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A charming,  
prosperous  
and inclusive  
community.

A place to live,  
work, and play.

#OurFutureBrant



# Strategic Plan

# The Vision and Strategic Priorities

**Vision: A charming, prosperous and inclusive community. A place to live, work, and play.**

|                             |   |
|-----------------------------|---|
| <b>Strategic Priority 1</b> | <b>Sustainable and Managed Growth</b><br>Goal – Grow in a responsible manner that protects and enhances the attributes that are unique to each individual community.                                    |
| <b>Strategic Priority 2</b> | <b>Effective Communication</b><br>Goal – Engage citizens in a dialogue that is transparent, multi-faceted, and mutually respectful.   |
| <b>Strategic Priority 3</b> | <b>Economic Resilience</b><br>Goal – Facilitate the growth of a diversified local economy.  |
| <b>Strategic Priority 4</b> | <b>Reliable Infrastructure</b><br>Goal – Optimize existing assets and develop new assets to support the current and future needs of the community.  |
| <b>Strategic Priority 5</b> | <b>Healthy, Safe, and Engaged Citizens</b><br>Goal – Offer welcoming and inclusive programs, services, facilities, opportunities and events to enhance every resident's quality of life.                |
| <b>Strategic Priority 6</b> | <b>Stable and Responsive Governance</b><br>Goal – Ensure the County has the financial, human, and physical resources required to deliver quality, reliable, accountable, and affordable public service. |

The strategic plan, as stated above, contains a vision, priorities, and goals that will guide Council as its works to achieve the desires of the County's residents. These are high level principles and require a more detailed plan outlining the specific objectives and actions that County Council and its staff will take to achieve the plan.

*\* Please note the strategic priorities are not listed in any particular order.*

# The Strategic Plan has been segmented into four parts:

**VISION** An overarching statement of what the community aspires to be.

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**PRIORITIES** Key factors of how the Community's vision will be achieved.

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**GOALS** Specific statements of what the County will do to achieve the County's vision and priorities.

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**ACTIONS** Specific tasks that the County, as an organization, will undertake to meet these goals.

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community



# How Did We Develop the Plan?

**Council, early in 2019, approved a strategic planning process, which was to:**

1. Seek input on the community's vision, values, desires, and concerns.
2. Assess the County's external and internal environment to identify its strengths, weaknesses, opportunities, and threats.
3. Identify the strategic issues facing the organization.
4. Formulate a renewed community vision and key strategies to address the issues noted above, and develop supporting actions to achieve these strategies.
5. For each of these steps, various actions were identified and completed. Included in this, and consistent with steps 1 and 2, was a robust public engagement process that included both digital and face-to-face dialogue. In total, 881 residents were engaged in this process through various means. In addition, Council participated in a facilitated session focused on gaining insights into Council's perspective on the community's visions, values, desires, and concerns. Generally, this engagement process was positive and constructive and feedback suggested that participants found the process meaningful and productive.

The information gathered from the process outlined above has informed the strategic plan outlined below.

A man with a beard, wearing a straw hat and a light blue t-shirt, is smiling and holding a large bunch of red root vegetables, possibly radishes, in a field. The background is a blurred green field under a clear sky.

**"The County is thriving  
which means it's rich  
with opportunities."**

.....  
Ryan Shantz, owner of Clovercroft Farm

*growth*



# The Vision

As noted, the core of the strategic plan is comprised of a vision for the community, priorities that reflect the vision, and goals to achieve these priorities.

## The Vision for the County of Brant:

### A charming, prosperous and inclusive community. A place to live, work, and play.

The vision opens with the notion of a "charming community". This reflects the word "charm", which was consistently found throughout dialogue with residents. The concept of "small town charm", "rural charm", "natural charm", "neighborhood charm", "historic charm", "friendly charm" were all frequently cited as aspirations for the community. The concept of charm is multi-faceted and belies a mix of quaintness, heritage, and friendliness.

The idea of a "prosperous community" is derived from the Latin word *prosperus*, meaning "doing well" and likened to flourishing, and thriving. A prosperous community is one that offers many opportunities for citizens to have a rich and full life.

The concept of an "inclusive community" speaks to our desire for citizens and visitors to feel safe, respected, and comfortable in being themselves. It is a place where each person shares a sense of belonging. It is home.

The vision indicates the notion of "place", which is a broad term and frequently has a deep personal and emotional connection. The County is a "place" for its residents.

Throughout the community engagement process, community members consistently embraced the message of their vision for the County as a **place** to "Live, Work, and Play". As such, the concept of a place to live, work, and play is the foundation of the vision.



The proposed  
priorities for the  
County of Brant are:

2019-2023

## Strategic Plan Action Program

**1.** Sustainable and  
Managed Growth

**2.** Effective  
Communications

**3.** Economic Resilience

**4.** Reliable  
Infrastructure

**5.** Healthy, Safe, and  
Engaged Residents

**6.** Stable and Responsive  
Government

For each of the 6 Strategic Plan Priorities and Goals, an action plan has been developed containing both clear objectives and measurable actions, forming the Strategic Plan Action Program.

*Our Future*  
**BRANT**

# 1. Sustainable and Managed Growth

## Goal

**Grow in a responsible manner that protects and enhances the attributes that are unique to each individual community.**

**Context** – The County of Brant is identified as an urban growth centre under the Growth Plan for the Greater Golden Horseshoe. The province has identified the County as a place for residential and non-residential growth to occur in accordance with provincial policies. The Town of Paris has seen significant growth in designated greenfield lands, which has unsettled existing residents who fear the small-town nature of the community will be lost as this growth occurs. The Village of St. George is also poised to see significant growth once infrastructure is in place for municipal services. Municipal infrastructure, especially transportation infrastructure, is perceived to not be keeping pace with growth. Growth has bolstered the County's resources and has fueled job creation, economic growth, and cultural diversity. Strategic Plan Priority 1 is for Sustainable and Managed Growth, with a goal of growing responsibly in a manner that protects and enhances the attributes of each community.

**Objective 1.1** **Develop a robust policy framework that manages growth responsibly, sustainably, and in a manner that protects and enhances the unique attributes of each community and the natural environment.**

**Action 1.1.1** Develop a new County of Brant Official Plan by the end of 2021

- 1.1.1.1** Provide a Terms of Reference and Project Plan to Council by the September, 2019
- 1.1.1.2** Launch public engagement for the Official Plan process by 2020
- 1.1.1.3** Present a first draft of the official plan to Council by October of 2020
- 1.1.1.4** Present a second draft of the official plan to Council by July of 2021
- 1.1.1.5** Submit the final draft of the official plan to the Province by January of 2022

**Action 1.1.2** Complete a Growth Management Strategy, which will become part of the official plan.

- 1.1.2.1** Present a report to Council outlining the Terms of Reference for the Growth Management Strategy, by October 2019
- 1.1.2.2** Present the Growth Management Strategy to Council by June of 2020

**Action 1.1.3** Complete Community Secondary Plans for Burford, Mount Pleasant, Paris, and St. George, to become part of the Official Plan, which Community Secondary Plans will define matters including design guidelines, protection of community heritage, natural spaces, and other urban design elements.

- 1.1.3.1** Present, as part of the Terms of Reference and Project plan for the Official Plan, a project plan for completion of the Community Secondary Plans for Burford, Mount Pleasant, Paris, and St. George.
- 1.1.3.2** Present the Community Secondary Plans for Burford, Mount Pleasant, Paris, and St. George by the end of 2020.

## 2. Effective Communication

**Goal** Engage citizens in a dialogue that is transparent, multi-faceted, and mutually respectful.

**Context** – The business and decisions of the municipality and its Council and staff impact citizens significantly. The municipal decision process can be complex and difficult for citizens to fully comprehend. Historically, the traditional media has interpreted the business of the municipality and circulated it for consumption by the general public. Today, a wide variety of forums for information dissemination exist and media platforms are changing rapidly. Positively, citizens have many more options to obtain information; negatively, there are greater opportunities for citizens to be misinformed and for factual information to be misinterpreted. An evolved and effective communication approach has never been more critical for Council and for its citizens.

**Objective 2.1** Maintain a relevant and robust Communications and Marketing Plan for the County.

**Action 2.1.1** Renew the 4-year Communications and Marketing Plan implemented in 2016 with targets which include strengthening corporate identity and aligning staff resources to current media platforms.

**2.1.2** Develop a Terms of Reference for the Communications and Marketing Plan by October of 2019

**2.1.3** Present the updated Communications and Marketing Plan to Council by June of 2020

**Objective 2.2** Enhance and evolve multiple communications platforms to effectively engage citizens and visitors.

**Action 2.2.1** Redesign the County of Brant website every 3-years.

**Action 2.2.2** Grow engagement and followers on social media every 4 years, as follows:

**2.2.2.1** Increase Facebook followers by 100%

**2.2.2.2** Increase Twitter followers by 100%

**2.2.2.3** Increase Instagram followers by 400%

**Action 2.2.3** Implement the Wayfinding Strategy by October of 2022

**Action 2.2.4** Create plain language executive summaries for all key County plans, studies, and initiatives



# 3. Economic Resilience

## Goal Facilitate the growth of a diversified local economy.

**Context** – Local jobs and the opportunity to work close to home is a desirable aspect of any community. The County has seen successes in creating new businesses in the community, both by facilitating business expansions and by directly delivering serviced lands to prospective business owners. New and expanding businesses fuel job creation both directly by the new business, and indirectly as other businesses expand to provide services to these new businesses. The agricultural sector employs a significant number of local residents and new niche agribusinesses are allowing small farms to prosper. Also, the municipality gains through tax revenues and development charges when new businesses expand.

**Objective 3.1** Undertake a series of actions to create a more diverse economy, drive new investment, build successful downtown cores, and increase communication and engagement to the business community.

**Action 3.1.1** Implement the 2019 Economic Development Strategy and Action Plan, and report annually on the 4 pillars contained in this strategy, these 4 pillars being:

**3.1.1.1** Growing a more diversified local economy

**3.1.1.2** Driving investment in the County

**3.1.1.3** Building the downtown core areas

**3.1.1.4** Communications and engagement with the business community

**Objective 3.2** Ensure a minimum of 50 acres of Shovel Ready Employment Land is available at any given time

**Action 3.2.1** Complete the Employment Land Needs Study by June of 2020

**Action 3.2.2** Through a partnership with the landowner, develop the Brant 403 Business Park East project.

**Objective 3.3** Through the implementation of the Economic Development Strategy and Action Plan, create an environment where people can both live and work in the community.

**Action 3.3.1** Improve the current “live and work” in the County ratio to 40:60 by the end of 2022.  
(40% live and work in the County, while 60% live in the County and work outside the County).



live • work • play

The strategic plan contains a **vision, priorities, and goals** that will guide the County of Brant to achieve the desires of the County's residents.

## 4. Reliable Infrastructure

### Goal

**Optimize existing assets and develop new assets to support the current and future needs of the community.**

**Context** – Municipal assets and infrastructure form the backbone of our society and their condition and performance has far reaching consequences. The "infrastructure deficit" facing Ontario municipalities is well-known and has been compellingly outlined by municipal organizations including the Association of Municipalities of Ontario. The municipal sector in Ontario has been compelled through evolving legislation to embrace a vigorous asset management approach that will help the public ensure that these assets are being appropriately managed. Given the vast scale and extent of the County's infrastructure, a range of studies, plans, and processes must be undertaken to meet the County's strategic priority of having "Reliable Infrastructure".

**Objective 4.1 Create a plan that ensures that the County's assets are effective, reliable, and appropriately funded.**

- Action 4.1.1** Complete an Asset Management Plan, in accordance with the County's Strategic Asset Management Policy, for all core assets including roads, bridges, culverts, water infrastructure, wastewater infrastructure, and stormwater infrastructure, by June 2021.
- Action 4.1.2** Complete an Asset Management Plan, in accordance with the County's Strategic Asset Management Policy, for all remaining assets outside of those noted in Action 4.1.1, by June 2022.
- Action 4.1.3** Complete an Asset Management Long Term Funding Plan, in accordance with the County's Strategic Asset Management Policy, by June 2023.

**Objective 4.2 Maintain and evolve an adequate, safe, and reliable multi-modal transportation system.**

- Action 4.2.1** Fully implement the Brant E-Ride Program by the end of 2019.
- Action 4.2.2** Entrench the Brant Safe Streets Strategy into all road projects.
- Action 4.2.3** Update the Transportation Master Plan, including consideration of transportation routing around the Town of Paris and the Village of St. George, by the end of 2021.
- Action 4.2.4** Complete a City/County Transportation Plan, in cooperation with the City of Brantford, by the end of 2021.
- Action 4.2.5** Complete the Grand River St. North Municipal Class Environmental Assessment.

**Objective 4.3. Ensure that appropriate municipal servicing infrastructure is available and adequate to facilitate the growth that is contemplated in the County Official Plan and its associated Growth Management Strategy.**

- Action 4.3.1** Complete an Municipal Class Environmental Assessment for water and wastewater servicing for Cainsville by the end of 2021.
- Action 4.3.2** Initiate Master Servicing Plans, including water, wastewater, and stormwater servicing, for the Village of Burford and the Village of St. George, by the end of 2022.



# 5. Healthy, Safe, and Engaged Citizens

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## Goal

**Offer welcoming and inclusive programs, services, facilities, opportunities and events to enhance every resident's quality of life.**

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**Context** – A key to maintaining a high quality of life for citizens is to provide access to a range of services and programs that promote healthy and active living. Recreation programs, parks, and natural spaces all provide residents with opportunities to be physically and socially active. Health care services and facilities provide people with treatments and strategies to stay healthy and live longer. Strong correlations exist between healthy and active residents and safer communities.

**Objective 5.1** Create and sustain opportunities for residents to be actively engaged in recreational, social, and community activities.

**Action 5.1.1** Implement the Recreation Master Plan recommendations according to the implementation strategy outlined in level 4 of the plan, including annual reporting.

**Action 5.1.2.** Complete an Arts and Culture Strategy by the end of 2021.

**Objective 5.2** Improve resident's access to quality health care services.

**Action 5.2.1** Complete the Brant Community Health Hub project by June of 2021.

**Action 5.2.2** Initiate a County physician recruitment program and recruit 4 new physicians by the opening of the Brant Community Health Hub project.

**Objective 5.3** Make the community safe for residents.

**Action 5.3.1** Complete the Community Safety and Wellbeing Plan by the end of 2020.

**Action 5.3.2** Fully implement the Brant Safe Streets Strategy by the end of 2019.

**Objective 5.4** Engage in productive dialogue with the Grand Erie District School Board and Brant Haldimand Norfolk Catholic District School Board to ensure that local schools are effectively serving residents.



local charm

**"I appreciate the support for local businesses like mine."**

Nelsy Dinsmore, Silverstone Energy Bar

## 6. Stable and Responsive Governance

### Goal

**Ensure the County has the financial, human, and physical resources required to deliver quality, reliable, accountable, and affordable public service.**

**Context** – The County, as an organization, is responsible for providing a wide range of services. Recruiting and retaining appropriate talent to deliver these services is increasingly challenging. The County enjoys improving revenues and made sound past decisions to generate new revenues, but a large slate of pending projects will challenge the County's fiscal resources. Citizens are increasingly demanding a more engaged and accessible Council.

**Objective 6.1** Take steps to ensure that the County has the financial and staff resources to maintain existing services and to meet future needs.

**Action 6.1.1** Complete an organizational financial plan that maximizes assessment revenues, financing, reserves, and delivery models to ensure affordability of all current and prospective obligations, by the end of 2019.

**Action 6.1.2** Update the staffing review, which was completed in 2016, by September of 2021.

**Objective 6.2** Maintain a Council structure that is appropriate for the demographic and geographic realities of the community.

**Action 6.1.2.** Complete a ward boundary review by end of 2020.

# Implementing the Strategic Plan

This strategic plan is a dynamic document and contains many actions to help Council achieve the desires of the community. It is proposed to undertake two further steps to help Council and residents ensure that the plan is being achieved:

1. Corporate Master Work Plan: a master work plan for the organization will be developed and maintained. This will allow senior staff and Council to monitor the projects currently underway and whether the projects are proceeding on schedule and meeting key project milestones.
2. Annual Strategic Plan Report Card: an annual report card outlining the status of strategic plan objectives will be presented to Council during the February Corporate Development Committee meeting. This report card will broadly outline how the County's strategic priorities and goals are being met, and will also provide specific details of how the objectives and actions are being achieved.

## Plan Review

It is intended that this plan will be reviewed in early 2023, which coincides with the beginning of the Council term, with elections held in October 2022. It is assumed that the extent of this review will be determined by this new Council.



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A charming, prosperous and inclusive community. A place to live, work, and play.



# Roles in Implementing the Plan

## County of Brant Council:

- Reference the Strategic Plan when making decisions and considering new municipal initiatives.
- Ensure that the Strategic Plan Action Program is being implemented.

## County of Brant Staff:

- Implement and undertake the specific tasks outlined in the Strategic Plan Action Program and make recommendations to Council that are consistent with the Strategic Plan.

## The Community:

- Actively engage in the many initiatives outlined in the Strategic Plan Action Program.

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### Photos used in this document:

- |                                     |  |
|-------------------------------------|--|
| 1. St. George, Downtown             | 9. Paris, Grand Experiences                        |
| 2. Paris, Scenic Lookout            | 10. Paris, Edgar Farm                              |
| 3. Paris, Grand River Street North  | 11. County of Brant Farm                           |
| 4. Burford, Downtown Post Office    | 12. St. George, Downtown                           |
| 5. County of Brant Farm, Horse      | 13. Paris, County of Brant Customer Service Office |
| 6. Paris, Penman's Dam              |  |
| 7. Paris, Grand River               |  |
| 8. Paris, Clovercroft Farm, Chicken |  |
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# *Our Future* BRANT

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