

2024 - 2027



COUNTY OF
Brant Simply Grand



Strategic Plan

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

The Vision and Strategic Priorities

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

Strategic Priority 1 **Economic and Financial Resilience**
Utilizing the Long-Term Financial Plan, ensure decisions are made with a broad economic and financial understanding to support County operations and the community at-large.

Strategic Priority 2 **Focused Growth and Infrastructure**
Guided by the new Official Plan, ensure that planning for growth is undertaken in a manner that is proactive and with the necessary infrastructure in place.

Strategic Priority 3 **Healthy, Safe, and Engaged Communities**
Ensure that the decision-making process is equitable to all residents and all communities and is communicated in an accountable and transparent manner.

Strategic Priority 4 **Stable and Responsive Governance**
Ensure the County has the financial, human, and physical resources required to deliver quality, reliable, transparent, and affordable public service to support the broader community.

Strategic Priority 5 **Environmental Sustainability and Climate Action**
Advance climate change mitigation and adaptation at the corporate and community level to support a resilient, sustainable future for all.

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.



The Strategic Plan has been segmented into four parts:

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

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

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

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

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.*

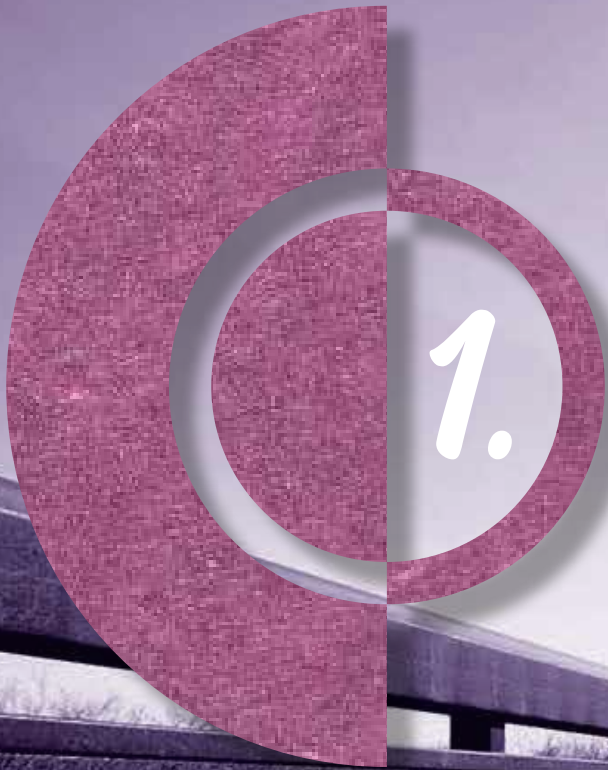
The vision opens with the notion of a “charming community”. This reflects the word “charm”, which was consistently found throughout dialogue with residents. The concept of “small town charm”, “rural charm”, “natural charm”, “neighbourhood charm”, “historic charm”, “friendly charm” were all frequently 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.



Economic and Financial Resilience

Economic and Financial Resilience

Utilizing the Long-Term Financial Plan, ensure decisions are made with a broad economic and financial understanding to support County operations and the community at-large.

Objective 1.1 Foster a financially resilient corporation and ensure we have the resources to meet the growing and changing needs of our community.

Action 1.1.1. Finalize and integrate the Long-Term Financial Plan into all decisions, plans, strategies, and day-to-day operations.

Action 1.1.2. Utilize the Asset Management Plan to provide more accurate 10-year capital forecasts to balance future financial obligations against new projects and service delivery offerings.

Action 1.1.3. Conduct a development fee review in 2025 to evaluate alignment with industry standards.

Action 1.1.4. Develop a formal capital fundraising program by the end of 2026 to coordinate community involvement and offsetting revenues for new projects.

Objective 1.2. Create a healthy and diverse economy, drive new investment and innovation, build successful downtown cores, and increase communication and engagement to the business community.

Action 1.2.1. Begin the revitalization of downtown Paris through the completion of the Grand River St. N. Reconstruction project by the spring of 2026, and complete the remaining downtown core area by 2028.

Action 1.2.2. Implement the Economic Development Strategic Plan and maximize the strategic location of County employment lands, notably those in Cainsville and Paris.



2.

Focused Growth and Infrastructure

Focused Growth and Infrastructure

Guided by the new Official Plan, ensure that planning for growth is undertaken in a manner that is proactive and with the necessary infrastructure in place.

Objective 2.1 Prepare for required growth through proactive land use and infrastructure planning.

Action 2.1.1. Advance the implementation of the Official Plan to support focused growth directed to urban settlements to protect farmland, ensure the financial sustainability of new development, and new development incorporate market trends in land use.

2.1.1.1 Adopt a new Community Planning Permit System in support of the implementation of the new Official Plan by the end of 2026.

2.1.1.2 Complete Master Environmental Servicing Plans for Oakland/Scotland by the end of 2025, and Oakhill and Burford by the end of 2027 in line with the Official Plan to cohesively identify land use and infrastructure planning needs.

2.1.1.3 Update the Paris Master Servicing Plan by the end of 2026.

Objective 2.2 Expand and support infrastructure to accommodate growth.

Action 2.2.1. Implement water and wastewater servicing and road improvements in St. George by 2026.

Action 2.2.2. Adopt and implement the Parks Master Plan to preserve and grow community access to park spaces.

Objective 2.3 Explore unique avenues to provide affordable housing solutions.

Action 2.3.1 Continue partnership with Central Ontario Co-Operative Housing Federation to seek federal funding to construct affordable co-operative housing in the County of Brant.

Action 2.3.2. Explore non-traditional housing types such as pre-fabricated, modular, and pre-approved designs from CMHC and how best the County can assist with these builds.

Action 2.3.3. Identify means during the development of the new Community Planning Permit System process to assist with attainable housing solutions, including expanding as-of-right zoning in urban areas of the County.

Healthy, Safe, and Engaged Communities

Ensure that the decision-making process is equitable to all residents and communities and is communicated in an accountable and transparent manner.

3.

Healthy, Safe, and Engaged Communities

Objective 3.1 Create and sustain opportunities for residents to be actively engaged in recreational, social, and community activities.

Action 3.1.1. Continue implementation of the Recreation Master Plan and the Arts, Culture and Heritage Strategy in line with recommendations throughout 2025 & 2026.

Action 3.1.2. Increase use of the Brant Transit Program.

3.1.2.1 Increase the rate of trips per hour (utilization rate) from 1.55 trips per hour to 2+ trips per hour by the end of 2025.

3.1.2.2 Achieve a minimum of 27,000 rides for 2025.

Action 3.1.3. Develop a plan to incorporate fixed routes and specialized transit for Council consideration by the end of 2025.

Action 3.1.4. Develop partnerships with surrounding municipalities to investigate integrating transit across municipal borders by the end of 2026.

Action 3.1.5. Collaborate with the City of Brantford to explore developing a City/County Transportation Master Plan. This plan would help guide connected transportation investment and planning moving forward.

Objective 3.2 Provide effective, inclusive, and meaningful ways for the community to learn and engage with the County of Brant.

Action 3.2.1. Implement the actions in the Communication and Marketing Strategy as outlined in 2025-2026.

Action 3.2.2. Create a Public Engagement Framework and Policy to help staff effectively inform, consult, and engage with the community in decision-making by 2025.

Objective 3.3 Support an inclusive, accessible, diverse, and safe County.

Action 3.3.1. Implement Automated Speed Enforcement in 2025 and have camera systems installed in 25% of all current Community Safety Zones by the end of 2026.

Action 3.3.2. Complete a Paramedic Services Optimum Response Model Study in 2025 and complete the new Paramedic Services headquarters by 2026.

Action 3.3.3. Continue to implement the Fire Master Plan.

Action 3.3.4. Develop the Diversity, Equity and Inclusion Strategy and implement actions outlined for 2025 and 2026.

Action 3.3.5. Implement the actions (and provide support to all divisions) as outlined in the Multi-Year Accessibility Plan for 2025 and 2026.

Action 3.3.6. Continue implementation of the Age Friendly Master Plan throughout 2025-2026.

Action 3.3.7 Complete new Community Safety & Well-Being Plan by July 2025.

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4.

Stable and Responsive Governance



Stable and Responsive Governance

Ensure the County has the financial, human, and physical resources required to deliver quality, reliable, transparent, and affordable public service to support the broader community.

Objective 4.1 Bolster information sharing, capacity, transparency, and trust.

Action 4.1.1. Refine process for onboarding and educating new members of Council in advance of 2026 election.

Action 4.1.2. Publish, refine, and expand Open Data portal throughout 2025-2026 timeframe.

Objective 4.2. Build a workforce to support the growing needs and expectations of the community.

Action 4.2.1. Using the Long-Term Financial Plan, ensure that staffing resources are consistent to properly oversee both development related growth, and to maintain the enlarged service offerings that result from growth.

Action 4.2.2. Ensure the County has the space to accommodate a changing and growing workforce by completing an Accommodations Study by mid-2025.

Action 4.2.3. Attract and retain diverse talent.



5.

Environmental Sustainability and Climate Action

Environmental Sustainability and Climate Action

Advance climate change mitigation and adaptation at the corporate and community level to support a resilient, sustainable future for all.

Objective 5.1 Become a leader in environmental sustainability practices and climate action.

Action 5.1.1. Reduce corporate greenhouse gas emissions and foster resiliency by advancing action items in the Climate Action Plan.

5.1.1.1 Develop a green building standard to reduce GHG emissions and promote resiliency.

5.1.1.2. Devise a plan to retrofit facilities.

5.1.1.3. Create a carbon emission data framework.

Action 5.1.2. Explore innovative renewable energy opportunities across County properties.

5.1.2.1 Create a renewable energy roadmap in collaboration with Brant Municipal Enterprises by mid-2026.

Action 5.1.3. Adopt an environmental mindset when developing plans, strategies, and processes by applying a climate lens from source to usage for County operations and capital projects.

Action 5.1.4. Facilitate an environmentally sustainable community.

5.1.4.1. Create educational materials to support community learning and action.

5.1.4.2. Offer supports for local businesses.

5.1.4.3. Explore opportunities to enhance tree planting on private property.



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