricultural industry to ensure food lands are well used and protected
- To lose local agriculture

### **Regarding Community**

#### **'WANTS'**

- More activities in neighbourhoods to up interaction
- Civic events are a great way to "cement" a community together
- City (entire) should no longer "dwell on the past" and should learn from the past, build on & move forward
- A riverfront that can be used and enjoyed by community (views/access, etc.)
- To utilized local people for projects & draw on local skills/talent
- Long term vision
- Celebration of who we are
- Be neat place-coolness factor
- Provide strong social safety net
- Meet needs health etc
- Family Doc's / ensure all ages
- Encourage positive relations with our neighbours FIRST NATIONS / COUNTY
- Self sustained downtown environment
- Work with Six Nations on Grand River Valley get back to open dialogue
- Find opportunity in conflict
- 7 generation philosophy
- Progress plus Action
- City wide vote on budgets (like California) (just the amount?)
- Positive people
- Engaged public
- Community Centre(s) - accessible to all residents

## SOCIOECONOMIC DEVELOPMENT MISSION AND STRATEGIES

- Re-establishment of Community/Neighbourhood Associations
- Affordable and safe neighbourhood housing
- Better recreation facilities in Southern Brantford-pools
- Perception of Brantford downtown to improve-it's a great place to be
- Better health care-health promotion
- Boardwalk (like Port Dover) café
- Value all members of the community (to be defined thru this process)
- Support the not-for-profit sector
- Be a responsible community, work together to find solutions to issues
- Create a community that has a workforce that is healthy, larger, modern companies are looking for workers who take care of their health (healthy weight and diet\_ so that they are a lower risk to their employee benefits packages. A healthy workforce recycles and diverts waste properly. A healthy workforce prevents illness (eg. diabetes, obesity, drug addiction, smoking, etc.)
- Community groups to co-ordinate efforts instead of competing
- Centralize civic admin. Offices
- Take down Market Square
- Relocate Parks & Recreation Offices from current location
- Priority to a healthy & liveable community
- Sports Complex-Eagle Place
- Mandatory serviced walk-in clinics based on per capita
- Positive attitude
- Community to appreciate what is in their "backyard"
- Innovation, Innovative
- Inspired
- Walk-able community
- Jobs not drugs
- Pride in Brantford
- Think/Dream Big

### 'DON'T WANTS'

- Ongoing confusion with First Nations which threatens the city's economic growth & security
- Unfriendly/unsafe/uninviting urban environment
- To see a fragmented community socially, spatially or physically
- A community that has barrier to cultural inclusion
- Downtown to be source of embarrassment
- An unproductive/divisive relationship between County & City
- Bike racks removed from City buses
- City to only focus on budget and cuts, but should be looking at investment in community or maintaining what we have
- To be afraid to go downtown
- Mississauga, no big box
- Disconnected community
- Poverty-high unemployment
- Crime

## SOCIOECONOMIC DEVELOPMENT MISSION AND STRATEGIES

- Lost integrity of Grand River
- Be a generic community
- Concrete community
- To be BLAH!
- To have to go out of town for quality + variety
- Lose the sense of who we are
- Die of boredom
- Negative attitude about Brantford
- To promote negativity
- Apathetic citizens
- Lack of communication-County relations
- Poor Healthcare
- Unrestricted use of stop signs or traffic lights
- Poor or insufficient sport facilities or parkland
- Crack houses/Meth labs etc.
- High recreation fees
- Road closures/restrictions during peak periods
- High dropout or early pregnancy rates!
- Restricted access for people with handicaps
- Bigger government-smaller is good
- Homelessness
- In fighting at Council
- Higher Taxes
- Unsafe streets
- Boarded up downtown
- Grey-fields
- Brown-fields
- A disconnect with the river
- Penitentiary
- Confrontation
- Lack of Communication
- Crime/Drugs/Prostitution
- Gate Communities/Segregated. Neighbourhoods
- A doctor shortage
- Urban Sprawl
- Bedroom Community
- Indiscriminate Destruction of Heritage sites and cultural properties
- High Rises
- Lose our small town appeal and qualities
- Racism or discrimination
- Indiscriminate annexation of properties
- Doctor shortage
- Strip Clubs
- Drug Dealers
- Poverty, Homelessness (we deny that it exists)
- Unsafe streets

## SOCIOECONOMIC DEVELOPMENT MISSION AND STRATEGIES

- Crime
- Quality of life in Brantford to suffer
- Social safety net to disappear
- Lack of family doctors
- Uniformity, want Brantford to be unique
- Community that doesn't have a sense of history
- Community that doesn't appreciate all members of the community
- Community that waits for someone else to solve its issues
- Community that doesn't have the services within it that meet the needs and wants of all its citizens (ie. Transit, medical services, social services, culture, recreation, etc.)
- People to leave the community due to lack of services
- The city, county, 6 Nations to remain isolated
- The downtown to be just a campus
- Things working in 'silos' - Recorded twice
- People to feel unsafe downtown
- An "Us" vs. "Them" attitude eg. Business vs. Government
- No increase in poverty/crime
- A 'free for all' approach
- Cultural Exclusion-Six Nations
- Don't overload existing services, health, social programs
- Poverty
- Social problems/issue
- Doesn't have balanced approach arts/sports/health
- Inability to reconcile with neighbours
- More Brown-fields/Grey-fields
- Mississauga/Brantissauga
- Restrictive access to info re: Growth
- Reliance on Casino revenue for core services/funding, not operating budget
- Retail malls
- Shortage of community events
- Social programs with Min appeal
- The City to be difficult to do business with
- Urban Sprawl
- Unfocused social services
- Closed doors to surrounding communities
- Conflict within and with higher levels of government & neighbours
- Contracted out facilities/event management
- Big Box Stores

## SOCIOECONOMIC DEVELOPMENT MISSION AND STRATEGIES

### Regarding Education/Training

#### 'WANTS'

- Educated population
- Post secondary schools consolidation plan/partnership
- 10,000 Post Secondary Students

#### 'DON'T WANTS'

- A City solely investing \$ in Post-secondary @ exclusion of other initiatives/investments w/out them putting/contributing their fair share
- Low literacy levels
- Poor education levels
- School closures in favour of "super schools"
- Poor relationship with post secondary institutions

### Regarding Employment

#### 'WANTS'

- Jobs for everyone!
- More diverse job opportunities
- Brantford to become a centre of entrepreneurial excellence
- Better support for small businesses
- More knowledge based jobs
- Encourage permanent employment>not temp. labour
- Co-op programs in post secondary ed.
- Creative Industries
- More help for entrepreneurs
- Build on our reputation for innovation
- Addition of first nations casino-s/s Colborne Street.
- Solicit responsible industry

#### 'DON'T WANTS'

- Economy not reliant on one single industry or company (like Massey's)
- No expansion of gambling facilities
- Economic disparity
- To be one trick pony (Massey-Cockshutt) ag industry
- Reliance on one type of industry
- Unemployment
- Heavy Manufacturing
- Dependence on/direction from any one industry or institution-balanced input + influence
- Labour market lead by minimum wage jobs
- Lose knowledge base + skilled young people
- Small business to be undervalued

## SOCIOECONOMIC DEVELOPMENT MISSION AND STRATEGIES

- Poor quality of jobs, ie. Temp, low pay, no benefits
- Warehousing businesses that take up lots of space and minimal jobs
- To see large corporations
- No single economic factor (industry)
- Unemployment
- Complex approval processes
- Temporary/Seasonal employers
- Technology backwater
- Uncompetitive business tax rates & taxes in general

### Regarding Environment

#### 'WANTS'

- Aesthetically/environmentally clean, SAFE, green
- Manage waste
- Tree bylaw-river/clean air
- Facilitate group/individual action in environmental restitution/reclamation (make it a process not an event)
- Environmental education for the individual-garbage reduction, rain water, solar power
- Quality water
- (No Suggestions) in schools, apartment buildings
- Where is the blue box in this room?
- Complete green-space along the river, passive parks
- A green campus, LEED, waste management - recorded twice
- Kanata relocation-dump
- Toxic waste remediation

#### 'DON'T WANTS'

- Dirty sacrifice the environment or energy efficiency for the sake of development
- Rely of fossil fuel energy
- Fall behind on green initiative
- City Vehicles-Idling
- Old cars & garbage in public
- A refinery
- Incinerators-environmental
- Tire/Enviro Recycling
- Nuclear Facility
- Indiscriminate loss of our natural areas
- Chemical biological or radiation processing plants-anymore Brown-fields
- A community that has a reputation as a slacker in environmental thinking. It reflects poorly on us as a workforce
- Loss of natural features/green-space by development
- Electrical pollution-environmental awareness

## SOCIOECONOMIC DEVELOPMENT MISSION AND STRATEGIES

- Any reduction/elimination of natural features
- Incinerators-environmental
- Barriers to cleaner alternative energy sources-electric charging stations
- To destroy river corridor landscape from water's perspective
- To destroy water quality
- To exceed carrying capacity of trails, bike paths, river
- Irresponsible industries to community & environment
- Water resource use (heavy)

### Regarding Government

#### 'DON'T WANTS'

- Politicians that don't listen
- Political red tape
- Lose unjustified tax increase
- No (more/none) parking metering
- Don't raise spending, service levels to a level we can't afford
- Huge/Higher Taxes!!!!
- Red Tape at City Hall
- City represented by people who are non-residents-live in the community, Police, Fire, Administration, Other...
- Uncoordinated city departments
- An emphasis by the municipality on direct big tax basin x 2
- Increase in taxes

### Regarding Heritage, Arts and Culture

#### 'DON'T WANTS'

- To see artists having to provide for free-ask to give/donate & don't receive
- To have to leave to find arts/culture
- See arts take second place
- Lose our heritage
- Lose arts and culture
- Lose viable Arts Community
- Too expensive art, sport, recreation
- Don't forgo Culture for profit/direct taxation x 2
- To lose natural heritage and built heritage
- Doesn't support arts/culture/heritage
- Hidden arts culture & natural resources

#### 'WANTS'

- Expansion of art appreciation/awareness in community
- Move emphasis on heritage buildings

## SOCIOECONOMIC DEVELOPMENT MISSION AND STRATEGIES

- Arts represented in the city administration
- Arms-length ARTS funding body for the city
- Better retail and Arts+ Cultural in downtown
- Culture
- Arts Center very diverse for learning
- Cultural & Heritage balance

### Regarding Infrastructure

#### 'WANTS'

- Synchronized traffic lights
- Brown-fields and Grey-fields redeveloped 1-5 yrs.
- Better utilization of existing school-no overcrowding in some-closing of others
- Higher residential density in Downtown
- Improve bus services-transportation-routes-more user friendly
- GO TRANSIT TRAIN SERVICE
- Intercommunity links transit links
- Better use of board buildings. Board of Ed
- Street names-better signage for pedestrians and drivers
- Better planning of roads
- Coordinated approach to planning
- Information Centre-More rest area, food/services
- More green space
- Redefine downtown-pedestrian (Hess) (Niagara)
- Extend services to the County-Water/sewage/utilities.
- Want increase in public transit

#### 'DON'T WANTS'

- No Green-field dev. Rather than places where already have infrastructure
- Deteriorating existing infrastructures (road, facilities, etc.)
- No overdeveloped waterfront
- Automobile-dependent community (except goods movement)
- New commercial stores at the sacrifice of Grey-fields
- Traffic congestion
- Parking problems
- More Brown-fields/Grey-fields
- Lack of transparency to continue S.S. Colborne St.
- Neglected public facilities
- Crappy roads/sidewalks
- Sprawling retail development (big box stuff everywhere, rampant non-clustering)
- No more unoccupied commercial space (Grey-fields...)
- A poor mix of res./ind./retail space from a planning perspective
- Urban Sprawl or poor planning w/o understanding financial impact
- Planning in isolation ie City/County

## SOCIOECONOMIC DEVELOPMENT MISSION AND STRATEGIES

- Lack of Mass Transport
- Big box plaza
- Urban Sprawl
- More traffic lights
- Aging Infrastructure
- High Density housing-concrete jungle
- Ugly Grey-field Sites-to be without mechanism on how to rejuvenate site
- Deteriorating infrastructure
- Unplanned/unbalanced/uncoordinated approach to growth
- Poorly integrated approach to community planning
- A community that spends all its money subsidizing spectator sports, airports and golf courses yet demands that recycling and transit be managed to be self-funding and self-supporting
- More abandoned property - recorded twice
- Overcrowded housing & no green-space
- Concrete Roads-Maintenance/Labour
- Substandard accommodation-Colborne St.
- Urban Sprawl-Warehouse, Malls
- Car Centric Society-more public transit, bikes, paths, scooters
- Traffic-master plan necessary
- A lack of growth land (future growth)
- High-rise and high density development
- Vacant "Grey-field" sites
- "Round-a-bouts"
- Urban sprawl-use of Greenfields/school sites "INFILL"
- Traffic congestion
- "Hodge-podge" planning
- Planning in isolation, include Brant County & Six Nations

## SOCIOECONOMIC DEVELOPMENT MISSION AND STRATEGIES

### Regarding Youth

#### 'WANTS'

- Engagement of youth in art
- Supervised social areas for youth
- Create a 'youth friendly' environment
- Encourage youth to participate in decision making
- Center for Youth-safe, interesting activities, diversity

#### 'DON'T WANTS'

- Youth to think they need to leave the City to be successful/prosperous
- Youth to be unengaged in civic & community issues
- Students to leave city
- To ignore needs of young people
- To lose young people to outside communities
- To lose our educated youth - "have a blue collar reputation"
- To limit resources to youth

## **'IDEAS' GENERATED TO DATE BY BRANTFORD PARTICIPANTS**

These are the Ideas generated at the June 24 Workshop. Every idea on the Participant flip-charts has been recorded, and then grouped by the Project Team. Many Ideas will cover several opportunities, but the most important aspect of each has been interpreted, in order to group them initially. These Ideas will be used as input to the development of the various Strategies. Those that are most feasible and that represent the best value to the Community will go forward as part of the recommendations.

The Project Team defines 'value' in terms of socioeconomic gain compared to the investment required to achieve that gain.

### **Business Attraction**

- Increase reputation/credibility of City
- Promote redevelopment of grey/brownfields/vacant properties as a priority
- New employment to reflect post-sec. Programs
- Publicize/promote existing industry out-Side of City to promote what we have and attract new development
- Become a creative community
- Exploit intellectual capacity
- Be innovative to attract new industry
- Improve Airport
- Lower industrial and business taxes
- New Highway 24
- Conference Centre
- Create conditions to attract international players
- Keep taxes and development fees low to encourage small business
- Actively pursue high value business to Brantford
- Focus on our centers of excellence and build on those eg. Tourism management, green technology, heritage restoration, entrepreneurship
- Recruitment of businesses that align with education>employer/educator link; stop the Brain Drain
- More people working weekends
- More evening and weekend child care
- Designated green energy hub of Canada
- Renewable energy
- Growth in education sector
- Green energy hub
- Create/foster support for local businesses by businesses
- City indemnify Companies who build here

## SOCIOECONOMIC DEVELOPMENT MISSION AND STRATEGIES

### Education/Training

- Post-secondary put investment in as well as City/try to get them to stay after grad/provide jobs/spinoffs: tech, etc.)
- Partner w/Post-Secondary in order to provide education opportunities for existing/mature residents to ensure and "updated" workforce
- Continue to integrate Laurier into community plus Mohawk Nipissing
- Continued support for post secondary institutions, private-public
- Expand Post Secondary Education-Science and Business
- Train workforce more broadly
- Sponsored training for employed people, upgraded skills, leadership training
- Work with local school boards in limiting retired teachers from supply lists
- City to encourage and provide financial support for research development eg. McMaster Univ.

### Entrepreneurism

- Focus on entrepreneurs
- Encouraging youth to start own business and helping youth that don't want self-employment to work
- Development of mentorship programs linking youth to experienced business people
- Encourage grade school students to develop entrepreneurial skills
- More exposure to business for youth
- MARS link incubator for our centers of innovation
- Entrepreneurial support for new business eg. Frequent tradeshow for new business
- Mechanism to finance entrepreneurial start ups
- Turn garbage into energy (gasification)

### Government

- City needs to spend \$ to make \$-Increased taxes should be seen as Economic Development funds
- Reduce size of City Council
- Share more services (leverage/efficiency) between City/City, Departments, School Boards
- Increase volunteer base to reduce City costs
- Amalgamate County/City
- People who serve Brantford should live in Brantford
- Amalgamated City Services - "one stop shopping"
- Prequalify council-Minimum 6 years volunteer community service
- Full time council

## SOCIOECONOMIC DEVELOPMENT MISSION AND STRATEGIES

- One level of government for County
- Collaboration of City, County, Six Nations

### Infrastructure

- Roundabouts
- Increase technology usage in schools
- Infuse new development and money into south end of city-  
Brownfields/Greyfields not just residential, possibly commercial immersed
- Public transit-extend services to county and Six Nations and hours
- Technology infrastructure that is up to date
- Hwy 424

### Tourism/People Attraction

- NHL Team
- Restructure our transit system (routes, frequency, etc.)
- Build separated bike paths to up cycling
- Liveable walkable centralized
- Diverse industry/culture/language
- Waterfront Management
- Opportunity Arts + Culture-Museum
- Use river as start point environmentally, spiritually, development impact
- Continue with redevelopment of Heritage buildings/sites mixed use
- Embrace our multiculturalism Then + Now New + Historical
- Finish waterfront master plan by 2010
- Pedestrian/bicycle development-Upper most
- Downtown access to river
- Tourism generation
- Public Transit Improved
- Bike routes
- Trails/Parks
- More doctors/better access to healthcare
- Retirement services
- Go Bus and Train Service
- Colborne St. Development
- Improvements to Brant Park
- More youth facilities/supports (boys and girls club)
- Multi cultural centre
- Boos Grand River recreation + tourism
- Focus on immigration
- Encourage transportation network (railway, Go Train, 24 Hwy.)

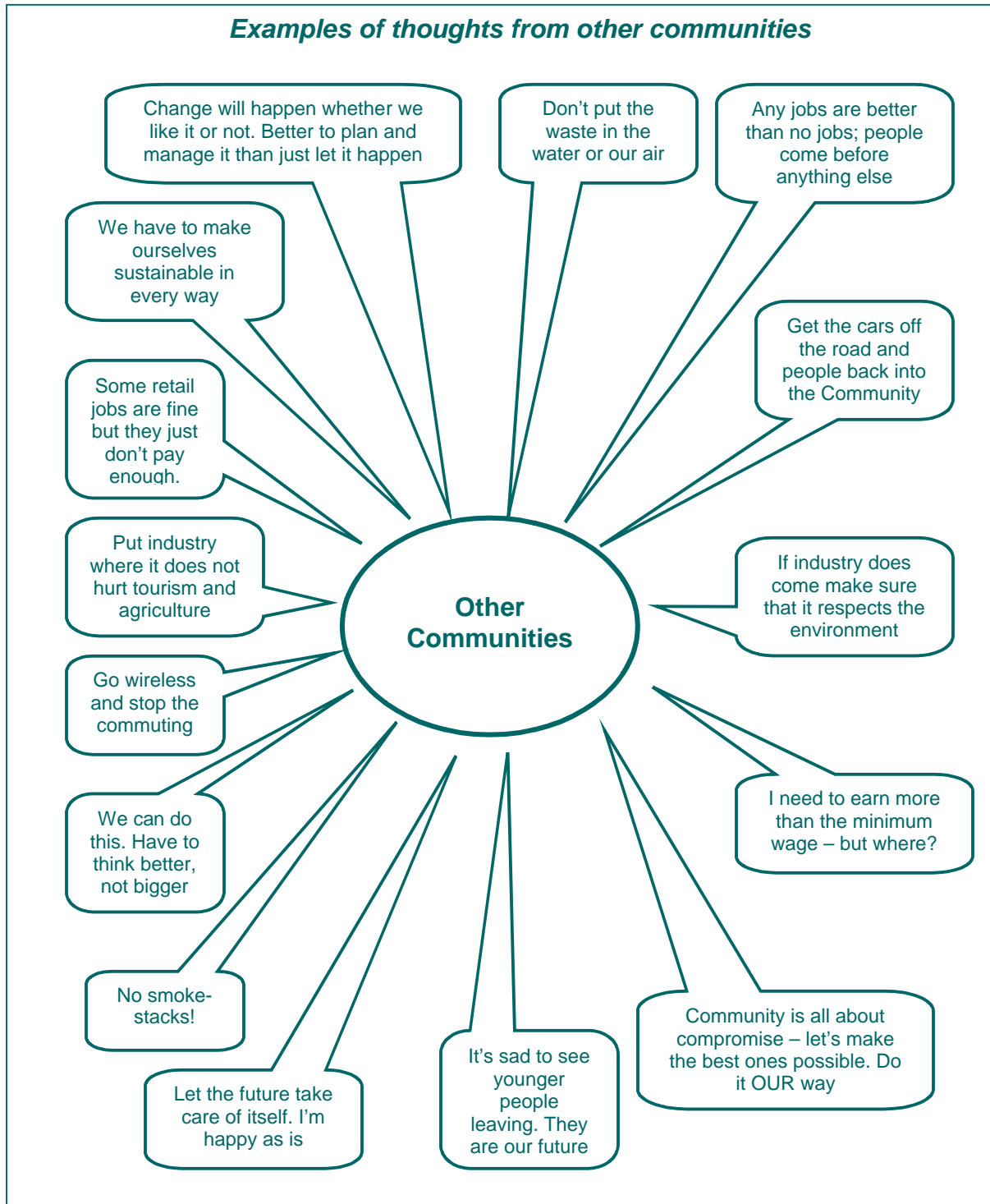
## SOCIOECONOMIC DEVELOPMENT MISSION AND STRATEGIES

- Comprehensive mapping of the community (linking health, social services, NGO, service clubs, culture, etc)
- Arts centre managed by the city to provide low cost studio/gallery/education space to the community
- Downtown Arts Center that is a 'Jewel' for the city
- Regional bus access through Norfolk, Haldimand, Brant County, Brantford
- Municipal incentives to create diversity downtown
- White Water Kayaking Park
- Partner outfitters, lodging, eating establishments for multi-day usage "Eco-Tourism"
- Improve "Greyhound" transit to major cities - Extend "Go"
- Capitalize on heritage features
- Revitalised downtown
- 200-300 seat theatre
- River become social and economic driver
- Better intercity Transport
- Market Heritage assets for repurposing
- Continued reinvestment of all sports facilities
- Shift social service agencies to outside of the core
- Broader range of housing type, especially at higher levels
- Landmark Tower
- Downtown parking
- Wayne Gretzky statue and museum

### Get on-board!

The last three pages provide continuing opportunities for the Community to participate. The train is now moving but the platform moves with it. ***Get on-board and help to drive it!***

**SOCIOECONOMIC DEVELOPMENT  
MISSION AND STRATEGIES**



**SOCIOECONOMIC DEVELOPMENT  
MISSION AND STRATEGIES**

***Have YOUR say...***

Please describe your sense of Values in any manner that best suits you.  
Write as much or as little as you wish. Use the form below or send a separate E-Mail.  
Or a fax. Or call. *The contact information is on the last sheet.*

The following are only to provoke thought and are some of the factors considered by other communities. If you wish, rank some of these examples below – use ‘1’ as the most important and so on - but feel free to make two or more equal.

***Then add more in your own words.***

<b><i>Brantford...</i></b>	<b><i>Is this important to me?</i></b>
...will have local, well-paying jobs year-round	
...will be prosperous	
...will have opportunities for youth, encouraging them to stay	
...will be second-to-none in telecommunications	
...will have excellent local services	
...will treat the waterways and watersheds as sustainable resources	
...will have places to play	
...will maintain the small town feeling	
...will be socially sustainable	
...will be environmentally sustainable	
...will be a safe community	
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*We would like to know who you are:*

<b>Your Name:</b>	<b>Telephone:</b>	<b>E-Mail:</b>

*If you would like to write more, then please do so...*

\_\_\_\_\_ *Add as many sheets as you like* \_\_\_\_\_

***Have an idea? Beyond your Values, please share some ideas as to  
HOW to achieve socioeconomic prosperity in Brantford?***

**Industry?**

**Agriculture?**

**Tourism?**

**Other?**

**Contacting us**

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By telephone to:

**George Schrijver** at WCM Consulting

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*This is long distance, so leave a message and allow us to return the call*